

PRESERVE TODAY,  
RELISH TOMORROW.



# UC Master Food Preserver Program Strategic Plan 2020



UNIVERSITY OF CALIFORNIA  
Agriculture and Natural Resources





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## **Introduction**

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**The University of California Master Food Preserver Program (UC MFP) is a statewide program of the University of California Division of Agriculture and Natural Resources (UC ANR) and administered locally through participating UC Cooperative Extension (UCCE) offices, the outreach arm of UC ANR. The UC Master Food Preserver Program is a public service and educational program that has taught research-based practices of safe home food preservation to Californians since 1982, emerging out of the critical need to reduce food waste and increase food security while decreasing the incidence of botulism in home-canned products. The program has grown from a 1982 pilot in Riverside County to 11 programs in 17 counties today based out of UCCE offices. Housed in Nutrition, Family, and Consumer Sciences (NFCS), the UC Master Food Preserver Program placement facilitates a connection to the UCCE federal nutrition education programs and related academic support available in many counties.**

About 400 UC Master Food Preserver volunteers and staff extend educational services to the widest audiences possible through food preservation demonstrations, workshops, and classes for the public. UC Master Food Preserver Program staff and volunteers throughout the state support one another through informal networks. UC Master Food Preserver Program staff, including program coordinators, advisors, and county directors, have generally determined local program organization, operational guidelines, activities, and approved research-based content. The UC Master Food Preserver Program has state office staff who work cooperatively to develop and implement policies and procedures while providing opportunities for training with volunteer and paid county-based program coordinators, advisors providing academic oversight, and UC Davis-based Cooperative Extension specialists. Collectively they develop and deliver research-based information in the areas of food safety and safe home food preservation techniques.

UC Master Food Preserver volunteers extend volunteer services and outreach through educational programs that provide research-based knowledge and information to the public. To qualify as a certified UC MFP volunteer, participants must do a face-to-face interview at the county level, pass a background investigation, and complete training. Certified UC Master Food Preserver volunteers respond to demands for information and provide problem-solving help for clientele interested in home food preservation. They focus on educational programs that address the Strategic Vision of UC ANR. In addition to extending information through workshops and classes, UC Master Food Preserver volunteers offer advice through Helplines and Help Desks and host information booths at community events including farmers markets and county fairs. Volunteers also write research-based, mass media communications for their counties and share state office communications via newsletters, social media, articles, and radio.

# Strategy Framework

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## UC ANR Vision Statement

UC ANR envisions a thriving California in 2025 where healthy people and communities, healthy food systems, and healthy environments are strengthened by a close partnership between the University of California and its research and extension programs and the people of the state. The University remains connected and committed to the people of California, who enjoy a high quality of life, a healthy environment, and economic success in a global economy.

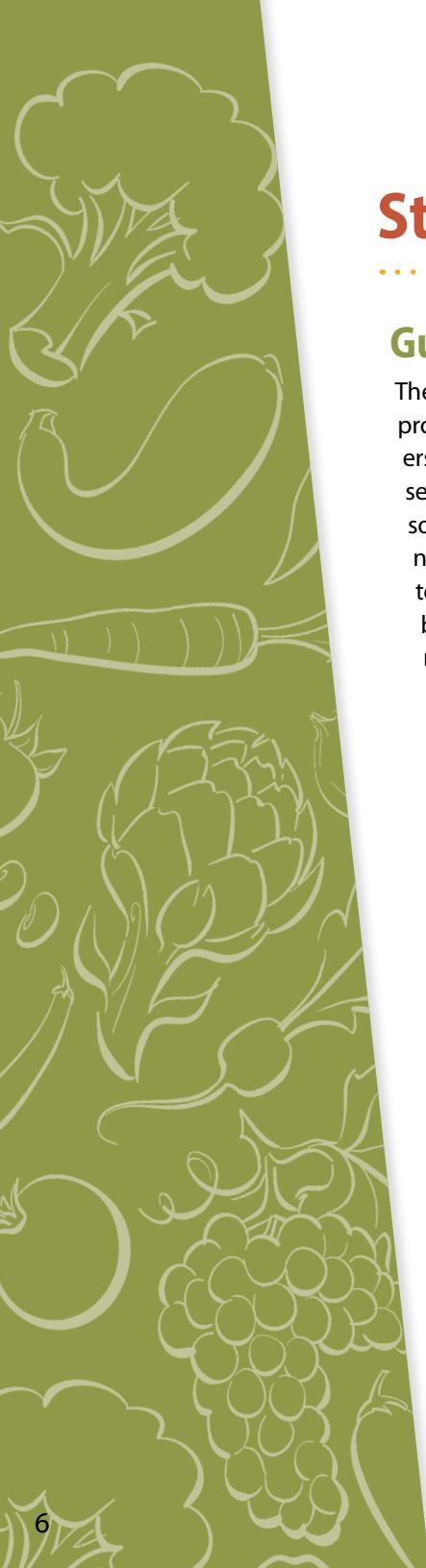
## UC Master Food Preserver Program Vision Statement

