
University of California Agriculture & Natural Resources

2025-2030 Strategic Plan

September 2025

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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, across the state, and beyond.

Goals within this plan build from accomplishments achieved through execution of previous plans. Considerable progress has been made in all 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.

Strategic Plan Goal Impact

Benefit of Goals to UC ANR

The goals that follow represent a roadmap for addressing current opportunities and challenges, and for moving UC ANR forward in achieving its vision. Staff and stakeholder feedback has strongly informed the goal portfolio. The goals were designed to support execution of the mission by:

- enhancing financial stability,
- building a strong 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 measured and reported annually for consideration by the strategic planning group.

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 objectives laid out in this strategic plan; we are equally committed to continuous improvement in our work and operations. The result is a strategic plan that progresses, adapts, and improves as we regularly ask ourselves, “now what?”

Decision Drivers

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

1. Historic mandate of land-grant institutions to use scientific solutions to address society's needs and problems
2. The UC ANR systemwide mission and vision
3. Current market conditions, political and financial realities
4. Existing and emerging California challenges as defined in [UC ANR's Strategic Vision 2040](#) document and the need for research and extension to inform and address these challenges
5. The role of UC ANR relative to the UC system
6. The role of UC ANR relative to external stakeholders
7. Input and feedback from internal and external UC ANR stakeholders regarding service needs and program delivery

The UC ANR Organization

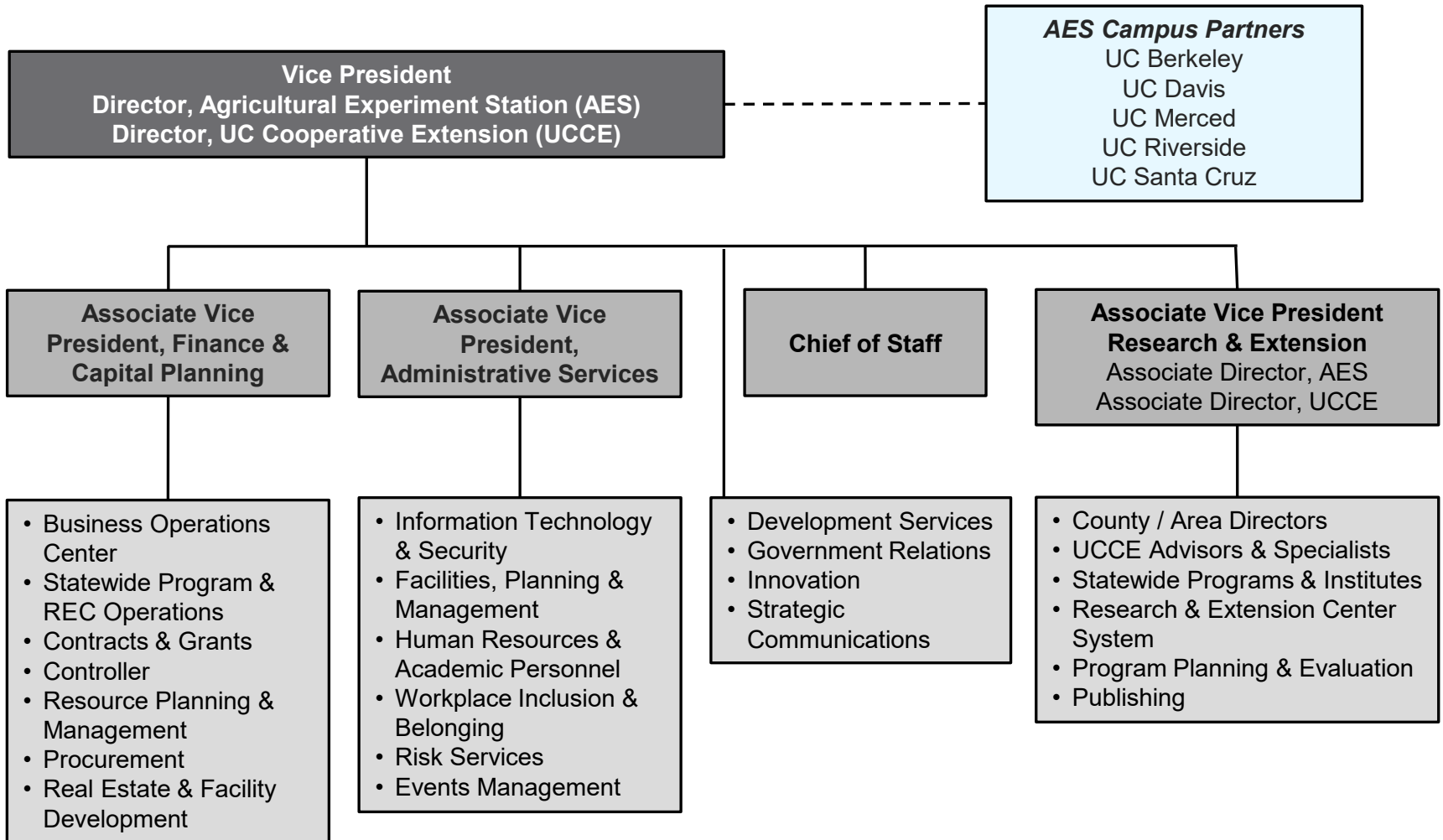
Delivering UC's Land Grant Mission

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

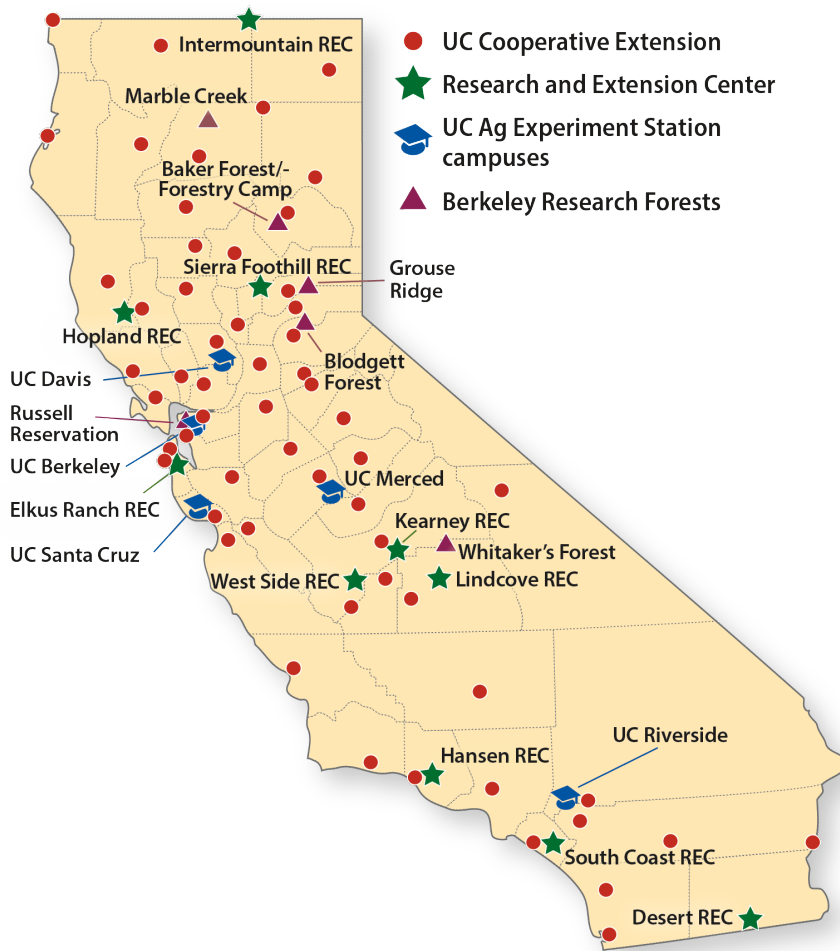
The University of California is California's land-grant institution. Shaped by the following legislative acts, UC ANR's focus on applied research and the practical extension of science-based information to every county in California is unique within the UC system.

- *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).
- *McIntire-Stennis Forestry Research Act of 1962* – authorized federal funds to land grant colleges or Agricultural Experiment Stations for the purpose of encouraging and assisting them in carrying out programs of forestry research.

UC ANR Organizational Layout



The UC ANR Network



1,400 Employees Statewide

- HQ: Davis and UC Office of the President

54 UC Cooperative Extension Offices

- Serve all 58 CA counties
- 185 Advisors conduct research & education in local communities
- 316 Community Educators deliver programs

5 Agricultural Experiment Station (AES) Campuses

- 513 AES researchers

10 Research & Extension Centers

- >13,000 acres of living laboratory

On 9 UC Campuses

- 110 campus and county-based Specialists

17 Statewide Programs and Institutes

- Over 18,000 volunteers contribute 1.35M hours of public service valued at over \$52M

UC ANR

Mission, Vision, and Core Values

UC ANR Mission

UC ANR cultivates thriving communities, sustainable agriculture, resilient ecosystems, and economic prosperity in California through development and sharing of equitable and collaborative science-based solutions that have national and global impact.



UC ANR Vision

UC ANR will be valued in every California community for meaningful engagement and making a positive impact in people's lives.

To achieve this, we will catalyze partnerships across the rural-urban continuum to make California the world's leader in agricultural production and food systems, natural resources management, ecosystem resilience, community and youth development, nutrition and health, and economic development.

