

UC Agriculture and Natural Resources

2016–2020 STRATEGIC PLAN



Glenda Humiston, Ph.D.
January 2017



Dear Colleagues and Partners,

January 10, 2017

In August 2016, [President Napolitano requested a five-year strategic plan](#) for UC ANR by December 2016. To meet that ambitious deadline, the Senior Leadership Team quickly assembled a diverse team to represent the many facets of UC ANR and began a rigorous process. We drew upon strategic plans already existing within various statewide programs, strategic initiatives, research and extension centers, etc., and consulted with our external advisory groups and committees. President Napolitano reviewed the plan and expressed strong support for its goals and key strategies.

I am now very excited to share this strategic plan with you. It will guide us in a thoughtful and timely manner to “operationalize” our [Strategic Vision 2025](#). The plan defines 15 goals to enhance UC ANR’s research and extension mission, support employees and volunteers, address financial stability and administrative excellence, and increase awareness of UC ANR’s value. Each goal has an “owner,” who is responsible for overseeing progress toward its attainment. The plan also calls for significant capital investments in UC ANR facilities and infrastructure. To fund this, we will finance debt, expand our fundraising capacity and deploy some of our reserves.

To move this plan from paper to specific actions, we are further developing point people, metrics and target dates to reach our goals. As we map out the paths to our goals, and move them forward through implementation, we will continue solicit feedback from within UC ANR as well as external stakeholders.

As you read through the strategic plan, please think about how it aligns with your needs and activities. This is a living document that we will modify, add to, and improve upon over time. We will keep you apprised of our progress via ANR Update, social media, our [website](#) and other reporting. You can offer feedback and collaboration via our many workgroups, advisory committees and public forums, or by sending a comment at <http://ucanr.edu/5yearplancomments>.

It will take all of our UC ANR family, working closely with our diverse array of stakeholders and partners, to successfully implement this strategic plan and achieve our Strategic Vision 2025. Accomplishing that vision – that the people of California enjoy a high quality of life, a healthy environment, and economic success in a global economy – is a worthy goal to work toward.

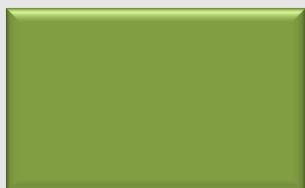
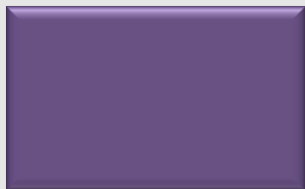
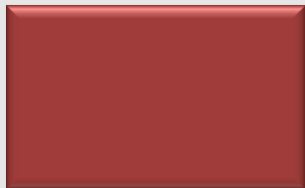
Best regards,



Glenda Humiston
Vice President



University of California
Agriculture and Natural Resources



UNIVERSITY OF CALIFORNIA OFFICE OF THE PRESIDENT

DIVISION OF AGRICULTURE AND NATURAL RESOURCES
2016–2020 STRATEGIC PLAN

TABLE OF CONTENTS

TOPIC	PAGE #
➤ UC ANR Strategic Planning Team	3
➤ Why Did We Undertake This Process?	5
➤ Our Mission, Vision, Values, and Strategic Objectives	22
➤ Goal Summary Components	27
➤ UC ANR Division Goals	29
• UC ANR Division Goal Snapshot	30
• Strategic Objective: Research and Extension	31
• Strategic Objective: People	42
• Strategic Objective: Financial Stability	51
• Strategic Objective: Administrative Excellence	56
• Strategic Objective: Value of UC ANR	63
➤ UC ANR Division Goal Timeline	66
➤ Monitoring	67
• Monitoring Plan	68
➤ Endnotes	69
• Fund Source Descriptions	70
• Fund Use Descriptions	71
• UC ANR Acronyms	72



UC ANR STRATEGIC PLANNING TEAM

UC ANR STRATEGIC PLANNING TEAM

The UC ANR Division strategic planning team was comprised of the following 17 individuals who met at least monthly from August through November, 2016.

	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
	Lucas Frerichs	Government Relations	Government Affairs and Community Relations Manager

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



WHY DID WE UNDERTAKE THIS PLANNING PROCESS?

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.

