
University of California Agriculture & Natural Resources

DRAFT STRATEGIC FRAMEWORK

For Feedback Survey April 21 – May 9

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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.

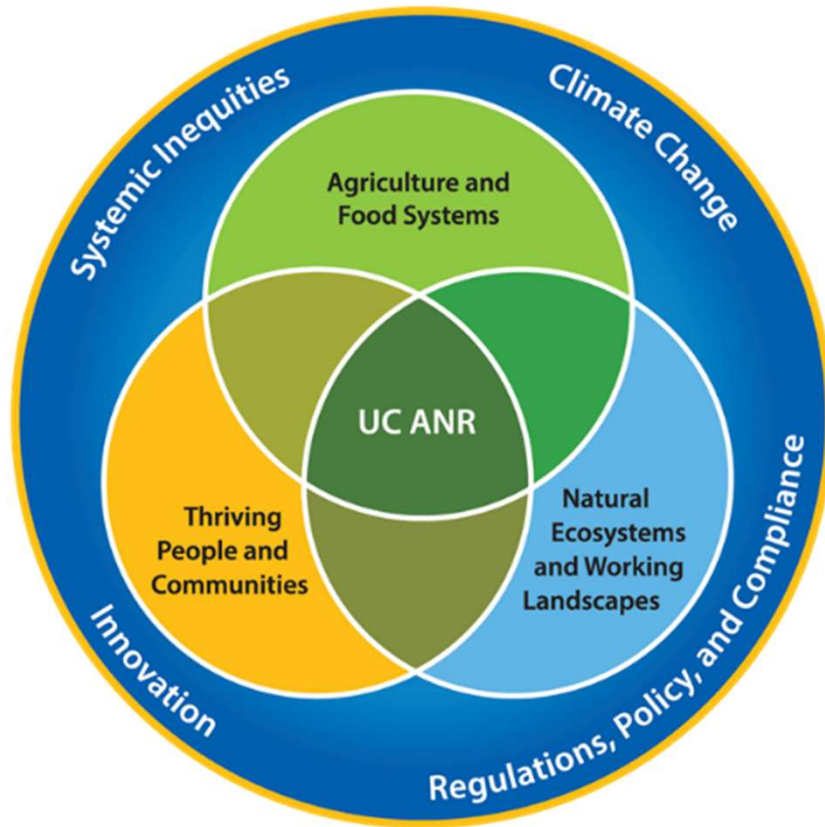
To achieve this, we will catalyze partnerships across the rural-urban continuum to make California the world's leader in agricultural production and food systems, natural resources management, ecosystem resilience, community and youth development, nutrition and health, and economic development.

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.

Seven Challenges: Where We Make a Difference



These first three challenges specifically relate to UC ANR's research and programming core:

Agriculture and Food Systems

California's agriculture and food systems face barriers to productivity, sustainability, profitability, and equitable distribution of healthy foods.

Natural Ecosystems and Working Landscapes

California's diverse ecosystems are impacted by multiple stressors, threatening ecosystem services, biodiversity, and resilience.

Thriving People and Communities

California's people and communities face barriers to physical, nutritional, social, and economic well being, coupled with inequitable opportunities for development and civic engagement.

Seven Challenges: Where We Make a Difference

These next four challenges are overarching and impact all areas of UC ANR research and programmatic activity:

Climate Change

Climate change fundamentally threatens California's communities, ecosystems, agriculture, and other working landscapes, creating urgent demand for scalable strategies to mitigate causes and build resilience.

