

**2004 Academic Assembly Council Spring Meeting**  
**Koshland Hall, UC Berkeley**  
**April 27th & 28th**

Meeting Arrangements made by Maggi Kelly, UC Berkeley – many thanks

**SUMMARY OF ACTIONS**

Decisions by the Academic Assembly Council:

1. Approved changes in bylaws a) A candidate statement is to be included on ballots, b) write-in votes will be allowed in the count, c) reduced the members in the Rules and Elections from 5 to 4 to reflect one less region, d) campus committees are allowed at least 3 representatives (this allows 6 from Davis, 3 from Riverside and 3 from Berkeley).
2. Approved and supported Personnel Committee's proposal to move to 1) electronic submission of merit and promotion materials and 2) streamlining merit actions. Personnel committee will work with administration to develop details and report back to AAC at the next meeting.
3. Directed the Council President and Executive Committee to increase linkages with ANR Deans to enhance County and Campus collaboration. The Council encourages county-based UCCE staff to invite Deans and their staff to observe and experience the diversity of the UCCE programs. While all AAC members would be encouraged to carry out this action, regional AAC representatives will be charged to carry out this task.
4. Directed the Academic Assembly Council, working with campus links (i.e., Deans, UC administration), UCCE administration (i.e., Regional Director, County Director), and community partners, to build an agreement establishing as a high priority the issue of salary discrepancies between UCCE advisors, UCCE specialists and UC faculty in general. Create a plan within a year directing expenditures of 1990 funding to improve CE salaries.
5. Approved the creation of a report to be delivered to ANR and Deans defining conditions affecting recruitment and retention of CE advisors
  - a. Degree attained
  - b. Peer group definition
  - c. Off scale salary at hiring
  - d. Accelerating advancement through associate rank
  - e. Marketplace value of advisor, within and outside
  - f. Evaluation of recruitment pools from 2000 - 2002
  - g. Develop questions for exit interviews, and identify data to be retained from recruitment pools
6. AAC approved to request ANR and Deans to restore specialist support resources to 2000-2001 levels as high priority.
7. Academic Assembly Council to ask for involvement in selection of new program directors.
8. Approved to send the strategic plan to Council members for review in May 2004 and posting on the Council web site June 1, 2004.

## **FULL MEETING NOTES**

2004 Academic Assembly Council Spring Meeting

Koshland Hall, UC Berkeley

April 27th & 28th

Called to order at 10:00 a.m. by President Dan Marcum

In attendance first day: Gloria Barrett, Sacramento County; Kent Brittan, Sacramento, Solano and Yolo Counties; Carol Collar, Kings and Tulare Counties; W. Bowman Cutter, UC Riverside; Cindy Fake, Placer and Nevada Counties; Matteo Garboletto, UC Berkeley; Charles Go, Alameda County; Chris Greer, Colusa, Glenn, Tehama and Yolo Counties; Leigh Johnson, San Diego County; Maggi Kelly, UC Berkeley; Peggy Lemeaux, UC Berkeley; Dan Marcum, Lassen and Shasta Counties; Diane Metz, Solano County; Dan Munk, Fresno County; Mike Murray, Colusa County; Barbara Reed, Glenn County;; Steve Vasquez, Fresno County; Jim Waldvogel, Del Norte County; Lynn Wunderlich, El Dorado County

Guests: George Goldman, Emeritus UC Berkely, Vice President Reg Gomes, UCOP in Oakland; Asst. Vice President Lanny Lund, UCOP in Oakland; Kim Rodrigues, NCMR Regional Director, and Rick Standiford, UC Berkeley.

Second day in attendance: Charles Go, Dan Marcum, Dan Munk, Kent Brittan, Chris Greer, Maggi Kelly, Cindy Fake, Diane Metz, Gloria Barrett, Mary Blackburn, Jim Thompson.

### **April 27<sup>th</sup> Schedule**

10 AM

- \* Dan Marcum, President's Report
- \* Kim Rodrigues Regional Director's Report
- \* Regional Reports

1 PM

- \* Mike Murray - Extension Leadership

2 PM

- \* VP Gomes / Lanny Lund - ANR Report

3 PM

- \* Standing Committee Reports

## **UC Cooperative Extension Academic Assembly Council President's Report- Dan Marcum**

At our last meeting in September 2003 we resolved to work on improving advisor salaries.

Actions taken:

- \* October – November 2003
- \* Met with VP Gomes and determined that specific recommendations are needed
- \* December 2003
- \* Delivered Welfare and Benefits letter with specific recommendations to VP Gomes, (no written response has been received to date)
- \* Posted a very popular on line salary survey that resulted in the following:

**Recommendation:** #1 Increase salaries 10%/year for four consecutive years

**Action:** In March 2004 UC President Dynes informs the legislature that UC faculty salaries lag comparable institutions 10.7%. VP Gomes feels asking for 10% per year over 4 years is unrealistic in the current environment. We have been offered the opportunity to prepare a report and recommendations for actions that can lead to improved advisor salaries.

**Recommendation:** #2 Conduct a review of recruitment and retention. Create a centralized database.

**Action:** The executive committee established a committee of Marcum, Reed, and Guerrero to work with the regions to find out what data exists on recent recruitment. In the North, a spreadsheet of the hiring pool size and new hires from 2000-2002 was obtained.

**Action:** VP Gomes welcomes a report from the Council suggesting questions for exit interviews.

**Recommendation:** #3 Examine policies of other Universities where Extension Educators are faculty.

**Action:** VP Gomes welcomes a report addressing the following reasons for improving advisor salaries:

- \* peer group definition
- \* Consider requiring a PhD as a basic educational requirement for advisors and use of off scale salary at hire. For example, consider PhD offers at Asst III rank but use off scale salary to offer wages equivalent to specialist Asst I wages (= Assoc III in the advisor series).
- \* Reduced time in rank at Associate from 8 to 6 years
- \* Data on the marketplace value of advisors

**Recommendations:** #4 Desired timetable for establishment of salary plan (early 2004), recruitment and retention (mid 2004), and relinking advisors and specialists(end of 2004).

**Action:** Salary plan - All budget actions are on hold pending the Governor's May Revised Budget.

**Action:** Recruitment and Retention - VP Gomes welcomes ideas for exit interview questions. We have to do our own work on examining the success and/or failure of recruitments in the 1999-2002 recruitment, period.

**Action:** - Moving advisors to the specialist series pay scale is off the negotiating table, at least for now.

**Other actions:**

\* The salary survey was completed and will be included in the Welfare and Benefits committee report

\* We addressed the decentralization issue in December. The Assembly Council Executive Committee said no to a decentralization survey opting to wait until after the listening sessions

\* VP Gomes welcomes input on another important issue - planning for ANR growth.

\* A report providing priorities when ANR rebuilds.

**Guidelines for the growth of ANR in 2006-2007**

\* A salary definition that addresses off scale hiring, fewer steps in Associate rank, and scale adjustment equality between specialists and advisors

\* A curriculum definition that defines critical CE mass? in subject areas such as dairy, 4-H and Pest management that guides administration in position allocation.

\* A support definition that addresses discretionary travel by specialists and advisors as well as Work Group funding Also support units like Publications and the ANR Laboratory.

**Action options for this meeting:** #1 A recruitment and retention report that pays special notice to salary weaknesses and includes specific recommendations

\* Salary lags in the marketplace, public and private

\* Salary lags related to degree attainment

\* Salary lags in time in Associate rank??

\* Loss of employees for salary reasons

\* Smaller and weaker recruitment pools

**Action options for this meeting:** #2 A report that provides guidelines for growth in ANR when funding returns that includes specific recommendations for spending new money

\* Defines critical CE mass? in subject areas

\* Defines critical support needs

\* Defines critical salary needs to recruit and retain competent CE professionals

**Action options for this meeting:** #3 A report that provides guidelines for a new policy to monitor recruitment and retention in the future

\* Recommends exit interview questions

\* Recommends data that should be maintained from all recruitment pools

**No call for approval of minutes.**

Counsel budget: \$7,668 available to date out of \$30,000 total. Estimated expenses for this meeting \$5000.

