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OFFICE OF THE VICE-PRESIDENT —
AGRICULTURE AND NATURAL RESOURCES

OFFICE OF THE PRESIDENT
Division of Agriculture and Natural Resources
1111 Franklin Street, 6th Floor
Oakland, California 94607-5200

October 6, 2009

TOM TOMICH

Director, Sustainable Agriculture Research and Education Program
University of California, Davis

Re: Sustainable Agriculture Research and Education Program

Dear Tom:

The Sustainable Agriculture Research and Education Program has been an important part of UC ANR and we appreciate its accomplishments. However, the severe budget crisis of the state and the University of California is forcing us to make very difficult decisions about ANR's organizational structure, programs and activities. Facing a nine million dollar budget reduction, ANR's Senior Leadership, Executive Council, and Program Council approached these decisions using the Strategic Vision as the guide. We took a critical look at programs to realign them with the strategic vision's initiatives. The new structure will build the organization around future needs of the state identified in the Strategic Vision.

To help meet our budget cut ANR leadership has assessed a 20% cut to the Sustainable Agriculture Research and Education Program permanent operating budget. Coordinator Rippee will be contacting you on the transfer of funds.

ANR grants program funds are being redirected to support the Strategic Initiatives; however, we will allow you to continue your current grants program through December 31, 2011. In January 2012, the SAREP grants program funds will be redirected to the Sustainable Foods Systems Strategic Initiative.

I thank you for your continued commitment to the ANR mission. Please feel free to contact me with any questions.

Sincerely,

Barbara Allen-Diaz
Associate Vice President – Academic Programs
and Strategic Initiatives

c: Vice President Dooley
Associate Vice President Taber
Program Leader Putnam
Budget Director Jones
Coordinator Rippee



SUSTAINABLE AGRICULTURE RESEARCH
AND EDUCATION PROGRAM
DIVISION OF AGRICULTURE AND NATURAL RESOURCES
ONE SHIELDS AVENUE
DAVIS, CA 95616

February 2, 2009

Daniel H. Putnam
Program Leader-Agricultural Productivity
Division of Agriculture and Natural Resources
University of California
One Shields Avenue
Davis, CA 95616-8780

Dear Dan,

On behalf of our team, I am pleased to send to you the response of the Sustainable Agriculture Research and Education Program (SAREP) to its recent ANR Statewide Program Five-Year Review. The dedicated work of the Chair, the Review Committee, and ANR staff throughout this process is very much appreciated and the final report is both thought-provoking and timely.

We are of course gratified by the Review Committee's finding that the SAREP program addresses a critical need for information and research on sustainable agriculture and that "these issues remain critical for the health of California agriculture and Californians in general." This review and its recommendations come at a time when SAREP is undergoing significant restructuring. SAREP is changing, and will continue to change, in ways intended to meet the shifting needs of our collaborators within the University of California and stakeholders across our State. As part of a larger strategic process through the Agricultural Sustainability Institute (ASI), we are developing a fundraising plan with strong support from the CA&ES Dean's office at UC Davis and are working with an external consultant, Fenton Communications, on the preparation of a new communications plan. Both of these initiatives cut across all ASI programs and units, with central roles for SAREP, and will help clarify our priorities, integrate our activities, and implement many of the recommendations in the final report. Moreover, the anticipated appointment of two new SAREP academic coordinators (replacing three previous positions) will provide scientific leadership for two of our thematic areas, "Agriculture, Resources and the Environment" and "Food and Society."

As you know, the Review Committee offered 22 recommendations focusing on program structure, program scope, the grants program, and communication and collaboration. I convened a SAREP staff meeting to discuss the findings of the Review Committee's final report

and to collect ideas and suggestions for this combined response. Overall we agree with the bulk of the recommendations from the Review Committee. Specifically, of the Review Committee's 22 recommendations, we fully agree with 16, we have qualified agreement or wish to seek clarification regarding five others, and we disagree with only one of their recommendations. The attached table itemizes the 22 committee recommendations, with our corresponding comments. I have summarized below what I feel are the most salient points for each of the four sets of recommendations.

Program structure. The Review Committee finalized its report just before the inaugural ASI strategic plan was completed in December 2008 and with SAREP restructuring still in progress, so it is not altogether surprising that our main areas of qualification and the single area of disagreement with the Committee's recommendations concern program structure.