Innovation

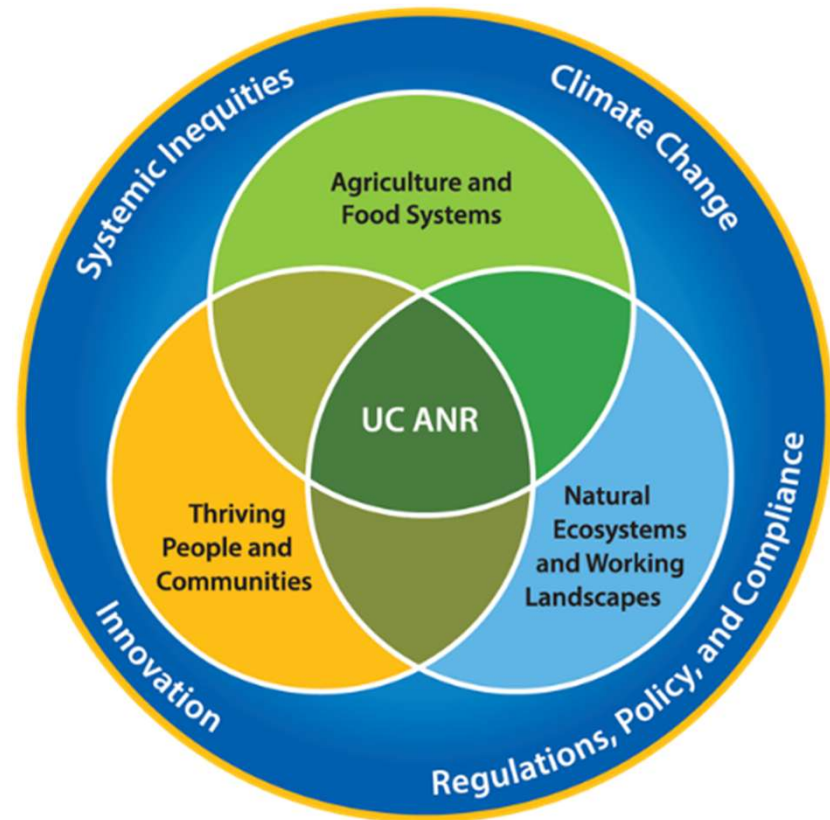
Rapidly changing information, technology, materials, and public demands necessitate the development, evaluation, and adoption of secure, innovative tools and solutions.

Regulations, Policy, and Compliance

California faces a complex, ever-changing regulatory environment in which science-based input and community engagement are needed to inform policy decisions and implementation.

Systemic Inequities

Inequitable access to critical resources stresses many segments of California's population, causing significant disparities in well-being.



Draft 2025-2030 Strategic Objectives & Goals

UC ANR Strategic Objectives

The following five strategic objectives are broad-based, long-term aims that will move UC ANR towards actualizing its vision. These objectives are shared by the UC Office of the President. All UC ANR goals support one or more of these objectives.

Executing the Mission:

Research and Extension

Advance and encourage forward-thinking, science-based solutions through discovery and engagement with Californians to address local issues with global impact

In Support of the Mission:

People

Attract, develop, and retain diverse, highly productive, talented, and motivated people who exemplify our core values and thrive in a culture of service, innovation, and change

Financial Stability

Ensure financial strength of UC ANR 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 and Visibility

Advance UC ANR's mission by marshalling the institution's expertise and external partners to effectively expand awareness and communicate the value of UC ANR to our stakeholders, California, and the world

UC ANR Goal Snapshot

DRAFT

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	Goal Topic
Research and Extension	1	Partnerships	Hales	Strengthen Research and Extension Partnerships
	2	Virtual Reach	Gable/Forbes	Optimize UC ANR's Virtual Presence
	3	Policy Institute	Megaro	Stand-up 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 People Services and Work Environment
	7	Volunteerism	Miner/Coyne	Recruit and Resource Volunteers
	8	Prof. Develop.	Jordan	Enhance Professional Development
	9	Community	Moon	Build Capacity to Strengthen 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	Tran	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 Owner: Hales

Goal: Enhance UC ANR’s 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 to address issues of access.

Proposed Solution:

UC ANR will work to 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 AES faculty, UCCE Specialists, and Advisors, 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	Hire and onboard the new Vice Provost of Research and Program Integration (VPRPI) by 7/1/2025 and implement the new programmatic structure by 7/1/2025. 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 ANR’s international research and extension efforts including a broader strategy for tracking and integrating efforts of AES faculty, specialists, and advisors by 7/1/2026 (AVP and VPRPI).					
1d	By 2030, 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). (aligns w/10g)					

UC ANR GOAL 1 Strengthen Research and Extension Partnerships

Goal: Enhance UC ANR's 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

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 emails addresses, UC ANR Online, volunteer management system, event registration/marketplace with credit card capability, and communication system by June 2029 (Aligns with Goals 7b & 14f) (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