Responses to and Discussion of President's Report -Salary Survey had broad response but Barbara Reed brought up that we had had no response from Reg Gomes regarding the actions we have taken and had presented to him. Barbara felt that the raise for faculty was not applicable to us.

Leigh Johnson also felt that taking a lower pay scale than faculty some years ago was short sighted because that CE academics are very few in number. Yet we are still suffering - from the deepening erosion that this salary inequity has caused.

In regards to salary reports from other regions, only NCMR has responded but it was learned that only that region had been asked to provide the data.

Peer Definition is clearly different in CA UCCE than in most other states so we cannot compare CE positions here with other states.

Barbara Reed wonders how a report from AAC on ANR Growth would work with the planning that goes on in the Regions. Dan suggested that the AAC make a report that would suggest an additional recommendation-another layer of support for appropriate change.

## **Kim Rodrigues, NCMR RD, Report**

Reporting for herself and from her perspective. When she took the RD position in 1999, she believed that she could make a difference in the leadership of UCCE. Multi-disciplinary approaches and issues programming is the direction that we need to continue to put emphasis. Commodity groups should still be worked with but in the context of the greater issue mode. Seeing 'together' issues that draw across groups is clearly the direction rather than seeing only a specific commodity. One example of this is the use of the endowment funds to meet budget short falls. In the Central Valley and CCSR they will be able to get off these funds quicker than NCMR because of the number of resignations and retirements.

Staffing by issue across the state is critical but Kim advised that we link with Program Leaders to be more meaningful in our planning and work efforts. Program Leaders could be better perhaps and perhaps we could recommend leadership for these leadership areas. Who, for example, could fill Bill Frost and Michael Reid's Program Leader roles?

Barbara Reed brought up that the Program Leaders' roles will be even more critical in that Lanny Lund's role as Program Administrator will be eliminated when he retires. AAC needs to be a part of the Program Council perhaps.

Kim was asked about hiring with special funds. She responded that Sea Grant nationally offered and CA did obtain funds. Grant funds have also funded a position. Renewable Extension Activities funds helped to do cost-shared position. Only one person is an advisor currently on soft-funds (advisor in Orange County) as far as she knows.

Kim offered to work with AAC to support the salary issue. Leigh Johnson suggested that using the salary issue might be the issue to build the connections needed to garner the power needed to make accomplishments.

Temporary funding made available from advisors retiring and leaving is now available in CVR and CCSR. Priorities for use are currently being developed.

Sonya Varrea Hammond, Gloria Barrett, Linda Manton and Kim Rodrigues will be working on questions that CD and Advisors are dealing with.

## Regional Reports

**Jim Waldvogel, North Coast and Mountain Sub Region 1** (Del Norte, Humboldt, Lake, Marin, Mendocino, Napa, Shasta, Siskiyou, Sonoma and Trinity Counties)

1. The salary inequities among advisors, specialists, and campus-based colleagues are still a big issue. Some type of resolve needs to be “negotiated” to have Extension academics brought back to an adequate level and improve morale.
2. There is sub-regional concern over the proposed restaffing and organizational structure of 4-H advisors. Many of those concerns will be addressed at the May 3-5 HR biannual conference.
3. The Extension academics in the Northern Region have mixed opinions about DANR proposed restructuring on to campus departments. However, most feel that a “Department of Extension” based on the Davis campus would accommodate many of their concerns.
4. Out-of-the-area medical coverage remains a concern as costs increase and possible carriers change. Although the present system is working in most locations, the cost/sharing of medical expenses can often vary by county and region.
5. The Sub-Region 1 – North Coast and Mountain Region AAC committee will have two new members and a new chair in June:

Chair – Paul Vossen, Sonoma County  
CD Rep. – Gary Markegard, Humboldt County  
FF/Mar. Adv. Rep. – Susan McBride, Humboldt County

**Lynn Wunderlich, North Coast and Mountain Sub-region 2** (Amador, Calaveras, El Dorado, Inyo-Mono, Lassen, Mariposa, Modoc, Placer-Nevada, Plumas-Sierra, and Tuolumne Counties)

Key issues for AAC that emerged from Advisors in our sub-region included the following:

### **1. ANR Reorganization**

- Many Advisors are disappointed with how the ANR Listening session results were posted in the special ANR report: some feel core concerns about the vision, mission, direction and leadership of the Division are not reflected.
- A group of Northern San Joaquin Valley Pomology and Viticulture Advisors met in early January to discuss several emerging issues for us as Cooperative Extension Advisors. We discussed Dean Van Alfen’s proposal and came up with a list of “criteria” that we think Advisors need in order to fulfill our mission-whether we remain in our current organization or move to a campus base. I then submitted these criteria to my sub-regional committee for feedback.

## **“Advisor Criteria for Success”**

### **A. Organizational criteria:**

1. **Advisors and Specialists must be kept together as one unit.**
  - Advisors and Specialists should be actively engaged with all appropriate UC faculty regardless of department and/or campus.
2. **If campus based, there must be a single Director of Cooperative Extension in Dean status.**
3. **CE must have a locally or regionally based delivery system.**
  - The “county-based” system is debated among Advisors: some feel it is extremely important to remain County based – while others feel that a county is a political boundary that doesn’t necessarily make sense for working on issues.

#### **County-based disadvantages:**

- Requires Advisors spend more time on certain programs or projects, such as volunteer programs, to fulfill a quota or need that is demanded by our Board of Supervisors but this may not be the most productive use of Advisor time.
- Requires another layer of administration that is becoming more time consuming with the need to justify our county budgets.

### **B. Individual criteria:**

1. Advisors, working with their peers and clientele, must determine their program priorities.
2. Advisors must have P.I. status.
3. Advisors must have the same rights and privileges as other academics, including tenure and sabbatical leave privileges.
4. Advisor must receive salaries that assure the recruitment and retention of the most highly qualified candidates.
  - This is most important at the Assistant and Associate ranks.

## 2. Salary scale for Advisor appointments.

- Important clarification in that our request is not to move Advisors onto the Specialist/Faculty salary scale, rather, that the Assistant and Associate Advisor salary scale be revised so that it can *be competitive and improve recruitment and retention*.
- Recent example of salary inequity: I served on an interview committee to hire a Campus Program Representative for a project working under the direction of a committee consisting of Advisors and other UCCE staff. The Davis campus will hire up to a second tier Program Rep. II with a salary of \$44, 900 (more than an Assistant Advisor Level 4 salary) with *no discussion required*.
- **Peer-group definition:** Do UC Cooperative Extension Advisors truly have a “peer group”?

**Advisor positions are unique** in the responsibilities and job skills that are demanded and that we fulfill, such as

- developing programs that assess and meet the current needs of our clientele, including research that meets scientific criteria for publication;
- conducting outreach on a variety of levels: one on one consultations, presenting at professional society meetings as well as local clientele meetings that we organize;
- serving on professional committees such as Advisory boards for grant funds;
- publishing newsletters, local publications;
- conducting volunteer training and program administration;
- grant writing and execution of funded research; Etc., Etc.

Our Program Reviews demonstrate Advisor’s unique job positions.

**Therefore, defining a peer group with all of the skills and responsibilities demanded of Advisors to adequately do their job is not feasible.**

- Instead of defining “peer group”-could perhaps define professionals that do similar or related work or pieces of the work Advisors do and use their salaries as a reference point if we can access that salary data.

The AAC can put forward a reasonable proposal. We understand that current budget cuts make it difficult to request an increase at this time, however, there is a need to maintain some morale and be prepared for future recruitments when the time comes.

