

Training for Brand New Academics

Finding success in the UC ANR Academic Advancement Process

Presented by the Academic Assembly Personnel Committee

Michelle Leinfelder-Miles, 2023-24 Chair

Brenna Aegerter

Aparna Gazula

*With special thanks to Steven Worker, Peer Review Committee co-chair
and Katherine Webb-Martinez, Program Planning and Evaluation*

 **UNIVERSITY OF CALIFORNIA**
Agriculture and Natural Resources

2023-24 Academic advancement process trainings

- **Friday, October 13, 2023 (2:00-3:30pm)**
Training for Brand New Academics. New to UC ANR? Welcome! Let the Personnel Committee help orient you on the alphabet soup of the advancement cycle. What's an AE? What's a PR? When are the deadlines, and what are the requirements? Come to this training to learn more.
- **Friday, October 27, 2023 (10:30am-12pm)**
Training for first-time PR writers. You've written an Annual Evaluation, but now it's time to tackle a Program Review dossier. Come to this training and take a deep dive into the Ebook – your guide to writing effective PRs.
- **Wednesday, November 15, 2023 (9-10am) AND Friday, December 1, 2023 (11am-12pm)**
Advancement Cycle Q&A Sessions. At these trainings, the Personnel Committee will provide a short presentation on Ebook updates, and then the floor will be opened to Q&A. The short presentation will be the same on both days. Please come with your questions!

Overseeing the academic advancement process

Academic Assembly Personnel Committee

- Consists of 9 ANR academics, 3-year terms, appointed by the Academic Assembly Rules & Elections Committee
- Reviews policies around appointments, evaluations, merit & promotions. Takes the lead in revising the eBook.

Academic HR (*Anna Lee & Pam Tise*)

- Coordinates the advancement process, tracks academic's advancement actions, administrative and logistical

Peer Review Committee (Vice Provost Obrist)

- Reviews PR dossiers annually and makes a recommendation to the AVP.

Associate Vice President (Brent Hales)

- Makes the final decision on advancement requests.
- Has delegated authority to establish all advancement procedures (APM 335)



Name	Title	Term
Michelle Leinfelder-Miles (Chair)	Advisor	2024
Brenna Aegerter	Advisor	2024
Etaferahu Takele	Advisor	2024
Mark Bolda	Advisor	2025
Karey Windbiel-Rojas	Advisor	2025
Aparna Gazula	Advisor	2026
Oli Bachie	Advisor	2026
Max Moritz	Specialist	2026
Carolyn Rider	Academic Coord.	2026
Ali Montazar (ex-officio/ AAC President)	Advisor	

Annual reporting requirements for academics



Organizational Reporting & Civil Rights Compliance

Submitted in Project Board

Period: October 1 to September 30

Due December 8



FTE Reporting

Submitted in Project Board

Period: July 1 to June 30

Due July 1



Program Review & Annual Evaluation

Uploaded through a workflow automation system, integrated with Project Board

Period: October 1 to September 30

Due December 8

Project Board: ANR's online system that integrates civil rights compliance and organizational reporting requirements. It also has an optional component to help academics organize information for program review and annual evaluation.

Project Board training video and slides available at <https://ucanr.edu/sites/ProjectBoardHelp/>

Civil rights compliance reporting in Project Board



Activities

Extension, Effort, Research, Creative University and Public Service Professional Competence

+ Add Activity

Search Activities

Upcoming and Recent All

Start Date: mm/dd/yyyy  End Date: mm/dd/yyyy  Missing Information [Reset Filters](#)


Activity Type: Theme(s): Project(s):

Name	Type	Theme/Project	Tags	Date ↑
[Empty table body]				

FTE reporting in Project Board

Looking back on the 2021-2022 state fiscal year


County FTE (July 1, 2021 through June 30, 2022)

 Edit

County	Yearly FTE
Contra Costa	1%
Sacramento	40%
San Joaquin	50%
Solano	1%
Yolo	8%

You submitted for 2021-2022

Condition Change FTE (July 1, 2021 through June 30, 2022)

 Edit

Condition changes represent broad environmental, health, or economic benefits at a societal level, recognizing that UC ANR may be only one contributor towards these long-term outcomes.