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. **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. **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

Stand-up the New UC ANR Policy Institute

Research & Extension

Goal Owner: Megaro

Goal: Stand-up a 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 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 an 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

Stand-up the New UC ANR Policy Institute

Goal: Stand-up a 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

Goal: Expand professional opportunities and resources for programmatic (extension and research) personnel to optimize mission delivery and reduce turnover by 2030

Problem: The delivery of UC ANR’s mission directly depends on the programmatic capacity of academics and staff, including their numbers, competence, and access to key resources. On average, about 35 academics have left UC ANR each year over the last five years, of which about half are retirements and others are voluntary separations or transfers, so increasing programmatic personnel retention should become a high priority. With the hiring of ~140 new academics and ~275 Community Education Specialists since 2022, some with limited prior expertise in the land grant mission, increased resources to support program development, early-career support, and learning opportunities are needed.

Proposed Solution: ANR aims to increase programmatic opportunities and provide resources to support research and extension activities. Equally important is the development of new career pathways within the organization to increase retention and employee satisfaction, particularly for titles such as Community Education Specialists with high turnover. We will invest in programs to enhance the delivery of programs (e.g., start-up funds, opportunity grants, internship programs and student engagement opportunities, travel, and funding for equipment and equipment repairs). To be accomplished in partnerships with UC ANR units, including HR/Academic, HR PP&E, RPM, Director County CE and REC Director, Director Program and Research Integration. Linked to this goal are to enhance peer networking and learning through regional meetings and leadership training opportunities (Goal 7), strengthening of new programmatic teams (Goal 1); and new onboarding and L&D opportunities (Goal 7).

Benefits:

1. Growth of programmatic expertise and resources to address California challenges
2. More sustainable career tracks and career pathways for Community Education Specialists and academic titles (e.g., Academic Coordinators)
3. Reduction in programmatic personnel turnover rates

#	Key Strategies & Timeline	25-26	26-27	27-28	28-29	29-30
4a	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 (VPAP, RPM)					
4b	Expand internship program and student engagement opportunities and support process for more efficient hiring of temporary field assistance by June 2028 (aligns with Goal 5) (VPAP, HR)					
4c	Evaluate Community Education Specialist track, evaluate classification standards and pay equity, increase their career opportunities and pathways, and develop academic shadowing opportunities, by June 2027 (HR, Directors-County CE & PRI) (aligns with Goal 5)					
4d	Develop and implement a consistent exit interview process for all programmatic personnel by June 2027 (VPAP and HR)					
4e	Expand opportunities to nominate our staff and academics for recognition in their fields by 2030 (VPAP, HR, PP&E, Directors-County CE, RECs & PRI) (align with Goals 7 and 14)					

Goal: Expand professional opportunities and resources for programmatic (extension and research) personnel to optimize mission delivery and reduce turnover by 2030

Assumptions:

1. Continued commitment for programmatic resources and financial support for academics and programmatic staff
2. Strengthened collaboration with other key ANR units (County CE, PP&E, RPM, HR/Academic HR, Directors County CE, RECs, and Program and Research Integration).

Metrics and Targets:

1. Turnover rate of programmatic staff (i.e., CES, advisors, specialists, ACs, and other academic titles), by year; target = - 10% reduction per year from 2024 baseline of (TBD)
2. Number of UC ANR programmatic personnel nominated for awards and recognitions by year; target = increase from 2025 (baseline TBD)
3. 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 to foster a culture of entrepreneurship, advancing innovation, internal partnerships, and research-to-industry collaborations through expanded services and programming

Problem:

UC ANR’s innovation program, formerly The VINE, lacks a dedicated innovation transfer function to systematically translate research into commercial solutions. Despite significant growth and revenue, the existing Office of Innovation remains outside UC ANR’s Statewide Program structure, limiting integration with research, impact reporting, and long-term sustainability. Without a clear commercialization pathway, promising research stalls, industry engagement is inconsistent and California agriculture risks falling behind in high-tech transformation. A stronger, more integrated approach is needed to build a culture of innovation and entrepreneurship, improve tech transfer, and enhance collaboration with industry and other Statewide Programs.

