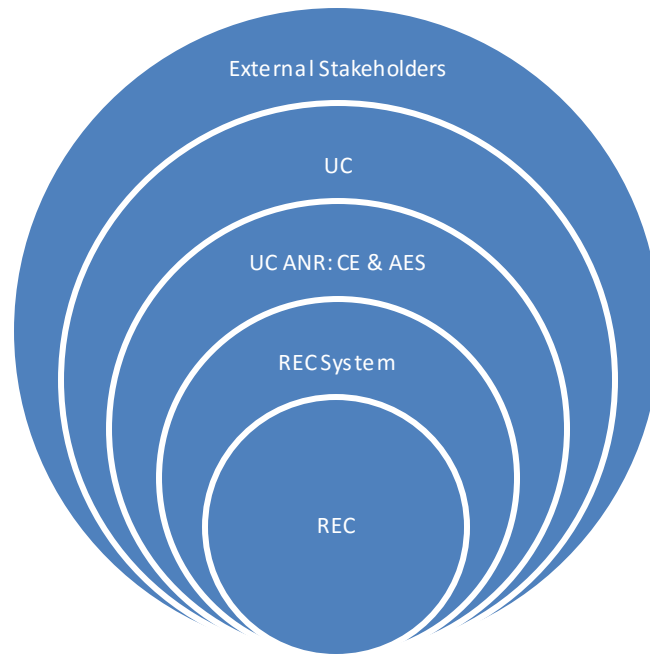


REC STRATEGIC PLANNING PROCESS MAP

CONTEXT



UC ANR Vision Statement

ANR envisions a thriving California in 2025 where healthy people and communities, healthy food systems, and healthy environments are strengthened by close partnerships 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 the global economy.

UC ANR REC System

The REC system is a strong, vibrant organization of research and education academics supported by extraordinary research management capacity to conduct agriculture, natural resource and human resource programs that enable the delivery of the highest quality science to promote healthy citizens and thriving communities. The nine centers located throughout California's various crop production areas and climatic zones offer University researchers places to conduct field experiments.

Guiding Principles for REC Strategic Planning

The REC system is developing a more coordinated, future-oriented strategic planning process incorporating the following system wide objectives:

- Develop an effective and organized approach for the outreach component at the centers and among the centers
- Increase collaboration across the ANR network including collaborations with surrounding CE programs
- Engage the local community in planning and implementation (local community is not necessarily place-based but also subject area-based)
- Engage not previously affiliated partners (e.g., non-ANR UC campuses, CSUs, relevant agencies, organizations)
- Align REC strategic plan with the ANR Strategic Vision 2025
- Develop an effective communication and outreach program to increase visibility of the REC and programmatic impacts
- Ensure REC resources are effectively and efficiently utilized, and explore new and diverse opportunities
- Reconstruct the REC system identity to include both programming and facility resources

