

Kearney Agricultural
Research and Extension Center
STRATEGIC PLAN

2015 - 2035



University of California
Agriculture and Natural Resources

Research and Extension Center System

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INTRODUCTION

The Kearney Agricultural Research and Extension Center (KARE) is one of the University of California (UC) Division of Agriculture and Natural Resources' (ANR) nine Research and Extension Centers (RECs). The REC system is a strong, vibrant organization of research and education academics supported by extraordinary research management capacity to conduct agriculture, natural resource and human resource programs of the highest quality science to foster healthy people and thriving communities. The centers, located throughout California's various climatic zones and representing nearly every type of agricultural and natural resource system in California, offer University researchers places to conduct field experiments and outreach programs.

KARE is located on 330 acres in the heart of the San Joaquin Valley, in what has become the state's No. 1 agricultural county, on land that is some of the most productive in the world. Its controlled field, greenhouse, and postharvest studies use 260 acres of permanent and annual crops. KARE research is focused on novel cultivation, pruning and planting methods for major valley crops including citrus, stone fruits, nuts, raisin, table and wine grapes; development of new specialty crops; sustainable farming methods including conservation tillage; tree fruit integrated pest management; mosquitoes; nematodes; water conservation; air quality effects; nitrogen management; and postharvest technology. Since its official dedication in 1965 KARE has

achieved international acclaim for leadership in the development of new fruit, nut, and grape varieties, innovative cultural and irrigation practices, pest and disease management techniques, and postharvest biology. In addition, KARE plays a leadership role in maintaining the quality of California's rural environment, with programs in air and water quality, and mosquito management.

KARE serves the vibrant agricultural communities in California's Central Valley. It is ideally positioned to both advance agriculture through cutting edge applied science, and to increase future farmers through direct interactions with UC scientists and their collaborators. For KARE to continue to meet the needs of the surrounding region, efforts must be made to expand the center's innovative research, extension activities, public and private partnerships, and modernize facilities. These strategic improvements require investment in infrastructure and skilled professionals, in order to position the center as an innovation hub and leader in delivering science-based research to a new generation of California farmers.



STRATEGY FRAMEWORK

UC ANR Vision Statement

ANR envisions a thriving California in 2025 where healthy people and communities, healthy food systems, and healthy environments are strengthened by closer partnerships between University of California and its research and extension programs and the people of the state. The University remains connected and committed to the people of California, who enjoy a high quality of life, a healthy environment, and economic success in the global economy.

Kearney Agricultural REC Mission Statement

KARE delivers cutting edge science, applied agricultural research, extension, and community outreach to better understand and help solve food and environmental challenges facing California's Central Valley, U.S. agriculture, and the world.

STRATEGIC PLANNING PROCESS

REC system overarching goals

In 2012 UC ANR launched a coordinated, future-oriented strategic planning effort for all nine RECs. The strategic planning charge is to develop a long-term and big picture strategic plan centered on stakeholder input. The strategic plan is designed to serve as a “living document,” a flexible framework to set direction and focus effort over the next 20 years. The strategic planning effort is intended to be inclusive, future-oriented and with a focus on implementation and assessment of plan deliverables through time.

The REC system’s overall strategic planning effort is structured to include the following guiding goals:

- Develop an effective and organized approach for research, extension, and outreach at the centers and among the centers.
- Increase collaboration across the UC ANR network, including collaborations with surrounding University of California Cooperative Extension (UCCE) programs.
- Engage the local community in planning and implementation (local community is not necessarily place-based but also subject area-based).
- Engage partners not previously affiliated (e.g., non-ANR UC campuses, CSU’s and other colleges, agencies, organizations).
- Align the REC strategic plan with the UC ANR Strategic Vision 2025.
- Develop an effective communication and outreach program to increase visibility and programmatic impact of the REC system.

- Ensure REC resources are effectively and efficiently utilized, and explore new and diverse opportunities.
- Reconstruct the REC system identity by enhancing programming and facility resources.