We fully agree with the recommendation that ASI and SAREP have separate mission statements (A1), but we would appreciate some clarification of the recommendation that SAREP have its own strategic plan, distinct from ASI (A2). If the intent of recommendation A2 is to improve focus, clarity of purpose and accountability for outputs at the level of activities and resource allocation within SAREP, then we believe that can be accomplished through annual work plans that would be developed for each of the two thematic areas by the new SAREP academic coordinators (as detailed in the attachments). On the other hand, we do not agree that a distinct strategic plan for SAREP is a good use of staff time. Indeed, we feel it would undermine the synergies and efficiencies ASI is intended to produce through integration of activities in sustainable agriculture and, hence, would be counterproductive.

For similar reasons, we disagree with the recommendation that SAREP should have its own statewide advisory committee (A3), distinct from ASI. Early in 2008, I agreed with ANR leadership and the CA&ES Dean, on a provisional basis subject to review, to create a unified External Advisory Board for both ASI and SAREP. That Board had its inaugural meeting in December 2008 (apparently after the Review Committee had its final meeting), which by all accounts was highly successful, and we feel it is premature to abandon this model. Having said that, we recognize representation of UCCE perspectives in SAREP program planning and implementation requires more attention, but we feel this can be addressed by some combination of an additional appointment to the existing Board, creation of steering groups and technical committees for specific initiatives and projects, and implementation of our new communication strategy, which places great emphasis on UCCE.

Program scope. Generally on this topic, and specifically on recommendation B6, we believe that the Committee did not have a full appreciation for the breadth of SAREP's reach. In this respect, and also concerning the balance between partnerships and research (B4), we have provided clarifications of our views and further points for discussion in the attachment.

SAREP's grants program. We are in full agreement that this is a top priority for SAREP. The ongoing SAREP restructuring, the fundraising campaign with the CA&ES Dean's office and hiring of the ASI Proposal Coordinator/Senior Writer are three key ingredients in efforts to recreate and sustain a significant, broad-based, reliable, and path-breaking grants program at SAREP.

Communication and collaboration. We agree fully with the Review Committee's recommendations on these functions, which we see as key ingredients for enhancing SAREP's statewide reach and for broadening engagement across the continuum, despite limitations in funding and staff. We generally agree with the Committee's assessments of opportunities and challenges under this rubric, save two qualifications. First, while we agree that SAREP needs to communicate better about its unique role within ANR (D1), we are not sure that a "systems approach" truly is a unique feature of SAREP, although it certainly is a hallmark of our work. Moreover, we believe that there are other distinctive features that SAREP brings to ANR and would appreciate the opportunity to work with ANR leadership and other colleagues to identify SAREP's "unique selling points" within the new ANR strategic plan.

Second, and related to the first qualification, while we agree that bringing AES and UCCE together (D4) is an important task, we see the challenge for SAREP as larger than the divide between AES and UCCE and we also see this challenge as larger than SAREP itself. In other words, addressing the needs of a diverse clientele and grappling with complex collaborative arrangements is a challenge shared by all land grant institutions in the 21st Century. At SAREP, we hope that we can continue to contribute workable models to address these issues, but we also recognize that we need to address them in close partnership with ANR leadership and in innovative, reciprocal relationships with UCCE.

As we embrace these recommendations and move forward, we welcome further discussions with ANR leadership, UCCE colleagues, and others interested in SAREP's development and its potential for service to California.

Best regards,

A handwritten signature in black ink, reading "Thomas P. Tomich". The signature is fluid and cursive, with the first name "Thomas" being more prominent than the last name "Tomich".

Thomas P. Tomich
Director, Sustainable Agriculture Research and Education Program

