

**From:** [Melissa Johnson](#)  
**To:** [Maribel Reyna](#); [Shackelford, Craig - AMS](#)  
**Cc:** [Jerry Flint](#); [Melissa Johnson](#)  
**Subject:** Real Pork Consortium Proposal Pre-Read  
**Date:** Thursday, May 18, 2023 9:35:00 PM  
**Attachments:** [RP-00052; Gabler, Nicholas Proposal.pdf](#)

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Maribel and Craig,

Attached you will find the Real Pork Consortium Proposal. As Jerry mentioned the main pages to focus on are 1-26.

The contract will be forthcoming via the PO in salesforce and this proposal will also be attached but thought I would give you a head start on this one since it is a bit longer.

Thanks,

**Melissa Johnson**

Director of Administration

National Pork Board

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**It is our policy to honor the confidentiality of each research proposal to protect investigators from having their ideas exposed to unnecessary critique and discussion. However, during review, the reviewer may make discrete inquiries on protocol mechanics if it improves the quality of his/her evaluation, so long as the source and nature of the work is undisclosed.**

**IS THIS A REQUEST FOR SECOND OR THIRD YEAR FUNDING? \_\_\_\_\_**

**IF SO, PLEASE INDICATE ORIGINAL PROJECT NUMBER: \_\_\_\_\_**

<b>Project #</b>		<b>(NPB use only)</b>	
<b>Category:</b>			
<b>Project Title:</b>	<b>ENHANCING TRUST IN PORK PRODUCTION AND PRODUCTS THROUGH STRENGTHENING COMMUNICATIONS, RESEARCH AND TRAINING</b>		
<b>Requested Funding Amount:</b>	\$8,498,350	<b>Project Duration:</b>	5 years

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I (Principal Investigator) certify that the Grants and Contracts Administrator has reviewed this proposal prior to it's submission to National Pork Board for possible funding.

## 1. **PROPOSAL SUMMARY:**

Maintaining the global leadership role of the U.S. pork industry requires continual improvement for accentuating the many positive attributes and overcoming the negative perceptions and challenges to capture the opportunities for meeting the growing worldwide demand for pork. Improving communication and education is essential for building trust at each step along the pork supply chain beginning with pork producers, agribusinesses associated with the pork industry, feed manufacturers, pork processors, retailers, consumers, and society to address concerns and overcome misunderstanding of how pork is produced. Achieving this goal necessitates a comprehensive, interdisciplinary team approach to communication, research, and training, to improve the social acceptability, environmental sustainability, safety and wholesomeness, and to enhance pork's image among global consumers and societies. The six *We Care* principles described in this proposal, provide a framework for achieving these objectives. Our team's approach encompasses ensuring the production of safe and nutritious pork products (*Food Safety*), healthy people and the environment (*Public Health*), healthy pigs raised with the highest welfare standards (*Animal Well-Being*), environmentally sustainable (*Environment*), while assuring community prosperity (*Our Community*), and the well-being of all those involved in the pork supply chain (*Our People*). Ultimately, this approach will increase the resilience and adaptability of the pork industry in an ever-changing world and improve societal attitudes toward U.S. pork production.

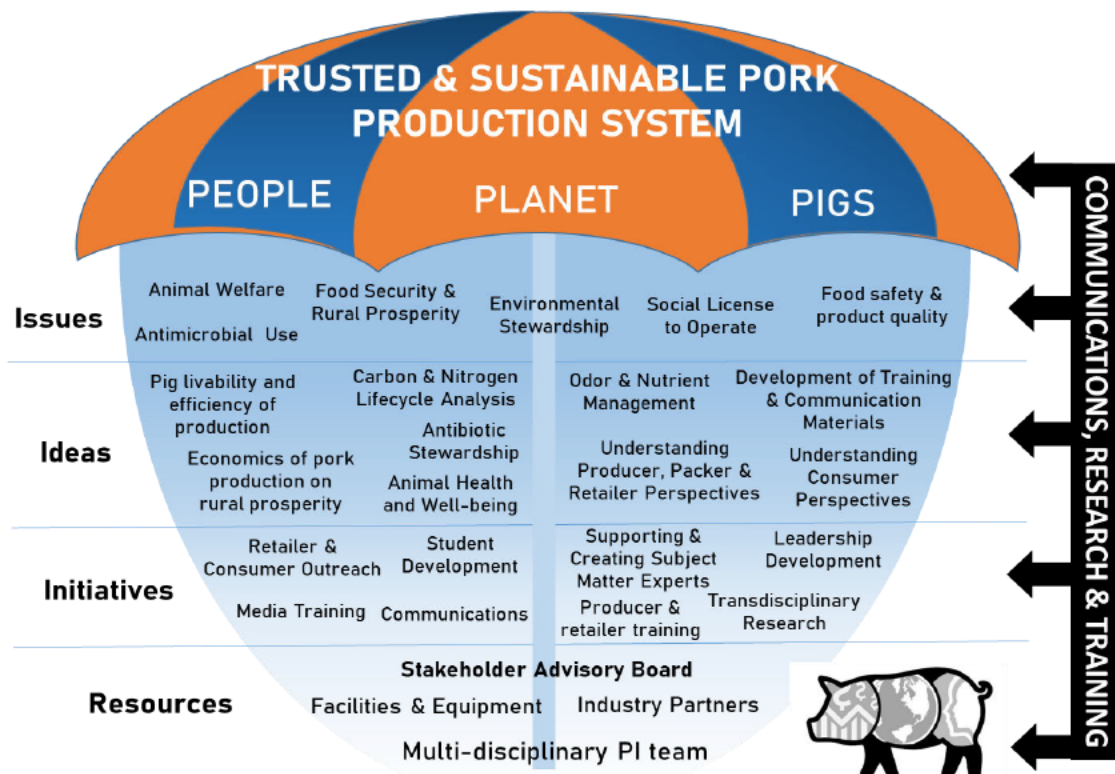
Numerous threats preclude sustainable expansion of pork production that can broadly be placed in categories including: production constraints, environmental stewardship involving land, water, and air and reductions in carbon, nitrogen, and phosphorus footprints, nutrient cycling and management, global supply and demand shifts and trends in markets, risks of foreign and endemic animal diseases, climate change and abiotic stress, antibiotic usage and contributions to antimicrobial resistance, animal health management, food safety, labor availability and training, and consumer misperceptions of pork production practices and the role of pork to provide safe and healthy nutrition to consumers. These challenges must be addressed to achieve the ultimate goal of ensuring a robust, resilient pork supply chain for current and future generations. One of the biggest challenges that needs to be overcome is improving the public's understanding of how their food is produced because consumers have little knowledge or connections with modern farming and pork production practices. Further contributing to the lack of consumer and societal understanding, are reasons for the adoption of various production practices and technologies. As a result, societal *spectrums of concern* have emerged. These create consumer hesitation about their trust of pork and enable the propagation of falsehoods and myths around pork production practices. Many policies affecting the pork supply chain require deliberative communications approaches to educate consumers, society, and policy makers on pork production systems and practices to and find a consensus for solutions that are accepted by all parties. Hence, policy and public perception formation involves the intersection of competing evaluations of social goods, values, and outcomes, all conducted in a consumer environment in which specific interest groups seek to persuade consumers that their perspective is correct. Ultimately, these political and policy processes are, to varying degrees, responsive to consumer demands. *This underscores the importance of appreciating how consumers and society understand information about pork production and how to present evidence to them to better communicate how pork is produced.*

