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# University of California Office of the President

UC ANR DIVISION  
2016-2021 STRATEGIC PLAN

*2017 Update*

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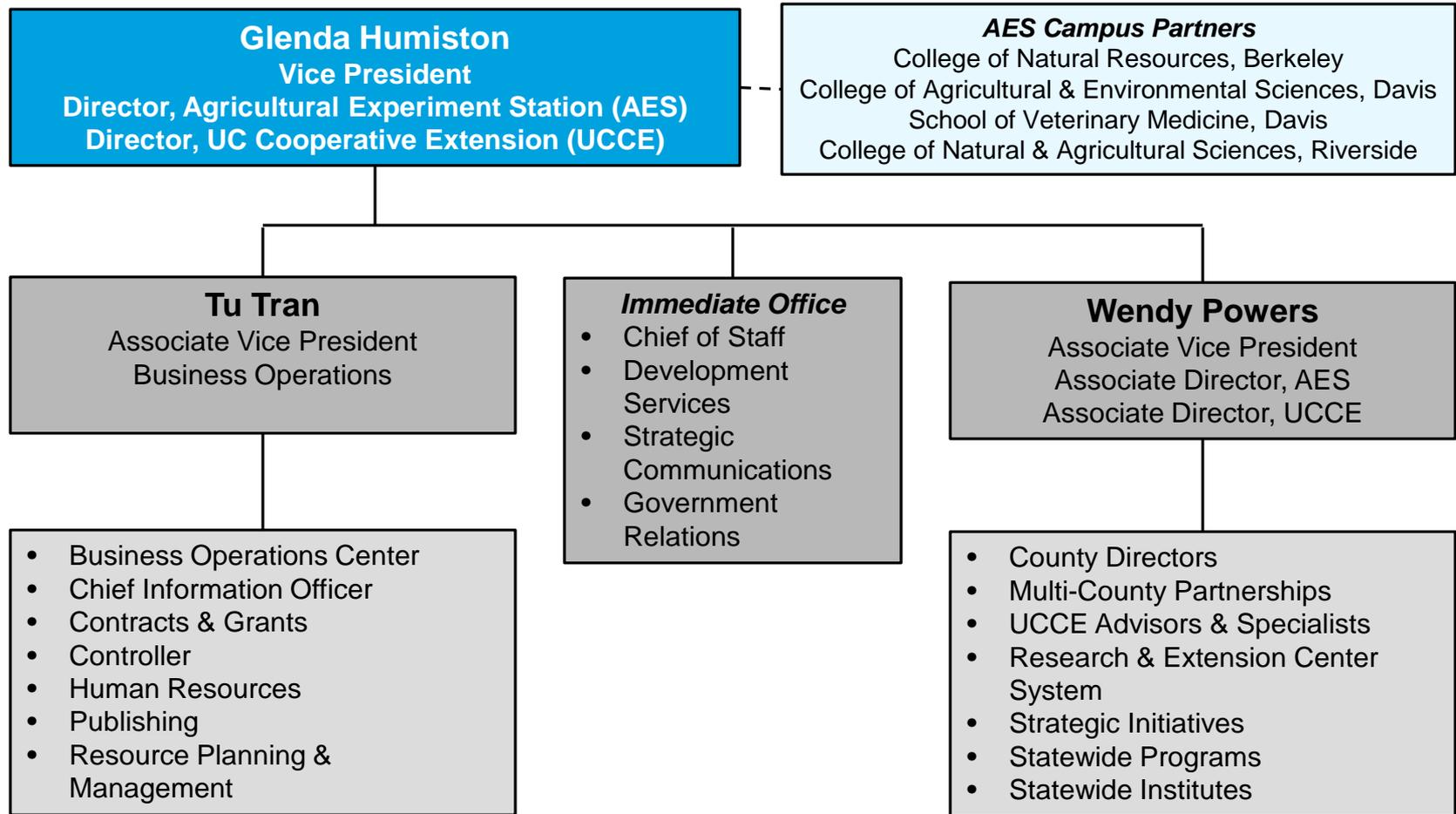
# 2016 UC ANR Strategic Planning Team

The 2016 UC ANR Division strategic planning team was comprised of the following 17 individuals:

	Name	Unit/Representation	Title
	Glenda Humiston	UC ANR VP Immediate Office	Vice President (VP)
	Jan Corlett	UC ANR VP Immediate Office	Chief of Staff
Programs	Wendy Powers	Agricultural Experiment Station (AES) and UC Cooperative Extension (UCCE)	Associate Vice President (AVP)
	Chris Greer	UC Cooperative Extension (UCCE)	Vice Provost UCCE
	Lisa Fischer	Research and Extension Center System (RECs)	Director, RECs
	Cheryl Wilen	Strategic Initiatives	UCCE Area Integrated Pest Management Advisor
	Larry Forero	Academic Assembly Council	Director, UCCE Shasta County; Livestock and Natural Resources Advisor
	Mark Bolda	Program Team	Director, UCCE Santa Cruz County; Strawberries and Caneberries Advisor
Operations	Tu Tran	Business Operations	Associate Vice President (AVP), Business Operations
	Andrea Ambrose	Development Services	Interim Director, Development Services
	Mike Janes	Strategic Communications	Director, Strategic Communications
	John Fox	Human Resources	Executive Director, Human Resources
	Gabe Youtsey	Information Technology	Chief Information Officer
	Jake McGuire	Controller's Office	Controller
	Jennifer Bunge	Resource Planning and Management	Director, Resource Planning and Management
	Kathy Nolan	Contracts and Grants	Director, Contracts and Grants
Anne Megaro	Government Relations	Government Affairs and Community Relations Director	

Facilitators: Kathy Eftekhari, Senior Organizational Consultant, UCOP Strategy & Program Management Office  
Katherine Webb-Martinez, Associate Director, UC ANR Program Planning and Evaluation

# UC ANR Organization



# Strategic Plan Purpose

This strategic plan was developed to guide the Division of Agriculture and Natural Resources (UC ANR) in consciously *focusing* its *energy and resources* on actions that will support an environment conducive to the professional success of UC ANR academics and staff. The achievement of the UC ANR mission of applied research and community engagement is critical for the University of California *to fulfill its land-grant mission of teaching, research, and public service*.

The strategic plan *establishes a multi-year framework* that allows UC ANR to prioritize programs and resources, effectively communicate, and promote collaboration with key stakeholders within UC and across the state.

At the President's request, UC ANR was the third division of the University of California, Office of the President (UCOP), to embark on a standardized strategic planning process. The UC ANR plan was aligned with those of the Chief Financial Officer (CFO) and Chief Operating Officer (COO) divisions to ensure consistency.

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# Strategic Planning Decision Drivers

# Responding to President's Requests

On August 4, 2016, President Napolitano specifically requested that the Division take the following actions, each of which has been addressed within the UC ANR strategic plan and process:

1. Develop a five-year strategic plan, including,
  - How you will achieve your goals
  - Timeline for achieving them
2. Enhance your programs
3. Conduct a thorough review and streamlining of your administrative services;
  - Increase efficiencies in your administration. It will be imperative that you look at the administrative overhead within the UC ANR programs in addition to what exists within your operation's organization.
  - Explore whether some of UC ANR's back office functions can be more cost effectively provided through a Memorandum of Understanding (MOU) with a campus.
4. Finalize the MOUs with the Berkeley, Davis, and Riverside campuses regarding CE Specialists.
5. Include a plan for expanding UC ANR's relationships with all ten UC campuses.
6. Increasing the diversity of your workforce is another extremely important priority for you this year. Your leadership team needs to be very focused on addressing this issue.

# Strategic Planning Decision Drivers

The following decision factors were considered as the UC ANR vision, values, strategic objectives, and goals were developed and/or honed:

1. Historical mandate of land-grant institutions to use scientific solutions to address society's needs and problems
2. The UC ANR mission and vision as defined in UC ANR's *2025 Strategic Vision*
3. Market conditions
  - Financial realities
  - Changing demographics of California
  - Needs for research in emerging areas
4. Role of UC ANR relative to the campuses and the labs
5. Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis
6. Feedback from internal UC ANR stakeholders regarding divisionwide service needs

# The Land-Grant Mission

The national *land-grant system* represents a three-way partnership between federal, state, and county governments.

The University of California is California's land-grant institution. From the day the first campus was founded, agriculture and natural resources have been an integral part of the University's mission to serve the state and its population. Shaped by the following legislative acts, UC ANR's focus on applied research and the practical extension of science-based information to every county in California is unique within the UC system.

- *Morrill Act of 1862* – was intended to provide a broad segment of the population with a practical education that had direct relevance to their daily lives by creating the “land-grant” colleges and universities. It was the Morrill Act that created the University of California.
- *Hatch Act of 1887* – authorized federal grant funds to each state to establish an Agricultural Experiment Station in connection with each land-grant institution.
- *Smith-Lever Act of 1914* – created a Cooperative Extension Service associated with each land-grant institution to disseminate information gleaned from the Agricultural Experiment Stations' research. This legislation also included boys and girls clubs, later known as 4-H Clubs (head, heart, hands, and health).

# Supporting the Land-Grant Mission

The UC ANR strategic plan informs our commitment to the success of the land-grant mission for California today.

- UC ANR is focused on agriculture, natural resources, youth development, and nutrition, engaging communities, and harnessing the power of UC research to solve critical, everyday issues facing California.
- The Agricultural Experiment Station (AES) and UC Cooperative Extension (UCCE) are a vast network of researchers and educators who work together to develop and extend science-based solutions to families, farmers, ranchers, and decision-makers.
- Nine Research and Extension Centers (RECs) provide unique and varied resources, including land, labor, facilities, and equipment, to support academic research and engage the public through outreach programs.
- Unlike most divisions at UCOP, UC ANR collaborates with the campuses but does not directly support them. Instead, UC ANR directly serves California communities in all 58 counties. For many parts of rural California, UC ANR is *“the face of UC”*.

# Supporting the Land-Grant Mission

In addition to the research and extension work provided by AES faculty, UCCE Specialists, and UCCE Advisors, UC ANR also delivers expertise via focused statewide institutes and programs:

- Agricultural Issues Center
- California Institute for Water Resources
- California Naturalist Program
- Informatics and Geographic Information Systems
- Nutrition Policy Institute
- Sustainable Agriculture Research and Education Program
- 4-H Youth Development Program
- Expanded Food and Nutrition Education Program
- UC CalFresh Nutrition Education Program
- UC Integrated Pest Management Program
- UC Master Gardener Program
- UC Master Food Preserver Program

# The UC ANR Network



## UC Cooperative Extension

- 170 local Advisors who live and work in the communities they serve
- 112 campus/county-based Specialists
- Programs delivered in all 58 counties in California
- 268 Community Educators

## Research and Extension Centers

- Nine locations statewide

## Agricultural Experiment Station

- 575 campus-based researchers located in three colleges and one school

## Volunteers

- Over 20,000 adults and 6,000 youths volunteer their time with the 4-H Youth Development, Master Gardener, Master Food Preserver, and California Naturalist programs

# UC ANR FY2017 Program Metrics



>1,700 publications



22 patent applications



>985,000 adult and youth direct contacts/educational exchanges



>3100 short courses, workshops, and field days

- Over 600 participants in the agricultural education programs **adopted best practices and technologies resulting in increased yield, reduced inputs, increased efficiency, increased economic return, and/or conservation of resources.\***
- 82% of 4-H youth surveyed indicated they **gained hands-on science skills.\*** In addition, a 2013 study found **girls in 4-H are twice as likely to plan to pursue science careers.**
- 4-H, Master Gardener, and Master Food Preserver volunteers, and California Naturalists contributed the equivalent of 822 FTE in volunteer public service – the equivalent of over **\$41 million in donated time.**

*\* National land-grant system outcome indicators*

# Challenges of a Changing Landscape

Goals within the UC ANR strategic plan reflect the changing economics of public higher education:

- Declining state support
  - UC funding has been crowded out by expenditure growth driven by voter initiatives and federal mandates.
  - UC receives the same absolute level of funding as in FY1999–2000 when it had over 80,000 fewer students and one fewer campus.
- Budget challenges for the state and the University have had an adverse impact on all divisions. As a result of reduced funding, UC ANR’s “boots on the ground” footprint decreased 35% from FY2002–03 to FY2015–16.
- At the same time, California faces increasingly complex challenges associated with climate change and the emerging needs of a growing population that is more and more diverse.
- Deferred maintenance and the need for capital renewal and upgrades to UC ANR facilities is now impacting our ability to attract researchers and carry out the cutting-edge work that UC ANR is known for.
- In striving to meet the ongoing and emerging needs of California, with a budget that has remained flat two out of the last five years, UC ANR has been stretched to a point that is no longer sustainable.

