

Leadership Meeting, June 28, 2011
Group breakout sessions notes

Question 1 - *How do we as ANR's leadership catalyze the development of internal partnerships across the continuum and prevent silos from forming?*

Include department chairs & CE Specialists in discussions in order to connect plan across all programs

Workgroups are not the only solution for a higher level of integration

ANR & UC senior leadership (EWG) include AES & Specialists in ANR strategic planning process

Strengthen campus based advocacy of ANR's mission (Is it tied to merit & promotion?)

Lack of incentive to balance continuum up to campus

Campus clarify commitment to continuum

Drivers – to positively influence

- Funding
- Expectations & Evaluation (merit/promotion)
- Initiatives
- Utilize resources across ANR

Dan Dooley establish better connection w/campuses

Dan to bring our story to campus senate CAP committees

Bottom up approach to informing full continuum of best projects

Sell to campus based people what CE programs do best

AES Specialist orientation for new AES & Specialists (past practice of going out to counties)

Changes in hiring theoretical AES & Specialists now in certain disciplines (pomology) (not applied research as much)

Hire AES/Specialists with continuum perspective

Mentor system to help facilitate continuum

Academic freedom counters some of our efforts

Include CE in departmental planning/hiring

Educate new AES faculty on (AES appointments)

Split appointments for AES faculty

Change drivers for all ANR employees to have same priorities

Continue to educate CAP on AES ANR senior leadership at all campuses (budget committee)

Sell public service opportunities aspects to all ANR academics (merit/promotion)

Community service, do public notice for advocacy

Having Advisors in hiring committees, (evaluations?)

Seek incentives & ensure understanding of those

Promote successful relationships, shared responsibilities on peer review committees

More interactive communication across programs

Create incentive & need for internal partnerships

Continued: Question 1 - *How do we as ANR's leadership catalyze the development of internal partnerships across the continuum and prevent silos from forming*

Understanding big picture, administrative programs partnering

Orientation & mentoring across continuum, (formalized process) new hire and current people, faculty, etc.

Identify & remove current barriers

Joint activities – Extension – Research – Education

Campus based training for Farm Advisors in selection & appointment of all Specialists/AES faculty & be formally involved in evaluation

Set up mechanism for new hires to meet people, eliminate control fear

Rebuild culture not people. Lunch is powerful to nurture current relationships and build new ones

Seminar programs for new hires even on campus w/technology

Relationship building, mentor new Advisors & Specialists – How to make this happen, old Advisors connect with new ones

Educate campus based colleagues, (faculty & Specialists) about county based programs & the opportunity it gives them to meet the service component of the AES appointment.

Getting/sharing grants across units

Rearticulate policy-streamline process-especially between units

Hear more from campus people-department chairs-opportunities

Lots of good seminars-web stream UCB/UCR increase communication campus wide

Initiative leaders help to make connections

How do we know what research ideas & projects are being developed that we can collaborate? How to be informed?

Strengthening WG process toward project development

Part of the problem is getting campus researchers to participate if no \$\$/resources

Help connect AG/NR projects w/nutrition/4H youth programs. More X-discipline

Volunteer groups (4H/MG) programs part of whole mission. Need to better educate those adult volunteers on what ANR programs are

Question 2 – What changes not mentioned this morning do we need to consider to help preserve more of our budget for hiring positions?

Existing (retirement/resignation) Positions reverting to pool vs. auto refill (Gap due to timing, position call cycle)

User fees

Tools to show case what kind of return getting for external funding (how it generates other \$ resources). This info need to also be translated down to counties/REC's/campus Academics/Researchers

Commodity groups - \$ for positions-communicate to them/outreach to them

Environmental groups – outreach to them & partner w/them

Portion of Academic position soft funded i.e. Oregon State University

Budgets?? More details needed. What is our budget? Explanation

Idea of other funding sources, get info of what needs are - external funding

Mixture of understanding from external stakeholders

End users - tomatoes, growers, processors, school lunch programs

For example increase fruits & vegetables- expanding outreach food systems as a whole not just commodity group.

