

“A FRAMEWORK FOR CHANGE IN CHANGING TIMES”

ACADEMIC ASSEMBLY COUNCIL STRATEGIC PLAN



MISSION

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

VISION

The work of the Academic Assembly Council will be recognized and supported by ANR Administration; its opinions and recommendations are respected within the University; its key functions as an advisory body will advance the ideals of its members; and is respected for representing CE academics on issues related to programs, professional advancement, and benefits.

PURPOSE

*The Academic Assembly was organized in the early **1970s** to act as a statewide body to advise*

and assist ANR 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; and promote communication between and within UC Cooperative Extension and the university system.

WHAT IS IN THIS PLAN?

- CEAAC’s mission, vision, and purpose
- CEAAC’s planning goal and objectives
- The planning process
- Membership needs and priorities
- Council priorities, strengths, weaknesses
- CEAAC’s opportunities
- CEAAC’s core values
- CEAAC’s plan of action

WHY DEVELOP A STRATEGIC PLAN

The University of California Cooperative Extension Academic Assembly Strategic Plan is a framework to provide direction and focus for the Assembly Council to project its roles, responsibilities, and operational objectives for the future of CE academics.

To provide direction and focus

A strategic plan can serve as a beacon for the Council as it positions itself to advise and assist the Division of Agriculture and Natural Resources (ANR) more effectively, and will help Cooperative Extension maximize its contributions to the University and the people of California. The plan will provide guidance and direction to the Council as it studies, develops, and recommends operational policies and procedures and appropriate actions for the

To help promote communication, cooperation, and collaboration

benefit and welfare of the academic employees of UC Cooperative Extension. The strategic plan can also be used as a tool to help promote communication, cooperation, and collaboration on mutually beneficial endeavors within Cooperative Extension and throughout the University of California 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 ANR administrative structure.

STRATEGIC PLANNING OBJECTIVES

The UCCE Academic Assembly Council identified a set of outcome objectives embodying the mission, vision, and purpose of the Academic Assembly Council as stated in its 1998 and 2000 revised by-laws. This strategic plan will provide a framework to:

- Communicate a clear vision for the future direction and work of the Academic Assembly Council.
- Initiate key program activities to help achieve CEAAC's goals and objectives.
- Enhance the Academic Assembly Council's membership participation.
- Build support for the Council's activities throughout the University of California.

Build support for the Council's activities

- Communicate program ideas, activities, accomplishments, and other information in a timely manner within and outside of the CEAAC organization.

To communicate a clear vision for the future

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

THE PLANNING PROCESS

At its December 1997 meeting, the Academic Assembly Council entertained a recommendation made by the North Central Regional Representative to develop a Strategic Plan to address short-term and long-term goals, responsibilities, and needs of CEAAC.

To provide ANR administration with ideas, concepts, and actions

Council representatives discussed the planning concept with ANR's Vice President and Associate Vice President, who endorsed the idea. The Vice President urged the Council to

set goals and priorities to assure that CEAAC responds effectively to the needs and concerns of its membership, and to provide the ANR administration with ideas, concepts, and plans of actions, rather than simply reacting to situations and circumstances.

To set Council goals and establish member priorities

At its March 1998 meeting, the Council revised its purpose and mission statement, and distributed the changes to regional and campus committees for review and comment. A small subcommittee developed a planning approach which was accepted at the October 1998 Council meeting and a Strategic Planning Committee was constituted.

To conduct a membership needs assessment survey

The committee met in December 1998 and February 1999, and reported back to the Council at its February 1999 meeting. The ANR Vice President again voiced his support for the planning process. The Strategic Planning Committee met in April, May and July 1999 to develop a scope of work. The proposal had two fact finding components; 1) A membership needs assessments survey, and 2) A series of focus groups with Assembly members to be held in or near the ANR regions and University of California campuses.

The planning proposal, focus group format, and schedule of fact-finding activities were presented to the Council at its July 1999 meeting. The Council expressed concerns about the magnitude of the planning effort and the planning group was not authorized to move forward on the scope of work.

The Council turned its attention to organizing membership representation in the three newly reconfigured ANR regions. It designated the Council Executive Committee members as a standing Strategic Planning Committee at its May 2000 meeting, appointed a committee chairperson, and conducted a Membership Survey in February 2001 at the statewide staff meeting, in Riverside, CA.

