University of California Office of the President

UC ANR DIVISION
2020-2025 STRATEGIC PLAN

UNIVERSITY
OF
CALIFORNIA

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UC ANR
Mission, Vision, and Values

UC ANR Mission and Vision

UC ANR Mission

Engage UC with the people of California to achieve innovation in fundamental and applied research and education that supports

- sustainable, safe, and nutritious food production and delivery
- economic success in a global economy
- a sustainable, healthy, and productive environment
- science literacy and youth development programs

UC ANR 2025 Strategic Vision (April 2009)

UC ANR envisions a thriving California in 2025 where healthy people and communities, healthy food systems, and healthy environments are strengthened by a close partnership between the University of California and its research and extension programs and the people of the state.

The University remains connected and committed to the people of California, who enjoy a high quality of life, a healthy environment, and economic success in a global economy.

UC ANR "Big Audacious Goal"

Every Californian will recognize and support UC ANR for making a positive difference in their lives

❖ *Vivid Description:*

Our commitment to building an inclusive and equitable society will contribute to a stronger California; our people will mirror the diverse populations we serve. We will be proud, inspired, and motivated, knowing that our work has tangible local and global impact. We will develop a youth and adult population of science-minded critical thinkers with 21st century skills who are leaders in their communities. We will be a key player in California's workforce development and economic prosperity. We will fearlessly catalyze both rural and urban partners to make California the world's leader in agricultural production, food safety, security and distribution, and in natural resource management. We will engage with our communities to strengthen California's preparedness and resilience to challenges such as disease, climate change, fires, and drought. Others around the world will emulate the UC ANR model and implement its practical and affordable solutions.

UC ANR Core Values

ACCOUNTABILITY
We are responsive to the public and our stakeholders' needs, follow through on our commitments, and take ownership for our decisions and actions.

EXCELLENCE
We adhere to the highest standards of professionalism, quality, and expertise. We strive to be leaders in our respective disciplines and to foster a system that delivers superior outcomes.

INTEGRITY
We set high ethical standards and lead by example. We act in a credible and trustworthy manner. We treat all people with respect, professionalism, and fairness.

MISSION DRIVEN
We are dedicated to and align our work with the University's commitment to education, research, and public service.

INNOVATION
By establishing an environment which supports creative and diverse thinking, we consistently evaluate perspectives, re-define problems, and seek opportunities to identify, test, and implement new solutions that produce desired outcomes. We accept risk taking as an opportunity to learn.

COLLABORATION
We believe collective insight and action produces greater results than that of any individual or organization. We facilitate the exchange of information, expertise, and skills to optimize resources and generate the highest quality outcomes. We foster teamwork and, where appropriate, systemness.

DIVERSITY & INCLUSION
We embrace diversity, equity, and inclusion in all forms. We strive for a community that fosters an open, inclusive, and productive environment where we respect the potential of all individuals to make a positive contribution.

COMMUNITY
We make a difference through local, participatory engagement.

These core values are the principles that guide our actions

UC ANR
Strategic Objectives and Goals

UC ANR Strategic Objectives

The following five strategic objectives are broad-based, long-term aims that will move UC ANR towards actualizing its vision. All UC ANR goals support one or more of these objectives.

Executing the Mission:

Research and Extension	Advance and encourage forward-thinking, science-based solutions through discovery and engagement with Californians to address local issues with global impact

In Support of the Mission:

People	Attract, develop and retain diverse, highly productive, talented, and motivated people who exemplify our core values and thrive in a culture of equity and inclusion, service, innovation, and change
Financial Stability	Ensure financial strength of the University through sustainable and innovative financial models with efficient and effective financial management practices
Operational Excellence	Optimize delivery of programs and services through systemwide implementation of best practices that promote efficiency, effectiveness, health, safety, confidence, and quality
Policy & Advocacy	Advance UC's mission by marshalling the institution's expertise and external partners to effectively advance public policy issues and communicate the value of UC to our stakeholders, California, and the world

UC ANR *Draft* Division Goal Snapshot

These twelve goals have been established to address current opportunities and challenges and to move the division forward in achieving its vision. Staff and stakeholder feedback has informed the goal portfolio. These goals do not represent all that UC ANR does; these are administrative goals designed to support the overall mission.

Strategic Objective	#	Goal Name	Owner	Goal Topic
Research and Extension	1	Partnerships	Powers	Strengthen Research and Extension Partnerships
	2	Virtual Reach	Bell	Increase UC ANR's Virtual Reach
	3	Economy	Humiston	Build Sustainable Economies for Working Landscapes
	4	Innovation	Youtsey	Scale-up the Innovation and Entrepreneurship Program
	5	Web Platform	Forbes/Bell	Modernize Digital Information Delivery System
People	6	DEI	Fox	Improve Diversity, Equity, and Inclusion
	7	Workforce	Brown	Recruit, Develop, and Retain People
	8	Volunteerism	Gable/Miner	Support Volunteerism
Financial Stability	9	Financials	Tran	Generate Revenue and Optimize Resource Deployment
	10	Fundraising	Krkich	Expand and Diversify Fund Development
Operational Excellence	11	Operations	Tran	Improve Efficiency and Strengthen Infrastructure
Policy and Advocacy	12	Communications	Forbes/Megaro	Strengthen Communication and Advocacy

Research and Extension	Owner: Powers

Goal: Enhance our research excellence and ability to deliver science-based solutions by developing new partnerships across the UC system and beyond, by June 2025

Opportunity

UC ANR resources (people, time, dollars) are limited and traditional funding sources not keeping pace with cost increases or evolving needs. There is untapped opportunity to expand partnerships, within and beyond UC. Such collaborations would expand funding/investment opportunities for UC ANR and broaden both internal and public awareness of the value of research and Extension.

Proposed Solution

We are now faced with even greater need to develop novel partnerships that will generate support for the translation of research into adopted solutions. We will identify specific areas of focus/research and pilot projects that will strengthen partnerships between UC ANR and UC campuses, non-UC academia, and other novel partnerships to facilitate collaborative research and problem-solving. We will leverage our statewide network of people and other assets, e.g., County offices or Research and Extension Centers, to generate new partners, partnerships, and resources, leveraging our unique assets and relationships.