Policy database on-line that is searchable

Carefully consider the value of face to face meetings

Leverage technology

Concentrate on strength, prioritize/eliminate programs strategically

Investigate fee for service options

Explore different funding models

Carefully identify solutions/evaluate policy & procedure and simplify economic impact, studies lacking

- Evaluate administrative functions duties for Academics “not too much desk time”
- Are these more appropriately done by someone else?
- Or not done at all?
- Find solutions to ease administrative duties or Academics & OC staff (electronic signature as an example)

Travel savings w/electronic systems

Reassignment of positions

Improving position process

Re-examine program reps & other staff

Staff on limited terms

Academic incentive to include salary in grant budget (use savings in other ANR areas)

Increase grant applications (buying out time)

Communicate alternative funding

Continued: Question 2 – *What changes not mentioned this morning do we need to consider to help preserve more of our budget for hiring positions?*

Volunteer based programs for academic support (FSNEP, 4H, MG)

Recording income generated by program – return to program

Consider participant raising fees possibly?

Coordination of/with County fees

Using foundation (4H) funds. Consider reducing services

Julian Alston – Revisit paper –Terry Salmon committee (Jake)

Currently 4H working to reduce program reps on 19900 \$

Consolidate reporting system w/merit & promotion system

Evaluate roles of PI's, Specialists/ Advisors in leveraging funding opportunities on grants

Look for more streamline administrative services

Invest in development services, help w/fed grant

Administrative resources/training on grant submissions

Collaborate w/county & campus on grants

Improve training for new Advisors & network to Specialists

New assessment of grant participants

Streamline sub contracts

More support by ANR in management of sub contracts & grants

Grant (specialist) to assist in application & post award funding

Advocate & provide training in use of elec. Services

Invest in fundraising efforts w/incentive

Exploration of endowments & other fund sources

Endowments – Advisors & Specialists, Commodities

Merit/Promotion consideration w/fewer resources/consider real engagement of Advisors

Consistent message of alternative funds, consider matching funds required for Federal

Effects of county budgets - Project driven Academics term Advisors

Change thresholds on funding for small grants for county projects (\$250 grant – at discretion of County Director)

Continued: Question 2 – *What changes not mentioned this morning do we need to consider to help preserve more of our budget for hiring positions?*

Streamline operations to allow \$'s for hiring

Nurture current staff to build ANR career employees

Formalize intern program. Strong training program builds committed employees

Mid managers cultivate CE interns to build base and lessen staff turnover

Develop retention strategies for both PR's and Advisors

Strengthen programs by training for strong program delivery

Given the new MCP's – reduce UC reporting burden

Where can we reduce budget to be effective & relevant as CE program?

Encourage stakeholders to fund salaries (Commodities industry) Create new funding from private sector

Consistent process for cost recovery to go to ANR

Eternal \$'s

Consistently raising standardized fees across State to pay for staff (4H)

Include PR program delivery within full scope of program/position duties

Funding for salaries

Revisit past practices for cost recovery to help ANR

Current ANR cost recovery allows for Advisor salary to be charged to grants but currently the salary savings remains at local level. Option – salary savings back to ANR to fund positions

Establish endowed Advisor positions by industry partners. SRA funding by industry. Need for caution

Look into grant funded staff - Educational component of industry program (example San Joaquin County) Indefinite status regular merit/promotion

Question 3 – *Beyond the ANR Report and our weekly email updates, what can we do to more effectively communicate with you, ANR's leadership team, and with the whole of ANR?*

Return emails

When addressing EWG do emails go to all? Clarify protocol

Update BOC's "Who is the point" matrix

Establish better networking opportunities to consult across state & to leadership

How to communicate better with EWG

Have smaller group opportunities to problem solve, not necessarily in person meeting like the past (regional groups)

Updates from each EWG member & central ANR unit on current issues, roles & responsibilities

Continue communication even if there is no change to report. Consistent update communications

- Use collaborative tools – expand CD collaborative tools?
- On Portal
- Post updates to website
- Video conferencing – increase use (Skype)

Consolidate communications (in update)

Put directives on Collaborative tools

Make telephone calls for issues affecting individual counties/offices

To modify ANR report-

4H newsletter good model of clear/concise communication tool with links like Davis Digest

County Director mentoring committee for new County Directors

Update & share County Director handbook across State

Early orientation for County Directors

Senior leadership support CE role w/in & out of ANR?

