

# ACADEMIC ASSEMBLY COUNCIL STRATEGIC PLANNING SURVEY



**MISSION:** To Provide a forum to enhance the impacts of UC Cooperative Extension programs, and address the professional needs of Cooperative Extension academic employees.

**PURPOSE:** Act as a statewide body to advise and assist DANR administration in maximizing Cooperative Extension's usefulness to the University and the people of California; study, develop, and recommend policies and procedures for the benefit and welfare of academic employees of Cooperative Extension of the University of California; and promote communication between and within UC Cooperative Extension and the university system.

**PLANNING GOAL:** To develop a strategic program planning and development framework that provides direction and focus for the purpose, roles, and responsibilities of the University of California Cooperative Extension Academic Assembly Council (CEAAC) activities under the DANR structure.

## What is in this report?

- \* CEAAC's mission and purpose
- \* CEAAC's planning objectives
- \* What the members care about
- \* CEAAC's roles/responsibilities
- \* Member representation needs
- \* How to make CEAAC relevant
- \* Future planning goals

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## PLANNING

The UCCE Academic Assembly Council developed a planning proposal detailing an approach to a long-range strategic planning process. The proposal also identified a set of expected outcome objectives which were posted on the Academic Assembly Council website in April

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### ***TO PROVIDE DIRECTION AND FOCUS FOR THE FUTURE***

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2000. The planning process was to embody the mission and purpose of the organization as revised by the CE Academic Assembly Council in 1998, and to provide a framework for the Council to:

- Communicate a clear vision and perspective for the future of the Academic Assembly Council.
- Initiate activities to help achieve CEAAC's goals and objectives.
- Enhance the Academic Assembly Council's membership participation.
- Build support for Council activities throughout the University of California.
- Communicate program ideas, activities, accomplishments, and other information in a timely manner within and outside the CEAAC organization.

- Define performance criteria for assessing the Council's ability to achieve its mission, purpose, and program objectives effectively.
- Project and maintain a dynamic and productive presence.
- Establish the basis for the Academic Assembly Council Bylaws revisions and authorize any necessary policy changes.

## INITIATING THE PLANNING

At the December 1997 meeting of the Academic Assembly Council in Oakland, the North Central Region representative recommended that the Council develop a strategic plan to address short-term and long-term goals and needs of CEAAC. At that time DANR was engaged in a major systemwide reorganization and strategic planning process.

The Council took the request under advisement, discussed the idea with DANR's Vice President and Associate Vice President, and the idea was positively endorsed. The Vice President urged the Council to set

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### ***COMMUNICATE PROGRAM IDEAS, ACTIVITIES, ACCOMPLISHMENTS***

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goals and priorities to assure that CEAAC is effective and active in responding to the concerns of its membership. Furthermore, the Vice President asked the Council to

provide DANR administration with ideas, concepts, and suggested actions, rather than reacting to situations.

At its March 1998 Meeting in San Diego, the Council revised its purpose and mission statement and distributed the revisions to regional and campus committees for membership review and comment. This action taken by the Council was in essence the

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***PROVIDE DANR ADMINISTRATION WITH IDEAS, CONCEPTS, AND SUGGESTED ACTIONS, RATHER THAN REACTING TO SITUATION***

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beginning of the CEAAC strategic planning process.

Two members designated by the Council developed a format for approaching the planning, and presented a framework at the October 1998 Council meeting in Oakland. Council members discussed the format, explored what would be necessary components of a strategic plan, and constituted a Strategic Planning Committee to develop a planning proposal.

The Strategic Planning Committee reported back to the Council at its February 1999 Meeting in San Diego. DANR Vice President Gomes attended the Council meeting and again voiced his support for the planning. Seven recommendations published in the 1997 report of the DANR Organizational Strategy Team Number 4 (OST - 4) were also discussed. The Council maintained the option to decide at a later date if these responsibilities would be incorporated

into the strategic plan.

Using input from the Council, the membership, and other reports and information, the Planning Committee developed a CEAAC Strategic Planning Proposal. The two major fact finding components of the planning proposal were to 1) conduct a membership needs assessment survey, and 2) convene a series of focus groups in or near each of the DANR regions and campuses.