SAREP COMMENTS ON RECOMMENDATIONS IN THE SAREP REVIEW COMMITTEE FINAL REPORT

RECOMMENDATION	COMMENTS
<p><u>A. Program Structure</u> SAREP has name recognition among some parts of the sustainable agriculture and organic agriculture community. The following recommendations address how to expand this name recognition so that the program is truly statewide. It addresses how to increase the effectiveness of SAREP.</p>	<p>The work of the Review Committee occurred in parallel with preparation of ASI's initial strategic plan (http://www.asi.ucdavis.edu/board/meeting-2008/Strategic_Snapshot_at_December_2008.pdf), which, in turn, has informed the ongoing process of SAREP restructuring. We appreciate the Committee's careful attention to the integrity and identity of SAREP and we feel that the outcomes of ASI organizational design and SAREP restructuring are consistent with the objectives of maintaining a strong, effective, statewide SAREP program. The ASI and SAREP structural processes are nearly complete, but unfortunately were not finalized in time for full review by the Committee.</p>
<p>A1. ASI and SAREP need to have separate missions.</p>	<p>We agree and intend to continue to use SAREP's current mission statement, which is derived from its legislative mandate and which we believe is compatible with the overarching ASI mission statement.</p>
<p>A2. SAREP would benefit from its own strategic plan, including information on how they identify and address their priorities. The plan could be informed by current planning activities of ASI, but it must be unique from ASI.</p>	<p>If the Panel's meaning here is narrower than the conventional use of the term "strategic plan" and closer to the sense of a work plan -- essentially referring to the need for greater coordination and accountability regarding activities within SAREP -- then we are in agreement. Once the two new SAREP academic coordinators are recruited, it will be their responsibility to undertake a participatory process, engaging stakeholders and users, to develop a work plan for the medium term (say 4-5 years) that details priorities, highlights key partnerships, identifies desired outcomes and impacts, and, from these, articulates tangible outputs, clear activities and realistic resource requirements for each of the two thematic areas, Agriculture, Resources & the Environment, and Food & Society. Each of these thematic work plans will include research, education, communication, and engagement activities.</p>

RECOMMENDATION	COMMENTS
	<p>However, if by “Strategic Plan” the Review Committee is referring to the full range of higher-level elements of conventional strategic planning (e.g., vision, mission, values, principles, strategies), then we would respectfully disagree with this recommendation. Since ASI’s new strategic plan integrates the activities of all its affiliate units, including SAREP, we feel that a separate strategic plan for SAREP would undermine the potential complementarities that have been identified and can be achieved through coordinated efforts. ASI’s strategic plan recognizes the unique assets of each unit while looking for ways to work together and strengthen the whole. Moreover, many of the activities in ASI’s strategic plan are designed to work across all units. For example, the communications plan includes web redesign and knowledge management improvements, outreach efforts, and events that span all programs and units.</p>
<p>A3. SAREP should have its own statewide advisory committee or committees (including a technical advisory committee) to help set priorities and facilitate communication with their stakeholders.</p>	<p>With the creation of ASI, we agreed with ANR to create a unified external advisory committee for both ASI and SAREP on a trial basis. We held the inaugural meeting of this advisory board on December 9-10, 2008, and feel it prudent to give this approach more time before abandoning it for other options. Diverse perspectives are represented on the ASI External Advisory Board and the December meeting included discussion of SAREP and priorities for moving forward (including the grants program). We would suggest deferring a final judgment on this unified structure until the next external review of SAREP. We agree however that more needs to be done to improve engagement and communication with UCCE specialists and advisors. Two options being considered to better represent UCCE are: (1) adding another UCCE person to our current external advisory board; and/or (2) forming task- and subject-oriented committees (e.g. technical advisory committees) with UCCE members, AES faculty, and others around significant program areas. We also would note that a major responsibility of our two new SAREP academic coordinators will be statewide liaison with UCCE.</p>
<p>A4. SAREP advisory committee or committees must be a diverse group of people working in sustainable agriculture. For example, including growers, commodity board representatives, non governmental agency representatives and CE representatives.</p>	

RECOMMENDATION	COMMENTS
<p><u>B. Program Scope</u> SAREP has done some things very well for parts of the sustainable agriculture community but it has had limited geographical and stakeholder reach. The following recommendations address how to expand the scope to address more issues, expand geographically and help more stakeholders.</p>	<p>Although we believe that SAREP has demonstrated a statewide reach (geographically and regarding stakeholders), we also recognize that the scope of our activities has diminished somewhat in recent years due to budget constraints and transitions in leadership. Nonetheless, we are actively exploring new strategies to help us better communicate with stakeholders across California.</p>
<p>B1. ANR needs to address sustainable agriculture in the broadest sense.</p>	<p>While directed to ANR, we agree that this recommendation also applies to SAREP and have endeavored to reflect a broad perspective on sustainable agriculture through our ASI vision statement and operational principles, including two principles that explicitly address this issue:</p> <p>“We set our priorities and design our programs in response to concerns and aspirations of stakeholders representing the diversity of California.”</p> <p>“We serve the entire state, and all segments of agriculture and the food system.”</p>
<p>B2. SAREP needs to continue to address key topics in sustainability.</p>	<p>We agree and believe that SAREP has already undertaken work in a wide range of sustainability issues. In addition to input from our external advisory board and face-to-face sessions with various stakeholders (including focus groups), we recently concluded an online consultation in which more than 650 stakeholders participated. We believe the priorities identified in these exercises – ranging from water use efficiency, petroleum dependence and climate change to viability of small farms and local food systems -- represent emerging sustainability issues while building on SAREP’s strong track record.</p>
<p>B3. SAREP needs to align its priorities with major stakeholder groups. This is already happening with combined ASI/SAREP strategic planning process.</p>	<p>We agree and believe the new communications plan that we are developing in consultation with Fenton Communications will help guide these activities, including clearer prioritization and better targeting for key stakeholder groups.</p>