Benefits

1. Shared goals and responsibilities and leveraging of resources across UC campuses, other institutions, local partners
2. Helps improve UC's position for state, county, and federal funding
3. Expanded research and extension outcomes

#	Goal/Key Strategies & Timeline	20-21	21-22	22-23	23-24	24-25
1a	Working with Directors (County, REC, SWP/I, SI leaders), PAC, and the leadership team, conduct and complete a needs assessment by June 2021 to identify prospective partners and develop an engagement plan that produces a new opportunity for each participant.					
1b	By 2025, position the REC system as a key asset of the UC system through enhanced internal and external partnerships that result in a 40% increase in the REC research and extension user base. Monitor impact thereafter. (Lagrimini)					
1c	Annually, pilot at least one novel partnership model with UC partners, working with Governing Council to identify, develop, resource, and launch pilots. Monitor opportunities gained by 2025. (Powers with Governing Council).					
1d	Working with Extension Directors and AES Directors, develop partnerships and opportunities external to California from which UC ANR derives benefit. (Powers and Humiston)					

UC ANR Goal 1   Strengthen Research and Extension Partnerships

Goal: Enhance our research excellence and ability to deliver science-based solutions by developing new partnerships across the UC system and beyond, by June 2025

Assumptions
1. UC ANR directors are willing to put in the work necessary for building and maintaining new partnerships
2. Availability of new, potential partners who understand and embrace the mission of UC ANR, partnership benefits, and intended outcomes related to research, extension activities, and outreach and are willing to invest resources to think differently about how to achieve shared goals

Metrics and Targets
1. A 15% annual increase in $ of REC support provided by users/donors, over 2019/2020 numbers
2. A 15% annual increase in number of projects, over 2019/2020 numbers
3. 5 novel partnership pilot projects launched within the UC system (one annually) with at least half continuing into 2025/26.
4. Increased County programming support (all sources) by 5% per year, annually
5. By 2025 at least 2 new partnerships, in an program area, with a partner outside of California supporting Strategic Initiative-level activity

Additional Information
Shared goals must be developed with existing partner campuses and new campus/non-campus partners requiring that a value proposition be developed. Maintenance of partnerships is a key component of entering into any partnership.

Research and Extension

Owner: Bell

Goal: Increase the reach of UC ANR research and extension impacts across California by increasing virtual programmatic participation 10% per year over the next 5 years (through December 2025)

Opportunity

California's growing population means we are the largest, most urban and most diverse state in the nation by many standards, including race/ethnicity, languages, and socio-economics. Clearly, UC ANR's clientele base continues to evolve and broaden. The challenge is how we meet growing educational content needs at a time when base funding has been reduced. These two divergent factors (i.e., increased need versus limited funding) mean that we must find alternate and more efficient ways to meet the educational demands of our state's people; providing them the information they need (and want), when they want it and in a form they want it. So why is UC ANR well placed to play this role? Simply put, UC ANR 1) has a wealth of practical educational content (albeit, it is currently scattered – a problem goal 5 is addressing; and 2) is the mandated delivery arm of one of the world's great educational and research giants; working in communities across the state to provide credible, practical, un-biased and science-based educational information.

Proposed Solution

UC ANR can positively impact the lives of more people by: 1) personnel continuing to focus on the priority educational information needs of their audiences, and 2) delivering that information more effectively to audiences. Growth in our use of Information Technology offers exciting opportunities to engage more widely; providing information our target groups need and want, in forms they want, where and when they want it. In so doing, we can build off our strong legacy of being a trusted partner and provider of information. We can positively impact the lives of more people by offering diverse, audience-appropriate delivery methods that enable us to optimize the use of our UC ANR information resources. More recently, the COVID-19 experience has highlighted the urgency and opportunities for on-demand, remote access to our practical "how-to" information.

Benefits

1. Improved lives of Californians through better end-user engagement with our on-demand, research-based information
2. Improved material development skills of UC ANR personnel and greater connection between professionals as a result of ability to connect remotely
3. Savings through reduced travel time and cost for staff and academics

#	Goal/Key Strategies and Timeline	20-21	21-22	22-23	23-24	24-25
2a	**Skills.** Strengthen UC ANR personnel skills (including volunteers) in engaging, educational material development and virtual delivery and program evaluation through ongoing training, webinars, and robust Learning and Development webpages site.					
2b	**Content and access.** Identify and develop engaging materials (e.g., video, online courses, tools, etc.) that are customer-focused, and made available through a central online platform (Goal 5), and other audience-appropriate delivery channels. Facilitate the development of a communication-reach plan for each SWP/I by early 2021 and other major groups.					
2c	**Diversity of audience.** The development and delivery of content will pursue forms of material and engagement channels relevant to all Californians. Working closely with NOS, UC ANR will improve and expand it's outreach to the state's Latino and other non-English speaking communities.					

Goal: Increase the reach of UC ANR research and extension impacts across California by increasing virtual programmatic participation 10% per year over the next 5 years (through December 2025)

Assumptions
1. Clientele have web or data access to on-demand programming
2. UC ANR staff and academics embrace offering programming using distance technologies (in combination with face-to-face delivery methods)
3. UC ANR supervisors and the evaluation system support staff to increase their program reach (virtual and in-person)

Metrics and Targets
1. **In-house Skills.** An increase in the number and quality of IT-based materials (including video, podcasts, tools, on-line courses, etc.)
2. **Content.** 5% annual increase in user engagement with virtual content (including tools, videos, etc.) across both English and non-English content. Specific metrics depend on the platform (e.g., web engagement in person years offers a good option = # sessions * average session length, etc.),
3. Participant outcomes resulting from online engagement; target = TBD through key strategy

Additional Information
The proposed improvement and adoption of remote learning systems is not intended to limit how the academic or staff member chooses to interact with clientele. Rather, it offers some time-saving mechanisms and helps clarify how the academic or staff member can prioritize activities in order to achieve success in extending applied research and program delivery.

Research and Extension

Owner: Humiston

Goal: Strategically deploy UC ANR activities and resources to ensure that California's working landscapes better contribute to the state's triple bottom line by 2025

Opportunity

Rural communities haven't recovered jobs lost in the recession. Mechanization, environmental regulations & increased global competition have been slowly whittling away at rural economies – driving anger, fear and frustration for much of rural America. "Working landscapes" are often under-appreciated for the vital role they play in providing food and fiber as well as wildlife habitat, recreational venues, energy, and valuable "ecosystem services." Even worse, their contribution to the state's economy is generally overlooked and/or undervalued. For California to thrive, these working landscapes – from protected wilderness areas to intensively cultivated farms – must be managed to fully harvest all economic opportunities for today's needs as well as tomorrows. The diverse array of UC ANR resources, coupled with its strong track record of developing practical science-based solutions, makes UC ANR uniquely positioned to enhance Community and Economic Development (CED) initiatives throughout California.