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 Program
- Integrated Pest Management Program
- Master Gardener Program
- Master Food Preserver Program
- Nutrition Policy Institute
- Sustainable Agriculture Research and Education Program
- Youth, Families and Communities Program (including the 4-H Youth Development Program and Nutrition, Family and Consumer Sciences)

THE UC ANR NETWORK



UC Cooperative Extension

- 165 local Advisors who live and work in the communities they serve
- 115 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

- 600 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 PROGRAM METRICS

Key metrics for FY2015:



1,800 peer-reviewed publications



20 patent applications



1,360,000 adults and youth directly reached

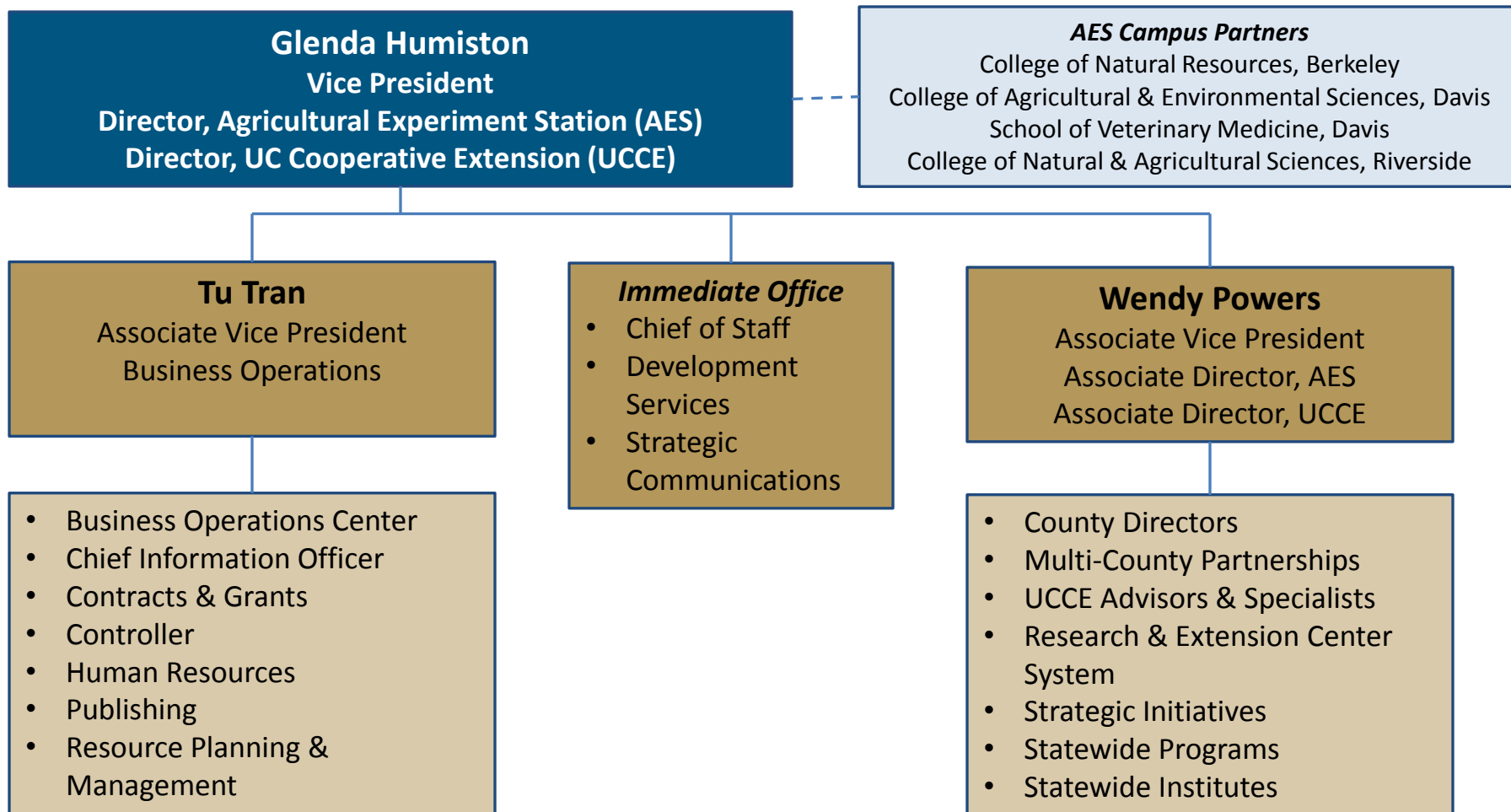


1,600 short courses, workshops, and field days

- Over 1,000 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.***
- 88% 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 over 700 FTE in volunteer public service – the equivalent of **\$40 million in donated time.**

** National land-grant system outcome indicators*

UC ANR ORGANIZATION



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.

