

# Training for Brand New Academics

## Finding success in the UC ANR Academic Advancement Process

Presented by the Academic Assembly Personnel Committee

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 **UNIVERSITY OF CALIFORNIA**  
Agriculture and Natural Resources

# 2024 Academic advancement process trainings

- **Wednesday, October 9, 2024 (10:00 -11:00 am)**  
Training for Brand New Academics. New to UC ANR? Welcome! Let the Personnel Committee help orient you on the alphabet soup of the advancement cycle. What's an AE? What's a PR? When are the deadlines, and what are the requirements? Come to this training to learn more.
- **Wednesday, October 23, 2024 (2:00 – 3:00 pm)**  
Training for first-time PR writers. You've written an Annual Evaluation, but now it's time to tackle a Program Review dossier. Come to this training and take a deep dive into the Ebook – your guide to writing effective PRs.
- **Wednesday, November 6, 2024 (10—11 am) AND Wednesday, November 13, 1, 2023 (2- 3 pm)**  
Advancement Cycle Q&A Sessions. At these trainings, the Personnel Committee will provide a short presentation on Ebook updates, and then the floor will be opened to Q&A. The short presentation will be the same on both days. Please come with your questions!

# Overseeing the academic advancement process

## Academic Assembly Personnel Committee

- Consists of 9 ANR academics, 3-year terms, appointed by the Academic Assembly Rules & Elections Committee
- Reviews policies around appointments, evaluations, merit & promotions. Takes the lead in revising the eBook.

## Academic HR (*Anna Lee & Pam Tise*)

- Coordinates the advancement process, tracks academic's advancement actions, administrative and logistical

## Peer Review Committee (Vice Provost *Daniel Obrist*)

- Reviews PR dossiers annually and makes a recommendation to the AVP.

## Associate Vice President (AVP) *Brent Hales*

- Makes the final decision on advancement requests.
- Has delegated authority to establish all advancement procedures.

# Annual reporting requirements for academics



## Organizational Reporting & Civil Rights Compliance

Submitted in Project Board

Period: October 1 to September 30

Due December 9



## FTE Reporting

Submitted in Project Board

Period: July 1 to June 30

Due July 1



## Program Review & Annual Evaluation

Uploaded through a workflow automation system, integrated with Project Board

Period: October 1 to September 30

Due December 9

**Project Board**: ANR's online system that integrates civil rights compliance and organizational reporting requirements. It also has an optional component to help academics organize information for program review and annual evaluation.

Project Board training video and slides available at <https://ucanr.edu/sites/ProjectBoardHelp/>

**Questions, comments,  
discussion...**

# Academic evaluation

*All academic appointees are evaluated by their immediate and secondary supervisor (if applicable) on an annual basis, except for years in which the appointee seeks advancement by submitting a program review dossier.*

# The alphabet soup of academic evaluation

## AE

- Annual Evaluation
- Completed in the years one does not submit a program review dossier.

## PR dossier

- Program Review Dossier
- Materials submitted to request advancement (e.g., merit, promotion)

## eBook

- Officially named *Guidelines for UC ANR Academics Preparing the Thematic Program Review Dossier*
- Tells you what materials to submit for advancement

## AHR

- Academic human resources

## APM & PPM

- Academic Personnel Manual (UC)
- Policies and Procedures Manual (ANR)

# Annual Evaluation and Program Review

- Purpose: Review of an academic appointee's progress towards goals and review of planned goals.
- Who? Between academic & supervisor only.
- What? Bulleted lists. It is designed to be simple and useful; there is no narrative.
- See template on Academic Human Resources website.
- Submitted in years when one is not writing a Program Review

Annual Evaluation

**AE**

- Purpose: Evaluate the performance of an academic for advancement to the next step or rank.
- Who? Evaluated by supervisor, colleagues and clientele (for promotions), ad hoc review committee (for promotions), and the peer review committee, with a decision by the Associate Vice President.
- What? Your dossier: Cover page, narrative, supporting documentation, and other elements.
- When? Typically every two to three years

Program Review  
(Merit & Promotion)





# Newly appointed academics

- Academics who have served more than 6 months (hired before April 1, 2024) submit a full AE.
- Academics who have served less than 6 months (hired on or between April 1, 2024 and September 30, 2024) submit a partial AE
  - Position Description
  - Project Board Reporting
  - Goals and Objectives for the Coming Year
- Academics who began October 1, 2024 or after only complete Goals and Objectives for the Coming Year.

