I understand that the Churchill Trust may publish this report, either in hard copy or on the Internet or both, and consent to such publication.

I indemnify the Churchill Trust against any loss, cost or damages that it may suffer arising out of any claim or proceedings made against the Trust in respect of or arising out of the publication of any report submitted to the Trust and which the Trust places on a website for access over the internet.

I also warrant that my final report is original and does not infringe the copyright of any person, or contain anything which is, or the incorporation of which into the Final Report is, actionable for defamation, a breach of any privacy law or obligation, breach of confidence, contempt of court, passing-off or contravention of any other private right or of any law.
Executive Summary

Grassland societies across the globe are facing challenges in one form or another. The trend appears to be less farmers, researchers and extension advisory staff in any combination. The target membership for societies is moving and as individuals specialise they may select more specific organisations for professional development and information rather than those with a broad base and spread of commodity groups such as grasslands.

In some areas, compounding this is the role of the agricultural consultant developing and servicing industry-based grazing groups. The consequence for some societies is that their traditional branches or groups are struggling to maintain their identity, reason for being, and membership base.

Another subtle change that has been occurring is the erosion of community spirit. Currently, not all grassland farmers are resident on their farms or full-time practitioners. In the past it was well recognised that for a community to exist individuals had to participate and occasionally take on a leadership role. Finding people to take on the leadership roles is becoming more difficult with fewer volunteers available and greater demands being made on their time.

Another common theme is the lack of research investment in grasslands. Whilst the commodity groups that rely on grasslands; beef, dairy, lamb and wool, invest in research, they often lack focus from the grassland perspective. Those setting the agenda may reflect their training in animal science often to the detriment of the pasture base. Considering the value of grasslands to these industries there is grounds for concern and reason to consider broadening the funding outlook to incorporate the views of the professional agronomist.

Societies must focus on providing value to members and working with funding bodies in providing direction to research. The importance of providing an annual meeting to allow the connection of people and conversation is essential as is the transfer of information via publications. Societies must keep pace with the changing format for publications especially developments in electronic publishing.

Membership needs to be tackled by identifying what could be done that is not currently being done and what does not need doing that is currently being done. This analysis needs to be based on fact and an understanding that membership is a moving target. Finally the focus must encompass the needs of all tiers of membership, especially the young professionals.

Establishing a national grassland organisation in Australia is possible. It will require involvement from key people and organisations across the nation, the right timing and a structure that encourages involvement and allows organisations to maintain their identity and integrity within a national structure. Key to all of these requirements is the basic need for trust between the societies to make it work.
Précis and Acknowledgments

This report outlines my journey as a 2002 Churchill Fellow to both Europe and the United States. The aim of my Fellowship was to gain knowledge and understanding on how the European Grassland Federation, the British Grassland Society and the American Forage and Grassland Council operate. I was also able to meet with several executive members of the International Union of Soil Science and discuss the IUSS structure and to learn about structures for Rangeland Management, Agronomy and kindred societies.

I was privileged by being able to meet with a wider group of farmers and scientists as a result of appointments organised by my host contacts. These visits were invaluable and my thanks to members of the grassland community around Europe and the USA who were generous in making time available to meet and share their knowledge.

Special acknowledgment is due to Mrs Jan Crichton, British Grassland Society and Prof. David Hannaway, Corvalis University for their assistance in identifying key grassland players across Europe and USA to contact. Whilst it was not possible to visit all of the nominated contacts, this primary assistance was incredibly helpful and formed the basis of my Fellowship.

My sincere thanks to the Churchill Trust for the financial support and administrative assistance provided in the planning of my Fellowship travels. The high esteem in which the Churchill Fellowships are regarded across the globe was instrumental in opening doors and encouraging professional support from ‘grassland’ scientists and administrators with my fellowship.

Naturally, I would like to express my gratitude to the Grassland Society of Southern Australia Inc (formerly the Grassland Society of Victoria Inc) and the Australian Society of Soil Science Inc who have encouraged me and promoted my Fellowship.

Finally and most importantly, thank you to my husband, David who has maintained our family during my absence and has continued to be a great source of strength in my adventure, and to my daughters Caroline and Samantha, for their cheerful phone conversations during the six weeks of my travels.