The Strategic Planning Committee worked with a DANR planning consultant through the summer of 1999 to develop an action plan for conducting the focus groups. The strategic planning proposal and the focus group plan of action were presented to the Council at its July 1999 meeting in Davis. The Council expressed concerns about the amount of work involved and did not authorize the committee to move forward with the focus groups.

During the 1999-2000 program year, the Council turned its attention to reorganizing membership representation within the three

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***THE COUNCIL TURNED ITS ATTENTION TO REORGANIZING MEMBERSHIP REPRESENTATION IN THE NEW REGIONAL CONFIGURATION***

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new regional configurations. To make sure there would be an ongoing strategic planning group within the Council, Executive Committee members with an appointed chair were designated as the Strategic Planning Committee. The planning proposal was distributed to Council members

and DANR administration in April 2000, but the strategic planning process was dormant until the Council conducted a membership survey in February, 2001.

## **MEMBERSHIP SURVEY**

**Limitations** - The survey respondents consisted of UCCE academics who attended the CEAAC breakfast meeting held in conjunction with the DANR statewide staff conference on February 22 and 23, 2001, in Riverside. Approximately 200 CE academics attended the meeting and 81 completed and returned surveys at the conclusion of the meeting. The responses were anonymous, without identifying information specific to the respondents' name,

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### ***THE RESULTS CAN BE USED AS A SOURCE FOR CEAAC PLANNING***

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discipline, years of service, appointment, or geographical distribution as to county, campus, or region.

Because the respondents constitute a nonsystematic convenience sample, they should not be viewed as statistically representative of the population of interest, which is all CE academics in California. These survey results are therefore presented only as a snapshot of the academics who attended the CEAAC breakfast meeting in February 2001. This report based on these 81 responses can be used as a source of ideas for CEAAC's strategic planning efforts, and its contents may be examined for areas/issues to consider in

a more representative assessment. Within this context this report may have meaning and substantive value.

**Purpose** - The purpose of the survey was to ascertain the level of consensus among the members regarding the areas and issues the Council addresses, and to provide an opportunity for the members to assist the Council with determining the future direction of CEAAC. It also asked