# Responding to a Changing Landscape

The goals in this strategic plan were developed to respond to emerging needs in California and current budget realities:

- UC ANR can increase research and extension capacity and revenue through better leveraging of the unique applied research opportunities afforded by its Research and Extension Center system.
- UC ANR needs an integrated planning process that will support prioritizing investments across the Division, not just within individual programs or units.
- There is an ongoing need to expand external fundraising and reduce dependence on state dollars.
- A critical need for UC ANR is to rebuild the academic footprint across California and to increase the racial/ethnic and gender diversity of all academics and staff to better reflect and meet the needs of California's population.
- UC ANR has an opportunity to increase working relationships with all UC campuses and the National Labs on research projects.
- UC ANR faces critical decisions regarding investments in facilities and human capital to fulfill the research and extension mission of the Division.

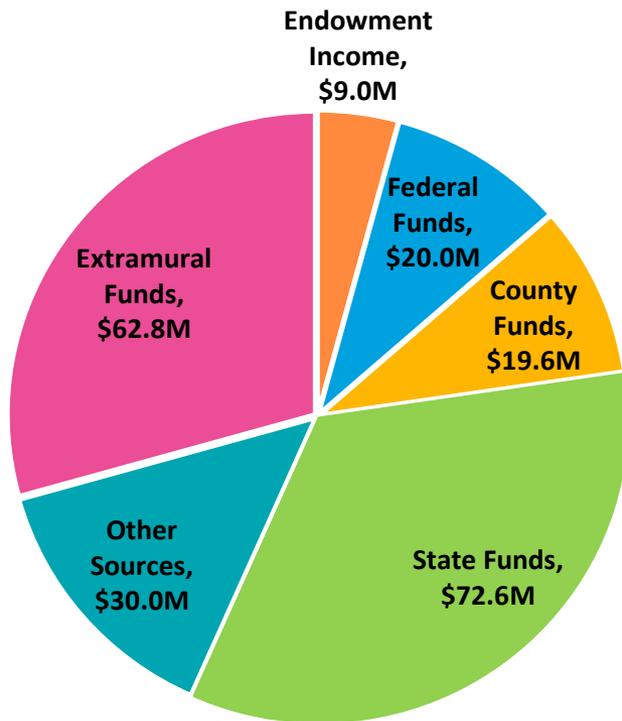
# Enhance Efficiency to Control Cost

UC ANR goals target continuous improvement in our administrative systems in order to make additional funds available for Division priorities.

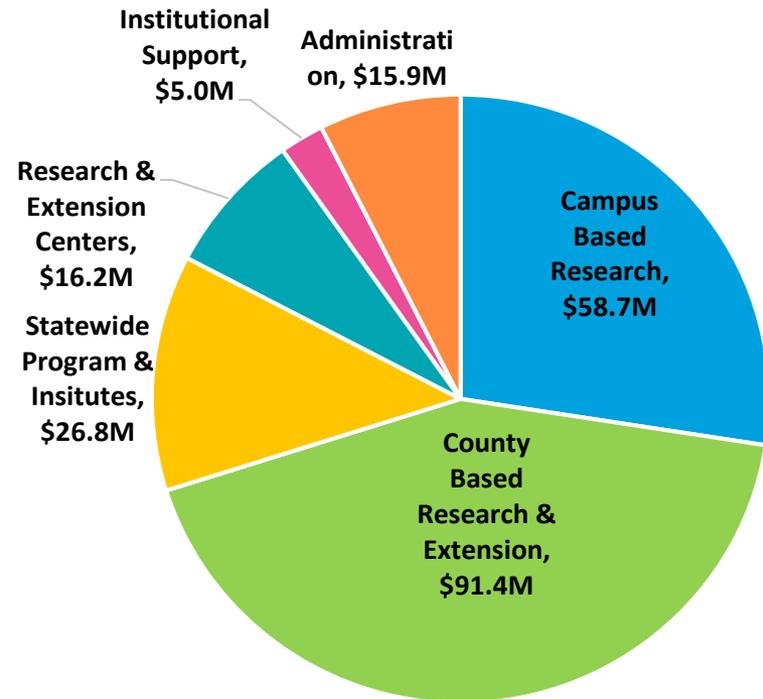
- UC ANR's current payroll processing is distributed on four campus payroll/personnel systems and ledgers (UCB, UCD, UCLA, UCR). Accessing even basic payroll and HR data and information is a manual and labor-intensive process.
- With the implementation of UCPath, UC ANR's employee payroll will be consolidated into one system on one ledger (a single business unit) that will significantly improve accountability, reporting efficiency, and management effectiveness.
- The distribution of UC ANR programs, facilities, and staff across the entire state of California presents challenges for business administration. Efforts to improve service delivery models and increase efficiency are ongoing.
- Rigorous reviews will ensure that resources acquired from increased administrative efficiencies are directed for the greatest impact.

# UC ANR Projected Budget FY 2018-19

TOTAL FUND SOURCES = \$213.9M



TOTAL FUND USES = \$213.9M



*Category definitions for sources and uses are provided in the Appendix*

# Reflecting SWOT Analysis

In order to ensure the plan's responsiveness to current organizational and environmental conditions, UC ANR outlined new considerations through an updated SWOT analysis:

## Strengths

- Strong community connections/relationships across the state; being the local presence of UC in every county
- Great stories to tell
- Local branding (Cooperative Extension and the Research and Extension Centers)
- Statewide Program branding (Master Gardener, 4-H, IPM, etc.)
- High quality staff and renowned academics
- People dedicated to the land-grant mission
- Breadth of expertise across California's geographic diversity
- Wide array of strong partners
- Support from state and county governments
- Part of world-class UC system
- Affiliation with UCOP given statewide and UC systemwide scope

## Opportunities

- Strengthen and expand partnerships
- CSU field research opportunities; UC ANR VP is on CSU Agricultural Research Institute Board of Governors
- Improve visibility (internal and external)
- Reach more Californians
- Expand number and diversity of audiences
- Emerge as a single unified business unit
- Seek non-traditional resources
- Recapitalize, retool, reinvest
- Capitalize on new agricultural technology
- Ensure delivery and services are relevant
- Better communicate about strategic plan accomplishments and how staff can get involved
- ANR expertise on cannabis given new California law

## Weaknesses

- Lack of visibility within UC
- In-ability to recruit and retain top talent due to compensation
- Dispersed nature of organization is a challenge (and a strength)
- People working in silos
- Aging infrastructure and deferred maintenance and
- Not enough story-telling/marketing
- Internal UC ANR staff not fully aware of and bought into the strategic plan

## Threats

- Lack of awareness of UC ANR
- Other agencies filling void without science-based knowledge
- Speed of information flow – quantity and quality
- General population lacks scientific knowledge
- Current political climate (anti-science and anti-academia)
- Cost of living and labor in California
- New tax code – higher standard deduction could prevent filers from itemizing, thus discouraging charitable giving
- California water concerns
- Unforeseen natural disasters
- Impact of restrictions placed on UCOP
- Federal law restricts cannabis research

# Responding to Stakeholder Feedback

- Prior to commencing the strategic planning process, a needs survey was sent to 110 UC ANR stakeholders asking the key questions below:

1. What are the top priorities that your unit will focus on over the next 5 years?
2. What 3 to 5 things could UC ANR divisionwide do to specifically help your unit be successful in addressing those priorities?

Respondents 60 (55%)

- County/Multicounty Partnership Directors (21/42; 50%)
- Program Team Leaders (19/44; 43%)
- Statewide Program or Institute Directors (10/10; 100%)
- Research and Extension Center Directors (8/10; 80%)
- Administrative Unit Directors (1/4; 25%)

- In addition, 13 input sessions were held during plan development and the draft plan was sent to the same 110 UC ANR stakeholders for feedback on each of its components.

## ➤ Impact

- Input received throughout the process helped clarify and refine the core values, strategic objectives, and goals
- 10 of the 15 UC ANR goals directly address one or more specific requests (see next page)
- Other goals indirectly support stakeholder needs, especially in the areas of “people” and “administrative excellence”

# Opportunities From Stakeholder Survey

The following areas of opportunity were identified through the stakeholder survey. Each of these areas was addressed in one or more UC ANR goals.

1. Prioritization of Programs
  - “Who are we?”
  - Which programs will we support, grow, sunset?
2. Programmatic Integration – clarify/define structure; incentivize collaboration
  - Geographic
  - Topical
  - Roles
3. Revenue Generation
  - Fund Development Assistance (government, private, corporate, foundation)
  - Facilities and program support
4. Visibility/Marketing
  - Systematically demonstrate/communicate the value of ANR programs to all stakeholders
5. Human Resources
  - Staffing plan that aligns with outcome of prioritization exercise
  - Shorten time to hire critical positions
6. Training for ANR personnel
  - New employee orientation
  - Topical

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UC ANR

Mission, Vision, and Values

# UC ANR Mission and Vision

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## UC ANR Mission

Engage UC with the people of California to achieve innovation in fundamental and applied research and education that supports

- sustainable, safe, and nutritious food production and delivery
- economic success in a global economy
- a sustainable, healthy, and productive environment
- science literacy and youth development programs

## UC ANR 2025 Strategic Vision (April 2009)

UC ANR envisions a thriving California in 2025 where healthy people and communities, healthy food systems, and healthy environments are strengthened by a close partnership between the University of California and its research and extension programs and the people of the state.

The University remains connected and committed to the people of California, who enjoy a high quality of life, a healthy environment, and economic success in a global economy.