REC Strategic Planning Committee Charge

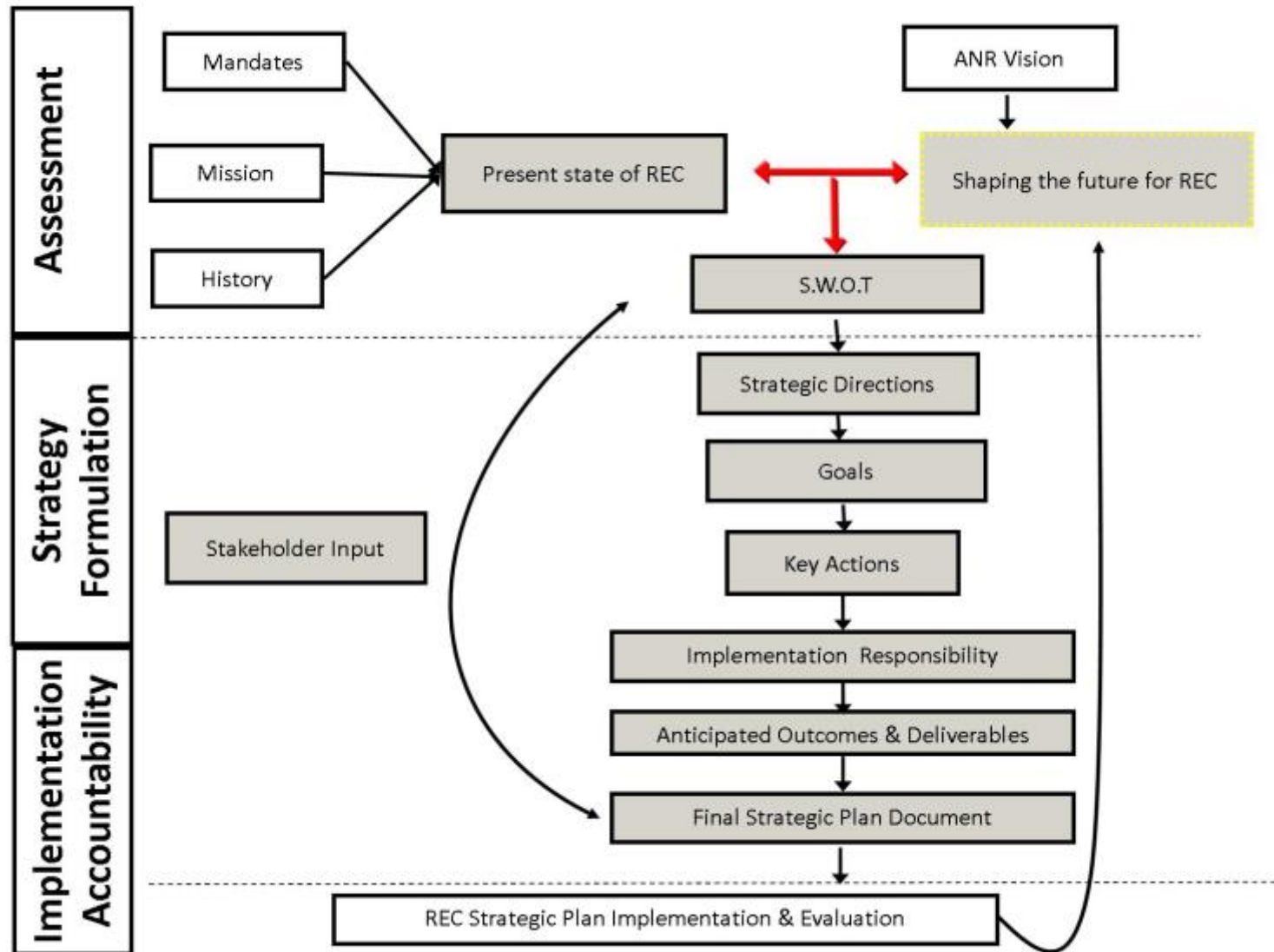
To develop a long-term and big picture strategic plan that will serve as a “living document,” a flexible framework to set direction and focus effort over the next 20 years. The strategic planning process is intended to be inclusive, future-oriented and utilization-focused.

Specific Name REC Mission Statement

[INSERT]

PROPOSED PROCESS FLOWCHART

Gray color indicates Strategic Planning Committee Activities



PROPOSED PHASES & MEETING PLANS

➤ Assessment

- **Meeting 1:** Committee brainstorms SWOT (Strengths, Weaknesses, Opportunities, and Threats). *What strengths can the REC build on? What opportunities can the REC take advantage of? What current weaknesses and future threats does the REC need to minimize or overcome?*
 - **Between Meeting 1 & 2:** Committee members ask stakeholders what they think are the REC's primary strengths, opportunities, and challenges. Record input.

Strategic Directions

- **Meeting 2:** Committee members present and combine stakeholder input on the REC's strengths, opportunities, and challenges. Committee synthesizes to agree on big picture Strategic Directions. *What should the REC focus on moving forward?*
 - **Between Meeting 2 & 3:** Committee members think about broad Goals and Key Actions for the identified Strategic Directions.

➤ Strategy Formulation with Implementation Accountability

Goals, Intended Outcomes and Key Actions with Deliverables

- **Meeting 3:** Committee members brainstorm Goals with Key Actions. For each Strategic Direction, committee combines and narrows (as needed) to agree on primary Goals with Key Actions and starts to identify Intended Outcomes and Deliverables for the Key Actions. *What do we want the REC accomplish? How? How will we know success? How can we track progress?*
 - **Between Meeting 3 & 4:** Director drafts the brief description for each Strategic Direction using the SWOT analysis. Then Committee members share draft strategy with stakeholders to get feedback, asking: *Is there anything missing? Is anything unclear?* Facilitator compiles stakeholder input. Before meeting 4, Director identifies responsible parties to implement Goals and Key Actions, and works with facilitator to complete Intended Outcomes and Deliverables.

Stakeholder Input on Strategy Formulation

- **Meeting 4:** Committee members present their stakeholder group(s) feedback on draft Strategic Directions, Goals and Key Actions. Committee agrees on revisions. *What did we miss? How can stakeholder input help us improve the strategic plan?*
 - **After Meeting 4:** Director, facilitator, and REC Associate Director complete and refine draft and send back out to committee for final review and input.

STRATEGIC PLAN DOCUMENT EXAMPLE TEMPLATE

Introduction

Context information (REC description, mission, etc.)

Strategic Planning Process

REC system overarching strategic planning charge and guiding principles, highlighting committee and stakeholder representation and participation

Strategic Directions Overview

Description (basis/rationale including discussion of significant information gathered during SWOT and stakeholder analysis), Goals, and Intended Outcomes

Strategic Directions (one by one)

Goal and Intended Outcomes (one by one):

<i>Key Actions</i>	<i>Implementation Responsibility</i>	<i>Deliverables</i>