Comment: It's about right

Podcasts – meetings make them available

Monthly teleconference

2 way dialogue verbal & written

In person meetings w/Leadership, also for staff

More regional meetings

More training in common systems, communications, collaborative tools and especially new staff

Stagger announcements w/different levels ie: County Directors/2 day later Advisors/Staff

Consider financing possible alternate years

More in person meetings between Advisors/Specialists & campus Academics (Focus on continuum) "In Service"

More in service training for County Directors – My Travel, Contracts & Grants, Policy & Compliance

County Director meetings, breakouts are useful would like more

ANR leadership meeting good, consider expanding to include campus leadership, useful for non-academic leadership

Note: Many compliments on the current ANR Report and weekly updates

Continued: Question 3 – *Beyond the ANR Report and our weekly email updates, what can we do to more effectively communicate with you, ANR's leadership team, and with the whole of ANR?*

Pick up the phone

Wide range of media, formal side/broadcast out

Public Relations marketing for outside ANR – ANR communications for internal

Create more opportunity for 2 way communication

Silo driven communications – look for integration across division wide

Video updates on division wide activities – campus, county continuum, deans, SI's

Emails that don't come from an individual gets lost/does not catch eye

Reminder emails are very helpful

Collaborative Tools a little clumsy to use. Could be updated

More regular (monthly) CD/REC meetings. Update could be adobe/connect/townhall

- campus have their seminar series on web
- topic in advance – submit question's
- set time – regular time scheduled
- check EFNEP/FSNEP/4h schedules
- encourage campus involvement in town halls
- benefit from educational tool box/training, What's out there?
- Email topic in first sentence – subject line could be: response needed

Bombarded by emails/info

Clearing house for grant opportunities – searchable policy relevant database

Searchable email – keyword concept for notifications info

Discussion blogs/view comments – use outlook

Post power point slides on Portal

Target a topic/issues for meetings

Townhall concept Q&A important

Task for WG: establish mentoring training for academics in WG expertise area

More transparency in seeing comments posted, by whom

Question 4 – *How do we better support you in your role of communicating with others in and outside of ANR? What roles does each of us play in telling our story to achieve awareness, understanding and support?*

Help train people on how to communicate w/legislators

Additional staff writers UC delivers – extend to external media sources (PBS) documentaries

Develop process for communication externally & publication

Publish PR's

Leadership emphasize – Statewide stories – hard for de-centralized group to see/explain Statewide perspective

Professional could utilize info/social media

Website help

Articulate clientele benefits of programs (writer can assist)

Larger impact on statewide or beyond may need assistance to bring together w/global view

Peer to Peer, recruiting – ripple effect

Assembly – State Legislature – decision maker to decision maker – foundation to foundation – WD to WD etc.

Implementing ANR communication shared identity – branding

Identifying people who can give good testimonials across various formats

Developing short, medium & long marketing plans for clientele

Bring marketing/branding expertise

Identify 2 legislative advocates in each county/program to speak on our behalf. Cultivate relationships priority setting

Remarks & Question –

- How do we simplify our message?
- Develop a FAQ sheet
- Email identity (ucanr.org still in progress ucanr.edu)
- Utilize non ANR campus info for complimentary research/research facilities etc.
- Better communication between campus how to make intercampus relationships work

ANR roving reporter (staff writer) looks at more press. (Academics don't have time to write up)

Why aren't PR's being read?

Work on PR improvement, reporting back (How often visited? Communicate its use)

UC delivers products are useful

Help local advocacy efforts

Reports info using UC delivers template

Consolidate 3 reporting formats into 1 (data mining)

Send out advocacy update (VP, Don, Counties) to help in process & not step on toes

Reports on meetings w/local legislators

Use collaborative tools to share letters as templates to external constituents (board of directors etc)

Establish templates for advocacy work – collaborative tools

Some already in Portal tool kit w/ability to make changes

- Email example
- Annual report example

Continued: Question 4 – *How do we better support you in your role of communicating with others in and outside of ANR? What roles does each of us play in telling our story to achieve awareness, understanding and support?*

Media training for better communication approaches to get message out

Tips, printers, framework on how to approach representatives, board of supervisors, etc. Map out process

Cooperative extension offices have regional communications officer to develop relationships & materials beyond UC delivers to have writing developing advocacy stories, social media campaign on impacts

Go as a county group to meet with legislator. Not singly – stronger in numbers

Help in writing stories (UC delivers etc)

Strategic plan to use our advocacy time more efficiently

Scope out specific office/people to target (Don, Dan, Barbara, Bill, Sacramento government Rep)

Academic personnel and evaluation people mine the program review for info that can be used as advocacy pieces