

Academic Council Special Committee on Agriculture and Natural Resources (ACSCANR)

Annual Report to the Academic Council, 2014-15

For over a decade, the Academic Senate has sought to better understand agricultural research in general and the UC Division of Agriculture and Natural Resources (ANR) specifically, in the context of UC as a whole. ACSCANR (the Academic Council Special Committee on Agriculture and Natural Resources) was formed in 2011. ACSANR was charged to consult with ANR leadership on a regular basis, to review the mission and strategic objectives of the Division, and to consider issues related to the Division's budget, its academic and capital planning, and the intersection of its academic and outreach missions.

ACSCANR met twice in person and once by teleconference in 2014-15. Members appreciated the presentations of Jan Corlett, Chief of Staff to the ANR Vice President, who provided an overview of ANR in general, and of the process by which Cooperative Extension positions were allocated, and of Lisa Fischer, Associate Director for the Research and Extension Center System, who provided an overview of ANR's Research and Extension Centers. ACSCANR also appreciated opportunities to for the exchange of information from ANR Vice President Barbara Allen-Diaz and Associate Vice President Bill Frost.

This report provides an overview of ANR operations, summarizes the work ACSCANR has conducted over the past year, and contains recommendations for subsequent investigation.

I. ANR Operations

What is ANR?

As described on its website¹ ANR consists of:

- 200 locally based Cooperative Extension advisors and specialists;
- 57 local offices throughout California;
- 130 campus-based Cooperative Extension specialists;
- 9 Research and Extension Centers;
- 6 statewide programs, including:
 - The Integrated Pest Management Program,
 - The California Naturalist program,
 - The Master Gardener Program,
 - The Master Food Preserver Program,
 - The Sustainable Agricultural Research and Education Program,
 - The Youth, Families and Community Program;
- Partnerships with 700 academic researchers² in 40 departments at 3 colleges and 1 professional school on 3 UC campuses: Berkeley, Davis, and Riverside.

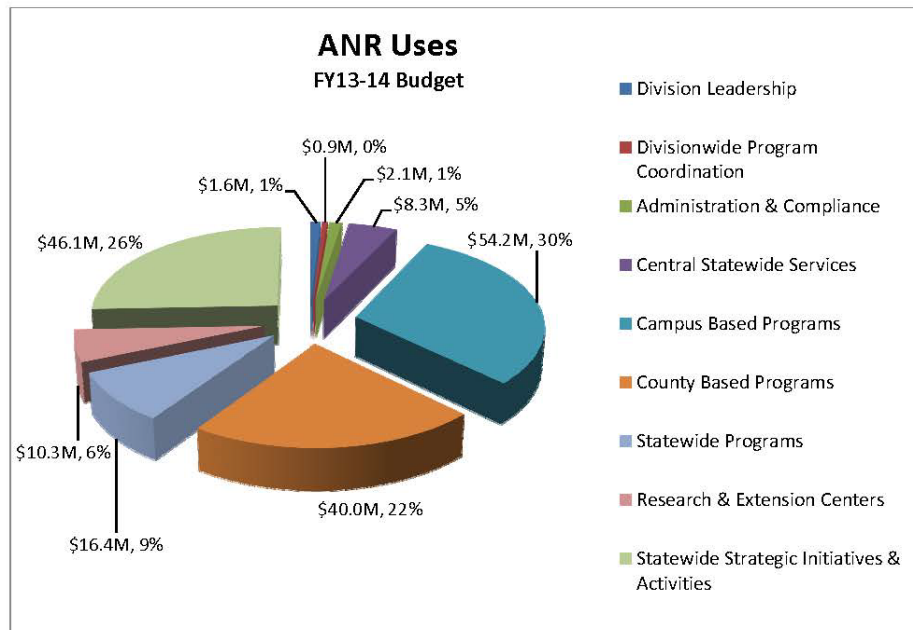
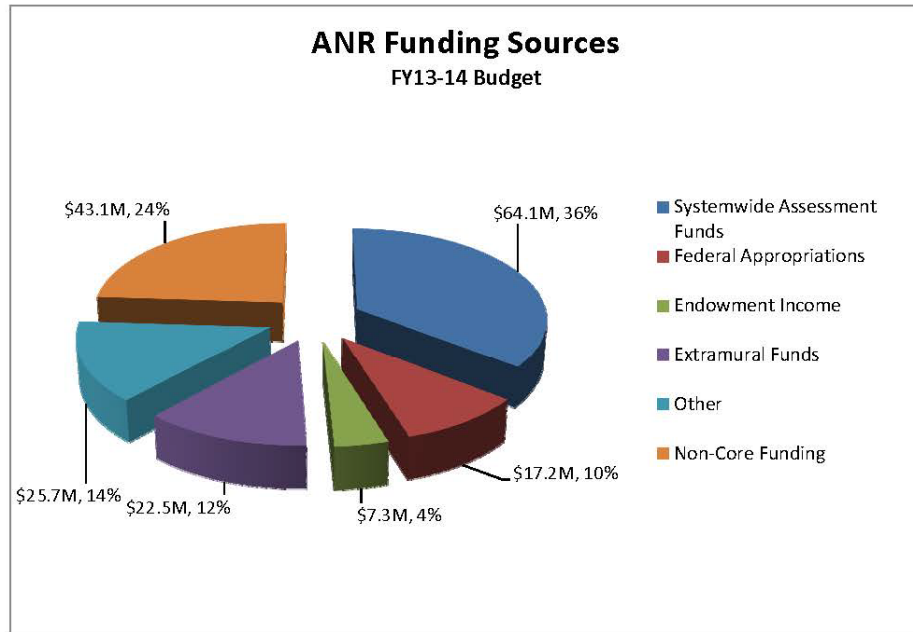
¹ http://ucanr.edu/About_ANR/What_is_ANR/

