

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Not enough stakeholder awareness of our value to the general public
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Communities around centers should know more about their activities to help support them on the long run
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Need a strategic plan to get us more out in the news so people know who we are.
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Low collaboration between recs, ucce, local colleges impact our ability to advocate and get more funding
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Understanding role in community
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Finding community support
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Enhanced outreach to community
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Lack of communication with community needs
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Public ignorance of and sometimes hostile towards RECs purpose
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Establishing grower and industry connections to identify value of REC programs
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Consequence of diminished world-view of importance of the ANR/CE mission in general public view resulting in less funding for programs
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Finding common ground with AG/urban interface
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Need advocacy for recs beyond internal communication to ANR to the public.
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Advertising locally and state wide. Public does not know we even exist.
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	People w/ expendable private money lack sufficient knowledge about REC system to support us.
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Marketing great potential of rec system. Great return on investment (ROI) to applied science and society
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Not reaching out to new clientele
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Identifying new clientele
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Inability to attract new funding partners
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Not cultivating supporters we have had in the past
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	We won't have relevance with the general public until we can connect with them - need ANR buy in (funding and support) for program that tie us to the community.
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Local community is less engaged in rec's as in the past

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Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Risk of REC not being relevant to local community. Not only need to communicate with local community but have established relationships with stakeholders.
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Very big need to communicate that there is far more to farming than cows, sows, and plows. Need to educate the public about the science of farming.
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	99% of our local community have has no idea what our center does ...and there is a need for better public relations and awareness
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Not enough outreach and advocacy, not enough awareness of what we contribute to society
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Lack of funding for outreach so that community can become aware of our value
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Essential to keep community involved with research needs and direction of center
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Recs should have an open field day for the public and invite local news channels and schools
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Must get our message to the community. Some communities view us "secret" places conducting dangerous research
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Don't know of anyone who has ever contacted their community master gardener!
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Lack of community awareness of our environmental, social, nutritional, economic impact
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Centers need to connect and support the local schools. With very limited ag programs in the public school systems we have no future in ag, maybe we should get into the video game business.
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Not only should we be communication within our own communities, but we should be advertising on campus as well so campus knows who we are.
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Rec's are sometimes viewed as the gatekeeper, facilities operators and farmers. Importance of rec's need to be elevated in the communities and who better to convey the message than the rec staffs.
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Limited collaboration with local schools and youth groups due to limited funding
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Need to enhance relationships in local community
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Not meeting local research needs
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Research not addressing community needs
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	How identify research priorities relevant to public versus industry
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Aren't getting the research results out to the community
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Inability to convey knowledge base achieved from decades of research at recs to the general public
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Lack of participation in community events
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Working on peripheral issues to the needs of California
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Perceived lack of support (in people, facilities, technological skills) in order to implement research projects
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Difficult to explain who we are to some UC departments - forget trying it with the general public.

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Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	High salaries / benefits of UC officials puts a bad taste in the public's mouth
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Rec's known existence to the out the world of academics appears to be very little
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Be aware that low staff morale is communicated to the communities in which we live and work.
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	International people know more about our value than local people
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Public concern over UC pulling resources out of agriculture
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Lack of communication with stakeholders
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Timing and staffing to meet with and address UC role in answering specific questions/needs
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	ANR may be perceived in some circles as being more AG then Natural resource oriented. AG IS Natural Resource management and is inseparable from good natural resource management. This artificial division should be eliminated.
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Academic freedom sometimes makes the UC look like a pack of squabbling animals
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Continue to leverage the present status
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Too academic and not grounded in real life
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	"nobody cares what you know until they know that you care"
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Identifying clearly proper roles of UC in information development/answers versus opinions and advocacy
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Failure to communicate program results and impacts
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Ability to manage tendency of media to stress the negative
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Failure to anticipate trends/issues
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	University not speaking with a common voice
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Credibility of researcher or FA and ability to relate to real world
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Not having community support for research
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Issues or problem at Centers effecting public perception
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Aren't getting the results out to the public and the impact UC's work has on them
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Recs are unknown by many people within UC and even ANR, not to mention by the general public
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Perception as important as actual performance; exposure
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Failure of some past administrators to represent REC system accurately or knowledgeably

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Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Lack of communication within and outside UC on REC accomplishments
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Esoteric research doesn't communicate well to the outside world
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Growing urban population reduces their contact with a nongrowing UC population
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Recognizing the need to leverage the diversity of both the employees and the community
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Extension efforts are becoming more difficult as research focus has shifted away from practical.
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Too few people to interact with the public - so the public does not know we exist
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Lots of people say "I drive by there every day, but I don't know what you do" so I don't think we actually have any branding
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Not having good long term record keeping of research done at the rec's makes it difficult to show our worth as a research center
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Of the public that knows about us ...most do not realize that our REC budget does not have "research money" available (with the exception of allocated project labor). REC budget mostly goes towards personnel and facilities maintenance. Again, a risk of mis-informed public.
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Local community does not know what ANR is.
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Most people don't know that the REC system exists and would not know what it would be good for.
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Most rec's have no local reputation. The locals don't even know the rec exist or what it does
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Some people think the UC is awesome, but, they don't know what that means or how to help.
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Perceived bias toward traditional agriculture
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	The public tends to paint with a broad brush when thinking about UC, rather than seeing its sub-entities as separate (e.g., CE, REC, faculty, etc.)
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	In many instances there is no reputation, either good or bad
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Reputation is what we have done in the past (many years ago) which is not what we are currently
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Too busy to follow through on calls, emails, meetings gives us a unreliable reputation
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	The university overall has a great reputation and the RECS also. The senate faculty complaints of being paid too little during this time of budget cuts undercuts the University's reputation as it puts individual greed in the forefront rather than education and service. Not REC problem a UC problem especially considering the Presidents salary.....
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Lack of understanding of the contributions of research and education programs conducted by, and at, the REC system to solving important problems
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Market the value of the REC system
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Not only does the public not distinguish between USC and UCLA, even within our own system ANR is unknown
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Confusion about who we are among the public, not being associated with a campus and Cal State system

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Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	Advertise the university and REC contributions to the state in order to acquire (private) non-state funding.
Strategic	Community Relations	1. Lack of effective communication with external stakeholders may result in lack of understanding and support towards the REC mission.	95	There is a societal indifference towards agriculture and agricultural research. The result is a trend toward reduced funding. More effort needs to be made promoting what we do and why it makes a difference. More public access and public programs at the centers could help.
Strategic	Community Relations	2.Lack of representation within the community/region and lack of understanding of its needs may result in inability to address problems and strengthen relationships.	17	Predicting the needs of the state (and regions) within a defined future time period
Strategic	Community Relations	2.Lack of representation within the community/region and lack of understanding of its needs may result in inability to address problems and strengthen relationships.	17	Identifying needs of community
Strategic	Community Relations	2.Lack of representation within the community/region and lack of understanding of its needs may result in inability to address problems and strengthen relationships.	17	Ability to address local needs
Strategic	Community Relations	2.Lack of representation within the community/region and lack of understanding of its needs may result in inability to address problems and strengthen relationships.	17	Loss of connection to regional problems
Strategic	Community Relations	2.Lack of representation within the community/region and lack of understanding of its needs may result in inability to address problems and strengthen relationships.	17	Absence of representation within certain geographical and demographic areas of the state (urban and suburban areas; Salinas Valley)
Strategic	Community Relations	2.Lack of representation within the community/region and lack of understanding of its needs may result in inability to address problems and strengthen relationships.	17	We need more managers actively involved with the community to feel their needs and respond in a timely manner
Strategic	Community Relations	2.Lack of representation within the community/region and lack of understanding of its needs may result in inability to address problems and strengthen relationships.	17	Not enough REC staff are on local advisory committees or doing networking with community leaders due to lack of funding
Strategic	Community Relations	2.Lack of representation within the community/region and lack of understanding of its needs may result in inability to address problems and strengthen relationships.	17	Not making sure that the goals and missions of the center are current with the issues and needs of the community served.
Strategic	Community Relations	2.Lack of representation within the community/region and lack of understanding of its needs may result in inability to address problems and strengthen relationships.	17	Serve as model to local growers, etc. On current and emerging processes and methods
Strategic	Community Relations	2.Lack of representation within the community/region and lack of understanding of its needs may result in inability to address problems and strengthen relationships.	17	Lack of follow up on local questions
Strategic	Community Relations	2.Lack of representation within the community/region and lack of understanding of its needs may result in inability to address problems and strengthen relationships.	17	Perception that UC often at odds with or unaware of agricultural community real issues and needs
Strategic	Community Relations	2.Lack of representation within the community/region and lack of understanding of its needs may result in inability to address problems and strengthen relationships.	17	UC responsiveness
Strategic	Community Relations	2.Lack of representation within the community/region and lack of understanding of its needs may result in inability to address problems and strengthen relationships.	17	UC need to understand the "real" question being asked
Strategic	Community Relations	2.Lack of representation within the community/region and lack of understanding of its needs may result in inability to address problems and strengthen relationships.	17	Ignore input from client base
Strategic	Community Relations	2.Lack of representation within the community/region and lack of understanding of its needs may result in inability to address problems and strengthen relationships.	17	Not finding support from regents or legislature
Strategic	Community Relations	2.Lack of representation within the community/region and lack of understanding of its needs may result in inability to address problems and strengthen relationships.	17	Perception that the university is not relevant to local communities, rubs off on the REC system
Strategic	Community Relations	2.Lack of representation within the community/region and lack of understanding of its needs may result in inability to address problems and strengthen relationships.	17	Perception that some activities at recs are not sensitive to public in terms of health & safety, environment (e.g. Research on pesticides, or ongoing use of chemicals for pest management or fertilization)