NEEDS ASSESSMENT SURVEY

To help the Council determine the future direction of CEAAC

A membership survey was distributed at a breakfast meeting to approximately 200 of CEAAC academics at the 2001 ANR statewide staff meeting in Riverside, CA. The purpose of the survey was to assess membership consensus on issues the Council addresses; invite members to help the Council determine the future direction of CEAAC; and have members prioritize recommendations made by the 1997 DANR Organizational Strategy Team Number 4 (OST – 4).

SURVEY QUESTIONS SPECIFIC TO:

- CEAAC's current work asked if the Council is effectively representing its members to the ANR Administration, and how the Council could better serve its members.

Is the Assembly Council effective?

- Future responsibilities for CEAAC asked members to prioritize seven recommendations presented in the 1997 OST- 4 report.
- Improving membership services asked what would make CEAAC more relevant to its members, and what should the

What would make CEAAC more relevant?

council address in the future.

- Membership participation asked how each member could help CEAAC serve them better and benefit Cooperative Extension.

At the end of the CEAAC meeting, 81 members returned completed surveys. The responses of the participants were anonymous, without identifying information specific to the respondent's name, discipline, length of service, appointment, nor geographical distribution as to county, campus, or region.

To help focus on membership needs

The respondents constituted a nonsystematic convenience sample and were not viewed as statistically representative of the population of all CE academics in California. The survey presented only a snapshot of academics who attended the CEAAC breakfast meeting on February 22, 2001.

The results are used in the planning process to help focus on important areas/issues to be examined in a comprehensive and representative assessment of membership needs. The results of the needs survey are posted at http://ucce.ucdavis.edu/freeform/AAC/documents/strategic_planning2842.pdf.

MEMBERSHIP PRIORITIES

The convenience survey rankings of areas of need and issues the members expected the Council to act on are:

Salaries, Society Travel, Healthcare, PR process

1. Salary Compensation – 91.3%
2. Society Travel – 90.2%
3. Health Care/benefits – 88.9%
4. Streamlining the PR Process – 87.7%
5. Monitoring the PR Process – 86.4%
6. Training on the PR Process – 82.7%
7. Selecting ANR Award Recipients – 77.8
8. CE Emeritus Status – 75.3%
9. Statistical Training and Support – 74.0
10. Regional Cost of Living – 59.3%
11. Expand Professional Recognition and Awards – 58%

ASSEMBLY COUNCIL PRIORITIES

To be effective and a valued voice for CE academics

The Council defined its future expectations at its February and July 1999 meetings. Using a facilitated SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis in January 2003 helped to identify priorities necessary for success and resilience in the future. The Council agreed on what achievements would constitute an effective sustainable organization in the long term and enumerated major indicators of the success of its future activities.

To be recognized, supported, and valued by ANR administration

The Academic Assembly Council needed to:

- Move from advisory to a proactive mode with authority and more assertive power.
- Be recognized, supported, and its opinions valued by ANR Administration.
- Work closely with senior ANR administration to enhance the visibility of Cooperative Extension within the

To achieve salary equity for CE academics

- University of California system.
- Be an effective and valued voice for Cooperative Extension academics and be recognized by other UC academics as peers.

- Participate regularly in decision-making meetings such as the Program and Executive Councils.
- Work with ANR administration to achieve salary equity for CE academics.
- Generate more diversified participation among the membership.

To generate diversified participation

ASSEMBLY COUNCIL STRENGTHS

Valuable assets of the Academic Assembly Council are its capacities/opportunities to:

- View Cooperative Extension as a whole entity and not as individual units.
- Gain the confidence and cooperation of ANR administration.
- Represent the needs of a wide range of organizational units and disciplines.

Gain the confidence and cooperation of ANR administration

- Work for positive changes to benefit all Cooperative Extension staff and solicit participation from all staff.
- Embody and practice the principle of shared governance.
- Mobilize grassroots client participation and community resources.

Mobilize grassroots participation and community resources

ASSEMBLY COUNCIL WEAKNESSES

Barriers to success are reflected in:

- Growing apathy and lack of understanding of UC Cooperative Extension programs and the role UCCE plays in academic communities throughout California.

