2015 Annual Rangelands Partnership Meeting

March 22-25, 2015 New Mexico State University, Las Cruces, NM

Monday 3/23/15

Time:	8:30 a.m.		
Attendees:	On Location		
	AK	Norm Harris, Jodee Kuden	
	AZ	Chris Bernau, Amber Dalke, Barb Hutchinson, Sarah Noelle, Lisa Page, Jeanne Pfander	
	CA	John Harper	
	HI	Mark Thorne	
	ID	Jeremy Kenyon, Lovina Roselle	
	KS	Walt Fick, Livia Olsen	
	ND	Nicole Mason	
	NM	Amy Ganguli, Laura Goodman, Cindy Watkins	
	OR	Mike Borman	
	SD	Nancy Marshall	
	UT	Beth Burritt (vice-chair)	
	WY	David Keto, David Kruger (chair), Rachel Mealor, Ann Tanaka, John Tanaka	
	<u>Virtual</u>		
	Australia	John Taylor	
	CO	Jocelyn Boice	
	NE	Dana Boden	
	NV	Amy Shannon	
	UT	Patsy Palacios	
	IMS		

Note Taker: Nicole Mason (secretary-treasurer) and Lovina Roselle

RP Executive Board Greetings and Overview of Rangelands Partnership 2015 Meeting

[David Kruger, Chair, Wyoming]

- David welcomed the group and gave an overview of the days scheduled events and discussions.
- Rachel Mealor (Wyoming) described a grant funded project on which the members from
 Wyoming are working. The project is to collect oral histories/stories from Rangelands
 Partnership (RP) interest groups. Participants will be asked what they would tell future
 generations. ("What would you tell others who could learn something from you," "what would

you tell future generations.") Part of this project is to gather information videos. They have some scripts written and will be asking RP members to be in the videos.

Introductions

[Amy Ganguli and Cindy Watkins, New Mexico State University]

- Amy welcomed the group and announced speakers from the NMSU library and College of Agriculture
- Quick introductions (attendees provided their names and institutions)

Rangelands Partnership 2014-15 Marketing Activities

- 2015 SRM Annual meeting Rangelands Partnership-sponsored activities and outreach,
 Communications and Website Committee [Jeanne Pfander and Barb Hutchinson, AZ]
 - Handouts for Society for Range Management (1) Cooperative Initiatives with the Rangelands Partnership and (2) OCW Committee Report 2015 SRM Annual Meeting, Sacramento, CA were distributed.
 - SRM Partnership Update [Jeanne and Barb, AZ]
 - Arizona team has been working with SRM to establish a new Memorandum of Understanding to incorporate Journal of Rangeland Management (JRM) and Rangelands into the RP database. They are working on a 10 year rolling window on JRM and 5 year rolling window on Rangelands (and increase from the previous 3 year rolling window). Also note that they've changed publisher from Allen Press to Elsevier.
 - Barb has been working with SRM folks and the Arizona team will now be adding abstracts from SRM meeting and tradeshows.
 - Still need someone from SRM designated to keep the glossary updated. SRM has not gotten a task force going yet.
 - Arizona team has been working with the SRM website and redesign maintenance group and have shared our social media guidelines.
 - SRM has been turning to us because of our experience with Rangelands. The first paragraph of their RFP mentions that organizations like RP should be shown on their homepage
 - RP had a strong presence at the SRM Outreach, Communication and Website Committee meeting. They discussed the Global Rangelands and Rangelands West website redesign and a new video project (discussed later in minutes).
 - Arizona team asked for our feedback on a variety of questions/items posted on easels in the hallway.
 - RP Sponsored Activity
 - RP attendance at SRM meeting was most successful meeting yet, with the help of a booth (sponsored by RP), poster, and new brochure.
- NCBA/Cattle Industry Convention [John Tanaka, WY)
 - Recent convention had around 8,000 attendees. They were there mostly to promote UW, but also the Sustainable Rangelands Round Table. A few ranchers stopped by their booth.
- Australia Rangelands Society Conference [Jeanne and Jodee]
 - Jeanne and Jodee will be going to the ARS 18th Biennial Conference in April 2015. RP has funded a booth for this event.

 Finished digitizing all the ARS Biennial Conference Proceedings from 1-17. Some are already in the Global Rangelands database.

RP Year in Review

- Higher Education Challenge Grant (HEC) [Lovina, ID]
 - o HEC Grant (summary at

http://www.rangelands.org/RSEC/Overview Rangeland HEC Grant(post-grant).pdf)

- Range Science Education Council (RSEC) (https://rangesec.wordpress.com/) meets annually at SRM meeting. Representatives from every institution that offers a range degree program.
- HEC grant first received in 2010. Grant objectives are to address some of the challenges we have with teaching skills of faculty, increasing accessibility to teaching resources, align core competencies with university curriculum, and to increase recruiting efforts. Grant term is up at the end of the summer. Susan will be working on obtaining another grant with a focus more on developing rangeland capstone course materials.
- Range at a Distance (online courses) http://rangelandswest.org/coursecatalog/
 - RW webpage Course Catalog link
 - Repository of distance accessible courses. Searchable database. Constructed by RSEC (hosted and updated by AZ).
- Teaching Clearinghouse [Lovina and Laurie]
 http://rangelandswest.org/teachingclearinghouse/
 - Developed by RSEC in partnership with AZ IT team. Resources are currently being added and bugs are being worked out. (In Beta version.)
 - Intent is to be a grab bag of resources for the teaching professionals at individual institutions. A portal for teaching tools. Serving teaching faculty who are having to do more with less. Meant to help facilitate success of educators of range programs.
 - Idea is that it holds peer-reviewed, open-source teaching resources including subject lectures or even an entire course outline with lessons and modules.
 - Laurie overviewed rangeland measurements course (https://rangeveg.wordpress.com/): Organized into series of modules for different lessons. Each lesson has a video presentation, a text-based learning guide, and self-check activity. Each module has a set of learning objectives and at the end of the module there's a list of other resources to use. Lauren Svejcar is working with Karen L. (ID) and Laurie (NM) to bring the course to completion by fall 2015.
- Careers and Education http://rangelandswest.org/careersandeducation/
 - RW webpage → Careers & Education link
 - Purpose Recruiting: get the word out to young people that there are opportunities out there for someone with a range degree. Includes highlights from professionals across the states on different topics. Searchable by topic or university.
 - Example: video by Susan Marshall, "Is Rangeland Management the Career Choice for You?" is good for recruiting at high schools.
 - Eventually, the RP will maintain this. Currently at Humboldt.
 - Google Analytics show increased use. Really getting the word out.
 - Video documentaries might be a phase 2 project.