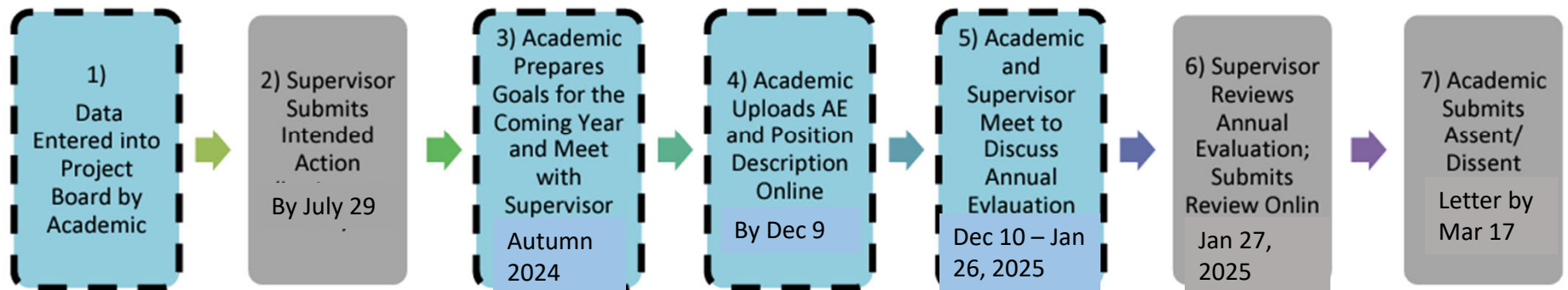
# Annual evaluations are required for all ANR academics

- The only reasons for not completing an AE:
  - Submission of a Program Review dossier
  - Sick or Family Medical Leave
  - Sabbatical Leave
  - Campus-based academics are evaluated by campus academic personnel procedures.

# Annual evaluation timeline

- Review cycle is October 1 to September 30.
- AE is due December 9 via Project Board.

**Figure 1. Annual Evaluation Process (academic completes the blue boxes with dotted lines)**



# Tips for preparing an effective annual evaluation

- Write for the intended audience: County Director or immediate supervisor
- Use a style handbook appropriate for your discipline, as a guide for all grammatical, punctuation, and bibliographic citations
- Spell out acronyms because your supervisor may not be familiar with the acronyms commonly used in your work
- Proofread
- Upload documents in PDF format

# Elements of the annual evaluation

- I. Position description (PD): *It is the academic's responsibility to keep their PD up-to-date when there is a change in responsibility and/or reporting relationships.*
- II. Progress towards Last Year's Goals and Objectives *(table)*
- III. Barriers in Accomplishing your Goals *(short narrative)*
- IV. Project Board reporting *(check boxes)*
- V. Goals and Objectives for the Coming Year *(table)*
  - Anticipated Barriers
  - Support from Supervisor
- VI. Sabbatical Leave Plan *(if applicable)*
- VII. Work Plan or Performance Improvement Plan *(if applicable)*

# Annual evaluation template - tables

<i>Specific Goals and Objectives</i>	<i>Anticipated Collaborators</i>	<i>Anticipated Outcomes and Impacts</i>	<i>Progress (including any new collaborators or outcomes/impacts)</i>
<b>Theme 1 (Goal): [name here]</b>			
Objective:			
Objective:			
Objective:			
<b>Theme 2: [name here]</b>			
Objective:			
Objective:			
Objective:			
<b>Theme 3: [name here]</b>			
Objective:			
Objective:			

<b>Specific Goals and Objectives</b>	<b>Anticipated Collaborators</b>	<b>Anticipated Outcomes and Impacts</b>
<b>Theme 1 (Goal): [name here]</b>		
Objective:		
Objective:		
<b>Theme 2 (Goal): [name here]</b>		
Objective:		
Objective:		
<b>General/Other</b>		
Objective:		

# Goals versus objectives

Goals are long-term, often extending beyond 3 years

Objectives fall under goals and are typically achievable within a year or two

Contribute to an effective strategy for reducing strawberry loss to soil pathogens

Assess the effectiveness of steam in reducing soil pathogens.

