

Terms of Reference Strategic Initiatives (SI) Leaders¹

Strategic Initiatives (SIs) are the focus areas under which UC ANR research and outreach is organized.

Unify-Communicate-Advocate (UCA) - Major responsibilities: Spending up to 30% FTE, SI Leaders help create the umbrellas to for the work across the system. In so doing, the SIs with their panels:

Unify

1. Create vision
2. Identify key areas, emerging issues & priorities
3. Input to UC ANR strategic plan
4. Hold meetings*
5. Manage (and develop) grants
6. Operate a think tank
7. Help build capacity
8. Input to staffing needs

* Can include joint SI conferences (with input from SI panel members and PT chairs and support from PSU) to 1) share best practices, 2) highlight results and impact (outcomes) of UC ANR work, 3) articulate SI goals and priorities, and 4) enhance reach of the SI activities.

Communicate

1. Collate stories & highlights
2. Develop materials (white papers, etc.)
3. Foster debate

Assist (as needed) Program Planning and Evaluation with federal report preparation.

Advocate

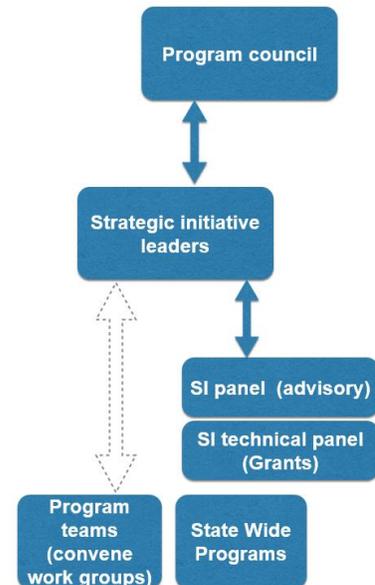
1. Represent UC ANR/SI
2. Engage stakeholders and government
3. Raise awareness
4. SI leaders represent SIs on Program Council & attend monthly SI Leader meetings

SI Panel. To assist with the above, SI leaders establish an SI panel

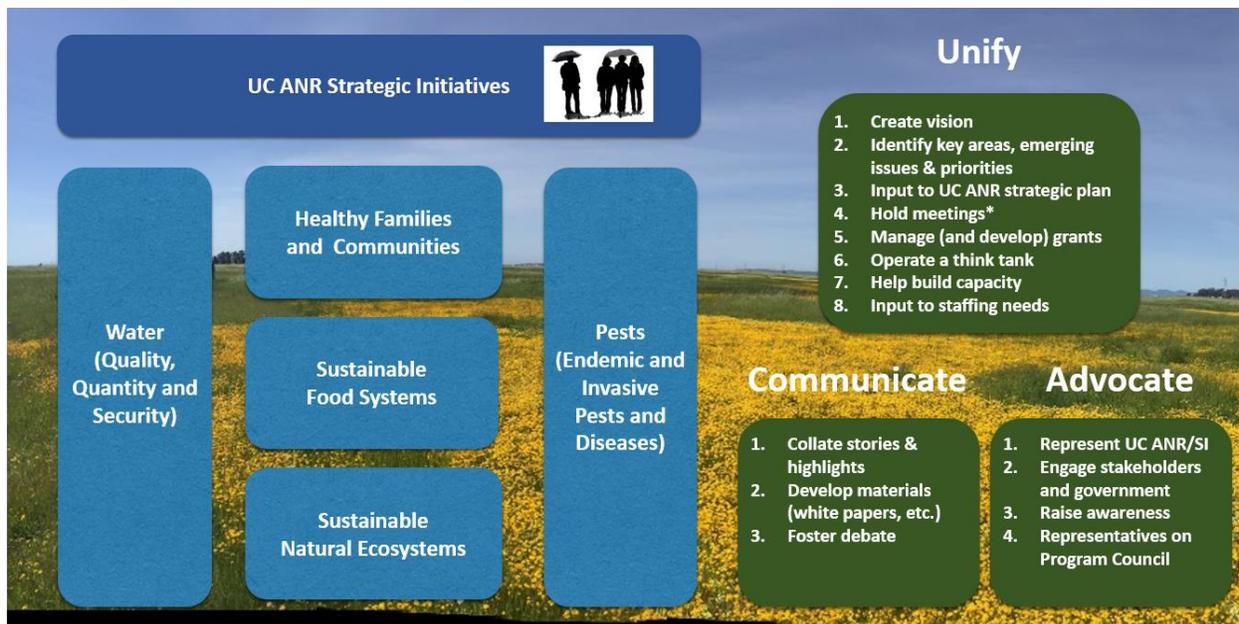
The panel meets regularly (by zoom month and at times in person) to review and plan activities to

- a) build the umbrella and the elements of UCA, especially in relation to
 1. revising the SI Key Areas (and the SI strategic plan as needed);
 2. Identifying research outreach and position gaps and opportunities based on SI strategic priorities;

Note: Panels are typically composed of rotating members with staggered 3-year terms.



¹ Revised Oct 2018. Input from Keith Nathaniel, David Lile, Deanne Meyer, Doug Parker, Jim Farrar, Neil McRoberts, David Doll, John Harper, Cheryl Wilen, Wendy Powers and Mark Bell



Length of SI Leader Service: 3 years (with option to extend upon mutual agreement).

Financial and Staff Support

- The leader who is rotating off will overlap with the new leader for an agreed period (suggested timeframe is 3-6 months).
- Funding is allocated for travel (SI Leader, SI panel, grant panel) and other expenses appropriate for productive interactions or promotion of activities, e.g., meeting expenses with other academics or external stakeholders.
- The SI conferences are implemented in coordination with Program Support Unit who provides planning, logistical and onsite support.
- Program Support Unit also provides logistical and onsite support (as needed) for panel meetings and SI activities including, scheduling and notetaking.

Desired SI Leader Characteristics

- Ability to build teams and ownership, empower team members and build consensus so members feel committed and responsible to deliver target SI outputs.
- Has a breadth of understanding of issues across California.
- Has an established network or knowledge of UC ANR personnel activities across the state and among disciplines or areas related to the SI.
- Willingly represents and advocates at Program Council and elsewhere for the broader group putting aside their personal interests to give voice to all those contributing to all initiatives.
- Directs research and extension to support other SI priorities.
- Has time and effort necessary to serving as an effective SI Leader.
- Able to travel to Program Council meetings, panel meetings, etc. (monthly overnight travel is often required).
- Goal-oriented with strategic planning skills.
- Desire to learn about senior leadership decision-making and play an active role in providing positive input into that process.

- Seeks an opportunity to serve the UC ANR organization in a capacity that drives collective impact.

Note: in choosing SI leaders, consideration is given to representation across all UC ANR; considering both actual and perceived representation (e.g., discipline, geographic, cultural and gender diversity, etc.).

Wider representation of the Initiatives can be made to a limited extent through the at-large Program Council seats.

Why be an SI Leader?

- Help set the UC ANR research and extension agenda through the development of priorities, grants, position calls, convening of SI meetings and Program Council.
- Represent the SI in an administrative/leadership role.
- Help build broader reach and impact of UC ANR work through this leadership opportunity.
- Service to the organization.
- Receive a modest stipend.

Note: While not a perk per se, there is a travel budget to attend meetings and bring others together for SI activities