# UC ANR "Big Hairy Audacious Goal"

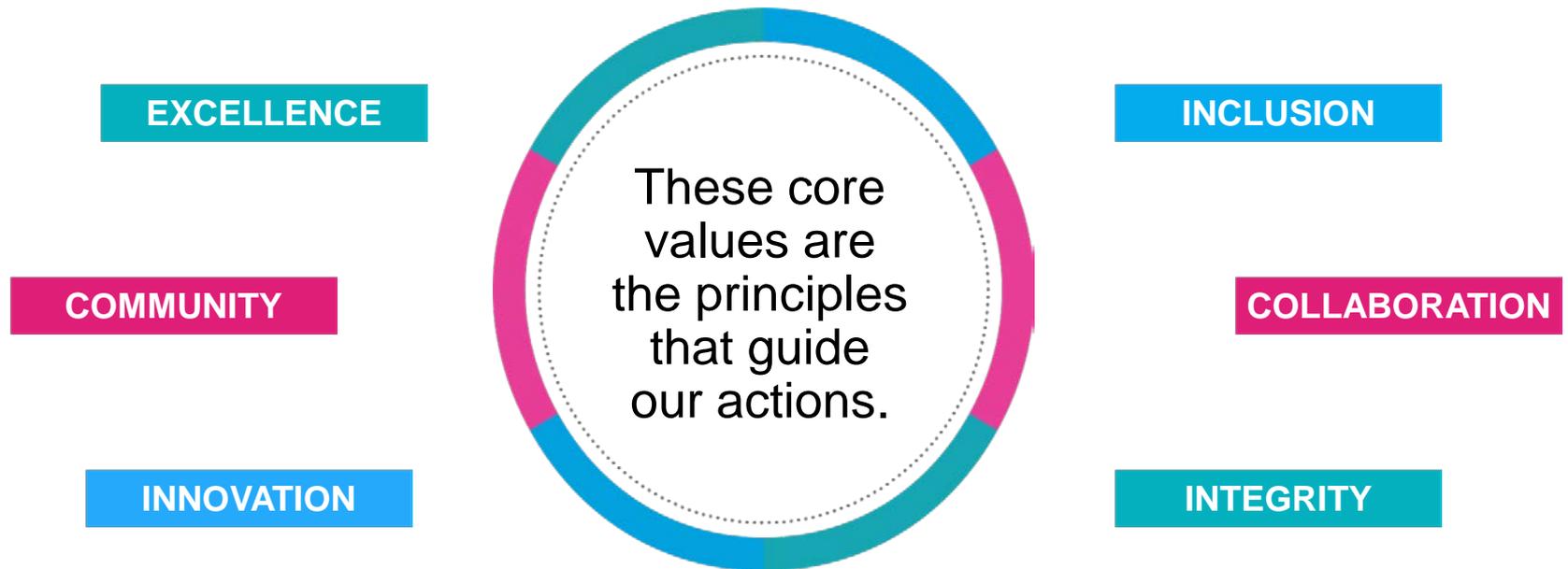
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UC ANR will be recognized by EVERY Californian for having made a positive difference in their lives.

❖ *Vivid Description:*

*We will fearlessly catalyze both rural and urban partners to make California the world's leader in agriculture and natural resource management, and to sharply reduce food and water insecurity within the state. By 2025, we will engage 1 in 10 California youth, developing a new generation of science-literate critical thinkers who participate in community service. Our people will be proud, inspired, and motivated, knowing that their work has a tangible local and global impact. Others around the world will emulate the UC ANR model and implement its practical and affordable solutions.*

# UC ANR Core Values



## **EXCELLENCE**

We strive for outcomes that exceed expectations. We apply rigor and diligence to all our work.

## **COMMUNITY**

We make a difference through local, participatory engagement.

## **INNOVATION**

We anticipate and employ ingenuity to solve problems and critically evaluate options to improve outcomes and processes.

## **INCLUSION**

We embrace inclusion in all its forms, practice mutual respect, and strive for a community that fosters an open, diverse, and productive environment.

## **COLLABORATION**

We believe collective action produces greater results than that of any individual or organization.

## **INTEGRITY**

We act in an ethical, credible, and trustworthy manner.

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UC ANR

# Strategic Objectives and Goals

# UC ANR Strategic Objectives

The following five strategic objectives are broad-based, long-term aims that will move UC ANR towards actualizing its vision. All UC ANR goals support one of these objectives.

## *Executing the Mission:*

### Research and Extension

Advance and encourage forward-thinking, science-based solutions through discovery and engagement with Californians to address local issues with global impact

## *In Support of the Mission:*

### People

Attract, develop, and retain diverse, highly productive, talented, and motivated people who seek a mission-driven experience

### Financial Stability

Develop a sustainable, diverse revenue model with efficient administration to support UC ANR's mission

### Administrative Excellence

Optimize delivery of programs and services through best management practices with efficiency, transparency, and integrity

### Value of UC ANR

Communicate the value of UC ANR to the UC community, our partners, and the people of California

# UC ANR Division Goal Snapshot

Strategic Objective	Goal #	Owner	Goal Topic	Priority
Research and Extension	1	Powers	Strengthen Research and Extension Partnerships	●
	2	Powers	Increase UC ANR's Reach	■
	3	Humiston	Build Sustainable Economies for Working Landscapes	■
	4	Youtsey	Catalyze Support System for Innovation and Entrepreneurship	■
	5	Powers	Prioritize Programs and Services	●
People	6	Fox	Recruit and Retain People	●
	7	Fox	Improve Equity, Inclusion, and Diversity	●
	8	Fox	Expand Career and Leadership Development	◆
	9	Bell	Improve Volunteer Management	■
Financial Stability	10	Tran	Generate Revenue and Optimize Resource Deployment	●
	11	Krkich	Expand and Diversify Fundraising	■
Administrative Excellence	12	Tran	Modernize Technology and Facilities Infrastructure	●
	13	Tran	Streamline Administrative Functions	●
	14	McGuire	Leverage UC's Business Systems Improvements	●
Value of UC ANR	15	Janes	Tell UC ANR's Story	●

Priority Key: ● : High Impact and/or High Urgency ■ : High/Moderate Impact and Moderate Urgency ◆ : High/Moderate Impact and Less Urgency

Research and Extension

Lead Unit: AVP/Powers

Priority: ●

**Goal: Enhance our research excellence and ability to deliver science-based solutions by strengthening partnerships and existing relationships with AES faculty and other UC and non-UC partners, and by engaging in new partnerships by December 2020**

### Opportunity

Resources (people, time, dollars) are limited so we cannot afford to be duplicative; nor can we afford not to have strong partnerships across all of UC, the CSU system, and broadly across the state. At the same time, UC ANR must adapt its research and extension efforts to reflect changing needs and new, emerging programming areas. UC ANR needs to deliver research and extension programs that have direct impacts on the lives of more Californians by using the power of the broader UC system, building on our existing and appropriate partners, and cultivating new partnerships, to the mutual benefit of UC ANR, UC, and California.

### Proposed Solution

UC ANR can strengthen existing partnerships to leverage research conducted within UC and develop new partnerships to further our mission, including expansion of research into new areas of great importance. Leveraging our statewide network of people and other assets, e.g., Research and Extension Centers, will generate new partners and resources, such as co-funded positions, endowed programs, and shared programming. In addition, stronger partnerships within UC and beyond can help ensure resources are used optimally without duplication.

### Benefits

1. Improved relationships and new partnerships could lead to new funding opportunities
2. Improved relationships with campuses translating to shared goals and responsibilities and leveraging of resources
3. New partnerships increase UC ANR's reach across the state, which helps improve UC's position for state, county, and federal funding
4. New partnerships and improved understanding of the power of UC ANR with AES faculty will result in expanded research and extension outcomes

#	Goal/Key Strategies and Timeline	16-17	17-18	18-19	19-20	20-21
1	<b>Enhance our research excellence and ability to deliver science-based solutions by strengthening partnerships and existing relationships with AES faculty and other UC and non-UC partners, and by engaging in new partnerships by December 2020</b>					
1a	By December 2016, finalize 3 MOUs with Riverside, Berkeley, and Davis to affirm benefits and expectations of the relationship		<i>Completed</i>			
1b	Implement strategies to increase collaboration of AES and non-AES faculty with UC ANR each of the three AES campuses starting in 2017					
1c	Document current partnerships as a means of measuring expansion of partnerships with every UC campus: 1 campus by December 2017, 1 additional by Dec 2018. The goal is to have some type of collaborative relationship with each UC campus by December 2020 (not necessarily UC ANR staff nor an MOU)					
1d	Implement partnering incentives by December 2020 to successfully obtain funding for large, multi-campus, multi-partner grants with a goal of 1 grant (>\$1 mill) annually, beginning in 2018, that reflects equitable sharing of facility and administrative costs		<i>Completed</i>			
1e	Identify and implement new models of external partnerships: 2 new non-campus research/extension partners by December 2017, increasing by 2 additional annually through 2020					

**Goal: Enhance our research excellence and ability to deliver science-based solutions by strengthening partnerships and existing relationships with AES faculty and other UC and non-UC partners, and by engaging in new partnerships by December 2020**

## **Assumptions**

1. Campuses and other partners are willing to invest time and perhaps funds and/or space to think differently about how to achieve goals
2. Leadership of UC campuses will promote and encourage partnership opportunities with UC ANR
3. Availability of new, potential partners who understand and embrace the mission of UC ANR, partnership benefits, and intended outcomes related to research, extension activities, and outreach

## **Metrics and Targets**

1. Number of collaborative relationships with UC; target = some type of collaboration with each UC campus by 2020 (not necessarily UC ANR staff located at a campus nor an MOU but something concrete with measurable impact)
2. Number of positions co-funded with partners; increasing by 1 per year
3. Number of large multi-partner, multi-disciplinary grants; target = 1 per year (over \$1 mill)
4. Number of new faculty conducting research at RECs

## **Additional Information**

Shared goals must be developed with existing partner campuses and new campus/non-campus partners requiring that a value proposition be developed.

Research and Extension

Lead Unit: AVP/Powers

Priority: ■

**Goal: Increase the reach of UC ANR research and extension impacts across California by increasing programmatic participation 10% per year over the next 4 years (through December 2020)**

### Opportunity

A greater portion of Californians live in non-rural areas and are further removed from food production. The growing population is more ethnically diverse, with Hispanics/Latinos being the largest ethnic group. In addition, wealth disparity and income inequality continue to increase. Thus, UC ANR's potential clientele base has broadened. Adding to the challenge is the fact that UC ANR must be the source of credible information to improve the science literacy of an increasingly diverse and changing population, and do so with fewer AES and Cooperative Extension professionals and less base funding.

### Proposed Solution

UC ANR needs to evaluate how we can reach out to more clientele by considering what programming we offer, how and to whom we deliver it, and where it is delivered. This is an opportunity for UC ANR to offer programs and deliver solutions more efficiently while still providing the high level of service for which we are known. UC ANR must preserve our strong legacy of trusted networks with traditional face-to-face programming methods but also modernize extension delivery across the state by creating new methods of engagement through technology and staff investment to maximize impact. We must offer services that meet clientele needs using audience-appropriate programming delivery methods that optimize use of UC ANR resources.