Currently, the pork industry and its supply chain lack transdisciplinary communication, research, and training programs. This is unfortunate because a transdisciplinary approach, like the one outlined in this proposal, can improve product trust and messaging and will facilitate advancement of the industry in line with societal expectations. Therefore, the overarching goal of this project is *to establish an iterative and continuous integration of consumer, societal and production centered communication and research coupled to novel training practices that will create new knowledge concomitant with new subject matter experts.* This goal will be accomplished by collaboratively pursuing the following national scale specific objectives, with meaningful stakeholder engagement that will be guided by an inclusive and diverse Advisory Board. The specific objectives of this proposal are:

- i. Creating and sharing communications that represent pork producer, agri-business, retailer, consumer, and societal concerns into understandable and meaningful messaging to foster greater understanding and trust in U.S. pork production.
- ii. Identifying, refining, and conducting scientific research studies to address gaps in consumer understanding of pork and pork production to enhance knowledge, trust and sustainability.
- iii. Development and implementation of strategies to support training and education of current and future industry subject matter experts that better understand the transdisciplinary complexities of the U.S. pork industry and its impacts on societal understanding and image.

To accomplish these objectives, we have assembled a strong transdisciplinary and multi-institutional team from Iowa, North Carolina, Georgia, Illinois and Minnesota. Members of this collective team consists of subject matter experts in communication, education, sociology, economics, pig welfare, environmental sustainability, health, nutrition, antimicrobial stewardship, pork products and pork production. Importantly, our team will collaborate synergistically with system-wide U.S. industry partners across the pork supply chain and consumers. The team will also have active guidance from an Advisory Board that includes diverse opinions on all aspects of trust and sustainability (Figure 1).

Our communication approach will be to decipher the axiom of consumer behavior that perception is reality (i.e., consumers act on perceived facts/impressions that may be disconnected from empirical reality). Surveys and investigations will be used to more precisely determine how consumers filter empirical reality through assumptions, beliefs, and values that may discount the results of scientific inquiry. Our approach will also focus on the cognitive mechanisms consumers use to form attitudes toward food systems. This understanding of the cognitive mechanisms and information processing systems that relate to sustainability of the pork production supply chain is crucial to predicting consumer response to, and affinity for, any recommendations derived from this proposal. This information will also be a critical component of research and training/outreach efforts to enable effective messaging by those who most directly interface with consumers and with interest groups that influence the U.S. pork supply chain. Our team will seek to rigorously identify valid research results *and* seek how to best present them in ways consumers understand. This work will provide a framework for research, training and communication about pork and pork production for years to come.



**Figure 1. Issues, ideas, initiatives and resources to enhance trust in U.S. pork production.**

## 2. Budget:

### Years 1-5 (OVERALL budget)

Category	Description (if needed)	NPB	Other Support	Total
1) Personnel (Iowa State University)				
	Faculty Time + Fringe (26.5%)	\$121,171		\$121,171
	Graduate Students + Fringe (10.7%)	\$1,245,872		\$1,245,872
	Undergrad Students + Fringe (0.6%)	\$92,351		\$92,351
	Research Assoc. + Fringe (35.6%)	\$492,426		\$492,426
	Ext. Specialist + Fringe (35.6%)	\$67,800		\$67,800
2) Contracted Services (diagnostic fees, symposia, data access; etc)				
	North Carolina State Univ- Subaward	\$2,500,000		\$2,500,000
	N. Carolina Ag & Tech- Subaward	\$350,000		\$350,000
	Subawards- To Be Determined	<i>UGA, UMN, AgCreate</i>	\$1,850,000	\$1,850,000
	Consulting Services	<i>Jamison Consulting, marketing consultants, survey services</i>	\$75,000	\$75,000
3) Assay and Testing Fees (“per sample” costs not included under Supplies)				
4) Travel				
	ISU Travel	\$180,400		\$180,400
5) Equipment (non-disposable items, please contact NPB if greater than \$500)				
6) Supplies (disposable items and reagents)				
	Materials and Supplies	\$228,000		\$228,000
7) Animal Cost (list only net cost if animals will be salvaged)				
8) Animal Care (per diem care, housing, and feed)				
9) Publications, Shipping, Handling, Mailing Expenses				
10) Other expenses (list)				
	Tuition	Ph.D. students	\$722,830	\$722,830
	Meetings & Workshops	Advisory Board & Graduate	\$200,000	\$200,000
	Media Training		\$200,000	\$200,000
	SMEC/AgEds/OneHealth		\$172,500	\$172,500
11) Indirect Cost Recovery (not allowed)				
12) TOTAL				
			<b>\$8,498,350</b>	<b>\$8,498,350</b>

**Year 1 budget:**

Category	Description (if needed)	NPB	Other Support	Total
<b>1) Personnel (Iowa State University)</b>				
	Faculty Time + Fringe (26.5%)	\$22,823		\$22,823
	Graduate Students + Fringe (10.7%)	\$238,010		\$238,010
	Undergrad Students + Fringe (0.6%)	\$28,973		\$28,973
	Research Assoc. + Fringe (35.6%)	\$92,750		\$92,750
	Ext. Specialist + Fringe (35.6%)	\$13,560		\$13,560
<b>2) Contracted Services (diagnostic fees, symposia, data access; etc.)</b>				
	North Carolina State Univ- Subaward	\$500,000		\$500,000
	N. Carolina Ag & Tech- Subaward	\$70,000		\$70,000
	Subawards- To Be Determined	<i>UGA, UMN, AgCreate</i>	\$370,000	\$370,000
	Consulting Services	<i>Jamison Consulting, marketing consultants, survey services</i>	\$15,000	\$15,000
<b>3) Assay and Testing Fees (“per sample” costs not included under Supplies)</b>				
<b>4) Travel</b>				
	ISU Travel	\$41,000		\$41,000
<b>5) Equipment (non-disposable items, please contact NPB if greater than \$500)</b>				
<b>6) Supplies (disposable items and reagents)</b>				
	Materials and Supplies	\$47,000		\$47,000
<b>7) Animal Cost (list only net cost if animals will be salvaged)</b>				
<b>8) Animal Care (per diem care, housing, and feed)</b>				
	Farm and facility per diems			
<b>9) Publications, Shipping, Handling, Mailing Expenses</b>				
<b>10) Other expenses (list)</b>				
	Tuition	Ph.D. students	\$134,726	\$134,726
	Meetings & Workshops	Advisory Board & Graduate	\$40,000	\$40,000
	Media Training		\$40,000	\$40,000
	SMEC/AgEds/OneHealth		\$46,000	\$46,000
<b>11) Indirect Cost Recovery (not allowed)</b>				
<b>12) TOTAL</b>				
			<b>\$1,699,842</b>	<b>\$1,699,842</b>