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Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Make sure the strategy is in everyone's best interest-all the centers are different and need different things
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Trend of campuses to prioritize basic research and not support ANR research impacts our future
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Some REC administrators lack care and concern for of REC system. Care only about impact to their own rec.
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	REC viewed as inferior to the researchers
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	No collaboration between ucce & rec. REC viewed as inferior.
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Risk of conflict within ANR (from ce) as REC strategic direction moves into education outreach.
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	There is sometimes a disconnect between our local and regional ucce and our center ... Each entity should be more aware of similar and different entity strategies and goals. Risk of confused local clientele
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Center researchers strategies that conflict with center strategies
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Ucce and rec's should recognize their differences/similitudes in function to plan strategic goals accordingly
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Competition within ANR for resources rather than collaborative efforts. Reduces efficiencies and does not provide for opportunities for situations where the result is greater than the sum of the parts
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Communication from ANR system administrators is incomplete as to the future of some recs.
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Unclear how REC fit into ANR strategy
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Strategy not communicated to staff at REC
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	How good is our communication of REC strategy to campus researchers -we haven't communicated it in-house very well.
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	I didn't know there is a "strategic direction" for the recs.
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Risk of not achieving good collaboration with others in ANR or UC if strategic direction has not been communicated properly.

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Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Maintaining clear and sustained mission/goals/objectives
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Center director's programs that are more important personally then center function and their administrative duties
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Higher level administrators in the organization thwarting rec goals and objectives
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Administrative support for programs and positions
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Non rec entities that have their own agendas
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Identifying role within university
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Consistent application of delegated authority
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Lack of clear goals and objectives
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Lack of management of all resources
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Balance of the common goal to the specific goal
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Identification of long-term strategies and resources to best deal with critical issues
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Lack of UC administration understanding the value of the REC system (especially in current business climate)
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Having the ability to simultaneously moving forward on a diverse set of objectives in terms of subject matter (agriculture, natural resources, human resources)
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Identifying priorities
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	All staff needs constant reminder that quality research and extension work that gets out to the public are our products ...and all staff support is in support of that goal. Otherwise strategic directions can shift in non-productive directions
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Accomplishing overall mission and goals set by division

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Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Academic freedom
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Refusal to consider that some operational ideas are narrow by not considering the entire REC system.
Strategic	Competition	3. Lack of a well documented and communicated strategy articulating purpose, vision and importance of REC system may negatively impact the RECs' funding, operations, and ability to attract researchers.	35	Some REC administrators are narrowly focused on their own rec's successes.
Strategic	Empowerment	4. Ability of ANR management to identify, understand, adopt and implement required strategic change due to economic conditions, compliance requirements, or research opportunities may result in ineffective execution of strategy or inability to take advantage of opportunities.	13	Strategic planning, issue driven planning etc. Are just collecting dust on book shelves...we do it forget about it and do it again as we add new vp level personnel...was the last one so poor that we need to do it again? No we need to review what we did before an not keep re-inventing the spinning wheel
Strategic	Empowerment	4. Ability of ANR management to identify, understand, adopt and implement required strategic change due to economic conditions, compliance requirements, or research opportunities may result in ineffective execution of strategy or inability to take advantage of opportunities.	13	Frequent changes in administration/strategies cause waste of money while implementing new direction
Strategic	Empowerment	4. Ability of ANR management to identify, understand, adopt and implement required strategic change due to economic conditions, compliance requirements, or research opportunities may result in ineffective execution of strategy or inability to take advantage of opportunities.	13	Risk of moving in the wrong strategic direction if there is no feedback from ANR division management. Plans and visions need to be reviewed.
Strategic	Empowerment	4. Ability of ANR management to identify, understand, adopt and implement required strategic change due to economic conditions, compliance requirements, or research opportunities may result in ineffective execution of strategy or inability to take advantage of opportunities.	13	With strategic planning ... Always plan for change and plan for adaptation...it happens whether we like it or not
Strategic	Empowerment	4. Ability of ANR management to identify, understand, adopt and implement required strategic change due to economic conditions, compliance requirements, or research opportunities may result in ineffective execution of strategy or inability to take advantage of opportunities.	13	Inability to shift center efforts to multidisciplinary research efforts
Strategic	Empowerment	4. Ability of ANR management to identify, understand, adopt and implement required strategic change due to economic conditions, compliance requirements, or research opportunities may result in ineffective execution of strategy or inability to take advantage of opportunities.	13	Lack of flexibility
Strategic	Empowerment	4. Ability of ANR management to identify, understand, adopt and implement required strategic change due to economic conditions, compliance requirements, or research opportunities may result in ineffective execution of strategy or inability to take advantage of opportunities.	13	Delayed or no response time to real changes in needs
Strategic	Empowerment	4. Ability of ANR management to identify, understand, adopt and implement required strategic change due to economic conditions, compliance requirements, or research opportunities may result in ineffective execution of strategy or inability to take advantage of opportunities.	13	Not including the interests of environmental actors in decision making
Strategic	Empowerment	4. Ability of ANR management to identify, understand, adopt and implement required strategic change due to economic conditions, compliance requirements, or research opportunities may result in ineffective execution of strategy or inability to take advantage of opportunities.	13	Strategic planning only involves management, they should ask for staff's input it involves us as well.
Strategic	Empowerment	4. Ability of ANR management to identify, understand, adopt and implement required strategic change due to economic conditions, compliance requirements, or research opportunities may result in ineffective execution of strategy or inability to take advantage of opportunities.	13	Lack of expressed reasonable vision for each REC results in inability to plan beyond one year.

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Strategic	Empowerment	4. Ability of ANR management to identify, understand, adopt and implement required strategic change due to economic conditions, compliance requirements, or research opportunities may result in ineffective execution of strategy or inability to take advantage of opportunities.	13	Too consumed in the now, not looking ahead to be better situated to respond to the "now" when it arrives
Strategic	Empowerment	4. Ability of ANR management to identify, understand, adopt and implement required strategic change due to economic conditions, compliance requirements, or research opportunities may result in ineffective execution of strategy or inability to take advantage of opportunities.	13	As ce moves more towards research who is doing outreach with farmers
Strategic	Empowerment	4. Ability of ANR management to identify, understand, adopt and implement required strategic change due to economic conditions, compliance requirements, or research opportunities may result in ineffective execution of strategy or inability to take advantage of opportunities.	13	Change in UC priorities away from agricultural issues
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Maintaining connections to wide diversity of researchers and ideas
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Marketing RECS to campus and CE
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Past negative interactions with recs or personnel at recs
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Distance to main agricultural campuses
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Unprofessional interaction with researchers or the public
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Negative comments from employees about other colleagues
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Lack of coordination between rec and ce on relevant research to be conducted
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Risk of upsetting the ucce when we start to network and build our outreach

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Lack of connection of UC programs with UC
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Different positions from different university people about the same issue
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	When trying to promote other entities like 4-h clubs to participate during a field day event it would be nice to have phone calls returned.
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Artificial divisions within UC - ability to think/manage large groups/projects
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Again, a disconnect between the local ucce and our center ... There seems to be an "attitude barrier" that needs to be broken... Again a risk of confused local and regional clientele
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Previous lack of support for conducting outreach at recs (turf battles with CE)
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Not on campus so it is not as good
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Recs are seen as only to provide land and labor to ucce. Risk is lack of respect for REC personnel and purpose.
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Marketing , marketing, marketing Most campus depts. do not know that we exists ..or has skewed views of what recs can provide for researchers. Risk is reduced use of recs by potential researchers
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Lack of consistent "branding" of information developed within the REC system results in lack of appreciation for the contributions for the system

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	ANR has a reputation for not getting along with one another or we have poor communication therefore no one wants to work with us or for us.
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Researcher view that we are inferior and their servants persist, making compliance an issue
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	We are not understood by UC people
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Perception of some in ANR that the RECs are "just facilities" and not important programmatically
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	The internal ANR reputation and perception may not be accurate and should be addressed within the organization
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Campus faculty recognizing that reccs exist
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Loss of institutional knowledge
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Disconnect between campuses and REC centers
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Knowing impact of programs
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Defining who are our audiences