### Benefits

1. Improved end-user access to on-demand, research-based information
2. Reduced travel time and cost for staff and academics
3. Improved skills of UC ANR staff and academics and greater connection between professionals as a result of ability to connect remotely

#	Goal/Key Strategies and Timeline	16-17	17-18	18-19	19-20	20-21
<b>2</b>	<b>Increase the reach of UC ANR research and extension impacts across California by increasing programmatic participation 10% per year over the next 4 years (through December 2020)</b>					
2a	By June 2018, complete a needs assessment for targeted, representative programs to determine 1) what activities to offer where and to whom, 2) how best to offer the program, and 3) what strategic hiring, if any, needs to follow					
2b	Build personnel skills in new extension delivery methods (Extension 3.0) by offering quarterly training sessions via remote-delivery so that all personnel can participate in 4-trainings beginning in April 2018					
2c	Consolidate and develop electronic resources to provide an on-demand presence to all UC ANR programming areas by December 2019					
2d	By December 2020, double the number of program offerings that are directed at the needs of Latino and other minority participants (e.g., Spanish language, type of programming such as after-school versus club program), compared to 2016 offerings					
2e	By December 2018, develop required training (~ 3 days) for UC ANR academics on effective extension to be implemented within 2 years of hire	<b>Completed</b>				

**Goal: Increase the reach of UC ANR research and extension impacts across California by increasing programmatic participation 10% per year over the next 4 years**

## **Assumptions**

1. State-of-the-art network capability in every UC ANR office/facility
2. Clientele participation is not limited by access to on-demand programming
3. UC ANR staff and academics are receptive to offering more programming using distance technologies, social media, etc., in combination with face-to-face delivery methods
4. Non-traditional audiences want programming offered differently (e.g., non-club youth activities)
5. There is an expectation that all UC ANR staff make sincere efforts to increase their program reach

## **Metrics and Targets**

1. Fraction of California's youth participating in youth development programs; target = 3%
2. Number of adult clientele served by various statewide programs; target = 10% per year increase
3. Number of new programming events offered using methods other than face-to-face delivery; target = 5% increase annually in the number of events
4. Pages of electronic resources available; target = 8% increase per year over 2018 numbers

## **Additional Information**

Time saved by reduced traveling, thus allowing greater time for programming and/or less stress and more satisfaction – priceless! The proposed improvement and adoption of remote learning systems is not intended to limit how the academic or staff member chooses to interact with clientele. Rather, it offers some time-saving mechanisms and helps clarify how the academic or staff member can prioritize activities in order to achieve success in extending applied research and program delivery.

Research and Extension

Lead Unit: VP/Humiston

Priority: ■

## Goal: UC ANR will be a driver of California’s community and economic development (CED) by December 2019

### Opportunity

“Working landscapes” are often under-appreciated for the vital role they play in providing food and fiber as well as wildlife habitat, recreational venues, energy, and valuable “ecosystem services.” Even worse, their contribution to the state’s economy is generally overlooked and/or undervalued. For California to thrive, these working landscapes – from protected wilderness areas to intensively cultivated farms – must be managed to fully harvest all economic opportunities for today’s needs as well as tomorrow’s. The diverse array of UC ANR resources, coupled with its strong track record of developing practical science-based solutions, makes UC ANR uniquely positioned to enhance CED initiatives throughout California.

### Proposed Solution

Leverage and coordinate UC ANR expertise and resources with existing CED efforts, and related regional industry initiatives, focused on agricultural and natural resources throughout California. Enable and strategically focus UC ANR to further stimulate economic development throughout California.

### Benefits

1. Recognition of UC ANR’s contribution to economic growth enhances UC ANR’s relevance to general public
2. CED activities support funds development by engaging with new stakeholders
3. Synergy from better coordination of existing activities can help achieve economies of scale for program delivery

#	Goal/Key Strategies & Timeline	16-17	17-18	18-19	19-20	20-21
<b>3</b>	<b>UC ANR will be a driver of CA’s community and economic development (CED) by December 2019</b>					
3a	Reframe and align relevant existing UC ANR programs and activities with CED objectives by December 2018					
3b	Develop a staffing/academic strategy to support CED activities by December 2018					
3c	Expand partnerships with federal, state, and local agencies on existing initiatives (e.g., Investing in Manufacturing Communities Partnership, Farm-to-School-Lunch, etc.) by July 2018					
3d	Organize engagement opportunities for UC, and other academic institutions, with initiatives of Central Valley AgPLUS Food & Beverage Manufacturing Consortium by December 2018					
3e	Mobilize enhanced research on biomass opportunities through partnerships with agencies, diverse academic institutions, and the private sector (e.g., Tree Mortality Task Force, CA Biomass Alliance, California Roundtable on Water and Food Supply, National Labs, etc.) by July 2019					
3f	Annually utilize California Economic Summit to highlight and expand contributions from working landscapes to the state’s economy, as well as UC ANR’s role in those contributions					
3g	Annually leverage University Economic Development Association (UEDA) for best practices to enhance UC ANR’s CED activities					

# UC ANR Goal 3      Build Sustainable Economies for Working Landscapes

**Goal: UC ANR will be a driver of California's community and economic development (CED) by December 2019**

## **Assumptions**

1. Strategic initiatives identified within UC ANR 2025 Strategic Vision encompass full range of activities that can support this goal
2. UC ANR academics and program staff will embrace a reframing of existing activities to position UC ANR in economic development roles
3. Actions to enhance California's economy will be greatly appreciated by many diverse stakeholders
4. No impact on regular UC ANR budget will occur short term; expanded targets for funds development will increase funds longer term

## **Metrics and Targets**

1. Number of UCCE staff/academics delivering in CED activities; target = increase 10% by 2018
2. Number of CED activities reported by UC ANR academics; target = increase by 5 per year
3. Media recognition of CED activities by UC ANR; target = communication metrics increase 3% per year
4. Requests for UC ANR participation in CED activities; target = increase 20% by 2018
5. Funds development increases; target = at least 10 new major (\$25,000+) donors supporting CED work by 2019

## **Additional Information**

This goal, and its activities, serve President Napolitano's GFI and Innovation initiatives.

# UC ANR Goal 4 Catalyze Support System for Innovation and Entrepreneurship

Research and Extension

Lead Unit: CIO/Youtsey

Priority: ■

**Goal: Catalyze a statewide support system for innovation and entrepreneurship that will expand economic opportunities and new technology for agriculture, natural resources, and rural communities by December 2019**

## Opportunity

The UC system is pre-eminent in education, research, invention, and innovation in California and the world. Under President Napolitano, UC is expanding opportunities for UC's innovation to further galvanize entrepreneurship and economic activity in California and beyond. As a statewide division, with resources in every county, focused on one of the state's largest and most critical economic sectors – agriculture and natural resources – UC ANR is positioned to contribute meaningfully to that goal while also ensuring that rural communities have similar access to opportunities often available only in urban centers or near large research campuses.

## Proposed Solution

UC ANR will serve as a catalytic leader to develop a statewide collaboration that supports the full range of innovation, entrepreneurship, and commercialization opportunities for the agricultural and natural resources sectors as well as California's rural communities. Key to this effort is to not reinvent the wheel or duplicate existing services; rather UC ANR is facilitating collaboration between actors within the existing innovation and entrepreneurship ecosystem. These actors will include the UCOP Office of Innovation and Entrepreneurship, relevant programs from the UC, CSU and community college systems, government, the financial and investment sector, various industry groups, and existing incubators and innovation hubs.

## Benefits

1. Drives real economic value and sustainability to California by serving as a catalyst for innovation, primarily through technology and partnership
2. Expands UC ANR's natural role as a vital innovation leader and convener in food, agriculture, sustainability, and bio/rural development
3. Creates funds development, cost recovery, and revenue generation opportunities for a sustainable strategy

#	Goal/Key Strategies and Timeline	16-17	17-18	18-19	19-20	20-21
4	<b>Catalyze a statewide support system for innovation and entrepreneurship that will expand economic opportunities and new technology for agriculture, natural resources, and rural communities by December 2019</b>					
4a	Establish a UC ANR innovation team to guide and coordinate these efforts by April 2017	<i>Completed</i>				
4b	Create an external advisory board of 10–15 non-UC ANR entities to advise UC ANR's innovation and entrepreneurship activities and expand connections to relevant industry sectors and service suppliers by July 2018					
4c	Identify 3–5 pilot projects – from technology to incubators to regional food systems – and pursue initiatives with specific partners to begin buildout of the system by December 2017. Utilize metrics on outcomes to inform a broader innovation strategy and replication elsewhere					
4d	Formalize structure and funding sources to support statewide innovation system by June 2019					

# UC ANR Goal 4     Catalyze Support System for Innovation and Entrepreneurship

**Goal: Catalyze a statewide support system for innovation and entrepreneurship that will expand economic opportunities and new technology for agriculture, natural resources, and rural communities by December 2019**

## **Assumptions**

1. UC ANR academics and program staff will embrace a reframing of existing activities to position UC ANR in innovation roles
2. Actions to enhance California's economy will be greatly appreciated by many diverse stakeholders
3. UC ANR will serve as catalyst and convener: serve only where gaps are relevant, no duplicating of other service providers
4. No impact on UC ANR budget will occur short term; expanded targets for funds development will increase funds longer term

## **Metrics and Targets**

1. Participants in UC ANR innovation & entrepreneurship activities = 5,000 by FY 18-19 and increase by 20% annually through FY 20-21
2. Number of UC ANR-led ventures, patents, and licenses; target = increase by 5 per year after 2018
3. Number of commercialization projects and companies supported = 25 in FY 17-18, increasing 25% per year after that
4. Funds available from external sources to invest in innovation & entrepreneurship activities = at least \$5 Million by FY 19-20
5. UC ANR contractual partnerships toward the completion of this goal = 5 formal agreements in FY 17-18, increasing 25% per year after that

## **Additional Information**

N/A

Research & Extension

Lead Unit: AVP/Powers

Priority: ●

**Goal: Complete a programmatic prioritization process with divisionwide participation that identifies critical strengths, weaknesses, gaps, and opportunities to better integrate and focus efforts by December 2018**

### Opportunity

As a partner and leader in improving lives across California, UC ANR is called upon to both maintain traditional program areas while at the same time address emerging challenges for the state. These challenges are complex, often with no solution, but unmet they have the potential for severe unintended consequences. It is impossible to address emerging critical issues while at the same time maintaining everything UC ANR has done and is doing with a finite number of people and resources.

### Proposed Solution

Given that fixed resources limit staff and academic capabilities to meet geographic and programmatic demands on their time, coupled with increasing needs, UC ANR must determine what it can and cannot do to remain relevant and impactful, anticipate future challenges to minimize negative consequences, and remain committed to its *2025 Strategic Vision*. This entails an extensive programmatic review process to assess both current and future needs, strengths, impacts, and desired outcomes with a critical look at what potential unintended consequences might result.

### Benefits

1. Identifies where UC ANR best leverages its strengths and partnerships (new and existing) to the benefit of our clientele through impactful programming
2. Enhances readiness to respond to emergent issues and complex challenges
3. Helps staff achieve work/life balance through more focused efforts that leverage the UC ANR system
4. Improved efficiency within the current structure through better integration and function of teams/groups/initiatives and processes. Enhanced internal coordination of efforts and staff improves engagement and synergy across the UC ANR network, reduces redundancies and administrative burdens, and encourages better relationships between campus and field, across program areas, and between CE and AES.

