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## UC ANR Strategic Planning Team

The 2022 UC ANR strategic planning team included the following 15 individuals:

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<tr>
<th>Name</th>
<th>Unit/Representation</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Glenda Humiston</strong></td>
<td>UC ANR VP Immediate Office</td>
<td>Vice President (VP)</td>
</tr>
<tr>
<td><strong>Missy Gable</strong></td>
<td>Statewide Master Gardener Program</td>
<td>Director, UC Master Gardener Program</td>
</tr>
<tr>
<td><strong>Greg Ira</strong></td>
<td>Statewide Programs &amp; Institutes</td>
<td>Statewide Programs &amp; Institutes Lead and Director, California Naturalist Program</td>
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<tr>
<td><strong>Deanne Meyer</strong></td>
<td>Agricultural Experiment Station (AES) &amp; UC Cooperative Extension (UCCE)</td>
<td>Interim Associate Vice President (AVP)</td>
</tr>
<tr>
<td><strong>Gemma Miner</strong></td>
<td>Statewide 4-H Program</td>
<td>Academic Coordinator of Volunteer Engagement, 4-H</td>
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<tr>
<td><strong>Bethanie Brown</strong></td>
<td>Human Resources</td>
<td>Interim Executive Director, Human Resources</td>
</tr>
<tr>
<td><strong>Jennifer Bunge</strong></td>
<td>Resource Planning and Management</td>
<td>Deputy AVP and Exec. Director, Resource Planning and Mgmt.</td>
</tr>
<tr>
<td><strong>Linda Forbes</strong></td>
<td>Strategic Communications</td>
<td>Director, Strategic Communications</td>
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<tr>
<td><strong>Greg Gibbs</strong></td>
<td>Development Services</td>
<td>Executive Director, Development Services</td>
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<tr>
<td><strong>Sree Mada</strong></td>
<td>Information Technology</td>
<td>Chief Information Officer</td>
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<tr>
<td><strong>Felicia Johnson</strong></td>
<td>Facilities Planning &amp; Management</td>
<td>Interim Director, Facilities Planning &amp; Management</td>
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<tr>
<td><strong>Anne Megaro</strong></td>
<td>Government Relations</td>
<td>Director, Government and Community Relations</td>
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<tr>
<td><strong>Brian Oatman</strong></td>
<td>Risk and Safety</td>
<td>Director, Risk and Safety Services</td>
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<tr>
<td><strong>Tu Tran</strong></td>
<td>Business Operations</td>
<td>Associate Vice President (AVP), Business Operations</td>
</tr>
<tr>
<td><strong>Gabriel Youtsey</strong></td>
<td>Innovation</td>
<td>Chief Innovation Officer</td>
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</table>

**Facilitators:**
- Kathy Eftekhari, Chief of Staff, UC ANR
- Katherine Webb-Martinez, Associate Director, UC ANR Program Planning and Evaluation
- Kathryn Stein, Project Manager
Strategic Plan Purpose

This strategic plan was developed to guide UC Agriculture and Natural Resources (UC ANR) in consciously focusing its energy and resources on actions that will support the University’s land-grant mission of teaching, research, and public service.

The strategic plan establishes a multi-year framework that allows UC ANR to prioritize programs and resources, effectively communicate, and promote collaboration with key stakeholders within UC and across the state.

Goals within this plan build from accomplishments achieved through execution of the 2016-2020 plan. Considerable progress has been made in all of the goal areas. The plan contains both new and revised goals developed with input from across the organization to continue to propel UC ANR towards achieving its vision.

It is important to note that this strategic plan is not intended to represent the full spectrum of UC ANR’s work and programs. Rather, the goals herein are administrative in nature and were designed to ensure that UC ANR staff, academics, and volunteers have the resources and support they need in order to successfully conduct research and engagement under our land grant mission.
The UC ANR Organization
UC ANR Organization

Glenda Humiston
Vice President
Director, Agricultural Experiment Station (AES)
Director, UC Cooperative Extension (UCCE)

Tu Tran
Associate Vice President
Business Operations

Immediate Office
- Chief of Staff
- Development Services
- Government Relations
- Innovation

AES Campus Partners
- College of Natural Resources, Berkeley
- College of Agricultural & Environmental Sciences, Davis
- School of Veterinary Medicine, Davis
- College of Natural & Agricultural Sciences, Riverside
- UC Merced & UC Santa Cruz (Nov’22 added)

Deanne Meyer
Interim Associate Vice President
Interim Associate Director, AES
Interim Associate Director, UCCE

- County Directors
- Multi-County Partnerships
- UCCE Advisors & Specialists
- Research & Extension Center System
- Program Planning & Evaluations
- Strategic Communications
- Publishing
- Strategic Initiatives
- Statewide Programs & Institutes

- Business Operations Center
- Information Technology
- Contracts & Grants
- Controller
- Facilities, Planning & Management
- Human Resources
- Resource Planning & Management
External guidance from an extensive and diverse array of international and external stakeholders, including county supervisors, state and federal agencies, tribes, cooperators, volunteers, NGOs, and private-sector firms.
The UC ANR Network

UC Cooperative Extension
- 150 Advisors who live and conduct research in the communities they serve
- 120 campus/county-based Specialists working with campus faculty
- 300+ Community Educators sharing information and delivering programs
- Programs are delivered in all 58 California counties

Research and Extension Center System
- Nine locations statewide; 13,000 acres
- Represents California’s diverse ecosystems
- Over 200 research projects annually

Agricultural Experiment Station
- 560 researchers located on three campuses
- Over 800 research projects annually

Volunteers
- 14,600 volunteers are engaged in 4-H Youth Development, Master Gardener, Master Food Preserver, and California Naturalist programs
The Land-Grant Mission

The national *land-grant system* represents a three-way partnership between federal, state, and county governments.

