

ANR Cooperative Extension Risk Assessment Best Practices

Staff – Staffing Levels

A. Recruitment/Vacancy Issues

1. Keep hiring and budget authority (including non-permanent funds) in the regions
2. Prevent gaps in services, (i.e., some counties have little or no programming in Nutrition, Family & Consumer Sciences positions or less support than other counties in 4-H)
3. Provide regions with a baseline budget with no position reversions or percentage budget givebacks
4. Analyze advisor age and/or University service as a means to anticipate future vacancies

B. Resource Issues

1. Seek input from clientele and other advisors in the same discipline
2. Use “temporary” ANR funding for 5-year projects
3. Provide funds for development positions and for support funds
4. Re-establish hiring priorities every time there is a new set of retirements, transfers, and budget reductions
5. Implement long-range planning for academic and staff positions
6. Trust Regional Directors and Program Leaders to prioritize needs
7. Analyze subject matter FTE allocation on a state-wide/area-wide basis
8. For staff positions, restructure positions to maximize duties
9. Create endowed advisor or specialist positions
10. Create CE/county-funded positions; initiate agreements with counties that support coordinator positions (4-H, MGP) and provide consistency between counties on support expenses and facilities
11. Supplement Principle Investigators’ salaries from contracts/grants
12. Generate new supplemental program and support funding through endowments
13. Develop set criteria for “fee-for-service” rates
14. Implement term RFPs (request for proposals), term contracts for completing specific research projects, term contracts for completing specific educational materials, and term contracts for conducting specific activities, outreach, and services.
15. Eliminate and/or consolidate programs when funding is below critical mass level
16. Develop staffing plan at statewide level that is consistent with the long-term ANR strategic plan and program priorities
17. Re-evaluate priorities as environment changes through retirements and/or budget cuts

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18. Avoid letting short-term (less than 2 years) budgetary constraints drive strategic planning