#	Goal/Key Strategies and Timeline	16-17	17-18	18-19	19-20	20-21
5	<b>Complete a programmatic prioritization process with divisionwide participation that identifies critical strengths, weaknesses, gaps, and opportunities to better integrate and focus efforts by December 2018</b>					
5a	Gather input from staff and stakeholder surveys/meetings/focus groups about programmatic needs (SWOT analysis) by December 2017	<i>Completed</i>				
5b	Driven by input from leaders of UC ANR work groups, program teams, statewide programs, strategic initiatives, and institutes, develop a plan to address the outcomes of a SWOT analysis by June 2018					
5c	Align position call process and UC ANR competitive grants process with newly defined programmatic priorities/directions by November 2018					
5d	Identify approaches for organizing staff around programmatic areas in ways that promote synergy and processes for communications and moving the work forward (by September 2017)	<i>Completed</i>				
5e	By Feb. 2017, develop and execute a communications plan that will keep UC ANR staff and stakeholders informed throughout the process	<i>Completed</i>				

**Goal: Complete a programmatic prioritization process with divisionwide participation that identifies critical strengths, weaknesses, gaps, and opportunities to better integrate and focus efforts by December 2018**

## **Assumptions**

1. No large budget shortfalls nor reductions will occur
2. A robust electronic delivery system and website is in place to make resources of programs that are no longer emphasizing face-to-face delivery readily available to their clientele
3. The strategic planning that has been and is being conducted at unit levels (strategic initiatives, statewide programs, Research and Extension Centers) lays the groundwork for prioritization and operationalization that is based on the assumption that these plans represent a realistic view of moving forward that is focused on achievable, meaningful impact. Without this, the time and “buy-in” to the process will be considerably weakened

## **Metric and Target**

1. Increasing portion of work aligns with condition changes such that percent of total FTE identified as “other” (rather than with condition change(s)) decreases 25% per year to 0 in 2022.

## **Additional Information**

N/A

People

Lead Unit: HR/Fox

Priority: ●

**Goal: Improve our ability to recruit and retain the academics and staff needed to achieve all aspects of the UC ANR mission by July 2022**

### Opportunity

UC ANR's ability to recruit and retain academics and staff is critical to the Division's ability to achieve its mission and goals. People costs represent approximately 85% of the overall Division budget. UC ANR's historically conservative pay practices impact our ability to attract, hire, and retain top talent, especially within the dynamic California job market. The systems and processes that support the recruitment process are out of date. Employment and compensation practices must be competitive with UC campuses and the external labor markets in which we compete.

### Proposed Solution

Develop sustainable compensation plans for academics (specifically, CE Advisors) and staff to address internal pay inequities and areas where compensation significantly lags behind the job market. Incorporate compensation strategies into multi-year budget projections. Review and update academic and staff recruitment systems and processes, establish baseline metrics, and identify opportunities to leverage existing UC resources and best practices to improve recruiting effectiveness and efficiency of hiring activity.

### Benefits

1. More competitive compensation packages and improved recruitment practices will reduce the rates of failed recruitments and employment turnover
2. Industry standard performance measures and benchmarks will drive improvement

#	Goal/Key Strategies and Timeline	16-17	17-18	18-19	19-20	20-22
<b>6</b>	<b>Improve our ability to recruit and retain the academics and staff needed to achieve all aspects of the UC ANR mission by July 2022</b>					
6a	Review and update administrative processes and systems to support academic and staff recruitments by August 2018. Identify baseline performance measures and benchmarks by January 2018. New online recruitment platforms (applicant tracking systems) for academics and staff to be implemented by April 2019.					
6b	Engage with Academic Senate twice annually to convey the benefit to UC of having an equitable reward and recognition system for academics (i.e., equivalent status for CE Specialists and Advisors), beginning March 2017					
6c	Implement a multi-year equity and market review plan for staff salaries to improve the competitiveness of staff salaries based on Career Tracks salary range target goals by March 2020.					
6d	Develop a multi-year compensation strategy to more closely align CE Advisor compensation with CE Specialist compensation by December 2020. Definition of "target alignment" was established in October 2017.					

**Goal: Improve our ability to recruit and retain the academics and staff needed to achieve all aspects of the UC ANR mission by July 2022**

## **Assumptions**

1. Budget availability
2. UC ANR HR staff will be available to lead these efforts; these key strategies will be treated as priorities, ahead of other projects
3. IT resources (and other resources to be identified) are available to support implementation of new recruitment applications
4. The timing of staff applicant tracking system implementation (PeopleSoft TAM) is dependent on timing of overall, UC-wide UCPATH project

## **Metrics and Targets**

1. Improve the competitiveness of staff salaries based on Career Tracks salary range targets. Percent of staff at or above their respective salary goals (baseline): 70.5%; target = 100% by March 2020.
2. Alignment of the CE Advisor salary table with the CE Specialist salary table based on target methodology established in October 2017. Baseline metrics for effectiveness and efficiency in recruitment and retention include “time to fill” open positions, rate of unsuccessful searches, and overall turnover rates
3. Reduce the average number of days to fill academic and staff positions; target 90 days by December 2021
4. Increase the number of filled Cooperative Extension positions (CE Advisors and CE Specialists) by 2 positions per year
5. Increase the average number of qualified candidates per academic and staff job search
6. Decrease in the annual turnover rate for academics (non-retirement separations/total number of academic appointees)
7. Decrease in the annual turnover rate for staff (non-retirement separations/total number of staff appointees)

## **Additional Information**

- The key strategies related to staff and academic compensation will also address the organizational goals of equitable treatment.
- The key strategies related to recruitment practices will also address the organizational goals on diversity in hiring.

People

Lead Unit: HR/Fox

Priority: ●

**Goal: Increase the racial, ethnic, and gender diversity of UC ANR staff and academics and foster an equitable and inclusive workplace by December 2020**

### Opportunity

Employing a workforce that reflects the racial, ethnic, and gender diversity of California is critical to UC ANR's ability to deliver programs to and solve the problems of the people of California. A primary goal of UC ANR programs is to reach all communities in the state, with a focus on underserved communities. A diverse workforce will improve our ability to reach those communities. In addition, results of work environment and staff engagement surveys conducted in recent years identified specific areas for improvement in regard to exclusionary behavior in the workplace.

### Proposed Solution

Incorporate UC best practices in equity, inclusion, and diversity into hiring and advancement procedures. Provide regularly occurring learning opportunities to senior leaders, managers, and directors, as well as search committee members, for incorporating best practices on equity, inclusion, and diversity in the hiring and advancement of senior leaders, academics, and staff. Make available reliable and meaningful data on relevant pools of talent, both internal and external to UC ANR. Continue efforts to address exclusionary behavior in the workplace.

### Benefits

1. Increased diversity of workforce will improve UC ANR's ability to deliver programs to diverse communities
2. Industry standard performance measures and benchmarks related to diversity and equity in hiring and advancement will drive improvement in achieving a diverse workforce
3. Employee engagement is expected to improve if employees feel that their workplace is equitable and inclusive. Improved employee engagement should be reflected in reduced rates of employment turnover and in workplace environment and engagement surveys

#	Goal/Key Strategies and Timeline	16-17	17-18	18-19	19-20	20-21
<b>7</b>	<b>Increase the racial, ethnic, and gender diversity of UC ANR staff and academics and foster an equitable and inclusive workplace by December 2020</b>					
7a	Finalize UC ANR Principles of Community by December 2016. Incorporate Principles into new employee orientation, supervisor training, and other existing programs for staff and academics by June 2017					
7b	Identify best practices within UC ANR and among UC campuses to improve racial, ethnic, and gender diversity in academic and staff hiring, and identify specific recommendations for UC ANR process improvements by January 2018 (Recommendations to include CE Specialist hiring practices by partner UC campuses.)					
7c	Develop and implement a multi-year training plan on equity, inclusion, and diversity to reach senior leaders, directors, hiring managers, and search committee members by December 2018, to include anticipated costs and timelines					
7d	Develop and administer an UC ANR work environment survey for academics and staff every 2–3 years to measure progress on goals of equity, inclusion, and diversity; target launch October 2018					
7e	HR and Staff Assembly engage ANR community to share results of 2017 Staff Engagement Survey and develop action plans intended to improve staff engagement by June 2019, when UC-wide staff engagement survey is expected to be repeated.					

**Goal: Increase the racial, ethnic, and gender diversity of UC ANR staff and academics and foster an equitable and inclusive workplace by December 2020**

## **Assumptions**

1. Active support and engagement by leadership is critical to success in this area
2. UC campuses have published best practices in academic diversity. A Coro project team is expected to issue a report on best practices in staff diversity in December 2016. UC ANR will draw on existing recommendations and best practices
3. In 2017, UC ANR staff will participate in a UC-wide survey of staff engagement, sponsored by Council of UC Staff Assemblies and Human Resources

## **Metrics and Targets**

1. Reduce the number of job groups with underutilization of women or minorities to 0 by 2022
2. Increase in the number of staff reporting UC ANR as an equitable and inclusive environment in the CUCSA/HR Staff Engagement surveys to 80% (Note: the scope of this survey is limited to a sample of non-represented UC ANR staff; it does not include academics)
3. Increase in the number of academics and staff who report being “comfortable” or “very comfortable” with the work environment at UC ANR to 80%
4. Decrease in overall turnover rate (baseline and target defined in Goal #6)

## **Additional Information**

N/A

People

Lead Unit: HR/Fox

Priority: ◆

**Goal: Design and implement focused initiatives to develop academics and staff in their respective fields and prepare for leadership opportunities by December 2020**

### Opportunity

UC ANR must support the career development of UC ANR academics and staff in order to retain an engaged workforce who can conduct relevant programming and respond to complex challenges. UC ANR also needs to identify and prepare future leaders. UCCE County Directors in particular, and people managers in general, have been identified as two priority groups in need of a focused leadership development strategy. Other potential priority groups include REC Directors and early-career academics.

### Proposed Solution

While some programs and initiatives are in progress, UC ANR must conduct a needs assessment, confirm priorities, develop measurable goals, and identify specific initiatives to support career development of academics and staff. Potential solutions include, but are not limited to, increased participation in leadership development opportunities, pursuit of degree programs, use of sabbatical leave, development of cultural competencies, providing incentives for participating in professional society meetings, and developing career paths for graduate students, early-career academics, and existing UC ANR staff to move into Cooperative Extension academic positions with UC ANR.

### Benefits

1. Increased training and development resources for people managers can improve employee effectiveness and reduce the risk of employment claims
2. Developing internal talent will improve employee engagement, reduce employment turnover, and prepare future leaders to support the UC ANR mission

#	Goal/Key Strategies and Timeline	16-17	17-18	18-19	19-20	20-21
<b>8</b>	<b>Design and implement focused initiatives to develop UC ANR academics and staff in their respective fields and prepare for leadership opportunities by December 2020</b>					
8a	Assess needs and develop a plan for orientation and development of current (and future) UCCE County Directors by December 2017					
8b	Conduct a needs assessment, confirm priorities, develop measurable goals, and identify specific initiatives to support the career development of academics and staff by June 2018					
8c	Develop and implement mentoring program(s) for academics and staff with 30 mentees participating by May 2018					
8d	Expand current People Management certification program; 30 supervisors will complete facilitated program each year in 2017–2020					

**Goal: Design and implement focused initiatives to develop UC ANR academics and staff in their respective fields and prepare for leadership opportunities by December 2020**

## **Assumptions**

1. UC ANR will use the People Management certification program developed by systemwide Human Resources as a best practice to develop supervisors
2. No additional staff resources will be added to support this goal at this time; development programs will be planned and facilitated by existing HR/Learning and Development staff

## **Metrics and Targets**

1. 120 UC ANR supervisors to complete the People Management certification program by 2020
2. 30 mentees participating by May 2018
3. Percent of respondents to CUCSA/HR Staff Engagement Survey with a favorable score for Career Development to 75% by 2022
4. Number of UCCE County Directors completing new County Director Institute in 2018

## **Additional Information:**

N/A

People

Lead Department: SWP&I/Bell

Priority: ■

**Goal: Grow, support, and sustain UC ANR volunteer programs by improving volunteer management competencies in staff and academics by December 2020**

### Opportunity

The UC 4-H Youth Development Program (YDP) and Master Gardener (MG) and Master Food Preserver (MFP) programs engage more than 20,000 volunteers annually. These volunteers fulfill the teaching and public service role of UC ANR by making over 2 million face-to-face contacts each year promoting UC research-based information to the public. According to the *Independent Sector*, the value of UC ANR volunteers in 2015 alone was \$40 million, or the equivalent of over 700 full-time staff. It is the role of paid staff and academics to develop and manage a system where volunteers are supported to lead programs. Historically, training and ongoing professional development efforts to develop staff and academics' volunteer management skills was not readily available to all. The lack of training has resulted in disparity in how volunteers are managed, and volunteer satisfaction has been impacted, resulting in increased grievances. Increasing the skills and knowledge associated with volunteer management will contribute to volunteer fulfillment, retention, and advocacy on behalf of UC with county boards of supervisors, the state, and the public.

