

UC ANR REC Risk Survey
Risk Mitigation Responses from Director and Operations Groups

Risk	Risk Summary	Comment Summary	Practice	Ref #	Source (D/O)	Comment	Duplicate	Current Practice	Priority	Most Effective	Risk Statement Mapping Table			
											Ref 1	Ref 2	Ref 3	Ref 4
Funding	Reduction of available funds from internal and/or external sources	Evaluate / modify current organization structure, procedures, and practices	Future	4.4.	(D)	Practice: clear, timely communication on funding to allow for planning	Duplicate of 4.5 (D)			No	1.2			
Funding	Reduction of available funds from internal and/or external sources	Evaluate / modify current organization structure, procedures, and practices	Future	4.5.	(D)	Clear and transparent budgeting process from Division, REC AO, to Centers				No	1.2			
Funding	Reduction of available funds from internal and/or external sources	Evaluate / modify current organization structure, procedures, and practices	Future	4.7.	(O, D)	Multi-year budget (better planning opportunity)				No	1.2			
Funding	Reduction of available funds from internal and/or external sources	Evaluate / modify current organization structure, procedures, and practices	Current	3.11.	(O)	Review center internal operations				No	1.4			
Funding	Reduction of available funds from internal and/or external sources	Evaluate / modify current organization structure, procedures, and practices	Current	3.14.	(O)	Conducting more long term planning	Duplicate of 4.7 (D)			No	1.2			
Funding	Reduction of available funds from internal and/or external sources	Evaluate / modify current organization structure, procedures, and practices	Current	3.18.	(O)	Evaluating current procedures and practices to determine what might be obsolete or can be reengineered				No	1.1	1.2	1.3	1.4
Funding	Reduction of available funds from internal and/or external sources	Evaluate / modify current organization structure, procedures, and practices	Current	3.20.	(O)	Refocusing priorities and redirecting available funding	Duplicate 3.48 (O)			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Evaluate / modify current organization structure, procedures, and practices	Current	3.3.	(O)	Re-organization	Duplicate of 4.7 (O)			No	1.1	1.2	1.3	1.4
Funding	Reduction of available funds from internal and/or external sources	Evaluate / modify current organization structure, procedures, and practices	Current	3.48.	(O)	Evaluating organization structure to determine if there is capacity to take on the functional responsibilities of the areas that may no longer be funded.				No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Evaluate / modify current organization structure, procedures, and practices	Current	3.7.	(O)	Setting up a vision for the future as a guide				No	1.1	1.2	1.3	1.4
Funding	Reduction of available funds from internal and/or external sources	Evaluate / modify current organization structure, procedures, and practices	Future	4.12.	(O)	Insure that all pertinent staff/supervisors fully understand the policies in place				No	1.4			
Funding	Reduction of available funds from internal and/or external sources	Evaluate / modify current organization structure, procedures, and practices	Future	4.15.	(O)	During restructuring assure service and mission of organization is not loss.				No	1.4			
Funding	Reduction of available funds from internal and/or external sources	Evaluate / modify current organization structure, procedures, and practices	Future	4.4.	(O)	Reviewing priorities and refocusing efforts	Duplicate 3.48 (O)			No	1.1	1.2	1.3	1.4
Funding	Reduction of available funds from internal and/or external sources	Evaluate / modify current organization structure, procedures, and practices	Future	4.5.	(O)	Review structures to identify activities, infrastructure, etc that may no longer be needed. Look for opportunities for efficiencies.	Duplicate 3.48 (O)			No	1.1	1.2	1.3	1.4
Funding	Reduction of available funds from internal and/or external sources	Evaluate / modify current organization structure, procedures, and practices	Future	4.7.	(O)	Re-organization and consolidation of units... Can create more efficient practices communications, creates more administrative efficiency which can help in savings.				No	1.1	1.2	1.3	1.4
Funding	Reduction of available funds from internal and/or external sources	Evaluate / modify current organization structure, procedures, and practices	One Effective	5.11.	(O)	Comprehensive review of Centers budgets for appropriate funding				Yes	1.2			
Funding	Reduction of available funds from internal and/or external sources	Evaluate / modify current organization structure, procedures, and practices	One Effective	5.18.	(O)	Collectively look at efficiencies throughout the Center system	Duplicate 3.48 (O)			Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	Evaluate / modify current organization structure, procedures, and practices	One Effective	5.21.	(O)	Implement quick and easy, regular accountability of use of funds				Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Current	3.1.	(O, D)	Increase recharge rates to include more of the expenses				No	1.3			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Current	3.16.	(D)	Reliance on outside funding risky. Funding may not be consistent from year to year. Special interest groups directing research areas.				No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Current	3.4.	(O, D)	Obtain outside grant funding to support projects	Duplicate of 4.3 (O)			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Current	3.6.	(O, D)	Generate additional funding from other sources	Duplicate of 4.3 (O)			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Current	3.7.	(D)	Encourage new researchers to bring new projects to the Center				No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Current	3.8.	(D)	Look for opportunities to split positions with partial soft funding - commodity groups, special services to groups of researchers, etc.				No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Future	4.1.	(D)	Mutual long term commitment from UC and commodity groups				No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Future	4.10.	(D)	Assistance with finding grants appropriate to rocs	Duplicate of 4.14 (D)			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Future	4.11.	(D)	Add communication tower. It will generate about \$2,000/month				No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Future	4.14.	(D)	The idea of better identifying funding sources for REC or extension projects is important - many campus resources aren't directed to this type of help				No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Future	4.6.	(O, D)	Allow for growing crops or other activities for profit to help subsidize the Centers				No	1.3			

Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Future	4.9.	(D)	Provide a better indication of a match of University funds if commodity groups provide funds to RECs for facilities or programs - can't reduce UC funding to that commodity if the commodity group funds something			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	One Effective	5.6.	(D)	Develop a REC system endowment fund (could be funded from sale of REC property, donations, set aside some external funding)			Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Current	3.13.	(O)	Getting additional bids for services and supplies			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Current	3.17.	(O)	Increase recharges moderately	Duplicate of 3.1 (D)		No	1.3			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Current	3.2.	(O)	Lease income from outside sources such as cell towers			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Current	3.33.	(O)	Focus on crops	Duplicate of 4.6 (D)		No	1.1	1.2	1.3	1.4
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Current	3.34.	(O)	Discussing possible fundraising activities	Duplicate of 3.8 (O)		No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Current	3.35.	(O)	Utilizing "soft money" wherever available			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Current	3.38.	(O)	Increase crop income to help fund research	Duplicate of 4.6 (D)		No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Current	3.41.	(O)	Looking being proactive on more outside gifts and grants	Duplicate of 3.8 (O)		No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Current	3.42.	(O)	Look for donations	Duplicate of 3.8 (O)		No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Current	3.49.	(O)	Seek from clientele funds as gift	Duplicate of 3.8 (O)		No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Current	3.5.	(O)	Looking for alternative sources of funding	Duplicate of 4.3 (O)		No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Current	3.8.	(O)	Fundraising in the light of the vision			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Current	3.9.	(O)	Recharge rates	Duplicate of 3.1 (D)		No	1.3			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Future	4.11.	(O)	Pursue new alternative ways of doing business that is sustainable without relying of the state			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Future	4.13.	(O)	Looking for alternative fund sources and eliminating old equipment that wastes budgets	Duplicate of 4.3 (O)		No	1.1	1.2		
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	Future	4.3.	(O)	Looking for alternative sources of funding. We have trimmed our budgets to bare bones. The state has no funds, they are unreliable partners. External sources are a great option for all sectors of the budget.			No	1.1	1.2		
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	One Effective	5.4.	(O)	Hire a grant writer for the REC system			Yes	1.1	1.2	1.3	1.4
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	One Effective	5.5.	(O)	Get more federal funds			Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	Find additional revenue sources	One Effective	5.9.	(O)	Partnership with private industry to meet some of our needs.			Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	Market / Communicate value of research	Current	3.14.	(O, D)	Market/communicate value of research at centers to campus, potential PI's and stakeholder groups			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Market / Communicate value of research	Current	3.18.	(D)	Educate commodity groups and develop partnerships			No	1.1	1.4		
Funding	Reduction of available funds from internal and/or external sources	Market / Communicate value of research	Future	4.12.	(D)	RECs are relatively unknown internally and externally to UC -- communicate value and new partnership and funding will happen	Duplicate of 3.14 (D)		No	1.1	1.4		
Funding	Reduction of available funds from internal and/or external sources	Market / Communicate value of research	Future	4.2.	(D)	Need to market ourselves better with respect to what we do and it's value.	Duplicate of 3.14 (D)		No	1.1	1.4		
Funding	Reduction of available funds from internal and/or external sources	Market / Communicate value of research	One Effective	5.3.	(D)	Highlight the work/value of RECs both internally and externally to generate additional grants or financial partnerships			Yes	1.1	1.4		
Funding	Reduction of available funds from internal and/or external sources	Market / Communicate value of research	One Effective	5.4.	(D)	Marketing plan and program -- from strategy to implementation			Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	Market / Communicate value of research	One Effective	5.5.	(D)	Marketing internally and externally (#12). Sustained funding should follow for valuable programs like the rocs, and we should especially stress the long term nature of what can be done at the recs.	Duplicate of 3.14 (D)		Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	Market / Communicate value of research	One Effective	5.7.	(D)	Explore new, effective ways to better communicate where RECs fit in as primary research sites and tools, and back that promise up with right staff to get quality work done			Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	Market / Communicate value of research	Current	3.51.	(O)	Market and promote the value of the RECs to increase utilization, funding, etc	Duplicate of 3.14 (D)		No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Market / Communicate value of research	One Effective	5.13.	(O)	Market a better public support within California			Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	Market / Communicate value of research	One Effective	5.17.	(O)	Become more visible in the community and providing information regarding how ANR can contribute to the sustainability of the location.			Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	N/A	Current	3.10.	(D)	Prayer meetings			No	1.1	1.2	1.3	1.4