Proposed Solution

Leverage and coordinate UC ANR expertise and resources with existing CED efforts, and related regional industry initiatives, focused on agricultural and natural resources throughout California. Enable and strategically focus UC ANR to further stimulate economic development throughout California.

Benefits

1. Recognition of UC ANR's contribution to economic growth enhances UC ANR's relevance to general public
2. CED activities support funds development and advocacy by engaging with new stakeholders
3. Synergy from better coordination of existing activities can help achieve economies of scale for program delivery

#	Goal/Key Strategies & Timeline	20-21	21-22	22-23	23-24	24-25
3a	Develop an Advisory Council and strategic plan to guide UC ANR's (CED) initiatives (e.g. biomass, ecosystem services, agritourism, food systems, small farms, etc.) by December 2021 • Enhance strategies to support CED activities within UC initiatives and with various partners • Identify regional UCCE liaisons for California Stewardship members; develop and provide training on CED to them • Expand partnerships among diverse external stakeholders as well as all facets of the UC system					
3b	Build upon partnerships and projects aligned with the California Economic Summit by June 2025 • Provide leadership and support to "Elevate Rural California" initiatives • Educate public and policymakers on economic value of working landscapes and policies needed to support them • Develop economic analysis of value of ecosystem services					
3c	Serve as a catalyst to connect information, resources and success stories between CED initiatives by June 2023					

UC ANR Goal 3   Build Sustainable Economies for Working Landscapes

Strategically deploy UC ANR activities and resources to ensure that California's working landscapes better contribute to the state's triple bottom line by 2025

Assumptions
1. Strategic initiatives identified within UC ANR 2025 Strategic Vision encompass full range of activities that can support this goal
2. UC ANR academics and program staff will embrace a reframing of existing activities to position UC ANR in CED roles
3. Actions to enhance California's economy will be understood and valued by diverse stakeholders
4. No further unexpected impact on regular UC ANR budget will occur short term; expanded targets for funds development will increase funds longer term

Metrics and Targets
1. CE academic and program staff FTE reported as contributing to promoting economic prosperity in CA (based on CED key word searches of federal reports); target = increase 5% per year through 2025
2. Media recognition of CED activities by UC ANR (based on CED key word searches of monthly media report); target = communication metrics increase 3% per year
3. Growth in stakeholder support: funding, advocacy; targets encompassed in fund development goal (#10) and advocacy goal (#12)

Additional Information
This goal, and its activities, serve UC goals on public service, economic development and innovation initiatives.

UC ANR Goal 4   Scale-up the Vine Innovation and Entrepreneurship Program

Research and Extension	Owner: Youtsey

Goal: Scale-up a UC ANR-led innovation and entrepreneurship program to identify, commercialize, and grow science and technology breakthroughs that promote rural inclusion and prosperity, to be fully operational by December 2020

Opportunity

Food and agriculture innovation is siloed, with the AgriFood industry, universities, technology companies, and governments not collaborating closely on addressing the challenges of food system fragility, nutrition insecurity, climate change, and rural/local prosperity. Furthermore, early innovations from research or startups are not making it to market quickly because there is no effective support system or "bridge" to translate, commercialize and engage the public on these breakthroughs. UC ANR should lead this collaborative or "open" innovation across the UC system, industry and government by leveraging its strengths: a collaborative, neutral, network organization across the UC system and State of California. Over time, this program will accelerate research to market, strengthen local workforces and economies, engage new stakeholders and citizens, and provide a new revenue source for UC ANR.

Proposed Solution

UC ANR has created the Vine, which is preparing to scale its food and agriculture innovation efforts into a full innovation & entrepreneurship program that leverages UC ANR & California's science & technology, fields & facilities, network of experts, and industry know-how to drive impact through collaborative, interdisciplinary projects and services. The Vine will be a fully self-sustaining program after 2020 through a mix of public and private funds. The Vine will operationalize by leveraging the existing resources of UC ANR (supported by external funding), hiring a small team of experts, and partnering with UC campuses and other industry and NGO organizations to provide complementary services and infrastructure.

Benefits

1. Drives real economic value and sustainability to California by accelerating science-based solutions into the market and society
2. Expands UC ANR's natural role as a vital innovation leader and convener in food, agriculture, sustainability, and bio/rural development
3. Creates a sustainable self-funded program that generates revenue for UC ANR over time

#	Goal/Key Strategies and Timeline	20-21	21-22	22-23	23-24	24-25
4a	People: Establish leadership team, governance council, partnerships and science advisory board by Dec 2020					
4b	Services: Launch initial projects, first technology roadmap, virtual outreach by Dec 2020					
4c	Fundraising: Raise $2.9M in external funding commitments in FY 20/21 through grants, donations, and contracts					
4d	Operations: Onboard ops team and governance/advisors, launch facilities feasibility study, scale-up social media & marketing, expand online platform by Dec 2020					

UC ANR Goal 4   Scale-up the Vine Innovation and Entrepreneurship Program

Goal: Scale-up a UC ANR-led innovation and entrepreneurship program to identify, commercialize, and grow science and technology breakthroughs that promote rural inclusion and prosperity, to be fully operational by December 2020

Assumptions
1. UC ANR academics and program staff have capacity to participate on funded research and development projects aligned to their expertise
2. Actions will strengthen California's economy and workforce utilization
3. UC ANR will leverage existing resources for this work and serve where gaps are relevant, providing differentiated services & activities
4. This program will be self-funded after 2020 and will generate new sources of revenue over time

Metrics and Targets
1. The Vine team will raise $2.88M to sustain the program by December 2020 through grants, contracts and donations.
2. The Vine will launch 2 projects by December 2020 to focus on supply chain resiliency.
3. The Vine Team, Governing Board, Advisors will be onboard, aligned on strategy and programs by December 2020
4. The Vine Sponsorship offering will be finalized and initial sponsors on board by Dec 2020
5. The Vine will employ its initial team of staff to implement Vine programs by Dec 2020

Research and Extension

Owners: Forbes/Bell

Goal: Modernize the UC ANR web ecosystem by 2023 and ongoing to make educational and promotional content easily discoverable and to support increased stakeholder engagement

Opportunity:
The SiteBuilder web ecosystem is outdated and not user- or search-friendly. It is difficult for our audiences to find what they're looking for, and the inconsistency of both user experience and visual design across our sites adds to audience confusion about the brand, impact, value, and credibility of UC ANR. The system also creates inefficiencies and challenges related to manual/decentralized business processes and comingling of internal and external content (human resources, development, internal communications).