- Wrangle http://wrangle.org/
 - Developed largely by Cody Sheehy (AZ). HEC Grant allowed Cody to go to Australia and take lots of video footage.
 - Website is currently being migrated to Drupal.
 - Place to get information about what global rangelands are. Most information comes from partner members of RSEC.

• K-12 Curriculum Initiative [Lovina, ID]

- Outgoing SRM president, Jenny Pluhar, formed a group that offered a workshop at the SRM meeting. The workshop highlighted what members are doing for youth education. The overall idea is to break down silos and stop reinventing the wheel, so to speak.
- At University of Idaho, Karen Launchbaugh and Lovina Roselle worked on high school curriculum now available on the web. These are guidelines and grab bags of materials (www.rangelandcenter.org). Also offering summer teacher trainings for extension partners working with state partners. Example guide (www.rangeteacherresource.wordpress.com). Includes videos and other resources and descriptive information on how they can use it in their classrooms.
- Examples of contributors: (a) OK prairie specific resources, (b) TX elementary curriculum,
 (c) AZ, Doug Tolleson, V bar V Ranch, Range Rocks program, and (d) Idaho Rangeland
 Resource Commission developing new 4H modules
- New collection with RP that will be devoted to youth education resources and outreach efforts/campaigns

Range Science Information System [John Tanaka, WY]

- Montana State library maintains website. Jason Clark is the contact. Harvested by GR and RP.
- o RSIS was set up to do annotated bibliographies of peer review literature related to grazing (primarily in MT and WY). Each record gives a summary of methods, vegetation types, where research is at, what research is applicable to, keywords, summary of article. Idea was that information would be available to BLM agencies that don't have time to read literature. They've said even his is too much information for them to read.
- Now looking at starting white papers on different topics. Karen Launchbaugh (ID) did
 provide some money to help develop them, but they didn't get far before they ran out of
 money. The project is on hold right now as they attempt to find funds to keep it going.
- Barb commented that the name (Range Science Information System) does not clearly indicate what can be found there. Beth Burritt seconded this observation. Maybe a reason for low usage/activity?
- Lovina asked if there is any information on how the end users are using the information and
 if there is any feedback. John is not aware of any, but Rachel Mealor has been contacted a
 few times. Ann Tanaka can see usage statistics through Google Analytics.

• Renewable Resources Extension Act Grant [John Tanaka, WY]

o Background: Last year, "Discovering our National Rangelands" proposal with AZ submitted to NIFA's call for Renewable Resources Extension Act Grant. Idea was to look at 4 different things. Talked about taking controversial issues in each state and recording videos on different perspectives. Ex. Wild horses. (MT is doing wild horses. AZ is doing wolves and burros). One goal is to get the general public to understand why they are issues and what the different perspectives are. Another goal is to gather knowledge. There are people that

know a lot about a local area and this project would attempt to capture that in videos. The ID rangeland resource commission does a lot of videos. They are not the same, but they are looking at what producers are doing.

- o Grant was awarded (and the award was doubled the requested amount!).
- Extension and Experiment station in WY will be adding episodes of Out on the Land.
- Another part of the grant is to train other states on how to make these videos. WY just hired 2 undergraduate students and iPad minis. Idea is to transfer that sort of activity to work with AZ group to shoot some videos. We can show you the scripts, equipment, etc. on how you might shoot the videos. Intent of grant was more for training for everyone else. (Not necessarily those with videographers). They are working on these scripts and IRB approval.
- o Kind of people recorded: Managers, ranchers, retired university people etc.
- Video Introduction to e-Extension worksite
- eXtension Workshops and answers about eXtension Rangelands [Beth Burritt, UT]
 - o https://www.extension.org/rangelands
 - Out of Optimization grant.
 - o Beth is content manager for eXtension rangelands and has a student intern.
 - We aren't on the front page anymore. Not currently a "community of practice" because we didn't complete the list of tasks we were supposed to do (turn in report on time, more webinars, etc.)
 - They asked for FAQ, at least 100 and then decided they didn't want them. They asked us to turn them into articles. If it's a more complicated question, Beth has linked it to a page on eXtension that's about that topic. Some of the questions didn't make sense. She asked if we could delete some and they said "no."
 - o eXtension is supposed to be for educating the public about rangelands
 - Workshops: Working on Integrating eXtension and GR/RP. We are supposed to look at focus groups. Jeanne and Sheila did them in AZ and got input on websites and social media needs, which they reported on at the last meeting. Out of that we've added social media for RP..
 - Need more people to sign up for Ask an Expert
 - Handout

Website Redesign Update (Optimization Grant Next Steps)

- Overview [Amber Dalke, AZ]
 - Arizona Team has been working on a redesign project for the Global Rangelands and Rangelands West websites, as well as the state site templates. Amber presented mock-up images of these redesigns and showed changes and additions. During this process a survey was made by Nicole Mason and sent out to RP members. Thanks to those who responded.
 - o Target date for launch is end of May 2015
 - Sites will be mobile responsive
- New Global Rangelands Homepage [Amber Dalke, AZ]
 - Top search bar for seasoned professional GR users search by keyword
 - 3 ways to search database
 - Keyword Blank search or go to advanced search
 - Title, author, dates, etc
 - Suggestions on ways to improve search
 - Possibly eventually a video to guide users in searching
 - Topic Bolded words will have video associated with them