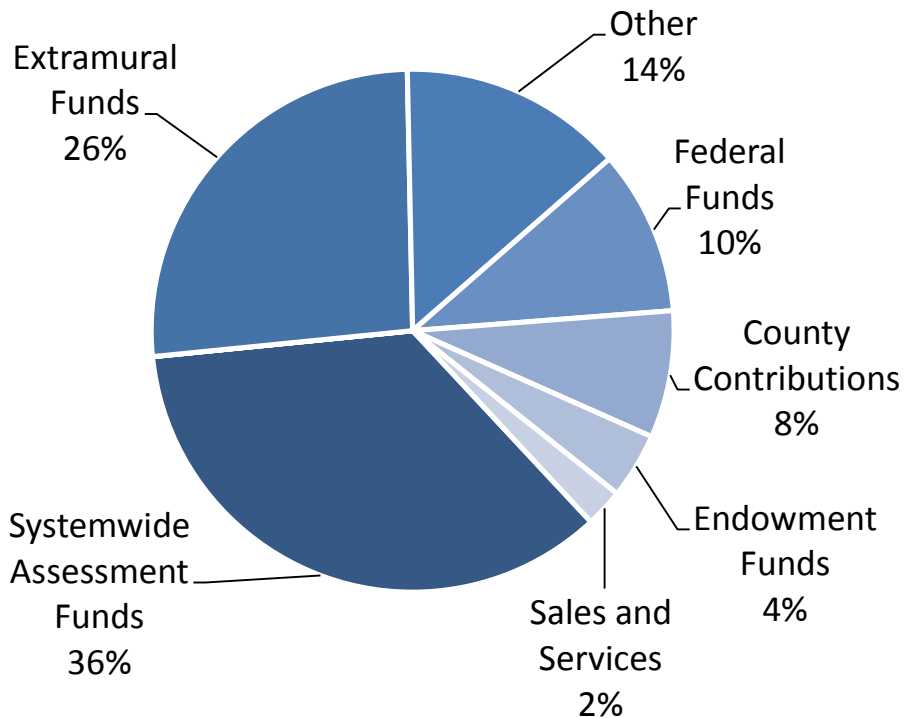
ENHANCE EFFICIENCY TO CONTROL COST

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

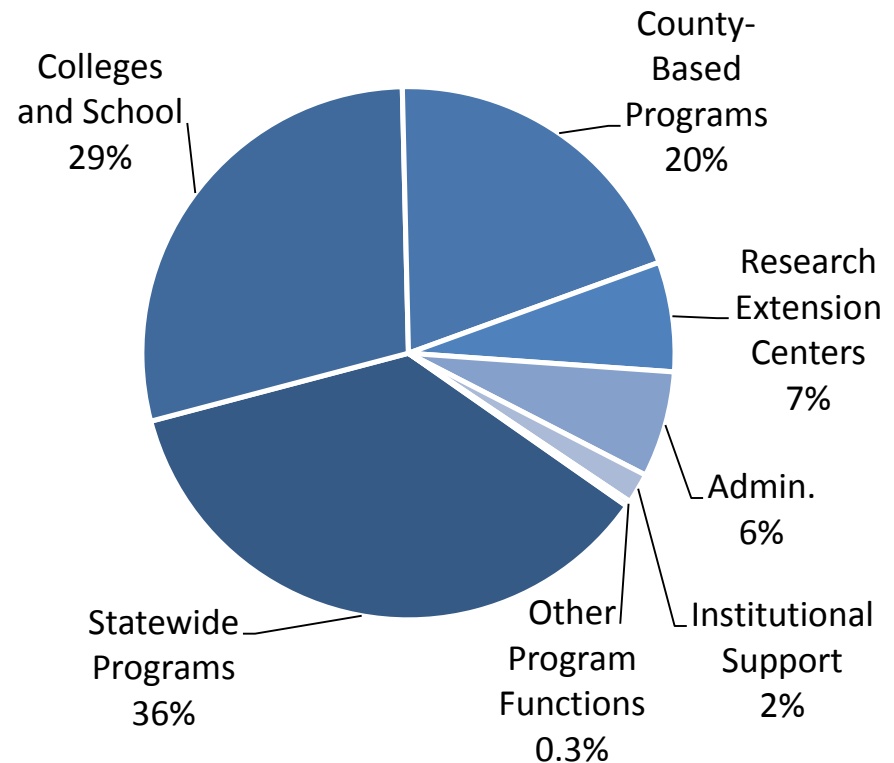
- UC ANR's current payroll processing is distributed on four campus payroll/personnel systems and ledgers (UCB, UCD, UCLA, UCR). Accessing even basic payroll and HR data and information is a manual and labor-intensive process.
- With the implementation of UCPath, UC ANR's employee payroll will be consolidated 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 FUND SOURCES & USES FY2015-16