### Proposed Solution

Moving forward, we aim to position existing and new staff/academics at the state level in collaborative teams to address volunteer management training shortfalls and increase consistency of volunteer management practices across UC ANR programs. We will incorporate best practices into all policies and implement ongoing volunteer management training for staff/academics. Additionally, we will increase coaching and mentoring of staff and academics in the implementation of goals to improve volunteer management and the resolution of volunteer complaints and issues. To recoup unit costs for the biennial training, the online training will be made available by fee via eXtension to Cooperative Extension professionals across the nation and the public.

### Benefits

1. Staff and academics gain skills and confidence in volunteer management
2. Improved efficiency for staff and academics managing multiple volunteer-based programs
3. Increased motivation and satisfaction of UC ANR volunteers

#	Goal/Key Strategies and Timeline	16-17	17-18	18-19	19-20	20-21
<b>9</b>	<b>Grow, support, and sustain UC ANR volunteer programs by improving volunteer management competencies in staff and academics by December 2020</b>					
9a	Reorganize job functions of existing state level Youth, Families and Communities personnel to lead 4-H efforts and hire needed Academic Coordinator for Volunteer Engagement by November 2018					
9b	Align volunteer management policies and procedures across all UC ANR volunteer programs by November 2018					
9c	Develop and implement online (continuous) and in-person (available biennially, starting early 2018) trainings on volunteer management for staff/academics and make online training available for fee via national eXtension platform by June 2018					
9d	Develop and implement a comprehensive program evaluation plan to document outcomes with staff, academics, and volunteers, including a staff/academic self-assessment by December 2020					

**Goal: Grow, support, and sustain UC ANR volunteer programs by improving volunteer management competencies in staff and academics by December 2020**

## **Assumptions**

1. Cooperative Extension Volunteer Development Specialist is approved through 2016 Position Call and is hired
2. Funding is available and approved for proposed Volunteer Development Academic Coordinator
3. Program staff/academics engage in trainings and apply skills gained
4. Online volunteer management trainings creates revenue via eXtension

## **Metrics and Targets**

1. Completion of required online training by staff and academics with oversight of volunteer programs within 1 year of implementation or hire; target 100%
2. Attendance to biennial in-service training by staff and academics with oversight of volunteer programs; target 70% by December 2020
3. Staff and academics who attend trainings report increased skills and /or confidence in volunteer management; target 66% by December 2020
4. Staff and academics who attend trainings implement goals developed to improve volunteer management identified in the pre-training self-assessment; target 70% by December 2020
5. Staff and academics who attend trainings report increased efficiencies as a result of consistency in practices across volunteer programs; target 80% by December 2020
6. Significantly increase volunteer motivation and satisfaction (establish a baseline for assessing increases using pre/post-test design); target P value of .05 or less

## **Additional Information**

Volunteers not only donate their time, they support a positive public image for UC ANR, advocating on our behalf for funding and general awareness of UC ANR programming at the county, regional, and state level.

# UC ANR Goal 10      Generate Revenue & Optimize Resource Deployment

Financial Stability

Lead Unit: AVP/Tran

Priority: ●

**Goal: Develop new sources to increase revenue by 23% by July 2022, and optimize fund deployment to reduce reliance on central funds by 20% and increase utilization of restricted funds by 35% by July 2022**

## Opportunity

The operating units within UC ANR have traditionally depended on central funding to conduct business and research across functions and disciplines. This dependency rests mainly on a single large funding source (Systemwide Assessment Funds). This source of funding accounts for over 35% of UC ANR's overall sources and is highly volatile. Over-reliance on this fund source places UC ANR's fiscal health at risk. It is also critical to apply strategic resource management throughout UC ANR's operations to ensure the maximum return from its use of finite resources. This includes adaptive strategies in its budgeting and resource allocation.

## Proposed Solution

In order to reduce this risk, UC ANR needs to orchestrate a set of strategies that would lead to independently sourced funds, such as patent revenue, increased contracts and grants, indirect cost recovery, increased recharge revenue, increased private gifts, crops and publication sales, and other income. We plan to rebalance funding deployment practices divisionwide by working with researchers, sponsors, and administrators; implement procedures to identify opportunities to minimize voluntary cost sharing (versus mandatory cost sharing as required by some federal grants); and better utilize restricted funds.

## Benefits

1. Strengthen fiscal stability by increasing 6 categories of revenue (1. patent revenue, 2. contracts and grants, 3. indirect cost recovery, 4. recharges, 5. private gifts, and 6. other incomes) by 60% by July 2022
2. Diversify risk from a single fund source dependency; develop more flexible revenue sources
3. Increased number of endowed and industry supported CE positions
4. Accounting for the true cost of research

#	Goal/Key Strategies and Timeline	16-17	17-18	18-19	19-20	20-25
<b>10</b>	<b>Develop new sources to increase revenue by 23% by July 2022, and optimize fund deployment to reduce reliance on central funds by 20% and increase utilization of restricted funds by 35% by July 2022</b>					
10a	Work with campus partners to arrive at a clear understanding on patent revenue sharing formula by December 2016, which should increase the current revenue level by 100% by December 2018					
10b	Identify opportunities to increase external funding by 2% annually through recharge services by July 2018 (e.g., potential increased fee income and cost recovery from Research and Extension Centers, the Integrated Pest Management program, and other UC ANR support operations)					
10c	Pursue large extramural contracts and grants from sources such as Agriculture and Food Research Initiative by encouraging and facilitating collaboration between campuses and UC ANR, resulting in an increase in extramural funds by 10% annually starting FY 17/18. This is to support Goal 1 in strengthening research and extension partnerships					
10d	Develop and implement new funding models that incorporate shared funding of positions with industry partners leading to 3 funded positions by July 2018					
10e	Increase the number of co-funded positions within UC ANR (Cooperative Extension Specialists, Advisors and Directors) from 3 academics to 5 total positions by July 2019					
10f	Contracts and Grants staff to focus on maximizing opportunities for increased extramural revenue for salary, increased Multi-Campus Agreements with campus partners, and, as a result, increase indirect cost recovery by educating clients of strategy. Deploy staff to develop metrics to measure current level of voluntary cost sharing; target = 25% reduction by December 2022 and a 50% reduction by 2025.					
10g	Increase revenue opportunities from publications by 2% annually by identifying new distribution channels by July 2025					

# UC ANR Goal 10      Generate Revenue & Optimize Resource Deployment

**Goal: Develop new sources to increase revenue by 23% by July 2022, and optimize fund deployment to reduce reliance on central funds by 20% and increase utilization of restricted funds by 35% by July 2022**

## **Assumptions**

1. Consensus of leadership and the UC ANR community to enforce a new philosophy on extramural revenue
2. Achieve consensus within UC ANR to make a significant shift in our engagement approach with our own academics and with stakeholders across the spectrum
3. UC ANR's Systemwide Assessment Funds will follow state funding through San Francisco's corridor model as outlined in the UCOP-UC ANR MOU
4. UC ANR is successful in being awarded large competitive grants (see Goal #1)
5. Establish a separate balance sheet for UC ANR (cash carve-out) to determine availability of cash resulting in potential revenue annual growth to average 4.7% by July 2022
6. UC ANR completes MOUs regarding CE Specialists with UC Berkeley, UC Davis, and UC Riverside by December 2016

## **Metrics and Targets**

1. Cumulative growth of independent fund sources; in totality the target = 60% growth by July 2021 across the 6 categories of revenue. This will achieve 23% growth for all fund sources, including contracts and grants for Cooperative Extension Specialists.
2. Number of new recharge strategies implemented; target = one revenue and one recharge strategy per year for 3 years
3. Number of co-funded positions; target = one co-funded position per year for 3 years
4. Deployment of funding from a significant level of growing reserve currently sequestered in research projects by 35%
5. Reduction in voluntary cost sharing; target = 25% reduction by December 2018 and a 50% reduction by 2022

**Additional Information:** N/A

Financial Stability

Lead Unit: Devel. Svcs./Krkich

Priority: ■

## Goal: Raise \$32 million through diversification and expansion of our development capacity by July 2025

### Opportunity

UC ANR cannot depend on state funding to increase or to stay at current levels to support its ongoing programmatic, research, and extension efforts. In order to sustain and, more importantly, to expand the depth and breadth of our work in communities statewide, UC ANR needs to secure increased private funding through a variety of sources. By expanding our capacity to identify new donors and cultivate the relationships necessary to secure new and expanded giving, we will build a reliable annual pipeline of support for the Division. In FY15/16, private funding increased 16% over the previous year; this included the establishment of the three Presidential Chairs for the Division. While this is a positive trend, we will need to increase giving over the next 10 years in order to achieve our ambitious programmatic and capital campaign goals.

### Proposed Solution

To meet the needs of an expanded fundraising program, UC ANR will reorganize its current Development Services unit, adding experienced major gift officers tasked with securing high-level gifts. The reorganization will build our frontline fundraising capacity and will support an analytical and strategic approach to cultivating, managing, and stewarding donors while continuing to provide service to UC ANR staff and advisors in their local fundraising efforts. Collaborative fund development opportunities with our campus counterparts will further strengthen our efficiency and efficacy.

### Benefits

1. UC ANR programs and research activities, current and new, will have a more reliable and stable revenue stream through private support
2. An expanded team will enable us to more effectively support our statewide internal constituency, bolstering their local fundraising efforts
3. Infrastructure enhancements and potential collaborative opportunities with campus counterparts will support the development of a well-researched donor database and the strategies for reaching fundraising goals
4. Greater staff capacity will enable UC ANR to better leverage existing and new programmatic and funding partnerships

#	Goal/Key Strategies and Timeline	16-17	17-18	18-19	19-20	20-25
<b>11</b>	<b>Raise \$32 million through diversification and expansion of our development capacity by July 2025</b>					
11a	Develop and implement new Development Services organizational plan, adding new positions and building administrative capacity to manage and steward increased giving to UC ANR June 2018					
11b	Establish goals/fundraising metrics and develop individual fundraiser portfolios with a goal to raise \$20M in general support by 2025 and \$12M in capital support by December 2025					
11c	Database preparation - complete conversion to Raisers Edge NXT, implement new modules and protocols for managing the data by June 2018					
11d	Develop donor pyramid and strategies to qualify and move donors up the giving pipeline by September 2018.					
11e	Implement campaign-based fundraising initiatives to engage current and new donors in support of UC ANR programs July 2019					
11f	Strengthen UC ANR-wide partnerships to support fundraising goals and to develop internal buy-in and collaboration for our fundraising efforts on behalf of the Divisions with initial work completed by June 2018 and ongoing/new efforts through July 2025					
11g	Strengthen internal controls and oversight to ensure transparency and compliance with UC fundraising policies and financial practices including support group management and Division wide fundraising initiatives by June 2019					

**Goal: Raise \$32 million through diversification and expansion of our development capacity by July 2025**

## **Assumptions**

1. Current donors plus newly identified donors have capacity and inclination to support UC ANR programs, research, outreach, and operations
2. New sources of support available to cover cost of expanded operation including implementation of gift fees in FY18/2019
3. Ability to recruit, retain, and compensate experienced professional fundraising staff in a highly competitive fundraising market

## **Metrics and Targets**

1. Gifts raised; target = \$32M including \$20M in program support and \$12M for capital projects by July 1, 2025
2. Number of donor meetings with ANR programmatic units (RECs, UCCE County Offices, and Statewide Programs/Institutes) where development staff are included or asked to initiate or follow up with donors
3. Expansion of donor database from 30,000 constituents to 50,000 constituents by July 1, 2025

## **Additional Information:**

Capital campaign are listed separately in Goal #12; estimated campaign operational costs included in Goal #12. Annual Savings/Revenue numbers stated in Goal 11 chart reflect only Program Support income.