Our commitment to building an inclusive and equitable society will contribute to a stronger California where all people and communities thrive. We will learn from our communities, acknowledging different ways of knowing and doing while fostering constructive dialogue and collaborative decision-making. Our workforce and clientele will reflect the diverse people of the state. We will challenge structural, procedural, and distributional inequities through all our work.

We will be a key player in developing California's resiliency and economic prosperity. Our technology innovation, incubation, and commercialization efforts will be widely known around the world. We will develop a youth and adult population of creative, science-minded, critical thinkers with the skills needed to adapt and affect change in a rapidly evolving world.

The UC ANR work environment will inspire and motivate a committed, collaborative team who are trusted partners, visionary and inclusive leaders, and primary local sources of science-based solutions. Others around the world will emulate the UC ANR model and implement its practical and sustainable solutions.

UC ANR Core Values

Accountability

We are responsive to the public and our partners. We follow through on our commitments and take ownership of our decisions and actions.

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.

Integrity

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

Mission Driven

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

Excellence

We adhere to the highest standards of research, education, and administration. We strive to be leaders in our respective disciplines and to foster a system that delivers superior outcomes through data-driven decision-making.

Community

We make a difference through local, participatory engagement that values the knowledge and contribution of our communities. Our Principles of Community set the foundation for how we interact.

Innovation

We foster an environment that supports creative and diverse thinking. We continuously seek opportunities to identify, develop, test, and implement new approaches. We accept risk taking as an opportunity to learn.

Inclusion

We value the diverse perspectives of our communities and workforce. We are intentional in developing a culture of inclusion and belonging for all.



Community Input

Stakeholder Engagement

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

- 44-member strategic framework committee
 - Academic and administrative representation
 - 2 Workgroups: Goal Owners and Public Value Workgroup
 - Planning workshops: October 2024 – July 2025
- Strategic Plan Pre-Planning Survey:
 - Distributed September 2025
 - 91 / 101 recipients; 90% response rate (ANR and AES campus leadership)
 - 3 questions:
 - What are your location/program/unit priorities for next 5 years?
 - What actions do you need from “central” UC ANR to be successful?
 - Is there anything else you’d like the framework committee to consider in their planning process?
- UC ANR Townhall with Feedback Breakout Sessions (Zoom)
 - ~360 participants
- Final Draft Feedback Survey
 - 145 internal and external recipients; 30% response rate

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 of the UC ANR goals.

1. Administrative Efficiencies

- Streamline and simplify business operations
- Improve processing speed and consistency
- Reduce number of changes
- Improve post-award grants management
- Improve procurement processes
- Improve registration & credit card system
- Staff units for optimal service

2. Human Resources

- Strengthen onboarding
- Review / reframe position call process
- Compensation – competitive & equitable
- Enhance professional development / training
- Focus on improving EDI

3. Revenue Generation

- Funds Development Assistance
- Strengthen REC, county, & program support

4. Communication, Marketing & Advocacy

- Provide cohesive and up-to-date messaging
- Market to increase program visibility
- Enhance internal communication – transparency & inclusivity

5. Program Development

- Enhance collaboration & networking
- Develop youth/student internship opportunities
- Enhance REC utilization
- Prioritize engagement with underserved communities

UC ANR 2025-2030 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 largely 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

Cultivate thriving communities, sustainable agriculture, resilient ecosystems, and economic prosperity in California through development and sharing of equitable and collaborative science-based solutions that have national and 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

Awareness & Visibility

Advance UC's mission by marshalling the institution's expertise and external partners to effectively advance public policy issues and communicate the value of UC to our stakeholders, California, and the world

UC ANR 2025 – 2030 Goal Snapshot

These fifteen 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 vision.

Strategic Objective	#	Goal Name	Owner/s	Goal Topic
Research and Extension	1	Partnerships	Hales/Marnocha	Strengthen Research and Extension Partnerships
	2	Virtual Reach	Gable/Forbes	Optimize UC ANR's Virtual Presence
	3	Policy Institute	Megaro	Establish the New UC ANR Policy Institute
	4	Prog. Capacity	Obrist	Expand Programmatic Capacity
	5	Innovation	Youtsey	Establish UC ANR Innovate Statewide Program
People	6	People Services	Brown	Enhance HR Services and Work Environment
	7	Volunteerism	Miner/Coyne	Recruit and Equip Volunteers
	8	Prof. Develop.	Jordan	Enhance Professional Development
	9	Community	Moon	Equip UC ANR to Equitably Engage Every CA Community
Financial Stability	10	Financials	Bunge	Generate Revenue and Optimize Resource Deployment
	11	Grants	Lamar/Fernandez	Improve Post Award Grants Management
Operational Excellence	12	Operations	Eftekhari/Bunge	Improve Administrative Efficiencies and Service
	13	Infrastructure	Oatman	Strengthen Infrastructure and Technology
	14	Digital Workplace	Hsieh-Wojan	Strengthen UC ANR's Digital Workplace
Awareness and Visibility	15	Awareness	Forbes/Megaro	Strengthen Awareness and Visibility

UC ANR Goal 1: Strengthen Research and Extension Partnerships

Research & Extension

Goal Owners: Hales/Marnocha

Goal: Enhance our research excellence and ability to deliver science-based solutions by expanding partnerships across the UC system and beyond by June 2030

Problem:

California is a massive and highly complex state whose communities represent the breadth of the rural to urban continuum. UC ANR delivers world-class programming developed from science-based solutions. However, UC ANR lacks the critical funding, person-power, and support across California's communities to realistically make significant differences by itself. UC ANR is better positioned to work in a transdisciplinary, collaborative manner with institutions and entities with complementary missions and expertise. Additionally, to serve the needs of all California communities, UC ANR must rely on partners inside California, across the country, and across the globe to address issues of access.

Proposed Solution:

UC ANR will identify new partners, stakeholders, and funders to support research and programmatic development and implementation. This will include core programs, and the Research and Extension Centers (RECs) spread across the state. Additionally, the UC ANR program teams will be restructured to ensure broader collaboration between campus academic personnel, other educational institutions, and other partners as appropriate.

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
4. Building connections with legislators in the crafting of science-based policies at the local, state, and federal levels

#	Key Strategies & Timeline	25-26	26-27	27-28	28-29	29-30
1a	Implement the new programmatic structure by 7/1/2025 and hire and onboard the new Vice Provost of Research and Program Integration (VPRPI) by 9/1/2025. Programmatic structural assessment ongoing (AVP).					
1b	By 2030, position the REC system as a key asset of the UC system through enhanced internal and external partnerships that result in greater engagement with existing REC users and in a 20% increase in the REC research and extension new user base. Monitor impact thereafter. (AVP, REC Directors)					
1c	Develop and roll out a strategy for coordinating UC ANR's international research and extension efforts including a broader strategy for tracking and integrating efforts of AES faculty, specialists, and advisors; strategic partnerships with other 1862, 1890, and 1994 land grant universities; and other institutions of higher education inside and outside California by 6/30/2027 (AVP and VPRPI).					
1d	By 2030, UC ANR will engage diverse partners to create a minimum of 5 new multi-campus research programs and partnerships. These partnerships will result in new positions, programs, and institutes (AVP and VPRPI).					

UC ANR Goal 1: Strengthen Research and Extension Partnerships (continued)

Goal: Enhance our research excellence and ability to deliver science-based solutions by expanding partnerships across the UC system and beyond by June 2030

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. 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 2030/31
2. Total County programming support (all sources) by year; target = 5% annual increase
3. Number of new partnerships with a partner outside of California, that brings new resources and supports Program Area-development activity; target = at least 2 by 2030
4. Number of REC projects by all users by year; target = 20% annual increase over 2024/2025 baseline of 204
5. Percent of REC Projects by external partners; target = 3% annual increase over the 2024/2025 baseline of 26

UC ANR Goal 2: Optimize UC ANR's Virtual Presence

Research & Extension

Goal Owners: Forbes / Gable

Goal: Refine digital strategies with modern technology that provides remote access to educational resources and ensures visibility and engagement by June 2030

Problem:

Over the previous 5 years, UC ANR responded to diverse clientele needs with new virtual Extension strategies. However, inconsistent access to modern software, functional web platforms, translation services, accessibility knowledge and tools, and a public-facing UC ANR branded learning management system have made gaining visibility and recognition in a crowded digital landscape challenging. To continue to meet the growing educational needs of Californians, UC ANR must move to modern, accessible tools and technologies that allow for widespread, remote, public access to our practical “how-to” information. These solutions must be available across UC ANR to personnel and volunteers.

Proposed Solution:

We will 1) stand up ANR Online to increase public-facing virtual learning opportunities, 2) create a Content Governance Council to support prioritization of web-based needs, 3) establish a public-facing digital ecosystem to engage volunteers and the public in our programming, and 4) establish and resource a team to support virtual presence initiatives.