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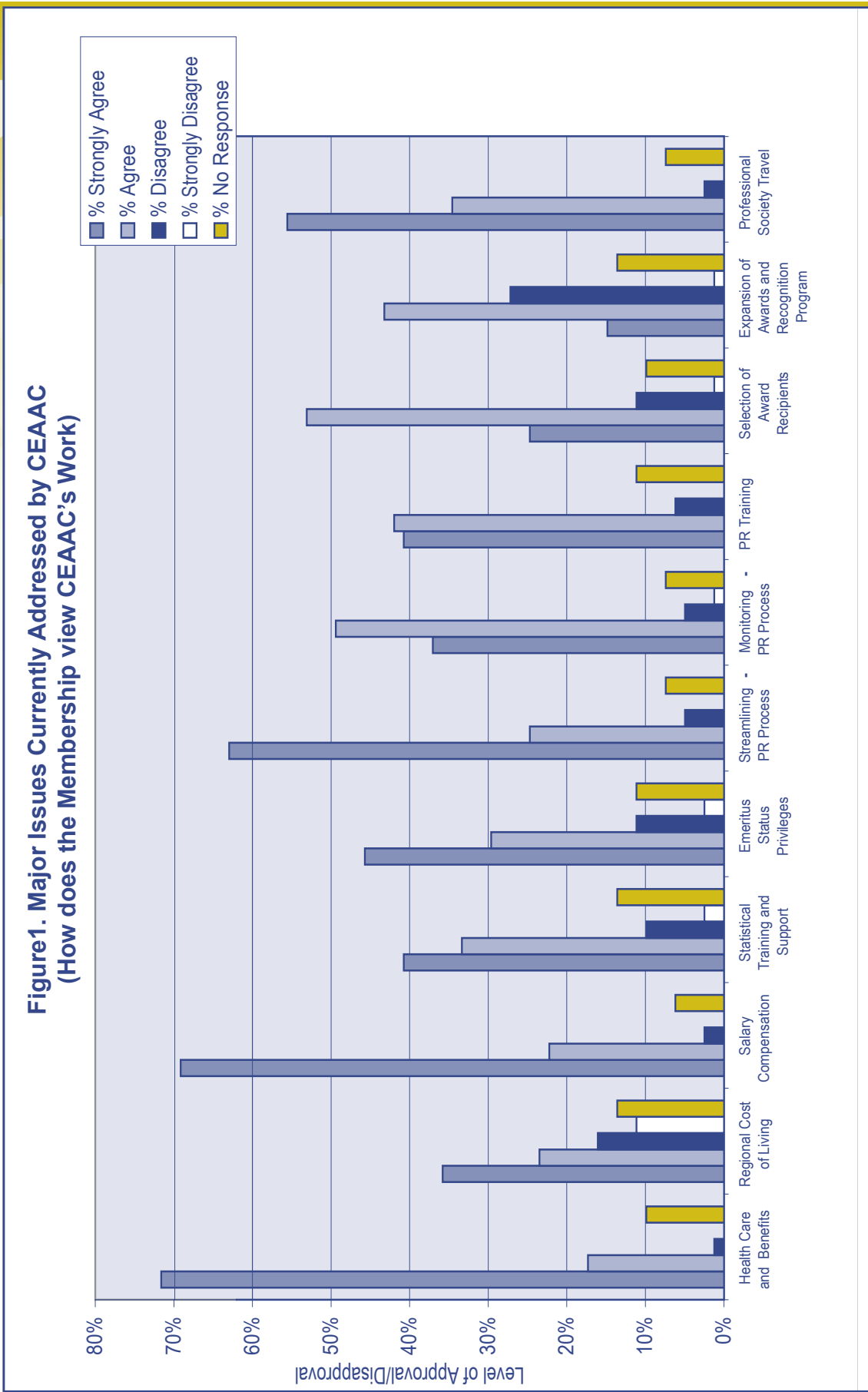
### ***THE SURVEY ASKED WHAT WOULD MAKE CEAAC MORE RELEVANT***

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CEAAC members to prioritize the OST-4 recommendations, and to express what they felt would help to improve the Council's services.

Survey questions specific to:

- CEAAC's current work asked a) if the Council is effectively representing its members to DANR administration; and b) how the Council could represent the members better.
- Future responsibilities for CEAAC, asked the members to prioritize the seven recommendations presented in the OST-4 report.
- Improving membership services, asked what would make CEAAC more relevant to its members, and what it should be addressing in the future for its members.
- Member participation, asked if respondents were willing to serve on