Program Area	Condition Change	Yearly FTE
Diversified Farming and Food Systems	Protected and conserved soil quality	40%
	Improved water-supply security	10%
Agronomic Crops	Increased agriculture and forestry efficiency and profitability	50%

You submitted for 2021-2022

**Questions, comments,
discussion...**

Academic evaluation

All academic appointees are evaluated by their immediate and secondary supervisor (if applicable) on an annual basis, except for years in which the appointee seeks advancement by submitting a program review dossier.

The alphabet soup of academic evaluation

AE

- Annual Evaluation
- Completed in the years one does not submit a program review dossier.

PR dossier

- Program Review Dossier
- Materials submitted to request advancement (e.g., merit, promotion)

eBook

- Officially named *Guidelines for UC ANR Academics Preparing the Thematic Program Review Dossier*
- Tells you what materials to submit for advancement

AHR

- Academic human resources

APM & PPM

- Academic Personnel Manual (UC)
- Policies and Procedures Manual (ANR)

Annual Evaluation and Program Review

- Purpose: Review of an academic appointee's progress towards goals and review of planned goals.
- Who? Between academic & supervisor only.
- What? Bulleted lists. It is designed to be simple and useful; there is no narrative.
- See template on Academic Human Resources website.

Annual Evaluation



- Purpose: Evaluate the performance of an academic for advancement to the next step or rank.
- Who? Evaluated by supervisor, colleagues and clientele (for promotions), ad hoc review committee (for promotions), and the peer review committee, with a decision by the Associate Vice President.
- What? Your dossier: Cover page, narrative, supporting documentation, and other elements.

Program Review (Merit & Promotion)



Newly appointed academics

- Academics who have served more than 6 months (hired before April 1, 2023) submit a full AE.
- Academics who have served less than 6 months (hired on or between April 1, 2023 and September 30, 2023) submit a partial AE
 - Position Description
 - Project Board Reporting
 - Goals and Objectives for the Coming Year
- Academics who began October 1, 2023 or after only complete Goals and Objectives for the Coming Year.

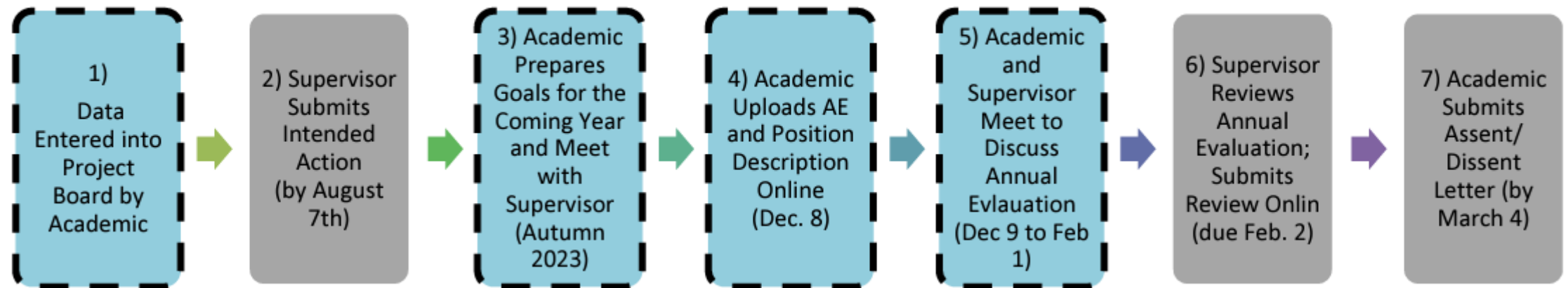
Annual evaluations are required for all ANR academics

- The only reasons for not completing an AE:
 - Submission of a Program Review dossier
 - Sick or Family Medical Leave
 - Sabbatical Leave
 - Campus-based academics are evaluated by campus academic personnel procedures.

Annual evaluation timeline

- Review cycle is October 1 to September 30.
- AE is due December 8 via Project Board.