Benefits:

1. Improved lives of all Californians through better end-user engagement with our on-demand, research-based information
2. Enhanced statewide reach of both UC ANR personnel and programs
3. Currently disparate systems will be unified on a single, smart platform facilitating multiple administrative efficiencies
4. Revenue generating opportunities through online education
5. Reduced administrative workload for UC ANR personnel and increased access to UC ANR resources for volunteers

#	Key Strategies & Timeline	25-26	26-27	27-28	28-29	29-30
2a	Increase awareness of virtual extension methods through training for all UC ANR personnel and encourage the adoption of emerging extension modalities by June 2030 (L&D)					
2b	Strategic Communications and Statewide Programs/Institutes co-develop communication and outreach plans to increase engagement and build awareness of extension opportunities by June 2028 (Strat. Comm.)					
2c	Improve communication and expand outreach to optimize engagement with all communities we serve by June 2030 (Strat. Comm., NOS, L&D)					
2d	Establish a Content Governance Council to support prioritization of web-based needs by December 2025 (Str. Cm.)					
2e	Establish a public-facing digital ecosystem that includes volunteers in an active directory, volunteer email addresses, UC ANR Online, volunteer management system, event registration/marketplace with credit card capability, and communication system by June 2029 (Aligns with Goals 7 & 14) (Programs, IT)					
2f	Hire resources to support UC ANR Online including a strategy/operations team lead (1 FTE), instructional designers (2 FTE), multi-media specialist (1 FTE), and web designer (1 FTE) in Publishing and Information Technology units by June 2030 (IT, Publishing)					

UC ANR Goal 2: Optimize UC ANR's Virtual Presence (continued)

Goal: Refine digital strategies with modern technology that provides remote access to educational resources and ensures visibility and engagement by June 2030

Assumptions:

1. ANR clientele are interested in virtual, on-demand programming.
2. ANR staff and academics embrace offering programming using distance technologies (in combination with face-to-face delivery methods).
3. ANR supervisors and the evaluation system support personnel in increasing their virtual programmatic reach.
4. UC ANR units have sufficient resources to engage in key strategy 2b and 2c.
5. A platform and resources for a public-facing digital ecosystem are identified, resourced, and deployed.
6. Revenue generated through UC ANR Online is managed and shared in a way that supports the infrastructure (UC ANR Online team, web designers) and benefits the programs/content creators.

Metrics and Targets:

1. Total number of UC ANR personnel trained in virtual extension methods; target = 500 by 2030
2. **UC ANR KPI:** Total number of centralized statewide program e-learning modules and total number of module completions, by year; target = 5% annual increase in e-learning modules created (*Baseline:* 102) and 5% annual increase in module completions through 2030 (*Baseline:* 47,859)
3. Total number of new online courses hosted through UC ANR Online; target = 40 by 2030
4. Total revenue generated through fee-based courses in UC ANR Online; target = \$500,000 by 2030
5. **UC ANR KPI:** User engagement with all virtual content; total number of ucanr.edu pageviews (*Baseline:* 8,282,334) and average session duration (*Baseline:* 70 seconds); number of YouTube video views (*Baseline:* 1,003,497); target = 10% annual increase

UC ANR Goal 3: Establish the New UC ANR Policy Institute

Research & Extension

Goal Owner: Megaro

Goal: Establish the new UC ANR Policy Institute by December 2026 that will communicate science-based research to inform current and proposed policies and regulations on agriculture, communities, ecosystems, and the economy

Problem:

Local, state, and federal policies and regulations are increasingly complex as our nation tackles issues such as climate change, health care, technology, and energy generation. Policymakers depend on experts to help shape policies; however, with scientists absent in the policymaking process, the creation of data-driven and informed policymaking decreases. This may lead to policies with impacts differently than intended or expected. Additionally, scientists are rarely trained on how to communicate with policymakers, nor do some see the connection between their work and public policy.

Proposed Solution:

The UC ANR Policy Institute (Policy Institute), housed within UC ANR, will be the one-stop shop for policymakers to find and easily access scientists and cutting-edge research on issues critical to California. The Policy Institute will connect affiliated researchers across specialty areas, serve as a resource for UC academics interested in expanding policy-relevant work and communications, and will establish a diversified policy advisory board to help identify priority research areas, grant opportunities, and partnerships. The Policy Institute will also conduct original research and real-time economic analyses to remain relevant and responsive to timely, critical issues. Three 0.25 FTE Associate Directors will coordinate the three issue areas identified in the Strategic Vision 2040 (agriculture, natural resources, communities) and an Academic Coordinator will be hired to secure and manage grants, coordinate research, and assist in the development of the Policy Institute.

Benefits:

1. Increased science-to-policy communication between academics and policymakers that will allow for informed, data-driven policies and regulations throughout California and the nation.
2. Increased awareness and visibility of UC ANR as the trusted source of data-driven information for policies relating to agriculture, ecosystems, natural resources, and communities in California.
3. Increased number of academics interested in and participating in science-to-policy communications and engagements.

#	Key Strategies & Timeline	25-26	26-27	27-28	28-29	29-30
3a	Identify Interim Director, 3 Associate Directors, and have the new Academic Coordinator position out for recruitment, by June 2025					
3b	Develop mission, vision, framework, key activities, work plans, business plan, budget, and metrics, by June 2025; include feedback from various stakeholders (see 3c and 3d).					
3c	Identify membership and build a diverse Advisory Board by December 2025 (may link to Goal 15)					
3d	Identify current resources and academics at UC ANR who already engage in science-to-policy activities; gather input for how the Policy Institute could further those efforts by December 2025					
3e	Recruit 30 existing academics to join the Policy Institute as “affiliated academics,” by December 2025 (may link to Goal 15)					
3f	Secure funding to sustain Policy Institute operations by June 2028 and ongoing					

UC ANR Goal 3: Establish the New UC ANR Policy Institute (continued)

Goal: Establish the new UC ANR Policy Institute by December 2026 that will communicate science-based research to inform current and proposed policies and regulations on agriculture, communities, ecosystems, and the economy

Assumptions:

1. Ability to secure Interim Director and other staff as identified; successful first-round recruitments; no vacant positions by December 2025
2. Start-up funding for the Policy Institute provided by UC ANR for three years
3. UC ANR supervisors and performance evaluation systems support academics increasing science-to-policy activities.

Metrics and Targets:

1. Number of policy engagements/requests; target = 20 in 2025 with ongoing 5% annual increase from 2025 baseline of 20
2. Number of academics interested in and participating in science-to-policy communications and engagements; target = 5% increase from 2024 baseline of 30

UC ANR Goal 4: Expand Programmatic Capacity

Research & Extension

Goal Owner: Obrist

Goal: Maintain UC ANR's programmatic footprint and expand opportunities and resources for programmatic (extension and research) personnel to optimize mission delivery by June 2030

Problem: The most critical asset for UC ANR's impacts is our programmatic and academic footprint across the state and programs. The delivery of UC ANR's mission also depends on the programmatic capacity of academics and staff, including their competence, career preparedness, extension and research skills, and access to key resources. Increased commitment and investment to support program development and deployment are needed to ensure long-term programmatic success and impacts, with a focus on early career support for many of the new programmatic employees hired since 2022 (>400 new programmatic hires).

Proposed Solution: UC ANR aims to maintain a strong programmatic footprint, increase programmatic opportunities, and provide critical resources to support research and extension activities. Equally important is the development of new career pathways within the organization to promote and hire employees within UC ANR with existing programmatic (research and extension) skills. We will collaborate with campus partners to enhance students' educational experiences and explore careers at UC ANR, including through student internships and through outreach on campuses. We will continue to invest in support to enhance the delivery of programs (e.g., start-up funds, opportunity grants, internship programs, travel, and funding for equipment / equipment repairs). This is a highly interlinked goal in partnership with UC ANR units, including HR/Academic HR, PP&E, RPM, Director of County CE, REC Director, and the Vice Provost for Research and Program Integration. Please note that strategies for Learning and Development and employee satisfaction and retention are addressed in Goals 6 and 8.

Benefits:

1. Growth of programmatic footprint, expertise, and resources to address California challenges.
2. Increased recruitment from within (UC and UC ANR) with existing programmatic expertise, thereby creating more sustainable career tracks/pathways (e.g., for Community Education Specialists and academic titles (e.g., Academic Coordinators)
3. Meet future employees' educational and experience requirements and learn about careers in extension by engaging with our university partners (UC and CSU campuses).

#	Key Strategies & Timeline	25-26	26-27	27-28	28-29	29-30
4a	Maintain and grow UC ANR's programmatic footprint across California and the diversity of academic and staff employees to serve and meet the needs of California communities (ongoing)					
4b	Strengthen programmatic resources, including start-up funds, travel funds, opportunity grants, and instructional content development support, and extend salary savings for equipment use and repairs to 5 years, by 2030 (align with Goal 10)					
4c	Expand internship program and student engagement opportunities and support process for more efficient hiring of temporary field assistance by June 2028 (align with Goal 6)					
4d	Provide programmatic and academic career opportunities for Community Education Specialists and other academic titles by June 2027 (align with Goal 6)					
4e	Expand opportunities to nominate programmatic staff and academics for recognition in their fields by 2030 (align w/ Goal 6)					
4f	Work with primary workforce generators to meet future employees' educational and experience requirements and to inform them about careers in extension, by engaging with our university partners (UC & CSU) (ongoing) (align w/ Goal 1)					

UC ANR Goal 4: Expand Programmatic Capacity (continued)

Goal: Maintain UC ANR's programmatic footprint and expand opportunities and resources for programmatic (extension and research) personnel to optimize mission delivery by June 2030

Assumptions:

1. Continued commitment to UC ANR's programmatic footprint, resources, and financial support for academics and programmatic staff
2. Strengthened collaboration with other key ANR units to pursue the goal (County CE, PP&E, RPM, HR/Academic HR, Directors County CE, RECs, and Vice Provost for Research and Program Integration).