² The salaries of many of these individuals are split between ANR funds and other fund sources.

How is ANR Funded?

ANR’s Cooperative Extension personnel (CEs) are paid in part from the campus assessment on funding streams. According to a 2013 ANR briefing document prepared for President Napolitano, the amount from the campus assessment for 2013-14 was about \$64 M. Other fund sources for ANR include federal appropriations (\$17.2 M), endowment income (\$7.5 M), extramural funds (\$22.5 M), and miscellaneous sources (\$25.7 M). The miscellaneous sources include gift income, 4-H Youth Development Organization (4-HYDP), and other program-related income. Only about \$3.4 M of the income from campus assessments is used to support ANR offices at UCOP; the remainder funds statewide programs and initiatives and CE Specialists on campuses and CE Advisors in the counties.

Funding of ANR should not be confused with the funding of the Agricultural Experiment Stations (AES) on the Berkeley, Davis, and Riverside campuses. These campuses receive federal funds to support agricultural research that is matched by the state. In California, the federal portion is 15 percent. The federal portion passes through ANR and UCOP to the chancellors at UCB, UCD, and UCR to pay part of the Organized Research (OR) faculty salaries in their AES departments. The remaining 85 percent of



campus AES salaries is funded through direct, off-the-top allocations that are permanently budgeted to UCB, UCD, and UCR and are not included in rebenching calculations. These allocations are similar to those that fund the Scripps Institution of Oceanography, and are not included in the per-student calculations. Current value of the AES off-the-top allocation is about \$88 M, divided between UCB (\$21 M), UCR (\$23 M) and UCD (\$44 M).