Planning process

In November 2015, a fourteen-member strategic planning committee was formed (see table next page) with members broadly representing major KARE stakeholder groups. These core committee members served as assessment and feedback links with the diverse stakeholder group vested in the long-term future of KARE. In February 2016, the KARE Strategic Planning Committee kicked off its strategic planning process that included assessment, strategy formulation and implementation accountability. The committee had four, one-day, in-person meetings. The first meeting provided an overview of the Division’s vision, the UC ANR REC system’s long-term goals, and KARE’s mission, history, and operations. The committee conducted a situational analysis that included obtaining input from other key stakeholders to identify current strengths and weakness of KARE, as well as outline potential future opportunities and threats that could influence how KARE operates in the future. The second meeting focused on understanding and exploring the stakeholder input and synthesizing this input into five broad strategic directions. The third meeting focused on refining the scope of the strategic directions through developing goals and key actions associated with each strategic direc-

tion. Committee members then went back to key stakeholder groups to get feedback on the committee’s proposed strategy, which was discussed during the fourth meeting and helped refine the content of the draft strategic plan. During their last in-person meeting, the committee finalized the draft strategic plan including discussion of the implementation accountability elements, intended outcomes, implementation responsibility and deliverables. This final draft plan was circulated one last time for stakeholder comment during the fall of 2016.

Implementation of strategic plan and assessment of outcomes

Early in the REC system’s strategic planning process, it was recognized that the strategic planning process must be intimately linked to a streamlined and executable implementation and assessment plan. Toward this end, committee members were asked to help identify deliverables associated with each key action as well as the persons/organizations with implementation authority. This broad matrix that links strategic directions, goals, and actions with implementation responsibility and deliverables will be used as the framework for identifying implementation priorities and assessing implementation progress through time. The KARE Director in conjunction with REC system administrators will develop annual priorities for plan implementation. Deliverables associated with goals and key actions will be used by REC administrators and the KARE Director to jointly set outcome targets and annually review progress toward agreed upon priorities.

COMMITTEE MEMBER	COMMITTEE MEMBER STAKEHOLDER AFFILIATION	STAKEHOLDER GROUPS THAT PROVIDED INPUT	
Jeff Dahlberg, Chair	Kearney Research and Extension Center, Director	• County Agriculture Commissioners, Tulare and Fresno	• IR-4
Jim Adaskaveg	UC Riverside Plant Pathology CE Specialist and Professor	• UC Riverside Departments of Plant Pathology and Microbiology, Entomology, and Nematology	• Citrus Commodity • Cal. Citrus Quality Council
James Ayars	USDA-Agricultural Research Service	• USDA Researchers	• USDA-Agricultural Research Service, Parlier, CA
John Chandler	Chandler Farms, LP	• California Fresh Fruit Association	• California Association of Wine Grape Growers
David Clark	Reedley College	• Reedley College • West Hills Community College	• College of Sequoias • Local school districts
Kent Daane	UC Berkeley CE Entomology Specialist	• UC Berkeley Division of Environmental Science and Policy Management*	• DOW • Nichino
Ruth Dahlquist-Willard	UCCE Fresno, Small Farms Advisor	• California Certified Organic Farmers	• Local organic growers
Russ Hill	UCCE Merced, 4-H Youth Development Advisor	• UCCE County Directors, Fresno/Madera	• UC Master Gardener Program, Fresno County
Ryan Jacobsen	Fresno County Farm Bureau		
Parry Klassen	East San Joaquin Water Quality Coalition-Chair	• Ag Water Quality Coalition	
Bob Klein	California Pistachio Research Board	• Cal State University Fresno • Walnut Board	• California Almond Board • CDFA*
Steve Spate	Raisin Bargaining Association	• CAPCA, Fresno area • Raisin Board	• SunMaid
Florent Trouillas	UC Davis Plant Pathology - (Specialist)	• UC Davis, Department of Plant Pathology*	
George Zhuang	UCCE Fresno, Viticulture Advisor	• UCCE Advisors • Raisin Board	• SunMaid
Lisa Fischer, <i>Ex-Officio</i>	Director, UC ANR Research and Extension Center System		
Katherine Webb-Martinez, <i>Facilitator</i>	Associate Director, UC ANR Program Planning and Evaluation		
Sherry Cooper, <i>Staff</i>	Analyst, UC ANR Program Support Unit		