**Year 2 budget:**

Category	Description (if needed)	NPB	Other Support	Total
1) Personnel (Iowa State University)				
	Faculty Time + Fringe (26.5%)	\$23,508		\$23,508
	Graduate Students + Fringe (10.7%)	\$245,150		\$245,150
	Undergrad Students + Fringe (0.6%)	\$28,168		\$28,168
	Research Assoc. + Fringe (35.6%)	\$95,533		\$95,533
	Ext. Specialist + Fringe (35.6%)	\$13,560		\$13,560
2) Contracted Services (diagnostic fees, symposia, data access; etc)				
	North Carolina State Univ- Subaward	\$500,000		\$500,000
	N. Carolina Ag & Tech- Subaward	\$70,000		\$70,000
	Subawards- To Be Determined	<i>UGA, UMN, AgCreate</i>	\$370,000	\$370,000
	Consulting Services	<i>Jamison Consulting, marketing consultants, survey services</i>	\$15,000	\$15,000
3) Assay and Testing Fees (“per sample” costs not included under Supplies)				
4) Travel				
	ISU Travel	\$44,000		\$44,000
5) Equipment (non-disposable items, please contact NPB if greater than \$500)				
6) Supplies (disposable items and reagents)				
	Materials and Supplies	\$43,000		\$43,000
7) Animal Cost (list only net cost if animals will be salvaged)				
8) Animal Care (per diem care, housing, and feed)				
9) Publications, Shipping, Handling, Mailing Expenses				
10) Other expenses (list)				
	Tuition	Ph.D. students	\$140,385	\$140,385
	Meetings & Workshops	Advisory Board & Graduate	\$40,000	\$40,000
	Media Training		\$40,000	\$40,000
	SMEC/AgEds/OneHealth		\$31,500	\$31,500
11) Indirect Cost Recovery (not allowed)				
12) TOTAL				
			<b>\$1,699,804</b>	<b>\$1,699,804</b>



**Year 3 budget:**

Category	Description (if needed)	NPB	Other Support	Total
1) Personnel (Iowa State University)				
	Faculty Time + Fringe (26.5%)	\$24,213		\$24,213
	Graduate Students + Fringe (10.7%)	\$252,505		\$252,505
	Undergrad Students + Fringe (0.6%)	\$15,090		\$15,090
	Research Assoc. + Fringe (35.6%)	\$98,399		\$98,399
	Ext. Specialist + Fringe (35.6%)	\$13,560		\$13,560
2) Contracted Services (diagnostic fees, symposia, data access; etc)				
	North Carolina State Univ- Subaward	\$500,000		\$500,000
	N. Carolina Ag & Tech- Subaward	\$70,000		\$70,000
	Subawards- To Be Determined	<i>UGA, UMN, AgCreate</i>	\$370,000	\$370,000
	Consulting Services	<i>Jamison Consulting, marketing consultants, survey services</i>	\$15,000	\$15,000
3) Assay and Testing Fees (“per sample” costs not included under Supplies)				
4) Travel				
	ISU Travel	\$34,000		\$34,000
5) Equipment (non-disposable items, please contact NPB if greater than \$500)				
6) Supplies (disposable items and reagents)				
	Materials and Supplies	\$47,000		\$47,000
7) Animal Cost (list only net cost if animals will be salvaged)				
8) Animal Care (per diem care, housing, and feed)				
9) Publications, Shipping, Handling, Mailing Expenses				
10) Other expenses (list)				
	Tuition	Ph.D. students	\$146,281	\$146,281
	Meetings & Workshops	Advisory Board & Graduate	\$40,000	\$40,000
	Media Training		\$40,000	\$40,000
	SMEC/AgEds/OneHealth		\$33,000	\$33,000
11) Indirect Cost Recovery (not allowed)				
12) TOTAL				
			<b>\$1,699,448</b>	<b>\$1,699,448</b>

**Year 4 budget:**

Category	Description (if needed)	NPB	Other Support	Total
1) Personnel (Iowa State University)				
	Faculty Time + Fringe (26.5%)	\$24,940		\$24,940
	Graduate Students + Fringe (10.7%)	\$260,079		\$260,079
	Undergrad Students + Fringe (0.6%)	\$10,060		\$10,060
	Research Assoc. + Fringe (35.6%)	\$101,352		\$101,352
	Ext. Specialist + Fringe (35.6%)	\$13,560		\$13,560
2) Contracted Services (diagnostic fees, symposia, data access; etc)				
	North Carolina State Univ- Subaward	\$500,000		\$500,000
	N. Carolina Ag & Tech- Subaward	\$70,000		\$70,000
	Subawards- To Be Determined	<i>UGA, UMN, AgCreate</i>	\$370,000	\$370,000
	Consulting Services	<i>Jamison Consulting, marketing consultants, survey services</i>	\$15,000	\$15,000
3) Assay and Testing Fees (“per sample” costs not included under Supplies)				
4) Travel				
	ISU Travel	\$34,000		\$34,000
5) Equipment (non-disposable items, please contact NPB if greater than \$500)				
6) Supplies (disposable items and reagents)				
	Materials and Supplies	\$43,000		\$43,000
7) Animal Cost (list only net cost if animals will be salvaged)				
8) Animal Care (per diem care, housing, and feed)				
9) Publications, Shipping, Handling, Mailing Expenses				
10) Other expenses (list)				
	Tuition	Ph.D. students	\$152,425	\$152,425
	Meetings & Workshops	Advisory Board & Graduate	\$40,000	\$40,000
	Media Training		\$40,000	\$40,000
	SMEC/AgEds/OneHealth		\$25,000	\$25,000
11) Indirect Cost Recovery (not allowed)				
12) TOTAL				
			<b>\$1,699,416</b>	<b>\$1,699,416</b>

