

**Summary of the Web-based Compensation Satisfaction Survey  
Conducted by the Academic Assembly Council Welfare and Benefits Committee  
November-December 2004**

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**Summary:**

There is an obvious divide in the responses between advisors and specialists. In most cases the advisors are less satisfied with their benefits and salary, while the specialists' dissatisfaction has focused on program support. The groups also seek different avenues to be heard by administration. This makes it very hard to speak as one group with a unified vision. As long as these gaps exist between the groups, it will be a barrier to a more effective continuum between county and campus academics. It is difficult to build consensus between groups when their perception of well being and treatment by the administration and perception of effective forums differ.

There is a strongly united voice from Cooperative Extension academics that CE's future ability to recruit quality academics is in jeopardy. Many of the issues highlighted in this survey illustrate some of the fundamental problems for effective recruitment, including competitive salaries and program support.

**Response Rate**

There were a total of 284 responses to the web survey, consisting of 97 Specialists and 187 Advisors. This represents approximately 63% of Specialists and 75% of advisors.

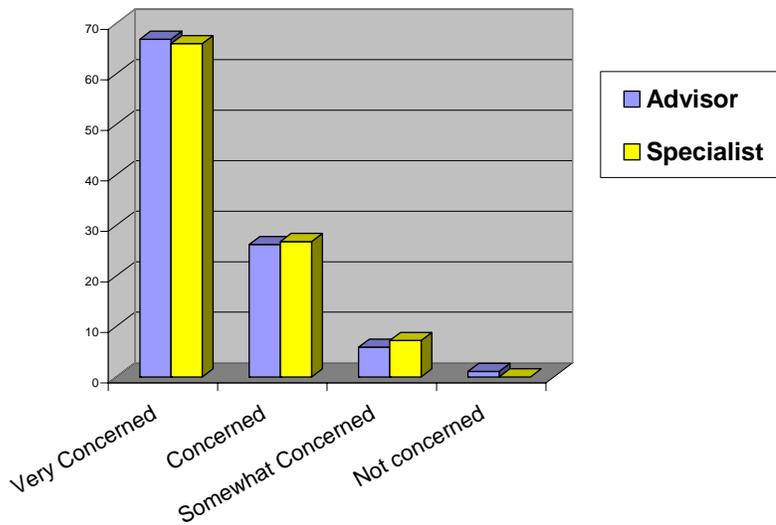
Respondents by Title and Years in Extension		
Years in Extension	Advisors	Specialists
Less Than 5	23	19
6-11	23	11
11-20	52	32
More than 20	87	34

**Future Recruitment**

*Question: Estimate your level of concern for CE's future ability to recruit quality individuals who are well qualified to address the needs of current program expectations.*

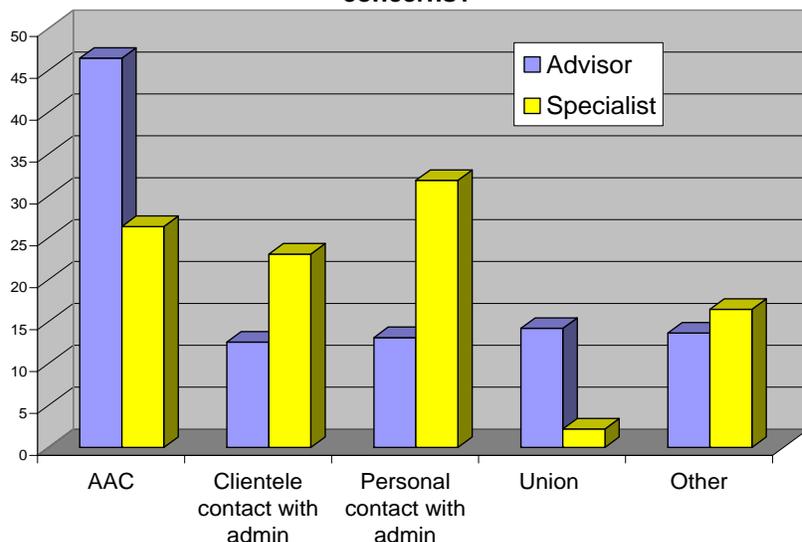
There was a resounding statement of concern in the ability of CE to attract qualified candidates in future recruitment efforts. The opinion was shared between advisors and specialists.

**Concern for Future Ability to Recruit**



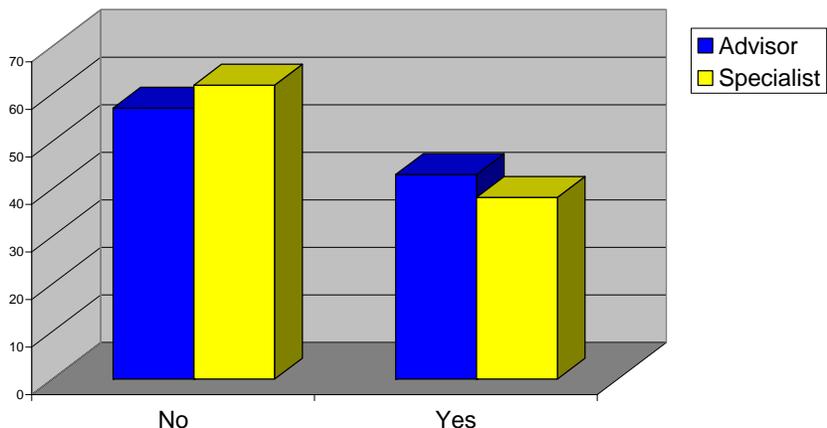
**Representation:** Question: What is the most appropriate body to carry forward your concerns? Assembly council received support to represent the needs of those advisors responding to the survey while specialists were more divided between clientele contact, AAC and personal contact with administration.