Proposed Solution:
Phase 1: Develop and launch all-new main UC ANR website built on the latest technology with social media and Customer Relationship Management (CRM) integration. Educational content will be organized in an audience-focused manner, based on a systemwide taxonomy to support search and filtering by subject, geography etc. UC ANR personnel will continue to identify uses and needs across the division. Centralized workflows will be developed to support efficient review and publication of content and to support maintenance and updating. Content in existing websites will be reviewed and migrated to the new site. UC ANR branding guidelines will be used to support the content delivery on the website and applied across all UCANR. Phase 2: Build a UC ANR employee focused portal/integration point; additional integrations to be determined.

Benefits:
1. Implementing a web ecosystem that meets/exceeds the level of quality at peer institutions will provide our audiences with timely, user-friendly access to the information they need. CRM integration will capture information from our constituents and support deeper engagement with UC ANR ANR, including helping to drive purchases, donations, course enrollments, volunteer sign-ups and direct engagement with UC ANR experts.
2. Human resources, fund development and other business processes will benefit from a modernized web ecosystem by being more efficient and effective and reducing administrative burden via reduction in manual processes and elimination of disparate data sets.

#	Goal/Key Strategies & Timeline	20-21	21-22	22-23	23-24	24-25
5a	Develop a project charter to document scope and estimated budget and secure leadership approval by June 2020					
5b	Develop a Proof of Concept demonstration of the proposed solution and secure leadership approval to begin implementation by July 2020					
5c	Develop a Project Plan and Milestones by August 2020					
5d	Phase 1 completed and launched by the project team by June 2021					
5e	Detailed project plan Phase 2 developed by June 2021; Phase 2 completed by December 2022					
5f	Survey internal and external users to gauge improvements in content management and user experience (Sree Mada, Jim Downing, Linda Forbes) by April 2023					

UC ANR GOAL 5   Modernize Digital Information Delivery System

Goal: Modernize the UC ANR web ecosystem by 2023 to make educational and promotional content easily discoverable and to support increased stakeholder engagement

Assumptions:
1. Approved budget for this project
2. Dedicated stakeholders, each having appointed a designated Subject Matter Expert with a time commitment
3. Shared leadership by IT, Publishing and Strategic Communications
4. Clear UC ANR branding guidelines developed to support the redesign and transformation Shared UC ANR ownership of the project across units; willingness to adopt the new platform
5. Selected vendors meet deadlines and implementation requirements
6. Funding for positions for content management (including content migration from SiteBuilder) and CRM management

Metrics and Targets:
1. User satisfaction: survey internal and external users at the completion of Phases 1 and 2 to gauge improvement in internal processes for content management and improvement in overall user journey experience with a target date of Dec 2022
2. Increased web traffic; target = 20% increase in overall monthly pageviews after phase 1; continuing annual increases of a minimum of 10% overall. Programmatic page view metrics (established with individual programs)
3. Increased time spent on web pages; target = overall avg. of >10% annual increase on ucanr.edu pages after phase 1 of the IWP and ongoing
4. Improved discoverability of UC ANR educational and promotional content; measure improvements in search engine ranking results for UC ANR keywords with a target date of Dec 2021
5. Increased referral traffic (linkbacks); target = 10% overall increase in referral traffic to ucanr.edu in 2021 and each year following

People		Owner: Fox

Goal: Increase access to and equity in UC ANR programs, research, and work environments for all populations in our state in order to make a difference in the lives of all Californians by June 2025

Opportunity

California is the most diverse state in the nation by many standards, including race/ethnicity, languages, and socio-economics. The state continues to be challenged by social, health, and economic inequity. UC ANR is committed to reaching all segments of the state's population. Developing an inclusive and equitable workplace, and employing a workforce that reflects the racial, ethnic, and gender diversity of California are critical to UC ANR's ability to deliver programs to and solve the problems of the people of California.

Proposed Solution

Working with individuals from across all levels of UC ANR, develop a detailed plan with objectives, activities and metrics to guide organizational change that addresses structural discrimination and increases diversity, equity, and inclusion throughout UC ANR offices and programs. Through an emergent process of assessing and improving institutional access, systems, and environments, UC ANR will develop into: 1) a diverse organization, where a wide array of people with differing perspectives, experiences, and cultural norms are employed and engaged in program development and implementation, 2) an equitable organization that recognizes diversity in experiences, communication norms, needs, and skills and develops frameworks that address unequal needs, conditions, and positions, and 3) an inclusive organizational culture, where all people can meaningfully contribute by sharing their ideas, experiences, and perspectives.

Benefits

1. Increased diversity of workforce will improve UC ANR's ability to deliver relevant programs that address communities' needs across the state.
2. A professional development program focused on cultural competency and recognizing and addressing implicit bias will build skills to address the challenges faced by all Californians, and better enable us to develop an inclusive and equitable society.
3. Intentional focus on developing an equitable and inclusive workplace and promoting Principles of Community will improve employee experiences, engagement, and retention.

#	Goal/Key Strategies and Timeline	20-21	21-22	22-23	23-24	24-25
6a	Establish a DEI Advisory Committee to advise ANR Leadership in promoting equity and inclusion in ANR programs, policies, and procedures by December 2020. This committee will focus on inclusion and equity for staff, academics, program volunteers and participants who are part of one or more marginalized racial, ethnic, religious, gender, sexual orientation and ability groups.					
6b	Implement a sustained professional development program with the expectation that all ANR academics and staff participate in annual development sessions designed to increase personal awareness and address cultural competency, implicit bias, and other relevant topics, by June 2021					
6c	Review and update policies and procedures to report and respond to incidents of discrimination or harassment involving UC ANR academics, staff, volunteers and program participants by June 2021					
6d	Use results of employee surveys (ANR@Work, CUCSA/HR Staff Engagement) to develop action plans and measure progress in priority areas of employee satisfaction, engagement, and inclusion by June 2025					

Goal: Develop an inclusive and equitable community within UC ANR, and increase the racial, ethnic, and gender diversity of UC ANR staff, academics, volunteers and program participants by June 2025

Assumptions
1. Active support and engagement by leadership and enabling UC ANR academics and staff at all levels of the organization to have a meaningful voice
2. The annual ANR@Work Survey and the bi-annual Council of UC Staff Assemblies/Human Resources-sponsored Staff Engagement Survey will to be conducted through June 2025

Metrics and Targets
1. Implementation of new ANR Policy on Reporting Complaints of Discrimination or Harassment by March 2021
2. In the CUCSA/HR Staff Engagement survey, the percentage of Total Favorable responses in the Empowered Culture dimension; target = increase to 75% by June 2025
3. In the ANR@Work Survey:
    A. Overall Employee Net Promoter Score; target = increase in to 70 by May 2024
    B. The gap between marginalized and dominant identity groups in conduct and behavioral mean scores; target = observed decrease by May 2024
    C. Overall satisfaction mean scores among marginalized groups; target = observed increase by May 2024

Additional Information
Additional key strategies related to Recruitment and Retention of academics, staff and volunteers are documented in Goals 7 & 8.