Examples

**Questions, comments,  
discussion...**



# Academic advancement

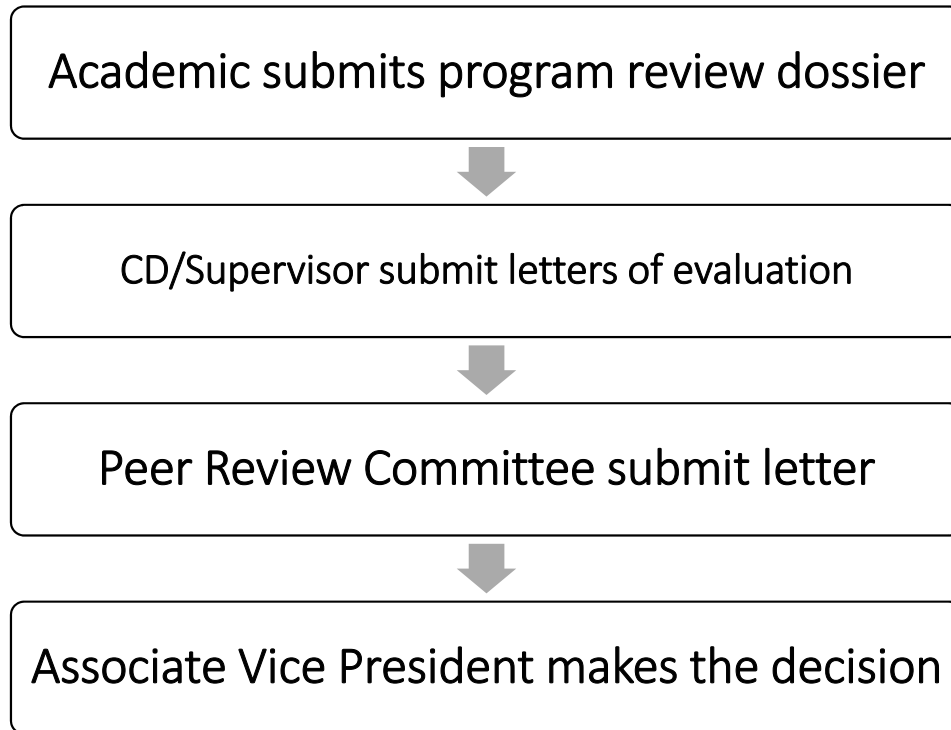
*The purpose of academic review is to evaluate the performance of UC ANR academics for advancement, provide a record of the academic's professional career in UC ANR, and assist academics with program planning.*

# Case Types

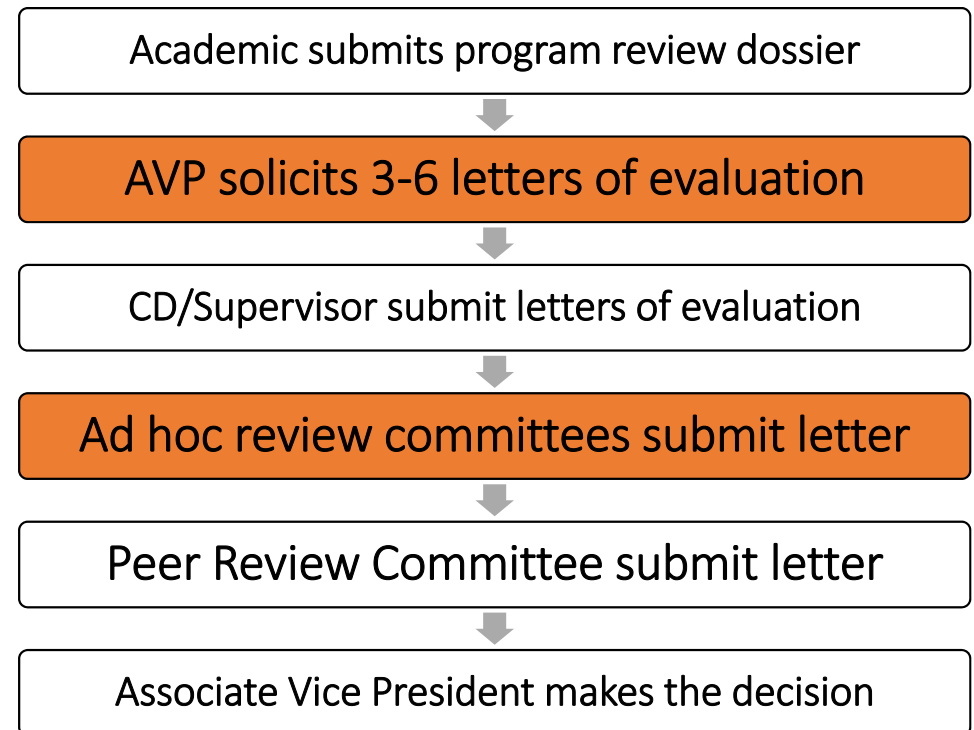
- **Merit** - advancement from one step to the next step. Dossiers highlight academic accomplishments since the last successful salary action.
- **Promotion** – a career milestone advancement from one rank to the next rank, or from full title V to VI, or from full title IX to above scale. Dossiers highlight academic accomplishments for all years in current rank.
- **Term reviews seeking indefinite status** (aka “third term reviews,” typically concurrent with another advancement type). Dossiers highlight academic accomplishments since hire.
- **Acceleration** - a merit or promotion action that recognizes academics who perform at an exceptional level during a specific review period.