TOTAL FUND SOURCES = \$189.9M



TOTAL USES = \$189.9M



Category definitions for sources and uses are provided in the Endnotes

REFLECTING SWOT ANALYSIS

- **In addition to reflecting current financial and operational realities, the UC ANR division goals were influenced by threats and opportunities that were defined through a SWOT analysis:**

Threats

- Lack of external awareness of UC ANR
- Other agencies filling void without science-based knowledge
- Cost of living and labor in California
- “Cottage Extension Programs” on other UC campuses – lack of coordination and collaboration
- Speed of information flow – quantity and quality
- General population lacks scientific knowledge
- California water concerns

Opportunities

- Partner with external organizations
- Improve visibility (internal and external)
- Reach more Californians
- 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
- Expand number and diversity of audiences
- Remember our mission – be a catalyst

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 UC 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 UC ANR personnel
 - New employee orientation
 - Topical



OUR MISSION, VISION, VALUES, and STRATEGIC OBJECTIVES

UC ANR MISSION AND VISION

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”*

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.

**Source: Vision Framework, jimcollins.com*

UC ANR DIVISION CORE VALUES



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



GOAL SUMMARY COMPONENTS

GOAL SUMMARY COMPONENTS

- Each goal within the plan has a corresponding two-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
KEY STRATEGIES	Key activities/steps required to achieve the goal
BENEFITS	Outlines the benefits that will be derived from achieving this goal
ASSUMPTIONS	Defines processes/events that must happen/“go right” (often outside the unit’s direct control) in order for this goal to be successfully achieved
METRICS AND TARGETS	Outlines how success will be measured with associated desired targets
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"> ● High Impact and/or High Urgency (<i>red circle</i>) ■ High/Moderate Impact and Moderate Urgency (<i>yellow square</i>) ◆ High/Moderate Impact and Less Urgency (<i>green diamond</i>)








UC ANR DIVISION GOALS

UC ANR 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	Humiston	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	Greer	Improve Volunteer Management	■
Financial Stability	10	Tran	Generate Revenue and Optimize Resource Deployment	●
	11	Ambrose	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 (red circle) ■ High/Moderate Impact and Moderate Urgency (yellow square)
◆ High/Moderate Impact and Less Urgency (green diamond)

RESEARCH AND EXTENSION GOALS

Research and Extension		<i>Advance and encourage forward-thinking, science-based solutions through discovery and engagement with Californians to address local issues with global impact</i>	
GOAL #	OWNER	GOAL STATEMENT	PRIORITY
1	Powers	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	
2	Powers	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)	
3	Humiston	UC ANR will be a driver of California's community and economic development (CED) by December 2019	
4	Humiston	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	
5	Powers	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	

Priority Key:  High Impact and/or High Urgency (red circle)  High/Moderate Impact and Moderate Urgency (yellow square)
 High/Moderate Impact and Less Urgency (green diamond)

UC ANR GOAL 1

Strengthen Research and Extension Partnerships

Research and Extension

Lead Unit: AVP/Powers

Priority: ● Red

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.

#	Goal/Key Strategies and Timeline	16	17	18	19	20
1	Strengthen campus and partner connections through new partnering models by December 2020					
1a	By December 2016, finalize 3 MOUs with Riverside, Berkeley, and Davis to affirm benefits and expectations of the relationship					
1b	Deliver annual forums to AES faculty and other non-AES faculty on the value and opportunity of collaboration with UC ANR to strengthen cooperation with UC ANR's programs on each of the three AES campuses starting in 2017					
1c	Expand 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					
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

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

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 AES faculty working at RECs, with county-based Advisors and campus-based CE Specialists; increasing by 2 per year
5. Number of new collaborative research projects (CE and AES collaboration), publications, and patents; increasing by 2 per year

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: ■ Yellow

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.