* contacted but did not provide input



STRATEGIC DIRECTION #1

Establish Innovation Hubs

Stakeholder groups recognize the unique agricultural environment that makes up California's Central Valley, and the need for dynamic research and extension facilities and staff that can provide rapid diagnostics and applied solutions to agricultural challenges from both biotic and abiotic stresses. KARE will meet these needs through the establishment of innovation hubs that are built around specific disciplines and would provide key academic staff and support staff. These innovation hubs will provide research, extension, education and outreach opportunities to develop and showcase new technologies and methods addressing the Central Valley's critical issues. KARE offers distinctive core competencies in the following areas: diagnosis and control of plant pests, post-harvest science, plant pathology, plant nutrition/physiology, nematology, and rootstock development. KARE will build on existing and expand research core competencies in agricultural mechanization, water management, regulatory science, food safety, and organic production.

Goals

1. Identify critical applied research needs, current and projected, for California's Central Valley and the resources required to address them.
2. Bring expertise together to develop innovation hubs.
3. Promote innovation hubs.

Intended Outcomes

- Stakeholders gain rapid diagnostic tools and applied solutions that are developed through KARE's collaborative innovation hubs to address critical agricultural challenges.

STRATEGIC DIRECTION #1

Goal 1: Identify critical applied research needs, current and projected, for California's Central Valley and the resources required to address them.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
A. Conduct a needs assessment involving UC academics and external stakeholders, such as commodity boards, through meetings and other ongoing activities to identify the critical issues facing the Central Valley's agricultural environment.	<ul style="list-style-type: none"> KARE Director working with academic researchers 	<ul style="list-style-type: none"> Completed collaborative needs assessment
B. Identify gaps in UC ANR academic network that are needed to address applied research needs for the Central Valley, and develop position proposals working collaboratively across UC.	<ul style="list-style-type: none"> KARE Advisory Committee (to be established per this plan) 	<ul style="list-style-type: none"> UCCE position proposals developed in collaboration with campus departments and local UCCE offices
C. Identify state and national programs that provide funding for identified critical research needs, and submit proposals.	<ul style="list-style-type: none"> Academic researchers UC ANR Contracts and Grants Office 	<ul style="list-style-type: none"> Secured funding

Goal 2: Bring expertise together to develop innovation hubs.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
A. Develop a KARE Advisory Committee with diverse internal and external membership to provide guidance on the development of the innovation hubs and the implementation of the full strategic plan.	<ul style="list-style-type: none"> KARE Director 	<ul style="list-style-type: none"> Establishment of inaugural KARE Advisory Committee
B. Identify external key collaborators, such as the California State University system (e.g. Fresno State Center for Irrigation Technology) and UC Merced, to participate in the hubs.	<ul style="list-style-type: none"> KARE Director working with the KARE Advisory Committee 	<ul style="list-style-type: none"> Participation of key collaborators from other organizations, in a relevant discipline-focused innovation hub
C. Host regular events for campus-based academics, local Cooperative Extension advisors and program staff to facilitate networking and to share resources/funding to conduct trials at KARE.	<ul style="list-style-type: none"> KARE Director 	<ul style="list-style-type: none"> Annual events aligned with discipline-focused innovation hubs
D. Leverage commodity board support to create specific hubs, for example around post-harvest and foliar disease issues, and inform new academics about this opportunity.	<ul style="list-style-type: none"> KARE Director working with the KARE Advisory Committee and academic researchers 	<ul style="list-style-type: none"> Annual introduction event for new academics to provide overview of California agriculture and commodity boards Participation by new academics Secured commodity funding
E. Explore increasing funding sources for organic research to expand core competency in this area and develop this innovation hub.	<ul style="list-style-type: none"> KARE Director working with academic researchers 	<ul style="list-style-type: none"> Secured funding for organic research
F. Make KARE more electronically and physically accessible for research (reference Strategic Direction 2).	<ul style="list-style-type: none"> KARE Director KARE unit managers 	<ul style="list-style-type: none"> Increased Internet speed Improved transportation alternatives
G. Promote unique opportunity for long-term research at KARE, especially for pesticide research.	<ul style="list-style-type: none"> KARE Director KARE unit managers 	<ul style="list-style-type: none"> Increased number of long-term research projects, e.g. IR-4 KARE's long-term research opportunity highlighted in regular KARE communications