# Multiple Step Process

## Merit



## Promotion



# Definite status

- At hire, academics have definite status; a definite “term” appointment is for a specific period and ends on a specified date.
- A successful advancement action (i.e. merit or promotion) results in a new term end date; a negative action carries the possibility of non-reappointment.
- Academics with definite term appointments are not eligible to defer a merit advancement that coincides with a term review, unless there are extenuating circumstances, reviewed on a case-by-base basis.
  - Academic administrators and academic coordinators, as well as advisors and specialists with a 0% indefinite appointment, may have the option to defer, with the approval of their supervisor.

# Indefinite status

- UC ANR academics do not earn tenure, but they may earn indefinite status.
- An indefinite “term” appointment has no specified end date unless terminated by layoff, retirement, demotion, dismissal, resignation, separation, or death.
- Advisors may seek indefinite status concurrent with their third program review (i.e. merit or promotion).
- Specialists are considered for an indefinite appointment upon promotion to the Associate Rank.

# Evaluation criteria

Academics are evaluated against their **position description** and the **advancement criteria** as outlined in the [Guidelines for Preparing the Thematic Program Review Dossier](#) (eBook)

Four advancement criteria for CE Advisors\*:

- applied research and creative activity
- extending knowledge and information
- professional competence and activity
- university and public service

*Additional consideration: affirmative action/civil rights compliance*

\* *Differs for Academic Coordinators and Academic Administrators.*

# Differentiating Activities

- **University service\***: activity that helps University students, staff, or academics. If an academic is presenting to a University of California class or group, the activity would fall into this classification.
- **Public service**: activities where the academic uses their professional expertise to benefit groups or activities outside the University of California.
- **Extension activities**: targeted at one's defined clientele.
- **Professional competency**: activity that reflects professional standing in your programmatic area.

\* Academics with Restrictions on Advancement Criteria, see eBook pages 13-14. Restrictions are to be documented in one's position description and in the narrative (in a "statement of special circumstances").

# Peer review process

The peer review process provides an evaluation of academic accomplishments and impact, to support our colleagues in reaching their fullest potential, and thereby strengthening the UC ANR network to improve the lives of Californians.



# Elements of the Program Review dossier

Academics submit a Program Review dossier that summarizes their accomplishments and outcomes/impacts over the review period.

## Required elements

- Position description
- Cover page
- Program summary narrative
- Supporting documentation
- Bibliography
- Goals (optional to include in dossier)

## Other elements

- Acceleration statement (if applicable)
- Summary of publication examples (optional)
- Sabbatical leave and report (if applicable)
- Work plan (if applicable)

# Writing a thematic program review

- Themes are the constructs for reporting goals, inputs, methods, efforts, outputs, outcomes, and impacts in the program summary narrative.
- For each theme, speak to how your program is making a difference to your clientele.
  - Outcomes are measurable changes in learning (knowledge, skills), behavior/practice, or policy/decision-making.
  - Impacts are broader effects on social, environmental, economic conditions that are aligned with the targeted clientele needs; and aligned with ANR's articulated public value statements and condition changes.