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Lack of understanding, at some administrative levels, of the REC's resources, functions, and potential impacts
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Adequate communication for consensus of importance of targeted, regional REC-based research
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Higher administration lacks understanding of REC issues
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	UC doing all things for all people
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	A university that is more interested in esoteric or basic research than in applied subjects important to solving California's problems
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Perceived irrelevance of applied science in the overall mission of the university
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Conducting economic analyses of "value-added" of RECs may show that there isn't "enough" value-added
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	REC viewed as controlling too much by researchers
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Increasing awareness of RECs and thus, increasing user demands on RECs and not being able to follow through with sufficient staff or land to accommodate researcher needs. That is increasing expectations and not being able to meet those expectations
Strategic Reputational	Empowerment	5. Lack of effective internal (ANR and UC) communication and marketing of RECs to build awareness of abilities and develop positive reputation among administration and potential research users may result in misunderstanding of RECs' abilities, capabilities, or purpose or may impact the RECs' reputational standing within the UC system.	38	Tendency for UC to be administratively top heavy
Reputational	Quality	6. Lack of consistent quality review and oversight of research being conducted at the RECs may impact quality of research, resulting in loss of credibility and negative impact to reputation	16	Poor research being conducted

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Reputational	Quality	6. Lack of consistent quality review and oversight of research being conducted at the RECs may impact quality of research, resulting in loss of credibility and negative impact to reputation	16	Poor quality or response to clientele
Reputational	Quality	6. Lack of consistent quality review and oversight of research being conducted at the RECs may impact quality of research, resulting in loss of credibility and negative impact to reputation	16	Poor quality of research done at Center
Reputational	Quality	6. Lack of consistent quality review and oversight of research being conducted at the RECs may impact quality of research, resulting in loss of credibility and negative impact to reputation	16	Bad research implementation by REC staff
Reputational	Quality	6. Lack of consistent quality review and oversight of research being conducted at the RECs may impact quality of research, resulting in loss of credibility and negative impact to reputation	16	Poor research equipment
Reputational	Quality	6. Lack of consistent quality review and oversight of research being conducted at the RECs may impact quality of research, resulting in loss of credibility and negative impact to reputation	16	Irrelevant research being conducted or poor quality research
Reputational	Quality	6. Lack of consistent quality review and oversight of research being conducted at the RECs may impact quality of research, resulting in loss of credibility and negative impact to reputation	16	Quality of evaluation of research products
Reputational	Quality	6. Lack of consistent quality review and oversight of research being conducted at the RECs may impact quality of research, resulting in loss of credibility and negative impact to reputation	16	Inability to respond to researcher needs
Reputational	Quality	6. Lack of consistent quality review and oversight of research being conducted at the RECs may impact quality of research, resulting in loss of credibility and negative impact to reputation	16	Lack of relevance in research and educational programs
Reputational	Quality	6. Lack of consistent quality review and oversight of research being conducted at the RECs may impact quality of research, resulting in loss of credibility and negative impact to reputation	16	Lack of dissemination of good results obtained
Reputational	Quality	6. Lack of consistent quality review and oversight of research being conducted at the RECs may impact quality of research, resulting in loss of credibility and negative impact to reputation	16	Failure to be cutting edge in innovation
Reputational	Quality	6. Lack of consistent quality review and oversight of research being conducted at the RECs may impact quality of research, resulting in loss of credibility and negative impact to reputation	16	Not being able to meeting expectations for support of research projects
Reputational	Quality	6. Lack of consistent quality review and oversight of research being conducted at the RECs may impact quality of research, resulting in loss of credibility and negative impact to reputation	16	Need to avoid the major gaffs and blunders that can erase away a lot of good work
Reputational	Quality	6. Lack of consistent quality review and oversight of research being conducted at the RECs may impact quality of research, resulting in loss of credibility and negative impact to reputation	16	REC arc's should pay more attention to projects approved, some low quality projects create lack of confidence in the overall work of the centers
Reputational	Quality	6. Lack of consistent quality review and oversight of research being conducted at the RECs may impact quality of research, resulting in loss of credibility and negative impact to reputation	16	Quality vs. quantity / long term vs. short term investment in tackling a problem, issue
Reputational	Quality	6. Lack of consistent quality review and oversight of research being conducted at the RECs may impact quality of research, resulting in loss of credibility and negative impact to reputation	16	Reliance on outside entities for critical research inputs
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	The bid process increases project costs--can we get a model like sad's design build process?
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Need more dorms for visiting scientists, including apartments for families in rural setting of centers
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Fop program to save are center's funds
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Making sure that budgets can handle new programs such as the smoke check on vehicles

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Provide more funding for outreach. For awareness of value
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	A budget system that is understandable
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Having to make decisions on projects based on low budgets
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Lack of funding for new technology
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Increasing costs for energy and water create challenges to meeting research and outreach needs
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Core costs of water and energy eating away at operational budgets and restricting the kinds of research conducted.
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Travel costs of researchers
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Budget uncertainty makes it difficult to budget more than one year at a time
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Allow the possibility to save money for specific projects without fear of losing it
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Budgets must be tied to operational costs and increases not to funding constraints.
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	There is uncertainty in how rec's fit into an budget call
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Changes in funding priorities puts recs at risk when the promised funds have been committed
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Difficult to operate a budget when each rec's annual budget is not received until 3/4 way thru fiscal year
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Using funds for purposes that could be construed as wasteful.
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Each year the budget call process is different.
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Facilitate funding through donation for specific purposes
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	The risk of unfunded energy cost increases is layoffs.
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Lack of ability to carry forward operational funds takes away the opportunity to budget and keep funding for more expensive purchases
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Funding for more than just research - extension needs attention

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	UC sweeping budget of ANR
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	REC budgets not adjusted for inflation
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Lack of flexible dollars
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	REC's are one of most efficient budget managers
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Research equipment poorly funded
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Inability to increase budgets according to current needs
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	No cost increase funding
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Centers have a higher percentage of supplies and expenses - need cost increase funding.
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Base support is static and costs of everything are rising, need sources of "new" money or risk decline in quality, kinds and amounts of services and support
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Current halt to capitol improvement programs is putting us further behind in trying to meet current facilities needs, not to mention that we are not even beginning to address future needs
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Increased budget shortfalls bringing more scrutiny and control over ANR budgets by upper level administration resulting in less freedom in allocation of resources.
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Risk of running out of funding because of poor forecasting and spending money on pet projects.
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Difficulty in long-term planning with energy and fuel cost changes
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	How pay for improved facilities for pesticide disposal or pep as regulations change?
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Reliance on grant funds for base operations
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Academic financial planning that is done more on the basis of who leaves or retires, rather than redirecting existing resources, both personnel and fiscal resources
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Lack of opportunity for Minor cap money
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Risk of reduced funding if programs/purpose are not relevant to university and local community.
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	The strategy of doing more with less impacts our ability to implement any goals and objectives

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Strategic plan seems to be short term funding based not long range issue based.
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Strategy for maintenance funding. Is there one?
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Funding not tied to strategy
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Uncertain budgetary situation which is limiting our ability to hire the people necessary to accomplish our mission
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Diminishing financial resources resulting in elimination of staff support funds causing diminished efficiency and capacity at the RECs
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Increased re-charge rates for research hours
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Funding resources
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Lack of staff support or grant dollars for extension information
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Declining resources
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Being able to sustain resources for programs
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Ability to make commitments of resources for long-term studies
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Funding needed for proactive rec strategies not reactive.
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Even when budgets aren't cut, uncertainty affects ability to meet goals
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Need to anticipate future needs / requirements to the greatest degree possible, shape decisions which are flexible without wasting resources on scenarios that have a small potential to materialize
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Great perspective and horizon is always helpful to shape / guide present decisions
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Difficulty in gearing up quickly (funding, logistics) to answer emerging critical problems and issues
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Need to prioritize tasks and put resources (time and money) on those that the right people agree are the most important
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Incorrectly striking the balance between resources coming in and properly equipping ourselves to maximize those resources
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Not in control of the resources/requirements coming in (cannot anticipate) and therefore, positioning incorrectly to be ready to provide best and proper response (increase the horizon)

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Maintain/enhance the currently levels - arrest the slide
Operational	Financial Risk	7. Lack of an effective and transparent budgeting process, aligned with the overall REC Strategic Planning process may impact RECs' ability to meet its strategic goals.	63	Know and manage the areas / issues that you will fall short on,.....manage the failures and not just let them happen
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Lack of funding for deferred maintenance leads to emergency repairs
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Lower budgets with increased costs--reduces effectiveness
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Increased cost of operations can make research at centers impracticable
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Budget uncertainty
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Cost of certain operations
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Prison and welfare shares of government budget increasing the higher education's share is decreasing
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Electrical utility costs are crushing us. Higher costs with no increased funding.
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Government structural deficits impacting fiscal support
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Reduced industry funds for research
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Lower budgets with increased costs
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Budget cuts making it impossible on keeping up with everything, amount of research that can be done is limited
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Expenses getting higher each week and budgets going down-hard to balance
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Ability to maintain centers is becoming increasingly harder with smaller budgets
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	State and federal research monies are drying up we must develop new ways to capture research funds to keep us viable
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Risk disruption of future finances
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Not having adequate funds to meet needs
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Lack of funds for basic infrastructure

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Lack of funding both inside the University System and extramurally affecting amount and quality of research on the recs.
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Unstable budget
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Uncertain and diminishing resources in time of inflation of energy costs.
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Uncertain budgets resulting in strategies such as hiring freezes that inhibit our ability to fulfill our mission
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Consistent funding - stability of programs and staffing
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Lack of resources to centers
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Static operating budgets - in reality this results in diminishing purchasing power - effectively resulting in annual budget reductions
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Low levels of operational funds for recs in all categories
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Lack of money to provide for all of a rec's proposed research results in reduced service to California.
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Reduced budgets and increased costs have made it impossible to meet basic needs
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Impact of increasing labor, energy and water costs on a static budget
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Increased costs for electricity, over which recs individually have no control (as to vendor)
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Unpredictable and rapidly increasing costs for fuels and other petrochemical-based supplies (pesticides, fertilizers, paving, etc.)
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Salaries
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Need consistent stable funding.
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Substantial increases in costs of travel (fuel, lodging, airfare, etc.)
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Cost of pesticide disposal
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Cost of chemical disposal
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Having to cut (too many) corners.....