- Click goes to topic home page which contains pictures, video, relevant highlighted issues, and an explore button (click and it searches entire database on that topic)
- Continent Clicking continent goes to that continent homepage
 - Intro content
 - Browse collection with content on
 - Links to more information
 - Explore button
- Navigation bar
 - Discover aimed towards academics, researchers, for browsing collections
 - Learn aimed at students and teachers.
 - Tools aimed at land managers and ranchers. Ask an expert, etc.
 - About similar to what is currently on GR. With few additions (donate, and members page)
- Welcome video will explain what you'll find at GR. What is the purpose? What do we do?
- o Rotating slide box to highlight new content to GR or RW to keep user within websites
- o Rangelands for...
 - Students
 - Teachers (goes to teaching clearing house)
 - Job seekers (goes to careers and education)
 - Ranchers/Land managers
 - Researchers
- Latest updates, Other news (RSS feeds from other sources), Connect with global rangelands (linking to our social media)
- New Rangelands West Homepage [Amber Dalke, AZ]
 - Amber showed mock-ups of the redesigned Rangelands West homepage
 - Navigation bar, search bar, sliding picture box, social media, highlighted topics (more specific to western US), map (links to state sites)
- New State Sites [Amber Dalke, AZ]
 - Amber showed mock-ups of the redesigned state site templates
 - Navigation bar, slider box, events, state map
 - Highlights and Local Resources moved into a new box. Added a "more" option
- Questions raised by attendees [Amber Dalke, AZ]
 - There is a way to access information from Google Analytics to see how people are using the state sites. Will there be a way we can easily summarize that? Expressed by multiple members. Ann Tanaka explained that you can create a Google account to collect all analytics and the administrator can create a report for a specific state. It could also be scheduled to send reports out at regular intervals. Working out details (creating a master administrator account to be run by a single member or creating how-to guides for members to do this on their own) was tabled until tomorrow.
 - Members brought up questions and concerns about the level and type of content on the Discover page. This led to a discussion questioning the overall purpose of the website (which would then direct the content type and level.) This discussion was also tabled until tomorrow's discussion on sustainability of the group.

- How will the update to the state sites hosted by AZ work? Is it automatic? Answer was tabled until tomorrow when Matt would be in attendance.
- Marketing Global Rangelands and Rangelands West [Sarah Noelle, AZ]

Link to Prezi

- Cody Sheehy has an idea for marketing GR and RW websites with a video. The inspiration for this video comes from the trailer for the movie *Interstellar*. (https://youtu.be/eheUpqxYfak)
 How can we incorporate something like this for rangelands?
 - Idea is to make a similar video that changes how people think about rangelands. Ideas like: "a place of exploration, or adventure, from which we came and where we want to call home again," and "we have our own heroes, our own history to draw upon."
 - Script page was handed out with the left column showing lines from the *Interstellar* trailer and the right column showing the lines that might work for a video on rangelands.
 - Ideas for imagery include: lots of beautiful images of these lands, show people where their food is coming from, cradle of civilization, show cities in the distance, workshops, working with students, urban couple raising own food, more pictures of beautiful rangelands, historic video of the old west, dust bowl, people returning to be stewards of rangelands, recreation use, camping, hiking
 - Contact Cody Sheehy (<u>csheehy@email.arizona.edu</u>), Barb Hutchinson (<u>BarbaraH@cals.arizona.edu</u>), or Sarah Noelle (<u>smnoelle@email.arizona.edu</u>) with ideas.

International Partnerships

- South Africa: Grasslands Society of Southern Africa [Barb Hutchison, AZ]
 - Barb attended the Grasslands Society of Southern Africa (GSSA) conference (with funds from RP). At the conference she gave the keynote presentation (45 minutes with time for questions). On the second day of the conference, Barb met with the GSSA board. They were interested in contributing to GR and asked what we need.
 - The AZ team is still in the process of working out the details. GSSA has a lot databases.
 - Taylor and Francis works with NISC (National Inquiry Services Centre) to publish the
 Grasslands Society Journal. They aren't going to give us the full text yet, but they have
 already given us the citations and abstracts for their journal issues. The AZ team will load it
 after the websites are moved to Drupal 7.
 - GSSA also has smaller databases they've put together as a service to their members, to get more grey literature, popular literature, and extension literature. The AZ team is making contacts with those database administrators in hopes of pulling that all together under a Southern Africa collection in GR.
 - Through contacts at GSSA, Barb learned that IUCN (International Union for Conservation of Nature) is talking about leading an effort to create a rangelands of the world map that will be a multi-organizational project. If this project goes forward, we should get RP range people involved in the discussion.
- FAO "Open Access/Open Data" Collaboration Opportunities [Barb Hutchinson, AZ]
 - o Barb also noted that she has been asked by FAO (Food and Agriculture Organization of the United Nations) to join a discussion on open linked data. GR was the group from the U.S. asked to join. Other Open Access initiatives are interested in watching GR. The Linked Open

Data proposal is \$8.5 million. GR could be the mechanism/contact for the North America region of the project.

Australia: Australia Rangelands Society [John Taylor, Australia, virtual]

 All abstracts from Australian Rangelands Journal are now in the GR database. Still working to add ARS conference proceedings, and most of the reports of the U.S. Australian. Rangeland meetings. During this process the publisher, CSIRO saw the placement of these in the GR database. Seeing this made them recognize it was a significant resource globally.

Mexico: University of Hermosillo [Barb Hutchinson, AZ]

Barb has been communicating with Felix. They are having some budget issues, so there's not
a lot he's been able to do. They are hoping to work with the AZ team to help build his site.
They did put together a full day workshop around campus and he brought administrators
and students to AZ for a tour.

Question: Any News on Connecting with Canada?

Response from Amy Ganguli: Over the last couple of years we've made headway with
interest (particularly by Barry Adams, creator of *Cows and Fish*(http://cowsandfish.org/about/about.html), and Thompson Rivers University. However, due
to budget issues and other commitments, we haven't gotten anyone on the table yet. Barb
has spoken with some in Alberta.

State Updates

Virtual

- Colorado [Jocelyn Boice] no significant change but planning to add a collection. Possibility
 of moving site to LibGuides (still in the works). 2014 total of 1782 views, ~20% visits from
 mobile devises; some international traffic from France and Germany.
- Nebraska [Dana Boden] continues to keep page up. Waiting to receive website statistics from their website person after the conference. They have had issues with the LibGuide version update and getting training and updating going. Dana's liaison areas were adjusted in the last year and revision of those LibGuides have taken priority. Renovation of location (C. Y. Thompson Library) and review of records have kept Dana busy. Wanting to make the state site public and live in the future!
- Nevada [Amy Shannon] Transitions the site from LibGuides 1 to LibGuides 2, and it should now be mostly mobile-friendly. Working on recovering some aspects of the search function for the NV Agricultural Publications digital collection (it was in a black box only accessible by a programmer who left). It is mostly working now. Will be adding documents soon. Upcoming initiative for the coming year: in collaboration with a hydrologist in the Natural Resources Department, Amy will be building a companion/connected site on western water issues. They are hoping to launch the site by the end of the summer.