Funding	Reduction of available funds from internal and/or external sources	N/A	Current	3.11.	(D)	It is one thing to mitigate risk, it is another to define what the nature of the risk actually is. Do we have a consensus among this group regarding the nature of the risk we are mitigating?			No	1.1	1.2	1.3	1.4
Funding	Reduction of available funds from internal and/or external sources	N/A	Current	3.16.	(O)	Focus on			No	1.1	1.2	1.3	1.4
Funding	Reduction of available funds from internal and/or external sources	Other	Future	4.13.	(D)	Development of the Educational component (K-12, master gardeners, college students, general public) supported by grants or daily fee for use			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Other	Current	3.37.	(O)	Focus on retaining knowledgeable staff			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Other	Current	3.50.	(O)	Avoid drastic increases in recharge rate in order to avoid driving away research			No	1.3			
Funding	Reduction of available funds from internal and/or external sources	Other	Future	4.16.	(O)	Utilize programs such as FEPP			No	1.1	1.2	1.3	1.4
Funding	Reduction of available funds from internal and/or external sources	Other	One Effective	5.12.	(O)	Institute an effective staff training program that provides policy, people management, leadership, team building and other skills			Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.12.	(D)	Look more closely at "normal and ordinary" expenses/services provided to projects - make more expensive inputs a researcher expense			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.13.	(O, D)	For now, we are attempting to mitigate risk by reducing expenses.			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.15.	(D)	Fix infrastructure and equipment to ride out the lean years			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.17.	(D)	We are looking into solar energy to reduce our number 1 cost to OMP	Duplicate of 5.2 (D)		No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.19.	(D)	Interest in alternative energy sources (wind, solar) but roadblock has been ability to find matching fund programs for which eligible	Duplicate of 5.2 (D)		No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.2.	(D)	Eliminate unnecessary expending	Duplicate of 3.13 (D)		No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.3.	(D)	Not filling needed position			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.5.	(D)	Assess degree to which researchers want costs for recharge limited versus accepting of higher costs to continue services			No	1.3			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Future	4.8.	(D)	Convert to solar energy. It will save us at least \$6,000/month	Duplicate of 5.2 (D)		No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	One Effective	5.1.	(D)	Convert to solar energy. It will resolve our greater current risk. That is, OMP. The AES side we can always charge to researchers (.)	Duplicate of 5.2 (D)		Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	One Effective	5.2.	(O, D)	Converting to solar (or other energy savings) is most important because a) it is doable, b) it is the largest portion of our current expenses that we are unable to recoup from researchers. It just keeps going up and up and we can't control it under current methods.			Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.10.	(O)	Participating in voluntary and involuntary salary reductions			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.12.	(O)	Limit spending	Duplicate of 3.13 (D)		No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.15.	(O)	Strategic deployment of manpower			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.19.	(O)	Reducing services such as entry mats, purchasing lower quality consumable products			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.21.	(O)	Reconsidering each and every purchase, evaluating the need vs. cost	Duplicate of 3.13 (D)		No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.22.	(O)	Looking at ways to save on big ticket expenses like fuel	Duplicate of 5.2 (D)		No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.23.	(O)	Reducing contracted services	Duplicate of 3.24 (O)		No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.24.	(O)	More in house and less outside contract activities			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.25.	(O)	Reducing travel cost via webinar	Duplicate 3.47 (O)		No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.26.	(O)	Cut down travel	Duplicate 3.47 (O)		No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.27.	(O)	Downsizing vehicles			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.28.	(O)	Eliminating some vendor contracts	Duplicate of 3.24 (O)		No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.30.	(O)	Careful use of supplies and supply budget			No	1.2			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.31.	(O)	Down sizing vehicles	Duplicate of 3.27 (O)		No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.32.	(O)	Eliminating costs for less than vital needs	Duplicate of 3.13 (D)		No	1.1			

Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.39.	(O)	Electric vehicles	Duplicate of 5.2 (D)			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.4.	(O)	Energy savings projects	Duplicate of 5.2 (D)			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.40.	(O)	Reduce fleet vehicles	Duplicate of 5.2 (D)			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.43.	(O)	Train staff to take advantage of existing capacity				No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.44.	(O)	Staff reductions to preserve academic programs				No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.45.	(O)	Staff refresher on conserving fuel - driving less if possible				No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.46.	(O)	Focused efforts on research projects				No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.47.	(O)	Less travel and training				No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Current	3.6.	(O)	Consolidation of support units				No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Future	4.10.	(O)	Examine ways to reduce costs, such as web meetings, reductions in fleet size and maintenance, etc				No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Future	4.2.	(O)	#18--the university can no longer do the same things and survive. Strategic decisions need to be made to change how we do things to compensate for increasingly reduced funding.				No	1.4			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Future	4.6.	(O)	Energy savings through practice and retrofit, closely aligning equipment operation (e.g.) turning off meeting room ac if no meetings scheduled, consolidating work hours, RTC...				No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	Future	4.9.	(O)	Short term (2-3 yrs) focus on maximizing efficiency in all operations; include energy efficiency (convert to solar, electric, wind as appropriate utilizing outside funds from orgs like PG&E to offset costs); include staff functions efficiency, combine or consolidate as appropriate making sure effective service.				No	1.1	1.4		
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	One Effective	5.14.	(O)	Look at more energy efficient vehicles	Duplicate of 5.2 (D)			Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	One Effective	5.15.	(O)	In house training to replace out sourced services	Duplicate of 3.24 (O)			Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	One Effective	5.16.	(O)	Solar arrays at centers will help with visibility of centers (outreach/publicity) and aligns with regents goal along with a reduction in or offset of energy costs	Duplicate of 5.2 (D)			Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	One Effective	5.2.	(O)	Provide assistance to the Centers, and the system, in the area of resource development				Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	One Effective	5.20.	(O)	Energy conservation / retrofit of existing facilities to become more energy efficient	Duplicate of 5.2 (D)			Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	One Effective	5.22.	(O)	More in-house grants available for small projects and needs like BESMART				Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	One Effective	5.3.	(O)	Go green	Duplicate of 5.2 (D)			Yes	1.1	1.2	1.3	1.4
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	One Effective	5.7.	(O)	Look at alternative fuel sources	Duplicate of 5.2 (D)			Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	Re-evaluate / eliminate unnecessary expenditures	One Effective	5.8.	(O)	Alternative energy	Duplicate of 5.2 (D)			Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	Share staff / resources and combine buying power	Current	3.9.	(D)	Form partnerships to share costs	Duplicate of 5.23 (O)			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Share staff / resources and combine buying power	Future	4.3.	(D)	Provide for some staffing needs through offering research project management/data collection services to lure distant located researchers				No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Share staff / resources and combine buying power	Current	3.29.	(O)	Sharing staff i.e. the office manager position				No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Share staff / resources and combine buying power	Current	3.36.	(O)	Share resources between centers i.e. EH&S	Duplicate of 4.8 (O)			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Share staff / resources and combine buying power	Future	4.1.	(O)	Sharing staff and reducing duplication of effort	Duplicate of 3.29 (O)			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Share staff / resources and combine buying power	Future	4.14.	(O)	Review all areas and determine that resources are being utilized appropriately eliminate duplicated efforts within center if applicable	Duplicate of 5.23 (O)			No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Share staff / resources and combine buying power	Future	4.8.	(O)	Sharing resources and combining buying power. This would cause for greater communications between centers to reduce costs by purchasing in volume and reducing expenses by sharing certain resources. One center may have an expertise or specialized skill (i.e. Ed Cole) that can benefit other centers.				No	1.1			
Funding	Reduction of available funds from internal and/or external sources	Share staff / resources and combine buying power	One Effective	5.10.	(O)	Pooling buying power	Duplicate of 4.8 (O)			Yes	1.1			

Funding	Reduction of available funds from internal and/or external sources	Share staff / resources and combine buying power	One Effective	5.19.	(O)	Look at ways to use utilize equipment and staff more efficiently-possible sharing with other centers in critical times	Duplicate of 4.8 (O)			Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	Share staff / resources and combine buying power	One Effective	5.23.	(O, D)	Direct partnership with cooperative extension to meet the needs of more than one center.				Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	Share staff / resources and combine buying power	One Effective	5.24.	(O)	Mentality of protecting your own resources needs to go away				Yes	1.1			
Funding	Reduction of available funds from internal and/or external sources	Share staff / resources and combine buying power	One Effective	5.6.	(O)	Fund positions that can assist multiple centers	Duplicate of 3.29 (O)			Yes	1.1			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Coordinate activities to avoid any overlap or conflicts	Current	3.1.	(D)	Increasing the number of extension programs at the REC				No	2.3			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Create additional number of programs, i.e., extension, outreach activities	Current	3.2.	(O, D)	Increasing the number of outreach activities held at the center.				No	2.3			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Improve REC website / email list / other latest technologies to communicate events and develop other web-based programs	Current	3.3.	(D)	Improving the web site to communicate events	Duplicate of 3.11 (D)			No	2.2	2.3		
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Coordinate activities to avoid any overlap or conflicts	Current	3.4.	(D)	Meet with local UCCE staff/Advisors to coordinate activities, try to avoid overlap or conflicts				No	2.1	2.3		
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.5.	(D)	Field days help raise community awareness				No	2.3			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Other	Current	3.6.	(D)	Need for a uniform (REC) communication template				No	2.1			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.7.	(D)	Generate more visibility among the community				No	2.4			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Coordinate activities to avoid any overlap or conflicts	Current	3.8.	(D)	Meeting with UCCE to brainstorm activities and avoid overlap	Duplicate of 3.4 (D)			No	2.3			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.9.	(D)	Branding / consistent messages relative to vision	Duplicate 5.7 (D)			No	2.3			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.10.	(D)	Make broader group know of facilities for meetings or conference - keep facilities in use, helps "advertise"				No	2.3			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Improve REC website / email list / other latest technologies to communicate events and develop other web-based programs	Current	3.11.	(D)	A communication facilitation that would enable simple uploading of effort on to a REC website				No	2.3			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Create additional number of programs, i.e., extension, outreach activities	Current	3.12.	(D)	Creating programs that go beyond just growers and industry people and including homeowners, K-12, master gardeners etc.				No	2.2			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Create additional number of programs, i.e., extension, outreach activities	Current	3.13.	(D)	Individual REC outreach efforts coordinated with system wide outreach effort				No	2.3			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Other	Current	3.14.	(D)	Limits in how far can go with outreach and outreach planning due to limited staff - staff occupied managing facilities and research				No	2.3			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Improve REC website / email list / other latest technologies to communicate events and develop other web-based programs	Current	3.15.	(D)	Building an email list to communicate events				No	2.2	2.3	2.4	
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Improve REC website / email list / other latest technologies to communicate events and develop other web-based programs	Current	3.16.	(D)	Development of an up-to-date end-user list (including e-mail and mailing address)				No	2.2	2.3	2.4	
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Other	Current	3.17.	(D)	Communicating new policy to the researchers involved in the REC				No	2.3			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Improve REC website / email list / other latest technologies to communicate events and develop other web-based programs	Future	4.1.	(D)	Develop a Face book type communication with general public to keep them abreast of developments at the rocs	Duplicate of 4.16 (O)			No	2.2	2.4		
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Partnering with other organizations internally and externally	Future	4.2.	(D)	Ask for regional or multi-REC assistance with outreach activities and coordination - individual REC resources can't handle all this with existing staff				No	2.1			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Coordinate activities to avoid any overlap or conflicts	Future	4.3.	(D)	Use the Center as a focal point where many activities take place				No	2.1	2.2	2.3	2.4
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Future	4.4.	(D)	Communicate more with local and regional media to increase awareness of REC programs and activities	Duplicate 5.7 (D)			No	2.2	2.4		
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Improve REC website / email list / other latest technologies to communicate events and develop other web-based programs	Future	4.5.	(O, D)	Provide researchers with an address list of all individuals or organizations that might benefit from their work				No	2.2	2.3	2.4	
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Improve REC website / email list / other latest technologies to communicate events and develop other web-based programs	Future	4.6.	(D)	Web-based calendaring of events between UCCE and rocs to help with development				No	2.1	2.2	2.3	2.4
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	N/A	Future	4.7.	(D)	Advocates from industry can be both helpful and harmful.				No	2.2	2.4		
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Improve REC website / email list / other latest technologies to communicate events and develop other web-based programs	Future	4.8.	(D)	Improve web based information to keep it updated and interesting				No	2.1	2.2	2.3	2.4

Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Create additional number of programs, i.e., extension, outreach activities	Future	4.9.	(D)	Have positions of teachers assigned to one or more rocs to help with general public outreach			No	2.2	2.4		
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Future	4.10.	(D)	Funding to support commodities and other groups to use the facilities for their regular functions to increase interaction between UC and others.			No	2.3			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Future	4.11.	(D)	Increase interface with public schools.			No	2.3			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Future	4.12.	(O, D)	Brand the REC system and centers thereby developing specific identity within UC and name recognition			No	2.1	2.3		
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Create additional number of programs, i.e., extension, outreach activities	Future	4.13.	(D)	Increase the number of outreach activities to touch different segments of the public			No	2.2	2.4		
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Future	4.14.	(D)	Suggest a system where 2-3 times per year, RECs could let DANR communications know what we think are significant ongoing events, project findings at REC - for follow-up publicity			No	2.3			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Other	Future	4.15.	(D)	Economic analysis of the benefits of the rocs to UC and Society in general			No	2.3			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Improve REC website / email list / other latest technologies to communicate events and develop other web-based programs	Future	4.16.	(D)	Use ANR blog site			No	2.1	2.2	2.3	2.4
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Create additional number of programs, i.e., extension, outreach activities	One Effective	5.1.	(D)	Increase the outreach to public in some non traditional areas to engage them and thereby gain their support			Yes	2.2	2.4		
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Improve REC website / email list / other latest technologies to communicate events and develop other web-based programs	One Effective	5.2.	(D)	Increase interaction with general public. We already have great connections with our commodity groups. The general public is unaware of us. Through web, events, publicity etc. We need to increase their awareness.			Yes	2.2	2.4		
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	One Effective	5.3.	(D)	Support the use of Center by Commodities and other groups to increase interaction and use this opportunity to tell our story			Yes	2.2	2.4		
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Partnering with other organizations internally and externally	One Effective	5.4.	(D)	More partnering with UCCE outreach programs.			Yes	2.3			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Create additional number of programs, i.e., extension, outreach activities	One Effective	5.5.	(D)	Add some regional Outreach Coordinators to assist multiple RECs with ideas, activities to use some expert help			Yes	2.3			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Improve REC website / email list / other latest technologies to communicate events and develop other web-based programs	One Effective	5.6.	(D)	Most researchers that use the REC do not have access to list of potential end-users. Development of a statewide position to pull these together and maintain updated will be very helpful.	Duplicate of 4.5 (D)		Yes	2.3			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	One Effective	5.7.	(O, D)	Increase interaction and communication with media, general public, and UCCE partners			Yes	2.2	2.4		
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Improve REC website / email list / other latest technologies to communicate events and develop other web-based programs	One Effective	5.8.	(D)	Better use of current technologies to communicate with all audiences (internal. External)			Yes	2.2	2.3	2.4	
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	One Effective	5.9.	(D)	Communication plan and implementation			Yes	2.1			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.2.	(O)	ANR Communications protocol			No	2.1			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.3.	(O)	Stay focused on Strategic Vision	Duplicate of 3.4 (O)		No	2.1			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.4.	(O)	Developing strategic plan that can be shared widely			No	2.1			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.5.	(O)	Give consistent messages relative to vision	Duplicate of 3.4 (O)		No	2.1			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.6.	(O)	Making sure our clientele know that ANR and the RECs are part of the University of CA	Duplicate of 4.12 (D)		No	2.1	2.2	2.4	
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Create additional number of programs, i.e., extension, outreach activities	Current	3.7.	(O)	Reaching out to Community through outreach programs	Duplicate of 3.2 (D)		No	2.2	2.4		
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Other	Current	3.8.	(O)	Price checking services. Not relying on past vendors to give best prices.			No	2.3			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Create additional number of programs, i.e., extension, outreach activities	Current	3.9.	(O)	Development of outreach programs	Duplicate of 3.2 (D)		No	2.1			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.10.	(O)	Remember that we serve the public and what we do affects our external stakeholders			No	2.2	2.4		
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.11.	(O)	Working closely with local stakeholders to keep them involved and updated with the changes			No	2.2			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Improve REC website / email list / other latest technologies to communicate events and develop other web-based programs	Current	3.12.	(O)	Developing more web programs			No	2.1	2.2	2.3	2.4
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.13.	(O)	Communication with everyone involved			No	2.1	2.2	2.3	2.4
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.14.	(O)	Targeting youth in outreach efforts			No	2.1	2.2	2.3	2.4
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.15.	(O)	Assuring all stakeholders are informed of our strategic vision and plan for action			No	2.2			

Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Partnering with other organizations internally and externally	Current	3.16.	(O)	Communicating directly with PI's stationed at center to be sure they understand energy costs. Increasing awareness regarding budget.			No	2.3			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Partnering with other organizations internally and externally	Current	3.17.	(O)	Include industry in RAC process			No	2.2			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.18.	(O)	Clearly articulate that 'silos' are not acceptable for our organization, must work together and find ways to support each other			No	2.1	2.3		
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.19.	(O)	We have a number of programs that are meant to reach the general public.	Duplicate of 5.7 (D)		No	2.2	2.4		
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.20.	(O)	Give clear guidance to centers for outreach direction	Duplicate of 3.2 (D)		No	2.1			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.21.	(O)	Communicating more to the external stakeholders about who we are and what we do			No	2.2			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Partnering with other organizations internally and externally	Current	3.22.	(O)	Engage with our CE partners in more outreach activities	Duplicate of 3.35 (O)		No	2.2	2.3	2.4	
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Partnering with other organizations internally and externally	Current	3.23.	(O)	Partnering with other educational institutions in your area	Duplicate of 3.35 (O)		No	2.2	2.3	2.4	
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.24.	(O)	Communicate reliable information to our researchers			No	2.3			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.25.	(O)	Provide consistent message that each part of the organizations adds value to the whole, one part benefits: the whole benefits			No	2.1			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.26.	(O)	Stay current with the local farmers on agriculture issues pertinent to Center			No	2.2	2.4		
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.27.	(O)	Become more visible as a University of California statewide campus organization			No	2.2	2.4		
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.28.	(O)	Defining outreach programs	Duplicate of 3.2 (D)		No	2.1			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.29.	(O)	Develop marketing plan within strategic plan to best promote the benefits to researcher and co-operators/funding sources			No	2.1			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Partnering with other organizations internally and externally	Current	3.30.	(O)	Creating better working relationships with local stakeholders			No	2.2	2.4		
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Current	3.31.	(O)	Branding the UC	Duplicate of 4.12 (D)		No	2.1	2.3		
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Partnering with other organizations internally and externally	Current	3.32.	(O)	Work with industry closer to meet goals	Duplicate of 4.14 (O)		No	2.2	2.4		
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Improve REC website / email list / other latest technologies to communicate events and develop other web-based programs	Current	3.33.	(O)	Developing email lists to communicating to our current researchers and public outreach.	Duplicate of 4.5 (D)		No	2.1	2.2	2.3	2.4
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Partnering with other organizations internally and externally	Current	3.34.	(O)	Partnering with surrounding counties to determine like projects and issues that we can work toward resolve			No	2.3			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Partnering with other organizations internally and externally	Current	3.35.	(O)	22 and 23 - engage w/ CE and partner w/ local schools			No	2.1	2.2	2.4	
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Improve REC website / email list / other latest technologies to communicate events and develop other web-based programs	Future	4.1.	(O)	Outreach via community activities and the web	Duplicate of 3.33 (O)		No	2.1	2.2	2.3	2.4
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Future	4.2.	(O)	Staying current with the farmers focusing on local issues			No	2.2	2.4		
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Future	4.3.	(O)	Market and promote -- develop and execute a marketing/outreach			No	2.1			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Partnering with other organizations internally and externally	Future	4.4.	(O)	Engage with our CE partners for outreach programs and staying focused on the Strategic plan	Duplicate of 3.35 (O)		No	2.1			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Create additional number of programs, i.e., extension, outreach activities	Future	4.5.	(O)	Developing an outreach program appropriate to the Center. Increased involvement of the public and/or clientele will result in greater support for the Center in addition to accomplishing ANR's goal of disseminating research based information.	Duplicate of 3.2 (D)		No	2.1	2.4		
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Partnering with other organizations internally and externally	Future	4.6.	(O)	Working with industry/grower groups to do applicable research			No	2.4			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Partnering with other organizations internally and externally	Future	4.7.	(O)	Collaborative Partnerships with external stakeholders/clientele. Develops a sense of ownership from the clientele which will enhance the support base			No	2.2			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Future	4.8.	(O)	ANR as a whole lacks recognition by the public at large. Rebrand as UC Delivers or something globally understood.	Duplicate of 4.12 (D)		No	2.4			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Future	4.9.	(O)	Brand as UC and engage with our CE partners. By utilizing our relationships with CE and building upon that connection we can reach more people and create a greater understanding of our goals and initiatives.	Duplicate of 4.12 (D)		No	2.1			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Future	4.10.	(O)	Branding UC in a positive light	Duplicate of 4.12 (D)		No	2.1			
Communication/O outreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Partnering with other organizations internally and externally	Future	4.11.	(O)	#22 and 23 - partner with CE on outreach activities and w/ local education centers	Duplicate of 3.35 (O)		No	2.1	2.2	2.4	

Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Future	4.12.	(O)	Have another statewide conference to improve internal communication and understanding			No	2.1	2.3		
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Partnering with other organizations internally and externally	Future	4.13.	(O)	Work internally to define roles and responsibilities to enhance our partnership with internal clients			No	2.3			
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Partnering with other organizations internally and externally	Future	4.14.	(O)	Partner with industry to stay current with research potential.			No	2.2	2.4		
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	Future	4.15.	(O)	More presentations to grower groups and Nat resource groups specifically about the projects done at specific centers and why they are important			No	2.2	2.4		
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Improve REC website / email list / other latest technologies to communicate events and develop other web-based programs	Future	4.16.	(O, D)	Develop web based system, such as using face book, to issue regular messages from the REC system regarding advances, accomplishments, etc			No	2.1	2.2	2.4	
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Partnering with other organizations internally and externally	Future	4.17.	(O)	Build relations with UC Campuses to assure that they are understanding of ANR and the Divisions service			No	2.1	2.3		
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Improve REC website / email list / other latest technologies to communicate events and develop other web-based programs	One Effective	5.2.	(O)	Face book, twitter	Duplicate of 4.16 (O)		Yes	2.1	2.2	2.3	2.4
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	One Effective	5.3.	(O)	Consistent message			Yes	2.1			
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Improve REC website / email list / other latest technologies to communicate events and develop other web-based programs	One Effective	5.4.	(O)	Use face book, MySpace etc to issue regular updates about accomplishments at the centers	Duplicate of 4.16 (O)		Yes	2.1	2.2	2.3	2.4
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Other	One Effective	5.5.	(O)	More face to face time, inundation of electronic communication has made people immune			Yes	2.1	2.2	2.3	2.4
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	One Effective	5.6.	(O)	Utilize the social medias	Duplicate of 4.16 (O)		Yes	2.1	2.2	2.3	2.4
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	One Effective	5.7.	(O)	Tier REC messages to the ANR strategic vision			Yes	2.1			
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Improve REC website / email list / other latest technologies to communicate events and develop other web-based programs	One Effective	5.8.	(O)	Web cams	Duplicate of 4.16 (O)		Yes	2.1	2.2	2.3	2.4
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Other	One Effective	5.9.	(O)	Assure resources are used efficiently to implement division strategic plan			Yes	2.1			
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Improve REC website / email list / other latest technologies to communicate events and develop other web-based programs	One Effective	5.10.	(O)	Give credit where due - advertise the division and each center on web blogs			Yes	2.1	2.4		
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	N/A	One Effective	5.11.	(O)	Alternately to face to face, invent the 1 second soundbite...will never work			Yes	2.1			
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Other	One Effective	5.12.	(O)	Creation of centralized unit/person to assist centers in development of UC delivers articles on a regular basis			Yes	2.1	2.3		
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	One Effective	5.13.	(O)	Many more public presentations by center directors	Duplicate of 4.15 (O)		Yes	2.4			
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Create additional number of programs, i.e., extension, outreach activities	One Effective	5.14.	(O)	Hire dedicated outreach coordinators who can focus on the outreach possibilities specific to each rec. Maybe shared staffing between rocs			Yes	2.1	2.3		
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	One Effective	5.15.	(O)	Coordinate the distribution of newsworthy science and tool our horn more			Yes	2.1	2.2	2.3	2.4
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Other	One Effective	5.16.	(O)	Review progress on a routine basis to assure we are on track with providing service to stakeholders			Yes	2.2			
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Improve REC website / email list / other latest technologies to communicate events and develop other web-based programs	One Effective	5.17.	(O)	Use new technology to promote			Yes	2.1	2.2	2.3	2.4
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Other	One Effective	5.18.	(O)	Clearly identify each center's participation in research publications			Yes	2.4			
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	One Effective	5.19.	(O)	Community forums to enhance the sense of ownership from the community			Yes	2.4			
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Create additional number of programs, i.e., extension, outreach activities	One Effective	5.22.	(O)	Field days should be advertised on campus			Yes	2.1			
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Branding / consistent messages relative to vision	One Effective	5.21.	(O)	More vocal response on the part of the UC politically	Duplicate of 4.12 (D)		Yes	2.1	2.3		
Communication/O utreach	Failure to develop and articulate a clear strategy to internal and external stakeholders	Create additional number of programs, i.e., extension, outreach activities	One Effective	5.20.	(O)	More field days	Duplicate of 5.22 (O)		Yes	2.1	2.2	2.3	2.4
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Have regular strategic planning discussions and follow up on the action items	Current	3.1.	(D)	As a group of REC directors, we are having regular discussions on strategic planning and have produced documents for each Center			No	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Have regular strategic planning discussions and follow up on the action items	Current	3.2.	(D)	Think in terms of 5-10 years rather than current year	Duplicate of 5.4 (D)		No	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Market / increase awareness of the existence and possibilities of RECs	Current	3.3.	(D)	Identify ideas of strengths of the facilities, location, staff at REC for certain types of research and communicate those opportunities	Duplicate of 5.5 (D)		No	3			

Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Align / Report current ANR strategic initiatives	Current	3.4.	(D)	Find areas where Center is already strong and in line with current ANR five initiatives				No	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Other	Current	3.5.	(D)	Diversifying the crops grown at the Center				No	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Other	Current	3.6.	(D)	Partnering with the commodity board to build screenhouses that protect against disease and insect pests				No	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Other	Current	3.7.	(D)	Don't delay in making changes. Be forward thinking. We are positioned to see trends early.				No	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Good effective leadership	Current	3.8.	(D)	Overall the rocs are now in good hands (Barbara and Bill) and they include us in almost all aspects of planning. This is much less a concern now than it was previously.				No	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Market / increase awareness of the existence and possibilities of RECs	Current	3.9.	(D)	Look for new activities that integrate more the Center with the community				No	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	N/A	Current	3.10.	(D)	This may not be the role of REC. It is more likely the role of CE and AES scientists.				No	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Market / increase awareness of the existence and possibilities of RECs	Current	3.11.	(D)	Communicate with local and regional growers to make sure they know what REC projects do for them				No	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Market / increase awareness of the existence and possibilities of RECs	Current	3.12.	(D)	Make efforts to better identify REC capabilities especially to UCD and UCR faculty				No	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Have regular strategic planning discussions and follow up on the action items	Future	4.1.	(D)	Continue to have representatives in all levels of decision making in the University system	Duplicate of 5.1 (D)			No	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Have regular strategic planning discussions and follow up on the action items	Future	4.2.	(D)	See action taken on some of the proposed strategies				No	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Market / increase awareness of the existence and possibilities of RECs	Future	4.3.	(D)	The rocs need to be less isolated from the rest of UC and ANR.	Duplicate of 3.12 (D)			No	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Market / increase awareness of the existence and possibilities of RECs	Future	4.4.	(D)	Make everybody aware of the existence and possibilities of rocs to have a deeper impact in the community				No	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Other	Future	4.5.	(D)	Utilize group funding to complete projects that would gain us some ground on some of the risks				No	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Other	Future	4.6.	(D)	Provide some incentives (travel funds, limited meeting support, other?) For AES faculty, CE Specialists and Advisors to conduct activities at RECs				No	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Other	Future	4.7.	(D)	Review how other institutions nationwide have reduced risk				No	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Other	Future	4.8.	(D)	Provide a reduction in recharge to researchers that communicate research findings.				No	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Have regular strategic planning discussions and follow up on the action items	One Effective	5.1.	(D)	Having representatives at the table in the University-wide strategic planning is critical for seeing where we fit, making sure we fit, and gaining insight into new strategies.				Yes	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Market / increase awareness of the existence and possibilities of RECs	One Effective	5.2.	(D)	By attaching publication of research results to funding (rate of recharge) few if any researchers will fail to get the information out.				Yes	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Align / Report current ANR strategic initiatives	One Effective	5.3.	(D)	Align or report on what we are doing within the ANR strategic initiatives.				Yes	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Have regular strategic planning discussions and follow up on the action items	One Effective	5.4.	(D)	Need to project org and operation 5 - 10+ yrs in the future to be truly strategic				Yes	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Market / increase awareness of the existence and possibilities of RECs	One Effective	5.5.	(D)	Identify REC strengths (facilities, crops, and location) and align them with strategic initiatives and UC ANR system-wide research needs				Yes	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Good effective leadership	One Effective	5.6.	(D)	Good effective leadership is most important, and we have that now.	Duplicate of 3.8 (D)			Yes	3			
Strategy	Ability of ANR management to identify, understand, adopt and implement required strategic change	Market / increase awareness of the existence and possibilities of RECs	One Effective	5.7.	(D)	Stress the concept of REC facilities as vital part of UC facilities. With limited time for travel, other responsibilities, it may be more difficult for more distant researchers to directly use the facilities in the future unless they know about it and know staff is there to get the work done				Yes	3			

Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Find additional revenue sources	Current	3.1.	(D)	Now including in the recharge a depreciation cost to recoup funds for more equipment				No	4.1		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Revitalize the FEPP program	Current	3.2.	(D)	We will be able to use more surplus items now that a FEPP coordinator has been hired.	Duplicate of 4.4 (O)			No	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Revitalize the FEPP program	Current	3.3.	(D)	Hire a fepp coordinator to find low cost/free surplus equipment				No	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	Current	3.4.	(D)	Partner with commodity board to purchase equipment or facilities				No	4.1		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	Current	3.5.	(D)	Encourage researchers to coordinate special equipment needs (planters, plot harvesters, etc) so can be used at multiple sites				No	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Other	Current	3.6.	(D)	Doing less with less, no more of the "more with less" philosophy.				No	4.1	4.2	
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	Current	3.7.	(D)	Partnering with researchers to purchase equipment				No	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	Current	3.8.	(D)	Increasing fees for researchers to use laboratory and packline facilities				No	4.1		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Prioritize resource needs / Cost benefit analysis	Current	3.9.	(D)	More complete spreadsheet organization of field expenses to determine equipment, labor, fuel and water usage by project type. This will help identify what equipment will be needed in the future.				No	4.1	4.2	
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Find additional revenue sources	Current	3.10.	(D)	Use safety funding to help upgrade equipment				No	4.1		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Other	Current	3.11.	(D)	Renovated a dormitory to provide inexpensive living area for researchers to encourage their trips to the REC				No	4.1		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Use safety funding to help upgrade equipment	Current	3.12.	(D)	Safety funding has been a great help	Duplicate of 3.10 (D)			No	4.1		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Other	Current	3.13.	(D)	Communicate with water districts, others the importance of maintaining water for RECs				No	4.1		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Prioritize resource needs / Cost benefit analysis	Current	3.14.	(D)	More detail in expense recording improves understanding of what is needed				No	4.1	4.2	
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	Future	4.1.	(D)	Partner with various groups to purchase specialized equipment				No	4.1		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Find additional revenue sources	Future	4.2.	(D)	Charge researchers to support upkeep (servicing and repair) of equipment				No	4.1		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	Future	4.3.	(D)	Partner with researchers to get additional equipment				No	4.1		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	Future	4.4.	(D)	Allowing public entities to use the laboratory or packline				No	4.1		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	Future	4.5.	(D)	Increase level of Center usage by non-traditional users				No	4.1		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Find additional revenue sources	Future	4.6.	(D)	Find grants that support equipment purchase for research or outreach events				No	4.1		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Find additional revenue sources	Future	4.7.	(D)	Be able to bank funds for several years to purchase large pieces of equipment				No	4.1		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Find additional revenue sources	Future	4.8.	(D)	Recover cost to the greatest extent practical-- recharge rates, crop sales, etc				No	4.1	4.2	
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Other	Future	4.9.	(D)	Have an internal request system for large pieces of equipment				No	4.1		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Prioritize resource needs / Cost benefit analysis	Future	4.10.	(D)	Prioritize resource needs among all centers				No	4.1	4.2	
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Prioritize resource needs / Cost benefit analysis	Future	4.11.	(D)	Do a better job of prioritizing equipment replacement with depreciation and safety funding				No	4.1		

Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Prioritize resource needs / Cost benefit analysis	One Effective	5.1.	(D)	Budget flexibility, e.g. Ability to carry forward funds for larger equipment or facilities.				Yes	4.1			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	One Effective	5.2.	(D)	Partner buying with researchers				Yes	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Find additional revenue sources	One Effective	5.3.	(D)	Utilizing external funding (researcher grants, commodity boards, public entities) to fund fully or match funding to purchase equipment and facilities.				Yes	4.1			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Find additional revenue sources	One Effective	5.4.	(D)	Find outside sources of funding to avoid dependency on UC budget				Yes	4.1	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	One Effective	5.5.	(D)	Identify groups (commodity, agencies) with resources to help purchase equipment or facilities, communicate needs				Yes	4.1			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Prioritize resource needs / Cost benefit analysis	One Effective	5.6.	(D)	Understand all categories of costs to best manage				Yes	4.1	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Find additional revenue sources	One Effective	5.7.	(D)	Make sure company reps know of REC needs when they dispose or donate equipment				Yes	4.1	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Use of volunteer programs, deferred maintenance and cross training	Current	3.2.	(O)	Use of volunteers to deliver programs				No	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Use of volunteer programs, deferred maintenance and cross training	Current	3.3.	(O)	Deferred maintenance				No	4.1			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Revitalize the FEPP program	Current	3.4.	(O)	Revitalize the FEPP program	Duplicate of 4.4 (O)			No	4.1	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	Current	3.5.	(O)	Job sharing	Duplicate of 4.3 (O)			No	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	Current	3.6.	(O)	Sharing of staff between Centers	Duplicate of 4.3 (O)			No	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Prioritize resource needs / Cost benefit analysis	Current	3.7.	(O)	Buy used				No	4.1			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Use of volunteer programs, deferred maintenance and cross training	Current	3.8.	(O)	Cross training				No	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Prioritize resource needs / Cost benefit analysis	Current	3.9.	(O)	Work towards updating all Center equipment so Center resources are not depleted on equipment repairs				No	4.1			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Prioritize resource needs / Cost benefit analysis	Current	3.10.	(O)	Consolidating and reviewing staff members' position descriptions and identifying overlapping job skills				No	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Other	Current	3.11.	(O)	Using contract or casual labor				No	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Prioritize resource needs / Cost benefit analysis	Current	3.12.	(O)	Focusing on priorities and priority issues				No	4.1	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Other	Current	3.13.	(O)	Using in-house staff more for some things previously contracted to minimize vendor use				No	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Other	Current	3.14.	(O)	Development of 10 year capital project plan				No	4.1	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Other	Current	3.15.	(O)	Time management				No	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	Current	3.16.	(O)	Share equipment	Duplicate of 4.3 (O)			No	4.1			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	N/A	Current	3.17.	(O)	Staff are performing many "duties as assigned" (and some not assigned) just to keep the operation functioning				No	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	Current	3.18.	(O)	Sharing equipment between centers	Duplicate of 4.3 (O)			No	4.1			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Use of volunteer programs, deferred maintenance and cross training	Current	3.19.	(O)	Use of volunteers for facilities projects				No	4.1	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Prioritize resource needs / Cost benefit analysis	Current	3.20.	(O)	Continually assess cost/benefit at every step				No	4.1	4.2		

Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Use of volunteer programs, deferred maintenance and cross training	Current	3.21.	(O)	Deferred buying equipment and or hiring staff				No	4.1	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	N/A	Current	3.22.	(O)	Trying to do more with less				No	4.1	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	N/A	Current	3.23.	(O)	#20				No	4.1	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Other	Current	3.24.	(O)	Hire key staff that can provide critical support across several centers				No	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Other	Current	3.25.	(O)	Shorten work week to 4 days 10 hours				No	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Prioritize resource needs / Cost benefit analysis	Current	3.26.	(O)	Looking for critical areas that need assistance and juggling the priorities				No	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Use of volunteer programs, deferred maintenance and cross training	Future	4.1.	(O)	Use of volunteer programs, deferred maintenance and cross training				No	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Prioritize resource needs / Cost benefit analysis	Future	4.2.	(O)	Analyze cost benefit at every step				No	4.1	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Prioritize resource needs / Cost benefit analysis	Future	4.2.1.	(O)	Totally agree ... A constant budget analysis	Duplicate of 4.2 (O)			No	4.1	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	Future	4.3.	(O)	Sharing of equipment, staff and or funds between centers	Duplicate of 4.3 (O)			No	4.1	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Revitalize the FEPP program	Future	4.4.	(O,D)	Revitalization of the FEPP program. Will enable use to acquire equipment and supplies in a cost effective manner.				No	4.1			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Other	Future	4.5.	(O)	Shorten work week to conserve energy	Duplicate of 5.2 (O)			No	4.1	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	Future	4.6.	(O)	#staff sharing - id areas where it would be appropriate and effective	Duplicate of 4.3 (O)			No	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	Future	4.7.	(O)	Utilizing collective buying for chemicals, fertilizers...				No	4.1			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	Future	4.8.	(O)	Sharing staff between Centers	Duplicate of 4.3 (O)			No	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	Future	4.9.	(O)	Conduct evaluation of entire REC system staffing, hire new key staff that can work cross centers to fill gaping wholes, re-assign staff as appropriate	Duplicate 5.14 (O)			No	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Prioritize resource needs / Cost benefit analysis	Future	4.10.	(O)	Cost benefit analysis - continue to conduct them	Duplicate of 4.2 (O)			No	4.1	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Use of volunteer programs, deferred maintenance and cross training	Future	4.11.	(O)	Cross training to reduce overtime				No	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Revitalize the FEPP program	Future	4.12.	(O)	Reinstitute FEPP system	Duplicate of 4.4 (O)			No	4.1	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Other	Future	4.13.	(O)	Develop a small cap project fund				No	4.1			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Prioritize resource needs / Cost benefit analysis	Future	4.14.	(O)	Focus on priorities -- eliminate non value added activities, tasks -- time management strategies and training				No	4.1	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Prioritize resource needs / Cost benefit analysis	Future	4.15.	(O)	Cost containment that is sustainable				No	4.1	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Use of volunteer programs, deferred maintenance and cross training	Future	4.16.	(O)	Identify internal staff opportunities prior to eliminating or layoff of trained staff				No	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	Future	4.17.	(O)	Share staff time based upon seasonal needs	Duplicate of 5.5 (O)			No	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Other	One Effective	5.2.	(O)	Alternative energy projects. Solar				Yes	4.1			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Other	One Effective	5.3.	(O)	Alternative energy	Duplicate of 5.2 (O)			Yes	4.1			

Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Use of volunteer programs, deferred maintenance and cross training	One Effective	5.4.	(O)	Provide more training				Yes	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	One Effective	5.5.	(O)	Share staff time seasonally and where strengths exist then educate center staff				Yes	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Find additional revenue sources	One Effective	5.6.	(O)	Aggressively seek grants for energy savings projects, install solar arrays	Duplicate of 5.2 (O)			Yes	4.1			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Other	One Effective	5.7.	(O)	Always be flexible and expect and anticipate change				Yes	4.1	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Other	One Effective	5.8.	(O)	Changing phones over to Voice over IP to get control of expenses.				Yes	4.1			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	One Effective	5.9.	(O)	Sharing Center Directors between Centers. Would give a global look at the Centers in the region and facilitate ways to share resources				Yes	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Other	One Effective	5.10.	(O)	Look at more green options	Duplicate of 5.2 (O)			Yes	4.1	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Revitalize the FEPP program	One Effective	5.11.	(O)	FEPP program.	Duplicate of 4.4 (O)			Yes	4.1	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	One Effective	5.12.	(O)	Do a better job at sharing ideas between centers	Duplicate of 4.3 (O)			Yes	4.1	4.2		
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Use of volunteer programs, deferred maintenance and cross training	One Effective	5.13.	(O)	Utilize on line training				Yes	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Share staff / resources and combine buying power	One Effective	5.14.	(O)	Conduct REC system staffing evaluation, share staff where appropriate, hire new staff to fill key gaps, ensure cross training, and culture of cross-Center assistance				Yes	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Find additional revenue sources	One Effective	5.15.	(O)	Think outside the box about funding models and support				Yes	4.1			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Other	One Effective	5.16.	(O)	Bring up staff morale				Yes	4.2			
Resources	Lack of administrative support, staffing or facilities (including equipment, tools and maintenance)	Revitalize the FEPP program	One Effective	5.17.	(O)	FEPP	Duplicate of 4.4 (O)			Yes	4.1	4.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Review and align job description with the strategic vision for the future	Current	3.1.	(D)	Following policy very carefully, especially for troublesome employees				No	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Look for additional staff funding	Current	3.2.	(D)	Try to keep FTE allocations even if there is no funding for the position, so when money does reappear, positions can be refilled quickly.				No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Review and align job description with the strategic vision for the future	Current	3.3.	(D)	Ag Tech positions at all levels asked to do broader range of duties including data collection				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Review and align job description with the strategic vision for the future	Current	3.4.	(D)	More carefully writing up expectations and documenting problems with employees meeting expectations				No	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Current	3.5.	(O, D)	Using spot awards to recognize excellent work especially since the evaluation process does not reward exceptional work.				No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Current	3.6.	(D)	Reward good employees rather than cut their pay with furloughs.	Duplicate of 5.2 (D)			No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Other	Current	3.7.	(D)	Avoid loss of any provisions, as our experience has been that new ones don't get authorized				No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Review and align job description with the strategic vision for the future	Current	3.8.	(D)	Review current job descriptions to reflect actual job being done and compensate accordingly	Duplicate 5.1 (D)			No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Current	3.9.	(D)	Have monthly social times during work to celebrate birthdays and communicate that we are a family working together				No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Develop / Execute long-term and short-term staffing plan	Current	3.10.	(O, D)	Collaborate/partner with ANR HR unit to develop, and execute, LT and short-term staffing plan that will work best for the center				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Develop / Execute long-term and short-term staffing plan	Current	3.11.	(D)	Alter staff schedules and duties to cover holes in staffing caused by budget reductions and furloughs				No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Encourage open communication	Current	3.12.	(D)	Maintain staff informed of new developments to create sense of unity and value to the Institution				No	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Encourage open communication	Current	3.13.	(D)	Try to communicate to staff that if they have problems with researchers or others, encourage to speak up so Supervisor or REC-AO person can help				No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Provide educational opportunities	Current	3.14.	(O, D)	Provide educational opportunities to encourage job growth (English, computers, pesticides etc.)				No	5.2			

Staffing	ANR may not be able to attract and/or retain qualified staff	Encourage open communication	Current	3.15.	(D)	Encourage staff with ideas to present them, consider them for implementation				No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Future	4.1.	(D)	Work with the University to develop a plan for rewarding good employees				No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Future	4.2.	(D)	Unless staffing increases are likely, provide more options for advancement for Ag Tech category, as they perform wide range of duties				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Look for additional staff funding	Future	4.3.	(D)	Interact with outside entities to provide additional responsibilities/compensation to current employees				No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Review and align job description with the strategic vision for the future	Future	4.4.	(D)	Re-evaluate the staffing needs of the Center and make changes as staff retire.	Duplicate 5.11 (O)			No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Develop / Execute long-term and short-term staffing plan	Future	4.5.	(D)	Collaborate with ANR HR office to develop, and execute, staffing plan --Stand LT based upon center needs/requirements	Duplicate of 3.10 (D)			No	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Look for additional staff funding	Future	4.6.	(D)	Partner with commodity boards to provide additional staff or staff funding.				No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Future	4.7.	(D)	Many REC jobs have more technical responsibilities than in the past - provide mechanisms to reward new skills				No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Review and align job description with the strategic vision for the future	Future	4.8.	(D)	Redistribute responsibilities for a more balanced workload				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Review and align job description with the strategic vision for the future	One Effective	5.1.	(D)	Write position descriptions that accurately reflect actual job duties, have them placed in proper classification.				Yes	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	One Effective	5.2.	(O, D)	Mechanism to quickly and effectively reward employees for doing a good job, provide opportunities for enhancing skills and making the job more satisfying.				Yes	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	One Effective	5.3.	(D)	Incentives and redefinition of positions are very important. Many of our staff have flat-lined in salaries because they have reached the top of the scale and can not progress because job descriptions at the rocs don't fit job descriptions on campus.				Yes	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Develop / Execute long-term and short-term staffing plan	One Effective	5.4.	(D)	Have a staffing plan based upon future needs and realities -- leverage ANR HR office expertise to develop and execute plan	Duplicate of 3.10 (D)			Yes	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Provide educational opportunities	One Effective	5.5.	(D)	Communicate opportunities more clearly to staff regarding how to get new skills, how to get advanced				Yes	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Review and align job description with the strategic vision for the future	One Effective	5.6.	(O, D)	Review every position and align them with strategic vision for the future				Yes	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	One Effective	5.7.	(D)	Providing a work environment where employees are not overworked, fairly compensated, and given the opportunity for upward advancement for excellent job performance				Yes	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Provide educational opportunities	One Effective	5.8.	(D)	Identify new approaches to provide training to improve employee skills or satisfaction - at remote locations need new ideas				Yes	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Current	3.1.1.	(O)	Hire part-timers over 50%, so that they get benefits. then they will stay.				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Current	3.2.	(O)	Better salaries attract better candidates				No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Current	3.3.	(O)	Reclassify employees to accurately compensate employees				No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	Current	3.4.	(O)	Foster a culture of mutual respect for each member/part of the organization, draw on people's strength, make sure the right people (with the right strengths) are in the right jobs				No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Review and align job description with the strategic vision for the future	Current	3.5.	(O)	Restore pay cuts, utilize regional positions more for critical areas of need				No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	N/A	Current	3.6.	(O)	Begging				No	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	Current	3.7.	(O)	Promoting organization service, mission and value to the community and UC				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	Current	3.8.	(O)	Make the work environment pleasant	Duplicate of 4.7 (O)			No	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	Current	3.9.	(O)	Create teams to work on projects				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	Current	3.10.	(O)	Replace dead weight with staff and administrators who know more about what UC is capable of producing	Duplicate of 3.21 (O)			No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	Current	3.11.	(O)	Continue a worker friendly environment	Duplicate of 4.7 (O)			No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Current	3.12.	(O)	Appreciation dinner once a year				No	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Current	3.13.	(O)	Reward excellent workers, small bonuses, step increases.	Duplicate of 5.2 (D)			No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Review and align job description with the strategic vision for the future	Current	3.14.	(O)	Examining and evaluating jobs	Duplicate 5.6 (D)			No	5.1			

Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	Current	3.15.	(O)	Improving the work place atmosphere	Duplicate of 4.7 (O)			No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Current	3.16.	(O)	Ability to offer salary comparable to skill level.				No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Current	3.17.	(O)	Set people up to succeed, not fail				No	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Current	3.18.	(O)	Public recognition of employees doing good work	Duplicate of 4.4 (O)			No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Current	3.19.	(O)	Use the spot awards	Duplicate 3.5 (D)			No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Current	3.20.	(O)	Provide and promote upward mobility opportunities throughout ANR and at all locations				No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	Current	3.21.	(O)	Make hard decisions to ensure the right people are in the right jobs				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Current	3.22.	(O)	Decent salary & benefits ... there are many staff at the rocs that are within the "lower tiers" of salary scale ...can they really survive and support a family in the local area? Are there other benefits that can be provided to keep them?				No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Current	3.23.	(O)	Promote the good things to showcase the positive sides of the jobs. Raise moral by explaining that at least they don't work for the State of CA where the furloughs are worse than what we're going through.				No	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Current	3.24.	(O)	Maintain and expand center housing opportunities in high-cost geographical locations				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Provide educational opportunities	Current	3.25.	(O)	Encourage employees of training and development opportunities	Duplicate of 3.14 (D)			No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Current	3.26.	(O)	Retain good benefits package	Duplicate of 3.22 (O)			No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	Current	3.27.	(O)	Creating a work place that is flexible for the worker				No	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	Current	3.28.	(O)	Morale-building activities on regular basis				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Current	3.29.	(O)	Regular employee barbeque				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Encourage open communication	Current	3.30.	(O)	Teach staff what policies look like in real life				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	N/A	Current	3.30.1.	(O)	.				No				
Staffing	ANR may not be able to attract and/or retain qualified staff	Provide educational opportunities	Current	3.31.	(O)	Improved on the skills that the current staff has.				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	Current	3.32.	(O)	Work with staff on understanding their jobs-better evaluations				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Current	3.33.	(O)	Hold people accountable, expect great things of every employee				No	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Encourage open communication	Current	3.34.	(O)	Have a strong staff succession plan which includes all staff participation				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Current	3.35.	(O)	Have regular staff meetings				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	Current	3.36.	(O)	Not micromanage				No	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	Current	3.37.	(O)	Stay positive on what is happening and show the positives	Duplicate of 4.7 (O)			No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Future	4.1.	(O)	Regular and highly visible recognition of well performing employees	Duplicate of 4.4 (O)			No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	Future	4.2.	(O)	Retain good benefits and positive work environment				No	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Future	4.3.	(O)	Maintain and expand housing opportunities in high-cost geographical locations	Duplicate of 3.24 (O)			No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Future	4.4.	(O)	Reward performance via recognition above the center level.				No	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Future	4.5.	(O)	Lead by example, expect the best of people, and hold people accountable				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	Future	4.6.	(O)	Create and maintain a positive work environment	Duplicate of 4.7 (O)			No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	Future	4.7.	(O)	Improving workplace atmosphere, set up people to succeed and strong staff succession plan.				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	Future	4.8.	(O)	Keeping a positive work place	Duplicate of 4.7 (O)			No	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Encourage open communication	Future	4.9.	(O)	Retention of institutional knowledge from staff who are retiring and sharing information throughout organization				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	Future	4.10.	(O)	Up expectations of current staff				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Future	4.11.	(O)	Treat non-academic staff equal to academic staff				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	Future	4.12.	(O)	Definitely hold people accountable				No	5.1			

Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	Future	4.13.	(O)	Work as a team	Duplicate of 3.9 (O)			No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Future	4.14.	(O)	Public recognition of staff	Duplicate of 4.4 (O)			No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	Future	4.15.	(O)	Getting input from employees in developing policies, procedures, etc				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	N/A	Future	4.16.	(O)	Number 11				No	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	Future	4.17.	(O)	Allow staff to take ownership in center and projects				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	Future	4.18.	(O)	Write and administer personnel policies that recognize and allow reward of good performers and to efficiently deal with non-performers	Duplicate of 5.2 (D)			No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Provide educational opportunities	Future	4.19.	(O)	Support staff with up to date training				No	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	N/A	Future	4.20.	(O)	#6				No	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	One Effective	5.2.	(O)	Motivate employees and get rid of dead weight to keep high morale.				Yes	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Look for additional staff funding	One Effective	5.3.	(O)	Obtain more reliable funding sources				Yes	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Review and align job description with the strategic vision for the future	One Effective	5.4.	(O)	Center by Center analysis of staffing to insure the proper positions and number of employees are in place to accomplish the goals of the Center				Yes	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	One Effective	5.5.	(O)	Create more award programs help motivate staff.	Duplicate 3.5 (D)			Yes	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	One Effective	5.6.	(O)	Pay for performance, recognize high performers instead of across the board increases.	Duplicate of 5.2 (D)			Yes	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Develop / Execute long-term and short-term staffing plan	One Effective	5.7.	(O)	Develop staffing plan, L/T and S/T, in collaboration w/ ANR HR and REC AO	Duplicate of 3.10 (D)			Yes	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	One Effective	5.8.	(O)	Maintain current wonderful outreach mentality and atmosphere to keep valuable employees				Yes	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Provide educational opportunities	One Effective	5.9.	(O)	Actively engage employees for input on training areas				Yes	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	One Effective	5.10.	(O)	Reward good work	Duplicate of 5.2 (D)			Yes	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Review and align job description with the strategic vision for the future	One Effective	5.11.	(O, D)	Update and modernize personnel policies to effectively deal with staff at all levels - union-represented and represented.				Yes	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Look for additional staff funding	One Effective	5.12.	(O)	Stabilize UC/Center funding (make funding sustainable long-term)				Yes	5.1			
Staffing	ANR may not be able to attract and/or retain qualified staff	Use various incentives to reward / promote good work	One Effective	5.13.	(O)	Offer a REAL merit pay system to non-academics				Yes	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	One Effective	5.14.	(O)	Consider workplace atmosphere as a component of supervisor evaluations				Yes	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Create and maintain a positive work environment	One Effective	5.15.	(O)	Treat all employees as you would like to be treated - fairly and honestly	Duplicate of 4.7 (O)			Yes	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Other	One Effective	5.16.	(O)	Help rocs work within policies				Yes	5.1	5.2		
Staffing	ANR may not be able to attract and/or retain qualified staff	Encourage open communication	One Effective	5.17.	(O)	Communicate the total compensation plan to future employees (current too)				Yes	5.2			
Staffing	ANR may not be able to attract and/or retain qualified staff	Look for additional staff funding	One Effective	5.18.	(O)	Funding for salaries	Duplicate of 5.3 (O)			Yes	5.2			
Research Quality	Lack of consistent quality review and oversight of research	Increase SRA support / Look for ways to fund SRA-level work to meet data collection request	Current	3.1.	(D)	Hiring of an SRA to provide oversight of data collection has hugely improved quality of data collection				No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	Current	3.2.	(O, D)	Make RAC more accountable for proper evaluation of projects submitted				No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Current	3.3.	(D)	Pay even more attention to Research Proposals to determine if REC can provide what researcher needs to do the proposed work				No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	Current	3.4.	(O, D)	This should not be a problem, the RACs see to this. We could increase the number of demonstration projects, which are not research projects, but just as necessary for CE work.				No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Current	3.5.	(D)	Communication, communication, communication. Researchers are really poor at communicating what they want and that can cause big problems.	Duplicate of 5.2 (D)			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Current	3.6.	(D)	Have operations performed by REC staff clearly defined/described so researchers know what they are getting.				No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Increase SRA support / Look for ways to fund SRA-level work to meet data collection request	Current	3.7.	(D)	Look for ways to fund SRA-level work to meet data collection requests that are becoming more common for many projects				No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	Current	3.8.	(D)	Leverage RAC process and oversight-- perhaps increase no. Of meetings per year, etc				No	6.2			

Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Current	3.9.	(D)	Need good communication with researchers when needs change.	Duplicate of 5.2 (D)			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Increase SRA support / Look for ways to fund SRA-level work to meet data collection request	Current	3.10.	(D)	Have the SRA or Superintendent review with each researcher the specifics of the activity prior to executing the work	Duplicate of 5.3 (D)			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Provide the best environment to support research	Current	3.11.	(D)	Being proactive in the nature of the projects that are requested				No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Increase SRA support / Look for ways to fund SRA-level work to meet data collection request	Current	3.12.	(D)	The REC component of research quality is restricted solely to its role in conducting the research and data collection. We are attempting to create greater accountability in this area. This includes development of SRA positions to better oversee project areas and work alongside other staff in conducting work.	Duplicate of 5.3 (D)			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Provide the best environment to support research	Current	3.13.	(D)	Refurbish, service, keep functioning well all the equipment and facilities so that everything is available to the researchers at all times.				No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	Current	3.14.	(D)	Look at sub-committee approach to Research Advisory Committee duties like done at KREC - more diverse and specialized input				No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Provide the best environment to support research	Current	3.15.	(D)	Spend money on computers etc to have the most recent equipment and software available to researchers.				No	6.1			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Future	4.1.	(D)	Continue training of employees				No	6.1			
Research Quality	Lack of consistent quality review and oversight of research	Increase SRA support / Look for ways to fund SRA-level work to meet data collection request	Future	4.2.	(D)	SRA support, facilities and equipment have to be available and ready to go at all times to meet the needs of the researchers.	Duplicate of 5.3 (D)			No	6.1			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Future	4.3.	(D)	Funds to provide continuing education for SRAs and others collecting data.				No	6.1			
Research Quality	Lack of consistent quality review and oversight of research	Increase SRA support / Look for ways to fund SRA-level work to meet data collection request	Future	4.4.	(D)	Can't get around need for ADEQUATE staffing to get work done - rebuilding SRA-level help would improve capabilities				No	6.1			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Future	4.5.	(D)	The scientist of the future is no "multidisciplinary" in the future the REC will need to add more on-site experience to address the complicated cultural issues to enhance the quality of research				No	6.1	6.2		
Research Quality	Lack of consistent quality review and oversight of research	Increase SRA support / Look for ways to fund SRA-level work to meet data collection request	Future	4.6.	(D)	This is the Director's responsibility to coordinate this is done for each center, along with the RAC. SRA support would help, but with budgets the way they are, this is just not going to happen.	Excluded			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Future	4.7.	(D)	FEPP coordinator help take care of servicing and replacement of equipment at the RECS				No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Increase SRA support / Look for ways to fund SRA-level work to meet data collection request	Future	4.8.	(D)	SRA levels of support can come from enhanced capabilities and training of Ag Tech's -	Duplicate of 5.3 (D)			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Increase SRA support / Look for ways to fund SRA-level work to meet data collection request	One Effective	5.1.	(D)	SRA organized and coordinated project.				Yes	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	One Effective	5.2.	(D)	Communication with researchers after RAC approval of projects to insure what is done is what needs to be done. SRA would help if there were one or two available.				Yes	6.1	6.2		
Research Quality	Lack of consistent quality review and oversight of research	Increase SRA support / Look for ways to fund SRA-level work to meet data collection request	One Effective	5.3.	(O, D)	Strong SRA support. As it becomes more difficult for researchers to get to Centers, it will become more important for seas to provide top-level service of data collection. The Director is strongly involved in the quality of research that is attracted to the Center, but the SRA is the day-to-day on the ground person.				Yes	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	One Effective	5.4.	(D)	REC process -- perhaps expand but make for accountable	Duplicate of 3.2 (D)			Yes	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	One Effective	5.5.	(D)	Maintaining links to good researchers within region and statewide is vital - Quality critiques and RAC members needed for balanced input				Yes	6.1			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	One Effective	5.6.	(O, D)	Providing researchers with facilities and staff that are capable of meeting their research objectives with accuracy and efficiency				Yes	6.1			
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	Current	3.2.	(O)	Using RACs to review research proposals	Duplicate of 4.4 (O)			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Other	Current	3.3.	(O)	Assure research contributes to the Strategic vision				No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	Current	3.4.	(O)	Having a responsible and knowledgeable Research Advisory Committee to preview research projects	Duplicate of 5.14 (O)			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	Current	3.5.	(O)	Attract a highly disciplined RAC	Duplicate of 4.4 (O)			No	6.2			

Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Current	3.6.	(O)	Open communication with researchers			No	6.1			
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	Current	3.7.	(O)	Director, Superintendent review of research proposals			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Provide the best environment to support research	Current	3.8.	(O)	Updating software to current industry standards			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	Current	3.9.	(O)	Project criteria - develop system wide criteria for the RAC to use to evaluate projects based upon strategic goals			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Provide the best environment to support research	Current	3.10.	(O)	Providing the best environment we can to support research			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Current	3.11.	(O)	Make available Center labor to support research projects			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Other	Current	3.12.	(O)	Make sure the research rate is adequate to sustain REC research long term			No	6.1	6.2		
Research Quality	Lack of consistent quality review and oversight of research	Provide the best environment to support research	Current	3.13.	(O)	Promote successful research results			No	6.1	6.2		
Research Quality	Lack of consistent quality review and oversight of research	Increase SRA support / Look for ways to fund SRA-level work to meet data collection request	Current	3.14.	(O)	Use seasoned employees to train and mentor new SRAs			No	6.1			
Research Quality	Lack of consistent quality review and oversight of research	Provide the best environment to support research	Current	3.15.	(O)	Improving equipment and using new technology (GPS)			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	Current	3.16.	(O)	Provide consistent message (again in person, we already do it in writing and email and it obviously doesn't work) to RAC members on the importance of their role			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Current	3.17.	(O)	Training staff to understand the research (all levels of staff)			No	6.1			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Current	3.18.	(O)	Make sure field employees understand the research objective and our role in the project			No	6.1			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Current	3.19.	(O)	Have a well-trained, multi-disciplinary staff to assist with research projects			No	6.1			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Current	3.20.	(O)	Allowed innovative staff to interact with researchers directly to provide project support			No	6.1			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Current	3.21.	(O)	Working closely with PIs on research projects			No	6.1			
Research Quality	Lack of consistent quality review and oversight of research	Provide the best environment to support research	Current	3.22.	(O)	Use and maintain research project work orders			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Current	3.23.	(O)	Placing competent staff in supervising execution of research			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Current	3.24.	(O)	Responsive support to critical equipment, cold rooms & building systems			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	N/A	Current	3.25.	(O)	What is the real concern?			No	6.1	6.2		
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Current	3.26.	(O)	Mentoring for cross training to provide greater staff understanding of the whole researcher project	Duplicate of 5.6 (D)		No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	Future	4.1.	(O)	Effective use of RACs and REC leadership to maintain high quality research			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	Future	4.2.	(O)	Attract a highly disciplined RAC	Duplicate of 4.4 (O)		No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Future	4.3.	(O)	Have well trained, multidisciplinary staff to aid in research implementation and data collection	Duplicate of 3.19 (O)		No	6.1			
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	Future	4.4.	(O)	Using RACs to review research proposals and promote successful research results			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	Future	4.5.	(O)	Use REC leadership to review project proposals	Duplicate of 4.4 (O)		No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Future	4.6.	(O)	Top quality equipment and a well trained staff (centers fully staffed)			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Future	4.7.	(O)	Reasonable and affordable cost for Center support labor to the researchers			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	N/A	Future	4.8.	(O)	#3			No	6.1	6.2		

Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	Future	4.9.	(O)	Make sure an effective review of proposals is conducted to insure scientific quality and efficient use of resources. Part of the review should be a comparison to the Strategic Vision. Have review include an evaluation of whether or not it is effective to utilize all identified available resources to support research each year, or if some proposals are not as strong, make the decision to cut back in certain years.			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	N/A	Future	4.10.	(O)	#1			No	6.1	6.2		
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Future	4.11.	(O)	Consistent communication with researchers to ensure that the researcher is comfortably with what the Center is providing	Duplicate of 5.6 (D)		No	6.1			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Future	4.12.	(O)	Encourage researchers to meet with superintendent as they are formulating a field project idea.			No	6.1	6.2		
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	Future	4.13.	(O)	Encourage competent staff to communicate directly with researchers			No	6.1	6.2		
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	Future	4.14.	(O)	Develop system wide criteria for evaluating the RAC projects			No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	Future	4.15.	(O)	Develop and refine RAC process -- instill accountability to the process -- perhaps increase # of meeting a year	Duplicate of 3.2 (D)		No	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	One Effective	5.2.	(O)	Consistent criteria of RAC review throughout the system			Yes	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	One Effective	5.3.	(O)	Add industry folks to RAC committees			Yes	6.1			
Research Quality	Lack of consistent quality review and oversight of research	Other	One Effective	5.4.	(O)	Extension of research results from projects at Centers			Yes	6.2			
Research Quality	Lack of consistent quality review and oversight of research	N/A	One Effective	5.5.	(O)	#2			Yes	6.1	6.2		
Research Quality	Lack of consistent quality review and oversight of research	Increase SRA support / Look for ways to fund SRA-level work to meet data collection request	One Effective	5.6.	(O)	More SRA at the REC Centers	Duplicate of 5.3 (D)		Yes	6.1	6.2		
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	One Effective	5.7.	(O)	Allow RAC more input and "teeth" in the process. More meetings	Duplicate of 3.2 (D)		Yes	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	One Effective	5.8.	(O)	Give RAC tools to promote better research			Yes	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	One Effective	5.9.	(O)	Make sure that RACs serve in an advisory role, making recommendations, rather than decisions.			Yes	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Other	One Effective	5.10.	(O)	Take a look at private field research industry and how they are doing things. Consider adopting ARM (Agricultural Research Management) software.			Yes	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	One Effective	5.11.	(O)	Hire future staff with background in industry being researched			Yes	6.1			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	One Effective	5.12.	(O)	Increase quality of staff and research support			Yes	6.1			
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	One Effective	5.13.	(O)	Establish better criteria that the RAC uses to evaluate projects			Yes	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Ensure an effective review of proposals / Develop and refine RAC process	One Effective	5.14.	(O)	RAC reviews each project so no project duplication between entities performing research			Yes	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Other	One Effective	5.15.	(O)	Develop a marketing program to enhance the knowledge of researchers and broaden the number and expertise of researchers at the Centers			Yes	6.1	6.2		
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	One Effective	5.16.	(O)	Communicate to researchers to the full impact of the grant from Centers			Yes	6.1	6.2		
Research Quality	Lack of consistent quality review and oversight of research	Other	One Effective	5.17.	(O)	Collaborations with outside states and private industries			Yes	6.2			
Research Quality	Lack of consistent quality review and oversight of research	Promote training and improve communication between REC staff and researchers	One Effective	5.18.	(O)	Fully staff Centers so that research isn't overlooked			Yes	6.1			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Current	3.1.	(D)	Requesting for policies to be written where they are lacking			No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Review / Monitor / Update Compliance policies and requirements	Current	3.2.	(D)	Make "compliance" a topic at REC project review meetings.			No	7.1			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Focus compliance program on key risks only	Current	3.3.	(D)	Identify major areas where compliance is vital and making sure we are covered in those areas	Duplicate of 4.9 (O)		No	7.1			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Current	3.4.	(D)	Get campus or other expert-based help in how to deliver this type of information to facility/site users (safety notes, anything simple to deliver)			No	7.1	7.2	7.3	
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Review / Monitor / Update Compliance policies and requirements	Current	3.5.	(D)	Up-to-date safety meetings to review potential compliance issues with new projects.			No	7.1			

Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Create a centralized source / access point of compliance policies	Current	3.6.	(D)	Sometimes the ANR policies are vague. It would be nice to have a one stop source for expert interpretation, or if need be, a small committee to interpret vague policies.			No	7.1	7.3		
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Current	3.7.	(D)	Assure that employees are aware of their compliance obligations			No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Current	3.8.	(D)	Having discussions with office manager and superintendent	Duplicate of 5.7 (O)		No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Current	3.9.	(D)	Know the key compliance requirements for area of operations			No	7.1			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Review / Monitor / Update Compliance policies and requirements	Current	3.10.	(D)	Utilize the AO office at Davis to confirm policy	Duplicate of 5.6 (O)		No	7.1	7.3		
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Identify and allocate the necessary staff and resources to focus on compliance and provide funding for those	Current	3.11.	(D)	Identify an individual to assist with compliance in the area of pest movement.			No	7.1	7.3		
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Current	3.12.	(D)	Communication from Administration on applicable regulatory requirements			No	7.1			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Identify and allocate the necessary staff and resources to focus on compliance and provide funding for those	Current	3.13.	(D)	Overall, Oatman's shop does an excellent job of insuring this by working closely with the superintendents. The superintendents would probably have the most appropriate input on this.			No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Create a centralized source / access point of compliance policies	Current	3.14.	(D)	Major limitation to effectively communicate this type of info/requirements is how to keep the message simple, understandable			No	7.1	7.3		
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Review / Monitor / Update Compliance policies and requirements	Current	3.15.	(D)	Working with the County Ag Commissioners office to develop policy for plant movement			No	7.1	7.3		
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Current	3.16.	(D)	Many compliance questions are complex. Have Rick Melnicoe-type assistance across broader range of compliance issues			No	7.1	7.3		
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Review / Monitor / Update Compliance policies and requirements	Future	4.1.	(D)	We need an advocate to develop policies that work for the rocs - sometimes UC Davis policy doesn't fit.			No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Create a centralized source / access point of compliance policies	Future	4.2.	(D)	More specific "Safety notes".			No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Review / Monitor / Update Compliance policies and requirements	Future	4.3.	(D)	Create a structure for requesting new policy or review of policy from the Director			No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Create a centralized source / access point of compliance policies	Future	4.4.	(D)	Sometimes policy variance is crucial to effective operations at the RECs. There must be a way to obtain this easily when needed.			No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Create a centralized source / access point of compliance policies	Future	4.5.	(D)	Develop an "instruction manual" where major compliance issues can be reviewed easily			No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Future	4.6.	(D)	More Spanish information	Duplicate of 4.14 (O)		No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Future	4.7.	(D)	Establish clear compliance guidelines for researchers working at Centers			No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Review / Monitor / Update Compliance policies and requirements	Future	4.8.	(D)	Feedback on compliance issues from REC-AO can be inconsistent. Areas where policies unclear should be identified to limit risk			No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Future	4.9.	(D)	Education of everyone, REC-AO, Directors, Office Managers, Superintendents to understand policy in layman's language.			No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Focus compliance program on key risks only	One Effective	5.1.	(D)	Compliance has been a very big burden to the UC budget. We need to come to an understanding of what is an acceptable risk before adding great expense to control all risk			Yes	7.4			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Create a centralized source / access point of compliance policies	One Effective	5.2.	(D)	Develop more centralized, simpler answers to range of compliance questions - post on web as a UC starting point for decisions			Yes	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	One Effective	5.3.	(D)	Provide some over-arching, simple descriptions of how to make decisions in concise manner. Don't give us 150 page guidelines with the "answer in there somewhere"			Yes	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	One Effective	5.4.	(D)	Develop a web based RECs compliance handbook			Yes	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Review / Monitor / Update Compliance policies and requirements	One Effective	5.5.	(D)	Consistency of policy within the REC system plus variances allowed (from campus policy) for the specific needs of different centers. With the coming centralization of policy, we may lose some of our special allowances.			Yes	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Review / Monitor / Update Compliance policies and requirements	One Effective	5.6.	(D)	Clarity and written documentation from REC AO on all compliance issues and funding to support new compliance			Yes	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Identify and allocate the necessary staff and resources to focus on compliance and provide funding for those	Current	3.2.	(O)	Too many for any one person to know, thus essential that point people are identified and known to all	Duplicate of 3.17 (O)		No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Current	3.3.	(O)	Like the EHS web site and use of communication			No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Other	Current	3.4.	(O)	New rate and recharge process			No	7.3			

Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Review / Monitor / Update Compliance policies and requirements	Current	3.5.	(O)	Constantly evaluate				No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Review / Monitor / Update Compliance policies and requirements	Current	3.6.	(O)	Using the risk management team to ensure licenses are written as university-friendly				No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	N/A	Current	3.7.	(O)	Do not call Dustin ;)				No	7.1	7.2	7.3	7.4
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Identify and allocate the necessary staff and resources to focus on compliance and provide funding for those	Current	3.8.	(O)	Identification of final decision authority on any particular rule or regulation				No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Review / Monitor / Update Compliance policies and requirements	Current	3.9.	(O)	Working on revision of web site to provide better information and tools to insure compliance with existing policies, practices, procedures				No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Current	3.10.	(O)	Use he's website	Duplicate of 3.3 (O)			No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Other	Current	3.11.	(O)	Utilizing inspections as opportunities for learning				No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Current	3.12.	(O)	Make sure incoming mailing is shared with safety coordinator and superintendent				No	7.1			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Identify and allocate the necessary staff and resources to focus on compliance and provide funding for those	Current	3.13.	(O)	We have a 50% FTE devoted to EHS compliance				No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Identify and allocate the necessary staff and resources to focus on compliance and provide funding for those	Current	3.14.	(O)	Share resources				No	7.1	7.2	7.3	7.4
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Current	3.15.	(O)	Provide proper orientation to new staff on ANR organization philosophy				No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Current	3.16.	(O)	Monthly conference calls with administrative staff to discuss new and changing policies and processes				No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Identify and allocate the necessary staff and resources to focus on compliance and provide funding for those	Current	3.17.	(O)	We have identified an individual and allocated the necessary resources to assure a positive outcome				No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Other	Current	3.18.	(O)	Utilize outside resources				No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Create a centralized source / access point of compliance policies	Current	3.19.	(O)	Minimize opportunities for shopping for the 'right' answer				No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Current	3.20.	(O)	Attempt to keep up with staff training, utilize staff meetings effectively				No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Identify and allocate the necessary staff and resources to focus on compliance and provide funding for those	Current	3.21.	(O)	Involve RECs in development of system policy				No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Current	3.22.	(O)	When in doubt contact resources				No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Current	3.23.	(O)	More safety training on current and upcoming issues	Duplicate of 3.20 (O)			No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Current	3.24.	(O)	Conveying to field staff the importance of safety and making sure they understand that quality is more important than speed				No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Future	4.1.	(O)	Use EH&S website and staff.				No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Future	4.2.	(O)	Continue with safety training and create more administrative policy training for REC Centers and make sure communication is shared throughout the centers.				No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Future	4.3.	(O)	Effective communication and training	Duplicate of 5.10 (O)			No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Identify and allocate the necessary staff and resources to focus on compliance and provide funding for those	Future	4.4.	(O)	Identify the final decision authority for any reg or policy interpretation	Duplicate of 3.8 (O)			No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Future	4.5.	(O)	Utilize EH&S	Duplicate of 4.1 (O)			No	7.1	7.2	7.3	7.4
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Future	4.6.	(O)	#16 monthly conference calls with updates, discussion of policies	Duplicate of 3.16 (O)			No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Identify and allocate the necessary staff and resources to focus on compliance and provide funding for those	Future	4.7.	(O)	Staff and fund appropriately	Duplicate of 5.18 (O)			No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Identify and allocate the necessary staff and resources to focus on compliance and provide funding for those	Future	4.8.	(O)	Task EHS staff with inventory of APCD permitted equipment to ensure no new rules cause a violation				No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Focus compliance program on key risks only	Future	4.9.	(O, D)	Focus on key exposure areas in developing a compliance program the best protects the Centers				No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	N/A	Future	4.10.	(O)	#6	Duplicate of 3.16 (O)			No	7.1	7.2	7.3	7.4
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Review / Monitor / Update Compliance policies and requirements	Future	4.11.	(O)	Involve Centers in development of EH&S policies to insure that they are practical and are tailored to the Center.				No	7.1	7.2	7.3	7.4
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Review / Monitor / Update Compliance policies and requirements	Future	4.12.	(O)	#12 - make sure safety coordinator and center supt receive all mailings and information	Duplicate of 3.12 (O)			No	7.3			

Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Future	4.13.	(O)	Allow for flexibility in obtaining compliance				No	7.1			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Future	4.14.	(O, D)	Spanish versions of safety issues for compliance				No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Future	4.15.	(O)	Make a list readily available so that people know who the appropriate point people are for any given issue				No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Review / Monitor / Update Compliance policies and requirements	Future	4.16.	(O)	Monthly conference calls for superintendents to discuss updates policies and issues	Duplicate of 3.16 (O)			No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Identify and allocate the necessary staff and resources to focus on compliance and provide funding for those	Future	4.17.	(O)	Because the regs are becoming so intense, hire fulltime safety coordinators assigned to several centers	Duplicate of 5.18 (O)			No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Future	4.18.	(O)	Understanding responsibility and accountability of your position				No	7.1	7.3		
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Future	4.19.	(O)	Sit down with all center staff for an exit review				No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	Future	4.20.	(O)	Train folks to send people to the point person, not decide to 'answer' themselves				No	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Focus compliance program on key risks only	One Effective	5.2.	(O)	Access the real risks and determine your decision for compliance				Yes	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Review / Monitor / Update Compliance policies and requirements	One Effective	5.3.	(O)	Conduct system wide assessment of current policies and practices to identify areas where improvements could be made				Yes	7.1	7.3		
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	One Effective	5.4.	(O)	Training and communication	Duplicate of 5.10 (O)			Yes	7.1	7.3		
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	One Effective	5.5.	(O)	Do not assume that people can keep up with 'passive' delivery systems				Yes	7.1	7.3		
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	One Effective	5.6.	(O, D)	Foster and create more open communication between Centers.	Duplicate of 5.10 (O)			Yes	7.1	7.3		
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	One Effective	5.7.	(O, D)	Sit down with all center managers before and at the end of each center safety review to discuss concerns/review issues				Yes	7.1	7.3		
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Create a centralized source / access point of compliance policies	One Effective	5.8.	(O)	Update the REC web site to include all areas of procedures				Yes	7.1	7.3		
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Review / Monitor / Update Compliance policies and requirements	One Effective	5.9.	(O)	Speak directly with UCOP or RM office to ensure understanding of policy implementation intent and objective				Yes	7.1	7.3		
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	One Effective	5.10.	(O)	Development of multiple methods/approaches for training/information delivery				Yes	7.1	7.3		
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	One Effective	5.11.	(O)	Add the Office Managers to safety email list				Yes	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Identify and allocate the necessary staff and resources to focus on compliance and provide funding for those	One Effective	5.12.	(O)	Provide funding for at least a partial FTE to focus on especially EH&S compliance at each Center - may be shared				Yes	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	One Effective	5.13.	(O)	Initiate regional training	Duplicate of 5.10 (O)			Yes	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Identify and allocate the necessary staff and resources to focus on compliance and provide funding for those	One Effective	5.14.	(O)	Appoint cross Center EH&S dedicated and competent staff	Duplicate of 5.18 (O)			Yes	7.1	7.3		
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Focus compliance program on key risks only	One Effective	5.15.	(O)	Focused compliance program on key risks only	Duplicate of 4.9 (O)			Yes	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	One Effective	5.16.	(O)	Continue regular staff meetings to discuss and review issues				Yes	7.1	7.3		
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	One Effective	5.17.	(O)	Sharing best practices between units				Yes	7.1	7.3		
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Identify and allocate the necessary staff and resources to focus on compliance and provide funding for those	One Effective	5.18.	(O)	Hire regional safety coordinators, fulltime positions				Yes	7.3			
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	One Effective	5.19.	(O)	Create social networking type site for Center management staff to communicate and work together				Yes	7.1	7.2	7.3	7.4
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Educate / Communicate Compliance policies and requirements	One Effective	5.20.	(O)	Utilize online training for addressing policy and procedure issues and concerns, updates	Duplicate of 5.10 (O)			Yes	7.1	7.3		
Compliance	Failure to understand, communicate and adhere to applicable rules and regulations	Identify and allocate the necessary staff and resources to focus on compliance and provide funding for those	One Effective	5.21.	(O)	Find budgeting to bring all staff up to 100% level so that there is time for training				Yes	7.1	7.3		