**What is the most appropriate body to carry forward your concerns?**



Slightly more advisors than specialists saw a need for representation although even among advisors there was not a majority who supported “formal representation”. The Specialist response is interesting in light of the fact that they are already members of the Academic Federation and that efforts are being made to bring them “equivalent status” in the Academic Senate. See comment section for more detailed responses to this item.

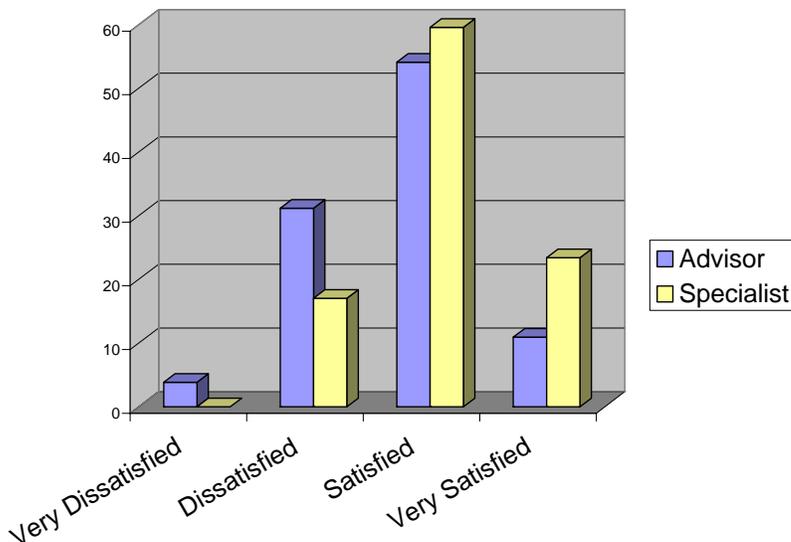
**Would you be interested in union representation and/or membership in another group such as the Academic Federation as a means of advocating for your welfare and employee rights and privileges?**



**Overall Satisfaction**

In response to the question “How would you gauge your overall satisfaction with the UCCE compensation package?” – just over 50% of both groups indicated that they were satisfied with their compensation. However, their responses differed on both ends of the satisfaction spectrum with Advisors having almost twice the percentage of “dissatisfied” responses than the Specialists (31% vs. 17%). Compared to other groups, those with 20 or more years of service had the highest percentage of satisfied and very satisfied responses (data not shown).

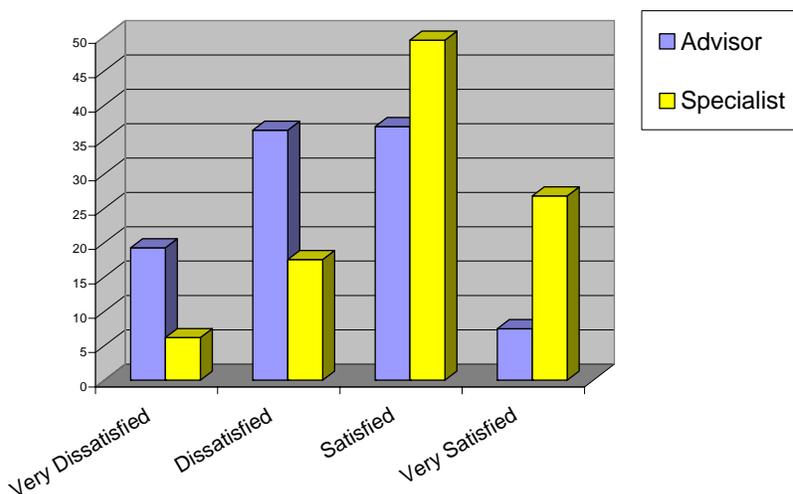
**Overall Satisfaction**



**Salary**

Less than half of Advisors responded as satisfied or very satisfied. Advisors responded as “dissatisfied” at twice the rate of specialists and “very dissatisfied” at three times the rate of specialists (36.36% vs.17.53% and 19.25% vs. 6.19% respectively).