**Year 5 budget:**

Category	Description (if needed)	NPB	Other Support	Total
<b>1) Personnel (Iowa State University)</b>				
	Faculty Time + Fringe (26.5%)	\$25,687		\$25,687
	Graduate Students + Fringe (10.7%)	\$250,128		\$250,128
	Undergrad Students + Fringe (0.6%)	\$10,060		\$10,060
	Research Assoc. + Fringe (35.6%)	\$104,392		\$104,392
	Ext. Specialist + Fringe (35.6%)	\$13,560		\$13,560
<b>2) Contracted Services (diagnostic fees, symposia, data access; etc)</b>				
	North Carolina State Univ- Subaward	\$500,000		\$500,000
	N. Carolina Ag & Tech- Subaward	\$70,000		\$70,000
	Subawards- To Be Determined	<i>UGA, UMN, AgCreate</i>	\$370,000	\$370,000
	Consulting Services	<i>Jamison Consulting, marketing consultants, survey services</i>	\$15,000	\$15,000
<b>3) Assay and Testing Fees (“per sample” costs not included under Supplies)</b>				
<b>4) Travel</b>				
	ISU Travel	\$27,000		\$27,000
<b>5) Equipment (non-disposable items, please contact NPB if greater than \$500)</b>				
<b>6) Supplies (disposable items and reagents)</b>				
	Materials and Supplies	\$48,000		\$48,000
<b>7) Animal Cost (list only net cost if animals will be salvaged)</b>				
<b>8) Animal Care (per diem care, housing, and feed)</b>				
<b>9) Publications, Shipping, Handling, Mailing Expenses</b>				
<b>10) Other expenses (list)</b>				
	Tuition	Ph.D. students	\$149,013	\$149,013
	Meetings & Workshops	Advisory Board & Graduate	\$40,000	\$40,000
	Media Training		\$40,000	\$40,000
	SMEC/AgEds/OneHealth		\$37,000	\$37,000
<b>11) Indirect Cost Recovery (not allowed)</b>				
<b>12) TOTAL</b>				
			<b>\$1,699,840</b>	<b>\$1,699,840</b>

2. **COMMUNICATION, RESEARCH AND TRAINING PLAN:** The overarching goal of this project is *to establish an iterative and continuous integration of consumer, societal and production centered communication and research coupled with novel training practices that will create new knowledge AND train new subject matter experts (SME).* We have established a consortium of communication and SME from Georgia, North Carolina, Iowa, Illinois and Minnesota that will achieve our central goal to address consumer and societal concerns (*NPB Spectrum of Concerns*) and enhance trust in the U.S. swine industry. This consortium will address the three pillars of a trusted and sustainable pork production system that are foundational to this proposal (Figure 1): the need for safe and affordable food produced in a manner that supports a social license to operate while enabling farmer and rural prosperity (***People***), that promotes enduring land and environmental stewardship practices (***Planet***), and that maximizes the health and well-being of animals (***Pigs***). Our approach is built on the belief that all three pillars must synergistically align for sustainable growth and improvement of the pork system. *However, substantial barriers at the intersection of these pillars of sustainability; **people, planet, and pigs** currently prevent sustainable improvement of the pork production system.* Thus, the rationale and justification for this proposal is that a national communication, research and training/outreach effort is needed by the U.S. pork production system and supply chains to enable the following anticipated outcomes:

- i. Improved understanding of the U.S. pork industry and of the sustainable production practices it employs by retailers and consumers, ensuring its social license to operate.
- ii. Identify and close gaps in knowledge to directly address consumer and societal concerns around pork production and pork products.
- iii. Increased understanding and communication of the contribution of pork to a healthy diet.
- iv. Improved pork producer and rural prosperity and quality of life.
- v. Adoption of production practices that address consumer and other stakeholder concerns, such as antibiotic stewardship, animal welfare and wellbeing, and food safety and quality.
- vi. Industry adoption of practices that mitigate production and product losses while promoting efficiency.
- vii. Improved land and water stewardship and utilization of natural resources across the supply chain.

Collectively, our team is uniquely positioned, diverse in make-up and geography (ref to CVs), to effectively accomplish the overarching goal and will complete three proposed integrated specific objectives with an emphasis in communication (Objective 1), research (Objectives 2) and training (Objective 3). Throughout all three objectives we will be creating new knowledge and intentionally training current and future pork industry SME, producers SME and consumers. As evident from the Letters of Support, we have enthusiastic support for this proposal from producers, producer groups, packers and meat organizations. To aid in diversity and inclusion, the consortium is represented with an equitable blend of genders and ethnicities. Further, our consortium has SME from Land Grant Institutions as well as North Carolina A & T, the largest HBCU in the nation and the #1 producer of degrees awarded to African Americans and which is nationally recognized for excellence in science, technology, mathematics and engineering (STEM) education.

Key to this proposal is the involvement of an Advisory Board. Our team have successfully established and utilized advisory boards in projects such as the ISU-KSU AFRI RFI and National Pork Board (NPB) Pig Livability projects. The Advisory Board will be established within 3 months of the start of the project and will meet on a regular basis (at least annually) as a whole and more often in focus groups. The Board will consist of NPB representatives, members of integrated pork production companies, independent producers, retailers, packing plants, non-government organizations representing environmental causes, dieticians and food influencers, and other organizations. Including representatives from environmental advocacy groups is critical, as achieving a true consensus of trust and sustainability will require input and agreement from competing perspectives. Ex-Officio members such as university administrators will also be invited. The budget has been specifically allocated to support the routine gatherings and interactions.

**Specific Objective 1: Creating and sharing communications that represent pork producer, agri-business, retailer, consumer, and societal concerns into understandable and meaningful messaging to foster greater understanding and trust in U.S. pork production.**

***Introduction.*** The consortium will target four stakeholder segments: the pork industry (producers, packers, and processors), retailers, consumers (public, legislators, journalists, etc.), and students. The pork industry and

student stakeholder groups will be engaged in initial efforts to enrich their knowledge of the pork industry, inform current and future consumer communication efforts, and strengthen their commitment to the consortium. Across all stakeholders, the consortium research and training components will be informed by, and inform, the communication component creating a reciprocal feedback loop which will ensure all working in the consortium continually focus on the ultimate goal of a strong, viable pork industry.

**Communications Approach 1.1: Conduct listening sessions involving pork industry representatives, students, consumers and other stakeholders to discuss pork concerns, perceptions, consortium research, media capacity needs, and evolving issues.** Lack of knowledge leads to diverse perspectives on the impacts of pork production and is a major factor contributing to negative public perceptions (Coleman et al., 2017). Trust can enhance knowledge and change perceptions, but building trust requires effective and efficient communication channels which promote dialogue among concerned stakeholders (Walz et al., 2012). The consortium will host listening sessions across the U.S. where diverse stakeholders can voice their thoughts and concerns while learning about consortium efforts. Sessions will be qualitatively analyzed for common themes and aid in the continual development of communication, research and training activities.