# What is the Peer Review Committee (PRC)?

- 14 PRC members appointed by the Associate Vice President for three years with overlapping terms.
- Strives to reflect the breadth of UC ANR's programmatic areas, title series, and administrative assignments.
- Makes recommendation to the AVP

# What are ad-hoc committees?

- Anonymous review committees, made up of peers.
- Purpose: evaluate the academic's performance as documented in the dossier, make a recommendation, and provide written assessment to the PRC and AVP.
- The review is made available to the candidate, but the composition of the committee is anonymous.

**Questions, comments,  
discussion...**

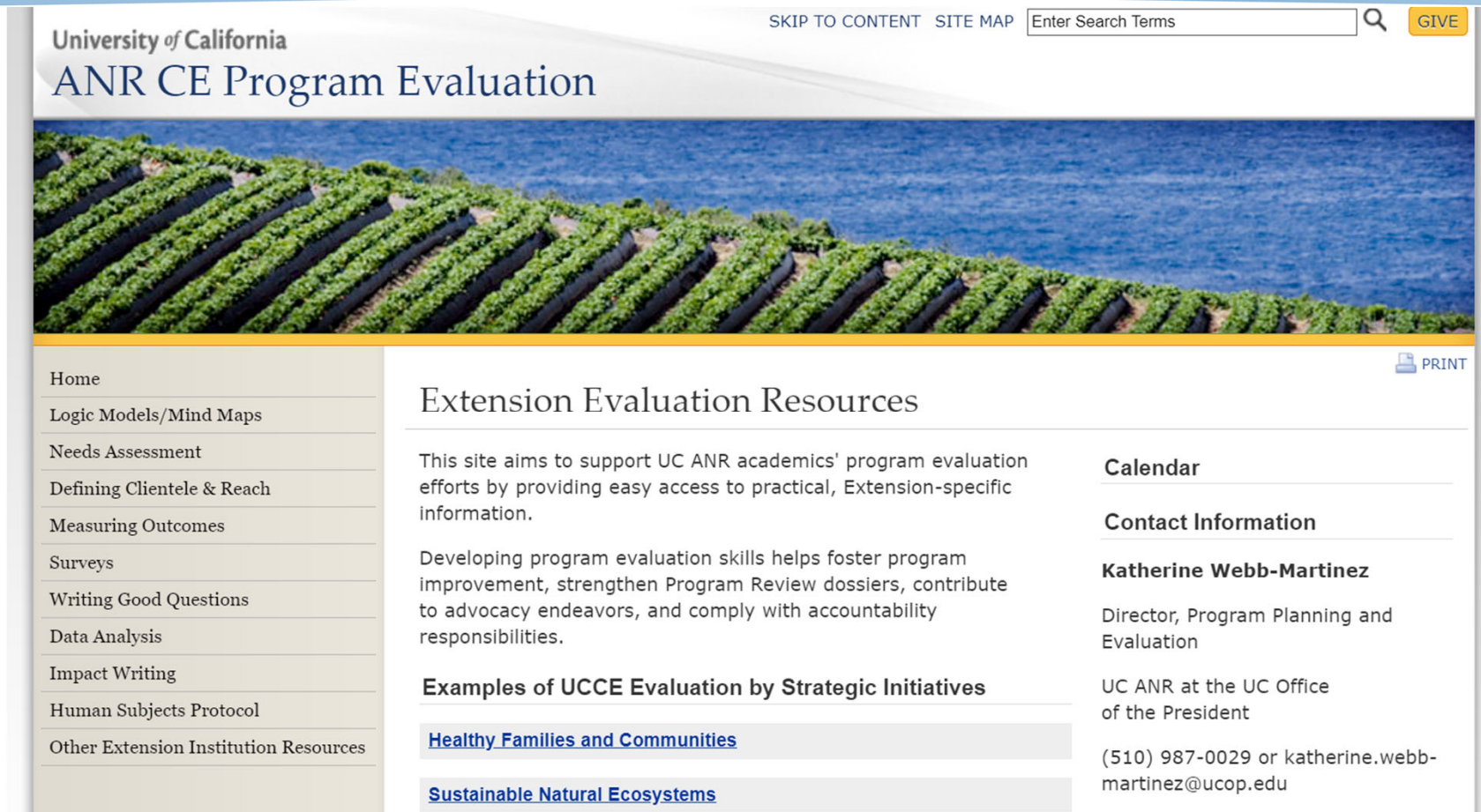
# Program planning

Available resources to help you develop a successful program


# Program development and evaluation capacity building


- Defining Clientele & Affirmative Action Planning
- Improving All Reasonable Effort and Engagement with Diverse Audiences
- Conducting a Needs Assessment
- Practical Methods to Measuring Outcomes
- Using Ripple Effects Mapping (REM) Method in Program Evaluation
- Best Practices for Developing Surveys & Basics of Sampling Methods
- Methods to Analyze Surveys:
  - Part 1 Continuous Quantitative Data (Analyzing and Presenting Pre-Post Evaluation Survey Data)
  - Part 2 Discrete Quantitative Data
  - Part 3 Qualitative Data
- Writing Strong Impact Statements

# Program evaluation website is a great resource!




University of California  
ANR CE Program Evaluation

SKIP TO CONTENT SITE MAP   [GIVE](#)



[Home](#)  
[Logic Models/Mind Maps](#)  
[Needs Assessment](#)  
[Defining Clientele & Reach](#)  
[Measuring Outcomes](#)  
[Surveys](#)  
[Writing Good Questions](#)  
[Data Analysis](#)  
[Impact Writing](#)  
[Human Subjects Protocol](#)  
[Other Extension Institution Resources](#)

 PRINT

## Extension Evaluation Resources

This site aims to support UC ANR academics' program evaluation efforts by providing easy access to practical, Extension-specific information.

Developing program evaluation skills helps foster program improvement, strengthen Program Review dossiers, contribute to advocacy endeavors, and comply with accountability responsibilities.

### Examples of UCCE Evaluation by Strategic Initiatives

- [Healthy Families and Communities](#)
- [Sustainable Natural Ecosystems](#)