The University of California is California’s land-grant institution. Shaped by the following legislative acts, UC ANR’s focus on applied research and the practical extension of science-based information to every county in California is unique within the UC system.

- **Morrill Act of 1862** – was intended to provide a broad segment of the population with a practical education that had direct relevance to their daily lives by creating the “land-grant” colleges and universities. From this foundation, the University of California was created.

- **Hatch Act of 1887** – authorized federal grant funds to each state to establish an Agricultural Experiment Station in connection with each land-grant institution.

- **Smith-Lever Act of 1914** – created a Cooperative Extension Service associated with each land-grant institution to disseminate information gleaned from the Agricultural Experiment Stations’ research. This legislation also included boys and girls clubs, later known as 4-H Clubs (head, heart, hands, and health).
Supporting the Land-Grant Mission

The UC ANR strategic plan supports our commitment to the success of the land-grant mission for California today.

- UC ANR’s ~1,400 staff and academics are focused on urban and rural agriculture, natural resources, youth development, nutrition, engaging communities, and harnessing the power of UC research to solve critical, everyday issues facing California.

- The Agricultural Experiment Station (AES) and UC Cooperative Extension (UCCE) are a vast network of researchers and educators who work together to develop and extend science-based solutions to both urban and rural families, farmers, ranchers, and policy-makers.

- Nine Research and Extension Centers (RECs) provide geographically unique and varied resources, including land, labor, facilities, and equipment, to support academic research and engage the public through outreach programs.

- Thirteen statewide programs and institutes (listed on pg. 11) focus on the State’s high-priority issues.

- UC ANR directly serves California communities in all 58 counties. For many parts of rural California, UC ANR is “the face of UC.”
In addition to the research and extension network outlined on the previous page, UC ANR also delivers expertise via the following focused statewide institutes and programs:

- Agricultural Issues Center
- California Institute for Water Resources
- California Naturalist Program
- CalFresh Healthy Living, UC
- Informatics and Geographic Information Systems
- Nutrition Policy Institute
- Sustainable Agriculture Research and Education Program
- 4-H Youth Development Program
- Expanded Food and Nutrition Education Program
- UC Integrated Pest Management Program
- UC Master Gardener Program
- UC Master Food Preserver Program
- UC Organic Agriculture Institute
20 novel ideas led to patents issued

$41.63 estimated monthly food cost savings for 1,450 EFNEP families

537,190 adult and youth direct contacts/educational exchanges

89% of 4H youth respect the strengths and differences of individuals on the team

1,320 policy engagement activities

21,460 workshops, field days, courses & program meetings

> 2,840 publications and new educational materials produced
Strategic Planning Decision Drivers
Decision Drivers

The following decision factors were considered as the UC ANR vision, values, strategic objectives, and goals were developed and/or honed:

1. Historical mandate of land-grant institutions to use scientific solutions to address society’s needs and problems
2. The UC ANR systemwide mission and vision as defined in UC ANR’s 2025 Strategic Vision
3. Current market conditions
   - Financial realities
   - Changing demographics of California
   - Needs for research in emerging areas
4. Role of UC ANR relative to the UC system
5. Role of UC ANR relative to external stakeholders
6. Input and feedback from internal and external UC ANR stakeholders regarding service needs and program delivery
The Current Landscape

Goals within the UC ANR strategic plan were developed to address challenges presented by current market and organizational demands:

- In 2021 UC ANR received $32M in new ongoing funding from the state. This unprecedented increase reversed 20+ years of flat or declining state and federal funding which had led to a 40% decrease in UC ANR’s “boots on the ground” footprint between FY2001–02 and FY2019-20.

- California faces increasingly complex challenges associated with climate change, wildfires, invasive pests, food security and changing market demands, as well as the emerging needs of a growing population that is more and more diverse.

- With the increase in funding, UC ANR is undergoing a statewide effort to increase the number of Advisors and Specialists addressing the state’s most pressing challenges.

- Deferred maintenance and the need for capital renewal and upgrades to UC ANR facilities have been impacting our ability to attract researchers and carry out the cutting-edge work that UC ANR is known for. While some capital funding has been received, the amount only begins to address necessary systemwide capital improvements.
Responding to Landscape Challenges

The goals in this strategic plan were developed to respond to market and organizational challenges in the following ways. By 2025, UC ANR will:

- Continue to rebuild UC ANR’s academic footprint across California and increase the racial/ethnic and gender diversity of all academics and staff to better reflect and meet the needs of California’s population
- Support and develop our workforce and volunteers so that we can continue to fulfill UC’s land grant mission
- Increase research and extension capacity and revenue through better leveraging of the Research and Extension Center system
- Employ strategies to expand partnerships with all UC campuses, UC Health, the National Labs, other colleges/universities, and private stakeholders
- Expand external fundraising
- Employ strategies to enhance facilities and operational effectiveness
- Enhance our *virtual* engagement tools and programming
Stakeholder Engagement

Internal and external stakeholders were consulted throughout the strategic plan refresh process.

- **Strategic planning retreat (January 2020).** Topics addressed:
  1. What should we be doing differently to ensure the long-term success/sustainability of UC ANR?
  2. How can we address cited challenges / remove the barriers to implementation?
  3. How can we better partner to enhance success in this area?

  Participants = 44
  - UC ANR’s County/Multicounty Directors, Statewide Program/Institute Directors, Research and Extension Center Directors, program staff, and administrative unit directors
  - Program and administrative leadership from UC Berkeley, UC Davis, UC Riverside, UC Santa Cruz, and UC Merced; including numbers of the UC ANR Governing Council
  - Administrative leadership from the UC Office of the President

- **4 live webinar input sessions for all UC ANR employees on the following topics (August 2020):**
  1. Increasing Program Resources (participants = 118)
  2. Strengthening Partnerships (participants = 109)
  3. Positive Work Environment (participants = 214)
  4. Expanding Virtual Reach (participants = 188)

  Recordings of the sessions were posted, along with the draft plan and an online survey so those who were unable to attend could also provide feedback.

