

Proposed Administrative Areas of Responsibilities

The document draws on both the CD administrative roles document as developed Sheila Barry and Katherine Soule and the APM245 document (See Appendix 1).

Themes and elements to consider in Administrative roles

- Leadership
- Administrative (policy)
- Budget and funding
- Human resources
- Advocacy and communication

Who needs to report on Administrative Responsibilities?

- County Directors
- REC Directors
- SWP/SI Directors
- Other academics who administrate programs

Scope of your administrative role

- Number and size of programs (4-H, MG, CFHL, etc.)
- Number of direct reports (academics, staff, volunteers, etc.)
- Needs of your partners (county administration, NGOs, funders, etc.)
- Challenges and opportunities in your unit

Administrative time commitment

- Use the *scope of your administrative* role to estimate your percent effort as an administrator
- Keep track of time each week performing administrative duties
 - Include travel time
- Track your time and adjust effort accordingly
- Enter your %effort as administrator on you Position Description an in your PR dossier

Administrative trajectory

- Use your themes and goals to show a progression in achievements and impacts over time

Roles and Definitions

Administrators

- Administrators oversee resources
- The administrator sets and decides the main policies of the company

- The administrator promotes the company by setting ambitious (yet achievable) goals

Managers

- Managers oversee groups of employees
- Managers need to make sure that the policies of the organization are understood and respected by all employees
- The manager works in close contact with other employees and hires new recruits, and has the duty of training new hires and of nurturing and motivating employees
- The manager makes sure that all employees understand their role and complete their tasks in an efficient manner

Leaders

- Leaders influence, motivate, and enable others to contribute toward organizational success
- Influence and inspiration is what separates leaders from managers.
- Am I a Leader? Count the number of people outside your reporting hierarchy who come to you for advice. The more that do, the more likely it is that you are perceived to be a leader.

Theme	Main elements*	What success looks like
<p>Leadership</p> <p>(includes Inspiring Innovation, Leading Change, and Professionalism)</p>	<p>Create a positive environment that supports the success of the unit team and team members - includes modeling and supporting a good team working environment. Sets goals and target outputs for shared clarity of vision.</p> <p>CD*: Provide active, ongoing support and guidance for UC ANR programs in assigned areas. Serve as Department Head or equivalent (if assigned in the County). Ensure all appointments by Board of Supervisors in assigned geographic area are effectively met.</p>	<p>Productive team – team members are productive and clear on their roles, target changes and impacts.</p> <p>Year over year progressive advances evident.</p> <p>Positive supportive partnerships established that demonstrate progress in shared goals.</p>
<p>Administrative Policy</p> <p>(Accountability and Governance)</p>	<p>Understand and ensure unit compliance with University and County policies and procedures. Ensure that unit is in compliance with UC ANR Affirmative Action guidelines and policies.</p> <p>CD: Including the administration and management of statewide programs (e.g. 4-</p>	<p>Absence of administrative issues and/or any administrative issues are managed appropriately.</p>

	H, MG, MFP, Nutrition Education, IPM, CalNat).	
Budget and funding (Resource Management and Financial Budget)	Successfully secure and responsibly manage all resources (e.g., might include County, University, and other program) in assigned geographical and/or programmatic area. CD: Participate in all aspects of departmental budget cycle, including developing required fund/budget reports. Ensure proper use and maintenance of all unit facilities, vehicles, and inventory.	Budgets developed according to agreed goals Meet goals within budget Fund raising, cost recovery and income generation etc. targets met
Human Resources (Diversity, Health and Safety, and Principles of Community)	Demonstrate concern for all staff; effectively manage all personnel, including direct supervision of advisor and staff positions, and support to any additional FTE in the unit (e.g., students, active emeritus CE advisors, and any additional academic positions working within the unit). Responsibilities may include oversight of direct reports, conducting and supporting annual evaluations/merits/promotions, sabbatical leaves, emeritus work plans, professional development planning, coaching, corrective actions, coordinating quarterly all staff meetings, providing regular communications with all unit personnel about University and County updates, and navigating both University and as needed County human resources' policies and procedures.	Positive and supportive team environment where people are productive, feel heard, feel they have a voice and feel included. An environment exists where Diversity is celebrated and embraced. Absence of HR issues and/or HR issues are managed appropriately.
Advocacy and Communication (Client Service; Collaboration and Communication)	Represent UC ANR (unit and programs) in a professional manner. Maintain positive relationships with stakeholders and clientele in assigned geographical or programmatic area. Meet with and provide responsive communications with key stakeholders (e.g., industry partners, donors, policy makers and elected officials, and others as required). CD: Increase awareness of UCCE in assigned geographical areas by disseminating information on behalf of the unit to county residents, stakeholders, clientele, and politicians.	Broad constituencies are aware of the team's work and its impact. Efforts result in increased support (e.g., in kind, advocacy, funding, etc.).