People		Owner: Brown

Goal: Improve our ability to recruit, develop, and retain academic and staff employees needed to achieve all aspects of the UC ANR Mission by June 2025

Opportunity:
UC ANR's ability to recruit, develop and retain academics and staff is critical to the Division's ability to achieve its mission and goals. Due to the rural nature of some of our work and the lack of a strong employer brand, we have limited applicant pools which has resulted in some difficult to fill recruitments and occasional failed searches. For both academic and staff positions, recruitment efforts must be expanded to provide a greater reach into the talent pool to provide UC ANR a broader selection of qualified and diverse applicants. Prior efforts to improve employment and compensation practices were successful, and it is therefore critical that we maintain our competitiveness with UC campuses and the external labor markets in which we compete so we do not fall behind, as that will lead to lost applicants and turnover. It is critical to continue to focus on turnover in order to ensure it does not increase to unsustainable levels.

Proposed Solution:
Improve and expand applicant pools and recruitment reach by developing a stronger employer brand and create a strong employee value proposition. Increase partnering with hiring managers to build outreach strategies for recruitments. Expand employee professional development efforts to build knowledge and skills in order to retain skilled employees and enable them to become more competitive for internal recruitments. Maintain sustainable compensation and rewards programs to improve employee retention for academics and staff employees. Collaborate on strategic goal activities related to building and maintaining operational efficiencies, technology changes, workforce planning and organizational stability.

Benefits:
1. Larger applicant pools allows UC ANR to identify qualified hires for typically hard to fill positions, further servicing the UC ANR mission.
2. Developing employees supports ongoing operations and provides employees a path for professional growth without leaving UC ANR.
3. Competitive compensation and rewards programs and improved recruitment practices will reduce the rates of failed recruitments and turnover.

#	Goal/Key Strategies & Timeline	20-21	21-22	22-23	23-24	24-25
7a	Recruit - Institute collaborative agreements with hiring managers on recruitment and outreach strategies (ex. advertising, improving diversity, committee creation/training, etc.) by June 2021, to improve the quantity, quality and diversity in hiring.					
7b	Recruit - Improve efforts to market and develop UC ANR employment branding by June 2025, to improve the quantity, quality and diversity in hiring. Act in collaboration with Strategic Communications.					
7c	Develop – Conduct a needs assessment, confirm priorities including diversity, equity and inclusion outcomes, and develop measurable goals by June 2022, to help ANR employees become more competitive for internal recruitments. Ensure engagement of a diverse population of ANR employees during plan development.					
7d	Develop - Build employee development models for typically difficult to fill or under-represented positions by June 2023, to expand employee career development efforts and for ANR employees to become more competitive for internal recruitments.					
7e	Retain - Maintain sustainable compensation and rewards programs and improve employee retention by reassessing the multi-year equity and market review plans and employee recognition and rewards programs. Continue to evaluate the impacts of the pandemic on the labor market. By June 2025.					

Goal: Improve our ability to recruit, develop and retain academic and staff employees needed to achieve all aspects of the UC ANR Mission by June 2025

Assumptions:
1. Budget availability, given the current funding uncertainty as a result of the pandemic
2. UC ANR HR staff will be available to lead these efforts, these key strategies will be treated as priorities, ahead of other projects
3. IT resources (and other resources to be identified) are available to support implementation of new recruitment activities.

Metrics and Targets:
1. Number of hiring managers building recruitment strategies in collaboration with HR; target = 100% by June 2021.
2. Number of applicants on average per job posting; target = 15% increase by June 2025.
3. Number of successful internal applicants for UC ANR positions; target = 15% increase by June 2024.
4. Overall annual voluntary turnover rate for staff and academic positions; target = 13% or lower, through June 2025.

People	Owner: Gable/Miner

Goal: Support and sustain UC ANR volunteer programs by employing new best practices in volunteer engagement and volunteer development by June 2025

Opportunity

Together, the UC 4-H Youth Development Program (YDP), Master Gardener (MG), and Master Food Preserver (MFP) programs engage over 26,000 volunteers annually (valued at $71 million by the *Independent Sector* in 2018), representing the largest personnel footprint of UC ANR. Volunteers fulfill the teaching and public service role of UC ANR as outlined by the federal Smith-Lever Act of 1914. Our volunteers make millions of contacts each year, enabling UC ANR to bring research-based information and interventions to all California communities. In addition, UC ANR volunteer programs address all seven identified public value statements and all five strategic initiatives. Historically, UC ANR has not invested in our volunteer management systems. In order to thrive, UC ANR needs volunteer management software and personnel solutions that support our statewide need to be nimble and innovative to address emerging issues. A lack of software/technology solutions and available staff have contributed to an overall feeling of stress and excessive workload as evidence by the 2020 ANR@Work survey.

Proposed Solution

Through the two UC ANR Academic Coordinators for Volunteer Engagement, we will increase the capacity, skills and knowledge of UC ANR personnel in volunteer engagement and volunteer development in order to contribute to overall volunteer satisfaction. This will lead to increased Community Education Specialist (CES) and volunteer fulfillment, retention, support and advocacy for and on behalf of UC with county boards of supervisors, the state, and the public. We will identify personnel shortfalls across programs and propose a statewide staffing plan that addresses the need for investment in county-based CES positions and (where appropriate) regional academic positions. Additionally, we will identify and integrate robust software solutions for academic, staff and volunteers that enable us to stay connected and committed to our programmatic missions in a virtual setting. In doing so, we aim to contribute to a decrease in stress and therefore an overall improvement in work satisfaction as measured in the ANR@Work survey.

