

ANR Cooperative Extension Risk Assessment Best Practices

Budget Reductions

A. Administrative Workload Burden

1. Reduce the services provided or duties required
2. Create systems for collaboration so that each county is not reinventing the wheel
3. Set deadlines that are reasonable given the lack of available resources
4. Coordinate requests for information from Oakland administration
5. Evaluate and prioritize necessity of various administrative tasks and eliminate or reduce lower priority tasks
6. Prioritize programs/goals and focus resources on most critical programs
7. Reduce activities that produce heavy administrative workloads
8. Adjust merit/promotion process to recognize increased administrative functions
9. Streamline process for fulfilling information requests and utilize all existing data first
10. Require electronic submission and distribution to reduce paper processing costs
11. Provide up-to-date information about ANR funding/cuts to assist in loss control, as well as adjusting expectations given new levels of resources.
12. Guarantee that interim changes and agreements are not permanent
13. Encourage vacations regardless of workload and responsibilities
14. Require accountability for all program activities
15. Use the Internet for planning and personnel processes
16. Implement budget-protecting language in agreements

B. Service

1. Reward productive staff and good work
2. Initiate fee-for-services when appropriate and then determine who is willing to pay for services (New Zealand model)
3. Advocate/promote use of cross-county collaboration
4. Implement new strategic planning process in 4-H YDP to strengthen programmatic focus
5. Communicate with clientele and ask them to prioritize their needs
6. Prioritize programs to focus effort on continuing those programs that are high-priority
7. Determine which programs can be provided effectively and eliminate other programs altogether
8. Focus programmatic work on core competencies
9. Fund only those programs that are most critical

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10. Develop interim planning to provide critical service level on sub-regional basis
11. Revise grants/MOUs to determine appropriate levels of work to continue given revised funding levels
12. Work with advisors to determine where there are inadequacies in service and devise a plan to correct these
13. Define "low priority" (e.g., dollar value, numbers served, political importance, already disenfranchised groups)
14. Develop an internship program to assist in delivery of critical programs
15. Ensure that the merit and promotion system values team work and effort
16. Collaborate with other agencies that may have funding to help provide programs
17. Create a statewide repository of program resources (curriculum, training materials, etc.)
18. Provide the counties some autonomy in planning and prioritizing

C. Administrative Support

1. Provide more internal support in training (i.e., use our own in-house experts) and reward staff for developing/delivering trainings for colleagues
2. Reduce overhead and move funds to program implementation
3. Develop and use long-distance training/information modules (e.g., Internet, Intranet, videos, etc.)
4. Initiate an assessment of current funding support for FTE allocations to determine reality of staffing priorities
5. Require the use of existing data management system, rather than developing new ones
6. Encourage collaboration for effective delivery
7. Encourage UCCE county staff and UCCE specialists to provide support through trainings, workgroups, and publications
8. Utilize conference calls to minimize need for travel
9. Make risk analysis process available at lowest unit level
10. Submit funding proposals to the private sector to provide administrative support services
11. Analyze the costs and benefits of changes prior to implementing changes in accounting practices or policies
12. Adequately pay current staff
13. Make on/off-campus equity adjustments
14. Use the Internet to communicate and distribute information

D. Morale

1. Compensate advisors for the additional workload

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2. Reward strong performers and good work
3. Take responsibility for program effectiveness
4. Keep positive attitudes
5. Support staff in all ways possible (e.g., study leaves, sabbatical, etc.)
6. Encourage stress reduction/meditation to increase productivity
7. Clearly define and describe plans for layoff or cutbacks
8. Host Division-wide conferences and meetings to develop sense of community
9. Bring salaries to competitive levels for the programs that survive cuts
10. Improve communication with staff regarding staffing adjustments, budget changes and any decisions regarding funding
11. Provide stipends to Assistant County Directors to improve additional administrative support
12. Recognize County Directors in the merit/promotion process for the administrative work performed that is not in the academic area
13. Reassure staff that "temporarily filling in the gap" is worthwhile and not permanent
14. Increase efficiency of training time and administrative meetings to give staff more time for programs and research

E. Staffing

1. Suspend sabbatical plans
2. Rehire essential retirees
3. Hire and retain only the best employees
4. Prioritize client needs and then evaluate current positions to determine their effectiveness and value
5. Charge for portion of advisors' salaries in sponsored project budgets to generate additional income
6. Provide appropriate merit/promotion advancement for productive staff
7. Make available additional staff/volunteer support for advisors so they can concentrate on academic programs
8. Maintain administrative support with alternate fund sources
9. Clearly define and stick to job descriptions
10. Provide a staff development program that can be conducted through internal expertise
11. Reduce bureaucracy and inflexibility in planning and budget decisions
12. Analyze staff by age/years of service to help determine future expected vacancies
13. Allow flexibility of staff movement within the organization as priorities shift
14. Allow internal transfers of staff for vacant positions
15. Explore creative staffing structures (e.g., web models vs. hierarchical)
16. Set local program delivery as primary focus

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17. Allow regional staff to decide how to best reconstitute FTE assignments given new funding levels
18. Identify and implement the non-monetary factors that contribute to staff satisfaction
19. Refrain from hiring additional specialists unless there are adequate advisors to deliver programs
20. Develop cross-county assignments with written MOUs
21. Maintain a connection between program areas on campus and county staff working in these program areas
22. Offer early retirement package (i.e., VERIP) to senior staff
23. Redirect FTEs to highest priority projects/programs

F. Competition

1. Collaborate in research and program funding proposals to leverage the amount of external funds received
2. Provide grant-writing training and internal support for grant proposals
3. Encourage collaboration and collaborative relationships as an effective budgetary tool
4. Offset budget cuts with aggressive solicitation of gift funds and/or outside contracts and grants
5. Recognize and reward staff collaborative efforts
6. Provide clear leadership and priorities to focus internal resources
7. Evaluate programs and eliminate redundancies with other units, campuses, universities, and agencies
8. Embrace competitors to maximize our strengths
9. Develop system/technology to connect people for collaborative work
10. Submit funding proposals in response to RFPs to generate funds to deliver specific research/programs

G. Sustainability

1. Implement a statewide marketing effort to publicize UCCE
2. Focus only on core competencies
3. Develop lobbying effort at government level
4. Make UCCE indispensable at local, state, and University level
5. Begin researching other funding options and create a strategic plan for the ANR Development Office
6. Be proactive, using the expertise of County Directors to problem solve before crisis occurs
7. Make more effective use of statewide or regional programs to spread our expertise beyond county lines
8. Use technology (e.g., the Internet) to distribute knowledge, communicate, market CE, etc.

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9. Provide evidence of program impacts to administrative leadership so that this can be used to market UCCE
10. Support County Directors' taking a proactive approach with administrators
11. Make UCCE programs indispensable to local governments and clientele

H. Strategic Planning

1. Allow for organizational flexibility
2. Evaluate vision/mission from the vantage point of advisors who deliver CE programs
3. Make program decisions based on strategic plan
4. Provide training and tools for advisors to do strategic planning at local level
5. Hire competent, well-trained staff and provide the tools needed to succeed
6. Reduce/eliminate 4-H programs which do not meet the criteria given in the 4-H YDP Mission and Direction Plan
7. Avoid "across-the-board" actions on budget cuts