The format requested by the Winston Churchill Memorial Trust for the Churchill Report only provides a glimpse at the knowledge and information captured. The greater resource lies in the notes and printed material archived from the trip and the network of ‘grasslanders’ established.

Itinerary and Appointments

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<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Purpose</th>
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<tbody>
<tr>
<td>5/7/03</td>
<td>Churchill Fellowship travel commenced</td>
<td></td>
</tr>
<tr>
<td>7/7/03</td>
<td>Reading</td>
<td>Meetings with Mrs. Jan Crichton, Executive Officer British Grassland Society to gain an understanding of how the British Grassland Society works, its' operating structure, and its relationship with the other British grassland societies</td>
</tr>
<tr>
<td>8/7/03</td>
<td>Switzerland</td>
<td>Meeting with Dr Willy Kesler, Switzerland, Secretary European Grassland Federation and Executive Manager, Swiss Grassland Society to gain an understanding of how the European Grassland Federation functions, how the Swiss Grassland Society functions and how the two organizations interact both with each other and the British Grassland Society.</td>
</tr>
<tr>
<td>9/7/03</td>
<td>Reading</td>
<td>Assistting the British Grassland Society office with preparations for BGS Summer Meeting</td>
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<tr>
<td>10/7/03</td>
<td>Scotland</td>
<td>South West Scotland Grassland Society Summer Meeting at SAV Acuhincruive. Discussions with key-players in the BGS and Welsh Grassland Societies.</td>
</tr>
<tr>
<td>11/7/03</td>
<td>Reading</td>
<td>Meeting with Dr. Stephen Nortcliff, IUSS Vice President, University of Reading, Berkshire to gain an understanding of the International Union of Soil Science, how and why it was established and how it is maintained</td>
</tr>
<tr>
<td>13/7/03-18/7/03</td>
<td>Wales</td>
<td>Visit to the Royal Welsh Show to discuss the Welsh Grassland Societies with Dr. Owen Davies</td>
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<tr>
<td>21/7/03</td>
<td>Reading</td>
<td>Visit Aberystwyth Research Institute with Jan Crichton. Met Ms. Anne</td>
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<tr>
<th>Date</th>
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<tr>
<td>24/7/03</td>
<td>Devon</td>
<td>Visit Prof. Roger Wilkins, Devon to discuss the structure and operation of the Devon Grassland Societies. Discussion with Mr. John Wakefield, Secretary of the Devon Grassland Society and discussion on how the Devon Society interacts with the BGS.</td>
</tr>
<tr>
<td>25/7/03</td>
<td>Devon</td>
<td>Visit North Wyke Research Institute to discuss Grassland Societies and grassland research. Meetings with Dr. Bob Clements, Mr. Steve Jarvis and Dr. Alan Hopkins. On-farm meeting with Devon Grassland Society President Peter Ketteridge, Tidwell Barton Farm, Knowle, Budleigh Salterton and Robin, grazing group consultant from Bicton College.</td>
</tr>
<tr>
<td>28/7/03</td>
<td>Netherlands</td>
<td>Meeting with Dr Willem Prins, Secretary of the European Grassland Federation to discuss the European Grassland Federation history, Constitution, and the draft of A History of the European Grassland Federation 1963 – 2003. Meeting with Prof. t'Hart to discuss how the EGF was formed as Prof. t'Hart was a founding member.</td>
</tr>
<tr>
<td>29/7/03</td>
<td></td>
<td>Meeting with Dr Alfred Hartemink IUSS Wageningen, Netherlands to discuss International Union of Soil Science structure, how it was established and future developments. Inspection of the ISRIC, ICSU World Data Centre for Soils.</td>
</tr>
<tr>
<td>31/7/03</td>
<td>Reading</td>
<td>Final visit to Reading University to complete my study of the BGS and IUSS.</td>
</tr>
<tr>
<td>1/8/03</td>
<td></td>
<td>Travel to the United States of America.</td>
</tr>
<tr>
<td>4/8/03</td>
<td>Kentucky</td>
<td>Meeting with Dr. Jimmy Henning, Assistant Dean for Extension, Assistant Director for Agriculture and Natural Resources, University of Kentucky, Kentucky, USA to discuss the Kentucky Forage and Grassland Council and the American Grassland and Forage Council. Meeting with Mr. Tom Keene, President, American Grassland and Forage Council, Lexington, Kentucky, USA. To discuss the Kentucky Forage and Grassland Council and the American Grassland and Forage Council.</td>
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<tr>
<td>5/8/03</td>
<td></td>
<td>Discussion with Prof. Mike Collins, Professor Agronomy, University of Kentucky, USA to discuss the American Society of Agronomy and Crop Science.</td>
</tr>
<tr>
<td>8/8/03</td>
<td>Minneapolis, I</td>
<td>Meetings with Dr. Walt Wedin, Professor Emeritus Iowa State University, Minneapolis to learn the historical aspects of forage-livestock organisations in USA.</td>
</tr>
<tr>
<td>11/8/03</td>
<td></td>
<td>Meetings with Dr. Paul Peterson, University of Minnesota extension forage agronomist and Public Director, American Grassland and Forage Council to discuss the AFGC, the Minnesota Grassland and Forage Council and current aspects of forage-livestock organisations in USA; Dr Greg Cuomo, Head, West Central Research &amp; Outreach Centre, University of Minnesota, Minnesota, USA; Dr Dennis Johnson, Dairy Scientist, West Central Research &amp; Outreach Centre, University of Minnesota, Minnesota, USA; Assistant Professor. Margot Rudstrom, Agricultural Economist, West Central Research &amp; Outreach Centre, University of Minnesota, Minnesota, USA; Mr. Mike Reese, Assistant Scientist, West Central Research &amp; Outreach Centre, University of Minnesota, Minnesota, USA; the Krause Family Farm, Minnesota, USA, Mullatore Brothers Farm, Minnesota, USA; Beth Allen, Minnesota Grassland and Forage Council Secretariat, Minnesota, USA.</td>
</tr>
<tr>
<td>14/8/03</td>
<td>Lubbock, Texas</td>
<td>Meeting with Prof. Vivien Allen, Thornton Distinguished Chair, Texas Tech University, Lubbock, Texas to discuss the American Grassland and Forage Council, American Society of Agronomy, tri-societies, Rangeland Societies and the International Grassland Congress.</td>
</tr>
<tr>
<td>22/8/03</td>
<td>Melbourne, Australia</td>
<td>Churchill travel concluded</td>
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1. Introduction