Metrics and Targets:

1. **UC ANR KPI:** Programmatic footprint across the State, within UCCE offices, and within SWP/Is; i.e., number of academic and programmatic staff employees; target = maintain 2025 levels through 2030.
2. Number of combined internal recruitments and recruitments from UC and CSU campuses; by year, target 25% increase from 2025 (baseline TBD) by 2030
3. Number of UC ANR programmatic personnel nominated for awards and recognitions by year; target = 100% increase from 2025 (baseline TBD) by 2030
4. Investment in programmatic support mechanisms by year. This includes:
 - Start-up funding per year; target = 100% increase from 2024 baseline of 10K
 - Opportunity grants, by year; target = min. \$100K/year;
 - Internship programs, by year; target = increase of 10 interns/year
 - Field and temporary assistant/intern hires = increase of 20%/year from 2024 baseline
 - Extend salary savings specifically for equipment and repairs, from 2 to 5 years by 2027 (no costs)
 - Funding for new awards and recognition; target = +20K by 2030
 - Travel support program for academics and CES = +50K by 2030

UC ANR Goal 5: Establish UC ANR Innovate Statewide Program

Research & Extension

Goal Owner: Youtsey

Goal: By December 2027, expand UC ANR Innovate as a Statewide Program that integrates innovation entrepreneurship, and commercialization into all UC ANR program areas.

Problem:

UC ANR's innovation program, formerly The VINE, lacks a dedicated function to translate research into commercial solutions across food, agriculture, and natural resources. Despite strong growth, the Office of Innovation remains outside the Statewide Program structure, limiting integration with research, impact reporting, and sustainability. Without a clear commercialization pathway, promising research can stall, industry engagement is inconsistent, and California risks falling behind in high-tech transformation. A more integrated approach is needed to build a culture of innovation, improve tech transfer, and strengthen collaboration with industry and other Statewide Programs.

Proposed Solution:

Establish UC ANR Innovate as a Statewide Program integrating innovation, entrepreneurship, and commercialization across all UC ANR program areas of food, agriculture, natural resources, and community health. Create a dedicated innovation transfer service to advance equitable commercialization, industry partnerships, and research translation, aligned with other Statewide Programs. UC ANR Innovate will provide structured support, including The Plant, a place-based innovation center, to speed research-to-market transitions. Equity will be embedded through targeted engagement of underserved groups, small farms, and diverse entrepreneurs. By fostering a culture of innovation, UC ANR Innovate will strengthen partnerships, expand access, and position UC ANR as a leader in delivering solutions with economic, environmental, and community benefits.

Benefits:

1. Financial Stability – Diversified revenue from commercialization, startup incubation, and industry partnerships
2. Research & Extension – More academics engaging in market-driven innovation, increasing translation and impact
3. Visibility & Leadership – UC ANR positioned as a national leader in public-private agrifood innovation and entrepreneurship

#	Key Strategies & Timeline	25-26	26-27	27-28	28-29	29-30
5a	Develop a business plan, secure funding, recruit key personnel, and implement governance and outreach strategies by Nov 2025					
5b	Formalize partnerships, agreements, and standard operating procedures to deliver all programming by June 2026					
5c	Secure significant operating budget offset through grants, industry partnerships, and philanthropic funding (ongoing)					
5d	Offer statewide innovation transfer services, including IP management, as part of UC ANR Innovate by Dec 2027 (aligns w/ goal 10)					
5e	Launch <i>The Plant Food and Agriculture Innovation Center</i> for place-based commercialization by Dec 2030					

UC ANR Goal 5: Establish UC ANR Innovate Statewide Program (continued)

Goal: By December 2027, expand UC ANR Innovate as a Statewide Program to foster a culture of entrepreneurship, advancing innovation, internal partnerships, and research-to-industry collaborations through expanded services and programming

Assumptions:

1. Business plan approved, funding secured, and team identified and recruited to do the work by Nov 2025
2. All necessary contract templates, agreements, and standard operating procedures are in place by June 2026
3. There are willing partners both internally and externally ready to fund, support, and participate in programs by Dec 2026
4. UC ANR is successful in securing structured innovation transfer office and appropriate delegations by UCOP and MOUs with campuses by Dec 2027
5. *The Plant* has secured necessary UC/external approvals and identified funding for the initial build and operations by Dec 2026

Metrics and Targets:

1. Amount of direct and in-kind support raised to support UC ANR Innovate operating budget; target = \$1M/year
2. Number of industry collaborations, pilot projects, or tech demos annually; target = 10+ industry collaborations and/or pilot projects by 2026, increasing to 25 annually by 2027
3. Number of research-driven commercializations, by year; target = 5+ by 2026, 10 annually by 2027, measured through disclosures, feasibility studies, or market assessments
4. Number of policy, market, or thought leadership reports per year; target = 3 or more annually by 2027
5. Amount of operational funding to support The Plant; target = fully self-sustaining by launch (2030)

UC ANR Goal 6: Enhance HR Services and Work Environment

People

Goal Owner: Brown

Goal: Put people first by enhancing HR services and the overall work environment to better support the employee experience, well-being and engagement, fostering a more effective and connected workforce by 2030

Problem:

UC ANR has experienced significant organizational change due to new state and grant-funded initiatives, leading to a more dynamic workforce. These structural changes have placed added pressure on HR operations and employees across the organization. The average HR Partner caseload has increased by approximately 40%, double the national average (source: [Gartner](#)). By integrating improvements in both HR operations and broader people services including the employee experience, and work environment, this goal addresses the rising complexity caused by evolving policies and regulations, while also reducing administrative burdens in recruitment, onboarding, and HRIS processes. This has impacted not only HR capacity but also the employee experience organization-wide. This goal aims to strengthen support for all UC ANR employees through targeted improvements in HR systems, the work environment, and initiatives focused on satisfaction, growth, and engagement.

Proposed Solution:

In order to address these challenges, we must evaluate process efficiencies across HR, leveraging technology as appropriate, to streamline recruitment, onboarding, employee classification & compensation strategies. We also need to foster career pathways and support retention and employee satisfaction. Additionally, we need to better collaborate across programmatic areas to provide clear, equitable and transparent advancement opportunities.

Benefits:

1. Stronger alignment between staffing strategies and organizational priorities
2. Clearer career pathways and increased employee retention
3. Faster, more efficient hiring and onboarding processes
4. Greater employee satisfaction and long-term success

#	Key Strategies & Timeline	25-26	26-27	27-28	28-29	29-30
6a	Conduct full HR organizational review by December 2025. Implement appropriate organizational changes by 2026					
6b	Evaluate, strategize and improve processes and workflows across People Services (including recruitment, classification, compensation and HR systems), leveraging resources and AI technologies starting in 2024 and ongoing					
6c	Improve and implement evaluation and data collection techniques to better evaluate turnover and employee career progression by June 2026 (Aligns with Goal 4)					
6d	Update and implement an organizational compensation philosophy including recognition and rewards, and the strategic and equitable use of appropriate classifications to build transparent career pathways by December 2027 (Aligns with Goals 4 & 8)					
6e	Continue to evaluate the work environment through the ANR@Work Survey and build action plans around improvements; Ongoing (Aligns with Goal 7 and 9)					

UC ANR Goal 6: Enhance HR Services and Work Environment (continued)

Goal: Enhance people services and the work environment to align with organizational goals, and support a more efficient, engaged, and skilled workforce by 2030

Assumptions:

1. Technologies including AI meet UC policy and legal requirements prior to implementation
2. UC systemwide tools, such as UCPath, support collection of the necessary data
3. HR and IT have the appropriate human and financial resources available to support implementation of new strategies
4. Budget availability to purchase tools and support ongoing maintenance

Metrics and Targets:

1. **UC ANR KPI:** ANR@Work Survey Overall Net Promoter Score (employee satisfaction/engagement), by year; target = increase to 75 by 2030
2. **UC ANR KPI:** Overall voluntary turnover rate of staff and academic positions, by calendar year; target = parity with similar industries by June 2030
3. Total number of position changes, including internal promotions/reclassifications, by year; target = increased 10% total by 2027 (build baseline in 2025)
4. Total number of applicants for open recruitments; target = 10% increase total by 2027 (build baseline in 2025)

UC ANR Goal 7: Recruit and Equip Volunteers

People

Goal Owners: Miner / Coyne

Goal: Grow and strategically integrate UC ANR volunteers across California to strengthen program delivery by 2030

Problem

Volunteers with UCANR Statewide Programs including the UC 4-H Youth Development Program (YDP), Master Gardener (MG), and Master Food Preserver (MFP) represent the largest personnel footprint of UC ANR (at over 18,000 individuals) and make millions of face-to-face contact with Californians each year. However, this vital outreach and public education community has limited access to UC ANR tools and resources. Additionally, while UCANR volunteers add public value, volunteerism has profound and lasting benefits for volunteers themselves. Because our current volunteer population does not align across all California communities, these personal benefits are not equitably distributed.

Proposed Solution

Growth, diversification, and strategic integration (or resourcing) of the UC ANR volunteer community will strengthen community-university relationships, improve the visibility of UC ANR in the public, and enhance program delivery across the division. Through the UC ANR Academic Coordinators for Volunteer Engagement, we will improve UC ANR's organizational and staff readiness to recruit and provide the right-sized resources to a diverse volunteer community. Organizational readiness interventions include the adoption and integration of a universal volunteer management system that will meet the needs of users (volunteers) and administrators (staff), development of an ongoing product success strategy for this new universal volunteer management system (including funding for a person or a contract to manage the tool/updates/etc.) as well as the development of innovative volunteer roles that will attract and retain people from communities who have not traditionally been engaged in extension activities. Staff readiness interventions include professional development offerings around strategic planning in volunteer identification, selection, and utilization as well as development/dissemination of resources to support community outreach and program planning.