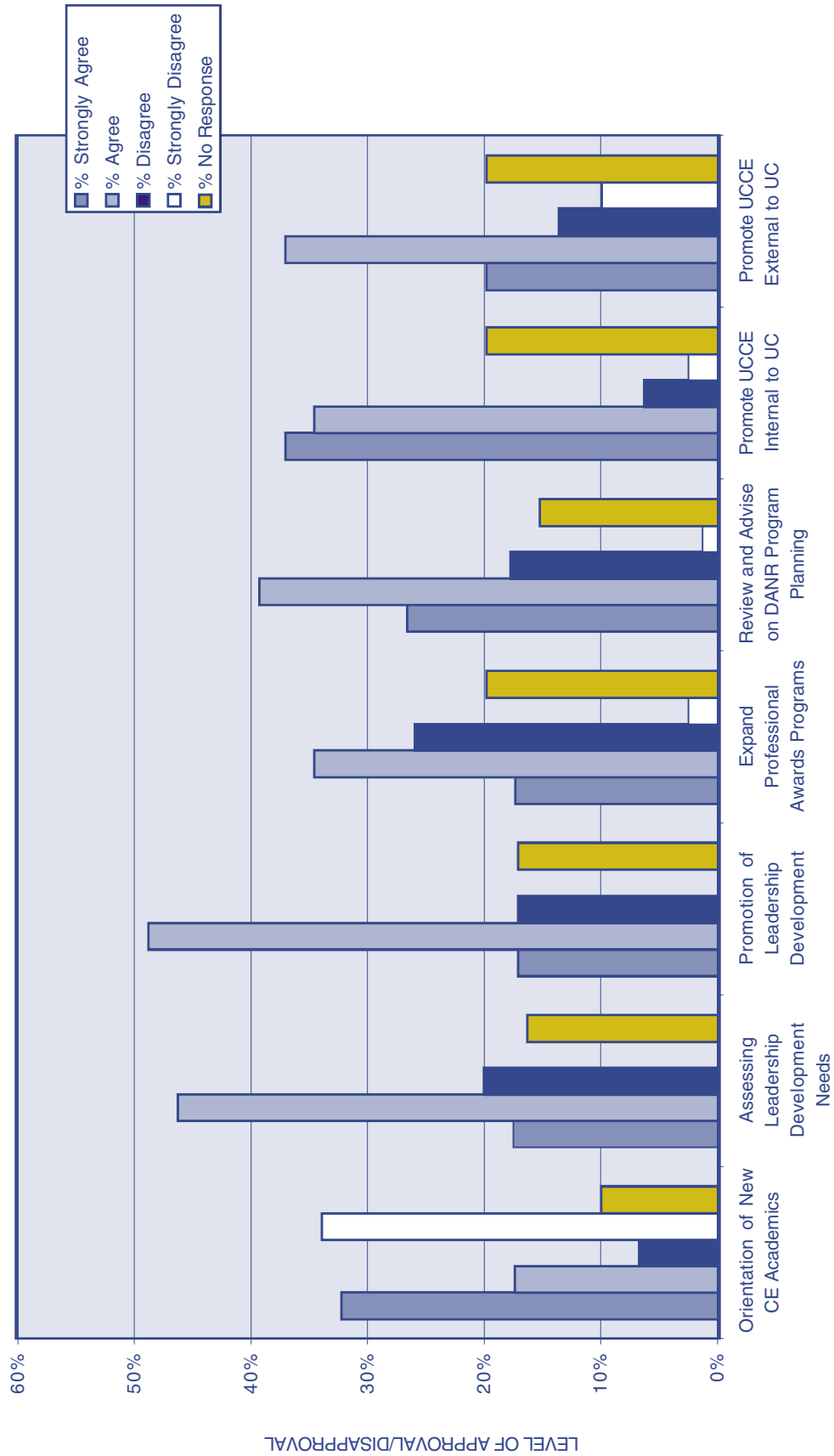
N = 81 CE Academics

**Table 1. Major Issues Currently Addressed by CEAC  
(How does the Membership view CEAC's Work)**

|                     | Health Care and Benefits | Regional Cost of Living | Salary Compensation | Statistical Training and Support | Emeritus Status Privileges | Streamlining - PR Process | Monitoring - PR Process | PR Training | Selection of Award Recipients | Expansion of Awards and Recognition Program | Professional Society Travel |
|---------------------|--------------------------|-------------------------|---------------------|----------------------------------|----------------------------|---------------------------|-------------------------|-------------|-------------------------------|---|-----------------------------|
| Strongly Agree      | 58                       | 29                      | 56                  | 33                               | 37                         | 51                        | 30                      | 33          | 20                            | 12  | 45                          |
| Agree               | 14                       | 19                      | 18                  | 27                               | 24                         | 20                        | 40                      | 34          | 43                            | 35  | 28                          |
| Disagree            | 1                        | 13                      | 2                   | 8                                | 9                          | 4                         | 4                       | 5           | 9                             | 22  | 2                           |
| Strongly Disagree   | 0                        | 9                       | 0                   | 2                                | 2                          | 0                         | 1                       | 0           | 1                             | 1   | 0                           |
| No Response         | 8                        | 11                      | 5                   | 11                               | 9                          | 6                         | 6                       | 9           | 8                             | 11  | 6                           |
| <b>Totals</b>       | <b>81</b>                | <b>81</b>               | <b>81</b>           | <b>81</b>                        | <b>81</b>                  | <b>81</b>                 | <b>81</b>               | <b>81</b>   | <b>81</b>                     | <b>81</b>                                   | <b>81</b>                   |
| % Strongly Agree    | 71.6%                    | 35.8%                   | 69.1%               | 40.7%                            | 45.7%                      | 63.0%                     | 37.0%                   | 40.7%       | 24.7%                         | 14.8%                                       | 55.6%                       |
| % Agree             | 17.3%                    | 23.5%                   | 22.2%               | 33.3%                            | 29.6%                      | 24.7%                     | 49.4%                   | 42.0%       | 53.1%                         | 43.2%                                       | 34.6%                       |
| % Disagree          | 1.2%                     | 16.0%                   | 2.5%                | 9.9%                             | 11.1%                      | 4.9%                      | 4.9%                    | 6.2%        | 11.1%                         | 27.2%                                       | 2.5%                        |
| % Strongly Disagree | 0.0%                     | 11.1%                   | 0.0%                | 2.5%                             | 2.5%                       | 0.0%                      | 1.2%                    | 0.0%        | 1.2%                          | 1.2%  | 0.0%                        |
| % No Response       | 9.9%                     | 13.6%                   | 6.2%                | 13.6%                            | 11.1%                      | 7.4%                      | 7.4%                    | 11.1%       | 9.9%                          | 13.6%                                       | 7.4%                        |
| Total               | 100.0%                   | 100.0%                  | 100.0%              | 100.0%                           | 100.0%                     | 100.0%                    | 100.0%                  | 100.0%      | 100.0%                        | 100.0%                                      | 100.0%                      |