**Communications Approach 1.2: Launch a pork production communication campaign utilizing website, social media, videos, podcasts/vodcasts, and networking event(s) informed by consortium findings from the research and training objectives.** We will develop a public-facing consortium website as a landing page for all digital media and emerging content. We will work with NPB, stakeholders, and SMEs to create content for each area on the spectrum of concerns. We will also use Brandwatch (Chicago, IL), a social listening and market research software, to monitor existing online conversations about the pork industry including verbiage and frequently asked questions (FAQs) to inform future communication content. Answers to FAQs written in accessible language will include citations to scientific journal articles to increase credibility. We will use existing and emerging consortium research to create an evidence-based content repository. **In addition, we will develop electronic and printable explainer content for specific, evidence-based concerns and spotlights will be used to highlight individuals within the pork industry to bring personal relevance (a face) to consumers.**

Furthermore, we will develop digital media, including videos and podcasts, in partnership with the University of Georgia's New Media Institute, AgCreate Inc., ISU, UMN, NCSU and the Iowa Pork Industry Center communications expertise. We will identify target consumer audiences using demographic and psychographic variables (see research objectives) including perceptions and attitudes toward the pork industry (Füchslin et al., 2018). We will create consumer personas for each target audience segment (Revella, 2015), along with personas' preferred social and digital media channels for seeking scientific information. The consortium will disseminate communication materials to target different personas (Facebook, Instagram, Twitter, YouTube, podcasts, vodcasts, etc.). Social media influencers have a strong impact on the consumer market, influencing people's choices about what products to buy and enhancing brand awareness (Ki & Kim, 2019). A storytelling campaign with culinary influencers could be used to highlight the use of pork in different cultural food ways to increase Real Pork brand awareness, highlight diverse uses of pork in cuisine, enhance interest in pork as a protein source, and educate diverse and hard to reach consumers about pork consumption.

***Communications Approach 1.3: Develop communication strategies for retailers/pork marketers and directors of sustainability/animal welfare.*** We will develop and provide communication strategies and content, and create professional development modules that will be part of the training objective targeted at pork company, packer and retailer officers/directors associated with sustainability and pig welfare.

***Communications Approach 1.4: Provide swine industry experiences for retailers, journalists, consumers, and other stakeholders from non-agricultural states to see pork production practices in person.*** Direct experience with the agricultural industry can establish trust with the public and correct misconceptions around production practices (Brune, 2021; Che et al., 2005; Kim et al., 2019). The consortium will coordinate swine industry experiences where retailers, journalists, consumers, and other players from non-ag states will be invited to meet with pork producers, see pork production first-hand, converse and ask questions.

***Communications Approach 1.5: Evaluate effectiveness of consortium efforts on awareness, knowledge, and trust of the pork industry through public perception, social media and website analytics, and data collected through communication efforts.*** The consortium will have a multi-faceted evaluation approach: 1) Brandwatch

- track ROI through social media engagement, including click throughs to the website, as well as actions on the website; 2) Focus group message testing on the five areas of concern (see research objectives for details) - test anticipated target audience engagement; 3) Engagement - track ROI through podcast downloads, video views, content analysis of social media comments, sentiment and public conversation tracking through social listening software, analysis of competitors' campaigns, and pork purchasing patterns; 4) Longitudinal surveys - examine if public perceptions change resulting from consortium efforts; 5) Surveys of swine industry experience participants - identify changes in attitudes and knowledge upon completion and behavior change one year after participation; and 6) Surveys of pork retailers/marketers and directors of sustainability/welfare attending professional development trainings - identify changes in attitudes, knowledge, and intent to alter communication about pork industry/pork as a food source.

**Specific Objective 2: Identifying, refining, and conducting scientific research studies to address gaps in consumer understanding of pork and pork production to enhance knowledge, trust and sustainability.**

***Introduction.*** The research described herein will be continually refined via input from the Advisory Board, National Pork Board and knowledge gaps identified across communication, training, environmental sustainability, animal welfare, production and one health, pork quality, safety and nutrition. This will be a dynamic and informed approach to identify and address the most critical gaps in the knowledge that are limiting the perception of the pork industry and pork products by consumers.

**Research Approach 2.1a: Investigate producers, packers, and consumers' perceptions, comprehension and knowledge of pork labelling standards, procedures, and the Real Pork Brand.** The U.S. public has been critical of swine production practices (Sato et al., 2017), confusion about the meaning of different labels used on pork products (Abrams et al., 2010), and a decline in overall meat consumption (Neff et al., 2018). To develop effective, timely, and appropriate communication and training materials we will conduct focus groups and surveys in Year 2 and 4. H1: Consumers will differ in their knowledge and perceptions of the Real Pork brand. H2: There will be differences in producers' and packers' perceptions, comprehension, and knowledge of pork labelling standards and procedures.



**Research Approach 2.1b: Explore diverse pork consumer target markets to ensure audience-specific communication campaigns are reaching difficult to access markets and informing policy.** Consumers with similar psychological and behavioral profiles must be identified to inform the development of effective communication materials (Carlson & Harris, 2020; Jensen & Rosengren, 1990). Consumers tend to hold a more negative perception of pork production in coastal states including California, New York, and Oregon. By analyzing the traits and tendencies of these specific groups, we can create targeted communication strategies which influence consumers' knowledge and understanding of pork production methods, inform decision-making related to political activity, and encourage pork consumption across diverse consumer groups. Additionally, we will develop and test communication messages targeted at various audiences (one for each area of concern based on survey findings) to assess the efficacy of targeted communication materials. Findings from surveys and focus groups will inform the communication materials we develop and disseminate (communication objective) and use in the media training (training objective). H1: Factors influencing an audience's perception of pork differ based on geographic location, cultural background, demographic characteristics, and previous media exposure.

**Research Approach 2.1c: Capture baseline public perceptions (pork concerns/questions) and consumer knowledge/perceptions towards pork production and then track over time.** In Year 1 we will develop a public opinion survey collaboration with consortium SMEs and representative industry/consumer stakeholders to establish baseline public perceptions (pork concerns/questions) and consumer attitudes and perceptions of pork production within the five spectrums of concern. We will collect data from a representative sample of 2,000 U.S. consumers aged 18 and older using incentivized non-probability opt in sampling techniques. Cluster analysis will be used to identify audience segments (consumer personas – see communication objective) to inform communication efforts and direct future research. Survey's will be adopted to track public opinion over time with a focus on ongoing perceptions of pork production within the spectrums of concern. Questions will be consistent across the four administrations with an experimental message testing design to further explore and identify the most effective communication strategies. Hierarchical modeling within and between years can be

used to determine if change is occurring based on consortium efforts within the pork industry, including political activity (ROI – see communication objective). H1: Consumers will respond differently to pork-based messaging based on perceptions of specific pork production methods. H2: Appropriate communication materials using the right message, source, and channel will affect consumer knowledge and acceptance.