The entire Churchill experience is the result of my attention being drawn to a website of international forage organisations. On the site were icons for the International Grassland Congress, the International Organization for Plant Information, the British Grassland Society and the American Grassland and Forage Council.

Whilst I admit to having intense pride in the Australian grassland industry, this website made me wonder why Australia was not included. Our grassland farmers are certainly world-class in their efficiency in grassland-related production. I concluded that the answer lay in the fact that with the grassland organisations in Australia, only state or multi-state organisations existed with limited opportunity for communication between the different groups. Without the vital national link, how could we become part of the international grassland movement?

In contrast, the Australian Society of Soil Science Inc is a national society in Australia with branches in many Australian states. The society is a member of the International Union of Soil Science. It is an active player internationally with the society recently selected to host the International Soils Congress in Brisbane, Queensland in 2010. Here was the proof that Australian organisations could successfully take a role on the international stage.

This vision, to study the structures of not for profit organisations overseas and look at ways to initiate a national grassland platform in Australia, was supported by the Churchill Trust. The Trust provided a unique opportunity to study several national and international grassland and soil organisations as the first step in this project. As the Fellowship unfolded I started to understand the real value in travelling overseas and meeting other people with similar interests. I have enormous gratitude to the people I met on my Churchill Fellowship who gave so freely of their time and knowledge. The following pages outline some of the findings from my travels.

2. Society information

2.1 Switzerland

The AGFF or Swiss Grassland Society was established in 1934. It has three geographically and culturally distinct regions reflecting the French, Italian and German heritage of the nation. In each region, there is an Executive Officer and membership structure.

Each region holds a General Meeting annually. This involves the AGM, finances and positions committee meetings in the morning and field trip, farm visit or plot inspections in the afternoon. Generally the farmer members of the society attend the afternoon session.