Benefits

1. Volunteers have opportunities to engage in UC ANR programs that are the right fit for their time, talent, and personal finances that meet the Extension mission
2. Improved volunteer satisfaction through improved efficiencies
3. Staff and academics gain skills and confidence in evidence-based volunteer engagement practices
4. Reduced administrative burden on Community Education Specialists who oversee volunteers so they can focus on education and relationship-building
5. CES and statewide offices are supported in program and volunteer oversight, impact reporting, and virtual extension activities

#	Key Strategies & Timeline	25-26	26-27	27-28	28-29	29-30
7a	By June 30, 2027, inventory program outreach resources related to volunteerism (individual letter, mass media, informational presentation) and develop needed resources to support compliance with All Reasonable Effort (ARE) and advancement toward parity					
7b	By July 1, 2027, operationalize a universal volunteer management system (aligns w/ 2e)					
7c	By July 1, 2028, pilot opportunities for multiple levels of entry and innovative volunteer role types beyond SWP traditional volunteer offerings, and by July 2030 evaluate, ramp up and stabilize opportunities through SWPs, RECs, and other programs					
7d	By July 2030, improve recruitment of volunteers through professional development offerings for staff and academics leading in volunteer engagement efforts (aligns w/ 6, 8)					

UC ANR Goal 7: Recruit and Equip Volunteers (continued)

Goal: Grow and strategically integrate UC ANR volunteers across California to strengthen program delivery by 2030

Assumptions:

1. Goals 2 (Virtual Reach) and 14 (Digital Identity) are fully funded and executed, leading to the identification of and ongoing management support for a universal volunteer management system (See 2E, 14D)
2. Funding is allocated to support this goal.
3. Universal volunteer management system allows for multiple volunteer role types.
4. Universal volunteer management system collects, anonymizes, and stores volunteer and contact demographic information.
5. Personnel can decrease administrative burden to allow focus on strengthening volunteer program delivery across the division.

Metrics and Targets:

1. **UC ANR KPI:** Volunteer satisfaction survey score (out of 7 points), measured every other year; target: sustained at greater than 4.5 out of 7 through July 2030
2. Belonging and intent-to-remain:
 1. Percent of staff who report (in focus groups) an increase in use of techniques that support belonging and inclusion of early career volunteers and volunteers from out-of-parity groups; target = 50% increase from baseline by 2030 (baseline data to be collected in spring 2026)
 2. Volunteer belonging and intent-to-remain survey scores; target = increase 5% by July 2030 from baseline data to be collected in summer 2026
3. Number of volunteers; target = increase by 5% by July 2030 in the overall number of volunteers from the 2025 baseline of 18,424 and by July 2030 improve advancing toward parity by 5% at the statewide and local levels from 2025 baselines by July 2030.

UC ANR Goal 8: Enhance Professional Development

People

Goal Owner: Jordan

Goal: Build and foster a culture of continuous learning, leadership, and career development by building transparent career pathways and providing innovative learning opportunities for staff and academic employees by 2030

Problem:

As hiring increases and recruitment has become a priority, the learning and development (L&D) function struggles to meet the growing demand for professional development. Currently, the L&D team consists of just one person, and the systems in place are outdated and not tailored to the needs of UC ANR. The strategic plan pre-survey identified several key areas where the organization is facing challenges in skills development, such as leadership, supervisory training, change management, and conflict management. These are critical areas that can significantly impact productivity and morale. The 2023 ANR@Work survey score for “Appropriate Training” is in the “good” range, highlighting an opportunity for improvement to reach “excellence”.

Proposed Solution:

Provide organizational support for career growth for academic and staff employees by providing resources, onboarding and mentorship, and transparent pathways that enable professional success. Expand the L&D unit and build improvements in the Learning Management System and workgroups. We must foster career pathways and expand workforce development opportunities and improvements.

Benefits:

1. Transparent leadership development opportunities, career paths and reduced turnover
2. Improved employee efficacy, performance management and leadership skills
3. Streamlined online learning opportunities reaching a wider audience

#	Key Strategies & Timeline	25-26	26-27	27-28	28-29	29-30
8a	Build career development strategies for staff and academic employees and expand leadership training and mentorship opportunities by December 2028					
8b	Expand professional development capacity by developing a L&D needs assessment and implementing a streamlined communications strategy by June 2027 (align with Goals 4, 6 and 9)					
8c	Build career pipelines for UC ANR employees, beginning with moving from Community Education Specialist to Academic title by June 2028 (VPAP, HR)					
8d	Build capacity to the Learning and Development unit, by prioritizing goals, expanding the team, and leveraging a UC ANR module in the systemwide Learning Management System (LMS) by December 2026					
8e	Expand in-person and ongoing academic programmatic orientation by June 2026 (VPAP, HR)					

UC ANR Goal 8: Enhance Professional Development (continued)

Goal: Build and foster a culture of continuous learning, leadership and career development by building transparent career pathways and providing innovative learning opportunities, by 2030

Assumptions:

1. UC tool owners such as LMS and UCPath engage with UC ANR during the development and implementation of improvements.
2. Timing for action items are aligned with the hire of a new L&D Manager and LMS Administrator.
3. Consensus and appropriate prioritization among leadership and L&D Committee members
4. Budget availability to support L&D Staff and Systems

Metrics and Targets:

1. Total number of position changes, including internal promotions/reclassifications, by year; target = 10% total increase by 2027 (build baseline in 2025) (shared with Goal 6)
2. Overall voluntary turnover rate of staff and academic positions, by calendar year; target = parity with similar industries by June 2030 (shared with Goal 6)
3. Number of new hires attending orientations, onboarding, mentorship events; target: = 80% of new hires starting 2025 and ongoing
4. Percent of participants indicating an event has met their needs through post-event evaluations; target = 80%

UC ANR Goal 9: Equip UC ANR to Equitably Engage Every CA Community

People

Goal Owner: Moon

Goal: Prioritize and integrate strategies throughout the organization to support policies, programs and partnerships that enable UC ANR to equitably serve every California community by 2030

Problem:

The people of California have diverse backgrounds and experiences, varied historical connections to the land, and distinct needs. Across our organization, we have opportunities to expand and better align our reach within every California community, particularly focusing on those who are currently underserved and/or underrepresented in our work and programming. Internally, we also have significant findings from the ANR@work survey that highlight specific demographic groups experiencing the impacts of harassment and bias, and the disconnect of words, programs and policies with actions.

Proposed Solution:

Since UC ANR's mission success requires intentional work to support every member within our California communities, our workforce must possess the historical knowledge, cultural agility, and communication competence to meet the needs of the communities in which we work. Accountability and responsibility for creating intentional spaces where we value teamwork, unity of purpose, and respecting the value of every team member's contribution are the responsibility of each member (personnel and volunteers) in our organization. The development of aligned actions, decisions, policies, and norms with an emphasis on growing a connected community will be fostered by knowledge/skill-building training and by hosting bi-annual focus groups to elicit input that will be analyzed to assess priorities and facilitate data-driven decisions and actions.

Benefits:

1. Enhanced ability to serve every Californian community & build stronger partnerships across California
2. Strengthened accountability and data-driven decision-making
3. Enhanced employee engagement to enhance a culture of connection and innovation & Increase in employee morale, retention and growth

#	Key Strategies & Timeline	25-26	26-27	27-28	28-29	29-30
9a	Facilitate biannual focus groups of employees to identify causes of employee experience <i>(as noted in the ANR@worksurvey)</i> and utilize information to inform a strategic and accountable action plan, including training and accountability metrics by June 2026 to be delivered starting July 2026 and ongoing. (aligns w/ Goal 6)					
9b	Formalize and establish regional community advisory boards – focusing initially on the UC ANR Native American Advisory Council by Spring 2026 to enhance stronger partnerships and cultural learning to support diverse communities in California					
9c	Implement the operationalization of the Principles of Community with specific yearly actions for all units/counties/RECs across UC ANR by June 2028 and embed them across the organization and incorporate into staff and academic performance evaluations by June 2029 (WIB Unit, ELR & HR, AD/CDs, Academic and Staff Assembly)					
9d	Establish an annual workshop series focused on developing the skills to implement community responsive engagement tools and protocols to support diverse CA communities by June 2028 (WIB, L&D, Publications, IT, HR) (Aligns with Goals 4 and 8)					
9e	Increase and expand the impact of Affinity and Employee Resource Groups through enhanced understanding of current and future experiences for leaders/members, elevating infrastructure and best practices, and organizational engagement on key priorities year over year through June 2030					

UC ANR Goal 9: Equip UC ANR to Equitably Engage Every CA Community (continued)

Goal: Prioritize and integrate strategies throughout the organization to support policies, programs and increased partnerships that enable UC ANR to equitably serve every California community by 2030.

Assumptions:

- 1. ANR has the resources and support to implement structural changes informed by employee focus groups and developed metrics.
- 2. ANR community will actively and intentionally engage in implementing the Principles of Community to cultivate a stronger community and partnerships.
- 3. The Native American Advisory Council members have the means to commit to the establishment of the council and ANR leadership has the resources to support its growth.