- **Plan overview and input sessions were held with the President’s Advisory Commission on Agriculture and Natural Resources, the UC ANR Governing Council, Program Council, and VP Council**

- **Impact**
  - Input received throughout the process helped clarify and refine the goals within this plan
  - 9 of the 12 UC ANR goals directly address one or more specific requests (see next page)
  - Other goals indirectly support stakeholder needs, especially in the areas of “people” and “administrative excellence”
Opportunities From Stakeholder Input

The following areas of opportunity were identified through the stakeholder input processes. Each of these areas was addressed in one or more UC ANR goals.

1. Expand Partnerships
   • Strengthen existing partnerships and develop new partnerships (e.g.; UC, CSU, CDFA, commodity groups, other land-grant universities)
   • Improve partnership administration
   • Provide training and mentoring on building partnerships
   • Build stronger connection to college students and graduates

2. Revenue Generation
   • Increase revenue via extension activities and events
   • Increase revenue from grants
   • Cultivate donors (government, private, corporate, foundation)
   • Improve support for grant administration

3. Visibility/Marketing
   • Expand marketing to increase awareness and use of the Research and Extension Centers
   • Strengthen communication and advocacy – tell our story
   • Strengthen web presence and virtual reach

4. People
   • Diversity, Equity, Inclusion (DEI):
     • Develop training for all staff and volunteers
     • Expand where we recruit; diversify hiring practices
     • Create space and mechanism for DEI conversations
   • Strengthen sense of belonging
   • Improve communication and relationships between leadership and staff
   • Prioritize employee recognition
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.
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.

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

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.

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.

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.

COMMUNITY
We make a difference through local, participatory engagement.

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.

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.

These core values are the principles that guide our actions.
UC ANR
Strategic Objectives and Goals
Strategic Plan Goal Impact

Benefit of Goals to UC ANR
The twelve goals that follow represent a roadmap for addressing current opportunities and challenges, and for moving UC ANR forward in achieving its Big Audacious Goal. Staff and stakeholder feedback has strongly informed the goal portfolio. The goals do not represent all that UC ANR does; they are administrative in nature and designed to support execution of the mission by:

• enhancing financial stability,
• building a strong and diverse workforce,
• strengthening program and operational efficiency and effectiveness, and
• communicating the value of UC ANR’s research and programs.

The effectiveness of our strategic plan goal strategies are measured through key performance indicators (KPIs) and reported annually.

Benefit of Goals to the Public
By optimizing resources available for execution of the mission, we aim to enhance UC ANR’s ability to provide an ever stronger benefit to the people of California and beyond. UC ANR’s public value and evidence of our impact on intended change in conditions are measured and reported annually.

A Living Document
We are committed to the principles and work laid out in this strategic plan, and equally committed to continuous improvement in our work and in our operations. The result is a strategic plan that progresses and adapts, changes and improves as we constantly ask ‘now what?’
UC ANR
2020-2025 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. These objectives are shared by the UC Office of the President. 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 and 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 |
These twelve goals each support one or more of the strategic objectives. Successful execution will strengthen UC ANR’s ability to accomplish its mission and make progress towards actualizing its Big Audacious Goal.

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

Opportunity

UC ANR resources (people, time, dollars) are limited and traditional funding sources are 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 an 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

<table>
<thead>
<tr>
<th>#</th>
<th>Key Strategies &amp; Timeline</th>
<th>20-21</th>
<th>21-22</th>
<th>22-23</th>
<th>23-24</th>
<th>24-25</th>
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<tr>
<td>1a</td>
<td>Continue exploration of new and expanded California partnerships within and beyond UC, led by the leadership team and working with Directors across UC ANR (ongoing)</td>
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<td>1b</td>
<td>By 2025, position the REC system as a key asset of the UC system through enhanced internal and external partnerships that result in a 25% increase in the REC research and extension user base. Monitor impact thereafter. (Vice Provost, Research and Extension)</td>
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<td>1c</td>
<td>Working with Extension Directors and AES Directors, develop partnerships and opportunities external to California from which UC ANR derives benefit (ongoing) (Powers and Humiston)</td>
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<td>1d</td>
<td>Working with Program Council, maintain the campaign launched in 2021 to better engage AES faculty in working with county-based ANR academics. Annually, review and update the campaign messages, lists, and methods of outreach (ongoing).</td>
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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. Total REC recharge funding from all users by year, reflecting increased utilization and income; target = 15% annual increase in over 2019/2020 numbers ($2,133,908)
2. Number of REC projects (new or ongoing; all users) by year; target = 15% annual increase over 2019/2020 number of 271
3. Number of novel strategic initiative-level partnership pilot projects launched within the UC system, by year; target = 5 (one annually, on average) with at least half continuing into 2025/26.
4. Total County programming support (all sources) by year; target = 5% annual increase
5. Number of new partnerships with a partner outside of California, that brings new resources and supports Strategic Initiative-level activity by 2025; target = at least 2

**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.
UC ANR Goal 2

Increase UC ANR’s Virtual Reach

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 land-grant delivery arm of one of the world’s great educational and research giants; working in communities across the state to provide credible, practical, unbiased 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

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<tr>
<td>2a</td>
<td><strong>Skills.</strong> Strengthen UC ANR personnel skills (including volunteers) in engaging, educational material development, virtual delivery, and program evaluation through ongoing training, webinars, and robust Learning and Development webpages site, starting 2021 and ongoing.</td>
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<td>2b</td>
<td><strong>Content and access.</strong> 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 late 2022 and other major groups.</td>
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<td>2c</td>
<td><strong>Diversity of audience.</strong> The development and delivery of content will pursue forms of material and engagement channels relevant to all Californians. Working closely with News &amp; Outreach in Spanish (NOS), UC ANR will improve and expand it's outreach to the state's Latino and other non-English speaking communities, starting 2021 and ongoing.</td>
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</table>
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 (KPIs noted)
1. User engagement with virtual content across both English and non-English content:
   a. KPI: Total number of ucanr.edu page views and average session duration, by year; target = 10% annual increase
2. KPI: Total number of centralized statewide program e-learning modules and total number of module completions, by year; target = 15% annual increase in e-learning modules created and 10% annual increase in module completions through 2025