The Executive Committee is composed of 13 members, which include representatives from each region (3), seed companies and research institutes. The Technical Committee and Executive Officer are composed of research, advisory, seed companies and farmers. Whilst the organisation is voluntary, the self-employed committee members such as farmers are paid by SGSL to attend the committee meetings.

The technical committee organises two meetings per annum; one outdoors in summer such as visiting a farm, research institute or research site; and one indoors in winter for a day of presentations. These are organised independently by the Society. Generally the society aims to post out to members 2 to 3 times per annum with a focus on offering new technical leaflets. This requires the input of the Technical Committee.

The three committees from each region meet together for a two-day meeting every 4 to 6 years to enable exchange among the regions.

The society also sponsors three PhD students and four years ago, established an initiative, Profitable Milk. This project aimed to increase milk productions systems due to the low profitability of the milk market.

Funds for the society are derived from government, the seed industry, member subscription dues and publications. There is a very close connection between the Swiss Grassland Society and the FAL (Department of Agriculture). It is a unique system where the department scientists can reinforce good scientific practice via the Swiss Grassland Society. Examples include the publications for members and the wider public such as schools, the development of Grassland
seed mixtures meeting pre-requisite purity, germination and composition standards and on-farm activities such as farm walks.

2.2. British Grassland Society

The British Grassland Society (BGS) was established in 1945 with members handpicked from research, advisory and academic ranks. The initial objectives were; to provide opportunities for those interested in grassland (and forage crop) research, development and husbandry to meet and exchange information, ideas and experiences relating to all aspects of grassland and forage crop management, production and utilisation; to encourage the investigation of problems pertaining to these matters; to collect and publish information relating to grassland and forage husbandry, and to publish (periodicals, books and leaflets considered desirable); to stimulate the incorporation into practice of advances resulting from research, experimental work and practical experience; and to cooperate with any other organisation in furthering the Society’s objectives. Originally the membership of the society was limited (no farmers or trade members) so as to keep management simple and the organisation efficient. This was later reversed to accommodate the increased interest in membership of the society by non-professionals.

Today membership of the British Grassland Society is either by individual membership or via affiliation through a grassland society. The latter option provides two copies of the BGS Newsletter to the local grassland society office bearers.

The peak body within BGS is the Council. This is composed of elected members who become the trustees of the BGS charity. The Council is the decision-making and policy body of the society. It is comprised of a President, Immediate Past President, President Elect, Treasurer, Chief Executive Officer, four National Members (the aim being to encourage representation from geographic area and membership occupation), seven regional representatives from Wales, Scotland, Northern Ireland, Northern England, Central England, Southeastern England and Southwestern England and several co-opted members.

The Management Committee implements the decisions of councils either directly or by delegating to lower level committees. It consists of a President, Immediate Past President, President Elect, Treasurer, Chief Executive Officer and four Chairmen of sub committees (Local Society Liaison, Programme, Publications, R&D), seven regional representatives from Wales, Scotland, Northern Ireland, Northern England, Central England, Southeastern England and Southwestern England and several co-opted members.

BGS produces three newsletter issues annually. Titled 'Grass Farmer' it is professionally edited and published in March, September and December. This coincides with peak activities within the society. The professional journal for the society, Grass and Forage Science, is handled entirely by the publisher. Direction is set by the BGS publications committee who meet annually in April to discuss the publication. The editor and team select the papers and the referees.

Over time sub committees have been established to cater for the development of the society. Initially a sub committee was set up to foster the formation of county/regional grassland societies. In support of this aim, BGS provided one speaker annually for affiliated county societies. This has been reviewed and currently one speaker may be provided annually for new societies during their first three years of existence. If societies hold a joint event then a grant is available to assist them hold the event.

The other subcommittees are the Programme Committee (to take a leadership role in the activities of the society for the on-coming year), the R&D committee (to prioritise and ensure the BGS research objectives are being met), and the Publications committee as previously mentioned.

A more recent initiative of past president, Prof. Roger Wilkins, which has been highly successful has been the establishment of Special Interest Groups. These groups have formed around areas of special interest in contrast to the forced construction of groups based on geographic location.