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Financial Resources
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Lack of funds
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Not enough money for outreach and awareness of value advocacy programs...if we don't let decision makers know our value, they will continue to cut our funds
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Inability to attract sustaining extramural funding
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Creativity is needed to find new funding sources
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Potential for recs to act in service roles to generate funding for research projects
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Not providing adequate advocacy of center for development funding
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Unstable funding from outside sources / granting agencies
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Need to work creatively with industry to build facilities
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Not looking for more extramural funding
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Diminished outside resources strains the already financially tight budgets of the recs.
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Assuring the REC's are the example for use of all non financial resources for sustainability
Operational Financial	Financial Risk	8. Insufficient funding, from internal and external sources to maintain REC operations, while facing increased costs, may impact RECs' ability to meet its strategic goals.	49	Funding to attract qualified staff
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Having adequate equipment
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Not having tools to meet research needs
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Differing ability to meet research project equipment needs
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Equipment to do the research projects
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Having and knowing how to use safety equipment
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Stability in telecommunications
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Dependable vehicles

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Lack of cell phone coverage
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Functioning facilities (greenhouses, coolers, pack line etc.)
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Old or outdated equipment does not meet current research needs
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Low budgets halting repairs on facilities and equipment
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Inadequate budgets to effectively address deferred maintenance needs
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Not having adequate equipment and facilities to support research
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Deferred maintenance on critical equipment -- e.g. For fire-abatement, etc
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Lack of funding for deferred maintenance is causing higher overall repair costs. E.g. Not replacing a roof when needed causes truss damage.
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Loss or reduction of financial buffers for equipment upgrades and replacements, limited options for new equipment, limited options for new facilities, limited options for minor cap projects
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Aging buildings & lack of comfort creates a poor work environment.
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Lack of stable funding to support training and equipment upgrades
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Not having the tools to conduct needed research
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Lack of funds for maintenance for REC infrastructure
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Lack of infrastructure funding to keep the actual operations functioning at their full capacity.
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	No funds for maintenance of infrastructure
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Big ticket items (collapse of irrigation system, aged building infrastructure etc) could bankrupt REC system
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Failing infrastructure
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Difficulty in keeping up with deferred maintenance on facilities
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Cost of maintaining updated certificates
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Inadequate budget for maintaining and improving infrastructure
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Major resource limitations (water supplies, base funding) to support full activities
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Budgets not large enough to complete projects
Operational	Operations	9. Lack of proper facilities, equipment, tools and maintenance may impact the RECs' ability to conduct and deliver quality research.	30	Resources to maintain equipment and facilities

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Financial Operational Strategic Reputational	Financial Risk	10. Lack of consensus or clarity on what level of subsidy is appropriate in establishing recharge rates may impact the RECs' ability to recover costs or attract researchers. If rate is too low, then costs are not fully recovered and REC operations may suffer. Higher rates could be a source of funds for REC operations, but may alienate some researchers.	17	Higher recharge rates dictating and limiting the focus of research at the centers
Financial Operational Strategic Reputational	Financial Risk	10. Lack of consensus or clarity on what level of subsidy is appropriate in establishing recharge rates may impact the RECs' ability to recover costs or attract researchers. If rate is too low, then costs are not fully recovered and REC operations may suffer. Higher rates could be a source of funds for REC operations, but may alienate some researchers.	17	REC's subsidizing PI's research
Financial Operational Strategic Reputational	Financial Risk	10. Lack of consensus or clarity on what level of subsidy is appropriate in establishing recharge rates may impact the RECs' ability to recover costs or attract researchers. If rate is too low, then costs are not fully recovered and REC operations may suffer. Higher rates could be a source of funds for REC operations, but may alienate some researchers.	17	Recharge rates do not reflect actual costs
Financial Operational Strategic Reputational	Financial Risk	10. Lack of consensus or clarity on what level of subsidy is appropriate in establishing recharge rates may impact the RECs' ability to recover costs or attract researchers. If rate is too low, then costs are not fully recovered and REC operations may suffer. Higher rates could be a source of funds for REC operations, but may alienate some researchers.	17	Too much reliance on recharges discourages research
Financial Operational Strategic Reputational	Financial Risk	10. Lack of consensus or clarity on what level of subsidy is appropriate in establishing recharge rates may impact the RECs' ability to recover costs or attract researchers. If rate is too low, then costs are not fully recovered and REC operations may suffer. Higher rates could be a source of funds for REC operations, but may alienate some researchers.	17	Increasing recharge rates to Project Leaders
Financial Operational Strategic Reputational	Financial Risk	10. Lack of consensus or clarity on what level of subsidy is appropriate in establishing recharge rates may impact the RECs' ability to recover costs or attract researchers. If rate is too low, then costs are not fully recovered and REC operations may suffer. Higher rates could be a source of funds for REC operations, but may alienate some researchers.	17	Difficulties in passing along uncontrollable costs related to regulations or input costs
Financial Operational Strategic Reputational	Financial Risk	10. Lack of consensus or clarity on what level of subsidy is appropriate in establishing recharge rates may impact the RECs' ability to recover costs or attract researchers. If rate is too low, then costs are not fully recovered and REC operations may suffer. Higher rates could be a source of funds for REC operations, but may alienate some researchers.	17	Decreased state and federal support for applied research leads to fewer projects.
Financial Operational Strategic Reputational	Financial Risk	10. Lack of consensus or clarity on what level of subsidy is appropriate in establishing recharge rates may impact the RECs' ability to recover costs or attract researchers. If rate is too low, then costs are not fully recovered and REC operations may suffer. Higher rates could be a source of funds for REC operations, but may alienate some researchers.	17	Costs of doing research are too high on recs
Financial Operational Strategic Reputational	Financial Risk	10. Lack of consensus or clarity on what level of subsidy is appropriate in establishing recharge rates may impact the RECs' ability to recover costs or attract researchers. If rate is too low, then costs are not fully recovered and REC operations may suffer. Higher rates could be a source of funds for REC operations, but may alienate some researchers.	17	As our research recharge rates increase, due to budget cuts, we are losing researchers, soon, there will be no need for the recs
Financial Operational Strategic Reputational	Financial Risk	10. Lack of consensus or clarity on what level of subsidy is appropriate in establishing recharge rates may impact the RECs' ability to recover costs or attract researchers. If rate is too low, then costs are not fully recovered and REC operations may suffer. Higher rates could be a source of funds for REC operations, but may alienate some researchers.	17	By having a high recharge rate will eventually eliminate researchers from coming to centers to do work

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Financial Operational Strategic Reputational	Financial Risk	10. Lack of consensus or clarity on what level of subsidy is appropriate in establishing recharge rates may impact the RECs' ability to recover costs or attract researchers. If rate is too low, then costs are not fully recovered and REC operations may suffer. Higher rates could be a source of funds for REC operations, but may alienate some researchers.	17	Recharge management - avoid sharp year to year increases
Financial Operational Strategic Reputational	Financial Risk	10. Lack of consensus or clarity on what level of subsidy is appropriate in establishing recharge rates may impact the RECs' ability to recover costs or attract researchers. If rate is too low, then costs are not fully recovered and REC operations may suffer. Higher rates could be a source of funds for REC operations, but may alienate some researchers.	17	Recharge - setting rates, determining which services should be charged, etc.
Financial Operational Strategic Reputational	Financial Risk	10. Lack of consensus or clarity on what level of subsidy is appropriate in establishing recharge rates may impact the RECs' ability to recover costs or attract researchers. If rate is too low, then costs are not fully recovered and REC operations may suffer. Higher rates could be a source of funds for REC operations, but may alienate some researchers.	17	High cost of conducting research associated with recs out weighs the benefit of research (quality or quantity)
Financial Operational Strategic Reputational	Financial Risk	10. Lack of consensus or clarity on what level of subsidy is appropriate in establishing recharge rates may impact the RECs' ability to recover costs or attract researchers. If rate is too low, then costs are not fully recovered and REC operations may suffer. Higher rates could be a source of funds for REC operations, but may alienate some researchers.	17	Increasing recharges rates facing researchers, as well as shortages of land resources at some recs
Financial Operational Strategic Reputational	Financial Risk	10. Lack of consensus or clarity on what level of subsidy is appropriate in establishing recharge rates may impact the RECs' ability to recover costs or attract researchers. If rate is too low, then costs are not fully recovered and REC operations may suffer. Higher rates could be a source of funds for REC operations, but may alienate some researchers.	17	An increase in costs results in increased recharge to survive. This leads to reduced research, etc., etc.
Financial Operational Strategic Reputational	Financial Risk	10. Lack of consensus or clarity on what level of subsidy is appropriate in establishing recharge rates may impact the RECs' ability to recover costs or attract researchers. If rate is too low, then costs are not fully recovered and REC operations may suffer. Higher rates could be a source of funds for REC operations, but may alienate some researchers.	17	Reliance on funding Center research on the backs of the researcher.
Financial Operational Strategic Reputational	Financial Risk	10. Lack of consensus or clarity on what level of subsidy is appropriate in establishing recharge rates may impact the RECs' ability to recover costs or attract researchers. If rate is too low, then costs are not fully recovered and REC operations may suffer. Higher rates could be a source of funds for REC operations, but may alienate some researchers.	17	We can't continue to cut research support and have researchers support us - either within UC or the community.
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Staff attrition creates loss of institutional memory
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Inability to fill vacant positions impact current staff as they take on more responsibilities
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Increased work load with limited staff--some burnout and decreased effectiveness
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Overloading staff, not enough time to do quality job.
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Staffing limitations and position limitations