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.
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 June 2025

Opportunity
Rural communities have not recovered jobs lost in the recession. Mechanization, environmental regulations, and 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 tomorrow’s. 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, coordinate and expand 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

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<tr>
<td>3a</td>
<td>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 June 2022</td>
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<td></td>
<td>• Enhance strategies to support CED activities within UC initiatives and with various partners</td>
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<td></td>
<td>• Identify regional UCCE liaisons for California Stewardship members; develop and provide training on CED to them</td>
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<td></td>
<td>• Expand partnerships among diverse external stakeholders as well as all facets of the UC system</td>
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<td>3b</td>
<td>Build upon partnerships and projects aligned with the California Economic Summit by June 2025</td>
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<td></td>
<td>• Provide leadership and support to “Elevate Rural California” initiatives</td>
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<tr>
<td></td>
<td>• Educate public and policymakers on economic value of working landscapes and policies needed to support them</td>
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<tr>
<td></td>
<td>• Develop economic analysis of value of ecosystem services</td>
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<td>3c</td>
<td>Serve as a catalyst to connect information, resources, and success stories between CED initiatives by June 2023</td>
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<td>3d</td>
<td>Expand UCCE footprint of academics working to enhance California’s community economic development; release 13 new positions for recruitment by November 2021</td>
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<td>Completed</td>
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# 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. UC ANR academics and program staff will embrace a reframing of existing activities to position UC ANR in CED roles
2. Actions to enhance California’s economy will be understood and valued by diverse stakeholders
3. 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. Number of CE academic and program staff FTE reported as contributing to promoting economic prosperity in CA (based on CED key word searches of federal reports), by year; target = increase 5% per year through 2025
2. Growth in stakeholder support: funding, advocacy; targets encompassed in revenue and fund development goals (#9 & #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

Goal: Expand the UC ANR-led innovation and entrepreneurship program to identify, commercialize, and grow science and technology breakthroughs that promote inclusive prosperity, securing a 5-year capacity by December 2022

Opportunity
Food and agriculture innovation is siloed, with the food and agriculture industries, 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. Furthermore, these innovations do not benefit organizations equally, with attention often focused on larger, richer business rather than smaller ones. UC ANR should lead this collaborative or “open” innovation across the UC system, industry, and government by leveraging its strengths: a collaborative, equitable, 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. The resulting innovations will benefit all Californians and both small and large companies.

Proposed Solution
UC ANR has created the Verde Integration Network for Entrepreneurship (VINE), which is preparing to scale its food and agriculture innovation efforts into a full innovation and entrepreneurship program that leverages UC ANR and 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 in its program delivery.

Benefits
1. Drives real economic value and sustainability to California by equitably 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

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<td>4a</td>
<td><strong>People:</strong> Establish governance, formalize partnerships, and expand team by June 2022</td>
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<td>4b</td>
<td><strong>Services:</strong> Launch additional projects, publish technology roadmap, scale-up VINE network by June 2022</td>
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<td>4c</td>
<td><strong>Funding:</strong> Raise $5M in funding by December 2022 through grants, donations, and contracts</td>
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<tr>
<td>4d</td>
<td><strong>Operations:</strong>  Onboard marketing, communications, and technical team; strengthen metric baselines; publish facilities feasibility study; scale media, events, and engagement; provide initial services by December 2022</td>
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Goal: Expand the UC ANR-led innovation and entrepreneurship program to identify, commercialize, and grow science and technology breakthroughs that promote inclusive prosperity, securing a 5-year capacity by December 2022

Assumptions
1. UC ANR academics and program staff have capacity to participate in funded research and development projects aligned to their expertise
2. Actions are aimed at strengthening 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 and activities
4. This program will be self-funded after 2020 and will generate new sources of revenue over time

Metrics and Targets
1. Total dollars raised by the VINE team to sustain the program through grants, contracts and donations, by December 2022; target = $5M to support the program for 5-years

Establish the following VINE baselines by December 2022 for future metrics:
1. Number of formal partnerships, by year
2. Number of commercialization projects in progress and completed, by year
3. Number of innovation and entrepreneurship for ag and food technology services offered, by year
4. Number of VINE network members, by year
5. Number of ag and food technology entrepreneurs engaged, by year
Goal: Modernize the UC ANR web ecosystem by July 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 are 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 comingle internal and external content (human resources, development, internal communications).

Proposed Solution:
Phase 1: Develop and launch an 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 organization. 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 UC ANR. 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, 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.

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<td>5a</td>
<td>Develop a project charter to document scope and estimated budget, and secure leadership approval by June 2020</td>
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<td>5b</td>
<td>Develop a Proof of Concept demonstration of the proposed solution and secure leadership approval to begin implementation by July 2020</td>
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<td>5c</td>
<td>Develop a project plan and milestones by August 2020</td>
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<td>Completed</td>
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<td>5d</td>
<td>Phase 1 completed and launched by the project team by March 2022</td>
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<td>5e</td>
<td>Detailed project plan Phase 2 developed by December 2022; Phase 2 completed by July 2023</td>
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<td>5f</td>
<td>Survey internal and external users to gauge improvements in content management and user experience (Sree Mada, Jim Downing, Linda Forbes) by April 2023</td>
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## 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 (see Goal 12)
5. Shared UC ANR ownership of the project across units and willingness to adopt the new platform
6. Selected vendors meet deadlines and implementation requirements
7. Funding for positions for content management (including content migration from SiteBuilder) and CRM management