### **3. Planning for restoration of funds.**

- Priority needs to be in salary adjustment and restoration of support for Specialists and Advisors.
- Critical Advisor positions then should be restored before support staff is hired.
- Some suggestions for creative positions once support has been restored, such as:
  - Grant writer to work with Advisors to secure funds for new, emerging issues such as
    - Water quality
    - Obesity, nutrition and health
    - Public resistance to GMOs

Funds raised would be for *existing* Advisors, not to create new programs, hires.

### **4. Other miscellaneous questions raised:**

- What is the status of the UCCE office in Sacramento and are any other county based programs threatened?
- Is ANR on the agenda for the April 29 President's Ag. Advisory Committee meeting and will the options for the Division's future organization be discussed?
- What is the future role of volunteer programs in the Division as staffing shrinks and our ability to manage these programs is challenged? Has the idea of a statewide Master Gardener coordinator been abandoned?

### **Dan Munk,**

Comments received by numerous advisors regarding the recent listening sessions were generally positive and reflected a need to continue dialogue with administration about key issues facing county program activities. Advisors feel better informed about recent proposals to move program activities to the Campus<sup>2</sup>, but this does not translate into widespread support of the concept.

Recent letters to President Dynes have come from numerous county offices that express concern over the “plan”. How serious is this plan and what kind of a time-frame are we looking at before any decision is made? Alternative models for restructuring Cooperative Extension have been offered including the idea of having a single vice-president of CE that supports our unique mission and role with the University. There is widespread desire to have a CE representative that would strongly advocate positions and future directions for county-based activities and that the person be a true advocate for CE. Such an individual should be very familiar with the county-based delivery programs and their selection should come with substantial input from county, area and regional academics.

Advisors appear to be pleased that AAC is taking a strong leadership role in advocating advisor compensation package issues and believe that this is key to maintaining- improving morale and addressing future retention and recruitment issues brought out by the compensation survey. Recent real estate surveys in the Fresno/Visalia/Bakersfield area have shown a consistent 25 to 28 percent increase in housing costs above those of one year ago, indicating cost of living issues are statewide and not confined to localities.

Concerns and questions have arisen regarding future prioritization of new positions and there seems to be little communication on the direction of such recruitment and its approach. Large program area gaps including the Tulare County Dairy position, Fresno County Vegetable crops position and other high profile positions will need attention soon and there needs to be some plan discussed that identifies which short-term solutions will become long-term and others to remain high priority for filling. Specific concerns have been addressed that CE is not providing any substantial efforts in the area of agricultural business management and that there is currently a significant void in this area. Advisors have commented that there has been a good response to and support of the changing environmental issues of the state and numerous commodity and resource advisors are providing support where information gaps exist.

Advisors have expressed their frustration with administrative requirements that limit hiring of support staff, limit position format and wage scale and now require several months of upfront costs in cases where even long-term positions are in jeopardy although they have been in place for years. The problem is that program moneys for advisors are often cyclical because they depend on donor dollars and smaller grants often in cooperation with other UC academics in which funds are often not available for the first several months of the project due to administrative processing time and legal working through tedious legal contract issues.

Side note: Kim stated that contracts and grants is being renovated.

**Chris Greer, Central Valley Region Sub-region #2** (Butte, Colusa, Glenn, Sacramento, Solano, Sutter-Yuba Tehama and Yolo Counties)

Concerns of the previous sub-region report remain on the minds of advisors. The morale of advisors continues to be low due to a number of factors. This is apparent in the results of the December 2004 AAC Satisfaction Survey. Some of the issues related by the advisors include:

**1. Low pay for advisors with respect to their academic colleagues.**

- Ability to retain recent hires due to a lack of salary competitiveness with positions requiring similar or fewer skills and responsibilities. This is especially concerning with the wave of recent retirements.
- Ability to recruit highly qualified applicants when we go into a “rebuilding” phase.
- Lack of support and acknowledgement by administration that there is a salary deficiency problem in the advisor scale. In other areas of the UC systems we see administrators state that top level administrators and faculty salaries lag behind the marketplace and that these inequities must be remedied to retain and recruit staff. There is concern that we will be left behind again without an advocate in our corner.
- It seems AAC has been writing reports and doing studies to provide information to the administration for many years and no action has been taken.
- Wonder if administration has a grasp of issue. Do they know this is a widespread concern of do they have the impression that just a few advisors are “making” an issue of it?
- Tired of the “budget problem” excuse. Deferring action or policy decisions until times are better only ignores the problem.

## **2. Eroding support/resources for advisors and specialists to do their job effectively.**

- Support is shrinking as responsibilities and program areas increase.
- Examples of support/resources which contribute to advisors' ability to function effectively and maintain a high level of service include continued support of program representatives for program delivery, access to the ANR analytical lab, support for UCCE extension specialists, training funds and opportunities, professional development opportunities, and allowances for study and travel leaves.
- Feeling that programmatic support of advisors and specialists should be restored prior hiring new staff when "rebuilding" commences.

## **3. Reorganization/Restructuring issues.**

- Any restructuring or reorganization should involve consideration of input and address the concerns of county-based academics.
- Most advisors feel we must preserve the connection of UCCE to the counties through the local offices. This connection is a valuable asset in maintaining support of the local communities and an ability to respond to emergencies and educational needs.
- Several advisors question the usefulness of the listening sessions. Were we listened to or just heard? How are the concerns being acted upon? There were also some questions about the interpretation of the outcome of these sessions.
- Seems like we are doing a lot of shuffling and changing names but no real structural differences.

## **4. Program Review Process.**

- Must reduce time in rank at Associate Advisor from four to three steps.
- In Support of further study of Personnel Committee position paper on eliminating PR process for merit increases.

**Charles Go for Laura Torte, CCSR Sub-region # 1:**

**Survey Submitted to Region CCSR Sub-region #1 concerning "Listening Sessions"**

### **I. What topics to ask or follow-up?**

What outcomes can you share from the retreat you had to review the comments and recurring themes expressed at the listening sessions? Did you discuss any timelines?

Given the locations of the listening sessions, what relevance does administration think the results have for CE programming in the rest of the state?

Are we still looking at eliminating programs either immediately or through attrition?

First we need to hear from our administration on what potential changes could be made in DANR based on the listening sessions or other internal meetings. I would hope that there will be some discussion on how to adapt DANR to be a viable organization for the future of California. I

specifically would like to know what can be done to improve campus based staff's dedication to the mission of Cooperative Extension.

What activities are taken to be proactive to promote our programs to budget makers?

## **II. What impact do you see this status quo will have on you?**

It is unsettling to staff to not know what will happen. We at least need to know definitively that we will continue as status quo, or not. It is also important for us to be able to communicate to our local policy makers and clientele who are aware of the University's budget problems and potential changes as a result. They can't fully commit to us when they don't know what they are committing to.

As my colleagues retire, unless they are replaced, we will have larger geographic gaps in adult HR programming. The remaining folks will most likely be asked to work in counties beyond their original assignment.

An organization that is standing still is like holding cash in an inflationary environment - you're actually losing ground. I feel isolated from other UCCE Advisors and Specialists. Many Specialists are not as involved with Advisors as they once were and many Advisors have a bomb shelter mentality - just doing their own selective program without looking at the organization as a whole.

I see a constant slow decline in support for many programs. I think we need to re-evaluate what we do best, which are generally the county-based program that have a direct connection to clientele. We need to eliminate many of the special programs and for those which have value put those positions back into the county offices or a campus department. Administration needs to be more proactive in maintaining and looking at new sources of funding to support the mission of CE. There currently are state and federal agencies that are moving into extension activities. Why is this happening when both in California and the nation CE and AES programs are in decline? What attempts are being made by our administrators to push for CE and AES at the state and federal level.

## **III. What impact do you see this status will have on your programs?**

Very weak, or certainly less than optimal programs will result if we leave positions where they remain circumstantially/historically. There has never been any in-depth study of positions and greatest need to deploy our remaining advisors strategically. They should be in highest areas of need/potential for impact, and with/near colleagues with the professional expertise to form good research teams.