Figure 1. Annual Evaluation Process (academic completes the blue boxes with dotted lines)



Tips for preparing an effective annual evaluation

- Write for the intended audience: County Director or immediate supervisor
- Use a style handbook appropriate for your discipline, as a guide for all grammatical, punctuation, and bibliographic citations
- Spell out acronyms because your supervisor may not be familiar with the acronyms commonly used in your work
- Proofread
- Upload documents in PDF format

Elements of the annual evaluation

- I. Position description (PD): *It is the academic's responsibility to keep their PD up-to-date when there is a change in responsibility and/or reporting relationships.*
- II. Progress towards Last Year's Goals and Objectives *(table)*
- III. Barriers in Accomplishing your Goals *(short narrative)*
- IV. Project Board reporting *(check boxes)*
- V. Goals and Objectives for the Coming Year *(table)*
 - Anticipated Barriers
 - Support from Supervisor
- VI. Sabbatical Leave Plan *(if applicable)*
- VII. Work Plan or Performance Improvement Plant *(if applicable)*

Annual evaluation template - tables

<i>Specific Goals and Objectives</i>	<i>Anticipated Collaborators</i>	<i>Anticipated Outcomes and Impacts</i>	<i>Progress (including any new collaborators or outcomes/impacts)</i>
Theme 1 (Goal): [name here]			
Objective:			
Objective:			
Objective:			
Theme 2: [name here]			
Objective:			
Objective:			
Objective:			
Theme 3: [name here]			
Objective:			
Objective:			

Specific Goals and Objectives	Anticipated Collaborators	Anticipated Outcomes and Impacts
Theme 1 (Goal): [name here]		
Objective:		
Objective:		
Theme 2 (Goal): [name here]		
Objective:		
Objective:		
General/Other		
Objective:		

Goals versus objectives

Goals are long-term, often extending beyond 3 years

Contribute to an effective strategy for combating citrus greening in California

Objectives fall under goals and are typically achievable within a year or two

Assess the effectiveness of dogs in identifying infected citrus trees

Examples

**Questions, comments,
discussion...**

Academic advancement

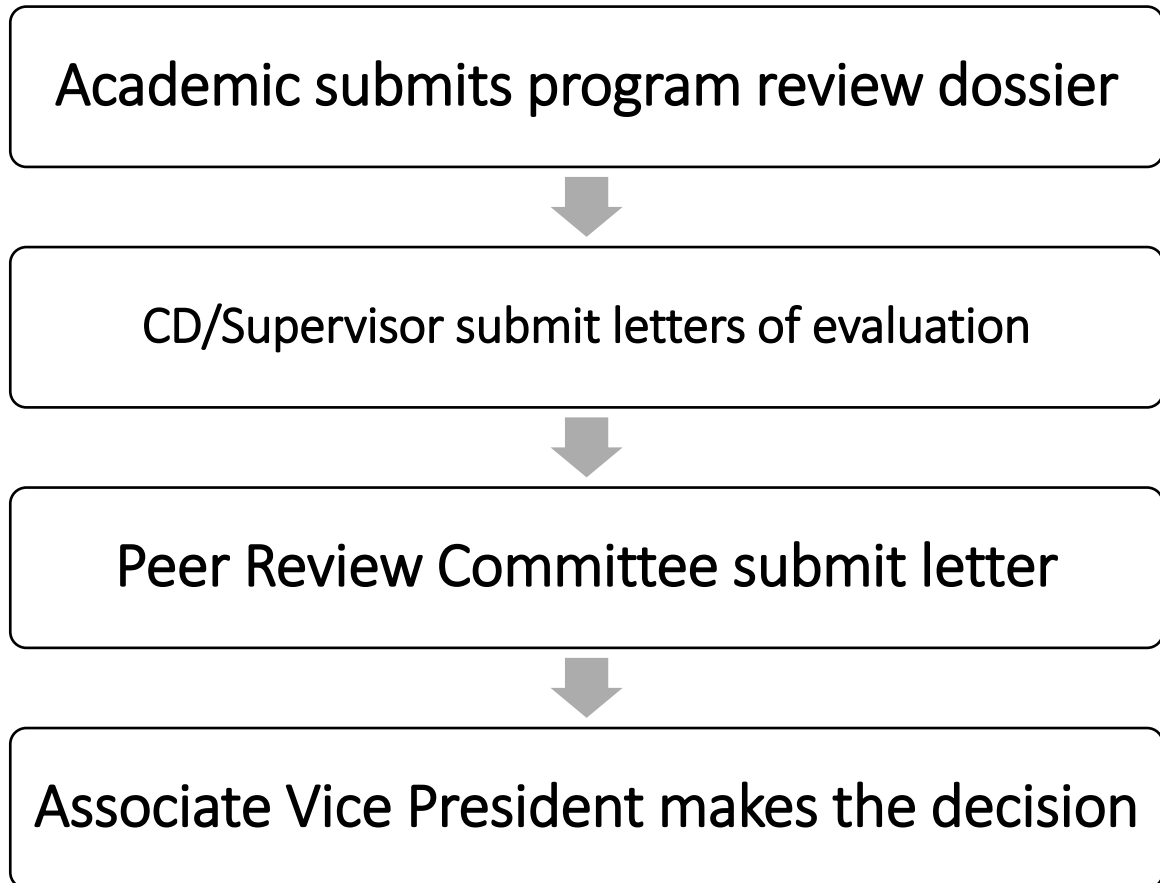
The purpose of academic review is to evaluate the performance of UC ANR academics for advancement, provide a record of the academic's professional career in UC ANR, and assist academics with program planning.