**Metrics and Targets:**
1. Website user satisfaction survey score, by year: 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 April 2023
2. Search engine ranking results for UC ANR keywords as an indicator of UC ANR educational and promotional content discoverability, by year; target = measured improvements by Dec 2022
3. Referral traffic (link backs), by year; target = 5% overall increase in referral traffic to ucanr.edu in 2022 and each year following
**UC ANR Goal 6**

**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 the 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.

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<tr>
<td>6a</td>
<td>Establish a DEI Advisory Committee to advise UC ANR Leadership in promoting equity and inclusion in UC 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.</td>
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<td>6b</td>
<td>Implement a sustained professional development program with the expectation that all UC 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 December 2022.</td>
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<td>6c</td>
<td>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.</td>
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<td>6d</td>
<td>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.</td>
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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, 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 be conducted through June 2025

Metrics and Targets (KPIs noted)
1. **KPI:** Percent of UC ANR employees (by job classification) and volunteers that reflect California’s statewide race, ethnicity and gender demographics, by year; target = UC ANR employees and volunteers better reflect California’s statewide race, ethnicity, and gender demographics by 2025
2. **KPI:** Percent of county-based programs whose participants are in parity with the race, ethnicity, and gender baselines of their clientele groups, by year; target = Increase programs in parity with ethnicity and race by 5% each year through June 2025
3. **Future Metric:** Number of counties that have UC ANR employee headcounts which are in-parity with respective county race, ethnicity and gender of demographics, by year; target = pending further planning and evaluation

Additional Information
Additional key strategies related to recruitment and retention of academics, staff and volunteers are documented in Goals 7 and 8.
UC ANR Goal 7

Recruit, Develop, and Retain People

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 its 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 difficulty in filling 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 creating 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 allow 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.

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<td>7a</td>
<td>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.</td>
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<td>7b</td>
<td>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.</td>
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<td>7c</td>
<td>Develop – Conduct a needs assessment, confirm priorities including diversity, equity, and inclusion outcomes, and develop measurable goals by June 2022, to help UC ANR employees become more competitive for internal recruitments. Ensure engagement of a diverse population of UC ANR employees during plan development.</td>
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<td>7d</td>
<td>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 UC ANR employees to become more competitive for internal recruitments.</td>
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<td>7e</td>
<td>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.</td>
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UC ANR Goal 7
Recruit, Develop, and Retain People

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: (KPIs noted)
1. **KPI:** ANR@Work Survey Overall Employee Net Promoter Score (employee satisfaction/engagement), by year; target = increase to 70 by June 2025
2. **KPI:** Overall voluntary turnover rate of staff and academic positions, by calendar year; target = parity with similar industries by June 2025
3. Total number of applicants on average per job posting, by year; target = 15% increase by June 2025
4. **Future Metric:** Total number of successful internal applicants for UC ANR across all positions, by year; target = 15% increase by June 2024
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/significant educational exchanges with the public 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 evidenced by the 2020 ANR@Work survey. Issues with current volunteer management software (developed in-house) have resulted in significant annual maintenance costs incurred by UC ANR.

Proposed Solution
Through the UC ANR Academic Coordinators for Volunteer Engagement, we will grow the skills and knowledge of UC ANR personnel in volunteer engagement, thereby increasing self-reported volunteer satisfaction. We will identify personnel shortfalls across programs and propose a statewide staffing plan that addresses the need for investment in county-based Community Education Specialist (CES) positions and regional academic positions. Additionally, we will identify and integrate robust software solutions that enable our volunteer programs to track activities and stay committed to programmatic missions in a virtual setting. In doing so, we will contribute to a decrease in stress and therefore an overall improvement in work satisfaction for county-based CES as measured in the ANR@Work survey. We will also realize significant cost savings by eliminating annual maintenance costs of approximately $50,000 for existing volunteer management software.

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; and 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.

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<tr>
<td>8a</td>
<td>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</td>
<td>✔️</td>
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<td>8b</td>
<td>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 2025</td>
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<tr>
<td>8c</td>
<td>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</td>
<td>✔️</td>
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<tr>
<td>8d</td>
<td>Inventory volunteer use and activities across UC ANR including REC system by June 2025, share systemwide and celebrate impacts</td>
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UC ANR Goal 8

Support Volunteerism

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 Coordinator 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 enable volunteer programs to continue and to thrive
5. Annual cost of volunteer management software is absorbed into each program budget

Metrics and Targets (KPIs noted)
1. Percent of staff and academics who have attended trainings/mentoring sessions and report increased skills and/or confidence in volunteer engagement through follow-up surveys/interviews, by year; target = 66% by June 2025
2. Percent of county-based volunteer programs using four out of five of “all reasonable effort (ARE)” criteria to recruit and train a diverse volunteer corps, by year; target = 100% by June 2025
3. KPI: Volunteer satisfaction survey score (out of 7 points), measured every other year; target = sustained at greater than 4.5 out of 7 through June 2025

Additional Information
Volunteers donate their time, support a positive public image for UC, and advocate 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. In addition, volunteer time will contribute to the success of UC ANR Strategic Plan goals 1, 2, 6, 7, 10, and 12.
UC ANR Goal 9  Generate Revenue & Optimize Resource Deployment

**Goal: Continuously strengthen ANR’s fiscal health by increasing self-generated revenue sources and optimizing resource deployment through June 2025**

**Opportunity**
UC ANR’s reliance on state and federal funding for over 50% of its revenue places the organization at fiscal risk. Furthermore, while UC ANR has received an increase from the State in FY 2021-22, UC ANR’s operating costs will continue to increase. 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, UC ANR 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. UC ANR’s fiscal health will be strengthened
2. Diversified risk from a single fund source dependency; more flexible revenue sources
3. Ability to account for the true cost of research