By 2040, the UC Master Food Preserver Program will be a well-funded, far-reaching initiative that is recognized as the national and local leader in research-based food safety, preservation, and waste reduction. It will provide tailored scientific-based resources with measurable impact on improved food safety, making it an example circulated by other states. The UC Master Food Preserver Program will embody the people of California by bridging cultures, communities, and generations to improve health, economic, and environmental sustainability. The Program and its volunteers will have a consistent and reliable source for recipe certification, and it will increase the number of volunteers to help cut California's waste stream from food in landfills while decreasing food insecurity.

## UC Master Food Preserver Program Mission

The UC Master Food Preserver Program's mission is to keep Californians safe and well as they use culturally appropriate, research-based practices to safely preserve food in the home, reducing food waste, increasing food security, and providing engaging ways for Californians to explore healthy food. The UC Master Food Preserver Program is a public service and outreach program under UC ANR administered throughout the state by participating UC Cooperative Extension county offices.





# Strategic Planning Process

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## Guiding Principles

The UC Master Food Preserver Program strategic planning process was designed to actively engage a variety of stakeholders that are involved with the program or food safety, waste, security, or entrepreneurship issues throughout the state by soliciting input from experts within and outside of the UC ANR network. The strategic plan sets direction for the next five to ten years. It is a living document, which will be used as a flexible framework to develop annual priorities and evaluate progress. The plan links broad strategic directions to actionable goals, intended outcomes, and key performance indicators to enable assessment of progress over time.

## PHASE 1: Assessment

Two online surveys were conducted of UC Master Food Preserver Program coordinators and volunteers. The purpose of the surveys was two-fold: 1) to gather input on what these stakeholders identify as the strengths, challenges, and opportunities of the program, and 2) to understand stakeholder insights on significant topics that will help shape the future development of the program. The response rate for the program survey was 75% (9 of 12 staff and academics who coordinate programming). The response rate for the volunteer survey was 39% (141 of 358 volunteers).

## PHASE 2: Strategy Formulation with the Strategic Planning Committee

The Strategic Planning Committee was carefully selected to represent the program's diverse stake-

holder interests. The committee met in-person twice and by video conference call twice. The committee engaged in a visioning exercise for the program to identify the impact the program could have 20 years from now. The committee then reviewed and discussed the stakeholder responses received through the surveys and identified common themes among UC Master Food Preserver Program's strengths, challenges, and opportunities. The identified opportunities served as the basis for formulating the four strategic directions of the plan and goals to achieve them. The committee further developed objectives to achieve each goal. A core group of the committee met several times to refine the objectives and determine responsible implementers and deliverables that would be consistent with achieving each objective. The committee as well as key consultants provided feedback and the draft plan was revised. The committee shared the revised draft with stakeholders who also provided feedback. Input has been incorporated into this final plan.

## Strategic Directions that lead to Condition Changes

The four strategic directions developed through this process are each of great importance in helping meet UC ANR's and the UC Master Food Preserver Program's visions. The first two directions are focused on the program's external reach and impact. The final two directions are focused on improving the internal components of the program to best enable it to achieve the first two directions. As a result of these directions the UC Master Food Preserver Program will contribute to improved food safety, improved food security, enhanced community economic development, and increased diversity, inclusiveness, and cultural competency in California's workplaces. In these ways, the program will enhance the public values of safeguarding abundant and healthy food for all Californians, promoting economic prosperity in California, and developing an inclusive and equitable society.