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Lack of staffing
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Not enough people
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Lack of staff effectiveness and efficiency from being over worked
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Consistent staffing levels to provide the promised support for academics - position vacancies cannot always be rapidly filled due to a variety of reasons including hiring process, hiring freezes, etc
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Ensuring that the office is staffed, open to the public
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Ensuring that the office is staff and payroll is done properly and is timely
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Small staff lack of individual expertise
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Staff overworked because staffing issues
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Having the right staff
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Reduced budget and staffing gives me no time to check out websites, including hems, no matter how good they are or helpful they may be.
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	The key to our ability to comply with health & safety rags lies in whether or not we can attract and hire quality, outstanding workers who can be counted on to comply. Worker morale is a very important component of safety compliance.
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Lack of staff and time to stay up to date with regulatory rules. Aped is a perfect example. Risk is of violation without knowing you even had a rule in place.
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Staffing and funding shortages and the attitude or we need to do more with less is inherently unsafe and not supportable.
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Less in house expertise
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Too few people to answer phone calls
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Reduction in highly qualified support staff
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Limited staff budgets reduce quantity and quality of work done
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Stability of staffing because of soft money
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Poor staffing because of budget cuts

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Critical mass - lack of back up if someone is gone
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Compliance restrictions and staff reductions affecting staff productivity on individual recs.
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Inability to keep staffing at current levels, given state fiscal crisis
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Finding adequate resources to support programs
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Limited resources and proper allocation
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Staffing to handle diverse activities and needs
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Finding the balance between research and public service programs, and the balance in allocating staff and resources to these two objectives
Operational	Human Resources	11. Insufficient staffing to maintain REC operations at expected levels of service and align staffing with strategic objectives may impact RECs' ability to conduct and deliver quality research.	32	Human resources
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	When you get hired, if you do not negotiate a high rank on your salary scale, you are stuck, no matter how well you perform
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Hiring or promoting qualified staff due to lack of funds or low UC pay scales for the same job found in private industry
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Fiscal limitations negatively impact staff recruitment, development and advancement
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Not being able to hire qualified people due pay differences compared to industry
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Difficulty in finding candidates for certain jobs who have necessary job skills
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Ability to attract staff as desired by affirmative action
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Difficulty to attract qualified center directors from academic appointment pool due to peer review advancement limitations--impacts management
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Ability to attract quality staff due to low salaries.
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Too hard to hire people to work-too many rules to follow and make sure that they did not work to long
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Temporary hiring practices are too limiting
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Having adequate staff
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Need for additional staff to accomplish all of the tasks necessary to fulfill the mission of the recs
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Some recs are understaffed for amount of potential activity; support staff is the main limitation for more research & outreach
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Having the appropriate positions for the tasks that need to be accomplished at the center
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Finding competent staff
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Difficult in backfilling vacant positions (especially office business manager, director, superintendent) in events such as separations, retirements, medical leaves
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Difficulty to refill critical positions on a timely manner
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Supervisors need to be selected carefully, in order to avoid perpetuating a "stagnating culture"

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	The need to find the right people in the right positions to have the right interpretation of the right rules
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Not providing enough money to provide broad recruitment advertisement reach.
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Centers not utilizing center staff for projects due to pay for hiring the best employee for the job and having to contract these task out
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Inability to attract and hire staff at UC salaries / job titles available, especially in some regions
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Financial instability affecting recruitment and hiring of qualified academics and staff to operate the REC system.
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	RECS need to look into hiring process to select applicants with real world experience
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Finding trained staff who will accept low UC wages
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Recruitment of knowledgeable staff
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	HR regulations that affect staffing options
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Pitting of academic positions against staff positions in terms of hiring decisions results in adequately supported academics
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Loss of being able to replace knowledge due to requirements
Operational	Human Resources	12. Inefficient recruitment policies and practices may impact RECs' ability to attract and hire qualified staff.	30	Attracting and retaining qualified staff
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Tie performance to pay
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Lack of pay for performance hurts the quality of work and accountability
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Different pay for people doing the same or similar scope and quality of work negatively impacts morale and effectiveness
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Staff salary "merit" increase system is a shame and a sham.
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Not providing inequity increases after hiring new people at higher salaries.
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Losing great personnel due to lack of merit increases
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Not having on site requirements to reclassify people
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	No merits, salary increases then morale is down and productivity is down.
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	No cost of living increases are affecting employees ability to survive
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Not paying attention to the salary of the newly hired employee coming from outside the university.
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Salary level of ag.tech/sr. Ag tech positions does not meet local level of "family financial survival"
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Not comparing the salary of the long time employees when during the recruitment process
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Not planning to, or adjust(ing) the salaries of long time employees before new ones are hired.
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Salaries not staying up with cost of living causing low staff morale
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Risk of losing staff due to too low of salary level
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Lack of money in recruitment, hire salaries, equity adjustments translates to low morale.
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Risk of losing staff due to financial burden if UC housing costs were increased to local market value
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	When recruit someone, they are paid more than existing staff to attract the new employee, existing staff may be supervising higher-paid subordinates--negatively impacts morale
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Lack of cola and performance rewards --will lose staff and/or morale

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Inequity in pay--causes staff loss and low morale
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Taking proper care of dedicated employees who give the REC's their capabilities
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Not having adequate budgets to attract staff
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Need options/dollars to retain excellent staff
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Need to work with industry to provide soft money salaries and create positions at the recs
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Need salaries and position descriptions that apply to the REC centers so that people can be promoted appropriately
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Not being able to compete with industry salaries
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Advancement opportunities for staff when base funding constrained by other fixed or operational costs
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Low salaries for critical positions
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Inability to attract and keep outstanding staff because of low salary scales
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	Poor worker salaries
Operational	Human Resources	13. Compensation policies and practices make it difficult to reward and retain employees for good performance.	31	No merit increases for staff, especially those represented by unions
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Not having qualified staff
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Lack of training
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Having trained staff
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Need to continually train staff
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Ensuring adequate safety training
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Lack of adequate on-site backup of staff performing critical duties
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	No funding for staff development may hurt/slow upward mobility
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Not understanding that providing training improves work environment and reduces risks.
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Employees' not understanding that asking for training is okay, expected and will be granted.
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Difficulty to get trained personnel in some areas
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Too few trained people, loss of trained people, difficulty in finding and hiring trained people
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Lack of sufficiently skilled/trained staff
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Lack of sufficiently skilled/trained staff
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Acquiring and maintaining training on current equipment and technology
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Lack of qualified staff local to centers resulting in lower level staffing abilities and increased training and mentoring costs.

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Overlap and training when trying to replace key staff members
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	More staff cross training
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Using the right tool at the right time, worker training
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Lack of training in certain specialized areas
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Employees speaking and reading English
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Adequate safety training for staff of researchers coming to the rec but not stationed at rec
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Education of workers safety, staying on top of it.
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Employee training opportunities and impacts on advancement potential
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Training of staff to keep the group in compliance
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Training, training, training is important, but it is time consuming
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Training off-center personnel
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Making sure everyone who operates a piece of equipment is trained on that equipment
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Need for continual support for ongoing training---staff, pi's, etc.
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Need time to get training and or review websites/manuals.
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Inadequate training my foot. Risk managers think that every risk can be mitigated...my foot. Recs have an ever changing environment and accidents happen it is called life you can not mitigate everything
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Consistent use of management training, instead of placing on the shelf to collect dust
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Lack of adequately trained personnel
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Lack of trained staff
Operational	Human Resources	14. Insufficient budget and opportunities for employee training may impact RECs' ability to conduct quality research and retain employees.	34	Bargain unit agreements require training & staff development, our staff development funds have been cut. How's that working?
Operational	Human Resources	15. Low employee morale/satisfaction may affect operations and accomplishment of strategic goals.	13	Non financial recognition of employee performance
Operational	Human Resources	15. Low employee morale/satisfaction may affect operations and accomplishment of strategic goals.	13	Inability for advancement due to budget constraints
Operational	Human Resources	15. Low employee morale/satisfaction may affect operations and accomplishment of strategic goals.	13	Lack of worker satisfaction - many feel they are underpaid and/or underappreciated - and thus their work is negatively affected
Operational	Human Resources	15. Low employee morale/satisfaction may affect operations and accomplishment of strategic goals.	13	Hr suggestions about how to be fair and supportive with staff (advancement, performance issues) - how avoid too little encouragement and support for staff
Operational	Human Resources	15. Low employee morale/satisfaction may affect operations and accomplishment of strategic goals.	13	No funding for reclassifications puts us at risk with people working out of their classifications
Operational	Human Resources	15. Low employee morale/satisfaction may affect operations and accomplishment of strategic goals.	13	Low staff morale due to budget restraints and work overload