Benefits

1. Programs have necessary expertise in evidence-based volunteer engagement practices through the Academic Coordinator for Volunteer Engagement in the 4-H YDP and MG Program.
2. Staff and academics gain skills and confidence in volunteer engagement.
3. Community Education Specialists who oversee volunteers feel supported and valued in their role.
4. Volunteers gain skills and confidence in diversity, equity and inclusion practices, public speaking, citizen science, leadership, & civic engagement.
5. Volunteers report a high level of volunteer satisfaction on all satisfaction subscales with an overall score of over 5 out of 7 (see Metric #5).
6. Robust technology solutions support CES and statewide offices in program and volunteer oversight, impact reporting, and virtual extension activities.

#	Goal/Key Strategies and Timeline	20-21	21-22	22-23	23-24	24-25
8a	Train and support UC ANR personnel on volunteer programs, as well as best practices for volunteerism through virtual and in-person/regional support for implementation of volunteer engagement plans by June 2025					
8b	Assess current technologies (Zoom, Box, volunteer management systems) and personnel support in order to understand shortfalls, create a plan that improves both and implement as funding allows by June 2024					
8c	Assess volunteer development opportunities and currently available trainings in topics such as diversity, equity and inclusion; integrate at the program and or system-wide level (where most appropriate) starting with volunteer selection practices by June 2025					
8d	Inventory volunteer use and activities across UC ANR including REC system by June 2021, share system wide and celebrate impacts					

Goal: Grow, support, and sustain UC ANR volunteer programs by employing best practices in volunteer engagement and volunteer development by June 2025

Assumptions
1. Funding is maintained for each Academic Coordinators for Volunteer Engagement (4-H YDP, MG)
2. Program staff/academics participate in volunteer engagement trainings/mentoring and apply skills gained
3. Volunteers continue to participate in UC ANR volunteer programs post COVID
4. UC ANR prioritizes, plans and implements staffing and technology solutions that enables volunteer programs to continue and to thrive
5. Annual cost of volunteer management software is absorbed into each program budget

Metrics and Targets
1. Completion of required online training by staff and academics with oversight of volunteer programs within 1 year of hire; target 100% by June 2025
2. Staff and academics who attend trainings/mentoring sessions report increased skills and/or confidence in volunteer engagement; target 66% by June 2025
3. Staff and academics with a volunteer engagement plan (developed through the UC ANR Building Volunteer Engagement e-course) have the tools and knowledge to implement goals identified to improve volunteer engagement, target 66% by June 2025
4. County-based volunteer programs use four out of five all reasonable effort to recruit and train a diverse volunteer corps, target 100% by June 2025
5. Self-reported overall volunteer satisfaction is sustained through June 2025 at greater than 5 out of 7

Additional Information
Volunteers not only donate their time, they support a positive public image for UC ANR, advocating on our behalf for funding and general awareness of UC ANR programming at the county, regional, and state level. Current and alumni volunteers make up the largest percentage of donors to UC ANR.

UC ANR Goal 9 — Generate Revenue & Optimize Resource Deployment

Financial Stability

Owner: Tran

Goal: Develop new sources of revenue and increase non-state and federal revenue by 40% by July 2025, optimize fund deployment to reduce reliance on state and federal funds by 10%, and increase utilization of restricted funds by 35% by July 2025

Opportunity

UC ANR's reliance on state and federal funding for over 50% of its revenue places the Division at fiscal risk. Furthermore, while this central funding has remained stagnant and is now significantly decreased due to Covid-19, the Division's operating costs have increased. It is critical to develop alternative sources of funding, exercise conservative fiscal practices, and apply strategic resource management throughout UC ANR's operations to ensure a maximum return on its finite resources. This includes adaptive strategies in budgeting and resource allocation.

Proposed Solution

In order to address this risk, UC ANR will develop strategies for generating independently sourced funds, such as competitive contracts and grants. Additionally, the Division will expand external recharge and cost recovery services, optimize administrative functions through reorganization, restructuring, and relocating non-essential functions to third-party providers, pursue endowed/industry supported positions, and identify opportunities to minimize voluntary cost sharing (versus mandatory cost sharing as required by some federal grants).

Benefits

1. Strengthened UC ANR's fiscal health
2. Diversified risk from a single fund source dependency; more flexible revenue sources
3. Ability to account for the true cost of research

#	Goal/Key Strategies and Timeline	20-21	21-22	22-23	23-24	24-25
9a	Identify opportunities to increase external funding by 2% annually through recharge services by July 2025 (e.g., potential increased fee income and cost recovery from Research and Extension Centers, the Integrated Pest Management program, and other UC ANR support operations). These should examine mechanisms such as tier-based fees or scholarships to address the financial impact of our clientele					
9b	Pursue large UC ANR-managed extramural contracts and grants from sources such as Agriculture and Food Research Initiative by encouraging and facilitating collaboration and partnerships between campuses and UC ANR, resulting in an increase in extramural funds by 10% annually starting FY 17/18 (Kathy Nolan)					
9c	Continue new funding models that incorporate shared funding of positions with industry and other partners and leverage partnerships in research and extension, leading to one new academic position and one new program staff position, annually, anticipating that positions may not continue in perpetuity (Wendy Powers)					
9d	Work with REC System to enhance utilization of capital assets (e.g., land leases, etc.) by December 2021					
9e	Contracts and Grants staff to focus on maximizing opportunities for increased extramural revenue for salary, increased Multi-Campus Agreements with campus partners, and, as a result, increase indirect cost recovery by educating clients of strategy (Kathy Nolan)					

UC ANR Goal 9   Generate Revenue & Optimize Resource Deployment

Goal: Develop new sources of revenue and increase non-state and federal revenue by 40% by July 2025, optimize fund deployment to reduce reliance on state and federal funds by 10%, and increase utilization of restricted funds by 35% by July 2025

Assumptions

1. Consensus of leadership and the UC ANR community to enforce a new philosophy on extramural revenue
2. Consensus of UC ANR academics and staff to develop contracts, grants, and other revenue to support their activities
3. UC ANR will revert to the UCSF corridor model as outlined in the UCOP-UC MOU
4. UC ANR has established a separate balance sheet for UC ANR (cash carve-out) to determine availability of cash
5. UC ANR is successful in developing and leveraging partnerships with the UC campuses and industry (see Goal #1)
6. UC ANR is successful in growing the number of endowed and industry supported CE positions
7. UC ANR is able to finalize agreements for several UC ANR-owned capital assets across the state
8. Additional FTE in Contracts and Grants Office