• On site reports

- Alaska [Norm and Jodee] everything is in the database!! Jodee received training from Kelly in AZ. New links put up and local resources added. Look for more additions and changes to continue into the future.
- Arizona [Barb, Jeanne, and Lisa] Partnership website has kept them busy. Lisa gave an overview of the Range Rocks program (http://cals.arizona.edu/vbarv/rangeprogram/range-rocks) at V bar V Range Program (http://cals.arizona.edu/vbarv/rangeprogram/). The program provides hands on learning to share range information with youth and teachers to

increase interest in the outdoor sciences. High School age targeted. Arizona's V Bar V Ag Experiment Station is location for most of the activities.

- California [John H.] Annual rangeland e-book

 (http://californiarangeland.ucdavis.edu/Annual Rangeland Handbook/) under peer review

 (this is been an emphasis lately). History of UC Rangeland Extension, Research and Teaching
 has been completed. Working on publication archive with Mel George. Digitized all
 applicable reports and made them searchable. Trying to keep current with other educators
 providing PowerPoints of their information. Their website is housed within Site Builder
 through their communications department. John and Barb will be in contact to try and move
 CA information to the Global Rangelands site.
- O Hawaii [Mark] Started cooperating with Hawaii Department of Agriculture on release of biocontrol agent of fireweed and just got approval to release the agent. In the last three months thousands of moths in town are not eating the weed, so they have been dealing with that interesting challenge. Working on forage production dynamics and drought management tool to calculate forage production on monthly basis and provide producers estimates depending on precipitation. The online tool was built and hopefully will be turned into an app at some point in future. Have linked to Mark's work in Mariana on website as well.
- o Idaho [Jeremy and Lovina] Shared perspective of having an Arizona hosted state site appreciate the uniformity. Continue to update and the site serves as a portal to Rangeland Center platform from University of Idaho. Biggest issue in Idaho has been getting digital repositories on the website and working to get publications that were not very accessible back on the site. New Rangeland Center Library collection (theses, early works, ag experiment station pubs, etc.) updated to capture these publications. Incorporated a giant clickable map to take user to various sites in the counties (provides contact, their work, and other info). Future goal is to provide info for each county using the clickable map.
- Kansas [Walt and Livia] Not many changes made but updating events. Also do website for Kansas section of SRM and a revamp of that had taken Livia's time. Walt provided update on Kansas wildfires incorporating prediction of where smoke will be moving (http://ksfire.sonomatechdata.com/view/summary/). They have been encouraging extension to use this for calculating time to do prescribed burning.
- New Mexico [Amy and Cindy] newest addition to digital collection is New Mexico Extension News.
- North Dakota [Nicole] Not many changes made, but been busy with changes in the library at her institution. New Dean of Libraries and new positions have been added. Working on adding digitized North Dakota Ag Experiment Station publications (specifically North Dakota Farm Research) and hoping to get to more range information and website updates in the future.
- Oregon [Mike B.] Has been busy with administration. Hopes to work more on Rangelands
 West info and will need to make connections with the new librarian to move forward.
- South Dakota [Nancy] Happy to report she is now a subject librarian. This will likely increase her involvement with the group. She is planning to incorporate saltcedar research results and information on the site. Much of South Dakota positions have been changing. Hopes to get more involved in the years to come!
- Utah [Beth] Mostly working on eXtension and hasn't done much with Utah range website.
 Biggest contributions for the website have been creation of a factsheet on why we need

- sagebrush and a document on nutritional value and toxins in various noxious weeds. Now working on a medusahead site with Theresa Becchetti from UC Davis. Beth also has a document on aspen regeneration that she's completed but hasn't added to the site.
- O Wyoming [Rachel and David] Did quite a bit of work on the website last year on revamping and changing the entire look. They moved to a WordPress site that they administer on their own. They haven't added to the database yet, but plan to. In the mid-phase of making the website mobile accessible. Also doing a project making publications for UW more accessible by searching. In hopes that WY producers come to the site. Hoping to feed this more and provide all kinds of information to make it easier for the general public. Done lots of marketing this year. Want to make the UW publications more accessible. They have been awarded \$5,000 from the Ceres grant. Publications have all been digitized from 1891 to the most recent. Still working on getting the metadata straightened out and David has been talking with Jeremy about getting that into the RP database. Barb said that using the guidelines put together by Matt would make harvesting easier.

Business Meeting

- Report from Chair [David Kruger, WY]
 - At the previous meeting in 2014, the Partnership discussed supplemental funding. Over the years there has been a residual balance in the account that is continually growing. The Partnership decided to use the money to advance the partnership. The executive committee (David Kruger chair, Beth Burritt vice-chair, and Nicole Mason secretary-treasurer) drafted a document for policies and procedures for the use of supplemental funds. Since then, the funds have already been used for advancement of the partnership. Some money was awarded to Barb Hutchinson and Jodee Kuden. (More information on use of funds in the secretary-treasurer report.) If interested in making a request, email Beth Burritt.
 - o The executive committee had 3 meetings over the year. One in November to (1) follow up from the annual meeting last year in UC Davis, (2) updates on AZ team work, and (3) meeting planning for this year. Then in January we met with Wyoming and New Mexico teams to discuss the next meeting. Then just before this meeting we had a meeting with Karen Launchbaugh about sustainability. (Discussed more in depth the next day, March. 23. See Below.
- Administrative report [John Tanaka, WY]
 - For the WERA part, the report for this committee is due in 60 days. Need the minutes by May 15th. What they are looking for are notable accomplishments, impacts, and photos. Thing to keep in mind is the project is due for renewal next year. We'll need to start on the renewal and get it submitted by about this time next year (before it expires next year at the last meeting). This is our fourth year on the current project. We may need to get a task force together to work on the proposal? (No final decision was made on this.)
 - We are nominating this WERA for the Agricultural Experiment Station Excellence in Multi-State Research Awards.
 - They needs statistics for how much the websites have been used. It's due in the middle of April or first part of May. Need to incorporate that into the information. Send everything you can get to Barb Hutchinson.
 - As part of the application, John had to list all the participants, some states have extension specialists and some librarians. Some have both. Leadership needs to