If assigned to more areas than I currently serve, I see a loss of localization of the programs here in my original county along with that same loss in the new counties I'm asked to take on.

With the current status quo and a few more key retirements, I foresee myself working alone addressing the needs of my clientele except for some Advisor interaction and what I can glean from a few workgroup and scientific meetings.

I see a lack of campus support for county -based programs due to a lack of a reward system that penalizes department based staff for extension activities or applied research.

#### **IV. What impact do you see this status will have on your county?**

Status quo leads to watering down, stretching people too thin. We can either do more with less and do it superficially (in which case we minimize our impact and the need for us because other agencies can meet that same level of superficiality), or we pick strategically what we will do where, and do it well, thereby maintaining or regaining the demand for us, uniquely, as experts.

See above

My county is doing okay budget-wise. Currently we are adequately staffed. An early retirement program, which appears unlikely, would result in most or all of our staff retiring at one time. As staff in neighboring counties retire, it will place an additional workload on the remaining staff.

Many of the county programs that are successful are becoming more independent of campus based staff. The current promotion system needs to be revised to promote more county /campus cooperation.

#### **V. Do you have any suggestions with regards to the direction of our organization?**

Think strategically, think long-term.

WE - hopefully administration with large amounts of input from all county-based programs - need to decide whether we will address LOCAL problems. If we are, then we must support that with enough local academics to do that.

We need to develop some new leadership potential in ANR perhaps through training programs, mentoring or incentives. Many administrators are either retiring or near retirement age from CD's through the VP position. Many CD's are acting, or two Advisors have split up the CD position to cover the county and UC. We are in danger of entering a period where there is no one to speak for us internally. Lanny Lund is already retiring at the end of the year. If VP Gomes also decided to retire and perhaps RD Gonzalez or even RD Manton, we could end up with a significant vacuum at the top.

Leadership for CE and the county programs needs to remain independent of the campus administration, although better cooperation needs to be promoted to re-dedicate UC to the mission of the land grant goals.

## **VI. Other Comments.**

I think most county-based staff are sitting back with a wait-and-see attitude about the future of Extension, but doing a good job of addressing, short term programmatic goals. The extension and especially applied research aspects of our jobs are still getting done but there is a certain lack of enthusiasm, camaraderie, and long-term vision that pervades ANR/UCCE.

**Juan Guerrero, CCSR Sub-region # 2: (not in attendance) (Report not received)**

**Maggi Kelly, UC Berkeley Report:**

We have two items to report. First, the new Fire CE Specialist, Max Moritz, is here on the Berkeley campus. He started in March. Second, the ESPM department is currently going through some reorganization, and it was recommended by the faculty that the department have an Associate Dean for Cooperative Extension to sit on the Department's Executive Board.

Notes:

Recommendation that an Associate Dean represent the CE Specialists (17-18) be on the Planning Board.

Support dollars have been cut and is devastating as money must go for phones, etc. so travel money is actually zero.

Kim recommended that temporary funds be used to augment Specialists' funds so they can travel to assist advisors efforts.

**Bowman Cutter, UC Riverside Report: (Electronic report not received.)**

Notes:

Specialists feel need for augmented support funds. The UCR Specialists support having advisors assigned to the campus for better coordination. Many UCR have joint CE/Faculty appointments and are urged to be in higher profile journals so he will not do applied work to be able to succeed in the system.

Side Note: Matteo Garboletto (UCB) echoed this issue is a concern at UC Berkeley as well. For example, he was looked down because he had too many authors but he feels that is the best way to work in CE. Yet academic evaluators are not recognizing this. He suggests that the existing double standard for specialists and faculty needs to be eliminated. Equity is an issue for campus-based CE too!

**Jim Thompson, UC Davis Report: (Electronic report not received)**

Notes:

\*Focusing on the issue of support funds for specialists 

\* Restore support funds; this is requested because specialists do not have adequate supplies and funds to work collaboratively with counties.

Action: AAC recommend that support money for Specialists be restored to at least the 2000-2001 levels so they can carry out their position requirements so they can work more collaboratively with counties. MS??

Lunch

## **National Extension Leadership Development Program (NELD)-- Mike Murray**

A Leader is. . .

- \* Visionary
- \* Action-oriented
- \* Organized
- \* Advocate
- \* Hard-working
- \* Listens well
- \* Decision Maker
- \* Trustworthy

Some types of leadership:

- \* Transitional
- \* Situational
- \* Positional
- \* Gather information and synthesize the actions needed

When leadership fails, someone will fill the gap

Leadership may have righteous or not so righteous causes

You cannot be an effective leader if NO ONE will follow.

So how do you get people to follow?

- Demonstrate effective leadership skills
- Create a sense of urgency
- Articulate a vision that inspires
- Get out of the way so action can happen

Corporate America --From Good to Great -Book by Jim Collins

Effective Leaders:

- Combine humility with professional will. Ambitious for organization not themselves
- Modest-self-efficacy
- Prepare successors
- Fanatically driven
- Give credit to managers
- Accept responsibility when things go wrong

Not So Effective---

- Were ambitious for themselves
- Did not prepare successors
- Have large egos that contributed to demise
- Took credit for success and pointed blame for errors
- Mostly larger than life figures that were hired from outside rather promoting from within

From the Leadership Challenges-Kouzes and Posner

5 Fundamental Practices

- \* Challenge the Process
- \* Inspire a shared vision
- \* Enable others to act
- \* Model the way
- \* Walk the walk

From Principle-Centered Leadership-Stephen Covey

Leaders are

- \* Continual Learners
- \* Service oriented
- \* Radiate positive energy
- \* Believe in other people
- \* Lead balanced lives
- \* View life as an adventure
- \* Are Synergistic
- \* Exercise for self-renewal

Can we apply these principles to UCCE?

Can Leadership be learned? Yes indeed-we agree. So enter NELD (National Extension Leadership Development). There are analogous programs for administration and teaching faculty.

It is a two-year internship and Mike Murray got a 25% release time to participate in the program. Diverse program with men and women and across program areas. Mike's program was out of the 1890's school at Tennessee State. Brenda Hunter is the director. Clyde Chesney, Administrator and seven others.

In the NELD program,

- \* 4 one- week seminars

- Leadership Theory, Practices and Multiple Practices

- Partnerships and Collaborations

- Organizational Renewal and Development (American Indian Land grants)

- Leadership Models in Democracy, Inclusiveness, Access and Diversity

- \* 2 Week International Experience-Hong Kong and China

- \* Mentoring Experiences (his basic emphasis)

- Support

- Challenge you

- Provide Vision and guide mentor direction

- \* Leadership Innovation Projects

- \* Team Projects

- \* Journaling and Outside Reading

Mike's innovative project was to explore and develop a similar program for ANR in CA. A modest group continues with the proposal; Mike and Jim Brenner and others are on it.

Questions:

Kim wondered if we should make investments into these kinds of programs. Kim would support continued involvement in such programs. Mike would suggest that NELD 'grads' be called into service as we develop a UCCE Leadership Development program-or re-develop in that one used to exist many years ago.

Could he contrast his experience with CA Ag Leadership Program and the ALDP program?

Mike's response is that all are good. There are not federal dollars in NELD but rather funded by UC and local funds.

Leigh Johnson called for the continued investment in staff so we have better leaders and veteran staff who can mentor others.