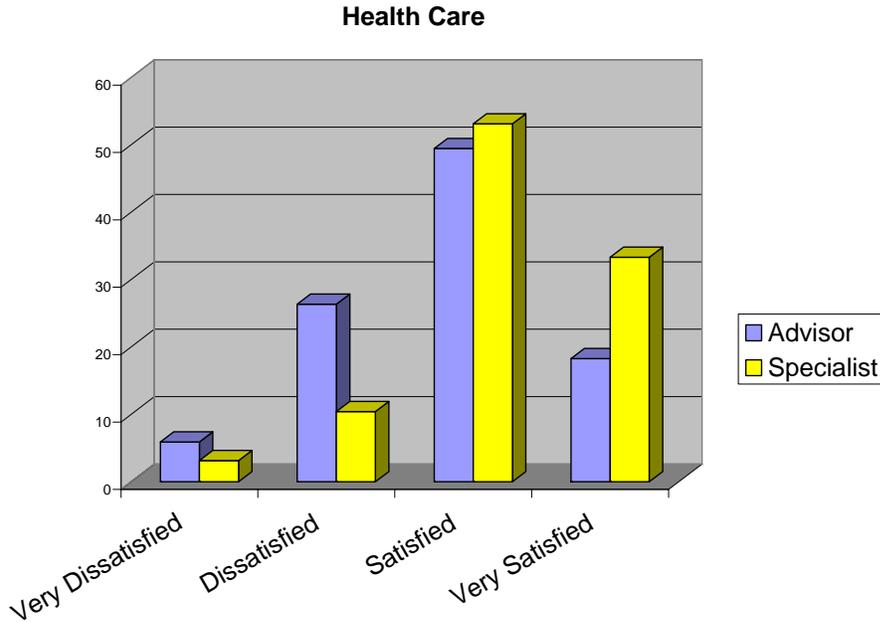
**Salary**



**Benefits/Privileges**

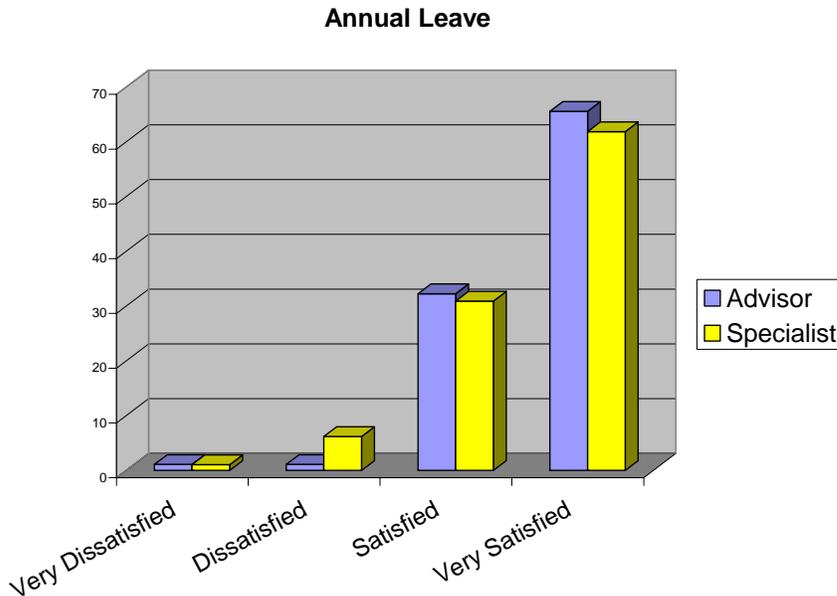
*Health Care*

Again advisors reported less satisfaction for their health care package than specialists. Advisors responded as “dissatisfied” at more than twice the rate of specialists (26.34% vs. 10.42%) Compared to other groups, those with 11-20 years and 20 or more years of service had the highest percentage of dissatisfied and very dissatisfied responses.



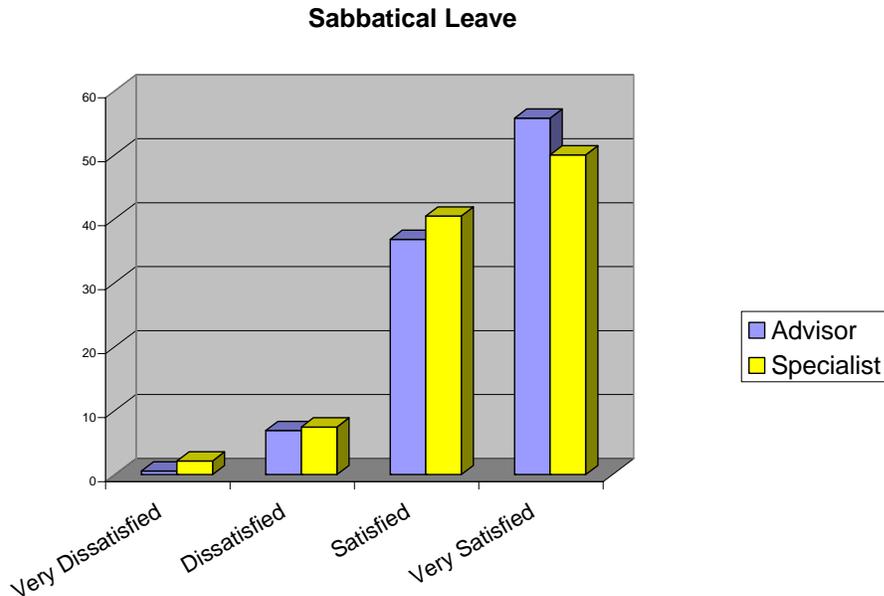
*Annual Leave*

Both advisors and specialists reported being satisfied with their annual leave (32% and 31% respectively) or very satisfied (65.59% vs. 61.86%).