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Operational	Human Resources	15. Low employee morale/satisfaction may affect operations and accomplishment of strategic goals.	13	Risk of morale of staff who are viewed by academics as inferior.
Operational	Human Resources	15. Low employee morale/satisfaction may affect operations and accomplishment of strategic goals.	13	We can't have a positive attitude to show the public if we don't have one - we must have salaries and recognition programs that are real and timely.
Operational	Human Resources	15. Low employee morale/satisfaction may affect operations and accomplishment of strategic goals.	13	Low staff morale
Operational	Human Resources	15. Low employee morale/satisfaction may affect operations and accomplishment of strategic goals.	13	Maintaining alive mistakes from the past
Operational	Human Resources	15. Low employee morale/satisfaction may affect operations and accomplishment of strategic goals.	13	Recognizing personal/professional burnout and its negative effects
Operational	Human Resources	15. Low employee morale/satisfaction may affect operations and accomplishment of strategic goals.	13	Assuring the operations are "Transparent" to employees, administrators, and constituents
Operational	Human Resources	15. Low employee morale/satisfaction may affect operations and accomplishment of strategic goals.	13	Low morale due to the inability to let go of the past and see the way of the future
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Administrative burdens due to split center director appointments
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Split director appointments may negatively impact center management
Operational	Human Resources	16. Poorly defined roles and responsibilities	40	RECS cannot be managed by committee, but must have a strong leader
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Bad attitudes lacking foresight prevent us from suggesting changes for future operations
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Making sure that everyone understands their particular role and responsibility in the rec operation, and that they are valued for their individual roles and contributions
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Inequitable work rules and practices in the workplace
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Favoritism or nepotism in the workplace
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Lack of understanding of policies and procedures by center management.
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	While oversight is necessary, too many layers of administration for relatively simple transactions
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Allowing a toxic work environment to effect overall service
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Personnel issues - risk of personal lawsuits - need to be careful with policy/union represented matters
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Difficulty in separating problem employees; it takes an inordinate amount of a supervisor's time, as well as lots of steps.
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	The carrot and stick approach to employees only works if you have a carrot or a stick - we have neither
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Clear lines of command
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Misuse of authority and resources
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Balancing the level in which things are delegated
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Employees understanding their roles and tasks
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	The giving away of management rights to employees
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Ignoring problems at the early stages

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Employee management requiring more and more time by center management staff.
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Managing a project that has multiple phases / concurrent paths and getting out of sequence
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Managing campus/outside users
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Recs need to have strong support by op to enforce policies and remind the pi's that they are users, not mgrs.
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	UC needs to provide supervisors "real world" management tools to work with--incentives, not just paper
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Keeping the roads open, the tractors running, the staff active, engaged, and working hard
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Non-performers cost the center in more ways than just pay roll
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	How identify safe workplace problems that could result from employee disagreements
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Providing leadership and direction at time of uncertainty
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Sabbaticals of rec directors puts a strain on the system, others have to cover those responsibilities
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Not managing long term schedules
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Establishing arbitrary work rules and practices
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Inequitable application of work rules
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Superintendents that can organize and communicate to the employees
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Need to share experience and solutions with colleagues within the system - don't reinvent the wheel
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Supervisory time and skills to best reward and improve staff performance
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Determining where limited resources are best spent missing the right spots and making a small problem grow
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Lack of Overall Leadership and Recognition
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Difficulty to attract center directors from academic appointment pool due to peer review advancement limitations negatively impact researcher opinion of centers
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Transfer of academic resources to other divisional priorities (non-typical of AG or natural issues)
Operational	Human Resources	16. Poorly defined roles and responsibilities may impact REC managers' ability to identify and address employee performance issues.	40	Ability to achieve strategic vision is affected by lack of understanding of roles and responsibilities for achievement
Operational	Institutional Support	17. Lack of support from ANR administrative offices may impact RECs' ability to achieve strategic and operational goals.	12	Having a support staff in the ao office that is dependable and service oriented
Operational	Institutional Support	17. Lack of support from ANR administrative offices may impact RECs' ability to achieve strategic and operational goals.	12	Knowledgeable staff at the ao office to assist
Operational	Institutional Support	17. Lack of support from ANR administrative offices may impact RECs' ability to achieve strategic and operational goals.	12	Administrative staff lacks understanding of on the ground operations and needs at the centers.

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Operational	Institutional Support	17. Lack of support from ANR administrative offices may impact RECs' ability to achieve strategic and operational goals.	12	Knowledge limitations of the rec's operations by rec-ao staff
Operational	Institutional Support	17. Lack of support from ANR administrative offices may impact RECs' ability to achieve strategic and operational goals.	12	Continuity of staff in anr's eh&s group is needed to keep us moving forward; too much turnover can set us back in terms of the rec system's progress
Operational	Institutional Support	17. Lack of support from ANR administrative offices may impact RECs' ability to achieve strategic and operational goals.	12	Would like to encourage all administrative staff involved with the rec's to become familiar with all rec's and not just one or two. Issues at center's are not the same.
Operational	Institutional Support	17. Lack of support from ANR administrative offices may impact RECs' ability to achieve strategic and operational goals.	12	UC administration not advocating increased campus researcher presence at recs.
Operational	Institutional Support	17. Lack of support from ANR administrative offices may impact RECs' ability to achieve strategic and operational goals.	12	Disconnect with Davis safety staff and rec's.
Operational	Institutional Support	17. Lack of support from ANR administrative offices may impact RECs' ability to achieve strategic and operational goals.	12	Administrative staff lacks understanding of on the ground operations and needs at the centers.
Operational	Institutional Support	17. Lack of support from ANR administrative offices may impact RECs' ability to achieve strategic and operational goals.	12	Goals and objectives appear to be a moving target from UC upper administration
Operational	Institutional Support	17. Lack of support from ANR administrative offices may impact RECs' ability to achieve strategic and operational goals.	12	More input from the centers on voluntary programs - I don't need an aed
Operational	Institutional Support	17. Lack of support from ANR administrative offices may impact RECs' ability to achieve strategic and operational goals.	12	Inspections by safety staff are a vacation for them and a pain for us. How about a more user friendly model?
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	Pi's should be more knowledgeable of the farming community to respond to their needs.
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	Lack of expertise in support of projects
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	Don't have the personnel needed to cover the issues as in the past. CSU and other organizations doing field applied work
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	Lack of knowledge to conduct research
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	Not having adequate personnel who know what dirt is or what it tastes like
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	Fewer extension people means less scientific information reaching the outside
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	Lack of academic staff who understand real world problems and can communicate real world solutions.
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	Replacement of retired researchers at centers is imperative to the survival of the centers
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	Loss of research expertise due to bringing in academics at low entry salaries
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	Loss of campus researchers with an interest in applied field research
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	A shrinking number of campus academics who are interested in, or capable of, conducting actual field research
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	Inability to attract campus-based faculty to REC locations
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	Aging population of specialists and farm advisors and faculty
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	Less faculty conducting applied research at centers will make us obsolete
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	Resources put towards teaching on campuses versus extension of information to the public
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	Institutional Knowledge
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	Loss of valued, knowledgeable staff
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	Loss of institutional memory when long-time employees retire
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	Staff attrition creates loss of institutional memory
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	Division administration not advocating for increased researcher presence at recs.