**Research Approach 2.2: Evaluating communication and knowledge gaps for pork company, packer and retailer officers/directors associated with sustainability and pig welfare.** We will conduct a content analysis of existing communication strategies used by pork company, packer and retailer officers/directors associated with sustainability and pig welfare. Key informant interviews will be conducted to identify communication and knowledge gaps. This information will feed into the Obj. 1.3 and 3.

**Research Approach 2.3: Environmental Sustainability.** Application of concepts, critical thinking, innovation and creativity, problem solving, and other student learning outcomes will be integrated into the research portion of the project. Life cycle assessment (LCA) of environmental impacts of pork production will be the primary research focus. Current LCA assessments overlook the fact that pork production practices in the U.S. differ by regions due to climate, soil, geography, and economic factors (Shurson et al., 2022). Ingredient composition of diets, pig housing systems, energy use, and manure management practices are the major factors that differ in pig production across regions the U.S. that need to be characterized (Rasater, 2022). The baseline LCA model will investigate, identify, and critically evaluate the hotspots and sensitivity across various scenarios of feeding programs, housing, energy use, and manure management and make recommendations for improvements.

**Research Approach 2.4: Stakeholder surveys to identify perceived and real welfare challenges on U.S. swine farms.** Stakeholders have been exposed to a proliferation of swine welfare messaging that in-turn have influenced both perceived and real communication barriers. However, what distinct and overlapping stakeholder welfare barriers the industry has are poorly understood. The *rationale* for this project is to employ semi-structured online interviews to collect qualitative data from key stakeholder defined as producers (owner, contracts etc.), allied industry, law makers, customers and consumers (Langdridge, 2007). A *phenomenological methodology* will be deployed coupled with a laddering technique that has been recognized as a powerful

qualitative tool for examining participants perceptions and determining what participants want and why (Roininen et al., 2006). The expected *outcomes* are (a) to qualitatively explore stakeholder's real and perceived swine welfare barriers, (b) to identify where messaging could be crafted and implemented and, (c) to identify and rank real welfare barriers into a research gap analysis matrix to drive future research.

***Research Approach 2.5: Production and One Health.*** Our consortium of SME will design and conduct research to understand and make recommendations that demonstrate, optimize and improve the interconnections between people, animals, plants and their shared environment. This will be accomplished through a systems approach with SME in pork production, antimicrobial stewardship, pig livability, welfare and wellbeing, caretaker wellbeing, odor, environment, one health, nutrition, genetics and precision livestock farming in a systems approach. This work will be integrated into the communications, research and training objectives.

***Research Approach 2.6: Putting Pork on the Plate - Examining the Impact of Food Safety, Healthfulness, Desirability, and Nutrition.*** The primary reason the industry produces pork is to provide consumers with safe and high-quality products. Among the critical items in the "Spectrum of Concerns" identified by the Pork CheckOff are consumer questions involving pork product safety, healthfulness, and role in the diet. The work done by this consortium will address these issues by networking with key thought leaders who will identify gaps in the knowledge about pork's safety, appeal, and importance in a healthy diet. By leveraging our consortiums SMEs, we will develop research strategies and unequivocal data to enhance pork's safety and nutritional value while ensuring its quality and maintaining its strong global presence. In addition, the project directors have enlisted the cooperation of the American Meat Science Association (see letter) to communicate with the top scientists in the meat industry. The American Meat Science Association ([www.meatscience.org](http://www.meatscience.org)) is the world's largest organization that includes scientists that study all aspects of consumers concerns on meat.

***Research Approach 2.7: Data driven evaluation of how pork production impacts society.*** Using our economics and sociology SMEs, this approach will provide data on how pork production impacts local, regional and State economies, rural prosperity and growth, and myths about real versus factory pork farming.
















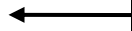




**Specific Objective 3: Development and implementation of strategies to support training and education of current and future industry subject matter experts that better understand the transdisciplinary complexities of the U.S. pork industry and its impacts on societal understanding and image.**

***Introduction.*** Training of producers, allied industry, packers, retailers, consumers and the general public is a key part of this proposal. Further, the consortium is prioritizing the training and development of graduate students as future SME. Funding is proposed to support the training of 12-20 graduate student per year across multiple institutions and disciplines, and to support regular student interactions and participation in the outlined training approaches. Workshops, online curriculum and in-person meetings will also be utilized to train pork industry stakeholders. Training approaches are not limited to what is outlined below:

**Training Approach 1.1: The Real Pork Trust and Image Training Program.** Led by NCSU, the consortium will provide professional development to help the next generation of SME learn how to communicate science about pork and pork production to target audiences. Specific focus will be given to the Spectrum of Concerns and the We Care® Ethical Principles. Cohorts of students will build skills in leveraging media and social media platforms and translating complex, scientific messages into understandable content. Distinct yet over-lapping programs for cohorts of students are proposed. These programs will also provide the NPB Real Pork Scholars and graduate students funded to conduct research projects through the consortia with training, networking opportunities, and peer support. Existing curricula will be refined by the consortium team, partners and the advisory committee. However, we envision the initial program to include two years of synchronous virtual classes focused on issues, communications, leadership, and crisis management along with in person events in IA, MN and NC to explore the industry and the regulatory and public policy arena. It is envisioned that this program over time will be transformed into a university credit-bearing, the Real Pork Trust and Image Certificate. Our partnership with NC A&T State University will aid the consortia in identify a more diverse group of scholars and ensure an inclusive learning environment. The designed training modules will also be modified for producer, packer, retailer and consumer target audience training needs.

project will be coordinated by Dr. Gabler and a project coordinator (TBD), who will facilitate regular (bi-monthly) project meetings with all parties. Department chairs, objective leads and Advisory Board input will also help shape the objects as deemed appropriate.

**4. Proposed Timeline**

	Yr1	Yr2	Yr3	Yr4	Yr5
Advisory Board					
Objective 1. Communications					
Objective 1. Research					
Objective 3. Training					

**5. Value of Proposed Research.** The consortium will engage in process, formative and summative evaluation procedures for the duration of the project. And in collaboration with the Advisory Board. The process evaluation will track the level to which consortium members are following through on identified areas of action (e.g. # of meetings, trainings, communication materials developed, etc.). The formative evaluation will be ongoing and assess increased awareness and knowledge of stakeholders in the short-term and a change in attitudes and production practices and a continued positive attitude among production personnel and consumers in the medium-term (see Table 1 below). Lack of change noted will be addressed through programmatic shifts in communication, research, and training efforts. The summative evaluation will examine identified economic, environmental, and social change that ensures a sustained pork industry long-term. Short-term and medium-term outcomes will be evaluated with the respective industry segments and consumer populations. Long-term outcomes will be evaluated through data obtained from stakeholders as well as economic data, including but not limited to pork producers, herd size, and value of annual hog sales. The evaluation will use qualitative and quantitative research methods to study attitudes, knowledge, and behaviors.