Metrics and Targets

1. Cumulative growth of non-state/federal fund sources; target = 40% growth by July 2025 across the categories of revenue
2. Reduction of reliance on state and federal funding; target = 10% by July 2025.
3. Deployment of funding from reserves currently sequestered in research projects; target = 35% by July 2025
4. Reduction in voluntary cost sharing; target = 25% by December 2020 and a 50% reduction by 2025

Financial Stability	Owner: Krkich

Goal: Raise $30M ($20M Program/$10M Capital) through diversification and expansion of our development capacity by June 2025

Opportunity

UC ANR needs to reduce its dependency on steadily declining state funds and increase private funding from a variety of sources and partnerships in order to support its programmatic, research and extension efforts across California. REC facilities need to be upgraded to provide appropriate facilities for research. Organizations successful at fundraising have four commonalities: experienced development professionals, excellent fundraising tools and processes, innovative approaches to funding that go beyond traditional "gifts" and an organization-wide commitment to supporting philanthropy (i.e., a culture of philanthropy).

Proposed Solution

Build culture of philanthropy throughout UC ANR. In coordination with other units, create/implement fundraising systems and processes that are easy to use for donors and internal customers. Build major gift fundraising campaigns for endowments, capital projects and other significant initiatives. Increase donor prospects and retain and increase new donors through annual giving, marketing, stewardship, and social media campaigns. Build planned giving expertise. Increase the number and caliber of UC ANR program volunteers and employees working with Development Services to increase funds development.

Benefits

1. All ANR employees will be able to speak in compelling ways about the importance of supporting ANR
2. All ANR stakeholders (staff and/or volunteers) will have more independence and confidence in raising funds for their projects
3. Strengthened partnerships between statewide programs, ANR units (including CA 4-H Foundation) and volunteers through shared fundraising goals
4. New donors will diversify gift portfolios and allow for increased number of projects and opportunities, as well as form a base for annual support while planned gifts will help to increase the number of endowments, sustaining programs
5. Expanded knowledge of ANR across new audiences while opening doors to new donors

#	Goal/Key Strategies and Timeline	20-21	21-22	2-23	23-24	24-25
10a	15 new endowments created by July 2025					
10b	Role-out planned giving materials for 4-H program by July 2021 (Scott)					
10c	Identify, test and implement crowdfunding platform by June 2021 (Delk)					
10d	Identify and qualify donor prospects for identified and proposed, comprehensive campaigns (SCREC, DREC, 4-H/MG Endowments) as each campaign is implemented (ongoing).(Gibbs)					
10e	Work with Business Operations Center to increase efficiency of gift processing, ongoing but first phase completed by July 2021 (Wikner)					
10f	Work with leadership and Communications to regularly publicize gifts, the impact of those gifts and the employee engagement required for the gift (ongoing strategy)					
10g	Develop and implement training program to ensure volunteer engagement in Giving Tuesday and Big Dig Day campaigns by July 2021. (Delk)					

Goal: Raise $30M ($20M Program/$10M Capital) ~~million~~ through diversification and expansion of our development capacity by July 2025

Assumptions
1. No major economic, environmental or medical disasters impact donor's ability to give
2. Adequate staffing and budget to achieve goals, including recharge
3. Understanding of time commitment to build donor relationships
4. Commitment of support from departments we are dependent upon for successful implementation (Business Office, IT, Communications)
5. Employee and volunteer commitment to participate in fundraising (campaigns and annual giving); understanding that capital and endowment funding campaign can reduce annual giving
6. Approved capital projects and timeline (note this may expand timeframe required for Goal 11)
7. Donor prospects with readiness and capacity to achieve campaign fundraising goals; additional non-private funding sources identified

Metrics and Targets
1. Raise a total of 30M by July 1, 2025
2. Donor prospects increased by 138,000; (711% increase over 7/1/6 baseline of 17,721)
3. Number of donors increased to 27,600 by June 2025 (93% increase over baseline of 14,272 as of 7/1/16)
4. Increase in percent of staff giving - percent of UCCE offices and statewide programs actively participating in annual giving campaigns
5. Number of endowed funds increase by 54%, from 56 on 7/1/16 to 86 by 7/1/25
6. Total major gifts/campaigns increase of 200 gifts of >$25K, totaling 50% of overall $30M goal

Operational Excellence

Owner: Tran

Goal: Drive and achieve efficiencies within UC ANR by reducing administrative costs, modernizing business systems (e.g., UCPath), and recapitalizing UC ANR infrastructure by December 2025

Opportunity

Modernizing current, outdated business systems is essential to improving administrative efficiencies and workflow across UC ANR. The Division's facility and technology infrastructure has been deteriorating for decades due to lack of funding, resulting in deferred maintenance, significant seismic deficiencies, and outdated internet systems. Additionally, the economic impact of Covid-19 has reduced resources available to address capital needs and resulted in delays in current capital projects. Investment in this technology infrastructure and improved business processes is critical to advancing the Division's future service delivery model in extension and customer and client services.

Proposed Solution

In response, UC ANR will 1) finalize the implementation of UCPath, which is now 90% live; 2) consolidate four different financial systems into one by implementing the Oracle Financials platform; 3) implement a common chart of accounts in line with the systemwide initiative; 4) invest $40M in initial capital improvements (supported by two new capital campaigns – see Goal 9); 5) find alternative funding solutions to address seismic deficiencies that were to be funded by the proposed (and failed) state-issued bond; and 6) invest in developing customer service capacity in all administrative support units.

Benefits

1. Improved administrative efficiency and reduced operating costs via modern technology and business process re-engineering
2. Reduction in administrative costs which can be redirected to program priorities
3. Accessible and robust data to support management decisions regarding UC ANR's workforce, financial position, and results of operations
4. Strengthened ability to attract research and support researchers and visiting scholars with updated technology and infrastructure
5. Infrastructure to enable future service delivery model in extension and business processes

#	Goal/Key Strategies and Timeline	20-21	21-22	22-23	23-24	24-25
11a	Identify and begin implementation of modernized, efficient administrative services across UC ANR that will result in a reduction in permanent funding allocated toward administrative programmatic support staff by July 2021 (Tran, Brown, Rippee), including the implementation of a form workflow automation solution by January 2021 (McGuire).					
11b	Invest in customer service development for administrative support units to advance team alignment and improve client services and identify opportunities for increased communication and collaboration between units to advance Division-wide coordination and cross-functional partnerships among all units by June 2022.					
11c	Align the REC system Strategic Framework with the goals of the Facilities Planning and Management (FPM) unit to identify and prioritize capital investments by September 2021 (Lagrimini and Sapeta).					
11d	Complete the consolidation of various business processes to improve functionality and efficiency by December 2022 (consolidation of UC ANR employee groups into one business unit in UC Path; consolidate UC ANR's financial information in UC's Financial Consolidation Cloud System (FCCS); and implement Oracle Cloud Financials, consolidating four financial systems to one) (McGuire and Yu).					
11e	Leverage advances in infrastructure and connectivity and expand the use of technology in partnership with CENIC and other industries to support the future state of distance learning and engagement and facilitate the expanding reach of the Division's programmatic efforts by December 2021 (Tran, Mada, McGuire).					