Charles Go stated that given the importance of having trained 'successors' that we train leaders from within the organizations

## **Discussion/Break**

**Administrative Report-ANR UPDATE--Reg Gomes and/or Lanny Lund**  
(PowerPoint Program is on the web. It was originally given to the Regents)

I. Budget Update from Presentation to the Regents

- 20% Research reduction
- 25% Public Service reduction (152 positions)
- Information from Larry Hirshmann says that cuts are not expected for 2004/2005.
- Next shoe will drop on May 14th; Governor's budget May Budget Revise
- Cuts are not evenly distributed but it is happening out of crisis management
- 195 AES positions lost overall

II. Listening Sessions

- 5 were held SLO, Riverside, Redding, Kearney Field Station and Davis
- Core missions and high priorities should be identified was important
- Maintain a visible and responsive to local presence for CE focused on local issues and problem solving
- Improve Marketing and Public Relations
- Streamline administration
- Increase resources
- Provide leadership and vision to restore confidence and boost morale

III. Actions and Decisions from Listening Sessions

Focus ANR mission and program direction

Continue PPAC process

Identify core programs or issues for ANR

Local presence will remain the focus-determined by the county support to maintain that mode

Improve statewide, campus and county coordination. They will continue to work with re-org strategies; continue to focus on workgroups and continue with 4 program leaders

Marketing and public relations-continue to work with internal and external stakeholders. UC

Delivers, Assign directors of statewide program specific responsibility for resource management; cost recovery efforts.

Streamline Administration-continue with Oakland based CE; change AVP Administrative Services with responsibility for oversight of 'services'; consolidate administrative services where possible.

Create organizational culture in ANR that promotes, recognizes and rewards mission-based work of AES and CE appointees.

IV. Salary Comparisons

- Salary differentiation between faculty/specialists and advisors in 1990's.
- Reg supported Specialists to have salary equity; he could not get more for Advisor because data to support such a raise existed.
- So what can we do to work toward salary equity for advisors' positions.
- Hire at higher starting step
- Continue the process of trying to get salaries re-classified; we must show the salary scale does not allow a salary to retain the people we want nor hire the people we want.

--To support this kind of move, we need to gather the data that we do have from recent hiring experiences.

--How was the pool quality of recent searches?

--Did people drop out of the Search because of salary issues?

--Exit Interviews with those who leave must be done to gather data?

#### Questions Regarding Administration Report:

\* Counties that need support may not use Various Donors account \$ that was given to UC

\* Kim asked about including AAC input for program priority establishment

\* Perhaps, have a Program Leader attend each AAC meeting so they do not miss the important 'grass roots' kinds of communications to the PL.

\* Perhaps, have an AAC representative on Program Council

\* PPAC Priorities-do they work. For some areas, it works but with HR there are far too many priorities.

\* Organizational Culture-comparing with Extension Agents is not really a good comparison so we are much more like Extension Specialists in other states. Charles Go suggested that we compare UCCE Advisors according to similar position descriptions that are more likely to be more comparable.

\* We've tried to follow the 'protocol' that Reg stated, so we submitted a formal letter. Barbara Reed asked for clarification regarding a formal response to the letter.

\* Exit Interview Questions-it would be useful to Reg for AAC to recommend Exit Interview Questions that could be adopted for statewide use.

\* Professional Society Travel Funds for FFY2005? What is the status?

--Will there be money for this fund? Reg says YES-expect the same as last year.

\* Will DSA be funded? Matteo Garboletto is chairing this award process but the committee needs clarification of the support of these funds. Reg says YES this amount is funded.

### **Break**

### **Standing Committee Reports**

#### I. Program and Awards Committee-Cindy Fake

##### 1. DSA Awards

--Committee will be sending a poster to encourage people to apply

--Deadline is June 18th

--Awards for Research, Extension, New Professional and Team Award -total of \$25,000 for these awards

##### 2. Professional Travel Awards \$38,250-funds 85 awards at \$450

--Reg stated that there may be enough money to fund the remaining 35 who applied.

##### 3. CE Extension Training

--Program Committee had been charged with organizing more Statistics Training

--Kim suggested that we work with RD to carry out training

## **Academic Assembly Council -Program Committee Report**

April 2004

Prepared by Cindy Fake, Program Committee Chairperson.

### Introduction

This report is prepared for the Academic Assembly Council as a summary of program committee accomplishments over the last eight months and includes several recommendations to the Council.

The Program Committee currently has three major project responsibilities: administering the Distinguished Service Awards and Professional Society Travel Funds; and providing training opportunities for CE academics. All three of these projects have been impacted by budget cuts.

### Program Committee Membership and Responsibilities

Program Committee Chair	Cindy Fake
Lead for Awards (also Chair of Distinguished Service Awards Selection Committee)	Matteo Garbelotto
Lead for Professional Society Funds	Thomas Chao
Assistant for Professional Society Funds	Ann Brosnahan
Lead for Training	Ramiro Lobo

### Project Updates

#### Distinguished Service Awards

The Program Committee administers the Distinguished Service Awards Program. The awards are now being given every other year and this year will include an award for New Professionals in the first 10 years of a UC career.

Matteo Garbelotto is responsible for coordinating the award process. The next round of awards will be given in fall 2004. The call for nominations for the 2004 awards went out the first week of March and applications are due June 18, 2004.

To encourage a diverse applicant pool, the committee sent out e-mail and newsletter announcements, a full announcement is posted on the AAC website and linked to the ANR website. A poster in .pdf format will be e-mailed to county directors and campus departments for posting in county and department offices the first week in May.

Funding for the awards is uncertain. Responsibility for the award funding now lies with Lanny Lund's office, but funding has not been allocated at this time. 2002 awards were \$5,000 each for the Research and Extension awards, \$10,000 for the teamwork award, and the AAC recommended that the New Professional award also be \$5,000, for a total of \$25,000.

In these times of uncertainty and change within UC Cooperative Extension, it is vitally important for morale that excellence be rewarded. The Distinguished Service Awards recognize the kind of excellence that comes from people for whom being a Farm Advisor or Specialist is not just a job. Fully funding the awards would recognize the commitment and dedication of UCCE academics.

### Professional Society Travel Funds

Tom Chao is responsible for administering the Professional Society Travel Funds program. The award process requires considerable time when adequate funds are available. With a decreased budget, and fewer possible awards, the process has become more complicated.

A large number of applications in the first half of the fiscal year led to concerns about having sufficient funds for the third and fourth quarter. To facilitate the process of deciding which applications to fund, the Program Committee, with the approval of the Academic Assembly Council, developed more stringent criteria. These new criteria were implemented starting with third quarter applications. The criteria include whether or not the applicant is presenting a paper or poster at the meeting, has a role on a committee, how many times the applicant has received Professional Society Travel funds, and whether or not s/he has other funding sources. New advisors are given preference even if they do not have a paper to present, as it is important to professional development.

From 1996 to 2002, an average of about 130 requests were funded annually. With 2003-04 funding of \$38,256, we were only able to fund 85 requests at \$450 each. Thus, about 71% of eligible applicants received funding under the stricter criteria.

#### Professional Society Travel Applications 2003-04

	Applied	Not eligible	Eligible	Funded	Not funded
July-Sept. 03	15	0	15	12	3
Oct-Dec. 03	62	4	58	41	17
Jan-Mar. 04	18	3	15	12	3
Apr.-June 04	43	11	32	20	12
Total	138	18	120	85 (70.8%)	35 (29.2%)

The Program Committee would like to request an additional \$10,000 for the 2004-05 year, for a total of \$48,250. This would allow us to fund about 107 applications, or about 75% of the applicants in an average year.

In order to reduce the amount of time spent in selecting applications, the number of calls per year will be reduced to 3, each cycle covering 4 months. This will go into effect July 1, 2004.

Application deadlines will be:

\* Meetings from July 1- October 31, 2004: deadline for applications is May 7, 2004

\* November 1- February 28, 2005: deadline for applications is September 7, 2004

\* March 1- June 30, 2005: deadline for applications is January 7, 2005

After the April meeting of the Academic Assembly Council, these new deadlines will be published in a news release for the ANR newsletter and an e-mail notice to all AAC members.

### CE Training

No training was organized during this period due to the lack of funding.