Administrative Excellence

Lead Unit: AVP/Tran

Priority: ●

**Goal: Recapitalize and modernize UC ANR infrastructure and facilities in order to attract and conduct research and strengthen extension by July 2025**

### Opportunity

UC ANR's Research and Extension Centers (RECs) are the foundation of applied research and expanding extension efforts. In general, the Division's research facilities have been poorly capitalized. As such, we find ourselves attempting to conduct 21<sup>st</sup> century, cutting-edge research in facilities that are 50 to 60 years old. Deferred maintenance funding continuously lags behind deferred maintenance needs, exacerbating the condition of these facilities. If the present trend continues, the Division's research facilities will no longer be able to attract research or researchers, nor will they be suitable to support the extension mission of the Division. Mirroring the conditions of facilities, UC ANR's IT infrastructure is also extremely antiquated and inefficient.

### Proposed Solution

Recapitalize UC ANR's infrastructure and facilities by investing significantly in areas of technology and facility renewal. This strategy will be multi-faceted to address deferred maintenance as well as enhancement needs that exist in varying degrees at every one of our 12 facilities (not including facilities provided by the counties). Modernize connection technology so that enterprise internet speeds are available and support for technology can be delivered centrally. A combination of recharge strategy, debt issuance, judicious deployment of reserves, and a capital campaign needs to be devised to help fund this strategy.

### Benefits

1. Strengthened ability to attract research and support researchers and visiting scholars
2. Improve collaboration between campuses, research centers, and Cooperative Extension Advisors and Specialists in their effort to extend knowledge and educate communities in regional and local contexts

#	Goal/Key Strategies and Timeline	16-17	17-18	18-19	19-20	20-25
<b>12</b>	<b>Recapitalize and modernize UC ANR infrastructure and facilities in order to attract and conduct research and strengthen extension by July 2025</b>					
12a	Conduct needs assessment and develop investment strategy to address these needs including identifying priority of investments (locations, relevancy to the mission, and ROI) by April 2018					
12b	Create a balance sheet for UC ANR so that debt capacity for the Division can be established and debt financing of \$35M can be obtained for high-priority commitments by December 2017 (related to Goal #9 Assumption and Project Cost)					
12c	Launch of a capital campaign to partially support this program through philanthropy to raise \$10M (net of costs) by December 2025					
12d	Connect each of the facilities with high-speed fibers, leveraging the partnership with CENIC and using the latest technologies. Phase 1 to be completed by December 2016 and Phase 2 by March 2018					

**Goal: Recapitalize and modernize UC ANR infrastructure and facilities in order to attract and conduct research and strengthen extension by July 2025**

### **Assumptions**

1. UC ANR's balance sheet and operating statement indicate that the Division has up to \$40M in debt capacity and that the Division's permanent funding is projected to be stabilized in the next 5 years
2. UC ANR's fiscal condition will sustain debt service payment by improving revenue flow
3. Recharge model is fully implemented. This is a critical and key component of this strategy/goal
4. UC ANR is committed to a broad-based, capital funding campaign with regards to capital funding endeavors and their potential short term impact on programmatic funding as well as challenges with competing large scale campaign interests (e.g. endowment)
5. Donor readiness and capacity to achieve campaign fundraising goals; additional non-private funding sources identified (Related to Goal #11)

### **Metrics and Targets**

1. Highest priority deferred maintenance project (\$20M) is addressed by 2023
2. Improved technology infrastructure/connectivity is in place by 2019 (\$3M)
3. Debt financing obtained; target = \$35M by December 2018
4. Funding generated by capital campaign; target = \$10M (net of costs) by July 2025
5. Reserves deployed; target = \$16.9M by July 2025
6. Increase in research projects and extension activities based at the Research Extension Centers; target = 10% by July 2025

### **Additional Information**

This goal includes the execution of a capital campaign to identify major donors and contributors, which is in addition to the fund development estimates/activities outlined in Goal #11.

Administrative Excellence

Lead Unit: AVP/Tran

Priority: ●

**Goal: Ensure UC ANR’s administrative functions are efficient and produce an 8% reduction in administrative costs by July 2021**

### Opportunity

To reduce UC ANR’s administrative expenditures and better support program expansion, over the last 10 years the Division has undergone a number of rigorous reviews and examinations to determine whether it is properly structured from an administrative perspective. UC ANR has continuously sought to optimize its administrative functions through reorganization, restructuring, and relocating non-essential functions to third-party providers and other campuses wherever financial or operational benefits can be derived.

### Proposed Solution

As each review and reorganization yields incremental savings in administrative costs, we will continue this effort in conjunction with the implementation of a significant breakthrough currently underway related to business systems (see Goal #14).

### Benefits

1. Improved administrative efficiency and reduced operating costs
2. Reduction in FTE, and therefore resources, in administrative areas so that same can be committed to program priorities

#	Goal/Key Strategies and Timeline	16-17	17-18	18-19	19-20	20-21
<b>13</b>	<b>Ensure UC ANR’s administrative functions are efficient and produce an 8% reduction in administrative costs by July 2021</b>					
13a	Catalog previous reviews conducted by UC ANR and identify strategies that have not been implemented by July 2018					
13b	Relocate commodity aspects of IT operations to 3rd party vendors, reducing 1.0 FTE by January 2018					
13c	Relocate warehouse and distribution operations of Publications Unit to 3rd party service providers with specific expertise, reducing 5.0 FTE by January 2018					
13d	Conduct new review and implement opportunities for savings/efficiencies by December 2018					
13e	Identify and begin implementation of shared administrative services across UC ANR that will result in a reduction in permanent funding allocated toward administrative programmatic support staff by July 2020					

**Goal: Ensure UC ANR's administrative functions are efficient and produce an 8% reduction in administrative costs by July 2021**

## **Assumptions**

1. A strong desire and readiness of UC ANR personnel to adapt to standardized levels of service
2. The current level of service and support received by UC ANR's programmatic stakeholders will not be negatively impacted
3. The ability of various campuses or the market to provide essential services at current or better price points, with 2 out of 3 criteria met: better, cheaper, faster
4. Staffing guide formulation (UC ANR Goal 14c) shows ability to reduce 5.0 FTE by 24 months after UCPath full implementation

## **Metrics and Targets**

1. Reduction of current cost of administrative personnel from the FY15-16 level, by 4% in FY17-18 and 8% in FY20-21
2. Established efficiency metrics and benchmarks as part of a long-range plan to optimize operations so that efficiency measures can be more targeted and measured

## **Additional Information**

N/A

Administrative Excellence

Lead Unit: Controller/McGuire

Priority: ●

**Goal: Drive and achieve efficiencies within UC ANR by modernizing business systems (e.g., UCPath) by December 2020**

**Opportunity**

UC's 35-year-old personnel payroll system (PPS) is outdated and has become increasingly costly to maintain. Each campus maintains a separate financial ledger and instance of PPS. UC ANR's workforce and payroll processing is distributed on four campus PPSs (UCB, UCD, UCLA, UCR). Accessing even basic payroll and human resource (HR) data and information on UC ANR's workforce is a manual and labor-intensive process. Moreover, many business processes in the HR and payroll area rely on paper-based documentation.

**Proposed Solution**

No integration or consolidation of business systems, PPSs, or HR information currently exists at UC systemwide. The University has undertaken the first step towards streamlining these systems with the development of UCPath. In the future, additional business systems and processes will also be modernized and streamlined, including the legacy chart of accounts and the Consolidated Financial Reporting (CFR) information system. The development and implementation of UCPath has provided a solution to the manual and labor-intensive processes that UC ANR manages. In the new UCPath system, UC ANR's payroll and human resource information will be consolidated, thus eliminating the need to reconcile four ledgers. Business processes will be streamlined, accounting and compliance reporting will be more efficient, and management information will be more readily available.

**Benefits**

1. Timelier and more robust information and data to support management decision-making on UC ANR's entire workforce
2. Streamlined and efficient administration through the use of modern technology and business process re-engineering
3. Anticipated savings that can be redirected towards UC ANR priorities

#	Goal/Key Strategies and Timeline	16-17	17-18	18-19	19-20	20-21
<b>14</b>	<b>Drive and achieve efficiencies within UC ANR by modernizing business systems (i.e., UCPath) by December 2020</b>					
14a	Develop UC ANR project plan by December 2016		Completed			
14b	Implement Identity management (IDM) to create a common authentication process for UC ANR by December 2017		Completed			
14c	Reengineer business processes (including time and motion studies tasks to be performed as part of the future state process design in UCPath, roles and responsibilities review) to ensure that the sized staffing can be attained with minimal idle time by UCPath full implementation (latest by December 2019) and thereby able to reduce cost by 10% based on 6/30/17 baseline data.					
14d	Establish consolidated UC ANR business unit (BU) in UCPath by December 2019					
14e	Complete consolidation of UC ANR employee groups to UC ANR business unit in UCPath. Occurs at time of UCB (Deployment 2) implementation date (latest by December 2019)					
14f	Consolidate UC ANR financial information in the re-design and modernization of UC's systemwide Consolidated Financial Reporting (CFR) information system by December 2020					
14g	Plan, scope and implement PerfectForms, a form workflow solution, and SharePoint for document control to improve efficiency with automation of approval routing to reduce administrative turnaround time and improved access to the latest documents, respectively. Achieve by December 2019.					

**Goal: Drive and achieve efficiencies within UC ANR by modernizing business systems (i.e., UCPATH) by December 2020**

## **Assumptions**

1. UC ANR's UCPATH deployment is dependent on the pilot deployment and other deployment 1 locations
2. UCPATH Project management group (PMO) will provide a high level of support and guidance throughout the project lifecycle
3. As part of UCOP and the pilot's deployment, a majority of the system's functionality has been developed
4. UC ANR's project plan, and downstream systems align to campus project plans
5. UC's systemwide chart of accounts will be redesigned and implemented prior to Consolidated Financial Reporting (CFR) information system implementation in 2020
6. UC ANR is included as a single unified business entity in the CFR system

## **Metrics and Targets**

1. Creation and ongoing production of integrated reporting package, consisting of 1. Consolidated Statement of Revenue and Expenditures, 2. Consolidated Balance Sheet, 3. Consolidated Cashflow Statement, enabling financial statement ratio analysis and associated metrics on a regular basis going forward
2. Cost to support UC ANR's payroll and human resource information system and function; target = reduce costs by 10% by 24 months after UCPATH full implementation, assuming June 30, 2017 baseline data

## **Additional Information**

N/A

Value of UC ANR

Lead Unit: Strategic Comm./Janes

Priority: ●

**Goal: Raise awareness of UC ANR's capabilities, accomplishments, key programs, research, and people through implementation of measurable communications strategies starting in 2017 and ongoing**

### Opportunity

UC ANR is one of the jewels of the UC system, but widespread anecdotal evidence from a variety of internal and external stakeholders clearly tells us that UC ANR suffers from an overall lack of visibility and appreciation. If stakeholders don't know what UC ANR is and what it offers, then they are unlikely to collaborate, contribute funds and resources, or advocate for our growth. Unless this changes, our ability to reach our strategic goals and vision will remain stunted.