*Sabbatical Leave*

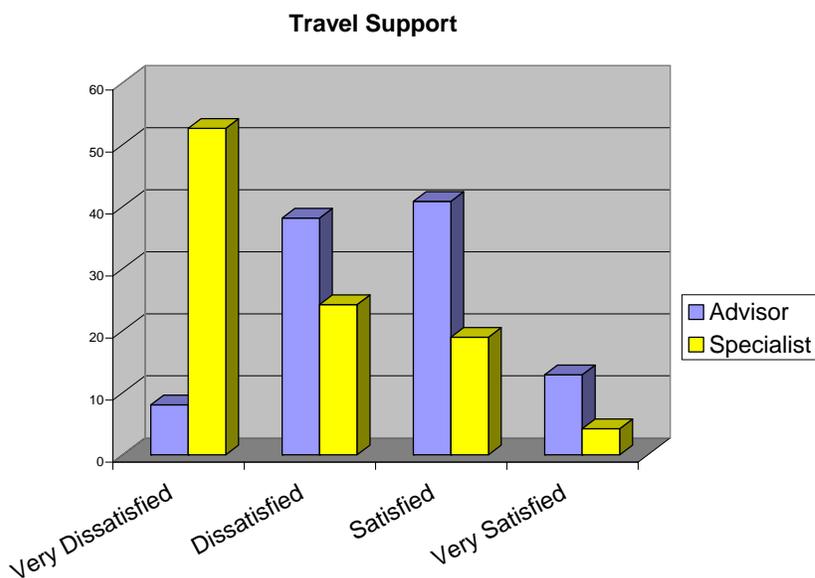
The majority of specialists and advisors indicated that they were “very satisfied” or “satisfied” with sabbatical leave privileges (50% vs. 55% and 40% vs. 37% respectively).



**Program Support** Specialists expressed a greater degree of dissatisfaction overall on the issue of program support, most likely due to the recent and drastic support cuts.

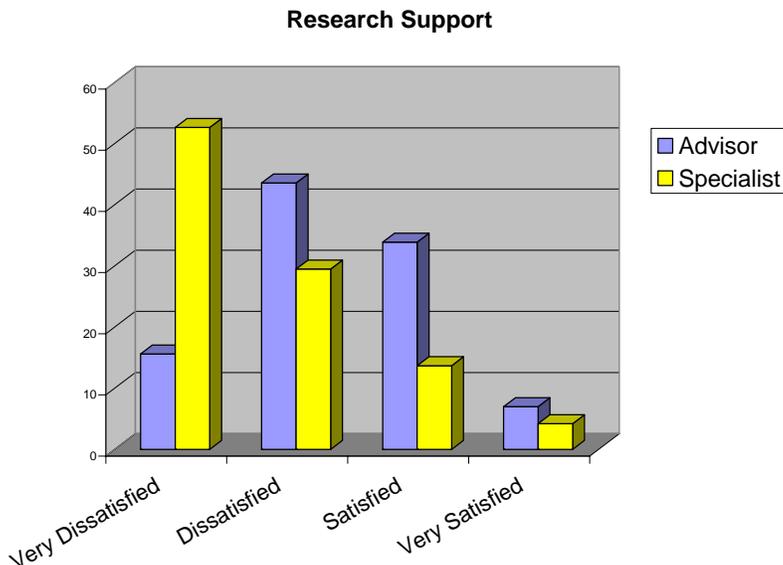
**Travel**

Specialist expressed strong dissatisfaction over travel support with 53% responding as very dissatisfied, compared to advisor response of just 8%. However, advisors were closely split between dissatisfied and satisfied with travel support.



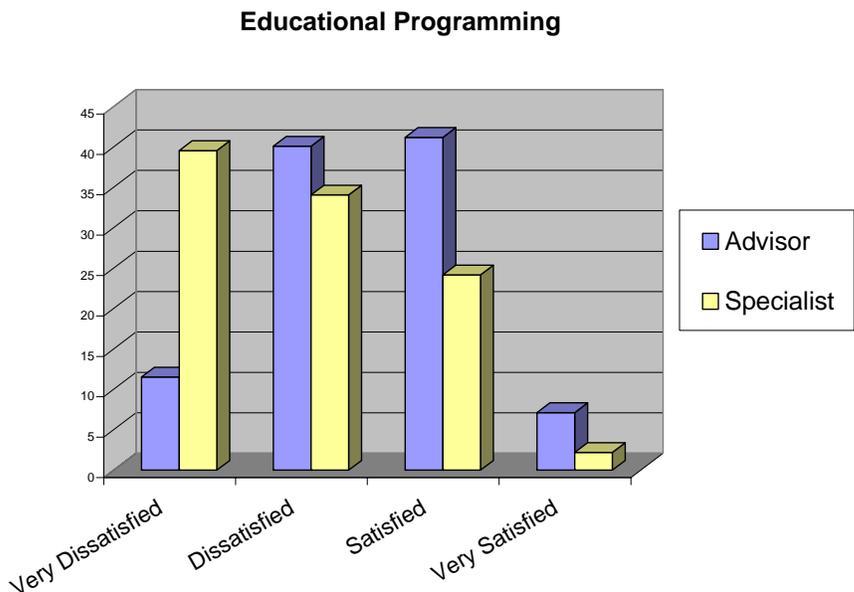
**Research**

Level of dissatisfaction for specialists was even higher in this category with 53% responding as “very dissatisfied” compared to 15% of advisors, and 30% of specialists responding as “dissatisfied” compared to 44% of advisors.



**Educational Programming**

Again, specialist expressed dissatisfaction over educational support with 40% responding as “very dissatisfied”, compared to advisor response of just 12%. Again advisors were split in their satisfaction/dissatisfaction.