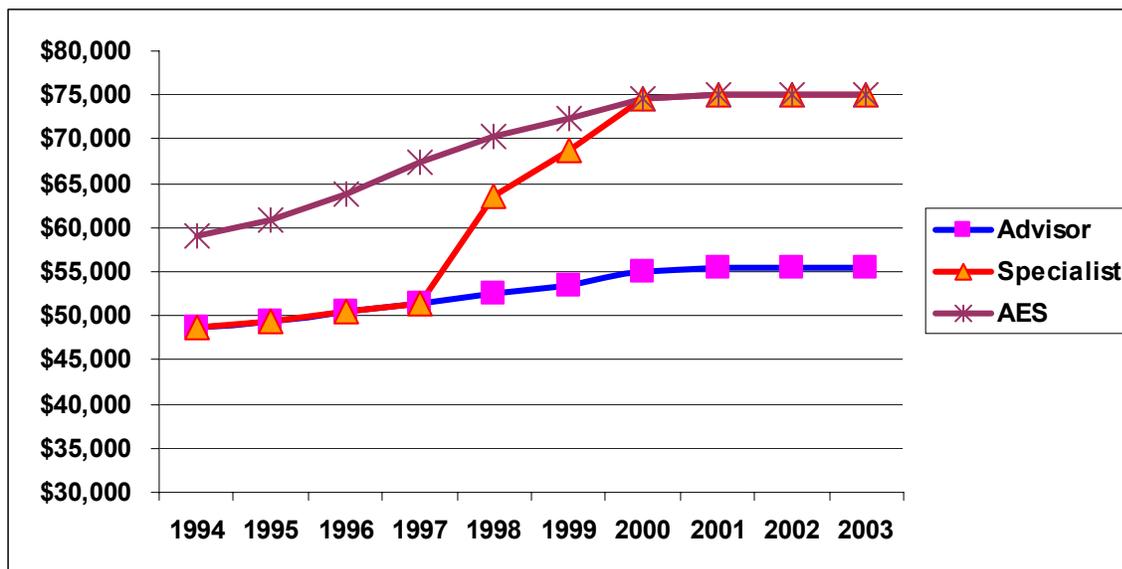
### Other Business

Ann Brosnahan will complete her term on the Program Committee on June 30th. We would like to thank Ann for her contributions and service to the committee.

II. Welfare and Benefits-Barbara Reed  
(see attached report and web for details)

1. Committee is still waiting for a formal response from Reg Gomes
2. Salary Survey was well responded to; Dan Munk assisted with this
3. The summary of this report is already posted at the AAC website
4. The report offers a good summary\t
5. Dan Marcum requested that the responses be placed in the minutes
6. Dorothy Smith will be the new chairperson for this committee
7. Barbara thanked her committee for their efforts this past year.
8. The report was accepted and Barbara and committee were thanked for their continued efforts to advocate for adequate remuneration for CE staff.

**POSSIBLE ACTION RECOMMENDATIONS FROM WELFARE AND BENEFITS COMMITTEE EFFORTS:**



These salaries represent the average for Step III in the Assistant, Associate and Full ranks.

- \* AAC needs to have a plan to deal with this inequity-from all the documents that have gone forward from this committee.
- \* It was suggested that the AAC work for consensus around not hiring new people until the salary equity issue is dealt with in some way (ie. Raise the salary line a bit toward equity)
- \* It was suggested that we strategize to get Reg to be an ally in this effort
- \* It was suggested that Key People in Agriculture to plead our cause.
- \* Reg said he would suggest summary recommendation to plead our cause.
- \* Four recommendations were presented in the letter that Reg has yet to formally respond include the following: 40% salary increase over 4 years; data needs to be collected-it is on his desk but not a priority; re-shaping advisors positions to be academically aligned with faculty.

\* Barbara feels that Welfare and Benefits has done their work and done their work well and that the banner for better wages be taken to a higher level

\* Administration does not acknowledge that there is a salary inequity; AAC would like to have this acknowledged.

## **Rules and Elections Committee Report**

**Academic Assembly Council Meeting April 27-28, 2004**

**University of California at Berkeley**

Leigh Johnson, Rules and Elections Committee Chair

### **1. Election Results**

Rules and Elections Committee has completed and certified the results of the Academic Assembly Election and requests the Academic Assembly Council approve the results.

Total Ballots Returned: 117 (Votes do not sum to 117: some voted for only one position and one blank ballot was returned.) Three write-in votes were received for each office. Bylaws specify election by plurality. Candidate elected to each office is shown in bold.

#### President-Elect:

**103 Stephen Vasquez**

1 John Harper

1 Gary Markegaard

1 Diane Barrett

#### Rules and Elections Committee:

**29 Dorothy Smith**

27 Susan McBride

24 David Lile

16 Gail Goodyear

13 Jim Waldvogel

1 John Harper

1 Gary Markegaard

1 Diane Barrett

### **2. Standing Committee Appointments for 2004-2007**

Rules and Elections Committee reports the following appointments to Standing Committees:

#### Personnel Committee – Central Valley Region

Mario Moratorio, Urban Horticulture and Small Farms Advisor, Yolo and Solano Counties

#### Personnel Committee – North Coast and Mountain Region

Michael (Mike) DeLasaux, Forestry and Watershed Management Advisor, Plumas and Sierra Counties

Program Committee – Central Valley Region

Jeanette Sutherlin, County Director (with experience as Nutrition, Family and Consumer Sciences and 4-H Youth Development Advisor), Fresno County

Welfare and Benefits Committee – Central Valley Region

Gerald (Jerry) Higginbotham, Dairy Farm Advisor, Fresno and Madera Counties

Welfare and Benefits Committee – UC Riverside campus

Bowman (Bo) Cutter, Water Resource Management Specialist

**Executive Committee for 2004-2005\***

Past-President: Dan Marcum, North Coast and Mountain Region

President: Gloria Barrett, Central Valley Region

President-Elect: Stephen Vasquez, Central Valley Region

Secretary: Kent Brittan, Central Valley Region

**Campuses\*: Representative to be appointed from incoming chairs of Campus committees.**

**Subregions\*: Representative to be appointed from incoming chairs of Subregional committees. We will first seek a Subregional Chair from Central Coast and Southern Region, to maintain geographic balance.**

**3. Interim 2004-2005 List of Academic Assembly Council Committees\***

The interim list of committee members for 2004-2005 is attached. Do not post it to the website. It will be updated for posting by June 30, 2004. New appointees to Standing Committees, newly elected President-Elect and newly elected Rules and Elections Committee member have been noted. **Subregional and Campus committee listings and appointments to Executive Committee will be updated as those committees fill vacancies and elect new chairs.\***

**4. Proposed Changes to Cooperative Extension Academic Assembly Bylaws**

Academic Assembly Council (AAC) can vote to change bylaws at a Council meeting. Rules and Elections Committee requested Council to consider three issues and a fourth issue was initiated at the meeting. The italicized language shown below was approved by Council.

1. Issue: An Academic Assembly member has requested that future ballots have a short statement from each candidate, so that people who don't know them can be better informed before voting. The Bylaws specify only that the ballot should include name, working title and location.

Rationale: All candidates should have an equal opportunity to submit a statement.

**ACTION:**

Proposed addition to Bylaws:

**PASSED**

X. PROCEDURES

C. Elections and balloting

3. Balloting will be conducted as follows:

**add:** *c. Each properly nominated candidate shall be requested to submit an optional statement including biographical information and intentions for contributions to Academic Assembly Council. Each statement shall maintain a professional tone and shall not exceed one-half page with 1" margins and 10-point font. Statements shall be attached to the electronic ballot.*

2. Issue: AAC Bylaws are silent on write-in votes.

Rationale: Council may wish to amend the Bylaws to allow write-in candidates in case enough are ever received to change the results of an election. Under current Bylaws, write-in candidates are not properly nominated. Status of write-in votes needs to be clarified.