STRATEGIC DIRECTION #2

Goal 3: Promote innovation hubs.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
A. Showcase new technologies pertaining to KARE's core competencies through technology demonstrations, by CE advisors and others.	<ul style="list-style-type: none"> KARE Director working with UC ANR Communication Staff 	<ul style="list-style-type: none"> Field and lab events Communications about innovation hubs
B. Utilize expanded community extension efforts to increase outreach and education on agricultural innovations (reference Strategic Direction 3).	<ul style="list-style-type: none"> Community Educator 	<ul style="list-style-type: none"> Full time Community Educator hired.



Modernize and Expand Facilities

Stakeholder groups understand that technologies and tools are rapidly changing and morphing as new technical advances are made in communication, electronics, and equipment. Understanding these changes necessitate the continued updating of key infrastructure within active research at centers such as KARE. Equipment that was once driven by applied agriculture engineering is now emerging from new startups that are using cutting edge technologies to enhance agricultural practices. Research facilities need these new emerging technologies to engage in appropriate and timely research needs. For example, genomics is a powerful tool that is becoming the standard for identification and eventually control of new diseases and insects and researchers will rely more on these technologies to strengthen their research projects and goals. In addition, KARE will develop first-class research facilities focusing on the early detection, diagnostics, and recommendations of plant pathogens and pests that impact the San Joaquin Valley. For KARE to be more attractive to academics not currently associated with KARE, "on-the-ground" field laboratories need to be made more functional and efficient; basic infrastructure needs improvement, including all laboratories and the greenhouses; and the opportunity for new land acquisition should be explored. As these

improvements are implemented and more research is conducted on the center, and given the challenge of remoteness, the on-site housing facilities must be expanded and improved to house visiting scientists and alternative housing opportunities identified.

Goals

1. Identify the most pressing needs to support new and increasingly more technologically advanced research.
2. Improve and develop new space for critical research and extension needs.
3. Utilize and modernize existing engineering facility.
4. Ensure land base is sufficient for KARE to realize its mission.

Intended Outcomes

- KARE attracts and supports increased, innovative research and extension through improved and expanded facilities.

STRATEGIC DIRECTION #2

Goal 1: Identify the most pressing needs to support new and increasingly more technologically advanced research.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
A. Identify facility and equipment needs.	<ul style="list-style-type: none"> KARE Director Physical Plant Manager Ag. Manager 1 	<ul style="list-style-type: none"> Completed needs assessment survey of academics conducting or interested in conducting research at KARE
B. Explore opportunities for alternatives to purchasing facilities or equipment.	<ul style="list-style-type: none"> KARE Director Physical Plant Manager Ag. Manager 1 	<ul style="list-style-type: none"> List of rent and lease prospects/options
C. Develop energy efficiency plan, including expansion of center-wide solar project.	<ul style="list-style-type: none"> Center Director Physical Plant Manager Ag. Manager 1 	<ul style="list-style-type: none"> Reduced energy costs Energy savings transferred to other internal needs

