

# Winter and Spring Strategic Plan Accomplishments

The 2016 ANR Strategic Plan focuses on 4 key areas that are designed to position the UC ANR organization to achieve its vision of improving the lives of every Californian through our research and extension. The Strategic Plan aims to enhance our research and extension mission, support employees and volunteers, address financial stability and administrative excellence, and increase awareness of UC ANR's value. Recent accomplishments that contribute to improved ability to carry out the UC ANR mission are outlined for each of these areas:



## CONDUCT RELEVANT PROGRAMMING

Improving the life of 40 million Californians requires that we constantly consider what we offer, and how, in order that our efforts are received by clientele. This means we must often consider the research focus and content of programming as well as the delivery method. Adapting our message and our offerings is a key part of the land grant history and continues to ensure our relevancy to clientele across the state.

## ENHANCING RESEARCH AND EXTENSION FACILITIES

Cutting edge research and Extension requires facilities that are well-maintained and reflective of current technology. Years of deferred maintenance has caught up with ANR and must be addressed. Updating facilities will require redeployment of what are already scarce ANR resources and fundraising.

## CONDUCT RELEVANT PROGRAMMING

- The UC ANR website received a new look in February 2019 as part of a strategy to reach more people through online resources. To encourage and prepare UC ANR personnel to deliver information in an electronic environment, communications training took place at Programmatic Orientation in April 2019, the "Knowledge Stream" blog was established to develop a pipeline of stories from across UC ANR, and writing and social media training was offered in fall 2018 and spring 2019.
- Clientele time spent on Statewide Program and Institute online education information is increasing. During 2017, clientele spent the equivalent of 12,589 eight-hour days reviewing online content, increasing in 2018 to 13,618 eight-hour days. As content increases, so too will the time clientele spend learning through UC ANR online resources.
- UC ANR is reaching an increased number of people through e-courses, which expand UC ANR's audience, reaching more industry partners, volunteers, and community members. The number of courses delivered electronically increased by 50% last year, from 12 courses in 2017 to 18 courses in 2018. The number of participants that completed the courses increased from 9,723 to 11,978, respectively.
- The UC ANR News & Information Outreach in Spanish (NOS) unit facilitated greater engagement with the Latino community. As a result, the number of academics using NOS services increased from 45 in 2017 to 101 in 2018. The NOS team dedicated more than 360 work-hours to translations for outreach to the Spanish speaking communities and posted almost 60 videos to social media in English and Spanish. Facebook followers increased from 202 to 444 and engagement on YouTube has grown from 1,220 in 2017 to 4,173, to date, in 2019.

## ENHANCING RESEARCH AND EXTENSION FACILITIES

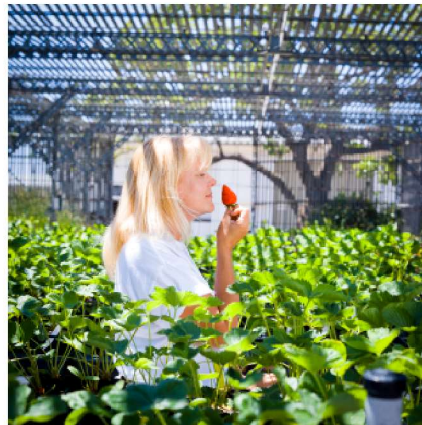
- State dollars to enhance facilities are on the rise. For deferred maintenance in FY 2018-19 there was \$1.5M and for FY 2019-20 \$4.1M is pending state budget approval. For FY 2019-20 \$19.2M was approved for capital renewal. Improvements include life and safety projects, modernization of outdated facilities, and expansion of infrastructure to serve academic programs.



CRB chairman Dave Dryer presents a giant check to UC ANR representatives, left to right, LREC director Beth Grafton-Cardwell, associate vice president Tu Tran, director of major gifts Greg Gibbs, and CE specialist Georgios Vidalakis

## INCREASE RESOURCES FOR PROGRAMMING

State and federal support for the missions of the Agriculture Experiment Station and Cooperative Extension continues to grow at a pace slower than increases in costs of conducting research and Extension, driving a need to identify and secure different sources of funding. The strategic plan operationalizes efforts to increase funding for research, programs and people through partnerships, donations, and grantsmanship by elevating the skills of people across ANR to seek out and attract new funding.



## EMPLOYING TOP TALENT

In order to be the best, we need to employ the best. This encompasses recruitment of top talent through good recruitment practices and offering attractive, competitive positions and retention of existing personnel by providing a safe environment that encourages continuing career, leadership, and personal growth opportunities with competitive salaries and benefits.



## INCREASE RESOURCES FOR PROGRAMMING

- Final Presidential Match was secured thanks to the generosity of the Citrus Research Board. Their gift of \$500,000 was matched by the President's office. The first holder of this endowed research position is CE Specialist Georgios Vidalakis.
- The Sonoma County Master Gardener Endowment was established with a gift of \$50,000 from a Master Gardener volunteer.
- The Forever 4-H Endowment Campaign was launched, raising \$130,000.
- An estate gift of \$134,000 created the Girdlestone Family 4-H Endowment to benefit 4-H in San Mateo County.
- The first ever Big Dig Day, a day of giving for UC ANR, on June 5, 2019, resulted in gifts to UC ANR programs totaling just over \$100,000. Thanks to these giving days, we acquired 261 new donors for UC ANR.

## EMPLOYING TOP TALENT

- Given the long time decline in traditional academic position funding sources, we continue the practice of funding or co-funding academic positions with outside funding, as a strategy to increase the academic footprint. At the end of June 2017, 5 CE Advisor and CE Specialist positions were funded through grants, county resources, or commodity groups. At the end of June 2018, the number of positions grew to 7, which also reflected a sunset of commodity group funding for 2 of the earlier positions. So far in 2019, 1 additional position has been filled and another is under recruitment.
  - A new partnership with UC Santa Cruz was developed to co-fund a new CE Specialist who started on May 29, 2019.
  - A second partnership with California Table Grapes to co-fund positions resulted in a new CE Advisor position that is under recruitment.
- The third year of the Staff Market Adjustment Plan was implemented in February 2019, with the aim of 100% of UC ANR staff salaries at or above the salary goal in Career Tracks. During 2018, 75% of salaries met the target, up from 71% in 2017.
- In the 2017 UC-wide Staff Engagement Survey, 71% of UC ANR respondents reported being "engaged," compared to 68% in the 2015 survey. The survey was repeated in Spring 2019, and the latest results are expected in August.
- 3,014 volunteers participated in a 2018 Volunteer Feedback survey. Master Gardener, Master Food Preserver, and 4-H volunteers' average overall satisfaction was 5.5 on a 7 point scale.