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<td>9a</td>
<td>Identify opportunities to increase external funding by 2% annually through recharge services by June 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 on our clientele.</td>
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<td>9b</td>
<td>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 5% annually starting in June 2021 (Kathy Nolan)</td>
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<td>9c</td>
<td>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)</td>
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<td>9d</td>
<td>Continue to work with REC System to enhance utilization of capital assets (e.g., land leases, etc.) by June 2025</td>
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<tr>
<td>9e</td>
<td>Contract and Grants staff to focus on maximizing opportunities for increased C&amp;G revenue for salary, increased Multi-Campus Agreements with campus partners, and increase indirect cost recovery by educating clients on strategy, supported by one additional FTE (Kathy Nolan)</td>
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Goal: Continuously strengthen ANR’s fiscal health by increasing self-generated revenue sources and optimizing resource deployment through June 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 (KPIs noted)
1. **KPI**: Total self-generated revenue*, by year; target = aggregated $30M increase from FY19-20 baseline by June 2025
2. **KPI**: Percent of total funds that are self-generated revenue*, by year; target = 50% of total funds by June 2025
3. Total number of new UC ANR co-funded positions, by year; target = 10 new positions by June 2025
4. Days of COH (cash on hand) to cover daily expenses, by year; target = 90 days by June 2025

*Self-generated revenue includes contracts and grants, endowment income, patent revenue, sales & service, recharge, RECs crop income, indirect cost recovery, gifts, short term investment pool, 4-H Councils and Clubs (Program Revenues), and other program revenue (baseline year is FY 2021)
UC ANR Goal 10

Expand and Diversify Fund Development

Financial Stability

**Goal:** Raise $30M 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 UC ANR employees will be able to speak in compelling ways about the importance of supporting UC ANR
2. All UC ANR stakeholders (staff and/or volunteers) will have more independence and confidence in raising funds for their projects
3. Strengthened partnerships between statewide programs, UC 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 UC ANR across new audiences while opening doors to new donors

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<tr>
<td>10a</td>
<td>Create 15 new endowments by July 2025</td>
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<td>10b</td>
<td>Role-out planned giving materials for 4-H program by July 2021 (Scott/Ciricillo)</td>
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<td>Completed</td>
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<td>10c</td>
<td>Identify, test, and implement crowdfunding platform by June 2024 (Delk)</td>
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<td>10d</td>
<td>Identify and qualify donor prospects for approved capital campaigns (single goal/location) and comprehensive campaigns (multiple goals/location), focused on specific gift types (annual, major, principal, planned), by building relationships with individual donors and organizations (public/private corporations, NGOs, foundations) (ongoing strategy) Add two FTE fund developers to focus on private gift funding for academic research in support of UC ANR's academic footprint expansion.</td>
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<td>10e</td>
<td>Work with Business Operations Center to increase efficiency of gift processing and coordinate with CIO to begin workflow automation for gift processing, completed by July 2023 (Ambrose/Wikner).</td>
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<td>10f</td>
<td>Work with leadership and Communications to regularly publicize gifts, the impact of those gifts, and the employee engagement required for the gift (ongoing strategy)</td>
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<td>10g</td>
<td>Develop and implement training program to ensure volunteer engagement in Giving Tuesday and other giving day campaigns by July 2022 (Delk)</td>
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<td>10h</td>
<td>Increase volunteer engagement in fundraising by establishing PAC Funds Development Committee in 2020 and maintaining CA 4-H Foundation Board of 5 members minimum according to Foundation by laws. (Ciricillo) by June 2023</td>
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Goal: Raise $30M through diversification and expansion of our development capacity by June 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. Total dollars raised, by year; target = aggregated $30M by July 1, 2025
2. Total number of donor prospects, by year; target = increase and maintain to 75,000 by June 2025 (represents a 59% increase over 7/1/2020 baseline of 47,185)
3. Total number of donors, by year; target = increase to 30,000 by June 2025 (represents a 61% increase over baseline of 18,600 as of 7/1/2020)
4. Number of endowed funds, by year; target = increase by 20% by June 2025 (from 74 on 7/1/2020 to 89)
5. Total number of gifts or campaigns over $25K, by year; target = increase of 200 gifts of >$25K by June 2025, totaling 50% of overall $30M goal
UC ANR Goal 11

Improve Efficiency & Strengthen Infrastructure

Goal: Drive and achieve efficiencies within UC ANR by modernizing business systems and upgrading UC ANR infrastructure by June 2025

Opportunity
Modernizing current, outdated business systems is essential to improving administrative efficiencies and workflow across UC ANR. UC ANR’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 UC ANR’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 98% 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

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<tr>
<td>11a</td>
<td>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).</td>
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<td>11b</td>
<td>Invest in Customer Service Satisfaction survey to advance team alignment and improve client services and identify opportunities for increased communication and collaboration between units to advance systemwide coordination and cross-functional partnerships among all units by June 2022.</td>
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<td>11c</td>
<td>Continue to align the REC system Strategic Framework with the goals of the Facilities Planning and Management (FPM) unit to identify and prioritize capital investments by June 2025 (Bunn).</td>
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<td>11d</td>
<td>Complete the consolidation of various business processes to improve functionality and efficiency by December 2023 (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).</td>
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<td>11e</td>
<td>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 UC ANR’s programmatic efforts by December 2021 (Tran, Mada, McGuire).</td>
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Goal: Drive and achieve efficiencies within UC ANR by modernizing business systems and upgrading UC ANR infrastructure by June 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 (KPIs noted)
1. KPI: Customer service satisfaction survey score, by year; target = increase in score annually by 10% from 2021 baseline
2. KPI: Percent of state funded capital projects that are completed within 5 years of funding, by year; target = 90%
3. Total new deferred maintenance funding from the State, by year; target = $30M by June 2025
4. KPI: Cost of administration as a percentage of the total budget, by year; target = not to exceed 9.5% annually through June 2025
5. KPI: Percent of UC ANR locations that have improved technology infrastructure / connectivity in place, by year; target = 90% of ANR locations by June 2025

Additional Information:
See also, Goal 9
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 do not 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, campus/AES partners, and others around UC ANR, 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 the 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.