Proposed Solution:

Establish UC ANR Innovate as a Statewide Program to integrate innovation, entrepreneurship, and commercialization into UC ANR’s research and extension activities. Create a dedicated innovation transfer service and program within UC ANR Innovate to support technology commercialization, industry partnerships, and research translation, ensuring alignment with other Statewide Programs for greater impact. UC ANR Innovate will provide structured support for IP management, startup incubation, and technology demonstration, including the constructions of *The Plant*, a place-based innovation center, to accelerate the transition of promising research to market. By fostering a culture of innovation and entrepreneurship, this program will strengthen industry partnerships and expand UC ANR’s role as a leader in driving high-impact solutions for California’s food, agriculture, and natural resources sectors.

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 10d)					
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

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 People Services and Work Environment

People

Goal Owner: Brown

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

Problem:

UC ANR has grown significantly in recent years, with the employee footprint increasing as a result of new state and grant funding. We’ve also experienced turnover, retirements, and many internal positions changes. As a result, the average HR Partner caseload has increased approximately 40% over the same period of time and is currently double the national caseload average (<https://www.gartner.com/>). This growth has created an increased demand for recruitment, advancement, and training to support the changing workforce. In addition, new UC policies and laws are also adding complexity, increasing the time it takes to recruit, onboard, and train new employees, all of which have added administrative burdens to employees across UC ANR.

Proposed Solution:

In order to address these challenges, we must evaluate process efficiencies across people services, leveraging technology as appropriate, to streamline recruitment, onboarding, learning and development, and employee classification & compensation strategies. We also need to foster career pathways and expand workforce development opportunities and improvements. Additionally, we need to better collaborate across programmatic areas to provide clear and transparent advancement opportunities.

Benefits:

1. Improved staffing alignment with organizational goals
2. More transparent career paths and reduced turnover
3. Reduction of time to hire, onboard, and train new hires
4. Improved work environment

#	Key Strategies & Timeline	25-26	26-27	27-28	28-29	29-30
6a	Conduct full HR organizational review by December 2025					
6b	Evaluate, strategize and improve processes and workflows across People Services (including recruitment, classification, compensation and learning and development), leveraging resources and AI technologies starting in 2024 and ongoing					
6c	Improve evaluation and data collection techniques to better evaluate turnover and employee career progression by June 2026 (Aligns with Goal 4)					
6d	Update organizational compensation philosophy including the strategic 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 9)					

UC ANR GOAL 6 Enhance People Services and Work Environment

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. HR and IT have the appropriate human and financial resources available to support implementation of new strategies
3. Budget availability to purchase tools and support ongoing maintenance

Metrics and Targets:

1. **KPI:** ANR@Work Survey Overall Net Promoter Score (employee satisfaction/engagement), by year; target = increase to 75 by 2030
2. **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)

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 16,000 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 July 1, 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/ goal 8)					

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. **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. Volunteer belonging and intent-to-remain survey scores; target = increase 5% by July 2030 from baseline data to be collected in summer 2025
3. Number of volunteers; target = increase by 5% by July 2030 in the overall number of volunteers from the 2025 baseline of 16,647 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 Educator to Academic. (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

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 5)
2. Overall voluntary turnover rate of staff and academic positions, by calendar year; target = parity with similar industries by June 2030 (shared with Goal 5)
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 Build Capacity to Strengthen Every CA Community

People

Goal Owner: Moon

Goal: Prioritize and integrate measures across all levels of the organization to support policies and programs that enhance connection and engagement and enable UC ANR to 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. 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 competence to meet the needs of the communities in which we work. We have opportunities to expand and better align our reach within every California community, particularly focusing on bringing collaborative work into parity with our California Tribes and those communities who have not traditionally had access to Extension. Internally, we also have significant findings from the ANR@work survey that highlight specific demographic groups having negative experiences in conduct/behavioral standards and the disconnect of words, programs and policies with actions.

Proposed Solution:

Accountability and responsibility for creating intentional spaces where we value teamwork, unity of purpose, and respecting the value of every team member’s contribution is 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, funding structure reviews/audits, and by leveraging employee voices to provide input and data that will be analyzed to assess priorities and facilitate data-driven decision making. UC ANR will also operationalize its revised Principles of Community (how we cultivate strong, collaborative communities and respectfully engage with one another) with concrete actions.