**Response to the question:** *Have you read the Final Report to the Academic Assembly Council on Salary and Cost of Living Issues for Cooperative Extension Advisors*

The dissemination and consumption of the Salary Report was a modest success. Assembly Council needs to continue to reach out to its constituency.

	Advisor	Specialist
No	44.57	68.75
Yes	55.43	31.25

### General Comments

- 1) Thank you for asking.
- 2) At present, UCCE is a separate and unequal part of the UC. We need to be part of some organization with some clout and ability to effectively carry the message of the vital role UCCE plays in the mission of the entire UC. Input from clientele should be employed to reinforce this message, since it seems to be counter to the direction the UC has taken in the last decade.
- 3) AAC exists because the VP permits it. He could dissolve AAC tomorrow and we couldn't do a darn thing about it. Get us into a real advocacy group like Academic Senate or union. A sabbatical is no good if I can't take it.
- 4) I have just become re-oriented to the program due to a family leave situation. I am grateful for all of the support that was available to me during that time and now I look forward to stimulate others in the work of Cooperative Extension
- 5) Collegiality is missing. We don't seem to have leaders capable of advocating successfully for Cooperative Extension, either externally or internally. I do not have confidence in our administration, although I have to say that I am prepared to give Dr Lund time to do something for us.
- 6) Thank you for doing this and helping us represent ourselves and our rights better. It seems if we don't do it--no one else will.
- 7) It is obvious by the past ten years of inactivity that we (Cooperative Extension Advisors) will have to do something different. We have no contract, no idea what the University layoff policies are and very little confidence that the salary inequity issue will ever be resolved, especially in light of the state's current deficit. I think we are very "at risk" of being decimated by the next round of budget cuts.
- 8) Administration has never been as concerned about Extension (county) as it is about campus academics. Things are now changing a bit under Lanny's watch. Henry V. could have cared less but I don't know how!! Lanny's concern may be too little too late. We will see.
- 9) I have not thought about this very much knowing that there is not much we can do about it. I do appreciate the work put into this report and hope that some good comes out of this effort.
- 10) It would have helped to have the term "compensation package" defined? Is retirement part of this or not? On the question about the most appropriate body to carry forward my concerns, I feel very uncomfortable saying Union because I do not know what all the

repercussions of that would be. In my most cynical moments, there is a part of me however that thinks that is the only way to get the attention of administration. Otherwise they just think reorganizing will fix everything. On another note, while I think AAC serves a purpose as to getting our issues before us and verbalized, I do not think AAC has any influence on administrative decisions or actions. Sad but that is my perception.

- 11) We need stronger leadership in DANR to forward the benefits of CE in California and to promote our mission.
- 12) We need to look for any avenue which can help in re-invigorating our unit, and stating our case to higher administration and the public.
- 13) I did not know about the recent wages and benefits report and will read it soon.
- 14) I am less than a year from retirement, so these issues are not as directly applicable to me as to others. Nevertheless, I worry a great deal about the prospects for maintaining CE as the most systematic and effective outreach of UC, given both the general poor health of state government finances and the tendency of UC to give our work low priority. It is a travesty that my program will expire with my retirement--I will not be replaced--despite its public policy relevance for the entire state and its unique linkages between production agriculture and broader issues of urban growth and land conservation. Does our system have a future?
- 15) While the overall pay is good, the job itself the best in the world, I am concerned that advisors have not received cost of living raises along with Specialists and campus academics. In terms of the future of UCCE, it is clear that it is not our outside clientele or legislators who do not value UCCE, but rather, that this lack of support comes from within the UC system itself. Despite all my concerns, I love my job, I have a wonderful County Director, excellent colleagues, and the best clientele one could wish for, and feel this is the best job in the world. But will I be able to have my job until I want to retire? Or, will I be forced to retire early? Will UCCE exist next year? A few years ago I was confident that I would have my job as long as I wished and continued to be a high performer, but California's fiscal challenges this year have changed all that. Such challenges made it even clearer that UCCE is disposable. Had UC distributed the cuts across the board, I would be less concerned. We have seen difficult times in the past (although not as challenging as today) but we always got through them. This time, for the first time in my career, I have little confidence in my future career with UC. I could not, with a clear conscience, recommend someone take a job with UCCE today. If we could draw a graph of number of academic advisors since 1970 to today, I suspect we would see an increasingly larger decline over the last five years or so. I wonder if our clientele would be as willing to fight for us as they were before? All this being said, I once again want so say, before concluding my comments, that I absolutely love my job and the people I work with. Thanks for asking these questions of us.
- 16) I really don't have detailed information on sabbatical leave since I haven't been on board long enough to even think much about it.
- 17) As for the wages and benefits report, I have never received a copy, and I failed to find it searching UC/ANR websites. Can you tell me where to find it?
- 18) Didn't receive this survey until Dec. 2!!
- 19) I am concerned CE has a future at all, much less the ability to actually hire anybody again regardless of qualifications.

- 20) People should stop whining, look at all of the people in the unemployment lines and be thankful they have a job that pays benefits and has a defined retirement plan.
- 21) One of the big tasks, beyond decentralization, support, etc. is getting the UC internal system to gain an understanding of the challenges, the work, the contributions, and the differences in the work of county based advisors.
- 22) UC continues to screw extension advisors. Let administration take the cuts. Their salaries are large.