Metrics and Targets:

- 1. Percent increase of ANR@Work survey respondents from underrepresented survey demographics; target = 5% annual increase each year, setting baseline from 2024
- 2. Percent of respondents from underrepresented survey demographics who report feeling a sense of belonging on ANR@work survey; target = 20% increase by 2028 from 2024 baseline
- 3. Number of Tribal contacts in each county, collaboration agreements, MOUs, and/or increased co-hosted programs/events by year; target = 15% increase by 2030 from 2025 baseline
- 4. Percent of units/RECs/Counties that establish a Principles of Community yearly action plan; target = 20% per year with 100% by June 2030
- 5. Total membership in all Employee Affinity Groups and Employee Resource Groups combined; target = increase by 25% from 2025 baseline by June 2030

UC ANR Goal 10: Generate Revenue & Optimize Resource Deployment

Financial Stability

Owner: Bunge

Goal: Continuously strengthen UC ANR's fiscal health by increasing self-generated revenue sources and optimizing resource deployment through June 2030

Problem:

UC ANR's historical reliance on state and federal funding for over 50% of its revenue places the organization at fiscal risk due to the volatility of the funding. Efforts to increase self-generated revenue over the past five years have been impactful for UC ANR. Continuing to refine and implement additional strategies is essential to further growing and stabilizing our funding streams. The need is to develop alternative funding sources and apply strategic resource management to maximize returns on financial resources.

Proposed Solution:

UC ANR will develop various strategies to diversify revenue streams, optimize resource deployment, and implement adaptive financial management practices. This approach includes developing competitive grant strategies, expanding cost recovery services, pursuing intellectual property revenue, and optimizing returns on capital assets.

Benefits:

1. Enhanced fiscal health and organizational resilience
2. Reduced dependency on state and federal funding sources
3. Increased financial flexibility to meet organizational needs

#	Key Strategies and Timeline	25-26	26-27	27-28	28-29	29-30
10a	Identify opportunities to increase cost recovery revenue by 2% annually starting in June 2025 (e.g., potential increased fee income and increased recharge revenue from Research and Extension Centers, Facilities Planning and Management, and other support operations). Extend a contract Project Policy Analyst 3 position to support recharge operations within the REC system.					
10b	Ensure that partnerships and awarded grants are properly structured and allocated appropriately to UC ANR, aiming for a 5% annual increase in contract and grant funds starting in June 2025. (managed by Contracts and Grants; aligns with Goal 1)					
10c	Increase contract and grant spending 8% annually starting in June 2025 to ensure effective deployment of resources (aligns with Goal 6 & 11)					
10d	Establish UC ANR bank account by May 2026 and establish UC ANR post award and contract and grants accounting by December 2026. (aligns with goal 11)					
10e	Build capacity for intellectual property (IP) management to support innovation and commercialization (ongoing) (align w/ Goal 5)					
10f	Increase UC ANR's donor base (with support from the UC ANR Foundation & 4-H Foundation) resulting in an increase in gifts revenue by 5% annually starting in June 2025. (Development Services)					
10g	Collaborate with the REC System and the Real Estate and Facilities Development office to optimize financial returns from capital assets (e.g., land leases, etc.) (ongoing) (aligns with goal 13)					
10h	Enhance the symbiotic relationship between UC ANR and campuses by increasing the utilization of contracts and grants through Multi-Campus Agreements (MCAs), increasing MCAs awards by 5% annually starting June 2025. (aligns with goal 1)					
10i	Develop clear guidance on revenue-generating activities, including unrelated business income by July 2026.					

UC ANR Goal 10 Generate Revenue & Optimize Resource Deployment (continued)

Goal: Continuously strengthen UC ANR's fiscal health by increasing self-generated revenue sources and optimizing resource deployment through June 2030

Assumptions:

1. Consensus of UC ANR academics and staff to utilize contracts, grants, and other revenue to support research activities
2. UC ANR is successful in developing and leveraging partnerships with UC campuses, industry, and state/local agencies
3. UC ANR is successful in developing and monetizing IP from its researchers
4. UC ANR continues to grow its academic footprint
5. UC ANR is successful in securing funding to support the capital plan

Metrics and Targets:

1. **UC ANR KPI:** Total self-generated revenue*, by year; target = aggregated \$45M increase from June 2025 baseline to June 2030
2. **UC ANR KPI:** Percent of total funds that are self-generated revenue*, by year; target = 50% of total funds by June 2030
3. Days of COH (cash on hand) to cover daily expenses, by year; target = 180 days by June 2030

Additional Information:

*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 2024-25)

UC ANR Goal 11: Improve Post-Award Grant Management

Financial Stability

Goal Owners: Lamar/Fernandez

Goal: By June 2027, improve UC ANR's grant management efficiency by employing best practices in post-award administration

Problem:

Grant funding has steadily increased at ANR over the last 5 years ranging from \$49 million in FY 20 to \$61 million in FY 24 (24% increase) while business processes and growth have not caught up. To improve post-awards grant management, the organization needs to review work-flow and address inefficiencies related to post-award process timelines, e.g., monthly ledger review, streamline recruitments, manage invoices and financial reports proactively, budget for support (large grants), and fast-track purchasing. Implementing specialized training and professional development in research administration will be key. We need to ensure UC ANR's continued grant funding and reputation for being able to deliver on defined objectives.

Proposed Solution:

We propose to establish a post award team (i.e., 5 regional research administrators, a supervisor, a trainer and a project manager) to infuse more hands-on grant administration support for the various UCCE Cooperative Extension regions. During the discovery and process improvement phase, determine which positions from existing teams (BOC/SWPR) can be incorporated into this post awards grant management team to service all ANR. All positions will be trained to ensure they have the right skill-set and a detailed understanding of the nature of their clients' work and needs. The positions should be funded from central funds, the administrative portion of our Negotiated Indirect Cost Rate Agreement and directly charging administrative costs in large grants.

Benefits:

1. With this post award team in place, PI's will be able to focus on their research programs, thereby allowing more time to generate more grant funding
2. Deliverables will be completed in the allotted time and will show the ability of ANR to successfully administer awards. These efficiencies will prove UC ANR as better stewards of sponsored funding, therefore making us more competitive for future awards
3. Increased staff and academic morale and retention (less turnover)

#	Key Strategies & Timeline	25-26	26-27	27-28	28-29	29-30
11a	Review work-flow, address inefficiencies, and enhance training in post award by June 2026; look for opportunities for improvement in overall processes starting now and ongoing (BOC, SWPR, HR)					
11b	Secure funding and develop a Post Award Team (possibly within a shared service center) to address service gaps and provide more specialized administrative and fiscal support by June 2027 (BOC/SWPR) (Align with Goal 12)					
11c	Create and implement a research administration training program to develop current and new staff in post award management by June 2027					

UC ANR Goal 11: Improve Post-Award Grant Management (continued)

Goal: By June 2027, improve UC ANR's grant management efficiency by employing best practices in post-award administration

Assumptions:

1. UC Davis Contracts and Grants Accounting (CGA) will offer better visibility into the status and progress of new award set-up and related transactions including unbilled invoices in a timely manner.
2. Identify current bottlenecks in grant-related hiring process and fast track/prioritize grant funded positions
3. The steady growth in contracts and grants will contribute funding towards this initiative (provided the current federal climate improves).
4. Successful recruitment of new positions given hiring challenges (candidate pool)
5. To streamline operations, this new Post Award team will work collaboratively with OCG, HR, and Purchasing for a seamless transition.

Metrics and Targets:

1. The amount of time to set-up account, hire personnel outlined in grant and timely invoicing; target = Seven to ten business days to set up an account and reduced time to hire personnel (from 2024 baseline)
2. Funds returned to sponsor; target = 0% by June 2028
3. Customer service survey results annually; target = annual improvement on overall scores

UC ANR Goal 12: Improve Administrative Efficiencies and Service

Operational Excellence

Goal Owners: Eftekhari/Bunge

Goal: Improve administrative efficiencies and services by streamlining processes, modernizing business systems, and restructuring administrative services by June 2030

Problem:

Outdated systems and processes are limiting efficiency and service quality, while new regulations add complexity to business operations. Data gaps hinder reporting and decision-making, and procurement challenges impact operational efficiency and increase costs. Customer service survey scores have declined across most central service departments since 2023. UC ANR has identified several opportunities to enhance operational effectiveness and service delivery by considering alternative organizational structures, modernizing systems, streamlining processes, and improving customer service.

Proposed Solution:

UC ANR will: 1) Streamline and improve processes to address business requirements, 2) Improve customer service standards across central administrative support units; 3) maximize the efficiency and utilization of Oracle-Aggie Enterprise to fully realize its benefits.