N = 81 CE Academics

**Figure 2. OST-4 Recommendations For Future CEAC Roles  
(Should CEAC Assume These Responsibilities?)**



N = 81 CE Academics

**Table 2. OST-4 Recommendations For Future CEAAC Roles,  
(Should CEAAC Assume These Responsibilities?)**

|                     | Orientation of New CE Academics | Assessing Leadership Development Needs | Promote Leadership Development | Expand Professional Awards Programs | Review and Advise on DANR Program Planning | Promote UCCE Internal to UC | Promote UCCE External to UC |
|---------------------|---------------------------------|--|--------------------------------|-------------------------------------|--|-----------------------------|-----------------------------|
| Strongly Agree      | 39                              | 14                                     | 19                             | 14                                  | 21   | 30                          | 16                          |
| Agree               | 21                              | 37                                     | 37                             | 28                                  | 31   | 28                          | 30                          |
| Disagree            | 8                               | 16                                     | 12                             | 21                                  | 14   | 5                           | 11                          |
| Strongly Disagree   | 1                               | 0                                      | 0                              | 2                                   | 2  | 2                           | 8                           |
| No Response         | 12                              | 14                                     | 13                             | 16                                  | 13   | 16                          | 16                          |
| <b>Totals</b>       | <b>81</b>                       | <b>81</b>                              | <b>81</b>                      | <b>81</b>                           | <b>81</b>                                  | <b>81</b>                   | <b>81</b>                   |
| % Strongly Agree    | 48.2%                           | 17.3%                                  | 23.5%                          | 17.3%                               | 25.9%                                      | 37.0%                       | 19.7%                       |
| % Agree             | 25.9%                           | 45.7%                                  | 45.7%                          | 34.6%                               | 38.3%                                      | 34.6%                       | 37.0%                       |
| % Disagree          | 9.9%                            | 19.7%                                  | 14.8%                          | 25.9%                               | 17.3%                                      | 6.2%                        | 13.6%                       |
| % Strongly Disagree | 1.2%                            | 0.0%                                   | 0.0%                           | 2.5%                                | 2.5%                                       | 2.5%                        | 9.9%                        |
| % No Response       | 14.8%                           | 17.3%                                  | 16.0%                          | 19.8%                               | 16.0%                                      | 19.7%                       | 19.7%                       |
| <b>Total</b>        | <b>100.0%</b>                   | <b>100.0%</b>                          | <b>100.0%</b>                  | <b>100.0%</b>                       | <b>100.0%</b>                              | <b>100.0%</b>               | <b>100.0%</b>               |

N = 81 CE Academics

CEAAC and in what capacity.