Benefits:

1. Stronger partnerships with California Tribal Nations to address needs and priorities statewide
2. Strengthened accountability and data-driven decision-making
3. Enhanced employee engagement - a culture of connection and innovation
4. Increase in employee morale, retention and growth
5. Enhanced ability to serve every Californian community

#	Key Strategies & Timeline	25-26	26-27	27-28	28-29	29-30
9a	Stand up the UC ANR Native American Advisory Council and yearly seminar by Spring 2026 and implement a mechanism for developing asset models to support research and learning for the benefit of all Californians					
9b	Facilitate biannual focus groups of employees to identify and inform strategic and accountable metrics from the results of the ANR@worksurvey, and develop workplace unit metrics, training, and action plans by June 2026 and ongoing. (aligns w/ Goal 6)					
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, Academic and Staff Assembly)					
9d	Establish an annual holistic professional development series to cultivate leadership skills in applying skills and knowledge to enhance employee engagement and retention by June 2028. (WIB, L&D, Publications, IT, HR) (Aligns with Goals 4 and 8)					

UC ANR GOAL 9 Build Capacity to Strengthen Every CA Community

Goal: Prioritize and integrate measures across all levels of the organization to support policies and programs that enhance connection and engagement and enable UC ANR to serve all Californians 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.
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. 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
2. Percent of ANR@Work survey respondents from underrepresented survey demographics; target = 5% annual increase *setting baseline 2025
3. Percent of respondents from underrepresented survey demographics who report feeling a sense of belonging on ANR@work survey; target = 2% annual increase from 2024 baseline
4. **KPI:** Percent of UC ANR employees (by job classification and location) that reflect California's statewide demographics, target = increase UC ANR employee alignment by 15% with California's statewide demographics by 2030
5. **KPI:** Percent of county-based programs whose participants are in parity with baselines of their clientele groups and/or enhanced All Reasonable Efforts; target = Increase programs in parity by 5% each year through June 2030
6. Percent units/statewide programs/counties/RECs that implement actions designed to cultivate strong, collaborative communities and respectfully engage with one another through the operationalization of the Principles of Community; target = 25% per year with 100% by June 2029

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 for diversifying 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 June 2025 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 through June 2030. (aligns with goal 1)					

UC ANR GOAL 10 Generate Revenue & Optimize Resource Deployment

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. **KPI:** Total self-generated revenue*, by year; target = aggregated \$45M increase from June 2025 baseline to June 2030
2. **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)

Goal: Improve UC ANR’s grants management by employing new best practices in post-award administration by June 2027

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 Academics morale, retention and 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) (Aligns 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					

Goal: Improve UC ANR's grants management by employing new best practices in post-award administration by June 2027

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 growth in contracts and grants will fund this initiative.
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 = 20% reduction in time to set up an account and hire personnel (from 2024 baseline)
2. Funds returned to sponsor; target = 0% by June 2028
3. Growth of grant funding; target = steady growth of 5% annually
4. Customer service survey results annually; target = annual improvement on overall scores

Operational Excellence

Owner: 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. UC ANR has identified several opportunities to enhance operational effectiveness and service delivery by modernizing systems, streamlining processes, and improving customer service.

Proposed Solution:

UC ANR will: 1) Customize services to address business requirements from programs and academics, including cash management, and post-award grant management; 2) improve customer service standards across central administrative support units; 3) Improve procurement and contracting processes 4) Streamline and organize administrative units to a shared service center 5) 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	Develop and execute a comprehensive strategy to customize business services to address requirements from our programs and academics, including cash management and procurement by June 2028.					
12b	Develop a reporting instance to connect UC Path and active directory data by December 2025 and provide quarterly financial reports to support leadership decision-making by December 2026. (aligns with goal 14)					
12c	Consolidate administrative units into a shared service center to improve collaboration and efficiency across units such as Business Operations Center, Contracts and Grants Office, Facilities Planning and Management, Human Resources, Procurement, Resource Planning and Management, and Statewide Programs and REC Operations by June 2027. (aligns with Goals 6 & 11)					
12d	Invest in technology and integrated systems to streamline workflows, automate processes, and improve data management, leading to faster decision-making, improved communication, and more effective use of resources by June 2028 (aligns with goals 2 and 14)					
12e	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.					
12f	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.					