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	Inability to attract researchers to emerging problems
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	University requirements to publish for career advancement have taken researchers away from reality to work in their labs for chemical companies supported research
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	Lack of training of new generation in basics of agriculture
Strategic	Human Resources	18. Loss of field researchers (Principal Investigators, Specialists, Advisors, etc.), resulting in less research at Center.	24	Ability needed to reach maximum potential researchers to the rec's
Operational Reputational	Human Resources	19. Lack of communication between RECs, researchers and Cooperative Extension may cause frustration and misunderstanding, leading to ineffective or inefficient operations.	15	Poor communication
Operational Reputational	Human Resources	19. Lack of communication between RECs, r	15	Lack of communication between researchers and center
Operational Reputational	Human Resources	19. Lack of communication between RECs, researchers and Cooperative Extension may cause frustration and misunderstanding, leading to ineffective or inefficient operations.	15	Disconnects between ce and rec personnel / administration, resulting in less than optimum cooperation and coordination
Operational Reputational	Human Resources	19. Lack of communication between RECs, r	15	Balance between moving ahead on something critical today vs. waiting for a time in the future when more is known / greater assurance that the direction is the best
Operational Reputational	Human Resources	19. Lack of communication between RECs, researchers and Cooperative Extension may cause frustration and misunderstanding, leading to ineffective or inefficient operations.	15	Inability to deal with campus-based staff in residence, as we have no direct line of supervision on departmental staff
Operational Reputational	Human Resources	19. Lack of communication between RECs, researchers and Cooperative Extension may cause frustration and misunderstanding, leading to ineffective or inefficient operations.	15	Misunderstanding of center responsibilities by researchers
Operational Reputational	Human Resources	19. Lack of communication between RECs, researchers and Cooperative Extension may cause frustration and misunderstanding, leading to ineffective or inefficient operations.	15	Inability of some users of recs to effectively communicate their needs and schedule for meeting those needs
Operational Reputational	Human Resources	19. Lack of communication between RECs, researchers and Cooperative Extension may cause frustration and misunderstanding, leading to ineffective or inefficient operations.	15	Sra staff to conduct research when the researcher is not there
Operational Reputational	Human Resources	19. Lack of communication between RECs, researchers and Cooperative Extension may cause frustration and misunderstanding, leading to ineffective or inefficient operations.	15	Chaotic schedule of academics and demand for rapid attention to their needs
Operational Reputational	Human Resources	19. Lack of communication between RECs, researchers and Cooperative Extension may cause frustration and misunderstanding, leading to ineffective or inefficient operations.	15	Not being proactive enough to be properly equipped to deliver the product that others are expecting / demanding / requiring
Operational Reputational	Human Resources	19. Lack of communication between RECs, researchers and Cooperative Extension may cause frustration and misunderstanding, leading to ineffective or inefficient operations.	15	Need to communicate more clearly to researchers the cost of doing business
Operational Reputational	Human Resources	19. Lack of communication between RECs, researchers and Cooperative Extension may cause frustration and misunderstanding, leading to ineffective or inefficient operations.	15	Academic users of RECS need to request needs but not manage center
Operational Reputational	Human Resources	19. Lack of communication between RECs, researchers and Cooperative Extension may cause frustration and misunderstanding, leading to ineffective or inefficient operations.	15	Very important to maintain local REC control
Operational Reputational	Human Resources	19. Lack of communication between RECs, researchers and Cooperative Extension may cause frustration and misunderstanding, leading to ineffective or inefficient operations.	15	Difficulty in communicating to researchers the basis for recharge rate changes
Operational Reputational	Human Resources	19. Lack of communication between RECs, researchers and Cooperative Extension may cause frustration and misunderstanding, leading to ineffective or inefficient operations.	15	How to communicate needs to clientele without linking to specific projects
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	It is difficult to fit into a neat little box like Oakland and/or campus does at an environment that is ever changing like ours. Administration must do a better job of allowing center's to manage their finances the way they see fit
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	UCD accounting sometimes has major hang-ups causing recs to pay late fees and penalties
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Too many different accounting programs within the UC

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Need evaluation and overall of many administrative activities - too ineffective, burdensome - lots of duplication of effort.
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	stimulate alternate methodologies for cost reduction in centers
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Even relatively small construction projects are overburdened with red tape and delay. Prevailing wage requirement is a stranglehold on UC.
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Prevailing wage practices hurt our ability to use monies for the projects we are working on
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Policies interfere with private funding options to improve our facilities
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Get rid of the spend it or lose it mentality. Each year is different allow the centers to keep funds to offset other expenses
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Prevailing wage doubles the cost of repairs and projects.
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Cost of doing research will eventually make us obsolete
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Unclear delineation of state square footage money uses. Risk of audit by using funds for items unrelated to building maintenance & repair.
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	UC purchasing card should be less restrictive and be more like the travel card
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	ANR should distribute money to centers instead of wasting it on consultants
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Mismanagement of funding due to lack of understanding goals and objectives and therefore not making the dollars count.
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Ability to manage by savings is punished by stripping excess carryover. Creates incentive to expend everything. Government model.
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Use it or lose it is costly and ineffective financial management.
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Need to strike the right balance between hard and soft cost expenditures
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Increasing necessity for staff to spend time on mandated activities (e.g. Health & safety, documentation of everything) vs. producing real products (research support).
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Inability to carry forward moneys to other fiscal years
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Mismanagement of financial resources in some areas in the system
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Not being able to buy at lowest price because of arrangements on campus
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Not assuring all extramural funding resources have been identified and nurtured
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Need flexibility in carry forward dollars to be able to plan for future programs, possible opportunities, possible catastrophes
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Percentage of resources devoted to mandated non-research operations
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Slow processes make purchasing more expensive
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Time is money in many decisions, deciding the timing and tempo to initiate and deliver on something

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Appears to be a gradual erosion of the authority for local managers (Directors) to make budgetary decisions to meet future reductions. It certainly appears that this will be done centrally by a group of administrators - some with questionable knowledge of how recs operate.
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Need a way to sell off some of our inventory items and recoup some \$\$
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Expertise to deal with changing rules & regs resides with too few people (sometimes only 1) at REC's
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Identification of reusable resources to reduce or curtail operational and energy costs
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Concise financial reporting important to the overall stability of the RECS and long term survival of the system in a climate of diminishing resources.
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Locked into contracts for equipment that are not always the cheapest
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Constraints on purchasing
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Balance between centralized and decentralized budget decisions.
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Prevailing wages - having to participate in this wasteful practice and driving our project costs up.
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	University overhead costs put a burden on external funding
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Limits to do something in-house are too low to get minor projects done at a lower cost
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Lack of assessment of cost of implementing policy vs. cost of implementing policy
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Administrative burdens due to new regulations and protocols
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Insurance requirements for small repairs or jobs and not being able to get the job done because local service vendors don't have the required insurance.
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Need to reestablish policy exceptions as they may apply to rec's to expedite day to day operations (purchasing, financial, personnel, etc.)
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Accounting checks and balances create increased operational costs
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Too many forms, reports, etc.
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Increased amount of time spent on mandated tasks such as health & safety, documentation, administrative red tape, etc.
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Knowing the Davis procedures
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Responding to administrative requirements
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	UC fees on extramural funds and grants too high
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Increased constraints imposed from above restricting operational decision making.
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	ANR administrative compliance burdens hinder our ability to operate

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Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	All of the accounting checks and balances are wasteful for purchases under \$50
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Many administrative restrictions are a response to compliance mandates from both inside the university and outside the university.
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	Cumbersome policies limit support
Financial Compliance	Financial Risk Internal Compliance	20. University administrative policies and processes may impact RECs' ability to use funding and conduct operations as efficiently and effectively as possible.	54	My travel should be called my nightmare
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Flagging key regulatory and compliance issues when new information always coming out
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Constant new regulations
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Knowing all and complying with regulations
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Staying up to date on regulations
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Not following a rule/regulation that you didn't know was a rule/regulation
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Lack of knowledge of all the different regulations
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Lack of knowledge about regulations
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Keeping up with constantly changing regulations
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Keeping track of all the rules and regulations
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Keeping track of all the different rules and regulations
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Hard for any rec staff person to keep current on changing rules and regulations
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Inability to keep with constantly changing regulations and the constant addition of new regulations. Locally, we cannot allocate enough time for someone at a center for someone to concentrate solely on this.
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Changing from past practices to meet current regulations
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Taking the easy way out, "ignorance is bliss"
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Maintaining the "blind eye" to complicated policies and regulations
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Not sure if REC employees are aware of day to day risks and a simple (in-house) reporting process.
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Lack of knowledge of public sector laws and policy
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Understanding of exposure,
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Multiple sets of different rules and regulations for various collective bargaining units, of which a single rec may have many staff each represented by a different contract
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Different regulatory agencies have competing or contradictory interpretations, rules, regulations

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Allowing litigated issues to dictate the running of operations
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Mandated guidelines from above without clear steps
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Analysis of regulations and laws and determining impact to rec operations
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	How to best manage over-regulation
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Develop and apply practical methods of compliance to university rules and guidelines.
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Centralized support is critical to ability to meet labor laws and labor contract compliance
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Unclear who has authority to "force" compliance with safety or environmental rules
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Striking the proper balance with the "on the books" regs with what is logical, defensible, proper - working in the grey areas
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Resolve regulatory interpretations of violations with agencies
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Upper management must provide the resources necessary to ensure compliance when it is required.
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	The risk of doing something out of compliance that you didn't know was out of compliance
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	how about less pointing out defects in EH&S inspections and more assistance towards compliance.
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Identify practical solutions to compliance issues
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Knowledgeable, service-oriented support is essential in order to meet increasing hr, environmental, health and safety compliance regulations
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Must establish lines of communication that decrease the compliance burden on the directors so that directors can be made aware of specific issues that they must pay attention too without them having to wade through 100s of emails or documents to pull out the 'gems'
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Challenge to make sure that the proper agency is identified
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Better info to identify who to contact and deal with re: state versus county rules and requirements
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	We need better definition of oversight by county agencies for university (state) activities
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Making sure everyone understands the safety, mostly Hispanic speaking
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	We need to budget and reserve funding for what the next 4-8 years are going to bring us in new regulatory compliance issues. Compliance to water and air regulations are going kill us!!
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Lack of assessment of cost of implementing compliance vs. benefit of implementing
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	There is so much stuff coming over email that methods must be established to alert directors/managers to the ones that they have responsibility for and need to handle
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	It is to hard to stay on top of all the rules and regulations anymore