**Definitions** - The respondents ranked each issue on a four-point scale: **Strongly Agree, Agree, Disagree, and Strongly Disagree**. Survey responses were ranked and prioritized according to four definitions:

- Consensus is the combined ratings for Strongly Agree and Agree.
- High priority is only the Strongly Agree rating.
- Lack of consensus is the combined ratings of Disagree and Strongly Disagree.
- Opposed is only the Strongly Disagree rating.

### WHAT THE MEMBERS CARE ABOUT

**Consensus** in support of the 11 issues addressed by CEAAC was ranked in descending order. Ratings by respondents are as follows:

- Salary compensation – 91.3%
- Society travel – 90.2%
- Health care and benefits – 88.9%
- Streamline the PR process – 87.7%

### MEMBERSHIP CARES ABOUT SALARY COMPENSATION, SOCIETY TRAVEL, HEALTH CARE/BENEFITS, STREAMLINING THE PR PROCESS

- Monitor the PR process – 86.4%
- Training on the PR process – 82.7%

- Selecting DANR award recipients – 77.8%
- CE emeritus status – 75.3%
- Statistical training/support – 74.0%
- Regional cost of living – 59.3%
- Expand professional awards and recognition – 58% (See table 1.)

**Priorities** ranked according to the number of respondents who strongly agreed with the work of the Council are:

- Health care and benefits – 71.6%
- Salary compensation – 69.1%
- Streamlining the PR process – 63.0%
- Professional travel – 55.6%
- Emeritus status – 45.7%
- PR training – 40.7%
- Statistical training – 40.7%
- Monitoring the PR process – 37.0%
- Regional cost of living – 35.8%

### THE STRONGEST OPPOSITION WAS FOR REGIONAL COST OF LIVING

- Selecting award recipients – 24.7%
- Expand awards and recognition – 14.8% ( See figure 1.)

**Lack of consensus** or disagreement was highest for expanding the awards program (28.4%) and regional cost of living (27.1%). Disagreement with emeritus status privileges was 13.6%; statistical training, 12.4%; selecting award recipients, 12.3%; PR training, 6.2%; monitoring the PR process, 6.1%, and streamlining the PR, 4.9%. Salary com-

pensation and professional travel (each at 2.5%) and health care and benefits (1.2%) were issues with the least amount of disagreement.

**Opposition** was strongest against regional cost of living, with 11.1% of the respondents disagreeing strongly. About 2.5% opposed both statistical training and emeritus status privileges. Also, 1.2% each opposed monitoring the PR process, selecting award recipients, and expanding the awards program.

### SHOULD CEAAC RESPONSIBILITIES EXPAND?

**Consensus** among respondents, when asked if CEAAC should assume the seven responsi-

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### SHOULD CEAAC ASSUME THE RESPONSIBILITIES RECOMMENDED BY OST-4?

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bilities recommended by OST-4, was ranked as follows:

- Orient new CE academics – 74.0%
- Promote DANR internally to UC – 71.6%
- Promote leadership development – 69.2%
- Review and advise on DANR program planning – 64.2%
- Assess leadership development needs – 63.0%
- Promote DANR externally to UC – 56.8%
- Expand the professional awards program – 51.9% (See table 2.)

**Priorities** were low based on less than 50% of the respondents who strongly agreed with

the OST-4 recommendations. All rankings for the OST-4 recommendations were at least 10 percentage points less than those who strongly agreed with current CEAAC activities (See figure 2.)

- Orient new CE Academics – 48.2%
- Promote DANR internally to UC – 37.0%
- Review and revise on DANR program planning – 25.9%
- Promote leadership development – 23.5%
- Promote DANR externally to UC – 19.7%
- Expand professional awards – 17.3%
- Assess leadership development needs – 17.3%

**Lack of Consensus** for assuming the responsibilities recommended by OST-4 were highest for expanding the professional awards program, 28.4%; and promoting DANR externally to UC, 23.5%. Assessing leadership development needs, and review and advice on DANR program planning were both 19.8%; promote leadership development, 14.8%; orient new

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### DOES CEAAC REPRESENT ITS MEMBERSHIP EFFECTIVELY TO DANR ADMINISTRATION?

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CE Academics, 11.1%; and promote DANR internally to UC, 8.7%.