The BGS is a highly efficient organisation. It has been instrumental to developing other associations, such as the EGF, during its existence, which is a sign of the maturity of the society by not being challenged by the formation of new groups. However a challenge facing this society, similar to the Grassland Society of Southern Australia Inc, is how to satisfy the grassroots
membership in the face of competition from grazing consultants. The traditional monthly branch meeting held at night in a local pub may not have the appeal to younger members that an on-farm walk conducted by a grazing consultant during the day may have.

As members of our farming community age, it will become critical that our societies engage the youth and ensure that future leaders in our industry are encouraged. Several really dynamic young researchers and extension officers were at the summer meeting but they were greatly outweighed in number by semi-retired farmers enjoying the opportunity to catch up with their grassland friends. The challenge lies in persuading the older members to stay home and look after the farm while their sons or daughters attend a BGS conference as it was obvious that the summer meeting holds a special place in their events calendar.

2.3 European Grassland Federation

The European Grassland Federation was formed in 1963 with the First Symposium held at Hurley and the First General Meeting held in The Netherlands in 1965. Initially the concept of a European group was floated at the IGC meeting in New Zealand in 1956. It was around this period that scientific exchanges were being held between Hurley, UK and Wageningen, NL. In 1957 the concept of a European grassland group was to be followed up at a general trial for Europe held in France in 1957. The trial was similar to a conference but unfortunately there was no follow-up action on the idea. Several times there was an attempt to organise contact but it was not until 1962 that William Davis issued invitations from Hurley that the point occurred at which there was agreement on the federation.

The EGF is a forum for research workers, advisors, teachers, farmers and policy makers with active interest in all aspects of grasslands in Europe. These aspects include management of all types of grassland for production, utilisation, amenities and conservation purposes. EGF has as its objectives; to facilitate and maintain close contact between Grassland Organisations in Europe; to promote the interchange of scientific and practical experience between grassland experts; to initiate conferences and other meetings on all aspects of grassland production and utilisation in Europe.

The operating model for EGF is extremely effective. Membership is free and open to all European Countries and as Dr Willem Prins, EGF secretary expressed it, “Why wouldn’t you join?” The Secretaries of the EGF have actively invited countries to join the EGF over the years with excellent results.

The EGF office is sustained by a modest levy attached to the registration fee of the EGF Meetings. These meetings are held bi-annually with symposia held in the alternate year.

It is a splendid example of how people, timing and structure need to be right and one that perhaps the Australian region can benefit from. It was incredibly generous and helpful of Dr. Willem Prins to make available the EGF constitution and notes on the history and structure of EGF and to organise a meeting with Prof. t’Hart. The opportunity to sit with Prof. t’Hart and hear firsthand about the circumstances leading to the formation of the EGF was a highlight of the trip.

2.4 American Grassland and Forage Council

The American Grassland and Forage Council is an international organization made up of 34 affiliate councils in the United States and Canada with a total individual membership of about 4,000. Its’ primary objective is to promote the profitable production and sustainable utilization of quality forage and grasslands (www.afgc.org)

JE Baylor’s publication, American Forage and Grassland Council The First 50 Years 1944 to 1994 records that the initial roots of the AFGC was established during a series of meetings in 1944 with the end result culminating in the convening of the Joint Committee on Grassland Farming (JCGF). The mission was “to research the production, methods, equipment, facilities, preservation and utilisation of forage crops”. The JCGF were then active in holding events with other professional societies and in producing publications.

In the mid fifties a name change was considered by committee to better reflect the organisation. On December 19, 1957, after years of study, a complete reorganisation and bylaws revision, the name was officially changed to the American Grassland Council (AGC).
During the sixties, the AGC continued to grow in programs, in responsibilities and in image. It was recognised that with the new direction, a new name was necessary that would better describe the overall purpose of the Council. Thus in 1968 the name was officially changed to the American Forage and Grassland Council and a new logo, adopted in 1966 continued in use.