**ACTION:**

Proposed addition to Bylaws:

**PASSED**

X. PROCEDURES

C. Elections and Balloting

3. Balloting will be conducted as follows:

**add:** *d. Write-in votes may be cast on official ballots during the official voting period. In the event that a write-in candidate receives the most votes, he/she must be given the option to decline the office. If he/she declines, the person with the next greatest number of votes, who is willing to serve, wins the election.*

3. Issue: Number of Rules and Elections Committee members reflects old CE organization with 4 regions.

Rationale: Committee should reflect current CE organization with 3 regions.

**ACTION:**

Proposed revision to Bylaws:

**PASSED**

IX. COMMITTEES OF THE ASSEMBLY

C. Standing Committees

2. Standing Committees

a. Rules and Elections

**revise:** *1. Membership. Consists of ~~five~~ four members, including at least one from each C.E. Region and one specialist representative elected by the Assembly.*

4. Issue: UC Berkeley and UC Riverside committees are limited to three member whereas UC Davis is allowed six members.

Rationale: Campus committees may wish to have more members than Bylaws allow.

**ACTION:**

Proposed revision to Bylaws:

**PASSED**

IX. COMMITTEES OF THE ASSEMBLY

B. Region/Campus Committees

1. Membership

a. Region/Campus Representatives

1. Number of Representatives.

Revise: ... Campuses shall have *at least* the following specialist representatives: Davis campus, (6), Berkeley campus, (3), Riverside campus, (3).

**Personnel Committee Report**

Prepared by: Carol Collar, AAC Personnel Committee Chair

The AAC Personnel Committee has met several times since our last report to the AAC last September. To review for those unfamiliar with the activities of the Personnel Committee, most of our meeting times and locations are dictated by administrative convenience: in July, the committee is asked to meet with the Program Council, at Davis, to review the last year's activities, respond to input from Program Council, introduce new members and interact with Program Council; we meet in Oakland in October to develop recommendations for ad hoc committee members; in January we meet at Davis, in conjunction with our Ad Hoc Chair training; and in April, we meet at Oakland to review ad hoc committee reports.

We met October 14-15, 2003 in Oakland. Our main task was to make recommendations for ad hoc committees for the 03-04 merits and promotions cycle. We developed 19 committees for 42 candidates requesting salary actions (promotions and accelerations) during this cycle.

We also held three Program Review training programs in October; one per region. The date, location and number attending each session follows:

- \* October 1st - Kearney Ag Center - CV Region -40
- \* October 22nd - UC Davis - NC & M Region-38
- \* October 23rd - UC Riverside - CC & S Region-43

Prior to these training sessions, the Bluebook (Guidelines for Preparing the Program Review Dossier) was revised to make it a more useful tool. A Power Point slide presentation used for the training was revised and updated. A web site, accessed from the UC ANR homepage was also developed. At the web site, one can find the revised Bluebook, examples of excellent PRs from the 02-03 cycle, frequently asked questions about the PR process, and PowerPoint slides from the most recent PR training sessions. During each training session, we introduced the web site and demonstrated how to navigate among the items it contains.

The Personnel Committee met again January 13 in Davis prior to our annual Ad Hoc Chair training. At this meeting we discussed two issues brought to our attention by AAC President Dan Marcum. One issue was related to ad hoc committees for reviewing salary appeals, and the other was the discrepancy in time at the Associate Rank between the Faculty and the Advisor Salary Scale. With regard to the appeals committees, the PC does not provide specific training for appeals committees, nor do we have guidelines. We asked Administration if guidelines for appeals committees should be developed and we were told that would NOT be necessary. Instead, instructions in the appointment letter for future appeals committee members will be more precise. Regarding the salary scale issue, the Personnel Committee supports action to eliminate the discrepancy in time at the Associate Rank. Advisors should have the same opportunity as Faculty to advance through this rank in 6 years, rather than the 8 years currently required.

The Ad Hoc Chair training was held January 14, 2004 at UC Davis. All but two of the 20 Chairs were present. Comments by those in attendance were for the most part favorable.

The Personnel Committee met again last week in Oakland (April 19-20). The major task was to review the ad hoc committee reports for constructive criticism, breadth of coverage, helpfulness to the candidate and completeness. We reviewed 42 reports. In a few cases where the Personnel Committee saw opportunities for improving a report, the Chairs were contacted. Most were receptive to the revisions suggested by the PC. Based on some reports, it became evident that term reviews, and mid-rank reviews are not fully understood. The Personnel Committee will work with Administration to add clarity and direction in the Blue Book and other training materials for these two review types.

In addition to our prescribed tasks, the Personnel Committee has been fully engaged with other business. We recently developed a concept paper that we attach to this report for consideration by the AAC. We propose to develop an electronic submission and review process for merits, promotions and accelerations.

We envision that the electronic process would be coupled with the DANRIS CASA and Effort reporting. We also propose to eliminate the requirement for a comprehensive PR for merits.

In proposing these changes, our goal is to reduce staff, advisor, and senior administrative personnel time spent in the review process for merit salary actions, while maintaining the professional rigors of review and improving feedback to candidates. Background information and justification for these actions can be found in the attached document. If the AAC supports the actions contained in the concept paper, and if Administration approves, the Personnel Committee is prepared to get to work fleshing out all the details and logistics that the changes would entail.

Chair-elect Fe Moncloa will become Chair of the Personnel Committee July 1, 2004. Fe is a 4-H Youth Development Advisor in Santa Clara County and has several years experience on Personnel Committee. We elected Glenn Nader as the new Chair-elect at our April meeting. He will assume that role on July 1, 2004, and move into the Chair role on July 1, 2005. Glenn is a Livestock / Natural Resources Advisor in Sutter/Yuba/Butte (and maybe a few more) counties.

Carol Collar will serve the 2004-05 year on the Personnel Committee as the immediate past-Chair. Mike Murray and Jane Chin-Young are both retiring from the PC. They each served in leadership capacities; Mike as Chair last year, and Jane as recording secretary for the past several years. We sincerely appreciate their many contributions to the PC and anticipate two eager replacements to fill their shoes. In 2005, six of the ten Personnel Committee members are scheduled to rotate off. This is not a good situation, as there is a steep learning curve for new appointees. We will discuss options for resolving the problem at our next meeting in July. One idea may be to ask three of the six to stay on an extra year.

I have enjoyed the opportunity to serve on the Personnel Committee for the past four years, and look forward to serving my last year as past-Chair participating in activities to further improve the merits and promotions process.

### **AAC Personnel Committee-Concept Paper**

Request for consideration of two actions:

1. Electronic submission of merit and promotion materials
2. Streamlined merit actions

**Background:** The University of California Division of Agriculture and Natural resources has a successful but very comprehensive merit and promotion process. The process could be substantially simplified for merit actions in a way that continues to insure that advancement is based on program quality and effectiveness. This would result in significant savings in terms of advisor, staff and senior administrative personnel time. Minimizing personnel time while maintaining high program performance standard are desirable outcomes at any time, but they are especially important as we face devastating budget cuts and loss of personnel. The following proposal would retain the existing review process for promotions and accelerations, but would streamline the merit review process. It also would provide a mechanism to simultaneously couple program review with DANRIS reporting. This feature would maximize the utility of reported data and minimize the time and effort required to produce it.

### **Goal**

To reduce staff, advisor, and senior administrative personnel time spent in the review process for merit salary actions, while maintaining the professional rigors of review and improving feedback to candidates.

Consideration of two separate actions is requested:

### **Action 1.**

Objective:

***Develop an electronic submission and review process that is coupled with the DANRIS CASA and Effort reporting for merits, promotions and accelerations.***

Online submission would require a system that could guarantee confidentiality of the document and the review process. The online peer review of journal articles that involves password access provides a good model for how such a system would work. Coupling the advancement review with DANRIS and electronic submission would greatly improve the volume and content of material accessible for reporting and documenting Division accomplishments. This would create a comprehensive electronic record of all Advisor program effort, accessible for keyword searching, that could be tailored to state and federal reporting requirements for additional savings of FTEs.