Frequent turnover of Council members

- Frequent turnover of Council members and the subsequent loss of group memory.
- Selective listening within CE and the university in response to Academic Assembly Council proposals.
- Low expectations and perceptions among its members that the Council does not address the needs of the full range of Cooperative Extension academics.
- CEAAC's inability to attract strong specialist support and participation.
- The advisory nature of the Academic Assembly Council without the power or relationship the Academic Senate (a decision-making body) has with university administration.

- General perception of advisors that the Academic Assembly Council is ineffective.

Low expectations of the Council

- Unwillingness or inability of the Council to take on high priority/controversial issues.

THREATS TO ACADEMIC ASSEMBLY

The overall success of the Academic Assembly is threatened by:

- The shared governance concept that slows decision making is less attractive.
- The comparatively small number of Cooperative Extension staff statewide.
- The strength and pull of the Academic Senate on specialists, which creates a breach in the continuum of research and extension.
- Non-CE organizations assuming tasks that the Assembly Council once performed.
- The Council's desire to complete projects/

Specialists affiliation with Academic Senate

- assignments quickly with minimal effort.
- CEAAC's members believe that the Academic Assembly Council performs assignments with less importance/policy implications.
- The widespread perception within the University that Cooperative Extension academic staff commands a lower professional status than other UC academics.

Disruption in the research and local extension continuum

- The University's commitment position to protect instruction, and to classify CE outreach as a low priority for program funding.

ASSEMBLY COUNCIL OPPORTUNITIES

In spite of the weaknesses, barriers, and threats to its success, the Academic Assembly Council is in a better position during organizational change to find creative ways to:

- Build a better programmatic future for its members.
- Use its leadership and programmatic strengths to overcome barriers.
- Create opportunities to set its own agenda for projects of greater significance.
- Explore the adoption of a stronger Assembly

Use leadership and programmatic strengths to overcome barriers

- model similar to the Academic Senate.
- Increase specialist participation to bridge the campus and county academic gap.
- Mobilize grassroots community resources and external financial support to augment CE's educational/service delivery dollars.

THE CEAAC STRATEGIC PLAN OF ACTION

CORE COUNCIL VALUES

This strategic plan embodies CEAAC's core values incorporated in its key planning objectives: clarity of direction; achieving stated goals and objectives; enhancing membership participation; building support within the university; communicating accomplishments and ideals; evaluating Council achievements; demonstrating a dynamic presence; and affecting policy changes to enhance relevance and support for Cooperative Extension programs. These core values are defined and addressed in the planning objectives, key activities/actions, and desired outcomes.

Demonstrate a dynamic presence

PLANNING OBJECTIVE I

To communicate a clear vision for the future direction of the Academic Assembly Council.

Desired Outcome: Communicating clearly the Council's vision, mission, direction, and purpose.

Key Activities/Actions: The Academic Assembly Council will:

- Disseminate the CEAAC strategic plan to all CEAAC members and ANR administration for review and comment prior to finalizing the plan.

- Publish the CEAAC strategic plan systemwide through ANR regional and campus mailings, key university departments/sections/units, ANR and other relevant websites and university channels.
- Develop a marketing strategy to amplify CEAAC's strengths, and increase visibility internal/external to Cooperative Extension.

Increase CEAAC Visibility

PLANNING OBJECTIVE II

To formulate and conduct program activities to achieve the desired outcomes envisioned in the Council's mission, vision, goals, and objectives.

Desired Outcome: Tailor CEAAC programs and functions to address member priorities and CEAAC's strengths and opportunities.

Key Activities/Actions: The Academic Assembly Council will:

- Design a short-term marketing strategy to promote CEAAC programs and services within and outside of the university.
- Develop a media presentation of CEAAC's vision, programs, future plans and member benefits for new employee, regional, county, specialist, and other appropriate ANR/university meetings.

- Conduct overviews and discussion sessions of the CEAAC plan at state, regional, county, campus, and other meetings.

Address CEAAC Priorities

PLANNING OBJECTIVE III

To reduce apathy, increase recognition, and revitalize membership participation in Academic Assembly Council activities.

Desired Outcome: Increasing relevance, strength and recognition through diverse membership participation.