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<td>12a</td>
<td>Complete and begin executing the five-year comprehensive Strategic Communications &amp; Publishing strategic plan in partnership with the Publishing Director by June 2020. Note: this plan addresses branding referenced in Goal 5.</td>
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<td>12b</td>
<td>Improve and expand News and Information Outreach (NOS) advocacy and outreach to the California 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)</td>
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<td>12c</td>
<td>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 (at least three per year), development of impact one-pagers and templates, and government official and public engagement at events, site visits, and guided virtual tours. (Anne Megaro)</td>
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<td>12d</td>
<td>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 2022 and ongoing. (Anne Megaro)</td>
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UC ANR Goal 12  

Strengthen Communication and Advocacy

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  (KPIs Noted)
1. NOS engagement with the Latino community, by year; target = 15% annual increase in YouTube and Facebook followers in 2020 and ongoing (Baseline: 7,975 followers); 10% annual increase in blog subscriptions (Baseline: 74 subscribers); 10% annual increase in number of video views (Baseline: 1,325,206); number of UC ANR representatives using NOS translation services (Baseline: 36); social media engagement (Baseline: 194,942); 10% annual increase in pageviews of Spanish web content (Baseline: 121,824)
2. Number of social media followers on English-language platforms Facebook, LinkedIn, Twitter, Instagram, and YouTube, by year; target = >35,000 (Baseline: 23,744); minimum 10% annual increases ongoing.
3. KPI: Aggregate number of Strategic Communications- and statewide program-managed social media engagements, by year; target = minimum 10% annual increase (Baseline: 405,309)
4. Percent of training participants whose survey scores show an increase in confidence to engage elected officials and an intent to implement government relations best practices as a result of the training, by year; target = most participants report increased confidence in engaging elected officials and an intent to implement best practices.
5. Number of government official and staff engagements on-site or via guided virtual tour that are supported by Government Relations, by year; target = 15 (baseline) + 10% per year.
UC ANR Strategic Plan
Communication/Engagement and Monitoring Plans
Communication & Engagement Plan

UC ANR will communicate the plan and engage with stakeholders to solicit ongoing input/feedback and participation as follows:

External
Disseminate Plan to external stakeholders (e.g., Governing Council, Presidents Advisory Committee on Agriculture and Natural Resources), provide annual updates and solicit input and participation on strategies (3/2021 and ongoing)

Internal
- UC ANR Employee News – announce/link to approved UC ANR 2020-2025 Strategic Plan
- Virtual Town Hall meetings – initial overview and individual goal deeper dives (ongoing)
- Goal owners share/review the plan with their colleagues and direct reports (initially by March 2021, updates ongoing)
- Goal owners set individual staff performance goals linked, as appropriate, to the goals and key strategies (annually)
- Annual retreat – with goal owners, UC ANR personnel, and key stakeholders to communicate accomplishments and solicit input (Qtr. 1 or 2 each year)
- Strategic Plan updates and solicit input at the following regular meetings:
  - VP Council
  - Research and Extension Center Directors
  - County Directors
  - Deans Council
  - Program Council
Progress on the goals within the UC ANR Strategic Plan will be monitored as follows:

- Goal owners will meet annually to review progress and update the plan
- Key Performance Indicators will be reviewed annually by UC ANR leadership and the goal owner group
- UC ANR Strategic Plan KPI Dashboard will be updated annually
  - Dashboard KPIs will summarize performance from the previous fiscal year (July-June)
  - The Dashboard will be shared via/at: UC ANR Update, Townhalls, various leadership meetings, President’s Advisory Committee on Agriculture and Natural Resources (PAC), and Governing Council
- UC ANR Annual Report and KPI Dashboard will be provided annually to the President
Appendix
Goal Summary Components

Each goal within the plan has a corresponding 2-page summary that outlines the following:

<table>
<thead>
<tr>
<th>COMPONENT</th>
<th>DEFINITION</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal Statement</td>
<td>Specific, quantifiable, realistic targets that will move UC ANR towards accomplishing a strategic objective over a specified period of time</td>
<td></td>
</tr>
<tr>
<td>Opportunity</td>
<td>Describes the purpose/motivation behind achieving the goal</td>
<td></td>
</tr>
<tr>
<td>Proposed Solution</td>
<td>Defines scope and objectives</td>
<td></td>
</tr>
<tr>
<td>Benefits</td>
<td>Outlines the benefits that will be derived from achieving this goal</td>
<td></td>
</tr>
<tr>
<td>Key Strategies</td>
<td>Key activities/steps required to achieve the goal</td>
<td></td>
</tr>
<tr>
<td>Assumptions</td>
<td>Defines processes/events that must happen/ “go right” (usually outside the department’s direct control) in order for this goal to be successfully achieved</td>
<td></td>
</tr>
<tr>
<td>Metrics &amp; Targets</td>
<td>Outlines how success will be measured with associated desired targets</td>
<td></td>
</tr>
<tr>
<td>Owner/s</td>
<td>Lists individual/s who will be accountable for progress on this goal</td>
<td></td>
</tr>
</tbody>
</table>
Goal Summary Financials

1. All Figures Listed are High-Level Estimates
   • In many instances, full business cases will need to be developed to determine exact amounts.
   • Amounts often vary over time and by location.

2. Resource Assumptions:
   • Feasibility is based upon the assumption of financial resource stability; goal adjustments may need to be made to accommodate changing financial realities over the timeframe of this plan.