Benefits:

1. Improved administrative efficiency
2. Greater transparency, accountability, and resource management
3. Reduction in administrative and operations costs which can be redirected to program priorities
4. Accessible and robust data to support management decisions
5. Updated technology to enhance future service delivery model in extension and business processes

#	Key Strategies and Timeline	25-26	26-27	27-28	28-29	29-30
12a	Conduct organizational reviews of key central service units and functions (Human Resources, Business Operations Center, Statewide Programs & REC Operations, Procurement, Facilities Planning & Management, and all customized contracted business services) to identify barriers and opportunities for enhanced operational efficiency and effectiveness by June 2026 and implement strategies for improvement by June 2027 (align with goals 6 & 11)					
12b	Invest in technology and integrated systems to streamline workflows, automate processes, and improve financial and data management, leading to faster decision-making, improved reporting and communication, and more effective use of resources by June 2028 (align with goals 2 and 14)					
12c	Establish a procurement office to centralize purchasing, streamline purchasing processes (procure to pay), and reduce costs, enabling better control, transparency, customer service, and compliance with organizational objectives by June 2027					
12d	Partner with county offices, administrative units, the Controller's office and programs, to develop Standard Operating Procedures (SOP) manuals to ensure clear, accessible policies and protocols for both new and existing employees by June 2027					

UC ANR Goal 12: Improve Administrative Efficiencies and Service (continued)

Goal: Improve administrative efficiencies and services by streamlining processes, modernizing business systems, and restructuring administrative services by June 2030

Assumptions:

1. UC ANR personnel are willing to provide feedback on the UC ANR Customer Satisfaction Survey
2. BOC, SWPR, RPM, Procurement, Contracts & Grants, and HR collaborate to streamline processes
3. Alternative funding sources can be identified and secured to support infrastructure and technology modernization efforts
4. Regulations will not prevent us from tailoring customized business services to meet customer requirements

Metrics and Targets (KPIs noted)

1. **UC ANR KPI:** Customer service satisfaction survey score, by year; target = maintain a minimum overall score of 3.6 (Good) and improve UC ANR's ranking across the UC system to the top two quartiles by June 2030.
2. Customer service satisfaction survey score, by administrative unit by year; target = improve each unit's Net Promoter Score from its 2025 baseline.
3. **UC ANR KPI:** Cost of administration as a percentage of the total budget, by year; target = not to exceed 10% annually through June 2030.
4. Time of requisition to purchase order, by year; target = reduce average of 14 days to 11 days, by June 2029
5. Percentage of spending utilizing systemwide contracts, by year; target = 2% increase per year, by June 2029.

UC ANR Goal 13: Strengthen Infrastructure & Technology

Operational Excellence

Goal Owner: Oatman

Goal: Improve maintenance of and modernize UC ANR physical and digital infrastructure to support research and extension activities at UC ANR-operated facilities by June 2030

Problem: UC ANR's facility and technology infrastructure has been deteriorating for decades due to lack of funding, resulting in deferred maintenance, few new facilities to support current research needs, significant seismic deficiencies, and outdated internet systems. While state funding for capital improvements has improved over the past few years, Covid-19 and personnel changes in FPM resulted in delays with implementing capital projects. More recently, inflation has significantly impacted the cost of capital projects, creating additional budget pressures on projects that were approved for funding in previous years. Investment in technology and physical infrastructure is critical to advancing UC ANR's future service delivery in research and extension.

Proposed Solution: In response, UC ANR will; 1) invest \$70M in capital improvements (supported by state/federal funding, capital campaigns, grants, and other funding sources); 2) identify alternative funding solutions to address seismic deficiencies; 3) engage with partners from UC campuses, industry, and local governments when visioning and planning facilities renewal/development projects; 4) deploy facilities management staff and streamline processes to implement capital projects from planning, bidding, contracting, and construction to better manage project costs, while ensuring compliance with laws and policies, 5) Implement project to extend digital connectivity to research fields and outdoor work areas at RECs.

Benefits:

1. Strengthened ability to attract and support researchers and visiting scholars with updated technology and infrastructure necessary for research.
2. Enhanced extension and engagement experiences for clientele and communities.
3. Improved facilities can create expanded opportunities for grants and capital funding from donors.

#	Key Strategies & Timeline	25-26	26-27	27-28	28-29	29-30
13a	Utilize ICAMP facilities assessment and dialog with ANR and REC leadership to identify high priority deferred maintenance needs at each location by July 2026 and develop projects to correct maintenance deficiencies or update aging facilities and infrastructure (ongoing)					
13b	Achieve compliance with UC Seismic Safety Policy by implementing projects to retrofit existing buildings to reduce seismic hazards, at a rate of 5% reduction in non-compliant building square footage per year (ongoing)					
13c	Continue implementation of capital renewal program to modernize existing facilities and infrastructure or build new facilities to improve research and extension activities at ANR locations statewide (ongoing, with annual updates to ANR's Capital Plan each fall) (align w/ Goal 10)					
13d	To provide digital connectivity to research fields, extend secure WiFi networks to outdoor research areas at 4-5 of our 9 RECs by June 2030 (with potential for additional sites in future)					
13e	Create a transparent and clear system for managing projects from project development through to completion and payment of vendors with clear timelines for each step and visibility for all relevant parties to ensure efficiency, communication, and accountability by December 2026					
13f	Ensure appropriate staffing levels in FPM and Capital Programs management and create systems for accountability by linking staff evaluations with customer satisfaction, timeline compliance, and project completion rates by December 2027					

UC ANR Goal 13: Strengthen Infrastructure & Technology (continued)

Goal: Improve maintenance and modernize UC ANR physical and digital infrastructure to support research and extension activities at UC ANR-operated facilities by June 2030

Assumptions:

1. FPM unit fully staffed to accomplish projects
2. Funding for capital projects (state, federal, financing, grant, donor, etc.)
3. Goals 10: Generate Revenue & Optimize Resource Deployment and Goal 12: Improve Administrative Efficiencies & Customer Service are successfully implemented

Metrics and Targets:

1. Identified Deferred Maintenance (DM) needs; target = annual reduction of 5% (based on 950 maintenance opportunities or \$70M estimated cost in baseline year 2023/24). DM opportunities are defined by systemwide ICAMP assessment.
2. Percent of ANR spaces that are non-compliant with UC seismic policy; target = Annual reduction of 5% or 5,000 sf per year reduction (from 2022 baseline of ~100,000 sf).
3. Dollars spent on capital renewal/new building projects; target = \$60M by June 2030
4. Number of RECs with WiFi extended to outdoor research areas; target = 4-5 of 9 by June 2030

Additional Information:

Capital Project planning/design/management/construction costs of approximately \$85M over 5 years

UC ANR Goal 14: Strengthen UC ANR's Digital Workplace

Operational Excellence

Goal Owner: Hsieh Wojan

Goal: Strengthen UC ANR's digital workplace to unify employees and volunteers through secure, integrated systems, responsible technology adoption, and a culture of strong cybersecurity habits by June 2030.

Problem:

UC ANR lacks a unified digital ecosystem that seamlessly connects our employees while ensuring secure and innovative ways of working. The absence of a centralized digital identity and portal (intranet) creates inefficiencies, hampers collaboration, and may expose us to cybersecurity risks. Additionally, without clear guidelines and culture around emerging technologies like AI, we risk inconsistent adoption and missed opportunities for digital transformation. We need to establish a cohesive digital culture that balances identity, security, and innovation to empower our workforce.

Proposed Solution:

Establish the AI Governance Council to guide ANR's safe and ethical adoption of AI technology. Bring the UCANR.edu identity in-house to enhance user experience and enforce cybersecurity policies. Create a **secure** central ANR network, connecting the RECs, CEs, HQ and the Data Center. Provide volunteers with a UC ANR digital identity integrating them into the ANR digital ecosystem. Redesign the employee portal to function as a comprehensive digital resource for employees and volunteers.

Benefits:

1. Streamlined and standardized **secure** access to resources for both employees and volunteers
2. Unified identity connecting everyone with UC ANR and its mission
3. Safe and ethical structured use of AI which encourages innovation to meet UC ANR's mission

#	Key Strategies & Timeline	25-26	26-27	27-28	28-29	29-30
14a	By December 2025, establish an AI Governance Council to create a framework for safe and approved use of AI that will act as a centralized resource for evaluating AI technologies, develop training programs to enhance AI literacy across the workforce, create policies and guidelines ensuring ethical and secure AI implementations. (Brown, Hsieh Wojan, Sanchez, Tran)					
14b	By June 2027, bring the UCANR.edu digital identity into ANR infrastructure, to be managed by UCANR IT, (with Active Directory and emails) to standardize identity management and streamline the user experience, enforce security standards and improve visibility enabling better oversight to security issues.					
14c	By December 2025, build an ANR Reporting Instance to bring all UCPath data to ANR, allowing integration of downstream ANR systems.					
14d	By June 2028, connect all RECs and 60% of ANR County Extension Offices to a unified enterprise network infrastructure with standardized security controls, incorporating centralized digital asset management and enabling centralized authentication and automated policy enforcement, ensuring all connected devices meet security baselines.					
14e	By June 2029, redesign the employee portal to function as a comprehensive digital resource for employees creating a one-stop hub for organizational needs.					
14f	By June 2029, provide volunteers with a UCANR.edu digital identity streamlining access to necessary resources, improving management and tracking of volunteer activities and ensuring volunteers adhere to UC ANR security standards. (Gable, Hsieh Wojan) (Align with Goal 2)					

UC ANR Goal 14: Strengthen UC ANR's Digital Workplace (continued)

Goal: Strengthen UC ANR's digital workplace to unify employees and volunteers through secure, integrated systems, responsible technology adoption, and a culture of strong cybersecurity habits by June 2030.

Assumptions:

1. Approved budget for each project related this goal and its key initiatives
2. Approved ongoing resources to support each system post implementation
3. Community is willing to adopt single UC ANR identity (including email)
4. County office networks are able to connect to the single network, budget for required equipment is approved

Metrics and Targets:

1. Percent of county offices connected to UC ANR Central Network; Target: 60% by June 2028
2. Percent of volunteers that have a UC ANR identity; Target: 75% by June 2030

Additional Information:

Roll out of network would start with RECs, then deployment to the County Extension offices. Slow ramp up predicting 5 offices in 2025/2026, 10 in 2026/2027, 10 in 2027/2028, 12 in 2028/2029.