### Proposed Solution

UC ANR, led by its Strategic Communications group and working in concert with academics and others around the Division, will make more effective use of appropriate communications tactics (including traditional news media, government outreach, social media, and outreach to the Latino community) to tell UC ANR's story to key audiences, which in turn will enhance UC ANR's external visibility and increase awareness of UC ANR's value and expertise. With marked improvement in those areas, UC ANR can be more effective in finding new partners and collaborators, enhancing relationships with government officials, expanding the audience for its expert content, developing new sources of revenue, growing its programs, and reaching more Californians.

### Benefits

1. Educating key stakeholders on who we are and what we do – measured by an increase in website visitors, social media followers, and an increase in high-level news media placements – can help persuade them to embrace, support, and fund our mission
2. Enhanced visibility will help UC ANR to better engage a growing California population

#	Goal/Key Strategies and Timeline	16-17	17-18	18-19	19-20	20-21
<b>15</b>	<b>Raise awareness of UC ANR's capabilities, accomplishments, key programs, research, and people through implementation of measurable communications strategies starting in 2017 and ongoing</b>					
15a	Complete and begin an Outreach Events plan by March 2017		<b>Complete</b>			
15b	Develop, complete, and begin executing a comprehensive Strategic Communications plan by June 2017		<b>Complete</b>			
15c	Improve and expand UC ANR outreach to the state's Latino community by increasing Spanish media coverage of UC ANR content, developing social media campaigns, increasing NOS presence in community events, and increasing collaboration of NOS with other UC ANR stakeholders by December 2019					
15d	Upgrade the Division's web presence, making it a highly discoverable and broadly useful information resource (Integrated Web Project) by December 2020					
15e	Increase awareness and support for UC ANR by strengthening relationships with community leaders and government officials throughout California by December 2020					

**Goal: Raise awareness of UC ANR's capabilities, accomplishments, key programs, research, and people through implementation of measurable communications strategies by 2020**

## **Assumptions**

1. Approved hiring of a content strategist for ongoing ucanr.edu content curation needs
2. Successful recruitment for manager of News & Information Outreach in Spanish
3. Enhanced collaborations with UC campus counterparts

## **Metrics and Targets**

1. Overall annual web traffic; target = 20% increase in monthly sessions by end of 2018; 100% increase by 2021 (Integrated Web Project)
2. Time spent on web pages; target = avg. of >10% increase on ucanr.edu pages (home page and 3–4 levels down) by end of 2018 – IWP
3. Increase News & Information Outreach in Spanish engagement with the Latino community; target = 25% increase by 2019
4. Number of major new public events across California that UC ANR participates in; target = a minimum of three 2017 (e.g., EcoFarm Conference, Forbes AgTech Summit)
5. Number of UC ANR staff advocacy trainings conducted (including “Establishing and Maintaining Relationships with Elected Officials”); target = at least 10 trainings of 25 staff each (10x25= 250 staff) (conduct evaluations/follow up surveys to gauge effectiveness)
6. Number of social media followers; target = >20,000 UC ANR followers on Facebook and Twitter by 2019
7. Number of elected officials participating in ANR events. Target + 3 by 12/2018

**Additional Information:** N/A

# UC ANR Division Goal Timeline

#	GOAL	2016	2017	2018	2019	2020	2021+
1	Expand and Strengthen Partnerships					Dec	
2	Increase UC ANR's Reach					Dec	
3	Build Sustainable Economies for Working Landscapes				Dec		
4	Catalyze Support System for Innovation and Entrepreneurship				Dec		
5	Prioritize Programs and Services			Dec			
6	Recruit and Retain People						Jul ('22)
7	Improve Equity, Inclusion, and Diversity					Dec	
8	Expand Career and Leadership Development					Dec	
9	Improve Volunteer Management					Dec	
10	Generate Revenue and Optimize Resource Redeployment						Jul ('22)
11	Expand and Diversify Fundraising						Jul ('25)
12	Modernize Technology and Facilities Infrastructure						Jul ('25)
13	Streamline Administrative Functions						Jul ('21)
14	Leverage UC's Business Systems Improvements					Dec	
15	Tell UC ANR's Story					Dec	

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# Communication & Monitoring Plans

# Communication Plan

Ongoing communication of the UC ANR Strategic Plan include:

## *External Communication*

- The plan was disseminated to external stakeholders and the annual updates will be posted online

## *Internal Communication*

- *ANR Report* – the story of the planning process and the President’s feedback was included in this publication with a link to the plan and a summary of next steps (January 2017)
- An overview of the full Plan was presented at a Division Virtual Town Hall meeting (January 2017)
- *ANR Update* –regular progress updates are provided to the UC ANR community, including significant accomplishments relevant to the broad ANR community and ways in which they can get involved in the implementation
- *ANR Adventures* – Associate Vice President Powers, a member of the core planning team, provides regular updates on the process and progress to date through her blog
- Each Strategic Planning Committee member has shared/reviewed the plan with their colleagues and direct reports
- Goal owners set individual staff performance goals linked, as appropriate, to the goals and key strategies within the plan
- A retreat with the Strategic Planning Group and additional ANR academics is held annually to communicate accomplishments and solicit input
- Strategic Plan updates are provided at the following regular meetings:
  - VP Council (quarterly)
  - Research and Extension Center Directors (monthly)
  - County Directors (monthly)

# Monitoring Plan

Progress on the goals within the UC ANR Strategic Plan are monitored as follows:

## *Bi-Monthly*

- Using a Smartsheet action plan for each goal, goal owners inserted specific actions under each key strategy and assigned respective owners
- Smartsheet action plans were reviewed monthly for the first year of implementation
- Moving forward Smartsheet action plans will be reviewed bi-monthly by goal owners, and progress on metrics will be added

## *Quarterly*

- Updates are provided and feedback solicited from VP Council during their quarterly meetings

## *Annually*

- The Strategic Planning Group convenes annually to review progress and update the plan
- Progress updates are provided annually to the President

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# Appendix

# Goal Summary Components

Each goal within the plan has a corresponding 2-page summary that outlines the following:

COMPONENT	DEFINITION
Goal Statement	Specific, quantifiable, realistic targets that will move the division towards accomplishing a strategic objective over a specified period of time
Opportunity	Describes the purpose/motivation behind achieving the goal
Proposed Solution	Defines scope and objectives
Benefits	Outlines the benefits that will be derived from achieving this goal
Key Strategies	Key activities/steps required to achieve the goal
Assumptions	Defines processes/events that must happen/ “go right” (usually outside the department’s direct control) in order for this goal to be successfully achieved
Metrics & Targets	Outlines how success will be measured with associated desired targets
Financials	Details on next page
Lead Department/Owner	Lists department and person who will be accountable for progress on this goal
Priority	<p>Color-coded ratings have been assigned to each goal to illustrate relative impact and urgency. These ratings may also carry implications regarding precedence for short-term resource allocation.</p> <ul style="list-style-type: none"> <li>● : High Impact and/or High Urgency</li> <li>■ : High/Moderate Impact and Moderate Urgency</li> <li>◆ : High/Moderate Impact and Less Urgency</li> </ul>

# Fund Source Descriptions

- **Endowment Funds** – annual net payout based on the Regents-approved 4.75% of the 60-month average unitized market value
- **Extramural Funds** – contracts and grants generated by UCCE Specialists, Advisors and other UC ANR academics
- **Federal Funds** – includes Animal Health, Expanded Food and Nutrition Education Program, Hatch, McIntire Stennis, Renewable Resources Extension Act, and Smith-Lever funds
- **County Funds** – contributions and support for UCCE from county governments
- **Other Sources** – income generated by UC ANR in the form of gifts, sales and services, patent, recharge, patent income, STIP, indirect cost recovery and program fees such as funds generated by the 4-H Youth Development Program
- **State General Funds** – funds allocated by the state budget to UC ANR (UC ANR is a line item within UCOP in the FY18-19 state budget). Does not include the \$108M state AES funds allocated directly to three AES campuses by UCOP

# Fund Use Descriptions

- **Administration** – Business Operations and Program, Planning and Evaluation
- **Campus-based Programs** (Berkeley, Davis, and Riverside) – CE Specialists and related funding, including salaries, benefits, support funds, and their related contracts and grants
- **County-Based Programs** – county-based Cooperative Extension Advisors and related funding, including salaries, benefits, support funds, and advisor generated revenue and county government contributions
- **Institutional Support** – Strategic Communications, Publications and Information Technology
- **Research and Extension Centers** – research support and operation and maintenance of facilities for nine centers throughout the state of California
- **Statewide Programs & Institutes** – includes the Agricultural Issues Center; California Institute for Water Resources; California Naturalist Program; Informatics and Geographic Information Systems; Integrated Pest Management Program; Master Gardener Program; Master Food Preserver Program; Nutrition Policy Institute; Sustainable Agriculture Research and Education Program; and the Youth, Families and Communities Statewide Program. The Youth, Families and Communities Program includes the 4-H Youth Development Program and the Expanded Food and Nutrition Education Program

# UC ANR Acronyms

ABBREVIATION	FULL NAME
AA	Affirmative Action
AES	Agricultural Experiment Station
AFRI	Agriculture and Food Research Initiative
BHAG	Big Hairy Audacious Goal (Vision Framework, Jim Collins)
BU	Business Unit
CE	Cooperative Extension (or UCCE, UC Cooperative Extension)
CED	Community and Economic Development
CFO	Chief Financial Officer
COO	Chief Operating Officer
CRWFS	California Roundtable on Water and Food Supply
IDC	Indirect Cost Recovery
IDM	Identity Management System
IMCP	Investing in Manufacturing Communities Partnership
INFEWS	Innovations at the Nexus of Food, Energy and Water Systems
IPM	UC Integrated Pest Management Program
IWP	Integrated Web Project
MCA	Multi-Campus Agreement
MFP	UC Master Food Preserver Program

# UC ANR Acronyms

ABBREVIATION	FULL NAME
MG	UC Master Gardener Program
MOU	Memorandum of Understanding
NOS	News and Outreach in Spanish
OAS	Organization of American States
PPS	Payroll/Personnel System
PSU	UC ANR Program Support Unit
QB3	California Institute for Quantitative Biosciences
RECs	UC ANR Research and Extension Center System
ROI	Return on Investment
SAF	Systemwide Assessment Funds
SWOT	Strengths, Weaknesses, Opportunities, and Threats Analysis
TAM	Talent Acquisition Manager (PeopleSoft TAM)
UC ANR	UC Division of Agriculture and Natural Resources
UCB	UC Berkeley
UCCE	UC Cooperative Extension
UCD	UC Davis
UCLA	UC Los Angeles
UCR	UC Riverside
YDP	UC 4-H Youth Development Program