## Strategic Planning Committee

Committee Member	Committee Member Affiliation	Additional Stakeholders Contacted
Katie Panarella	UC Master Food Preserver Program, Director	<ul style="list-style-type: none"> <li>• UC MFP Program Coordinator</li> <li>• UCCE Advisors</li> <li>• UCCE Specialist</li> </ul>
Wei-ting Chen	UCCE, Interim County Co-Director San Mateo and San Francisco, NFCS Advisor	<ul style="list-style-type: none"> <li>• UC MFP county staff</li> <li>• UC MFP volunteer</li> </ul>
Erin DiCaprio	UCCE, Assistant Specialist in Cooperative Extension	
Cynthia Goldberg	Yolo Food Bank, volunteer	<ul style="list-style-type: none"> <li>• Yolo County Food Bank</li> </ul>
Kamaljeet Khaira	CalFresh Healthy Living, UC, Director	
Megan Marotta	UCCE, Program Integration Coordinator (former)	
Karla McNeil-Rueda	Cru Chocolate, Owner/Founder	<ul style="list-style-type: none"> <li>• Representatives in cottage food industry</li> <li>• The Electric Smoothie Lab Apothecary</li> </ul>
Sue Mosbacher	UCCE Master Food Preserver Program, Coordinator	<ul style="list-style-type: none"> <li>• UC MFP Advisory Board member</li> </ul>
Natalie Price	UCCE, Nutrition, Family, and Consumer Sciences Advisor	<ul style="list-style-type: none"> <li>• Orange County Health Care Agency</li> <li>• UC MFP volunteers</li> </ul>
Zac Salinger	UC Master Food Preserver, Food Entrepreneurship Academic Coordinator I (former)	
Tom Schrader	UCCE Master Food Preserver, Volunteer	
Katherine E. Soule	UCCE, County Director in San Luis Obispo and Santa Barbara Counties, Youth, Families, and Communities Advisor	<ul style="list-style-type: none"> <li>• County of San Luis Obispo Health Agency</li> <li>• Food Bank Coalition of San Luis Obispo County</li> <li>• UC MFP Advisory Board members</li> <li>• UC MFP Program Coordinator</li> </ul>
Nilofar Gardezi	UC ANR Program Planning and Evaluation, Facilitator and Analyst	
Jennifer Caron-Sale	UC ANR Program Planning and Evaluation, Facilitator and Analyst	

## Strategic Direction 1:

Be a widely recognized leader of food safety and food resource management research and program delivery

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Public interest in food preservation as part of the do-it-yourself movement has increased over the last decade, posing risks and creating benefits. The UC Master Food Preserver Program has responded to stakeholder interest to expand beyond food safety into food security and food waste. Rather than increasing its footprint, it is changing its program delivery. Over the last year, the program has started and will continue to explore collaborations with food banks, the agricultural industry, and home food entrepreneurs. The program has also begun to partner with Expanded Food and Nutrition Education Program (EFNEP) and CalFresh Healthy Living, UC so that clientele gain food resource management skills alongside nutrition education. In addition, research-based resources need to be expanded and greater awareness of the program's benefits are needed.

### Goals

- Expand research-based food preservation education to the public
- Demonstrate academic leadership in the field of food safety and food preservation
- Broaden scope of activities and delivery models to address identified emerging and critical issues of food security and food waste
- Broaden awareness of the UC Master Food Preserver Program

### Intended Outcomes

- More public participants are reached by the UC Master Food Preserver Program
- More public participants adopt food safety techniques, home food preservation methods, and food resource management practices, which contribute to improved food security and decreased food waste

### Key Performance Indicators

- # of online users of UC Master Food Preserver online educational information
- Time spent on UC Master Food Preserver online educational information
- # of significant educational exchanges with public participants
- # and % of public participants learning food safety, preservation and food resource management skills
- # and % of public participants adopting food safety, preservation and food resource management practices



## **GOAL 1: Expand research-based food preservation education to the public**

<b>Objectives</b>	<b>Implementation Responsibility</b>	<b>Deliverables</b>
1.1A. Increase high-quality, science-based workshops, demonstrations, and informational activities	UC MFP Coordinator in consultation with UCCE Specialist in Community Food Safety and local UCCE advisors	<ul style="list-style-type: none"><li>Additional workshops, demonstrations, and informational activities were delivered and extended</li></ul>
1.1B. Identify existing materials and resources to share statewide with the county programs and make publicly available	UC MFP Coordinator in partnership with Advisory Committee, UC MFP Director and UCCE advisors and specialists	<ul style="list-style-type: none"><li>Materials and resources identified</li><li>Channels for distribution identified</li></ul>
1.1C. Explore and pilot new models of program delivery to reach more counties	UC MFP Coordinator in partnership with Advisory Committee and UC MFP Director	<ul style="list-style-type: none"><li>Expansion plan created as part of business plan</li></ul>