### Representation

- 1) I don't think having a union is the answer. I have been a member prior to this job and was not satisfied. I think it may be best to just move on and find other work. The job market is actually really good for production agriculturalist.
- 2) Not union but Academic Federation might be a consideration. ANR and UC are not private sector and do not have control over the budget. Between policy constraints (unable to conserve funds for future use) and budget reductions (we have no control over the amount being provided in any year), we have little room for negotiation.
- 3) We have always relied upon administration plus AAC and the individual Advisor organizations like CAFAS to represent us. However, all appear to be weak at this point. For the first time in my career, a union has begun to look inviting.
- 4) I voted against the Union last time we considered it, but the lack of action and many years of run around by the Administration has left me believing that the heavy hand of a Union is the only way to get an honest addressment (author) of this issue. I say this knowing the down sides to unions and the potential for retaliation by administration, but their lack of action and forming endless studies and discussions without action has left me no other choice. I'm just not sure what would happen if we unionized and won greater compensation - Would they have to reduce the number of advisors (i.e., I could lose my job)? Nonetheless, the level of compensation is so bad that unionization would be justifiable regardless of this consequence.
- 5) I would be in favor of having discussions, to identify what union representation might look like.
- 6) I think it will take an effort by more than one body to force salary/equity compensation!
- 7) This option must be examined and I hope AAC will support and initiate the development of a body that can directly represent our salary issues.
- 8) Regardless of the amount of frustration we have with the salary situation, I believe we are better to continue our own discussions with administration rather than partner with unions. Yes, we might be able to get a salary increase with a union, but we would probably receive it as the result of giving up something else, such as sabbatical leaves. I personally would rather have a smaller salary and retain sabbatical leaves.
- 9) Don't know enough to answer the last question.
- 10) This would have to be discussed and fleshed out. Pros & Cons
- 11) We are not the kind of organization that has much leverage in terms of strikes, etc. We are too vulnerable to budget cuts to develop an attitude.
- 12) I do not see unions solving these problems. It is an attitude of the Presidents office - extension is no longer important.
- 13) I am absolutely opposed to union representation.

- 14) Academic Federation sounds helpful. I am generally opposed to unions for professional academic positions. Clearly, AAC doesn't seem to gain the ear of administration to effect
- 15) Not interested in union representation, but other groups might be of interest.
- 16) Unionizing would be the worst solution I can fathom. All this would accomplish is to retain the dead wood at the expense of a dynamic and productive program.
- 17) change - or even recognize the concerns of field staff, so it is becoming clearer that other avenues must be explored.
- 18) Union representation, AAC action, and personal appeals are not going to get resolve our concerns. We have little leverage on administration to act so the only effective way to get action is via litigation.
- 19) It's time. Not a doubt.
- 20) Unions are proving to be counter productive in this day and age
- 21) NOOOOOOO union
- 22) I see no advantage to unionization. Joining the Academic Federation might have merit. AAC gaining credibility with administration would be a better path.
- 23) I was an SRA and forced to pay union fees and I can say unequivocally that Farm Advisors should not join a union.
- 24) I do not know at this point.
- 25) These organizations often seem out of touch with the academic situation and have not been very effective for other groups on our campus
- 26) Don't know
- 27) I would like to see CE advisors and specialists become part of the Academic Senate.
- 28) As a former teacher I found working with a union was sometimes harder than working with out one. They do however have bargaining power and most have legal representation for the members.
- 29) AF must be involved; AS should be involved. I do not advocate union representation, at this time.
- 30) Specialists are already in UCD's Academic Federation.
- 31) Specialists are members of AF
- 32) The academic federation already allegedly represents specialists. However, they don't understand what it is specialists do.
- 33) I have been an active member of the Academic Federation on the Davis campus. We can do quite a bit locally, with necessary campus policy changes, but CE is being emasculated by top University administrators, not so much by campus chiefs.
- 34) I am not interested in union membership. The Academic Federation should also be advocates for CE specialists.
- 35) I am not happy with the current situation, but am unequivocally opposed to union representation for specialists. It will destroy excellence and personal initiative while pinning everyone to the lowest common denominator.
- 36) Specialists are already part of the Academic Federation - Union is a possibility.
- 37) I am sad to say that, after too many years of working and waiting for "Equivalent status" and similar professional recognition issues that are routine at other land grant institutions, we at UC are left with the unsavory alternative of unionization to achieve what responsible administration should have resolved long ago.
- 38) I am absolutely against union representation.
- 39) Union representation is the worst possible attempt at resolution.