#	Goal/Key Strategies and Timeline	16	17	18	19	20
2	Increase program participation 10% per year over the next 4 years (through December 2020)					
2a	By December 2017, complete a needs assessment 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 staff skills in new extension delivery methods (Extension 3.0) by offering quarterly training sessions via remote-delivery so that all staff can participate in 1 training per year beginning in September 2017; make available an on-boarding curricula to new staff by June 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					

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

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

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; target = 10% per year increase
3. Number of 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 2016 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: ■ Yellow

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.

#	Goal/Key Strategies & Timeline	16	17	18	19	20
3	UC ANR will be a driver of CA’s community and economic development (CED) by December 2019					
3a	Reframe and align relevant existing UC ANR programs and activities with CED objectives by June 2017					
3b	Develop a staffing/academic strategy to support CED activities by July 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					

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

Benefits

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

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 fund development will increase funds longer term

Metrics and Targets*

1. Number of UCCE staff/academics engaged in CED activities; target = increase 10% by 2018
2. Number of CED activities where UC ANR is featured; 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. Fund 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 Global Food Initiative (GFI) and Innovation Initiative.

* Baseline data for metrics and targets will need to be established.

Research and Extension

Lead Unit: VP/Humiston

Priority: ■ Yellow

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.

#	Goal/Key Strategies and Timeline	16	17	18	19	20
4	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					
4a	Establish a UC ANR innovation team to guide and coordinate these efforts by April 2017					
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 2017					
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					

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

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 fund development, cost recovery, and revenue generation opportunities for a sustainable strategy

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 fund development will increase funds longer term

Metrics and Targets*

1. Number of Californians participating in innovation activities; target = increase 10% by 2020
2. Number of UC ANR ventures, patents, and licenses; target = increase by 5 per year after 2018
3. Media recognition of innovation activities by UC ANR; target = communication metrics increase 3% per year
4. Requests for UC ANR participation in innovation activities; target = increase 20% by 2018
5. Fund development increases; target = at least 10 new major (\$25,000+) donors supporting innovation work by 2019

Additional Information

This serves President Napolitano's Innovation initiative as well as leveraging opportunities in one of California's fastest growing sectors.

*Baseline data for metrics and targets will need to be established.

Research & Extension

Lead Unit: AVP/Powers

Priority: ● Red

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.

#	Goal/Key Strategies and Timeline	16	17	18	19	20
5	Complete a programmatic prioritization process with divisionwide participation for UC ANR by December 2018 (begin Jan 2017)					
5a	Gather input from staff and stakeholder surveys/meetings/focus groups about programmatic needs (SWOT analysis) by December 2017					
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 November 2018)					
5e	By Feb. 2017, develop and execute a communications plan that will keep UC ANR staff and stakeholders informed throughout the process					

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

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.

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

Metrics and Targets

1. Reported impact of program areas increases (reach and results) each year following completion of review and focusing of efforts, such that increasing proportion of work (10% per year) conducted aligns with no more than 10 public value statements
2. Staff report fewer concerns related to being stretched too thin (10% year 1 following review; 20% year 2; 25% year 3) using recent surveys from staff and county directors as the baseline
3. Number of key programmatic areas streamlined as indicated by number of staff aligned with a program team and strategic initiative or statewide program

Additional Information

N/A

PEOPLE GOALS

People		<i>Attract, develop, and retain diverse, highly productive, talented, and motivated people who seek a mission-driven experience</i>	
GOAL #	OWNER	GOAL TOPIC	PRIORITY
6	Fox	Improve our ability to recruit and retain the academics and staff needed to achieve all aspects of the UC ANR mission by July 2022	
7	Fox	Increase the racial, ethnic, and gender diversity of UC ANR staff and academics, and foster an equitable and inclusive workplace by December 2020	
8	Fox	Design and implement focused initiatives to develop academics and staff in their respective fields and prepare for leadership opportunities by December 2020	
9	Greer	Grow, support, and sustain UC ANR volunteer programs by improving volunteer management competencies in staff and academics by December 2020	

Priority Key:

 High Impact and/or High Urgency (red circle)

 High/Moderate Impact and Moderate Urgency (yellow square)

 High/Moderate Impact and Less Urgency (green diamond)

People

Lead Unit: HR/Fox

Priority: ● Red

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.

#	Goal/Key Strategies and Timeline	16	17	18	19	20+
6	Improve ability to recruit and retain academics and staff by July 2022					
6a	Review and update administrative processes and systems to support academic and staff recruitments. Baseline performance measures and benchmarks to be identified by July 2017. New online recruitment platforms (applicant tracking systems) for academics and staff to be implemented by June 2018.					
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 increase the overall position of staff salaries from 85% to 90% of Career Tracks salary range midpoints by July 2020. Implementation expected by Jan 2017.					
6d	Develop a multi-year compensation strategy to more closely align CE Advisor compensation with CE Specialist compensation. (Definition of “target alignment” to be determined.) Target implementation to start by January 2018, continue through 2022.					