Case Types

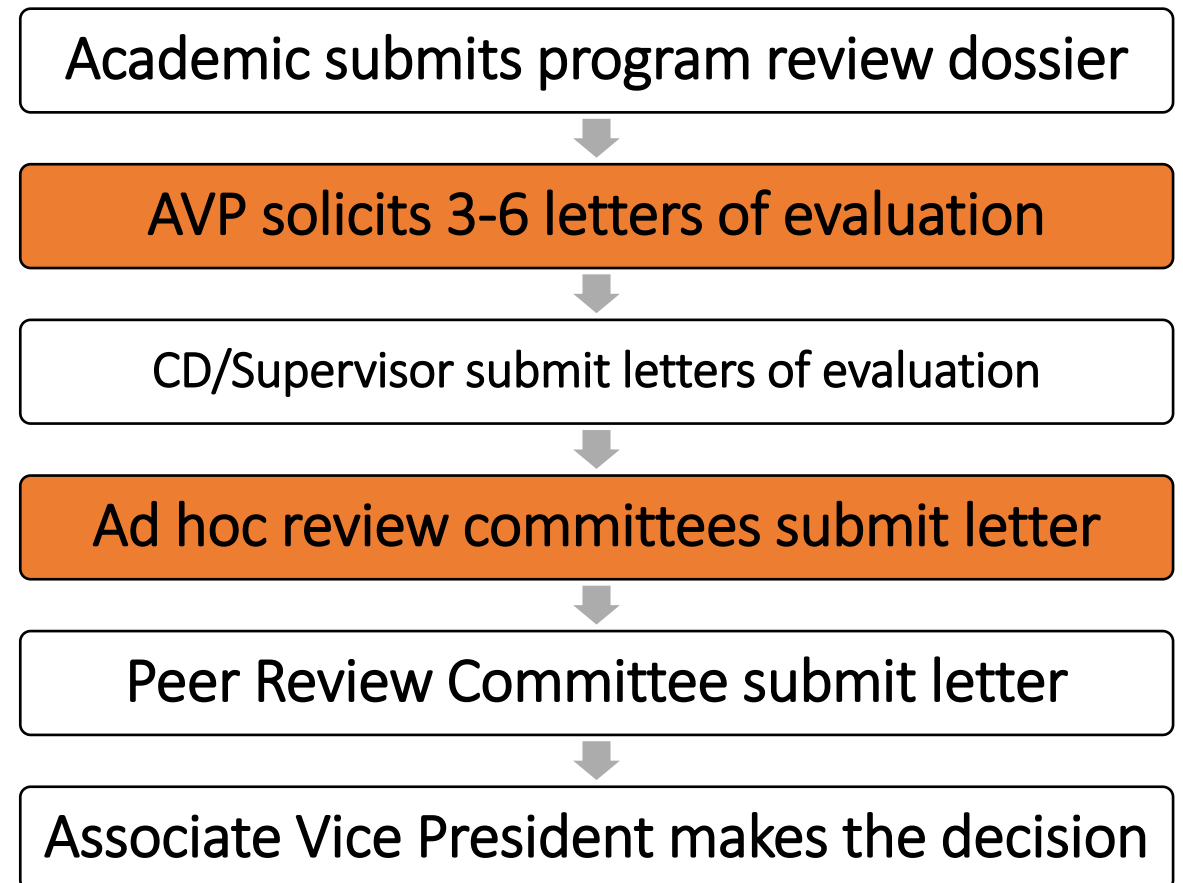
- **Merit** - advancement from one step to the next step. Dossiers highlight academic accomplishments since the last successful salary action.
- **Promotion** – a career milestone advancement from one rank to the next rank, or from full title V to VI, or from full title IX to above scale. Dossiers highlight academic accomplishments for all years in current rank.
- **Term reviews seeking indefinite status** (aka “third term reviews,” typically concurrent with another advancement type). Dossiers highlight academic accomplishments since hire.
- **Acceleration** - a merit or promotion action that recognizes academics who perform at an exceptional level during a specific review period.