Goal 2: Improve and develop new space for critical research and extension needs.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
A. Develop long-term facilities plan to better utilize existing space and identify potential renovations and needs for new construction, e.g., new molecular and chemical lab for regional use.	<ul style="list-style-type: none"> KARE Director Physical Plant Manager Ag. Manager 1 	<ul style="list-style-type: none"> Completed long-term facilities plan
B. Revisit staffing plan to support expanded facilities and labs.	<ul style="list-style-type: none"> KARE Director Physical Plant Manager Ag. Manager 1 	<ul style="list-style-type: none"> Revised staffing plan based on expanded facilities plan
C. Allocate existing lab space for local CE advisors, other UC and non-UC academics and/or other collaborators.	<ul style="list-style-type: none"> KARE Space Committee 	<ul style="list-style-type: none"> Increased utilization of KARE lab space by academic researchers not located at KARE

Goal 3: Utilize and modernize existing engineering facility.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
A. Establish a new agricultural/applied engineer or a mechanical engineer for harvesting technologies position, to address contract labor shortage issues in permanent crops.	<ul style="list-style-type: none"> KARE Director UC systemwide Applied Engineering Departments 	<ul style="list-style-type: none"> New agricultural/applied engineer or mechanical engineer position, specializing in mechanical design located at KARE
B. Seek private industry, commodity boards and non-traditional support for equipment design, development and acquisition, as well as new position(s) to support agricultural engineering research (reference Strategic Direction 5 Goal 1).	<ul style="list-style-type: none"> KARE Director working with KARE Advisory Committee UC ANR Development Office 	<ul style="list-style-type: none"> Secured funds for engineering facility
C. Explore opportunity to engage with UC Davis Western Center for Agricultural Equipment, and resources to enhance KARE engineering facility.	<ul style="list-style-type: none"> KARE Director KARE Agricultural Engineers 	<ul style="list-style-type: none"> Agreement on testing equipment

Goal 4: Improve KARE housing and transportation options to the center for visiting scientists and staff.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
A. Explore agreement with Reedley College for short-term summer housing leases.	<ul style="list-style-type: none"> • KARE Director • KARE Outreach personnel 	<ul style="list-style-type: none"> • Decision on feasibility of MOU with Reedley College
B. Explore ground transportation options for visiting researchers and students, e.g., add stop to Rural Transit, KARE provides vehicle/shuttle, establish carpool.	<ul style="list-style-type: none"> • KARE Director • KARE outreach personnel 	<ul style="list-style-type: none"> • Findings from focus group to see what would work best • Transportation resources communicated
C. Develop a plan for creating additional housing options including dormitories with private, single rooms and modulars for housing rental units, etc.	<ul style="list-style-type: none"> • KARE Director • Physical Plant Manager 	<ul style="list-style-type: none"> • Increased dormitory space • Increased permanent housing

Goal 5: Ensure land base is sufficient for KARE to realize its mission.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
A. Document current and future need for more acreage.	<ul style="list-style-type: none"> • KARE Director • Ag Manager 1 	<ul style="list-style-type: none"> • Completed needs assessment
B. Develop a funding strategy to acquire land.	<ul style="list-style-type: none"> • KARE Director working with KARE Advisory Committee 	<ul style="list-style-type: none"> • Secured funding • New land
C. Establish KARE as a green zone encompassing both Parlier and Reedley.	<ul style="list-style-type: none"> • KARE Director 	<ul style="list-style-type: none"> • Green zone agreement with Reedley and Parlier





STRATEGIC DIRECTION #3

Increase Community Extension, Outreach, and Education Opportunities

Stakeholder groups recognize KARE's strengths in providing access to research, education and outreach through various meetings and extension events that are held on the center. They agreed KARE has the opportunity to increase community education programs to enhance its impact on the agricultural communities that surround the Center. These rural communities have strong 4-H Youth Development and Future Farmers of America (FFA) programs, and community college programs in agriculture. Stakeholders see the opportunity for KARE to grow and expand these partnerships to develop future farmers and leaders in Central Valley agriculture. Stakeholders also recognize that outreach and educational programming is moving beyond traditional "field day" events and moving towards more topical, experiential, outcome-based extension and education programs. These efforts are also expanding into the use of more internet based, social media apps and applications and that this changes the landscape of how extension and education will operate in the future.