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.

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

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. Overall position of UC ANR staff salaries vis-à-vis Career Tracks salary range midpoints. Current aggregate is 85%; target = 90%
2. Alignment of the CE Advisor salary table with the CE Specialist salary table; targets for CE compensation (and for other UC ANR academics) need to be established
3. Baseline and target metrics for effectiveness and efficiency in recruiting need to be established. May include “time to fill” open positions, rate of “failed” searches, and overall turnover rates

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: ● Red

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.

#	Goal/Key Strategies and Timeline	16	17	18	19	20
7	Increase the diversity of UC ANR staff and academics and foster an equitable and inclusive workplace by December 2020					
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 June 2017 (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 June 2017, 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 March 2018					

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

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

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. The annual UC ANR Affirmative Action (AA) plan will include placement goals by job group. (2016 AA plan in development as of Sept 2016.)
2. Increase in the number of staff reporting UC ANR as an equitable and inclusive environment between 2015 and 2017 CUCSA/HR Staff Engagement surveys (Note: the scope of this survey is limited to a sample of non-represented UC ANR staff; it does not include academics.) (Baseline and target metrics for employee surveys on equitable and inclusive work environment need to be developed.)
3. Decrease in overall turnover rate (baseline and target to be defined as outlined in Goal #6)

Additional Information

N/A

People

Lead Unit: HR/Fox

Priority: ◆ Green

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.

#	Goal/Key Strategies and Timeline	16	17	18	19	20
8	Design and implement focused initiatives to develop UC ANR academics and staff in their respective fields and prepare for leadership opportunities by December 2020					
8a	Assess needs and develop a plan for orientation and development of current (and future) UCCE County Directors by July 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 December 2017					
8c	Develop and implement mentoring program(s) for academics and staff with 30 mentorship pairings in place 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

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

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 mentorship pairings in place by May 2018
3. Specific metrics and targets related to career and leadership development to be developed by December 2017
4. The metrics and targets to be identified in the other UC ANR People goals related to engagement surveys and employment turnover can also be applied to this goal

Additional Information

N/A

People

Lead Department: CE/Greer

Priority: ■ Yellow

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), Master Gardener (MG), Master Food Preserver (MFP) and California Naturalist programs engage over 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; volunteer satisfaction has been impacted, resulting in increased grievances. Increasing skills and knowledge in volunteer management will improve 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.

#	Goal/Key Strategies and Timeline	16	17	18	19	20
9	Improve volunteer management competencies in staff and academics by 2020					
9a	Reorganize job functions of existing state level Youth, Families and Communities personnel to lead 4-H efforts and hire needed Volunteer Development Academic Coordinator by June 2017					
9b	Align volunteer management policies and procedures across all UC ANR volunteer programs by June 2017					
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

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

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 (unless otherwise stated, each metric/target will be measured over the 5-year period)

1. Online training utilized by 100% of staff and academics with oversight of volunteer programs within 1 year of implementation or hire
2. Biennial in-service training attended by 70% of staff and academics with oversight of volunteer programs
3. 80% of staff and academics who attend trainings report increased skills and confidence in volunteer management
4. 70% of staff and academics who attend trainings implement goals developed to improve volunteer management identified in the pre-training self-assessment
5. 80% of staff and academics who attend trainings report increased efficiencies as a result of consistency in practices across volunteer programs
6. Significantly increase volunteer motivation and satisfaction (establish a baseline for assessing increases using pre/post-test design)

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.

FINANCIAL STABILITY GOALS

Financial Stability		<i>Develop a sustainable, diverse revenue model with efficient administration to support UC ANR's mission</i>	
GOAL #	OWNER	GOAL TOPIC	PRIORITY
10	Tran	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	
11	Ambrose	Raise \$32 million through diversification and expansion of our development capacity by July 2025	

Priority Key:  High Impact and/or High Urgency (*red circle*)  High/Moderate Impact and Moderate Urgency (*yellow square*)
 High/Moderate Impact and Less Urgency (*green diamond*)

Financial Stability

Lead Unit: AVP/Tran

Priority: ● Red

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, etc. 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 required by some federal grants); and better utilize restricted funds.