- 40) Don't know, need more info.
- 41) Unions are a bad idea for us.
- 42) I am already in UCD AF. Public employees should not be associated with a union. There are no free market forces. If we had a proactive administration and a decent PR publicist, we would have plenty of support from our employers, the government and people of California.
- 43) Would not want to be represented by a union or bargaining group where we (CE) are a small minority of the represented classes. We'd wind up being screwed worse than we are now.
- 44) Up to this point I was very much against union representation, but now that it is apparent that UCCE academic employees (Farm Advisors) are no longer treated equally in salary with other peer reviewed Specialists and Department personnel, I would elect for outside representation. UCCE Specialists may have different job responsibilities, but are no more valuable than Farm Advisors. UC Department personnel can not do what Farm Advisors do on a daily basis nor can Specialists. We each have our areas of expertise and should be treated equally.
- 45) I would be interested in what a union has done or could do, and then make decision.
- 46) Need more information
- 47) The Union and Federation question should be a two part question. I would not be interested in a union; however I think the Federation should be explored as being a reasonable alternative to the AAC. However if the possibility should be carefully considered as with the small numbers of academics we represent and with out "academic credentials" we could be less likely to be successful. Nevertheless this opportunity should be explored.
- 48) It is hard to imagine a union that would consistently represent us well.
- 49) Maybe Academic Federation. Unions are terrible for members, great for union leaders. For the future of UCCE something needs to be done. Not sure what!
- 50) I think it's time for union representation. Employee and Labor Relations bends over backwards to protect represented classifications. Given the pending shakeup that will result from budget cuts, Advisors are basically serving "at will."
- 51) I am strongly against union representation. Unions have not typically solved problems in the UC system. The answer is not in unions but in working with our administration as well as legislative bodies.
- 52) Not certain about a union.
- 53) If administration doesn't get it, how would union activists do any better?
- 54) I believe personal contact with administration would be the best way to let our concerns known. But if administration always turns a deaf ear to us and AAC, then perhaps we need to formalize into a union that advocates our concerns.
- 55) It seems that the salary issue will only be resolved by union representation; it seems to go that way for other groups that the University feels can be disregarded in this way.
- 56) I'd need more information about unionization or the academic Federation before answering. I'd really like to simply be treated justly by administration without the need for a confrontational approach. Can't they give us the same respect and adjustment to our scale that was given to the faculty and specialists? It's not unreasonable to think that it should be done. Fix it and then lets all move along together.
- 57) Union no. Academic Federation does some good for Specialists.

- 58) I don't believe unions have a place in academic institutions with academic staff. I believe RD's and Clientele should work directly with the office of the President.
- 59) maybe. I would need to know a lot more before saying I am "interested". Curious would be a better descriptor
- 60) I would never join.
- 61) academic federation
- 62) I would like to see what they would have to offer.
- 63) Would be interested more in understanding how such entities could help us and at what cost.

**Compensation**

- 1) The Full Title range of the pay scale is great. The Assistant is too meager and that is hurting our recruitment efforts
- 2) Many of us at the county level are doing specialist type of programming but not getting the same compensation.
- 3) I think entry level salaries are too low, which makes it difficult to attract qualified candidates.
- 4) I am unsure about union representation but I want acknowledgement and fair treatment from our administration. The salary discrimination FA's faced compared to our faculty and specialist colleagues is unacceptable and must be corrected. These tight times when all suffer lack of COLA's just put us farther behind. Action now!
- 5) It is unfortunate that our administration repeatedly fails to demonstrate advocacy for CE. The salary inequity is of course the most damning example. Our job responsibilities and expectations continue to expand with no prospects of increased compensation. I personally feel betrayed by our leadership. We need a strong advocate and the current administration is obviously not up to the task.
- 6) Excellent job by the Academic Assembly Council Welfare and Benefits Committee; outstanding report which shows how far behind we are in salaries; how can we expect to attract the best when we offer little? At this point in my career I'm fairly satisfied with all that UC offers, but wouldn't be if just starting out (try buying a house now on starting UCCE salaries).
- 7) I think most county UCCE personnel would have been against union representation until the past several years. Issues such as the divergence in pay between Advisors and Specialists, increased medical plan costs, loss of confidence in administration and the deteriorating budget situation have changed things. I would probably vote for unionization at this point.
- 8) Living on a UCCE salary is not feasible in this area and I would imagine many other parts of the state. It is very difficult to garner respect as an industry leader when one can only afford to live in a mobile home. I consider the salary gap between UCCE and local private industry to be the primary incentive to join the latter at some point in the future.
- 9) Starting salaries for CE specialists below those for Assist. Professors. Applied research funding and support not sufficient to cover public outreach and extension duties. On campus CE faculty are not part of the academic senate and are left out as far as decision making on campus.
- 10) I feel the starting salaries for new advisors could be improved. There is not much of a draw for someone to work for Extension when the hours are long and the financial benefits small.