* The "CD" indicates additional roles that are typically just for a County Director.

Appendix 1. Detail from APM 245

Theme	Main elements
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<ul style="list-style-type: none"> ● Accountability and Governance. 	<p>Demonstrates execution of goals and objectives which provide opportunities for growth of the individual and supports the overall success of the strategic objectives of the organization, both locally and statewide. Adheres to University principles of transparency and openness in working with all constituents. Acts as an advocate for ANR programs and consistently represents a positive image of UCCE to the community.</p>
<ul style="list-style-type: none"> ● Collaboration and Communication. 	<p>Demonstrates a proactive approach to establishing effective relationships with key internal (local and statewide) and external constituencies; understands the diverse needs and agendas of various stakeholder groups; creates and fosters an environment that ensures collegiality and information sharing, while recognizing the need for timely decision making. Effectively communicates with line managers, academic staff and clientele. Maintains effective working relationships with Boards of Supervisors, County Administrative Officers and other support groups. Cultivates political and/or industry support for ANR. Maintains familiarity with academic programs in his/her administrative unit. Effectively communicates information on opportunities (e.g., grants, in-service training) to individuals in the unit.</p>
<ul style="list-style-type: none"> ● People Leadership. 	<p>Provides an environment of individual growth and career development, recognizing and utilizing skills of others through clear, specific and timely performance feedback; develops and retains talented staff; provides coaching and mentoring. Delegates effectively and recognizes superior performance. Administers policies fairly and consistently. Develops and maintains teamwork among academic and support staff. Takes appropriate disciplinary actions, when required. Assists individuals in the unit with interpretation and implementation of UC, ANR and County policies.</p>
<ul style="list-style-type: none"> ● Inspiring Innovation and Leading Change. 	<p>Inspire and develop opportunities for new and innovative approaches and greater contributions to research and dissemination of knowledge developed at the University. Drives organizational and/or programmatic change initiatives by helping members of his/her unit define measurable outcomes; energizes others at all levels and ensures continued commitment when facing new challenges; and collaborates with various stakeholders. Develops program priorities and direction in conjunction with members of the unit. Effectively motivates members of the unit to explore new or innovative ideas and approaches.</p>
<ul style="list-style-type: none"> ● Resource Management and Financial Budget. 	<p>Develops financial strategic goals and objectives to achieve accountability and stewardship of University, County and program resources (operational, financial and human), in a manner consistent with ANR's objectives and initiatives. Adheres to established budget and resource allocations, ensuring optimal and efficient use of all resources. Provides support to staff within resource constraints. Effectively secures, manages, equitably allocates and monitors extramural support budgets.</p>
<ul style="list-style-type: none"> ● Diversity. 	<p>Demonstrates an active and engaged commitment to diversity. Works to establish a climate that welcomes, celebrates and promotes respect for diversity of race, color, national origin, religion, sex, gender identity, pregnancy, physical or mental disability, medical condition, ancestry, marital status, age, sexual orientation, citizenship, or status as a</p>

	<p>covered veteran. Ensures equal opportunity in search and recruitment processes by ensuring diverse representation on committees. Promotes equity in advancements by describing review process for new members of the unit, and encouraging participation in career advising or mentoring programs. Provide training opportunities and timely feedback to academics and/or staff for affirmative action efforts. Demonstrates an understanding of ANR Affirmative Action policies and complies with reporting requirements.</p>
<ul style="list-style-type: none"> • Client Service. 	<p>Understands that UC ANR is a large, complex organization with many internal and external clients. Carries out UC ANR’s organizational philosophy to provide the best possible customer service in support of its mission: extension, applied research and information dissemination. Is accessible to clients. Solicits and actively uses clientele input. Recognizes clientele needs and the impacts of current and potential ANR programs.</p>
<ul style="list-style-type: none"> • Health and Safety. 	<p>Understands that safety and environmental issues are essential elements of ensuring the continued success of UC ANR and its employees. Maintains a safe, healthy and environmentally sound workplace. Provides periodic safety training, as appropriate.</p>
<ul style="list-style-type: none"> • Principles of Community. 	<p>Fosters a positive working and learning environment by maintaining a climate of collaboration, fairness, cooperation and professionalism. Practices and integrates these basic principles in all interactions.</p>
<ul style="list-style-type: none"> • Professionalism. 	<p>Maintains an effective educational and applied research program in non-administrative discipline. Keeps current in subject matter. Participates in professional societies and associations (local, state and national, as appropriate). Provides a positive image to unit members and clientele.</p>