

2021 Mid-Year Strategic Plan Accomplishments Report

The UC ANR Strategic Plan was created in 2016 and refreshed in December 2020. Informed by staff and stakeholder feedback, the plan is a living document, evolving as the needs of UC ANR and the people of California change. Goals within the plan were established to address current opportunities and challenges and to move UC ANR forward in achieving its vision. The goals do not encompass all that UC ANR does; they are administrative goals designed to support the overall mission. This document highlights accomplishments specific to those goals from January to June 2021. The accomplishments are summarized under four distinct themes: **Furthering the Research and Extension Mission, Enhancing Research and Extension Facilities, Increasing Resources for Programming, and Employing Top Talent and Supporting Volunteers.**



Statewide Programs continue to explore and grow existing and new virtual delivery options.

FURTHERING THE RESEARCH AND EXTENSION MISSION

Improving the lives of 40 million Californians requires us to constantly consider the research focus and content of programming as well as the delivery method. Adapting our message and 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 well maintained facilities that reflect current technology standards. Updating facilities to address deferred maintenance is key to continued success.

FURTHERING THE RESEARCH & EXTENSION MISSION

Strengthening Partnerships

- Recruitment is underway for two new co-funded positions: An Abiotic Stress Assistant CE Specialist, funded through a partnership with UC Merced and United Sorghum Board, and an Assistant CE Rural Community Disaster Preparedness Specialist, with UC Davis Vet Med.
- Co-funded positions continue to be a notable source of funding. Since 2017, partners annually contribute over \$5M in additional funds to support 19 academic positions and 25 new program and research staff positions.

Increasing UC ANR's Virtual Reach

- Statewide Programs continue to explore and grow existing and new virtual delivery options. For example, the California Institute for Water Resources launched a new water podcast called *Water Talk*. Master Gardeners continue to support local development of branded videos. The UC Master Food Preserver training was converted to a hybrid course, with core material delivered online.
- The initial taxonomy and the first phase of user experience design for the Integrated Web Project are complete. A content framework to support CE offices and advisors has been developed.
- 2,075 news stories mentioning UC ANR yielded 1,659,668,915 content interactions.
- News and Outreach in Spanish monthly social media engagement increased 82 percent over the baseline. ANR's social media platforms have 34,788 followers, a 15 percent increase from January to June 2021.
- Government Relations facilitated 19 meetings between UC employees, stakeholders and the state Legislative Analyst's Office (LAO), resulting in a LAO report to be published by the end of 2021, which is an information source for the state legislature and governor's office.

ENHANCING RESEARCH & EXTENSION FACILITIES

- While the pandemic has significantly slowed the ability to deliver capital projects, we have been successful in securing additional funding for capital improvements, deferred maintenance, and energy efficiency. With a needs portfolio of over \$100M, we have \$40M approved and are seeking an additional \$60M to address maintenance and modernization issues.



ANR has recruited many new UCCE academics, with more to come as we recruit for 120 positions funded by the \$32M increase to ANR's budget.

INCREASING RESOURCES FOR PROGRAMMING

Sole reliance on any single source of funding is strategically unsound. The Strategic Plan operationalizes efforts to increase funding through partnerships, donations, grantsmanship, and other advocacy efforts. It also includes goals to maximize resources through improved operational efficiencies.

EMPLOYING TOP TALENT AND SUPPORTING VOLUNTEERS

In order to be the best, we need to employ and retain the best. This encompasses recruitment of top talent and volunteers from a diverse candidate pool, and offering attractive, competitive positions. We retain personnel by providing continuing career, leadership, and volunteer growth opportunities with competitive salaries and benefits.



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INCREASING RESOURCES FOR PROGRAMMING

- Communications between UC and the state legislature resulted in a restoration of UC ANR's pre-COVID state budget plus a 5 percent increase. An additional on-going state budget augmentation of \$32.1 million will fund 120 academic positions and critical staff and operational support, totaling a 44 percent increase over FY19-20.
- Extramural funding has reached \$49M. This funding/revenue stream is projected to continue growing with the addition of academic positions planned for 2021-2022 and beyond.
- 4 new endowed funds were added, bringing ANR's total endowments to 78, with a target goal of 86 by July 2025.
- The current Fair Market Value of ANR endowments increased from \$283M to \$320M.
- 381 people donated to UC ANR for the first time during the reporting period (Jan-June 2021) through Big Dig Day, mailings, appeals, and unsolicited gifts.
- ANR received 14 gifts greater than \$25K, totaling \$1.35M, which represents 61% of the \$2.18M total.
- Statewide Programs and REC Business Officers were reorganized under a new functional leadership position to build consistency and cross-functional support.
- Workflow automation has been implemented in a pilot phase for nine business processes. Phase two, which includes 37 additional processes, will commence in October 2021.
- Pilot customer service surveys and training are underway with full launch anticipated between November 2021 and March of 2022.

EMPLOYING TOP TALENT & SUPPORTING VOLUNTEERS

- The DEI Advisory Council charter is complete and the Council is engaging in making recommendations for organizational improvements, particularly in the area of recruitment.
- Professional development topics in DEI have been offered for all UC ANR employees. All UC ANR Senior Leaders participated in the Managing Implicit Bias training series and continued efforts to develop a certificate program are underway.
- As part of ANR's retention efforts, a third party agency has been contacted to review position and pay parity for staff across UC ANR, beginning in early Winter 2022.
- To improve the quantity, quality, and diversity in hiring, all Hiring Managers now complete an "intake session" to discuss recruitment and outreach methods with staff and academic Human Resources. Additional advertising opportunities have been implemented.
- After analyzing the 2020 ANR@Work survey results, ANR held a number of systemwide listening events and implemented many suggested actions. As a result, 2021 overall scores largely improved across the board.