- figure out how to reengage with those in the states that haven't been particularly active.
- Lovina asked if we could nominate the Partnership for the NIFA award. John said the deadline has already passed for this year. Lovina suggested we keep those types of awards on our radar.
- O Barb asked about the difference between the WERA we are in now and a W. John's response: W's may come with funding, but we would be expected to write grants and publish in peer-review journals. From the extension point of view, it creates a CRIS project for you that creates a portion of salary that comes from there.
- Secretary-Treasurer Report [Nicole Mason, ND]
 - Starting balance on 7/1/14 was \$13,381.86
 - Supplemental funds used
 - \$2,200 to Barb Hutchinson for travel to the Congress of Grassland Society of Southern Africa meeting
 - \$444.24 to Jodee Kuden for booth rental at the Australian Rangeland Society meeting
 - Last year's meeting at UC Davis final cost was \$6,129. This was an overall loss of \$810.
 - Current balance (as of 3/22/15) is \$8,837.93
- **Discussion: Engaging Partnership Task Forces** [David Kruger, WY]
 - Past Problems and Future Opportunities
 - We'd come up with great ideas and get pumped, but a year would go by and we wouldn't have accomplished much as we've all been busy with other things. Though it has gotten better over the years, we seem to be at a crossroads. Where we are going to go from here? Are the current task forces still viable? What are we not addressing that needs to be addressed?
 - Reviewing Existing Task Forces and Assessing Their Relevance
 - Hot Topics Development & Maintenance
 - Update [Barb Hutchinson, AZ]: With the redesign, the hot topics section is now being changed to "highlighted topics." They will not be posted unless they've already been developed. The pages will include a summary of the topic, sub-categories (and sometimes sub-summaries), links to resources, and a feed from the GR database. We've selected some that are big topics in the news but all of these need input from the RP members. Our members are doing great work in these areas and we want to continue to build them and develop them. There's a question out there what do you feel are the topics that we should develop. What are really critical topics in the different states about which we should be providing original content to inform the public, educators, and students?

There is a new list of disciplinary topics that make up rangelands as a discipline and each one of those is going to have a brief summary and video introduction. We need people willing to write those summaries for those topics. Major categories and smaller ones. We'd love more engagement

from the Partnership. We have a few months before the new site goes live. Let us know if you are interested in helping.

- The task force is still needed; it's just changed. We need people willing to write the content. Work of task force is distributed across the partnership.
- Incorporating Rangeland-Related Agricultural Experiment Station and Cooperative Extension Repository Records into GR/RW Database
 - [David]: Definitely needed when it started. We've had multiple people getting CERES grants. The point was to get people mobilized and connected with funding opportunities. The usefulness of the task force has served its purpose up to this point. The work of the task force can continue on if we provide information and a contact point for those looking to go that route.
 - [Jeremy]: I put everything everyone sent to me (about what publications they wanted to put into the repository) into a spreadsheet. I have a lot of questions (e.g. topics and date ranges to include). Harvesting is the easy part. Hard part is every state going through the list and figuring out what they want and don't want incorporated from their respective repositories. Guidelines from AZ are new.
 - This led to a discussion on the scope of content we should be including in the database.
 - o Earlier notion of 'cream of the crop' and concerns about overwhelming the database with so much data that relevant information can't be found. Concerns over extension publications (an in particular, older publications). Some are concerned, others operate under the assumption that all extension and experiment station publications have been peer reviewed and therefore could be added to the database.
 - Inclusion, or exclusion, of historical documents. What we are doing as a partnership is not necessarily meant as an archival function.
 Also noted that historical documents can provide relevant background for where range science has been.
 - Who makes the decision of what to add? The repositories are at the state level, so is it the state institutions that decide what should be added from their collections?
 - O What about dissertations?
 - Should distinctions between peer-reviewed and non-peer-reviewed resources be made in the database records?
 - The crux of the task for is to layout the parameters of what we should be selecting from what we digitize.
 - There was no unanimous agreement overall, except to the idea that, as a Partnership, we need to lay out how we decide what is going to be content and what isn't. Developing guidelines is important.

- [Jeanne] It's not as simple as just harvesting, you have to take the whole thing. You have to create some way to take everything and then delete stuff that isn't relevant, or find some other way to work with the content.
- The Partnership decided to morph the task force into an IR task force that will ask for volunteers. Anyone on the previous task force that wants to continue is more than welcome, as is anyone else who is interested.

International Partner Recruiting and Content Development

- [Barb] Followed up on international needs when they came up. Would love to have others in the Partnership interested in joining. Amy and Jeanne have made some contacts. Would be more purposeful to have a more active task force.
- Mongolia Amy expressed interest in working toward partnering with Mongolia by next year. Jeanne said a feature on Mongolia range lands has recently been added to the GR website.
- Canada Jeanne and Barb talked with International Rangelands Congress at the SRM booth. The discussion revealed the IRC interest in GR hosting their conference proceedings. More discussion is needed before that could more forward, as with current funds, this would be difficult to sustain. Features on Canada range topics have been added to GR.
- David concluded that this task force needs to continue.

Marketing RP Databases

- Members' website: http://uwyoextension.org/rwpmembers/ is one place to find presentations about RP previously used by other members.
- [Jeanne] There's been some activities: new brochure and the poster we used at SRM. We had talked about before that we should prioritize, there should only be 2 or 3. Maybe we should do that this year.
- [Barb] Suggest that we have a group that would work together on a launch campaign for when we re-launch the websites. How can we leverage social media? What do we do to get the word out? We should make available the presentations we give so that members can repackage and use them. Need to talk about what RP does around our campuses as much as we do at SRM and other meetings. We need a re-launch task force.
- David and Mark agreed to the creation of a task force to handle the relaunch as well as general marketing/public relations.

• Election of new Secretary-Treasurer – [David Kruger – Chair]

- o Jeremy (ID) nominated Lovina Roselle (ID).
- o Chris (V bar V) seconded nominated by Jeremy. Chris (V bar V) seconded.
- Members voted and the motion was carried.

Transition to 2015/2016 executive team – [David Kruger – Outgoing Chair]

- Beth Burritt Chair
- Nicole Mason Vice-Chair
- Lovina Roselle Secretary-Treasurer

- Announcements of Locations for 2016 and 2017 RP Meetings [Beth Burritt, UT]
 - o 2016 Hawaii , week of March 21
 - o 2017 Utah

Meeting adjourned 4:30 p.m.