## **GOAL 2: Demonstrate academic leadership in the field of food safety and food preservation**

<b>Objectives</b>	<b>Implementation Responsibility</b>	<b>Deliverables</b>
1.2A. Encourage local academics to apply for local and national awards for contributions to UC MFP program	UC MFP Director in partnership with UCCE academics, specialists, and Food Literacy and Healthy Lifestyles Program Team	<ul style="list-style-type: none"><li>UC ANR academics are recognized for their contribution to UC MFP through awards</li></ul>
1.2B. Increase peer-reviewed and non-peer-reviewed publications, communications, fact sheets, and public resources on food safety and food preservation topics applicable to the UC Master Food Preserver Program	UC MFP Director in partnership with UCCE academics, specialists, and Food Literacy and Healthy Lifestyles Program Team	<ul style="list-style-type: none"><li>Increase in publications, communications, fact sheets, and public resources applicable to UC MFP topics</li></ul>
1.2C. Increase partnerships in food science research	CE Specialist in Community Food Safety, UC MFP Director, Healthy Families and Communities Strategic Initiative Leader, and UCCE academics	<ul style="list-style-type: none"><li>New food science research partnerships</li></ul>

## **GOAL 3: Broaden scope of activities and delivery models to address identified emerging and critical issues of food security and food waste**

<b>Objectives</b>	<b>Implementation Responsibility</b>	<b>Deliverables</b>
1.3A. Work with food banks on food waste and food security projects	UC MFP Coordinator and UC MFP Director in partnership with external organizations	<ul style="list-style-type: none"><li>Collaborative projects with food banks</li></ul>
1.3B. Increase integration with EFNEP and CalFresh Healthy Living, UC in areas of food resource management and nutrition	UC MFP Coordinator, UC MFP Director and UC ANR Statewide Programs	<ul style="list-style-type: none"><li>Projects in the areas of food resource management and nutrition</li></ul>
1.3C. Periodically survey emerging needs within counties and develop materials to meet those needs	UC MFP Director in consultation with UCCE academics and staff and Advisory Committee	<ul style="list-style-type: none"><li>Emerging needs identified and materials developed</li></ul>

## **GOAL 4: Broaden awareness of the UC Master Food Preserver Program**

<b>Objectives</b>	<b>Implementation Responsibility</b>	<b>Deliverables</b>
1.4A. Increase resources for the public on statewide website	UC MFP Coordinator	<ul style="list-style-type: none"><li>More resources available on website</li></ul>
1.4B. Develop statewide templates for newsletters, workshop announcements and other forms of communication that can be used by counties	UC MFP Coordinator with UC ANR Strategic Communications Staff	<ul style="list-style-type: none"><li>Counties use statewide templates</li></ul>
1.4C. Explore new and existing technology and social media as tools to share information	UC MFP Coordinator, in partnership with UCCE academics, staff, and volunteers	<ul style="list-style-type: none"><li>Social media plan</li><li>New technological platforms used</li></ul>
1.4D. Increase community engagement by providing best practices and guidance to UC MFP programs in the counties on how to collaborate with already existing community-based programs	UC MFP Coordinator, in partnership with UCCE academics, staff, and volunteers	<ul style="list-style-type: none"><li>New participating sites</li><li>New collaborations</li></ul>



## STRATEGIC DIRECTION 2:

Increase diversity, cultural relevancy, and inclusion to better serve all Californians

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Stakeholders identified the opportunity to expand reach to underserved and low-income populations, including youth, adults, seniors, tribal communities, schools, and communities in remote areas. The 11 programs in 17 counties are not reaching the socioeconomic demographics of the counties. There is potential to expand the volunteer pool and diversity of the volunteers to ensure the program is accessible to all Californians. When working with more socioeconomically diverse communities, equipment can be a barrier. The program is seeking to obtain donated equipment as well as extend research-based information on drying and freezing as low-cost food preservation techniques. The integration with Expanded Food and Nutrition Education Program (EFNEP) and CalFresh Healthy Living, UC programs will also expand the socioeconomic diversity of the volunteer base and populations reached.