Goals

1. Develop new outreach programs for small farms and beginning farmers.
2. Enhance outreach and education to growers about onsite research.
3. Expand collaboration with local UC Cooperative Extension programs.
4. Expand internship program.

Intended Outcomes

- Stakeholders from the agricultural communities in California's Central Valley are more actively engaged with KARE and demonstrate relevant participant outcomes.

STRATEGIC DIRECTION #3

Goal 1: Develop new outreach programs for small farms and beginning farmers.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
A. Expand education and outreach to small, specialty crop growers and beginning farmers.	<ul style="list-style-type: none"> Academic researchers Community Educator 	<ul style="list-style-type: none"> On center demonstrations
B. Increase the visibility of KARE's core competencies in local specialty crops and food safety by expanding the existing community educator footprint.	<ul style="list-style-type: none"> Academic researchers Community Educator 	<ul style="list-style-type: none"> Full-time Community Educator Specialist hired Collaboration with renowned UCCE Tulare and Fresno nutrition programs

Goal 2: Enhance outreach and education to growers about onsite research.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
A. Host topical experiential workshops, forums and field opportunities to promote outreach and education, etc.	<ul style="list-style-type: none"> KARE outreach personnel Community Educator 	<ul style="list-style-type: none"> Publish results from surveys provided to growers and stakeholders concerning outreach efforts they are interested in seeing at KARE Increased educational and outreach events held at KARE Increased participation of growers in KARE events
B. Extend outreach efforts to organic growers, dependent upon expanding research on organic production (reference Strategic Direction 1 Goal 2).	<ul style="list-style-type: none"> UCCE Small Farm Advisors Community Educator 	<ul style="list-style-type: none"> Increased organic research projects Greater organic producer engagement

Goal 3: Expand collaboration with local UC Cooperative Extension programs.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
A. Develop an annual roundtable event to identify opportunities for collaboration between UCCE advisors, KARE academics, and other UC campus-based academics.	<ul style="list-style-type: none"> UCCE Fresno and Tulare County Directors 	<ul style="list-style-type: none"> New collaborative projects Annual roundtable
B. Explore housing local UCCE positions and other academics at KARE to better utilize research facilities.	<ul style="list-style-type: none"> KARE Director working with KARE Advisory Committee 	<ul style="list-style-type: none"> Increased number of academics located at KARE
C. Increase awareness of extension opportunities for UCCE 4-H advisors to conduct local youth agricultural education activities at KARE.	<ul style="list-style-type: none"> Community Educator 	<ul style="list-style-type: none"> Plant Science Field Day for three county area youth

Goal 4: Expand internship program.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
A. Expand university-level and community college internship partnerships.	<ul style="list-style-type: none"> KARE outreach personnel Community Educator 	<ul style="list-style-type: none"> Increased number of interns List of potential opportunities for interns
B. Explore ground transportation to facilitate intern participation (reference Strategic Direction 2 Goal 5).	<ul style="list-style-type: none"> KARE outreach personnel Community Educator 	<ul style="list-style-type: none"> Fuel voucher to fill up at KARE
C. Enhance relationships with 4-H and FFA with internship programs.	<ul style="list-style-type: none"> KARE outreach personnel Community Educator UCCE 4-H 	<ul style="list-style-type: none"> Annual California FFA statewide conference event in Fresno One paid internship awarded State fair winner awarded 2-3 day KARE orientation tour.