#	Goal/Key Strategies and Timeline	16	17	18	19	20+
10	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					
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 2017 (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 endowed 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 and establish a trajectory toward a 25% and 50% reduction of voluntary cost sharing by July 2022					
10g	Increase revenue opportunities from publications by 2% annually by identifying new distribution channels by July 2022					

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

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 income) 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

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 endowed positions; target = 66% increase in endowed positions by July 2019
4. Deployment of funding from a significant level of growing reserve currently sequestered in research projects by 35%
5. Reduce reliance on volatile central funds by 20% (\$18M) and increase utilization of restricted funds by 35% (\$20M) by July 2022 and rebalance expenditure allocation between central and restricted funds
6. 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./Ambrose

Priority: ■ Yellow

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.

#	Goal/Key Strategies and Timeline	16	17	18	19	20+
11	Raise \$32 million through diversification and expansion of our development capacity by July 2025					
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 2020					
11c	Run wealth screens, develop donor pyramid, and develop strategies to engage donors/secure funds using expanded donor database/management capability by July 2018					
11d	Implement campaign-based fundraising initiatives to engage current and new donors in support of UC ANR programs July 2019					

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

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

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 FY17/18
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. Analysis of Return on Investment (ROI) (cost of fundraising expenses compared to funds raised) after initial period of 18–24 months after ramping up staff (industry standard for establishing gift officers); ROI to be determined based on goals and portfolio review (e.g., donor capacity) with an initial benchmark of 50% accounting for an 18–24 month ramp up
3. Expansion of donor database from 30,000 constituents to 50,000 constituents by July 1, 2025

Additional Information

\$20K goal will be raised by 2025 in increasing increments starting in 2019 (\$2M, \$3M, \$5M, \$5M, and \$5M.) Estimated funds to be raised through a capital campaign are listed separately in Goal #12; estimated campaign operational costs included in Goal #12.

ADMINISTRATIVE EXCELLENCE GOALS

Administrative Excellence		<i>Optimize delivery of programs and services through best management practices with efficiency, transparency, and integrity</i>	
GOAL #	OWNER	GOAL TOPIC	PRIORITY
12	Tran	Recapitalize and modernize UC ANR infrastructure and facilities in order to attract and conduct research and strengthen extension by July 2025	
13	Tran	Ensure UC ANR's administrative functions are efficient and produce an 8% reduction in administrative costs by July 2021	
14	McGuire	Drive and achieve efficiencies within UC ANR by modernizing business systems (e.g., UCPath) by December 2020	

Priority Key:  High Impact and/or High Urgency (red circle)  High/Moderate Impact and Moderate Urgency (yellow square)
 High/Moderate Impact and Less Urgency (green diamond)

Administrative Excellence

Lead Unit: AVP/Tran

Priority: ● Red

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 21st 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.

#	Goal/Key Strategies and Timeline	16	17	18	19	20+
12	Recapitalize and modernize UC ANR infrastructure and facilities in order to attract and conduct research and strengthen extension by July 2025					
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 2017					
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 #10)					
12c	Launch of a capital campaign to partially support this program through philanthropy to raise \$10M (net of costs) by December 2020					
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 2017					

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

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

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
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 (\$44M) 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 2020
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. Baseline is 2015–2016 program year

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: ● Red

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).

#	Goal/Key Strategies and Timeline	16	17	18	19	20+
13	Ensure UC ANR’s administrative functions are efficient and produce an 8% reduction in administrative costs by July 2021					
13a	Catalog previous reviews conducted by UC ANR and identify strategies that have not been implemented by December 2016					
13b	Relocate commodity aspects of IT operations to 3rd party vendors, reducing 1.0 FTE by July 2017					
13c	Relocate warehouse and distribution operations of Publications Unit to 3rd party service providers with specific expertise, reducing 5.0 FTE by July 2017					
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

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

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: ● Red

Goal: Drive and achieve efficiencies within UC ANR by modernizing business systems (i.e., 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.