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 customize business services to meet customer requirements

Metrics and Targets (KPIs noted)

1. **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. **KPI:** Cost of administration as a percentage of the total budget, by year; target = not to exceed 10% annually through June 2030.
3. Time of requisition to purchase order, by year, target = reduce average of 14 days to 11 days, by June 2029
4. Increase the percentage of spending utilizing systemwide contracts, target = 2% per year, by June 2029.

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

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) (aligns 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	Ensure appropriate staffing levels in FPM and Capital Programs management, as well as systems to manage projects, bidding, contracts, and track and report progress for increasing number of capital projects, prior to additional growth in capital program (in 2026-27)					

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 our employees and volunteers by creating a secure, centralized network, employee portal, cyber resilience culture, and responsible technology adoption by 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 in-house (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)					

Goal: Strengthen UC ANR's digital workplace to unify our employees and volunteers by creating a secure, centralized network, employee portal, cyber resilience culture, and responsible technology adoption by 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.

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

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 over *baseline: 23,197* in 2025 and ongoing; 10% annual increase in blog subscriptions over *baseline: 121*; 10% annual increase in number of video views over *baseline: 659,921*; 10% annual social media engagement increases over *baseline: 657,010*; 10% annual increase in pageviews of web content over *baseline: 55,333*
2. Number of social media followers on English-language platforms; target = (>80,000) minimum 10% annual increases over *baseline: 57,567*
3. **KPI:** Aggregate number of Strategic Communications and statewide program-managed social media engagements, by year; target = minimum 10% annual increase (*Baseline: 952,341*)
4. Number of certificates, resolutions, and/or proclamations obtained per year by counties, programs, and individuals, from elected officials; target: 100% county participation by 2030.
5. Number of government official and staff engagements that are supported by Government Relations, by year; target = 5% annual increase over baseline of 110.
6. 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.

Draft Revised UC ANR Condition Changes

Draft Revised UC ANR Condition Changes

The following UC ANR condition changes are the ways in which we measure and communicate the value and impact of our work to the public.

They are organized under the *triple bottom line framework – people, planet, prosperity* for ease of use. Many of the condition changes cross multiple Vision 2040 challenge areas.

The multidisciplinary work that we do across programs generates social, environmental, and economic impacts.

People

1. Improved mental and physical well-being across an individual's lifespan
2. Improved community health and wellness
3. Improved infrastructure, landscaping, and access to green spaces
4. Increased community disaster preparedness, adaptive capacity, recovery, and resilience to extreme weather and climate change
5. Improved readiness and access to post-secondary education and career opportunities
6. Increased civic engagement
7. Increased public engagement and confidence in science
8. Improved living and working conditions
9. Increased equitable access to resources (e.g., information, education, technology, services, land, capital, clean air and water, healthcare)
10. Improved food and nutrition security, food sovereignty, and access to culturally relevant foods
11. Improved food safety
12. Enhanced regional-based food supply chains

Planet

1. Improved land stewardship (e.g., equitable land access, land use planning, restoration, and management strategies)
2. Increased ecological sustainability of agriculture, working landscapes, and natural ecosystems
3. Improved air quality
4. Improved soil health and productivity
5. Improved water quality
6. Improved water-use efficiency and water-supply security
7. Improved biodiversity
8. Increased ecosystem resilience to climate change, drought, and natural disasters
9. Increased agriculture and food system resilience to extreme weather and climate change
10. Increased carbon sequestration and mitigation of greenhouse gas emissions
11. Enhanced waste reduction, recovery, and economic reuse
12. Reduced reliance on fossil fuels

Prosperity

1. Increased efficiency and profitability of agriculture and working landscapes
2. Improved animal management, welfare, and profitability
3. Increased emerging food economies and markets
4. Improved workforce development for individuals, communities, and industry
5. Enhanced business and community leadership
6. Improved individual and household financial stability
7. Enhanced community economic development