Multiple Step Process

Merit



Promotion



Definite status

- At hire, academics have definite status; a definite “term” appointment is for a specific period and ends on a specified date.
- A successful advancement action (i.e. merit or promotion) results in a new term end date; a negative action carries the possibility of non-reappointment.
- Academics with definite term appointments are not eligible to defer a merit advancement that coincides with a term review, unless there are extenuating circumstances, reviewed on a case-by-base basis.
 - Academic administrators and academic coordinators, as well as advisors and specialists with a 0% indefinite appointment, may have the option to defer, with the approval of their supervisor.
- For advisors and specialists, indefinite status eligibility would be noted on the Position Vacancy Announcement (PVA) – generally meaning there is long-term funding for the position.

Indefinite status

- UC ANR academics do not earn tenure, but they may earn indefinite status.
- An indefinite “term” appointment has no specified end date unless terminated by layoff, retirement, demotion, dismissal, resignation, separation, or death.
- Advisors may seek indefinite status concurrent with their third program review (i.e. merit or promotion).
- Specialists are considered for an indefinite appointment upon promotion to the Associate Rank.

Evaluation criteria

Academics are evaluated against their **position description** and the **advancement criteria** as outlined in the [Guidelines for Preparing the Thematic Program Review Dossier](#) (eBook)

Four advancement criteria for CE Advisors*:

- applied research and creative activity
- extending knowledge and information
- professional competence and activity
- university and public service

Additional consideration: affirmative action/civil rights compliance

* Differs for Academic Coordinators and Academic Administrators.

Differentiating Activities

- **University service***: activity that helps University students, staff, or academics. If an academic is presenting to a University of California class or group, the activity would fall into this classification.
- **Public service**: activities where the academic uses their professional expertise to benefit groups or activities outside the University of California.
- **Extension activities**: targeted at one's defined clientele.
- **Professional competency**: activity that reflects professional standing in your programmatic area.

* Academics with Restrictions on Advancement Criteria, see eBook pages 13-14. Restrictions are to be documented in one's position description and in the narrative (in a "statement of special circumstances").

Peer review process

The peer review process provides an evaluation of academic accomplishments and impact, to support our colleagues in reaching their fullest potential, and thereby strengthening the UC ANR network to improve the lives of Californians.

Elements of the Program Review dossier

Academics submit a Program Review dossier that summarizes their accomplishments and outcomes/impacts over the review period.

Required elements

- Position description
- Cover page
- Program summary narrative
- Supporting documentation
- Bibliography
- Goals (optional to include in dossier)

Other elements

- Acceleration statement (if applicable)
- Summary of publication examples (optional)
- Sabbatical leave and report (if applicable)
- Work plan (if applicable)

Writing a thematic program review

- Themes are the constructs for reporting goals, inputs, methods, efforts, outputs, outcomes, and impacts in the program summary narrative.
- For each theme, speak to how your program is making a difference to your clientele.
 - Outcomes are measurable changes in learning (knowledge, skills), behavior/practice, or policy/decision-making.
 - Impacts are broader effects on social, environmental, economic conditions that are aligned with the targeted clientele needs; and aligned with ANR's articulated public value statements and condition changes.

What is the Peer Review Committee (PRC)?

- 14 PRC members appointed by the Associate Vice President for three years with overlapping terms.
- Strives to reflect the breadth of UC ANR's programmatic areas, title series, and administrative assignments.
- Makes recommendation to the AVP

Name	Term Ends	Academic Title
Ira, Greg	8/15/2024	Academic Coord. 3
Lacan, Igor	8/15/2024	CE Advisor
Pathak, Tapan	8/15/2024	Specialist in CE
Ritchie, Lorrene	8/15/2024	Specialist in CE
Lyons, Andy	8/15/2025	Academic Coord. 3
McDonald, Chris	8/15/2025	CE Advisor
Niederholzer, Franz	8/15/2025	CE Advisor
Quinn, Niamh	8/15/2025	CE Advisor
Valachovic, Yana	8/15/2025	CE Advisor
Brooke Latack	8/15/2026	CE Advisor
Michael Jones	8/15/2026	CE Advisor
Shannon Klisch	8/15/2026	Academic Coord. 2
Zheng Wang	8/15/2026	CE Advisor
L. Karina Diaz Rios	8/15/2026	CE Specialist

What are ad-hoc committees?