### Calendar

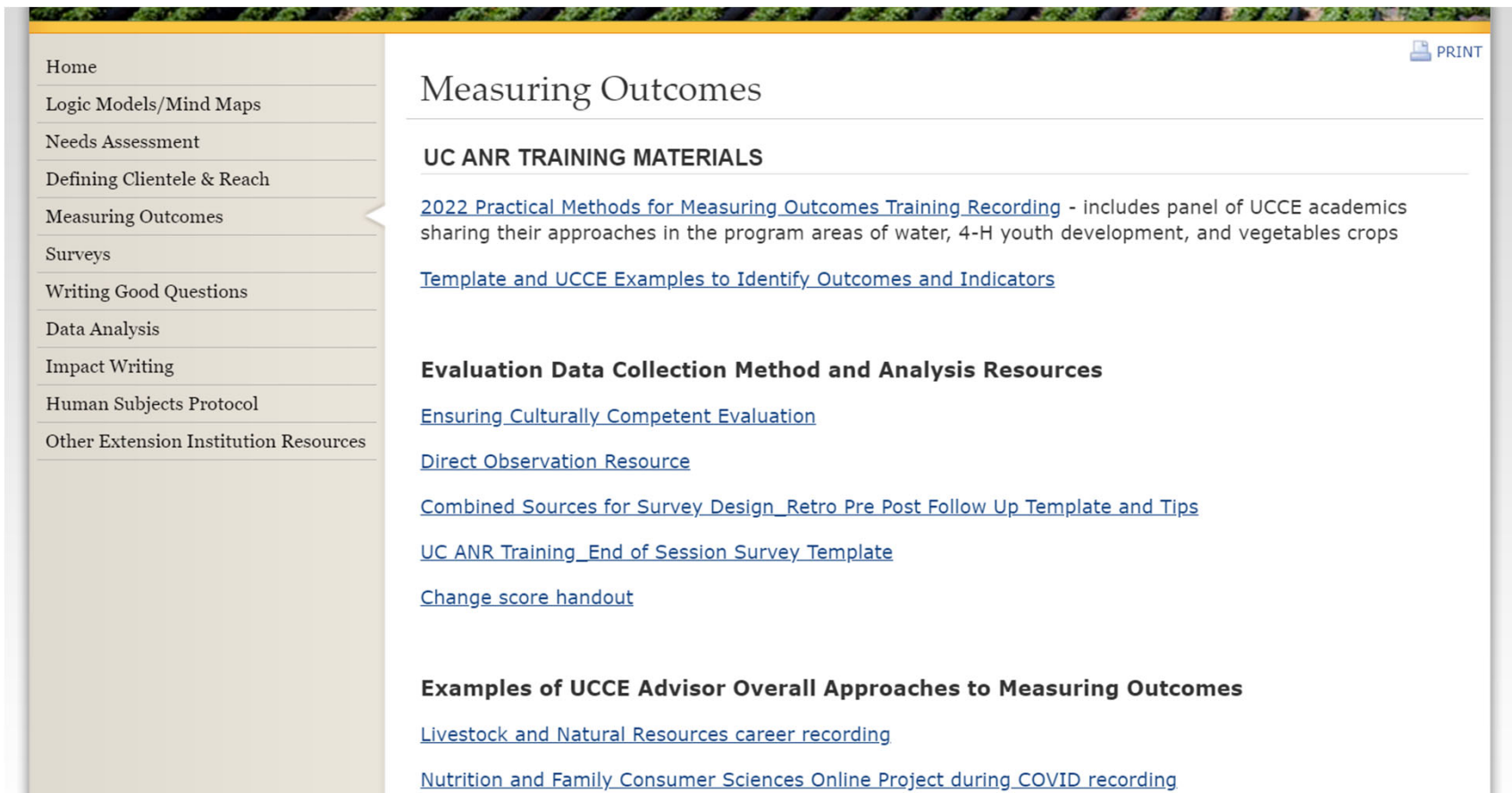
### Contact Information

**Katherine Webb-Martinez**  
Director, Program Planning and Evaluation

UC ANR at the UC Office of the President  
(510) 987-0029 or [katherine.webb-martinez@ucop.edu](mailto:katherine.webb-martinez@ucop.edu)



# Resources for measuring outcomes



The screenshot shows a website page with a sidebar on the left and a main content area on the right. The sidebar contains a list of navigation links: Home, Logic Models/Mind Maps, Needs Assessment, Defining Clientele & Reach, Measuring Outcomes (highlighted), Surveys, Writing Good Questions, Data Analysis, Impact Writing, Human Subjects Protocol, and Other Extension Institution Resources. The main content area has a title 'Measuring Outcomes' and a 'PRINT' button. Below the title is a section header 'UC ANR TRAINING MATERIALS' followed by a list of links: '2022 Practical Methods for Measuring Outcomes Training Recording', 'Template and UCCE Examples to Identify Outcomes and Indicators', 'Evaluation Data Collection Method and Analysis Resources', 'Ensuring Culturally Competent Evaluation', 'Direct Observation Resource', 'Combined Sources for Survey Design\_Retro Pre Post Follow Up Template and Tips', 'UC ANR Training\_End of Session Survey Template', and 'Change score handout'. Below this is another section header 'Examples of UCCE Advisor Overall Approaches to Measuring Outcomes' followed by two more links: 'Livestock and Natural Resources career recording' and 'Nutrition and Family Consumer Sciences Online Project during COVID recording'.