II. ACSCANR Analysis

Committee Findings

- ACSCANR appreciates the size of ANR, its role in fulfilling the Land Grant Mission in California, and that it is welcomed and respected by the agricultural community, by members of private and public sectors involved in the preservation of the State’s natural resources, and by rural communities through programs under the Healthy Families and Communities Initiative of its 2025 Strategic Vision.³
- ACSCANR recognizes that ANR’s county extension agents are the “face” of UC for much of California’s population.
- By contrast, it is not clear that the mission and activities of ANR are as well-known statewide outside of these niches.
- There appears to be too little knowledge about ANR at the non-AES campuses – and even within non-AES departments on the AES campuses – and perhaps elsewhere in the UC system. AES faculty members also differ in terms of their identification with ANR. Some ACSCANR members thought that it is as if there are two separate UCs—one to fulfill the teaching and research mission and another to fulfill an outreach mission, with too little overlap or interaction between the two.
- In reviewing recent data on agricultural production and its value in California, an interesting conundrum emerged: Although California is the leading state for agriculture, in terms of cash receipts, agriculture generally contributes less than 3% to California’s gross domestic product in any given year.
- The basic model for ANR was developed in the 1800’s, when agriculture was California’s #1 industry and, arguably, needed much assistance. Although agriculture in California remains large relative to agriculture in others states, the value of agriculture as an industry has been eclipsed by many other industries within California. In turn, ANR has broadened its agenda beyond traditional agricultural production.
- The structure of the agricultural research and extension components of UC are opaque and confusing, probably because of the complexity of UC. More than one ACSCANR member wondered if UC would adopt the current structures if starting *de novo*.

³ http://ucanr.edu/About_ANR/Strategic_Vision/

III. ACSCANR Recommendations

Ideas Brought Forward by ACSCANR in 2014-15

With the above findings in mind, ACSCANR discussed the ideas below. ACSCANR believes it timely to bring these points for discussion forward to the Academic Council coincident both with a change in leadership of ANR and a potential change in the funding model for ANR. ACSCANR, however, had insufficient time to develop any of these ideas fully. Perhaps next year's committee would choose to follow these up and provide input to the task force considering how ANR should be funded for the 21st century.

- ANR and UC should proactively increase their shared branding in the "outside world" (e.g., visibly linking UC and 4-H) both for reasons of improving the public relations of UC and to improve the recruitment of students and outreach of UC as a whole.
- The role and activities of ANR should be better and more broadly known at the campuses and the Office of the President. ANR and the campuses should consider each a resource for the other.
- The research sponsored and funded by ANR should be better integrated with other applied research elsewhere within UC. Collaborations should be fostered between ANR and similar/complementary areas within UC. These collaborations could involve facilitating access of non-ANR/AES researchers to the RECs, for example, and building upon ANR's outreach network to publicize the importance and results of UC's research community.
- The basic mission of ANR – to deliver new information (and education) regarding technology and science to California users – should have a wide application across the broader UC research enterprise.

Funding model for ANR

In April, 2015, Vice President Allen-Diaz proposed a major change to the funding of ANR by moving its State funding from the campus assessments paid to the Office of the President to being funded by another off-the-top allocation. In response, the Office of the President designated a task force to examine the financial and business operations structure of ANR holistically. Recommendations are due by December 21, 2015 and are to "ensure both the continued financial and structural viability of ANR and the ongoing robust and productive relationships between ANR and campuses in the service of the critical missions of creating and implementing innovative and locally relevant research, education, and outreach programs and developing science-based solutions to issues facing agriculture and natural resources."

ACSCANR's view is that it is well-positioned to provide input to the process of developing the appropriate funding model for ANR and suggests that some of the questions below should be considered.

- What is the future of funding for ANR as the State continues its disinvestment in UC and UC correspondingly adopts more of a "self-funded" model based upon revenues from tuition, among other sources?

- How should ANR's interests be balanced with the wider UC's interests, most importantly, the teaching mission?
- What is the appropriate structure for UC to undertake the activities currently assigned to ANR? Should ANR continue to be a separate unit within the Office of the President, or should its activities be integrated into academic units on the campuses? Should this integration occur only at the three AES campuses, or should such integrations occur at all campuses willing and able to fulfill the Land Grant Mission?
- What should be the role of the Senate and administrations on all campuses to review and evaluate the use of funds allocated to units like ANR funded either off-the-top or through campus assessments?

IV. Conclusion

A better and more inclusive connection between ANR and the rest of UC would foster support within the University for ANR activities and would allow the campuses to reap greater benefits from those existing activities. In this way, UC can help ANR achieve its strategic vision of healthy food systems, environments, communities, and ANR can help UC achieve its goal of maintaining and improving educational and research excellence. The members of ACSCANR have been very impressed by what they have learned about ANR and would like to help identify mutually beneficial ways that both parties can better work with -- and benefit from -- each other.

Respectfully submitted:

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