- Anonymous review committees, made up of peers.
- Purpose: evaluate the academic's performance as documented in the dossier, make a recommendation, and provide written assessment to the PRC and AVP.
- The review is made available to the candidate, but the composition of the committee is anonymous.

**Questions, comments,
discussion...**

Program planning

Available resources to help you develop a successful program

Program development and evaluation capacity building

- Defining Clientele & Affirmative Action Planning
- Improving All Reasonable Effort and Engagement with Diverse Audiences
- Conducting a Needs Assessment
- Practical Methods to Measuring Outcomes
- Using Ripple Effects Mapping (REM) Method in Program Evaluation
- Best Practices for Developing Surveys & Basics of Sampling Methods
- Methods to Analyze Surveys:
 - Part 1 Continuous Quantitative Data (Analyzing and Presenting Pre-Post Evaluation Survey Data)
 - Part 2 Discrete Quantitative Data
 - Part 3 Qualitative Data
- Writing Strong Impact Statements

Program evaluation website is a great resource!



University of California
ANR CE Program Evaluation

SKIP TO CONTENT SITE MAP  [GIVE](#)



[Home](#)
[Logic Models/Mind Maps](#)
[Needs Assessment](#)
[Defining Clientele & Reach](#)
[Measuring Outcomes](#)
[Surveys](#)
[Writing Good Questions](#)
[Data Analysis](#)
[Impact Writing](#)
[Human Subjects Protocol](#)
[Other Extension Institution Resources](#)

 PRINT

Extension Evaluation Resources

This site aims to support UC ANR academics' program evaluation efforts by providing easy access to practical, Extension-specific information.

Developing program evaluation skills helps foster program improvement, strengthen Program Review dossiers, contribute to advocacy endeavors, and comply with accountability responsibilities.

Examples of UCCE Evaluation by Strategic Initiatives

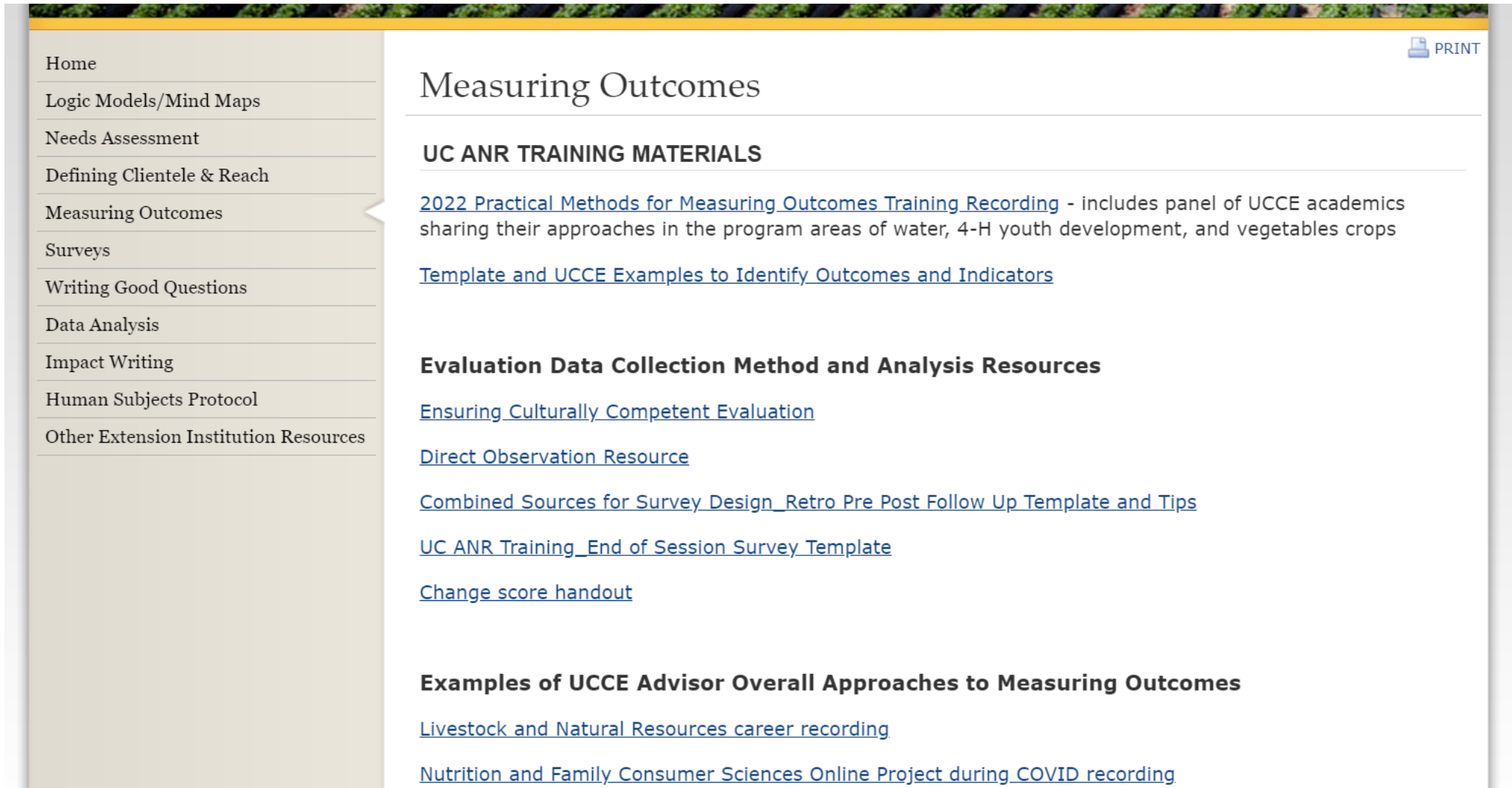
- [Healthy Families and Communities](#)
- [Sustainable Natural Ecosystems](#)