Today the AFGC has a head office and Executive Officer in Texas. Fees are levied by the state grassland and forage councils and the current fee structure includes a federal fee. The ability to separate the fees in to state and federal is potentially very divisive during times of financial stress especially when state and federal offices are both providing administration. In one state where there has been a decline in membership and subsequent decline in operating funds for the state council, this has bought in to question the value of the federal fee. The alternative, to source additional revenue to fund the organizations rather than cutting back on expenses is an option but it does require considerable effort to achieve from essentially a volunteer base.

In my very limited time with a couple of state organizations I observed government agents showing signs of burn-out with the dual USDA and AFGC roles. A couple of instances were noted where agents were unable to clearly define what they should be doing and who they should be doing it with. As one extension agent said, "My wages come from tax payers dollars so I feel I have to serve all farmers yet with AFGC perhaps I should only be serving the membership".

As the society has evolved, from a time of buoyant agriculture with heavy investments in machinery to a situation where specialisation is occurring and cropping has taken a slightly separate path to forages, the funding and sponsorship opportunities are perhaps more limited for some States and it is harder to maintain the morale and momentum. Several interesting discussions were held about the opportunities for collaboration between states and other organizations with kindred aims. This trend is becoming evident in Australia as farmer numbers decline and competition increases for farmer's time.

The current goals for AFGC are to

- Assist in establishing state and provincial affiliate councils and helping them plan and conduct programs that will promote forage and grassland agriculture at the local level. These councils are represented in AFGC through the Affiliate Council Advisory Committee.
- Planning and conducting an annual conference to provide opportunities for forage workers from the public and industry sectors to meet with each other and with producers to exchange ideas on production, utilization and promotion of forages.
- Publishing forage-related information of interest to members and others through
  - Complete proceedings of the annual conference including interpretive summaries of all papers presented.
  - A quarterly forage magazine, The Forage Leader, with articles and information of general interest to producers.
  - Cooperation with the American Society of Agronomy and Society for Range Management on publications of joint interest.
  - An annual membership directory.
- Conducting an annual awards program.
- Encouraging leadership development of individuals involved in the forage industry through: Competitions (Emerging Scientist and Forage Spokesperson) Annual Leadership Conference for affiliate council leaders.
- Serving as a source of information on forages and grasslands through a toll-free telephone number at the National Office - 1/800/944-2342.

In typical grassland tradition the publications I received copies of were excellent examples of transferring information. The work by Dr. Paul Peterson with electronic publishing is certainly looking to the future and the report by Emeritus Prof. Walt Wedin “Stewardship for the 21st Century: A Report on America’s Forage and Grassland Resources and Needs’ provided valuable insight as did the discussions with Prof. Wedin. In Kentucky, it was interesting to see CD Roms being distributed to farmers at a Cattleman’s Conference which highlights how quickly technology is being adopted by primary producers and the agribusiness service industries.
2.5 International Union of Soil Science


The objectives of the IUSS are to foster all branches of the soil sciences and their applications, and to give support to soil scientists in the pursuit of their activities. Recent changes in the membership structure of the society have focused on membership by soil science societies rather than individuals. A graduated fee structure applies, according to Secretary General, Prof. Stephen Nortcliff, depending on the wealth of the country. The IUSS cost per member ranges from US$1 to US$5. This has dramatically increased the membership of the society as all members of a National Society automatically gain IUSS membership.

From my very limited experience with ASSSI it appears that IUSS has made enormous advances over the past couple of years. The administration is tightening up with the more streamlined approach of National Societies and less reliance on printed material and greater use of electronic media. The web site is a valuable resource and the soil science community is active and engaged at the international level.

2.6 The International Grassland Congress

This is an unusual category as it is an event not an organization. The International Grassland Congress (IGC) is held every four years. It has continuity by the overlap of current, past and future conference representatives.

The IGC first met in 1927 in Germany under the presidency of Prof. A. Falke of Lepzig. The Congress was held every three years and each year the delegate list grew in size and geographic distribution. By 1937, at the IV Congress at Aberystwyth, there were 365 participants from 37 countries which represented the 11 regions of the world, excepting the Middle East. The definition of the world regions was by the 1997 International Grassland Constitution.

World War II prevented the V Congress being held until 1949 however the IGC continued despite losing congress funds banked in Germany as a result of the War. Later Congresses continued to grow in scientific content and global participation with a trend emerging of grassland world regions with an established grassland research history (North America, Western Europe, Australia and New Zealand) accounting for 75% of the scientific papers presented.