**6. Certification**

- a. Animal Science- Cory Walker, Cost Center Manager, [coryjw@iastate.edu](mailto:coryjw@iastate.edu), 515-294-7620
- b. College of Ag and Life Sciences- Kim Vo, Accountant II, [kvo@iastate.edu](mailto:kvo@iastate.edu), 515-294-8542
- c. College of Vet Medicine- Kati Baber-Dillavou, Grants Specialist I, [baberk@iastate.edu](mailto:baberk@iastate.edu), 515-294-1078
- d. VP of Extension and Outreach- Beth Miller, Grants Specialist II, [bethmi@iastate.edu](mailto:bethmi@iastate.edu), 515-294-1831
- e. OSPA- Keary Saul, Pre-Award Administrator, [grants@iastate.edu](mailto:grants@iastate.edu), 515-294-0558

**7. Dissemination Plan.** The greatest value to pork producers is the development of trust and this medium for dialog will be essential in the development and maintenance of trust. The tools for the dialog will be organized by the consortium, taking the web of questions, opinions, and concerns about the environment, animal welfare, product safety and nutrition, and public health to be integrated in meaningful communication to keep pork's space in the plate. The consortium will organize, integrate, and effectively communicate newly developed information along with information already existing in the NPB research documentation as outlined Specific Objective 1. The project will also develop research and teaching tools that are of interest to teachers, scientists, and industry professionals. Communications, research and training results will be presented at scientific meetings, industry focused meetings and cross-professional (Sustainable Ag Summit) meetings, on webinar platforms (i.e. PigX) and in peer-reviewed journals. Further, excerpts and data interpretation summaries shared with key industry and consumer outlets as defined by the Communications team.

**Table 1.** Short-, medium- and long-term outcomes in communication among industry, consumer, and scholars.

<b>Industry Communication</b>		
<i>Short-term outcomes</i>	<i>Medium-term outcomes</i>	<i>Long-term outcomes</i>
<ul style="list-style-type: none"> <li>- Increased awareness of consumer concern and how to address it through changes in production practices</li> <li>- Increased awareness of consumer concern by industry segments</li> </ul>	<ul style="list-style-type: none"> <li>- Acceptance of research indicating changes in pork production practices are needed</li> <li>- Testing and adoption of research-based practices</li> </ul>	<ul style="list-style-type: none"> <li>- Stability of pork industry based on increased consumer support</li> </ul>
<b>Consumer Communication</b>		
<i>Short-term outcomes</i>	<i>Medium-term outcomes</i>	<i>Long-term outcomes</i>
<ul style="list-style-type: none"> <li>- Increased knowledge of pork as a food source</li> <li>- Increased acceptance of fact-based pork production methods</li> </ul>	<ul style="list-style-type: none"> <li>- Acceptance of pork as a food source</li> <li>- Support for efforts to address social concerns with pork production</li> </ul>	<ul style="list-style-type: none"> <li>- Continued and enhanced purchasing of pork products</li> <li>- Support of U.S. pork industry existing and revised production practices</li> </ul>
<b>Graduate Students and NPB's Real Pork Scholars Communication</b>		
<i>Short-term outcomes</i>	<i>Medium-term outcomes</i>	<i>Long-term outcomes</i>
<ul style="list-style-type: none"> <li>- Increased awareness of consumer concern and how to address it through communication and research</li> <li>- Increased knowledge of interdisciplinary approaches to resolving consumer concerns within the pork industry</li> </ul>	<ul style="list-style-type: none"> <li>- Engaged in social dialogue, social media and political debate surrounding pork production</li> </ul>	<ul style="list-style-type: none"> <li>- Future workforce providing stability for the pork industry aware of consumer communication needs</li> </ul>

## 8. Letters of Cooperation



**Office of Research & Innovation**  
Sponsored Programs & Regulatory Compliance Services  
research.ncsu.edu/sparcs

Campus Box 7514  
2601 Wolf Village Way  
Raleigh, NC 27607-7514  
P: 919.515.2444

### Letter of Intent

Date 3/10/2023

PTE POC: Office of Sponsored Programs Administration (OSPA)

PTE Name: Iowa State University

Address 1: 1138 Pearson Hall, 505 Morrill Road

Address 2: Ames Iowa 50011-2103

PTE Email: grants@iastate.edu

Proposal Title: Real Pork Trust and Image

NC State Principal Investigator/email: Todd See, todd\_see@ncsu.edu

Prime Agency/FOA: <https://porkcheckoff.org/research-request-for-proposals/rfp-real-pork-trust-image/>

NC State Reference No: 131266

Total Costs: \$2,500,000

Period of Performance: 09/01/2023-08/31/2028

Dear Iowa State:

This letter confirms that North Carolina State University (NC State) intends to collaborate with your organization on the proposal referenced above. Included with this letter you will find a statement of work, budget, and any additional required documentation.

The appropriate administrative officials at NC State support this proposal and are prepared to establish the inter-institutional agreements necessary and appropriate to support an award resulting from this proposal.

- This proposal does  does not  involve human subjects research
- This proposal does  does not  involve vertebrate animal subjects research

Additional Comments:

Technical questions related to the scope of work may be directed to the Principal Investigator.

Questions related to this proposal or to establishing inter-institutional agreements may be directed to the Office of Sponsored Programs at [sps@ncsu.edu](mailto:sps@ncsu.edu), or by phone to 919-515-2444.

NC State business information you might find useful during development of the proposal or subaward can be found at <https://research.ncsu.edu/administration/references/>. NC State is a participant in the [Federal Demonstration Partnership \(FDP\) Expanded Clearinghouse](#), which includes its certification of an active and enforced Conflict of Interest Policy consistent with 42 CFR part 50, Subpart F, and 42 CFR part 94.

For North Carolina State University,

A handwritten signature in cursive script that reads "Tayler Gentle".

Tayler Gentle, CALS Pre-Award Manager, C&G, AOR

Attachments: Scope of work, budget



UNIVERSITY OF  
**GEORGIA**

Conner Hall, Room 203  
147 Cedar Street  
Athens, Georgia 30602  
TEL 706-542-0831 | FAX 706-542-2378  
agcg@uga.edu  
www.uga.edu

## College of Agriculture and Environmental Sciences

### *Contracts and Grants*

Office of Sponsored Programs Administration  
Iowa State University  
1138 Pearson Hall, 505 Morrill Road, Ames, IA 50011-2103  
Phone (515) 294-5225, [grants@iastate.edu](mailto:grants@iastate.edu)

March 14, 2023

RE: Institutional support for the project entitled “*Enhancing Trust in Pork Production and Products through Strengthening Communications, Research, and Training.*”

The programmatic and administrative personnel at The University of Georgia are in support of the pre-proposal from The University of Georgia Research Foundation, Inc. (“UGARF”; EIN 58-1353149; DUNS 00-431-5578; UEI NMJHD63STRC5). Dr. Alexa Lamm will serve as the principal investigator for our institution. The total budget, as reflected on the attached budget forms, is in the amount of \$996,529 for the period from April 1, 2023 through March 31, 2028. We agree to establish the necessary agreements to participate in the project if the proposal is awarded funding.