- 11) I am dissatisfied with the erosion of health care, but when I look at other agencies (CHP, County, etc) it is a trend. I wish we (UC) could negotiate for better package for out of area employees.
- 12) The last report indicates big gaps in salary changes between advisors, specialists and other UC academic positions. Since the report was released, the administration has not done much to address the issue. AAC, while it helps, does not seem to be able to effectively create changes. Therefore, I think it is time for us to consider other venues or ways for the administration to hear us.
- 13) I am fed up with administration who get up in meetings - say that they realize our salaries are 14% behind, and that they are so sorry that they cannot do anything about it - while giving upper administrators a 25% pay increase a year ago last March - and giving whopping raises to Vice Presidents because they might leave and go elsewhere - They have never done this for advisors who must leave CE for salary increases - why do it for administration? All this shows is a total disregard for advisors from administration who obviously only care about how to enlarge their own salaries. Somewhat reminds me of Enron!
- 14) ADMINISTRATION NEEDS TO REALISE THE IMPORTANCE OF UCCE TO CALIFORNIA AGRICULTURE AND THE ECONOMY OF CALIFORNIA. LOW PAY FOR THE BACKBONE OF SCIENTIFIC INFORMATION PROVIDERS WILL GREATLY DIMINISH CALIFORNIA'S LEADERSHIP IN AGRICULTURE. THE IMPORTANCE IS NOT JUST FOR UNDERGRADUATE STUDENT EDUCATION. OUR CURRENT LEADERSHIP IS GREATLY LACKING. MY MORALE IS AT AN ALL TIME LOW - ESPECIALLY WHEN SOME HAVE GOTTEN NICE RAISES AND WE WERE LEFT OUT IN THE COLD.
- 15) It was unfair to separate Advisors and Specialists from the wage category that received significant increases in wages over the last several years, then also unfair to add Specialists without the Advisors later. Advisors have not received a significant pay raise (cost of living) for many years. Advisor work involves research and education, which is unique compared to "Extension Agents" in other states - the jobs are not directly comparable. I am very upset about this, especially since we have been cut in our support and staff to where we are forced to work in more than one county and do more with less.
- 16) Compensation is a cost-of-living and equity issue. California is an expensive state in which to live and for someone starting fresh it becomes difficult to impossible purchasing a home and getting established. In terms of equity, the level of qualifications and demonstrated experience that UCCE is known for and accordingly recruits are typically remunerated at higher levels by other employers.
- 17) My main concern is being able to recruit and retain county-based CE staff with the lower pay scale and lower perceived "prestige" of those positions. County CE Advisors salaries should be brought in line with our CE Specialist salaries as they once were. This would help reduce the disconnect between counties and campuses.
- 18) With the increase in healthcare costs my last salary increase (promotion) netted me \$12/mo. Why spend all that effort to create a PR just to have it thrown away. My clientele also lost out.
- 19) The salary disparity between CE specialist and CE advisors created by past president Atkinson is a disgrace and a slap in the face to all CE advisors. I once had a specialist title and gave that up so that I wouldn't be moved from the counties to a campus as part of past VP Farrel's boondoggle in giving campuses CE specialists. I would be making \$20,000

more per year right now if it were not for Atkinson's short sightedness. This difference is even more greatly magnified when considering how this will translate into my retirement benefit over many, hopefully, years of retirement. Without a director of CE and sincere quality representation at UCOP over the last 15 years, CE has been abused and castrated by UC administration.

- 20) The "salary" question is a hard one, as most people would prefer to have a higher salary, and think they are worth it. I like my job, and am happy to have it.
- 21) If increases to compensation are not possible perhaps other types of support would be. One clear example would be support of advisors' travel costs across multiple county assignments. Either an annual mileage budget and/or assigned vehicle would be an enticing benefit for potential recruits and substantial support to advisors who are strained to coordinate and dovetail multiple sources of limited travel support
- 22) It is absolutely absurd that K-12 teachers, without an MS degree, make more money than I do, with the summer off. I place a great deal of the blame for the situation we are in directly on Reg Gomes! He says that he supports UCCE, but has not shown that he really does.
- 23) Salary issues in high cost of living counties need to be addressed to level the "quality of life" playing field. If not, then UC should consider assisting home buyers with start up down payments or loans like many other organizations are considering for teachers, fire and police. We are paid at similar levels, but no discussion has been broached.
- 24) Also, with respect to health care, UC should pay \*fully\* for employees first, and then reimburse for additional family members on some sort of partial payment plan (if the institution needs to hold down costs)
- 25) I think the issue of salary is really about cost of living equity. We can't expect employees who's assignments are in the mostly costly areas of the state to receive to be on the same salary schedule of those who's assignments are in lower cost regions of the state. Other federal and state agencies make allowances for cost of living in certain locations.
- 26) UCCE benefits and retirement package should be the SAME as tenured faculty
- 27) Benefits costs for off campus extension folks are too costly and increase too much ever year. It is not fair that some in our system only pay \$1, while remote employees only have one option for benefits that come with a high premium cost. If others paid just a bit more they could help underwrite the costs for the off campus employees.

### Program Support

- 1) Specialists are already in the Academic Federation. As for support for research and travel, the real question is WHAT SUPPORT? 4K this year for Davis Specialists is nothing, no money for any programmatic activities other than what we can bring in with grants and gifts. Advisors should be brought under campus administration, Oakland dismantled, and we might have a change in the future. If Oakland DANR remains in control of the money for salaries and programs, then CE has no future as the DANR Oakland Administration has no idea of what the real world is and what is needed. Advisor salary scale should be brought back to parity with specialists, and some job security should be implemented if good people are to continue to be attracted to these jobs. Likewise, expectations for advisors should be realistic; several younger advisors have left because the expectations for their performance (multi-county assignments in multiple program areas) were impossible.
- 2) 4-H specialists need to create opportunities for county advisors to conduct research in collaborative efforts, as well as provide more technical support for advisors. It is difficult for

long-time advisors to see state program staff as resources when those staff have limited experience in 4-H and have no county-based experience. Many state staff and statewide administrators seem to have no idea how important the local clientele and county board of supervisors are to county offices. Future recruitment: UC needs to offer experienced prospects higher salaries, as well as provide a mentor program for new hires. New and hold staff should not be given so many cross-counties assignments unless there is county-based program staff support in each county.

- 3) My salary and benefits are fine. The problem is there is little to no money for outreach activities. I have to hustle money from my research contracts, grants, and gifts.

REPORT END