STRATEGIC DIRECTION #4

Strengthen and Expand Public and Private Sector Partnerships

Stakeholder groups recognize the close collaboration between KARE research academics and the United States Department of Agriculture (USDA) Agricultural Research Service (ARS) located in Parlier. These close collaborations allow for coordinated research projects that work to minimize competition for funds and strengthens basic and applied research results. Stakeholders identified the need to further expand these collaborations to other research partners in both the private and public sectors. Reaching out to non-agricultural entities within the UC system can foster new collaborations that enhance and expand KARE's ability to conduct cutting edge basic and applied research, and increase awareness of agricultural science as an educational opportunity to non-traditional, science-based stakeholders. Partnerships with private organizations would provide access to innovative commercial technologies that are in need of third-party research to validate their potential impact to San Joaquin Valley growers. Stakeholders acknowledged the strong working relationships with the various commodity organizations and encourage the continued partnerships with key stakeholder groups in California's Central Valley. Increasing KARE's partnerships and visibility will improve the center's ability to expand its fundraising efforts and leverage new funds.

Goals

1. Strengthen existing relationship with USDA.
2. Broaden reach to unique, new programmatic and potential fundraising partnerships.
3. Increase funding from private and public partnerships.
4. Enhance branding and visibility to expand outreach and fund development.

Intended Outcomes

- Increased collaborative research conducted at KARE.
- Non-traditional stakeholders increase awareness of agricultural science as an educational opportunity.
- Increased funding leveraged through partnerships.

STRATEGIC DIRECTION #4

Goal 1: Strengthen existing relationship with USDA.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
A. Develop processes to streamline research support agreements.	<ul style="list-style-type: none"> KARE Director UC ANR Contracts and Grants Office UC ANR Director of Administrative Policies and Business Contracts 	<ul style="list-style-type: none"> Streamlined process for conducting jointly implemented research.
B. Identify additional opportunities to do collaborative research.	<ul style="list-style-type: none"> KARE Director Academic researchers 	<ul style="list-style-type: none"> Annual event for USDA partners at KARE to highlight research, including efforts involving local UCCE advisors

Goal 2: Broaden reach to unique, new programmatic and potential fundraising partnerships.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
A. Explore opportunities for new partnerships with specific, non-traditional groups, such as, food industry, nutrition/medical, food safety, renewables, military, agrochemical industry, etc.	<ul style="list-style-type: none"> KARE Director Academic researchers 	<ul style="list-style-type: none"> New funded projects New programmatic activities
B. Expand partnerships with other Central Valley higher education institutions through various outreach efforts, e.g. offer the opportunity to train local graduate students in agricultural research (UC Merced, Fresno State, etc.).	<ul style="list-style-type: none"> Community Educator working with KARE Director and academic researchers 	<ul style="list-style-type: none"> Increased partnerships with other higher education institutions

Goal 3: Increase funding from private and public partnerships.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
A. Host stakeholder and benefactor cultivation events/activities, e.g., for researchers and for agricultural communities.	<ul style="list-style-type: none"> KARE Director working with UC ANR Development Office 	<ul style="list-style-type: none"> Annual fundraising cultivating event
B. Build stronger ties with commodity boards (e.g. cherries, raisins, wine, table grapes, apple, pistachio, walnut, stone fruit, almond, citrus, etc.) to identify and leverage funding opportunities.	<ul style="list-style-type: none"> KARE Director Academic researchers 	<ul style="list-style-type: none"> KARE is incorporated into the coordinated UC ANR outreach strategy Increased commodity board funding
C. Work with the UC ANR Development Office to create a fundraising plan.	<ul style="list-style-type: none"> KARE Director working with KARE Advisory Committee 	<ul style="list-style-type: none"> Annual meeting between UC ANR Development Office and local agriculture leaders Fundraising plan Secured new funding