TAB	Risk Category	Risk Statement	Number of Responses	Associated Responses
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Staying on top of all the different regulatory departments both time wise and budget
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Percentage of resources devoted to mandated programs - especially with small staffs
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Not utilizing all the available resources to educate and navigate through all compliance requirements
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Potential takes a lot of resources to properly report after a lot of resources were required to achieve compliance - where to draw the line?
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Many different manuals/websites for policies and procedures (campus, ucop, anr, rec-ao) - don't have enough time to keep up with all the sources and the changes. Risk is that some transaction will be out of compliance.
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Not enough staff or staff time to adequately address compliance issues at centers
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Centralized support is critical to development of compliance solutions.
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Centralized support is critical to compliance issues - centers cannot track all the regulations
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Need for representation by UC to seek exceptions to center specific or unusual situations
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	It can get confusing having to follow separate campus and ANR policies
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	Sweeping problems under the rug -- better to identify and focus attention on workable solutions
Compliance Operational	Financial Risk Internal Compliance	21. Lack of an effective process to identify and communicate applicable laws and regulations to REC managers may result in violations and fines.	55	No comprehensive software licensing tracking has a risk of fines due to insufficient licenses for users.
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Increasing number of regulatory issues that must be dealt with results in less and less time and energy to conduct research and educational programs
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Too many university, city, county, state and federal regulations
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Too many air quality district regulations
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Too many safety inspections and rules
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Increasing permits, inspections, monitoring requirements by local and state agencies
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Compliance causes the biggest problem for the system when staffing resources are diminished.
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Identifying key or absolute issues for compliance
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Apply common sense in responding to compliance issues

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Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Too much paper work, takes up too much time. Who is reading all this stuff?
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Some compliance requirements are onerous in terms of time, money, and documentation
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Ever growing compliance requirements detract time and money wise from the research and extension activities
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Comply with everything, run the risk of getting nothing done.....
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	The risk of compliance violations is significant enough to the recs to ensure that administrative mandates should be taken seriously.
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Regulations from different sectors/agencies that are in direct conflict with each other - therefore not every regulation can be adhered to
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Compliance risk can cause us to decide not to do an outreach event
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Compliance can be a negative experience, causing some to avoid it
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Continual on-slaught of new rules/regulations
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Regulatory fines, penalties and effect on reputation and financial resources
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Too many govt. Groups involved in oversight, statewide issue that impacts the centers
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Occasional lack of compliance of staff with safety regulations.
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Annual safety inspections/audits from in-house ANR are a good thing! Yes... A pain...but a good thing - reduced the big risk
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	EH&S inspections help us stay in compliance
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Urban/rec interface--more restrictions when urban interface comes closer negatively impacting research activities,
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Increased regulations and/or increased paperwork required for compliance--with not additional funding, takes away form r & e activities

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Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Regulatory agencies (especially local) are tending to focus on revenue generation as a first priority, compliance second.
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	When asked to do more with less, administrative policies are a major roadblock
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	County and state regulatory fees are out of control the cost of doing business is increasing to keep these specific governmental agencies fat and happy. These agencies do not care about what it is they are regulating just their viability.
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Differing rules and regulations within regions (e.g. by different water quality boards, air quality districts, etc.)
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Not taking responsibility for the problem and directing the blame to others or the institution
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Ongoing safety issues
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Difficult to move small amounts of "hazmat"
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Complex in the number of organizations that must be responded to: fire, county, pesticide regulators, health, safety, air.....
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Necessary use of pesticides presents a challenge to meet all regulations as they are changing on a seemingly daily basis
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Safety compliance takes time. It is in short supply.
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Legislators are crooks and therefore do not care about uc's funding and international contribution.
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Too much regulations
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Increasing state and federal regulations requiring compliance which drains already low budget
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Compliance restrictions limiting time of staff to actually work on program support activities
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Failure to comply with regulatory requirements could result in poor reputation
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Deliver the expected product on time and budget will complying with as MANY rules and requirements as possible

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Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	To much rules
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Ability to comply with myriad of regulations
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Financial burden both to maintain compliance and to respond to infractions
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Cost of constant training on new regulations
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Cost of implementing certain mitigation measures
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Funds to support buying the equipment or signs to stay in compliance
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Costly lawsuits to defend
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Too many unfunded compliance issues
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Cost of compliance is affecting our budgets
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Rec-ao needs to help financially with compliance issues
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Not enough funding to stay in compliance
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Too many regulation compliance activities takes a lot of already reduced budgets
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Keeping the practice of "that's the way we have done it in the past" as being the rule of operation regardless of non compliance
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Approach by many that "asking for forgiveness" is better than "asking for permission."
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Poaching, which will probably increase.
Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Not enough time in the day to meet all compliance requirements/training/documentation

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Compliance	Financial Risk Internal Compliance	22. Time and expense required for compliance with external laws and regulations (city, county, state and federal) may affect the RECs' operations or non-compliance may result in fines or additional administrative burden.	57	Critical mass-percentage of resources devoted to administration/safety/compliance mandated by regulations
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	A standard "employee notebook" that contains all pertinent REC info and basic safety info ...including center policies, places more responsibilities on individual employee, and has avoided many risks as our center ...the same idea could be applied to visiting researchers ... Essentially handing them a "visiting researcher notebook" specific to that center's use.
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Dealing not only with station staff but researchers and other entities that come on the center and need to comply
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Associated risk of youth related programs at centers
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	supply a "visiting researcher notebook" specific to that center's rules and policies to comply with compliance regulations
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Farm advisors need to be assigned compliance responsibilities when working at a REC
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Lack of clarity as to who is responsible for identifying and resolving a compliance issue.
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Personal liability for what others do
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Farm advisors come and go as they please, rarely with concerns to eh&s
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Lack of researcher knowledge of/ adherence to regulations that put the center at risk

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Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Rec users need to have better awareness and training by their home unit ce & campus
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Control of non-rec personnel at centers and compliance with ehs rules when on rec
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Compliance standards at recs are sometimes not the same standards achieved by others, for example by ce offices and advisors
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Effective compliance is difficult when users do not report directly to the rec director or superintendent trying to enforce the rules.
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Occasional but intentional lack of compliance with center animal use policy; sneaking in projects without getting rac approval.
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Recs are responsible, but the users don't always pay attention
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Lack of control of non-rec personnel
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Some users of recs are responsible to other entities (departments, ce units in counties) and do not have the same level of understanding of compliance needs as do rec staff.
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Not a big enough stick to insure compliance by non-rec personnel

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Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Inability to directly control all activities of researchers utilizing the centers who may choose to ignore, or who may be unaware of, regulations
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Identifying activities of visiting researchers that may have regulatory impact (permits, etc) such as gmos, restricted pesticides or materials
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Academic arrogance and ignoring rules
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Farm advisors come and go as they please, rarely with concerns to eh&s
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	At	Compliance left to recs to implement rather than who is responsible
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Oversight of off center project leaders can be difficult
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Having control over all who have access to the rec
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	At times, difficult to control access by non-rec staff (to even know who is on the property), and therefore it's impossible to watch everyone's back in terms of safety issues
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Different personnel with access to center that disregard safety rules

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Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Difficulty to restrain access to the center
Compliance	Financial Risk Internal Compliance	23. Lack of policies, procedures, or guidelines to inform researchers (PIs), advisors and staff (CE or campus) of safety requirements and their roles and responsibilities when working at RECs may lead to injury, damage, or noncompliance with regulations resulting in fines or penalties. Also need tools to enforce these standards when visitors do not comply.	29	Self imposed, voluntary ignorance of center access policies by certain researchers and staff.
Reputational	Legal/Regulatory	24. Challenges in defining compliance issues and providing guidance in disseminating information to the public and local community. Incomplete or inappropriate information may result in loss of credibility and negative impact to reputation within the research community and within the UC System.	5	We spend to much time defining regulations to locals then we do showing what value current research may have to them as ag operators
Reputational	Legal/Regulatory	24. Challenges in defining compliance issues and providing guidance in disseminating information to the public and local community. Incomplete or inappropriate information may result in loss of credibility and negative impact to reputation within the research community and within the UC System.	5	Knowing when and how to provide comments on issues that are discussed in public forums (news media, etc.)
Reputational	Legal/Regulatory	24. Challenges in defining compliance issues and providing guidance in disseminating information to the public and local community. Incomplete or inappropriate information may result in loss of credibility and negative impact to reputation within the research community and within the UC System.	5	Ability or expertise to clearly explain complex issues when regulatory issues might be involved
Reputational	Legal/Regulatory	24. Challenges in defining compliance issues and providing guidance in disseminating information to the public and local community. Incomplete or inappropriate information may result in loss of credibility and negative impact to reputation within the research community and within the UC System.	5	Failure to lead in the dissemination of science based information on controversial subjects
Reputational	Legal/Regulatory	24. Challenges in defining compliance issues and providing guidance in disseminating information to the public and local community. Incomplete or inappropriate information may result in loss of credibility and negative impact to reputation within the research community and within the UC System.	5	Worries about litigation reduce what is communicated to something that is unusable by growers