Key Activities/Actions: The Academic Assembly Council will:

- Communicate effectively the values and benefits of a strong and viable Academic Assembly to raise the level of expectation among the membership.
- Publicize successful CEAAC programs to demonstrate the Council's capacity to use its strengths and opportunities to affect institutional changes benefiting its members and Cooperative Extension.
- Insure a dynamic existence of CEAAC by generating enthusiastic member participation in regional and campus committees.
- Establish criteria to evaluate the successes of Assembly Council committee functions and review the overall impact of the Council.

Generate Enthusiastic Participation

PLANNING OBJECTIVE IV

To address the needs of the Assembly Membership consistent with their stated priorities.

Desired Outcome: Demonstrating Council commitment to membership needs.

Key Activities/Actions: The Academic Assembly Council will:

- Review background/status of the needs and develop a progress report on each member priority in the order of the ranking.
- Make an informed determination of what actions are needed to address each priority.
- Make committee/project assignments to detail and conduct the necessary activities to achieve desired goals/objectives.
- Assess committee(s) progress on each priority issue and determine further action.
- Report the council's progress to CEAAC membership, ANR administration and other relevant University entities.
- Commit to continued work on member priorities to improve benefits to the Assembly.

Address Member Priorities

PLANNING OBJECTIVE V

To build institutional support for the Council activities within the University of California system.

Desired Outcome: Enhancing institutional recognition and support for CEAAC.

Key Activities/Actions: The Academic Assembly Council will:

- Disseminate timely reports, information, and its plans, actions, and accomplishments to CEAAC members, ANR administration, UC academics and other relevant staff, and university entities.
- Develop a feasibility report to evaluate the possibility and the potential benefits of adopting the UC Academic Senate model.

Build Institutional Support

PLANNING OBJECTIVE VI

To institutionalize a standard communication strategy to promote program ideas, activities, accomplishments, and other information to its membership and outside the CEAAC.

Desired Outcome: Promoting program accomplishments internal and external to CEAAC.

Key Activities/Actions: The Academic Assembly Council will:

- Help promote CE's research, education, outreach, advocacy, fund development, and public services contributions to the university, other academic and professionals, and the people of California.
- Educate stakeholders and the consumer public on CE's program and service contributions to the people of California.

Educate Stakeholders

PLANNING OBJECTIVE VII

To develop performance criteria to assess Council achievements towards its mission, vision, and program objectives.

Desired Outcome: Evaluating short-term outcomes and long-term impacts and effectiveness.

Key Activities/Actions: The Academic Assembly Council will:

- Develop an annual plan of action with clearly defined goals and objectives.
- Approve special actions as necessary to achieve desired outcomes.
- Conduct an annual review of its activities and achievements in comparison to its goals, objectives, and desired outcomes.
- Publish annual accomplishment reports to inform and advise ANR administration, its members, and the University at large.

PLANNING OBJECTIVE VIII

To demonstrate organizational strength and commitment to achieve and maintain a dynamic, effective, and productive CEAAC.

Desired Outcome: Advancing values and ideals vital for CEAAC survival.

Key Activities/Actions: The Academic Assembly Council will:

- Use the strategic plan to focus priorities for work in progress and future endeavors.
- Review the specialist relationship to CEAAC, and develop proposals to enhance strong support and participation.
- Help devise approaches to develop funding streams to support the work of the Assembly and Cooperative Extension programs.

PLANNING OBJECTIVE IX***Maintain a Productive CEAAC***

To establish the basis for policy changes and authorize Academic Assembly Council Bylaws revisions as necessary.

Desired Outcome: Guiding the future direction of CEAAC through informed decision making.

Key Activities/Actions: The Academic Assembly Council will:

- Re-examine its organizational/management structure to align committee assignments/activities with key goals, objectives, and the future vision and direction of CEAAC.

- Evaluate its activities and actions against its priorities and criteria for success.
- Document successful outcomes and publicize these accomplishments throughout ANR and the UC system.
- Identify opportunities to realign CEAAC's priorities and actions to respond to emerging and compelling realities.

Overall Achievement: The Academic Assembly Council will build a stronger, successful, and highly visible organization, responsive to its members, with clear direction, and institutional accountability.

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