#	Goal/Key Strategies and Timeline	16	17	18	19	20
14	Drive and achieve efficiencies within UC ANR by modernizing business systems (e.g., UCPATH) by December 2020					
14a	Develop UC ANR project plan by December 2016					
14b	Implement Identity management (IDM) to create a common authentication process for UC ANR by December 2017					
14c	Reengineer business processes (including time and motion studies tasks to be performed as part of the future state process design in UCPATH) to ensure that the sized staffing can be attained with minimal idle time, reducing 5.0 FTE by 24 months after UCPATH full implementation (latest by December 2018)					
14d	Establish consolidated UC ANR business unit (BU) in UCPATH by December 2018					
14e	Complete consolidation of UC ANR employee groups to UC ANR BU 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					

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

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

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. Integrated reporting package (consolidated balance sheet/statement of net assets, etc.) 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 labor costs by approximately 10% over the long term

Additional Information

N/A

VALUE OF UC ANR GOALS

Value of UC ANR		<i>Communicate the value of UC ANR to the UC community, our partners, and the people of California</i>	
GOAL #	OWNER	GOAL TOPIC	PRIORITY
15	Janes	Raise awareness of UC ANR’s capabilities, accomplishments, key programs, research, and people through implementation of measurable communications strategies starting in 2017 and ongoing	

Priority Key:  High Impact and/or High Urgency (*red circle*)  High/Moderate Impact and Moderate Urgency (*yellow square*)
 High/Moderate Impact and Less Urgency (*green diamond*)

Value of UC ANR

Lead Unit: Strategic Comm./Janes

Priority: ● Red

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.

#	Goal/Key Strategies and Timeline	16	17	18	19	20
15	Implement measurable communications strategies starting in 2017 and ongoing					
15a	Complete and begin executing (as initial components of the Strategic Communications plan) an Outreach Events and Government and Community Relations plan by March 2017					
15b	Develop, complete, and begin executing a comprehensive Strategic Communications plan by June 2017					
15c	Improve UC ANR outreach to the state's Latino community by generating increased utilization of News & Information Outreach in Spanish office by UC ANR county and Research and Extension Center (REC) Directors, CE Advisors, and CE Specialists by December 2019					
15d	Upgrade the Division's web presence, making it a highly discoverable and broadly useful information resource (Integrated Web Project (IWP)) by December 2020					
15e	Increase political awareness and support of UC ANR by strengthening relationships with community leaders and elected 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 starting in 2017 and ongoing

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

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 (IWP))
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. Book sales; target = reduce decline in publications sales to 5% or less (by the end of 2019) – IWP
4. Increase in UC ANR CE Specialists and CE Advisors utilizing News & Information Outreach in Spanish services; target = 30% increase from current figure (88) by 2019
5. 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)
6. 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)
7. Number of social media followers; target = >20,000 UC ANR followers on Facebook and Twitter by 2019

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	



MONITORING

MONITORING PLAN

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

Monthly

- **Actions will be monitored on a monthly basis**
 - **A Smartsheet action plan will be created for each goal**
 - **Goal owners will insert specific actions under each key strategy and assign respective owners**
 - **Smartsheet action plans will be reviewed monthly by goal owners**

Quarterly

- **The Senior Leadership Team will review progress quarterly and provide updates to VP Council**

Annually

- **The Strategic Planning Group will convene annually to review progress and update the plan**
- **Progress updates will also be provided annually to the President**



ENDNOTES

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 and Advisors
- **Federal Funds** – includes Animal Health, Expanded Food and Nutrition Education Program, Hatch, McIntire Stennis, Renewable Resources Extension Act, and Smith-Lever funds
- **County CE Contributions** – contributions and support for UCCE from county governments
- **Other Funds** – comprised primarily of gift- and program-related income, such as funds generated by the 4-H Youth Development Program
- **Sales and Service Funds** – includes revenue generated from providing goods and services, such as the sale of UC ANR publications and crop income from the Research and Extension Centers
- **Systemwide Assessment Funds** – assessment on the campuses to fund the Office of the President. These funds are equivalent to State funds for UC ANR. NOTE: State funds specifically for AES are budgeted directly on the Berkeley, Davis, and Riverside campuses, and do not flow through UC ANR

FUND USE DESCRIPTIONS

- **Administration** – Business Operations and Program, Planning and Evaluation
- **Colleges and School** – campus-based (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’ salaries and benefits
- **Institutional Support** – Strategic Communications, Publications and Information Technology
- **Other Programmatic Functions** – includes temporary funds allocated to the strategic initiatives: Endemic and Invasive Pests and Diseases; Healthy Families and Communities; Sustainable Food Systems; Sustainable Natural Ecosystems; and Water Quality, Quantity and Security
- **Research and Extension Centers** – research support and operation and maintenance of facilities for nine centers throughout the state of California
- **Statewide Programs** – 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 as well as statewide, county, and Research and Extension Center-based contracts and grants

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
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