UC ANR Goal 11   Improve Efficiency & Strengthen Infrastructure

Goal: Drive and achieve efficiencies within UC ANR by reducing administrative costs, modernizing business systems (e.g., UCPath), and recapitalizing UC ANR infrastructure by December 2025

Assumptions

1. The ability of various campuses or the market to provide essential services at current or better price points, with 2 out of 3 criteria met
2. UCPath Project management group (PMO) will provide a high level of support and guidance throughout the project lifecycle
3. UC's systemwide chart of accounts will be redesigned and implemented prior to Consolidated Financial Reporting (CFR) information system implementation in 2020
4. UC ANR is included as a single unified business entity in the CFR system

Metrics and Targets

1. Reduction of current cost of administrative personnel from the FY15-16 level, by 4% in FY18-19 and 8% in FY21-22
2. Highest priority deferred maintenance project ($20M) is addressed by 2023
3. Improved technology infrastructure/connectivity is in place by 2019 ($3M) (Co-owner Bart Sapeta)
4. Reserves deployed; target = $16.9M by July 2025
5. Cost to support UC ANR's payroll and human resource information system and function; target = reduction of 10% 24 months after UCPath full implementation by December 2021 (Co-owner Jake McGuire)

Additional Information:
See also, Goal 9

Policy & Advocacy	Owners: Forbes/Megaro

Goal: Raise the visibility of UC ANR's capabilities, accomplishments, key programs, research, and people through implementation of measurable communications and advocacy strategies by June 2025

Opportunity

UC ANR is one of the jewels of the UC system, but suffers from an overall lack of visibility and awareness, both within and outside of the UC system, which has resulted in decreasing government support and missed opportunities to engage the media, industry and the public in our mission. If stakeholders don't know what UC ANR is and what it offers, then they are unlikely to collaborate, contribute funds and resources, or advocate for our growth. Unless this changes, our ability to reach our strategic goals and vision will remain stunted.

Proposed Solution

UC ANR, led by its Strategic Communications group and working in concert with Government and Community Relations, Publishing, program communicators, academics and others around the division, will make more effective use of communications tactics, including traditional news media, government outreach, social media, and outreach to Latino, urban, underserved, and/or minority populations, to tell UC ANR's story and promote our expert information. A new social media strategist will publish content in line with strategic priorities, grow our online following, and train staff and academics to effectively leverage social media. Strategic Communications will facilitate adoption of a clear brand/identity to aid in raising visibility. Contemporizing communications processes/tools and implementing strategies to raise the visibility of UC ANR will also help us to reach more Californians with UC ANR information, the focus of Goal 2. Government and Community Relations will conduct government relations trainings available for all UC ANR academics and staff, as well as strengthen relationship-building and effective communications with government officials and the public through events, site visits, and advocacy. Government and Community Relations, with the Vice President, will establish a delegation comprised of external stakeholders and supporters for state legislative advocacy.

Benefits

1. Increased visibility will strengthen support for and use of UC ANR programs
2. Strengthened government relationships will increase awareness and support for UC ANR

#	Goal/Key Strategies and Timeline	20-21	21-22	22-23	23-24	24-25
12a	Complete and begin executing the five-year comprehensive Strategic Communications & Publishing strategic plan in partnership with the Publishing Director by June 2020					
12b	Improve and expand News and Information Outreach (NOS) advocacy and outreach to the CA Latino community. Increase collaboration between NOS and other UC ANR stakeholders by 2025. Support Human Resources in communicating job opportunities to the Latino community (Ricardo Vela)					
12c	Increase awareness and support for UC ANR by strengthening relationships and effectively communicating with community leaders and government officials throughout California by July 2021 and ongoing, achieved through UC ANR employee trainings, development of impact one-pagers and templates, and government official and public engagement at events, site visits, and guided virtual tours. (Anne Megaro)					
12d	Establish a delegation comprised of UC ANR external stakeholders and supporters who will serve as educators and advocates for the state and local legislatures by December 2021 and ongoing. (Anne Megaro)					

Goal: Raise the visibility of UC ANR's capabilities, accomplishments, key programs, research, and people through implementation of measurable communications and advocacy strategies by June 2025

Assumptions
1. Approved hiring of a social media strategist in alignment with the Strategic Communications and Publishing strategic plan
2. Funding for targeted content marketing and annual events to increase reach and engagement
3. Commitment to a unified approach by all staff working in communication roles, regardless of whom they report to

Metrics and Targets
1. News & Information Outreach in Spanish (NOS) engagement with the Latino community: Target = 15% annual increase in YouTube and Facebook followers in 2020 and ongoing; 10% annual increase in blog subscriptions; 10% annual increase in media placements; 10% annual increase in annual number of video views; number of UC ANR representatives using NOS translation services; social media engagement; 10% annual increase in pageviews of Spanish web content
2. Number of social media followers on English-language Facebook, LinkedIn, Twitter, Instagram and YouTube; Target = >35,000 by 2022; minimum 10% annual increases ongoing. Minimum 15% increase in social media engagement by 2025.
3. Number of video views on UC ANR how-to and promotional content on English-language YouTube: Target = minimum 10% annual increase in video views
4. Number of UC ANR home page pageviews and time-on-page
5. UC ANR staff government relations trainings conducted; target = at least three trainings per year. Conduct evaluations/follow up surveys to gauge effectiveness such as increased confidence or skills gained.
6. Establish a delegation comprised of 10+ UC ANR external stakeholders and supporters who will serve as educators and advocates for the state legislature, participating in at least one advocacy event per year.
7. Number of government official and staff engagements on-site or via guided virtual tour; target (15) + 10% per year