3. UC ANR Impact:
   • Numbers reflect expenses and revenue/savings that will be covered by the UC ANR budget.

4. Campus/Location Impact:
   • There are no expenses or revenue/savings expected to come directly from/to UC ANR locations outside the centralized UC ANR budget.

5. One-time Project Costs:
   • Total estimated (temporary) project implementation costs (staff, technology, consulting, etc.) that will be incurred from June 2020 through June 2025. Previously incurred project costs are not included.
   • General resources (staff/other) that will be dedicated to this project but are already included in the permanent operating budget are not included in this line item.

6. Annual Costs:
   • Numbers represent anticipated new steady-state (permanent) operational costs that will be incurred each year over and above the existing budget as a result of realizing this goal.
   • General resources (staff/other) that will be dedicated to this project but are already included in the permanent operating budget are not included in this line item.

7. Annual Revenue/Savings:
   • Numbers represent the anticipated annual increase in new revenue and/or savings through cost containment as a result of realizing this goal.
# UC ANR Acronyms

<table>
<thead>
<tr>
<th>ABBREVIATION</th>
<th>FULL NAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>AES</td>
<td>Agricultural Experiment Station</td>
</tr>
<tr>
<td>AIC</td>
<td>Agricultural Issues Center</td>
</tr>
<tr>
<td>AFRI</td>
<td>Agriculture and Food Research Initiative</td>
</tr>
<tr>
<td>AVP</td>
<td>UC ANR Associate Vice President</td>
</tr>
<tr>
<td>CalFresh</td>
<td>CalFresh Healthy Living, UC</td>
</tr>
<tr>
<td>CAL NAT</td>
<td>California Naturalist Program</td>
</tr>
<tr>
<td>CE</td>
<td>Cooperative Extension (or UCCE, UC Cooperative Extension)</td>
</tr>
<tr>
<td>CED</td>
<td>Community and Economic Development</td>
</tr>
<tr>
<td>CENIC</td>
<td>Corporation for Education Network Initiatives in California</td>
</tr>
<tr>
<td>CES</td>
<td>Community Education Specialist</td>
</tr>
<tr>
<td>CFR</td>
<td>Consolidated Financial Reporting (System)</td>
</tr>
<tr>
<td>CIWR</td>
<td>California Institute for Water Resources</td>
</tr>
<tr>
<td>CRM</td>
<td>Customer Relationship Management (System)</td>
</tr>
<tr>
<td>CUCSA</td>
<td>Council of UC Staff Assemblies</td>
</tr>
<tr>
<td>DEI</td>
<td>Diversity, Equity, and Inclusion</td>
</tr>
<tr>
<td>EFNEP</td>
<td>Expanded Food and Nutrition Education Program</td>
</tr>
<tr>
<td>FTE</td>
<td>Full-time Equivalent (Employee)</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources</td>
</tr>
</tbody>
</table>
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<table>
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<tr>
<th>ABBREVIATION</th>
<th>FULL NAME</th>
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</thead>
<tbody>
<tr>
<td>IDC</td>
<td>Indirect Cost Recovery</td>
</tr>
<tr>
<td>IDM</td>
<td>Identity Management System</td>
</tr>
<tr>
<td>IGIS</td>
<td>Informatics and Geographic Information Systems</td>
</tr>
<tr>
<td>IPM</td>
<td>UC Integrated Pest Management Program</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>IWP</td>
<td>Integrated Web Project</td>
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<tr>
<td>MFP</td>
<td>UC Master Food Preserver Program</td>
</tr>
<tr>
<td>MG</td>
<td>UC Master Gardener Program</td>
</tr>
<tr>
<td>MFP</td>
<td>UC Master Food Preserver Program</td>
</tr>
<tr>
<td>NOS</td>
<td>News and Outreach in Spanish</td>
</tr>
<tr>
<td>NPI</td>
<td>Nutrition Policy Institute</td>
</tr>
<tr>
<td>OAI</td>
<td>UC Organic Agriculture Institute</td>
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<tr>
<td>PAC</td>
<td>President’s Advisory Commission on Agriculture and Natural Resources</td>
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<tr>
<td>PMO</td>
<td>Project Management Office</td>
</tr>
<tr>
<td>PSU</td>
<td>UC ANR Program Support Unit</td>
</tr>
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</table>
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<table>
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<tr>
<th>ABBREVIATION</th>
<th>FULL NAME</th>
</tr>
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<tbody>
<tr>
<td>REC(s)</td>
<td>UC ANR Research and Extension Center(s)</td>
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<tr>
<td>SAF</td>
<td>Systemwide Assessment Funds</td>
</tr>
<tr>
<td>SAREP</td>
<td>Sustainable Agriculture Research and Education Program</td>
</tr>
<tr>
<td>SWOT</td>
<td>Strengths, Weaknesses, Opportunities, and Threats Analysis</td>
</tr>
<tr>
<td>SWP/I</td>
<td>Systemwide Programs and Initiatives</td>
</tr>
<tr>
<td>UC ANR</td>
<td>UC Agriculture and Natural Resources</td>
</tr>
<tr>
<td>UCB</td>
<td>UC Berkeley</td>
</tr>
<tr>
<td>UCCE</td>
<td>UC Cooperative Extension</td>
</tr>
<tr>
<td>UCD</td>
<td>UC Davis</td>
</tr>
<tr>
<td>UCLA</td>
<td>UC Los Angeles</td>
</tr>
<tr>
<td>UCOP</td>
<td>UC Office of the President</td>
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<tr>
<td>UCPC</td>
<td>UC Path Center</td>
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<tr>
<td>UCR</td>
<td>UC Riverside</td>
</tr>
<tr>
<td>VINE</td>
<td>UC ANR Verde Integration Network for Entrepreneurism</td>
</tr>
<tr>
<td>VP</td>
<td>UC ANR Vice President</td>
</tr>
<tr>
<td>4H-YDP</td>
<td>UC 4-H Youth Development Program</td>
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