RECOMMENDATION	COMMENTS
B4. When funding is adequate, SAREP staff needs to be catalyzing partnerships rather than conducting its own research.	We view these activities as complementary and strive to maintain a balance between the two. The academic coordinator position descriptions and our communications plan seek to maintain this balance.
B5. SAREP needs to maintain its statewide focus.	We agree and once again would mention that the two new SAREP academic coordinator positions and our new communications plan will help SAREP to connect statewide.
B6. SAREP needs to expand its geographic range beyond the close proximity to UC Davis and northern California.	Although we agree that there are certainly underserved regions in the state, we do not feel that the phrase “close proximity to UC Davis” is an accurate reflection of our record or of the dossier of material provided to the Review Committee. In this respect, we wish to point out that much of our project work has extended well beyond our immediate region. For example, several Biologically Integrated Farming Systems (BIFS) projects, including our current Table Grape BIFS project, have demonstration sites in the San Joaquin Valley. Our organic initiatives also served several counties well beyond northern California (Monterey, Ventura, Santa Barbara, and San Diego). New BIFS projects focus on the Central Coast (harvestable hedgerow) and San Joaquin Valley (canning peaches). We realize, however, that replication of projects is not the only (or even the most cost-effective) strategy and we anticipate that our communications plan will help broaden and deepen SAREP’s statewide reach.
B7. SAREP must focus on cross disciplinary efforts necessary to solve problems facing agriculture, the food system and food distribution.	We agree that this is a unique niche for SAREP within ANR and feel that our commitment to a systems approach and cross-disciplinary work is evident in our operational principles, strategies, and activities.
B8. SAREP needs to find more opportunities to work with students; this is likely to be improved through the affiliation with ASI.	We agree and feel encouraged that recent activities through ASI are helping us connect with many more students on the Davis campus (e.g. the new undergraduate major, agroecology graduate group, and Students for Sustainable Agriculture); in time we hope to expand relationships with students on other campuses.
B9. SAREP role in ANR needs to be clearer, including how it fits in the ANR mission and priority for sustainable agriculture.	This recommendation seems directed at SAREP and ANR. We look forward to continuing opportunities for dialogue with ANR leadership to clarify and communicate SAREP’s roles.

RECOMMENDATION	COMMENTS
<p><u>C. Grant Program</u> The SAREP grant program was one of its major strengths. Grants were important to stakeholders when initiating sustainable agriculture programs. The following recommendations address how to make the most of the grants program.</p>	<p>We fully agree with the importance of the SAREP grant program and have already identified this as a priority. However, given the current budget constraints, we also believe that there other strategies and opportunities to broaden our reach (e.g., events like the recent Local Food Systems conference).</p>
<p>C1. SAREP needs to keep its grants program.</p>	<p>We agree. The SAREP grants program repeatedly and consistently has been indentified as a programmatic priority; most recently at the December meeting of the ASI External Advisory Board. Moreover, the fundraising case statement developed by UC Davis' Donor Development Office includes fundraising for the SAREP grants program as a priority activity.</p>
<p>C2. SAREP needs to fund systems-based research.</p>	<p>We agree and would add that systems-based research is a hallmark both of SAREP's past record and of our future strategies, as outlined in the ASI strategic plan.</p>
<p>C3. SAREP should use its grant making ability to stimulate needed statewide research and cross-disciplinary activities.</p>	<p>We know from experience that SAREP grants can play an important role in achieving broad scope and disciplinary integration, but we recognize that grants are one among several complementary means to achieve these ends.</p>
<p>C4. SAREP must provide follow up reports on information that was generated by grants. They need to post these reports to their web site.</p>	<p>A revamp of our Web site is part of the new communications plan. This will include a full evaluation of opportunities to improve knowledge management (e.g. project reports, summaries, archives, and databases). We agree that communicating to the public and our colleagues about results and impacts of SAREP's grants is both feasible and important and we also accept that more could be done to make this information available in a timely fashion. SAREP experience suggests that research summaries are useful for UCCE, campus personnel, the public and the media. For example, 1-2 page summaries have been prepared for each of SAREP's food systems projects funded in 2006 and 2007. These currently are being reviewed by project leaders and will be posted on SAREP's Web site when that review is complete.</p>