**Justification:**

Online submission of merit, promotion and acceleration packets would reduce the staff time required to make and disseminate copies, provide the framework for a consistent format, and create real time submission and review. Password protections are currently available to insure confidentiality of the process.

**Action 2.**

Eliminate the requirement for a comprehensive PR for merits

Objectives:

1. Standardize the annual review and reporting process so it is consistent, and documents required annually feed directly into the advancement PR.
2. Develop an Executive Summary format for merit PRs that would be the basis for decisions on merit actions.
3. Reduce the number of people involved in the merit review process by having a final decision rendered by the Program Leader, with input from the County Director, Regional Director, and SSPP Director.

**Justification:**

The mission of Cooperative Extension is conducting applied research and education. Given the reduction in administrative staff and CE Advisors, it is prudent to review all administrative functions of the organization to maximize the delivery of programs to meet the mission. In a 2001 - 2002 survey, the average CE academic estimated that they spent 6.6 days preparing their advancement publication. With 250 advisors, this represents an investment over the 2-3 year review cycle of 7.3 FTEs in the review process, and an additional opportunity cost of 7.3 FTEs. The average PR also consumes 1.1 days of staff time which collectively represents an investment of 1 FTE. This proposal would not recapture all this time, but there would be significant savings. Clearly a PR for acceleration or promotion requires more time than that required for a merit, so these averages are slightly skewed, but they demonstrate how costly the process is. This does not even consider the enormous investment to produce and distribute numerous copies of PRs and publications, as well as the substantial investments on the part of County Directors, SSPP Directors, Regional Directors, Deans and Vice Presidents in reviewing these documents. We recognize this investment is important to retain the rigor and integrity of the review process, and retaining this level of review for promotions and accelerations would insure that.

In merit requests for advancement from 1997 to 2003, 92 percent of the actions have been positive. Thus, by reducing the documentation and time spent reviewing programs that clearly deserve advancement, 92 % of merit applicants would significantly enhance their ability to conduct research and extension programs. For merit requests denied through this process, applicants could request through their County Director an ad hoc review to provide constructive program evaluation for program improvement. The present review process includes mentoring by peers and administration and this should be retained, but also be developed as an important component of the annual review process. In this manner, advisors would receive constructive program input annually, as well as during more formal review.

### **Discussion**

1. The annual review process varies considerably throughout the state. PRs are presently used only in advancement requests to evaluate program scope and content, and are separate from the annual review process. Through the annual review process, County Directors and SSPP Directors should have knowledge of the advisor's program and be advising or mentoring the advisor of what will be required to meet the next advancement. By standardizing the annual review process so it is more consistent statewide, and designing reporting documents that feed into the PR process, the burden of preparing advancement documents would be further reduced.
2. As proposed, this new system would:
  - a. Include annual review by County, and SSPP Directors
  - b. Provide for enhanced mentoring for Advisors.
  - c. Provide comprehensive and readily accessible electronic information on all County, Regional, and division wide ANR programs searchable on a programmatic keyword basis.
  - d. Reduce the excessive investment in our present advancement procedures.

**It is the expressed intent that this recommendation NOT create annual Program Review length documents.**

**ACTION:** Council will examine Concept Paper and act next morning.

**Break followed by Dinner w/ Dean Ludden (invited)**

**Thursday, April 28th:**

### **AAC Business Meeting**

Carol Collar – Personnel Committee - Concept Paper to simplify and streamline the review process

#### **ACTION:**

Carol Collar moved that the Academic Assembly Council support Personnel Committee in working with Administration to continue to develop the Concept Paper to simplify and streamline the review process. MSC

**ACTION:**

AAC will forward this Concept Paper to Administration indicating AAC's support and asking for Administrative 'go ahead' to work with the Personnel Committee to move this concept to action.

**AAC Strategic Plan Update Report by Mary Blackburn**

- \* Mary presented an updated draft of the existing Strategic Plan
- \* Beginning with page 7, we need to complete the Outcomes Section

**ACTION:**

Move that AAC would review and respond to the Outcomes section and add other comments by June 1, 2004, soon after that the resulting document would be posted on the Website. MSC  
Action: Dan Marcum will get this report emailed out to AAC

**Rules and Elections Committee Request for Bylaws Changes – Leigh Johnson**

**ACTION:**

1. Proposed addition to Bylaws:

X. PROCEDURES

C. Elections and balloting

3. Balloting will be conducted as follows:

**add:** *c. Each properly nominated candidate shall be requested to submit an optional statement including biographical information and intentions for contributions to Academic Assembly Council. Each statement shall maintain a professional tone and shall not exceed one-half page with 1" margins and 10-point font. Statements shall be attached to the electronic ballot. MSC*

2. AAC Bylaws are silent on write-in votes.

**ACTION:**

Proposed addition to Bylaws:

X. PROCEDURES

C. Elections and Balloting

3. Balloting will be conducted as follows:

**add:** *d. Write-in votes may be cast on official ballots during the official voting period. In the event that a write-in candidate receives the most votes, he/she must be given the option to decline the office. If he/she declines, the person with the next greatest number of votes, who is willing to serve, wins the election. MSC*

3. Number of Rules and Elections Committee members reflects old CE organization with 4 regions.

**ACTION:**

Proposed revision to Bylaws:

IX. COMMITTEES OF THE ASSEMBLY

C. Standing Committees

2. Standing Committees

a. Rules and Elections

**revise:** *1. Membership. Consists of ~~five~~ four members, including at least one from each C.E. Region and one specialist representative elected by the Assembly. MSC*

4. UC Berkeley and UC Riverside committees are limited to three member whereas UC Davis is allowed six members.

**ACTION:**

Proposed revision to Bylaws:

IX. COMMITTEES OF THE ASSEMBLY

B. Region/Campus Committees

1. Membership

a. Region/Campus Representatives

1. Number of Representatives.

Revise: ... Campuses shall have *at least* the following specialist representatives: Davis campus, (6), Berkeley campus, (3), Riverside campus, (3). **MSC**

**ACTION:**

Increase Coordination Regarding AAC and Selection of Program Leaders – Charles Go

In the spirit of partnership and the critical impact that the program leaders have on the work and future of UCCE, we request that a AAC member be represented and involved in the recruitment, selection and job expectations of state program leader(s) and other program related committees. AAC will appoint these representatives when the Administration alerts AAC of the committee's formation. **MSC**

**ACTION:**

Increase Linkages with ANR Deans and Staff to Enhance County and Campus Collaboration- Kent Brittan

Enhance the Campus/County connection, the AAC will encourage county-based UCCE staff to invite the Deans and their staff to observe and experience the diversity of the UCCE programs. While all AAC members would be encouraged to carry out this action, regional AAC representative will be charged to carry out this task. **MSC**

**ACTION:**

Increase Wage and Benefits

Academic Assembly Council, working with campus links (i.e, Deans, UC administration), UCCE administration (i.e., Regional Director, County Director), and community partners, build an agreement that it is a high priority to deal with the issue of salary discrepancy between UCCE advisors, UCCE specialists and UC faculty in general. Further, have the group generate a plan within a year and to begin to implement as soon as 19900 funding become available. **MSC**

**ACTION:**

Approve the creation of a report to be delivered to ANR and Deans defining conditions affecting recruitment and retention of CE advisors

- a. Degree attained
- b. Peer group definition
- c. Off scale salary at hiring
- d. Accelerating advancement through associate rank
- e. Marketplace value of advisor, within and outside
- f. Evaluation of recruitment pools from 2000 - 2002
- g. Develop questions for exit interviews, and identify data to be retained from recruitment pools

**MSC**

**ACTION:**

Academic Assembly Council to ask for involvement in selection of new program directors. **MSC**

11:30 AM

**Adjourn**