Home

Logic Models/Mind Maps

Needs Assessment

Defining Clientele & Reach

Measuring Outcomes

Surveys


Writing Good Questions

Data Analysis

Impact Writing

Human Subjects Protocol

Other Extension Institution Resources

Measuring Outcomes  PRINT

**UC ANR TRAINING MATERIALS**

[2022 Practical Methods for Measuring Outcomes Training Recording](#) - includes panel of UCCE academics sharing their approaches in the program areas of water, 4-H youth development, and vegetables crops

[Template and UCCE Examples to Identify Outcomes and Indicators](#)

**Evaluation Data Collection Method and Analysis Resources**

[Ensuring Culturally Competent Evaluation](#)

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**Examples of UCCE Advisor Overall Approaches to Measuring Outcomes**

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**Questions, comments,  
discussion...**

# Training for Brand New Academics

Thank you for attending today's training!

Mark Bolda, [mpbolda@ucanr.edu](mailto:mpbolda@ucanr.edu)

Marianne Bird, [mbird@ucanr.edu](mailto:mbird@ucanr.edu)

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AHR website:

[https://ucanr.edu/sites/anrstaff/Personnel\\_Benefits/Academic\\_Personnel/](https://ucanr.edu/sites/anrstaff/Personnel_Benefits/Academic_Personnel/)

For questions on Project Board:

Kit Alviz, [kit.Alviz@ucop.edu](mailto:kit.Alviz@ucop.edu)

 **UNIVERSITY OF CALIFORNIA**  
Agriculture and Natural Resources