RECOMMENDATION	COMMENTS
<u>D. Communication and Collaboration</u> Fundamental to SAREP is outreach to the sustainable agriculture community. Some parts of the SAREP outreach have been very strong and successful, others less so. The following recommendations address how to expand and improve communications and collaboration.	We agree that outreach and communication with a diverse range of audiences is important to SAREP. We have taken a systematic approach to identifying and characterizing a broad range of stakeholders, including, but not limited to, the “sustainable agriculture community”. That stakeholder typology provided the elements of the framework for engaging with Fenton Communications to enhance our outreach and communications moving forward. (The final draft of that report is under review and we would be happy to share it with ANR colleagues.)
D1. SAREP needs to be able to express its unique role in ANR, which is its systems approach.	While a systems approach is one of SAREP’s features, we feel there may be other roles that are in fact more distinctive, including agenda-setting and synthesis of information for the multi-faceted fields of agricultural sustainability and food systems. We would appreciate the opportunity to consult with ANR leadership for advice on how we can identify and articulate SAREP’s distinctive roles and contributions for ANR, the University of California, and the State.
D2. SAREP needs to expand its partnering with researchers and stakeholders to extend limited resources.	We agree. The communications plan in development with Fenton will include recommendations on how we can expand (and track) our partnerships. We fully recognize the importance of networking; our work already places a strong emphasis on this. The two new SAREP academic coordinator positions also stress this role.
D3. SAREP needs to expand its audience when it communicates with internal and external groups.	We agree and part of our new communications plan emphasizes raising our profile with internal stakeholders (e.g. farm advisors, specialists, AES faculty) as a means of effectively reaching external groups (e.g. commodity groups).
D4. SAREP needs to refocus on bringing CE and AES together.	We agree, but think that the challenge actually is much bigger; we feel it also includes linking with farmers and ranchers, rural communities, NGOs and policymakers. We believe that the MOU between ANR and CA&ES, which creates the opportunity for an alliance between SAREP and UC Davis campus-based units under ASI can be one important part of a strategy for working across the full “continuum”.
D5. SAREP needs to be a more powerful knowledge source [improve web site as a high priority.] Needs to be the statewide dissemination focus for sustainable agriculture for ANR.	We <i>heartily</i> agree. As noted above, the new communications plan will help us address this; revitalization of the Web site is a top priority in that plan. In addition, our recent grant from the Packard Foundation (\$1,500,000) places a strong focus on communications, including funding for two post-graduate communication fellows to be affiliated with SAREP, and emphasizes a variety of communication media, including (but not limited to) Web-based information dissemination.

Academic Coordinator - Food & Society

Agricultural Sustainability Institute/Sustainable Agriculture Research & Education Program

Position Description – *Revised 15 Dec. 2008*

Background:

As part of the UC Davis College of Agricultural and Environmental Sciences (CA&ES), the Agricultural Sustainability Institute (ASI) provides leadership for research, teaching, engagement and communication in agricultural and food systems sustainability at the Davis Campus and throughout the UC system. ASI provides a hub that links initiatives in sustainable agriculture and food systems across all departments and units of CA&ES and the University of California, and with other state, national, and international partners.

The UC Sustainable Agriculture Research and Education Program (SAREP) is a statewide program now managed under ASI at UC Davis. It was created through the grass roots efforts of organizations and individuals concerned about the environmental impacts of agriculture, the health of rural communities, and the profitability of family farming operations in California. SAREP was established in 1987 with three mandates: administer competitive grants for research on sustainable agricultural practices and systems, develop and distribute information through publications and on-farm demonstrations, and support long-term research and sustainable farming systems on UC farmlands. SAREP's primary goals are:

- To assist California farmers and ranchers in developing and implementing sustainable production and marketing systems; and
- To support California's rural and urban communities in understanding the concept and value of sustainable agriculture and participating in sustainable food and agricultural systems.