STRATEGIC DIRECTION #5

Goal 4: Enhance branding and visibility to expand outreach and fund development.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
A. Develop communications plan for both internal and external audiences.	<ul style="list-style-type: none"> KARE Director working with UC ANR Communication Services and Community Educator 	<ul style="list-style-type: none"> Communications plan
B. Explore leveraging existing resources and expanding outreach staffing.	<ul style="list-style-type: none"> KARE Director working with UC ANR Communication Services 	<ul style="list-style-type: none"> Increased resources for outreach
C. Publish articles in local media.	<ul style="list-style-type: none"> KARE Director working with UC ANR Communication Services and Community Educator 	<ul style="list-style-type: none"> Increased number of communications in local media
D. Leverage local and UC ANR marketing resources and expertise to promote the center.	<ul style="list-style-type: none"> KARE Director working with UC ANR Communication Services 	<ul style="list-style-type: none"> Increased marketing materials



Increase and Retain Critical Academic and Staff Levels

Stakeholder groups recognize research, extension and education support needs are evolving faster than current staffing. KARE needs to attract and retain new researchers. KARE will assess current and critical future staffing opportunities to create innovation hubs. This Strategic Direction identifies key goals and actions that will enable KARE to support expanded research and community engagement.

Goals

1. Fill existing and future academic staffing needs.
2. Strengthen and expand relationships with cooperating UC departments for academic staffing.
3. Ensure successful and adequate staff positions to support KARE and innovative hubs.

Intended Outcomes

- KARE is better able to achieve its mission through expanded academic and staff personnel.

STRATEGIC DIRECTION #5

Goal 1: Fill existing and future academic staffing needs.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
A. Identify and propose additional key UC academic positions in collaboration with other organizations to fund and fill discipline gaps at KARE.	<ul style="list-style-type: none"> KARE Director working with UCCE County Directors and UC Department Chairs 	<ul style="list-style-type: none"> Key academic positions co-funded to fill discipline gaps
B. Engage the commodity boards in the CE position proposal development process.	<ul style="list-style-type: none"> KARE Director Academic researchers 	<ul style="list-style-type: none"> KARE and commodity board input into UC ANR's position process.
C. Pursue opportunities for endowed positions.	<ul style="list-style-type: none"> KARE Director UC ANR Development Office 	<ul style="list-style-type: none"> Endowed fund(s) support position(s) at KARE
D. Develop endowed chair positions in support of the KARE innovative hubs.	<ul style="list-style-type: none"> KARE Director UC ANR Development Office 	<ul style="list-style-type: none"> Endowed fund(s) support position(s) at KARE
E. Establish agricultural/applied or mechanical engineer position, e.g., specializing in mechanical design to address agricultural labor shortage issues. Needs to be located at KARE to meet grower needs (reference Strategic Direction 2 Goal 3).	<ul style="list-style-type: none"> KARE Director working with the UC Davis Department of Applied Engineering 	<ul style="list-style-type: none"> Agricultural/applied or mechanical engineer hired

Goal 2: Strengthen and expand relationships with cooperating UC departments for academic staffing.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
A. Educate and coordinate with academics in the plant pathology, entomology, nematology, plant sciences and other departments on different campuses to identify critical positions that should be located at KARE (reference Strategic Direction 1 Goal 1).	<ul style="list-style-type: none"> KARE Director working with academic researchers based at the center and on campus 	<ul style="list-style-type: none"> Submitted UCCE position proposals
B. Engage UC ANR affiliated department chairs in academic staffing needs at KARE.	<ul style="list-style-type: none"> KARE Director REC System Director UC ANR Associate Vice President 	<ul style="list-style-type: none"> Annual or biennial meeting at KARE

Goal 3: Ensure successful and adequate staff positions to support KARE and innovative hubs.

KEY ACTIONS	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
A. Develop staffing plan for KARE, including plan to fund full-time Community Educator.	<ul style="list-style-type: none"> KARE Director KARE Unit Managers 	<ul style="list-style-type: none"> Staffing plan document Full-time Community Educator
B. Communicate about and improve the availability of two existing skilled on-call Staff Research Associates (SRA) positions to assist with research projects, to bridge hiring gaps.	<ul style="list-style-type: none"> KARE Director 	<ul style="list-style-type: none"> Increased utilization of SRA

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