### Goals

- Adopt and train best practices on diversity, equity, and inclusion
- Better serve a more diverse community

### Intended Outcomes

- The UC Master Food Preserver Program is accessible to all Californians
- UC Master Food Preserver volunteers and staff are skilled and knowledgeable in engaging with all members of their community
- UC Master Food Preserver volunteers reflect the demographics of California

### Key Performance Indicators

- Demographics of public participants
- % of participants benefitting from strategies to better serve lower income groups: scholarships, sliding scale, and SNAP-eligible

## GOAL 1: Adopt and train best practices on diversity, equity, and inclusion

Objectives	Implementation Responsibility	Deliverables
2.1A. Conduct a diversity, equity, and inclusion (DEI) needs assessment to help counties identify current workshop practices and what are barriers to participation	UC MFP Director in partnership with UCCE academics, staff, and volunteers	<ul style="list-style-type: none"><li>• DEI needs assessment completed and periodically revisited</li><li>• Workshop barriers to participation identified</li></ul>
2.1B. Explore and adopt a DEI framework	UC MFP Director in consultation with UCCE academics	<ul style="list-style-type: none"><li>• DEI framework chosen</li></ul>
2.1C. Train staff and volunteers on cultural competency and incorporate into personnel and volunteer onboarding process	UC MFP Director and UC MFP Coordinator in partnership with UCCE academics and staff	<ul style="list-style-type: none"><li>• Improved cultural competency of staff and volunteers as determined by criteria in DEI framework</li></ul>

## GOAL 2: Better serve a more diverse community

Objectives	Implementation Responsibility	Deliverables
2.2A. Increase multi-language programming and educational materials	UC MFP Coordinator in partnership with UCCE academics, staff, volunteers, and UC MFP Director	<ul style="list-style-type: none"><li>• Increased materials and workshop offerings in multiple languages</li></ul>
2.2B. Increase the number of culturally- and socioeconomically-relevant approved recipes, using needs assessment in Objective 2.1A as a guide	UC MFP Coordinator in consultation with UCCE academics, CE specialists, staff, volunteers, and UC MFP Director	<ul style="list-style-type: none"><li>• Increased number of culturally- and socioeconomically-relevant approved recipes</li></ul>
2.2C. UCCE Master Food Preserver Program volunteers and clientele in the counties represent the diverse demographics of the community	UC MFP Coordinator in partnership with UCCE academics, staff, volunteers, and UC MFP Director	<ul style="list-style-type: none"><li>• Increased number of ethnically and racially diverse volunteers and clientele</li></ul>
2.2D. Explore opportunities to make the program financially more accessible, e.g. through donated canning supplies, courses focused on less resource intensive practices, scholarships, sliding scales	UC MFP Director and UC MFP Coordinator	<ul style="list-style-type: none"><li>• Scholarships or resources donated</li><li>• Increased number of participants from different economic backgrounds</li></ul>



## STRATEGIC DIRECTION 3: Strengthen program administration

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The UC Master Food Preserver Program has been committed to building a statewide framework over the last few years, developing consistent and streamlined policies and procedures, new marketing tools, a united vision, and the best in training manuals and other materials. With the average program coordinator at .30 full-time equivalent (FTE), coordinators have great responsibility juggling unpredictable workloads, program liability, training, coordination, and volunteer engagement. By improving staff competencies, volunteer engagement, and measuring and communicating program outcomes and public value, the UC Master Food Preserver Program can strengthen its administration, making it easier to start new programs and allowing current programs to expand.

### Goals

- Improve staff competencies and volunteer engagement
- Better measure and communicate program outcomes and public value

### Intended Outcomes

- UC Master Food Preserver staff and volunteers have the knowledge and skills to meet local program delivery needs
- UC Master Food Preserver staff and volunteers are informed and connected to the statewide office and across UC Master Food Preserver programs in the counties

### Key Performance Indicators

- Completion of required online training by staff that oversee volunteer programs
- Staff increase skills and/or confidence in volunteer engagement
- Increase volunteer satisfaction across four categories: participation efficacy, organizational support, group integration, and empowerment
- Public participant outcome indicators (listed in Strategic Direction 1)