As a point of clarification, all research awards garnered by faculty at The University of Georgia (UGA), a state-supported institution of higher education, are made to The University of Georgia Research Foundation, Inc., which is a private, non-profit organization affiliated with UGA. UGARF is the legal entity designated by the Board of Regents of the University System of Georgia to receive funds for research projects to be conducted at UGA. UGARF will subcontract this research award to UGA, and UGA will perform the research. Please contact me at [along212@uga.edu](mailto:along212@uga.edu) if you need additional information.

Sincerely,

Amanda Long  
Grants Coordinator  
College of Agriculture & Environmental Sciences  
University Authorized Official

Commit to Georgia | [give.uga.edu](http://give.uga.edu)

*An Equal Opportunity, Affirmative Action, Veteran, Disability Institution*





March 10, 2023

**Subject:** NPB Enhancing Real Pork Trust & Image Through Communications, Research and Training

**DUNS:**07-157-6482

**UEI#:** SKH5GMBR9GL3

**Congressional District:** 6th

**Project Period:** July 1, 2023 to June 30, 2028

**Total Project Cost:** \$350,000 (Direct: \$350,000 and Indirect: Unallowable/NPB RFP)

Dear Iowa State University,

Enclosed please find the subject proposal prepared by Associate Professor, Derrick J. Coble, North Carolina Agricultural and Technical State University, College of Agriculture, who will serve as Principal Investigator on behalf of our institution as a Sub Award on the proposal Iowa State University is submitting to the (NPB) National Pork Board. Dr. Derrick Coble will execute the scope of work detailed in his proposal answering the RFP *Enhancing Real Pork Trust & Image Through Communications, Research and Training* in the manner and extent as described in our scope of work.

The Institution believes the project proposed herein is fundamental research and to our knowledge does not require that we seek an export license under EAR or ITAR. If you believe the Institution's performance or deliverables of the project are subject to export regulations, the Institution requests early confirmation in writing. If export regulations will necessitate an export control plan, the Institution reserves the opportunity to re-evaluate this proposal and seek further internal and external guidance.

If an award is made based upon the enclosed proposal, the award should be made to North Carolina Agricultural and Technical State University.

N.C. A&T State University reserves the right to negotiate any resulting award such that it is consistent with its policies and procedures and its status as a public research university. N.C. A&T State University is a state institution of higher education that generally conducts unclassified, fundamental research in basic and applied science and engineering, the results of which are widely and openly published and made available to the scientific and academic community.

North Carolina A&T's Office of Sponsored Programs will be the point of contact for negotiation of the terms and conditions of any subsequent award document. Should you require further negotiations or have any administrative inquiries concerning this proposal, please do not hesitate to contact me directly at [divofres@ncat.edu](mailto:divofres@ncat.edu).

Sincerely,

A handwritten signature in cursive script that reads "Tonjia May".

Tonjia May, Director, Office of Sponsored Programs  
North Carolina Agricultural and State University

# IOWA STATE UNIVERSITY

OF SCIENCE AND TECHNOLOGY

College of Agriculture and Life  
Sciences Agriculture Experiment  
Station  
138 Curtiss Hall  
513 Farmhouse Lane  
Ames, IA 50011-1050  
515 294-3830  
FAX 515 294-6800

Nicholas Gabler  
Department of Animal Science, CALS  
Iowa State University, Ames, IA 50011

March 8, 2023

Dear Nick,

I am writing this letter to express my enthusiasm for your leadership on this project and to convey the support of the College of Agriculture and Life Sciences to find ways to enhance the effectiveness of your collaborative project, “Enhancing Trust in Pork Production and Products through Strengthening Communications, Research and Training”, in response to the National Pork Board’s request for proposals.

The team assembled between Iowa State University, North Carolina State University, North Carolina A&T, the University of Minnesota and the University of Georgia, spanning across many departments will create a transdisciplinary approach not seen before that I fully expect will create value for our stakeholders. You have crafted an extraordinary opportunity for the industry!

I look forward to hearing how your proposal is received and will be eager to explore ways that ISU-CALS can further the impact of this proposal if awarded. As you are aware, our undergraduate degree in Agriculture Communications in being launched this year. This project will be well suited to enhance and strengthen undergraduate student development in this new program through the experiential learning coupled to your proposal. And great communication, understanding and appreciation about the swine/pork industry, coupled with excellence in science, can only be a good thing.

I appreciate the integrated approach that your team is taking in that you are not only addressing the important areas related to the swine industry but are placing a significant value on the development and training of students and future subject matter experts whose capacity will span across traditional disciplines. The future industry leaders produced from this project will create an outsized impact on animal agriculture in the future.

Best wishes on this project submission. I look forward to supporting this project in the College of Agriculture and Life Sciences!

Sincerely,



Dean, Endowed Chair

(b) (4)

March 9, 2023

Nicholas Gabler  
Iowa State University  
201 Kildee Hall  
Department of Animal Science  
Ames, IA 50011

Dear Nick,

On behalf of the (b) (4) I am writing to express our enthusiasm and support for your collaborative National Pork Board project proposal "*Enhancing trust in pork production and products through strengthening communications, research and training*". The overarching goal of this project that aims to establish an iterative and continuous integration of consumer, societal and production centered communication and research is in alignment with our association's goals. Further, we also highly value training and educating of students, producers and our consumers. These collective efforts will aid in creating subject matter experts and advocates of our industry. Enhancing efforts in sustainability, animal welfare, pork safety and consumer awareness of pork production through your three-pronged communication, research and training objectives will greatly help our collective industry address current and future consumer and societal concerns centered around the pork production system.

You have brought together a large and impactful consortium that will create a transdisciplinary approach for your proposal. The team you have assembled with faculty from Iowa State University, North Carolina State University, the University of Minnesota, the University of Georgia, North Carolina A & T and others, are all subject matter experts in their fields. I am confident the team can deliver on the communications, research and training initiatives proposed. The integrated approach that targets producers, packers, retailers, consumers and training of students and future industry leaders is critical for our industry's success and longevity.

Best wishes on the project submission. I look forward to working with you and your team as needed.

Sincerely,

(b) (4), (b) (6)

(b) (4)