UC ANR Goal 15: Strengthen Awareness and Visibility

Awareness & Visibility

Goal Owners: Forbes / Megaro

Goal: Raise visibility of UC ANR capabilities, accomplishments, programs, research, and people through measurable communications strategies by June 2030

Problem:

UC ANR is a jewel of the UC system but suffers from a lack of visibility and awareness, both within and outside the system, which has resulted in missed opportunities to engage the media, industry, government officials, and the public in our mission. If stakeholders don't know about or understand UC ANR, they are unlikely to collaborate, contribute funds/resources, or advocate for our growth, which impacts the achievement of our mission. UC ANR also needs to improve internal communications to effectively engage all members of our internal community.

Proposed Solution:

UC ANR will make more effective use of communications tactics including news media, government outreach, social media, and outreach to all California populations to tell our story and promote our expert information. Strategic Communications will continue implementing its strategic plan including facilitating the adoption of a clear brand identity to aid in raising visibility and conducting content marketing to increase program visibility. UC ANR leaders will improve internal communications. 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 and information.
2. Strengthened government relationships will increase awareness and support for UC ANR.
3. Enhanced internal communication will foster greater understanding and efficiency among UC ANR employees.

#	Key Strategies & Timeline	25-26	26-27	27-28	28-29	29-30
15a	Accomplish Strategic Communications goals by 2030 (Modernize content generation and delivery system; Expand reach and improve audience targeting; Facilitate development and adoption of clear branding) (Forbes)					
15b	Improve and expand outreach to California communities and increase collaboration between Strategic Communications and other UC ANR and stakeholders by 2030 (Vela)					
15c	Train, support, and facilitate counties, programs, and individuals in obtaining local elected official recognition and engaging government officials to build awareness and support for UC ANR by July 2030 and ongoing (Megaro)					
15d	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 2026 and ongoing (Megaro)					
15e	Establish an internal communication task force in partnership with key administrative units by 2026 to enhance the tools and strategies we use to communicate internally (Forbes)					

UC ANR Goal 15: Strengthen Awareness and Visibility (continued)

Goal: Raise visibility of UC ANR capabilities, accomplishments, programs, research, and people through measurable communications strategies by June 2030

Assumptions:

1. Continued financial support for branding and content marketing initiatives and event sponsorships
2. Commitment to a unified branding/messaging approach by all staff working in communication roles, regardless of whom they report to
3. Fully staffed Government and Community Relations Team with budget supporting activities
4. Willingness of county and program personnel to engage with elected officials

Metrics and Targets:

1. Various measures of engagement; target = 15% annual increase in social media followers (English and Spanish) over *baseline: 99,703* in June 2025 and ongoing; 10% annual increase in Spanish-language blog subscriptions over *baseline: 121*; 10% annual increase in English-language blog subscriptions over *baseline: 1,480*; 10% annual increase in number of video views (English and Spanish) over *baseline: 819,631*; 10% annual social media engagement increases (English and Spanish) over *baseline: 404,794*; 10% annual increase in pageviews of web content over *baseline: 7,854,145 in FY 24-25*. 5% annual increase in number of academics/programs engaging with NOS over *baseline: 75 in FY 24-25*.
2. **UC ANR KPI:** Aggregate number of Strategic Communications and statewide program-managed social media engagements, by year; target = minimum 10% annual increase (*Baseline: 952,341*)
3. Number of certificates, resolutions, and/or proclamations obtained per year by counties, programs, and individuals, from elected officials; target: 100% county participation by 2030.
4. Number of government official and staff engagements that are supported by Government Relations, by year; target = 5% annual increase over baseline of 110.
5. Internal communication survey scores that demonstrate improvement; target = 10% improvement over 2025 baseline survey in 2027 and 2029.

Additional Information:

Certificates and Resolutions include National 4-H week, retirements, major anniversary or other milestones, etc. Public recognition by an elected official is a great way to fully engage with staff and the official and directly strengthen relationships and awareness for local UC ANR achievements.

UC ANR Strategic Plan Communication & Engagement and Monitoring Plans

2025-2030 Communication & Engagement Plan

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

External

Disseminate Plan to external stakeholders (e.g., Governing Council, Presidents Advisory Commission on Agriculture and Natural Resources), provide annual updates and solicit input and participation on strategies (Fall 2025 and ongoing)

Internal

- **UC ANR Employee News** – announce/link to approved UC ANR 2025-2030 Strategic Plan
- **Town Hall** meetings – initial overview and individual goal deeper dives (ongoing)
- Share with all **AES and campus academics**
- **Goal owners share/review the plan** with their colleagues and direct reports (initially by Dec 2025, updates ongoing)
- **Goal owners set individual staff performance goals** linked, as appropriate, to the goals and key strategies (annually)
- **Post on UC ANR website and ANR Portal**
- **Share plan, provide updates, and solicit input** at the following regular meetings:
 - Vice President's Council
 - Research and Extension Center Directors
 - County / Area Directors
 - Program Council
 - Deans Council
 - Assistant Deans Meeting

2025 – 2030 Strategic Plan Monitoring

Progress on the goals within the UC ANR Strategic Plan are monitored as follows:

- Goal owners meet annually to review progress and update the plan
- Metrics are reviewed annually by UC ANR leadership and the goal owner workgroup
- Key UC ANR Strategic Plan metrics are updated annually
 - These summarize performance from the previous fiscal year (July-June)
 - Annual data collection call in January; due in March
- UC ANR Annual Report with select metrics is provided annually to the President

Appendix

UC ANR Strategic Planning Team

The 2025 UC ANR strategic planning team included 44 administrative and academic leaders. The team was divided into two workgroups, 1) goal owners, and 2) the public value workgroup. The groups met both jointly and individually throughout the planning process.

Name	Title
Glenda Humiston	Vice President
Bethanie Brown	Executive Director, Human Resources
Jennifer Bunge	Interim AVP, Finance and Capital Planning
Rita Clemons	Area County Director, San Bernardino, Riverside and Orange Counties, Cooperative Extension
Helen Dahlke	Leader, Water Quality, Quantity & Security Strategic Initiative; Professor, CAES, UC Davis
Ruth Dahlquist-Willard	Interim Director, UC Sustainable Agriculture Research and Education Program
Josh Davy	Leader, Sustainable Natural Ecosystems Strategic Initiative; Co. Director & Advisor, CE Tehama
Jim Farrar	Director, UC Integrated Pest Management
Linda Forbes	Director, Strategic Communications
Missy Gable	Director, UC Master Gardener Program
Greg Gibbs	Chief Development Officer
Wendi Gosliner	Interim Director, Nutrition Policy Institute
Chris Greer	Academic Assembly Council
Brent Hales	Associate Vice President, Research and Extension
Darren Haver	Director, Research Extension Center System
Kimberly Holmes	Director, 4-H Youth Development Program
Jaki Hsieh-Wojan	Deputy CIO & Chief Information Security Officer, Information Technology
Mike Hsu	Senior Public Information Representative, Strategic Communications
Greg Ira	Director, UC Environmental Stewards

Facilitators: Kathy Eftekhari, Interim AVP, Administrative Services & Chief of Staff
 Katherine Webb-Martinez, Director, Program Planning and Evaluation
 Kit Alviz, Program Policy Analyst, Program Planning & Evaluation
 Christina Becker, Program Policy Analyst, Program Planning & Evaluation

Sherry Cooper, Director Executive Events
 Jen Sedell, Program Policy Analyst, Program Planning & Evaluation
 Kathryn Stein, Project Manager

UC ANR Strategic Planning Team Continued

Name	Title
Chris Jakober	Director, Risk & Safety Services
Karen Jetter	Interim Associate Director, Agricultural Issues Center
Tina Jordan	Academic HR Manager, Office of Academic Personnel
Maggi Kelly	Director, Informatics and GIS Program
Kim Lamar	Director, Office of Contracts & Grants
Anne Megaro	Director, Government and Community Relations
Gemma Miner	Academic Coordinator of Volunteer Engagement, 4-H Youth Development Program
Elizabeth Moon	Director, Workplace Inclusion & Belonging
Sue Mosbacher	Program Manager, Master Food Preserver Program
Brian Oatman	Director, Facilities Planning & Management
Daniel Obrist	Vice Provost, Academic Personnel and Development
Stacy Philpott	AES Dean, UCSC and UC ANR Governing Council Member
Lenya Quinn-Davidson	Director, Fire Network
Amira Resnick	Statewide Director, Community Nutrition and Health
Sope Saoimanu	Chair, Staff Assembly Council
Lynn Schmitt-McQuitty	Director, County Cooperative Extension
Lana Schweikert	Controller
Su-Lin Shum	Director, Business Operations Unit
Jennifer Sowerwine	Leader, Sustainable Food Systems Strategic Initiative and Specialist, ESPM, UC Berkeley
Darryl Sweet	Chief Procurement Officer
Atef Swelam	Director, Kearney and Westside Research and Extension Centers
Tu Tran	Associate Vice President, Business Operations
Tom Turini	Leader, Endemic and Invasive Pests and Diseases Strategic Initiative; Advisor, CE Fresno
Steven Worker	Leader, Healthy Families & Communities Strategic Initiative; Advisor, CE Sonoma and Napa
Gabriel Youtsey	Chief Innovation Officer