Calendar

Contact Information

Katherine Webb-Martinez
Director, Program Planning and Evaluation
UC ANR at the UC Office of the President
(510) 987-0029 or katherine.webb-martinez@ucop.edu

Resources for measuring outcomes



Home

Logic Models/Mind Maps

Needs Assessment

Defining Clientele & Reach

Measuring Outcomes

Surveys

Writing Good Questions

Data Analysis

Impact Writing

Human Subjects Protocol

Other Extension Institution Resources

PRINT

Measuring Outcomes

UC ANR TRAINING MATERIALS

[2022 Practical Methods for Measuring Outcomes Training Recording](#) - includes panel of UCCE academics sharing their approaches in the program areas of water, 4-H youth development, and vegetables crops

[Template and UCCE Examples to Identify Outcomes and Indicators](#)

Evaluation Data Collection Method and Analysis Resources

[Ensuring Culturally Competent Evaluation](#)

[Direct Observation Resource](#)

[Combined Sources for Survey Design_Retro Pre Post Follow Up Template and Tips](#)

[UC ANR Training_End of Session Survey Template](#)

[Change score handout](#)

Examples of UCCE Advisor Overall Approaches to Measuring Outcomes

[Livestock and Natural Resources career recording](#)

[Nutrition and Family Consumer Sciences Online Project during COVID recording](#)

Moving forward: consider your methods for measuring outcomes

Worksheet – Outcome Indicators and Sources

Your project/program title: _____

Intended Outcome	Outcome Indicators	Data sources	Data collection methods
Short-term (knowledge, attitude) change:			<i>Tip: You collect/observe</i>
Medium-term (behavior change, policy or decision-making) change:			<i>Tip: You collect/observe</i>
Long-term / ANR condition change:			<i>Tip: Can be agency data, existing research, or data you collect/observe</i>

**Questions, comments,
discussion...**

Training for Brand New Academics

Thank you for attending today's training!

Michelle Leinfelder-Miles, mmleinfeldermiles@ucanr.edu

Brenna Aegerter, bjaegeter@ucanr.edu

Aparna Gazula, agazula@ucanr.edu

AHR website:

https://ucanr.edu/sites/anrstaff/Personnel_Benefits/Academic_Personnel/

For questions on Project Board:

Kit Alviz, kit.Alviz@ucop.edu

 **UNIVERSITY OF CALIFORNIA**
Agriculture and Natural Resources