**Opposition** was strongest against promoting DANR externally to UC, 9.9%. OST-4 recommendations to expand professional awards, review and advise on DANR program planning, and promote DANR internally to UC were each opposed by 2.5% of the respondents; and orienting new CE Academics by 1.2%. There was no strong opposition regis-

tered for promoting and assessing leadership development.

### REPRESENTING THE MEMBERSHIP

When asked if CEAAC was effectively representing its members to DANR administration, 56 respondents (69%) did not give a response. Among the 25 who did respond (31% of total sample), 32% were not sure, 28% said No; 24% said Yes; and 16% said Somewhat. In essence, about 76% of these respondents gave negative and/or uncertain answers, although it should be noted that because of the low response rate to this question, this percentage reflects only 19 respondents. Some of

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### ***IN ESSENCE ABOUT 76% OF THE RESPONDENTS GAVE NEGATIVE AND/OR UNCERTAIN ANSWERS***

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the respondents made comments that are grouped according to the four response categories stated above:

- **Not Sure - 32%:** These respondents did not know CEAAC existed or did not hear from CEAAC; did not know enough about CEAAC or had not been on the job long enough; needed to know more about the successes and failures of CEAAC; and one said "Who knows?"
- **No - 28%:** The respondents who said no, did not know CEAAC existed; and others said CEAAC does not do enough to move issues to get them implemented. In particular, they said CEAAC was doing nothing for advisors while salaries for pro-

gram reps are increasing, the merit ladder is extended, and casual and part-time employees are getting benefits. One asked, "Why wait for the administrative focus group?"

- **Yes - 24%:** The respondents who said yes, wanted CEAAC to continue to increase its efforts; were particularly happy with professional travel; said CEAAC does the best it can because the job it does is hard work. One commented that DANR administration must want to have dialogue with CEAAC's representatives.
- **Somewhat - 16%:** These respondents wanted CEAAC to keep working on salary inequity; stick with policies as front issues rather than protesting administrative decisions after the fact. Others wanted CEAAC to champion the cause to rectify the broken continuum of values between basic research and application. One stated that CEAAC is under utilized and has no power other than that of making suggestions.

### HOW TO MAKE CEAAC RELEVANT?

About 32% of the 81 respondents suggested ways to improve the relevancy of CEAAC. Most comments were related to communicating better with the membership:

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### ***DISSEMINATE MONTHLY ACCOMPLISHMENT REPORTS***

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- Disseminate monthly accomplishment reports through e-mail
- Use the minutes with action items clearly delineated to outreach to all

- CE county-based and campus-based faculty
- Keep the CEAAC website current and use a listserv to provide regular updates
  - Promote CE to UCOP and the UC system at large

### **WORK TO ACHIEVE CE SALARY EQUITY/PARITY**

- Help workgroups become more effective in addressing research and extension objectives
- Provide more communication on the work of CEAAC's committees
- Publicize the CEAAC organization

### **BE A VOICE FOR ALL CE PROFESSIONALS**

- to increase visibility and cohesion
- Get celebrated and gifted people to serve in the CEAAC organization
- Demonstrate more assertive power vs. just "making recommendations"
- Foster more advisor and specialist cooperation
- Work to get advisors treated with respect and their work honored and valued
- Work to achieve CE salary equity/parity
- Become a voice for all CE professionals
- Hold small meetings and survey the needs of the membership.

**WHO WILL SERVE?** At least 16% of the respondents indicated a willingness to serve, mostly on the Personnel Committee, and 7% said they were already serving on the Council.

### **PUBLISH PROGRESS REPORT**

**IMMEDIATE ACTION:** Publish this survey report to the CEAAC membership and to DANR administration. Make presentations at forums such as the Program Council and state, regional, and county staff meetings. Revise and distribute the CEAAC brochure. Distribute action

### **DEVELOP A LONG-RANGE PLAN**

items of Council meetings to the membership.  
**FUTURE PLANNING:** Develop a long-range plan of action to conduct a survey that is representative of the membership, and address the concerns and issues expressed by the respondents and other CEAAC members.

#### **STRATEGIC PLANNING COMMITTEE PARTICIPANTS**

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