Dinner

- Farm and Ranch Heritage Museum
- Speaker Dr. Lowell Catlett, Dean of the College of Agricultural, Consumer and Environmental Sciences.
- Music Performance Steve Smith and Hard Road

Tuesday 3/24/15

Time:	8:30 a.m.			
Attendees:	On Location	<u>on</u>		
	AK	Norm Harris, Jodee Kuden		
	AZ	Kelly Arizmendi, Chris Bernau, Amber Dalke, Barb Hutchinson, Sheila Merrigan, Sarah Noelle, Lisa Page, Jeanne Pfander, George Ruyle		
	CA	John Harper		
	HI	Mark Thorne		
	ID	Jeremy Kenyon, Lovina Roselle		
	KS	Walt Fick, Livia Olsen		
	ND	Nicole Mason		
	NM	Amy Ganguli, Laura Goodman, Cindy Watkins		
	OR	Mike Borman		
	SD	Nancy Marshall		
	UT	Beth Burritt (vice-chair)		
	WY	David Keto, David Kruger (chair), Rachel Mealor, Ann Tanaka, John Tanaka		
	<u>Virtual</u>			
	AZ	Doug Toellesone		
	NE	Dana Boden		
	NV	Amy Shannon		
	UT	Karen Launchbaugh		

Note Taker: Nicole Mason (vice-chair) and Lovina Roselle (secretary-treasurer)

Social Media and Engagement

• Social Media Review [Sheila Merrigan, AZ]

<u>Facebook</u>: is being used, 75%....,
 Twitter: <u>Rangelands Partners</u>
 YouTube: <u>GlobalRangelands</u>

- o Pinterest: Rangelands Partnership one board right now, but we could create different boards for each state
- Scoop.it: site where we're putting all of our news items.
- Provided some statistics on Social media users (number of adult users, number of sites used, frequency of social media site use, etc.)
- Stats for the last 3 months (Hired Trevor about 3 months ago)
 - December to January
 - Facebook
 - Page likes: started with 149 now 203
 - Post likes 298
 - Shares: 36
 - Not getting the young crowd
 - Demographics: 25-34 at 11%, 35-44 at 12%, 45-54 at 12%
 - Most from U.S., Tucson leading
 - Total page likes have improved
 - Twitter
 - Total tweets: 213
 - Following 88
 - Followers 92
 - Favorites: 7
 - Pinterest
 - Pins: 50
 - Likes: 3
 - Followers: 6
 - Following: 18
 - Scoop.it
 - Total view 311
 - Followers: 3
 - Reactions: 182
 - LinkedIn
 - Members: 8
 - YouTube (lifetime, not 3 months)
 - Total videos: 106
 - Total views: 1315
 - Minutes watched: 3287
 - Ave time in playlist: 3:50
- Trevor has taken over Facebook and Twitter. It's gotten so much more attention since then.
 We've got people sharing/liking/positing daily
- You can get involved:
 - Contribute your state information
 - Facebook: 1-2 posts/month
 - Twitter a few posts a month or interact
 - Pinterest your own board!
 - LinkedIN help please!
- Policy

- FB, Twitter, YouTube, Pinterest, LinkedIN are primarily for the public
- Our Scoop.it primarily for the partnership
- Post **link back** to our websites, publications, or events when possible
- State specific information welcome on all social media sites
- Information we post needs to be unbiased, science based

Feel the love

- Post if you can
- Perhaps choose 1 tool and embrace it
- Support one another
- Like, comment, share, retweet, favorite, view, listen, etc. increase reach

• Evaluation of Impact [John Harper]

- o Analytics doesn't answer the "so what" questions. Doesn't show impact.
- Suggest maybe developing an online survey.
 - He found that since many are already using the web and comfortable with it, if you propose to them that if they like what they are doing with social media, ask them to do a survey.
 - Look at simple impacts. E.g. on a 1-5 scale rating (Likert scale). Gives data that helps continue funding. It can shows change graphically.
 - More difficult to go past "low hanging fruit" (or 'casa') such as just showing you've published. You have to show impact. For grants, what impact is it going to have? Other levels of impact: did they change their behavior?
 - [John Tanaka] Consider obtaining IRB before starting if results will be for more than internal use (such as for research and publication)

• Scoop.it Newsletter – Communication Among Partnership [Barb]

- O Joined for \$799 a year for full-service. They are on-call for support. They provide great customer service. They are very responsive. Option to set up 5 topical areas and teams to curate that content. At their suggestions, we've put all our range terms into one topic area. It's easier to curate. You can sign up to receive a digest of those. The newsletter is something we create and send out only to the listserv, so really only for the Partnership. The website is for everyone.
- Trying to do on a monthly basis.
- Might consider webinars for training.
- Opportunity to communicate better and more frequently with each other. (Such as putting up something new on your website, or a new tool, etc.)
- Send Barb stuff so to add.
- When you post to Scoop.it, you can tell it to automatically also go to Facebook and Twitter.
 It doesn't do LinkedIn yet.

• Chris – V bar V

- About 2 years ago, launched a social media bonanza (Facebook, twitter, google +, YouTube) with outreach, education, and advertisement of workshops/newsletters as the main purpose. Facebook goal was if a lot of people like us and we advertise workshops, maybe we would do registration through Facebook.
- o Ended up focusing mostly on Facebook. We don't use the others as much
- YouTube we have some products. Plan to add more, especially with the Range Rocks program.

- Chris and Doug Toellesone worked on it. Looked for anything range related, education specific, some conservation groups, and liked all their pages. They post information about various meetings they we attend/present at, etc.
- Try to only do one post a day, unless doing an activity
- Have been using HootSuite for automatic scheduling for posts to Facebook, Twitter, Google+ all at once. Can't have a share button with those posts though. Can't tag others in a post.
- o Target audience everyone range related, (also via specific activities, workshops, etc.)
- Haven't done a survey on it.
- o Reach/Insights: 300 people who like the page. Most from Tucson.
- Also tried paid advertising. When you post on Facebook, it doesn't go to everyone that likes your page. It goes to maybe 10%. When they start liking it, it will spread to more people who like your page. Paid advertising they'll send it to more people. Does show a "sponsor" tag. Only paid \$40 over 4 days so far. Most successful post had a reach of about 1,600. Posts liked more often are jokes and photos and videos of fun things. Posts with a lot of reading, not so much. Risks: fake likes, less engagement (posts would go out to mostly fake people). Not clear yet if it's successful in getting more people to come to activities

Hands-on Workshop & Webinar on Adding State Resources to Database

- Handout: "Global Rangelands Data Entry Guidelines"
- [Kelly Arizmendi, AZ] People will not find content through global or rangelands west search if you don't put in the metadata (DLIO). Form is easy to use. Kelly gave demo on adding to GR database
- Beth asked about state sites that have not been updated (such as since 2002). What should be done with those sites where partners aren't participating? Lovina volunteered to reach out to Tip Hudson and try to re-engage Washington in the Partnership. As for Montana, Barb talked to Jeff last year and he is still interested. Maybe we could just keep his site updated by adding links he sends us.