## GOAL 1: Improve staff competencies and volunteer engagement

Objectives	Implementation Responsibility	Deliverables
3.1A. Finalize the UC Master Food Preserver Program administrative handbook	UC MFP Director and UC MFP Coordinator	<ul style="list-style-type: none"><li>• UC Master Food Preserver Program administrative handbook</li></ul>
3.1B. Increase materials available online such as research-based resources, local class or event materials, photos and best practices to share	UC MFP Coordinator in consultation with UCCE academics, staff and other statewide program directors	<ul style="list-style-type: none"><li>• Increased resources online</li></ul>
3.1C. Organize and schedule trainings for staff and volunteers that build strengths in volunteer engagement, conflict resolution, and program development, and expertise in content, training, and integration	UC MFP Coordinator in consultation with UC MFP Director	<ul style="list-style-type: none"><li>• Trainings delivered and evaluated</li></ul>
3.1D. Complement UC ANR onboarding with UC MFP-specific coordinator guide	UC MFP Coordinator in partnership with UCCE academics and staff	<ul style="list-style-type: none"><li>• Virtual coordinator onboarding guide</li></ul>

## GOAL 2: Better measure and communicate program outcomes and public value

Objectives	Implementation Responsibility	Deliverables
3.2A. Strengthen evaluation capacity through measurement and communication	UC MFP Coordinator in partnership with UCCE academics, staff, UC MFP Director, and UC ANR Office of Program Planning and Evaluation	<ul style="list-style-type: none"><li>• Common outcome measures and data collection processes across county programs identified</li><li>• Increased development and use of impact stories and statements</li></ul>

## STRATEGIC DIRECTION 4:

### Secure new fund sources to support the program

The UC Master Food Preserver Program and the field of home food preservation have experienced a renaissance over the last 10 years. There is an opportunity to better harness this growing interest as a means to reduce reliance on UC ANR central funds. UC Master Food Preserver Program can leverage county-based partnerships and expand statewide collaborations to increase funding and access to reliable facilities. The development of a business plan will identify new fund sources through a fee-for-service model, new grant opportunities, and improved statewide and local fundraising strategies.

#### Goal

- Work towards self-sufficient statewide and local program funding

#### Intended Outcomes

- New resources are secured
- New partnerships help support the program

#### Key Performance Indicators

- Dollars from grants
- Dollars from fee for service cost recovery for both the local and statewide offices
- Dollars and in-kind contributions from partnerships and donors



## GOAL 1: Work towards self-sufficient statewide and local program funding

Objectives	Implementation Responsibility	Deliverables
4.1A. Develop fee-for-service cost recovery model to support state office and local programming	UC MFP Director in partnership with UCCE academics, staff, and Advisory Committee	<ul style="list-style-type: none"><li>Business plan, includes fee-for-service for cost recovery</li></ul>
4.1B. Identify and apply for grants	UC MFP Director working with UC ANR Proposal Development Coordinator, UCCE specialists, and UC ANR Major Gifts Officer in partnership with county directors, UCCE academics, staff, and volunteers	<ul style="list-style-type: none"><li>Grants and partners identified</li><li>Grant proposals submitted</li><li>Business plan includes increased grant funding target</li></ul>
4.1C. Create statewide partnerships for fundraising to leverage resources and expand programming	UC MFP Director and UC ANR Major Gifts Officer in partnership with county directors, UCCE academics	<ul style="list-style-type: none"><li>New partnerships developed</li><li>Business plan includes resources to be leveraged with targeted statewide partnerships</li></ul>
4.1D. State office provides support to the counties to identify local fundraising opportunities	UC MFP Director and UC ANR Major Gifts Officer in partnership with county directors, UCCE academics, staff, and volunteers	<ul style="list-style-type: none"><li>New local donors</li><li>Business plan includes resources to be leveraged through targeted local partnerships</li></ul>
4.1E. Standardized template(s) developed for counties to submit to potential funding sources—one for larger grants that might support paid coordinator and/or staff and one for smaller grants that might help with workshop/training supplies and materials	UC MFP Director and UC ANR Major Gifts Officer in partnership with county directors, UCCE academics	<ul style="list-style-type: none"><li>Templates disseminated and utilized</li></ul>



## UNIVERSITY OF CALIFORNIA Agriculture and Natural Resources

### UC Master Food Preserver Program



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