In 1966 the designation of Executive Committee was altered to that of Continuing Committee which Emeritus Professor L.R. Humphreys records, was *inter alia* given the responsibility to select the host country for the forthcoming Congress and to announce the name of that host country at the immediate Congress.

Currently there is no international organisation in grasslands, which results in a lack of corporate focus. Each four-year period the focus is on the conference and the web site is maintained by the country hosting the next IGC. This is an area where a simple web site could be developed to point to the grassland societies across the globe.

Prof. Vivien Allen at Texas Tech University provided a wealth of information on how the IGC and the IRC operate and provided examples on how societies can cooperate whilst still maintaining their own identity. The tri-societies being an excellent model which could be of value in Australia in the future.
Conclusion and Recommendations

The Churchill Fellowship provided a wealth of knowledge on the modus operandi of many kindred organisations. As our globe shrinks with expanding technology, distance will no longer be the barrier it once was to the Antipodes. A concentrated effort should be made to get our scientists, especially the younger ones, linked into the international network of grassland and soil scientists.

Some of the opportunities that are to be explored in the future that have arisen from my Churchill Fellowship include

- Exploring the opportunity to establish a contact site in Australia for the Stapleton Memorial Trust to encourage participation from Australia and the Pacific region in this commonwealth initiative
- Establishing a semi-formal network between grassland executive officers to maintain links, encourage communication and activities between the societies. The aim would be to meet at the IGC and convene between IGC meetings electronically.
- Nominating an Australian grassland scientist to the technical editor panel of the new Forage and Grazing Section of the Crop Science Journal
- Establishing reciprocal society membership between the societies visited to promote activities and encourage the transfer of relevant information and technology between the continents
- Develop an international farmer/extension agent exchange program with Dr. Jimmy Henning, Lexington Kentucky for September 2004
- Develop a scientist exchange program with Dr Paul Peterson and staff at the Morris Research Farm, University of Minnesota
- Explore the options of hosting a Grazing Systems course from Texas Tech University in Australia and New Zealand in the future for post doctoral students and staff.
- Providing a point of contact in southern Australia for the IGC and the Terminology Review Committee
- Developing international links on the Victorian and New South Wales grassland website to facilitate communication between grassland travellers and scientists
- And most importantly, encourage others from Australia to apply for a Churchill Fellowship.

A Final Apology

To the many people who gave so generously of their time and society resources, please do not be disappointed if you are unable to review the information shared during the Churchill Fellowship. The Report Guidelines are for a concise report with emphasis given “that brevity is the key to a successful Report”. The information you shared is stored along with the valuable printed material provided.
List of resource material (using title sort not author index)

AFGC 1991 Strategic Planning Committee Report, April 1 1991 Columbia Missouri
AFGC Affiliate Council Reports 2002
Forage Connection, Minnesota Forage and Grassland Council Summer 2003
Forage Progress Volume 1 July/August 2003
Ecology of Grazing Lands Systems, a multidisciplinary and multi university course.
European Grassland Federation Constitution and information kit
Grass Farmer 73,74,75
Greensward 45
IGER Innovations Number 7 2003.
IGER North Wyke February 2001
Terminology for Grazing Lands and Grazing Animals
Proceedings of the 26th Annual Minnesota Forage Conference, January 10 2001 Detroit Lakes Minnesota
Progress in Grassland Science: Achievements and Opportunities. Edited by S.C. Jarvis (2001)
Royal Entomological Society information kit
Sustainable Crop/Livestock Systems in the Texas High Plains. Project Summaries and Other Forage Research Studies 2003-10-18
Systems Evaluation of the Components of Reduced Input Dairy Farms: A Program for Dairy Research and Outreach. University of Minnesota, West Central Research and Outreach Centre, Morris, Minnesota.
The Forage Leader, Fall 1999 Volume 4 Number 3
The Forage Leader, Summer 2002 Volume 7 Number 2
West Canadian Grazing Conference Grazing For Our Future December 4 – 6 2002 Capri Centre Red Deer, Alberta Canada