Concurrent working group meeting options

- Members worked in one more task forces/working groups during this session for about 1.5 hours.
- Task Forces:
 - Repository Harvesting: David, Jeremy
 - o International: Mark, Amy, Barb
 - o Marketing/Public Relations/Social Media: Amber, Sara, Chris, John H., Nancy
- Member Site: Ann, Jeanne, barb
- General Topic Summaries (Previously Hot Topics Task Force)
 - o Nicole, Mark, Mike, Lovina, John H, Amy, Lisa, Walt

Sustaining the Partnership: Brainstorming and Discussion

- Discussion was led by John Tanaka, WY. Challenges were addressed and questions were raised.
 Members were tasked to work in groups to answer these questions. The groups then reported back to the room as a whole and conversation continued from there.
- Sustainability Challenges
 - Need stable base budget = at least \$25,000 year
 - \$10,000/year IT maintenance (website maintenance, revisions, & updates)
 - \$9,000/year basic content maintenance (content, link, maintenance)
 - \$6,000/year social media and promotion
 - Contributed content and travel from partner states

- Long term we also need a content manger/coordinator
- Must be able to survive retirements
- Develop organization that can handle variable support from deans

Hard Questions

- O What would happen if the Rangeland Partnership didn't exist?
 - No www.globalrangelands.org
 - No www.rangelandswest.org
 - No updated access to JRM, REM, Rangelands, Australian Rangelands Journal
 - What else?
- O What do we do together that none of us can do alone?
 - No information shared across sites
 - No annual meeting to improve skill in motivate
 - What else?
- Tasks put to the group
 - 1. Make a list yourself
 - 2. Talk with 2 other members
 - 3. Whole group make list

• Group Discussion

- O What do we do together that none of us can do alone?
 - Synergy get a lot of work done together
 - Western Land Grant universities
 - Librarian/Range Scientist collaboration
 - Limit duplication
 - Idea sharing
 - Competitive for grants
 - International collaboration
 - Admin buy-in through collaboration
 - Promote work
 - Cost effective
 - Infrastructure/limit duplication
 - Expertise
 - Subject matter expertise
 - Discipline/ecosystem
 - Put rangelands on the map
 - Global central repository
 - Limit fragmentation

Funding Opportunities

- o Partnership dues from our colleges or departments/centers
 - \$500/year x 19 members = \$8,000
 - \$1,000/year x 19 members = \$19,000
 - Could create ongoing yearly support
 - Need to sell our projects to our Dean's and Director. What are we doing for them?
- Competitive grants
 - Can we create content
 - But, not ongoing support

Services

- Hosting and indexing Range Science Education Council sites = \$1,000 \$2,000/year
- Hosting other materials for a fee?
- Promoting activities such as a few \$100 to be highlighted as rolling web features on the homepage?

Sponsorship

- Colleges and universities?
- Corporate sponsors, like rangeland seed, herbicide, fence, or livestock health companies?
- Trade organizations like cattle or sheep associations?
- o Philanthropic development
 - Would need about \$500,000 endowment to create \$25,000 annual income
 - Occasional tax-exempt contributions for ongoing work
 - "Give now" button on web site for those who use our sites?

Others?

- Transformation from WERA to W research committee?
 - W expect you to do things. Go after grants, publish research, etc.
- eXtension?
- Ongoing agency contributions (USFS, BLM, or NRCS)?

• Group Discussion on Funding

- Dues
 - Would be asking \$1,000 from ag and \$1,000 from library
 - Seem most feasible, especially to start with. We'd have to have an understanding of where those funds would come from within the institution. What's the value to them? Another possibility is to Hatch funds or Smith Lever funds (have to write proposals for that and don't know how the allocation of that money would go).
 - A couple years ago letters were sent to deans of libraries and colleges of agriculture. Funding sometimes came from both. Who should we be asking this time? One or both?
 - Maybe should go to a meeting of deans to make a presentation all at once. Both library deans and ag/extension deans. If someone does go to a large dean meeting, we should coordinate so we can all go to our respect deans before it so they are aware of what RP is.
 - [Rachel] pretty easy sell for states with a lot of federal land. OA to journals and resources. They are looking for that. Administrators should see the benefit of that.
 Information for them to feed into court cases they are having to deal with
 - Might be competition from some universities to fund eXtension or RP
 - Need a more transparent system to view where those funds go and show exactly how the money is being used. Need a mechanism for invoices.
 - What would happen if someone doesn't pay their due? Not all states will pay. And some states have only librarian some only a range person.
 - [OR Mike Borman, OR]: If I can articulate the value of it, I think I can convince the College of Ag dean to fund it at least for the year. With the RSEC it's built in to the system. (I get a bill, they pay it.)

- [WY, David Kruger and John Tanaka, WY]: Librarian side David is confident of support from UW dean of libraries, so that'd be my first strategy, starting by talking to her. John will contact ag dean and director. David will visit with dean of libraries.
- [ND, Nicole Mason]: Can talk to the Dean of Libraries to see about funding. It might be possible with the changes in the university strategic plan and seemingly more support for libraries.
- Funding from Publisher/Organizations, etc.
 - RSEC would be prepared to pay the money for hosting yearly
 - May be willing to pay promotional fee to promote webinars and other events
 - [Amy] How would we choose who we'd charge and who we'd promote for free?
 [Jeanne] Maybe just ask about donations, don't require it, but make sure they know we appreciate their support.
- Other Possible Funding Sources
 - RREA funds (Renewable Resources Extension Act)
 - CARET historical advocates
 - More prominent "Give" button on websites GR/RW

Action Items

- John Tanaka will see if they can go to the Western Association of Agricultural Experiment Station Directors?? meeting and then he'll let us know and we can go talk to our deans.
- Barb Hutchinson will talk with Allen Rasmussen about the possibility of attending the
 Southern Association of Agricultural Experiment Station Directors meeting.
- Nancy Marshall will find out about the possibility of attending the North Central Regional
 Association of Agricultural Experiment Station Directors meeting.
- AZ team will create a list of questions to send out to the Partnership members (such as, "can you pay dues?"). They'll send to the executive committee for approval before sending to the Partnership.

eXtension

- Discussion lead by Beth Burritt, UT.
 - They've been a challenge to work with. They've kicked us off (the front page.)
 - Originally had to have 100 FAQ before you could be online. Then last year they decided they didn't want FAQ, instead they wanted articles. We turned some of our FAQs into articles. When we asked them to delete some FAQs they said they couldn't do that. They also unpublished every single glossary term. (Beth and her student republished them.)
 - Anyone (eXtension folks) can go in and change content. Beth can see the history of every page and see who has changed things.
 - Need more people to participate in Ask an Expert
 - eXtension is targeted at the general public. Goal originally is they don't want a standard website where you click through to find information. They want to be findable by google and other search engines. Now they want unique content. Any extension person is going to publish any content they have on their own state sites.
 - We're connected with them in social media
 - Grant runs out at end of August
 - Discovering Our Nationals Rangelands is through 2016

- Question to the partnership: Do we want to continue putting effort into eXtension, or start harvesting the content to develop our own website. It would close the door to some resources.
- Not hearing lot of support in the room, the discussion was ended.

Action Items

- Rachel Mealor will work on harvesting the information we've already contributed.
- Beth will continue to work on eXtension tasks for the next year and have her student intern
 Jamie work on things that are controversial topics (not duplicating topics in RW). We can
 address it again at the next meeting.

Report Out: Progress made today in working groups and movement forward

- Repository Harvesting [David Kruger, WY]
 - o David, Jeremy, Livia, Jodee
 - Meaningful strategies to move forward with this. One of those was brining work of former task force to a close. What we've done from here we're going to make available on the members website.
 - o Questions for members to consider during the harvesting process were developed
 - Before harvesting:
 - What is included in your current digital collections? (Important to know what you have before you digitize.)
 - What are your non-digitized collections that might be useful in digitized form?
 - How do you define what is a range related publication?
 - Are you going to put a limit on the date of publication?
 - How relevant is it? Is there is a historical need for it? Do you want to focus on newer?
 - Are you going to include publications that are not peer reviewed? How do you handle unique and gray literature?
 - How will you hand non peer review literature if you decide to include them
 - After harvesting
 - When and how often should you harvest again?
 - How will you handle content such as that from Elsevier (notorious for increasing subscription rates)
 - Quality control?
 - How do you handle bad science? Especially when it exists in a peer reviewed publication
 - Questions about initiating a digitized project. give people a pathway on how to find a way to do that. Tool kit. Documentation from successful proposals
 - o List Livia, Jeremy, David and contacts
 - RP Members currently fit into 3 stages of digitization and harvesting of Institutional Repository (IR) documents
 - Nothing digitized in repository. Wonder how to get started
 - Some digitized collection in repository
 - Digitized in repository and have already had items harvest in RP

- o A question was post about PubAg, and David briefly described it and its relationship to RP
 - RP developed as an extension from AgNIC. In the past, AgNIC was mainly websites
 of topic expertise. RP is an exception to that. Many of the AgNIC sites will contribute
 to PubAg and the National Agricultural Library Digital Collection (NAL DC).
 - Just unveiled beta version recently.
- Action Items:
 - Jodee will write a scope note on nature and evolution of ag literature for the group.
 - Create a tool kit to contain items such as questions to be asked by each partner before and after the harvesting process, pathways to complete a project, documentation from successful proposals, and contact information for Livia, Jeremy, and David
- International [Barb Hutchinson, AZ]
 - o Mark, Jodee, Amy, Chris, Beth, Barb
 - Will try to get Canada involved
 - Members w/ international contacts
 - Amy is going to work on Mongolia
 - Chris has contacts in New Zealand
 - Mark has contacts in China and Britain
 - Beth has contacts in Israel
 - Maybe we can consider hosting sites
 - Defined process to use
 - Buddy call. (intro, Ask to set up an official call to talk in depth)
 - Discuss how they could be involved, what we can do for them
 - Tell them location of next RP meeting
 - Offer official letter of invitation that they can give to administrators
 - Discussion training and support to be provided by RP
 - Executive committee would it be worth funds to bring someone in to help them get started? Or requiring them to pay?
- Members Site [Ann Tanaka, WY]
 - o Ann, Jeanne, Nicole, Rachel
 - In order to make the members site easier to maintain and update, there's a couple things
 Ann needs:
 - She only has one agenda and one task force report from previous meetings. She needs more.
 - Whatever you want on the website, when you send it to Ann, clearly name the file. For example. If it's a presentation, put 'presentation' in the file name and the year. If it's a presentation PowerPoint, add information about what meeting, where, and when.
 - If you have a choice in naming structure, don't put odd characters in the name or spaces – doesn't work well when showing up on the web.
 - Created a Flickr account this morning to add images. She'll send out the information for accessing and uploading photos. You can also send the photos to her. Give her a heads up what they are, what meeting it was, who's in it, etc.

- Process for deciding what goes on the member's website: if you have something you think is appropriate, send it to Ann, and she'll forward it to the executive committee and Barb and Jeanne to make the decision.
- Marketing and Public Relations [Amber Dalke, AZ]
 - Going to start a shared Instagram account so you can use it.
 - o Will have a LinkedIn group. Join if you are on LinkedIn.
 - Need for everyone to use the social media. Share and like things.
 - o Came up with a few strategies of how to raise our awareness.
 - Memes. Have each state make one.
 - We are rangelands. United effort. What's unique about your state? Humor.
 - Hashtag consistent between all social media platforms
 - 8-12 characters. Shorter is better, but catchy is the best. We could take over one that exists. There's one on Instagram already. SRM is pushing #respectontherange.
 - Idea is to integrate everybody together so everyone is in on the same conversation
 - Send ideas to Amber.
 - International year of range to raise awareness. Aim would be k-12, venues that aren't typically range, and classroom education.
 - Cody S. video: John Harper has connection with a movie theater. Maybe it could be played before movies. Would need marketing teams.
 - Mark suggested looking to federal agencies that have range technicians and range programs for some support
- General Topic Summaries [Barb Hutchinson, AZ]
 - o Members volunteered for different topics. Barb will send out a list and give a deadline.
 - o Action Item: Try to finish them before the redesigns go live.

Meeting Adjourned – 4:30 p.m.