SAREP collaborates directly with our statewide network of UC Cooperative Extension (UCCE) county directors and farm advisors, as well as with government agencies and non-profit organizations throughout the state. In addition to SAREP's work with UCCE, recent collaborators include organizations such as Physicians for Social Responsibility, Community Alliance of Family Farmers, and the Ecological Farming Association.

Since SAREP and ASI share common goals, the staff of SAREP and ASI have been consolidated to most effectively fulfill the functions of both programs.

In addition to SAREP, ASI units include the Russell Ranch Sustainable Agriculture Facility, and the UC Davis Student Farm. These programs work with funds totaling over \$2.8 million per year from various funding sources; it is expected that this will increase substantially in the next few years as ASI leads the coordination of multi-million dollar interdisciplinary proposals for projects and programs involving collaborators within and outside the University of California.

Position overview:

The SAREP academic coordinator (AC) will coordinate ASI efforts in the Food & Society thematic area, providing effective administration and management of initiatives (including personnel and budgetary supervision) in a way that promotes efficiency, effectiveness, and accountability. The work in this broadly defined thematic area will be highly interdisciplinary, integrating both theory and practice from both natural and social science disciplines, and will require collaboration and coordination with a diverse range of partners. Responsibilities will include developing and implementing strategies to fulfill ASI & SAREP goals, creating and maintaining networks of partners within and beyond the University, working with ASI team and other partners on fundraising, administering grants, oversight of knowledge management, and targeted engagement and communication with multiple stakeholders. It is expected that this work will be significant at a state-wide and national level.

The Food & Society thematic area seeks to understand the system of growing, distributing, processing and marketing food in order to improve supply to poorly served communities, improve nutrition, improve profitability for all persons or groups working in food systems enterprises, improve stability in employment and income for food system workers, minimize energy use and reduce greenhouse gas emissions, and create more diverse market opportunities for small and mid-scale growers.

Responsibilities include 1) providing leadership, coordination, and organizational support to the research, engagement and communication efforts within this thematic area, 2) interfacing with campus faculty and students, Cooperative Extension specialists and farm advisors, and a diverse range of other partners, 3) coordinating and maintaining contact with scientists working in agricultural sustainability at other institutions, 4) coordinating efforts to obtain extramural funds to support research, engagement, and communication activities in this thematic area, and 5) supervising staff (11 – 15 post graduate and student researchers) and managing budgets associated with projects and initiatives in this thematic area (estimated to be \$500,000 - \$1,000,000 per year). Also responsible for the distribution of information related to the integration of the food system, linking production, distribution and consumption through conferences, short-courses, workshops, publications and on-farm demonstrations; and providing leadership in communicating with stakeholders.

The AC will work closely with the ASI director, deputy director, program manager, proposal coordinator/grant writer, public information officer, and other academic coordinators and will function as a lead member of the ASI/SAREP team. The AC will also stay in close communication with the ANR Program Leader. The AC will report directly to the director. This is a 100% appointment, on a fiscal-year basis. Responsibilities include:

Administration/Coordination of Program Area (75%)

- **Develop and implement strategies to reach thematic area goals.**
 - Develop a broad, coherent set of activities within this thematic area that reflects evolving institutional priorities and responds to stakeholders' needs. Ensure that input from stakeholders is consistently sought and used in program planning.
 - Strengthen ASI's efforts to develop and extend sustainable agriculture and food systems across the state and nation through the development and implementation of new initiatives.
 - Create and maintain networks and interdisciplinary teams to facilitate scientific collaborations for research, engagement and communication, and fundraising. Leverage the creativity and problem solving capability of diverse teams.
 - Work cooperatively with other centers and programs, throughout the state and beyond, that are devoted to sustainable food and agriculture systems, such as the Kellogg Foundation, the UCSC Center for Agroecology and Sustainable Food Systems, and the California Institute for Rural Studies.
 - Design and manage research, education, engagement and communication activities including direct involvement throughout project cycles (planning, budgeting, management, reporting, monitoring and evaluation).
 - Work with ASI Program Manager to develop and implement appropriate feedback, monitoring, evaluation, and impact assessment activities.
- **Budget and personnel administration.**
 - Develop and manage the budget for all projects and initiatives led by ASI in this thematic area. Responsible for day-to-day management of grants totaling \$500,000/year, expanding to \$1,000,000/year in the next five years.
 - Responsible for monitoring all budget expenditures, reporting directly to the director.
 - Hire and manage staff (e.g. post graduate fellows, student researchers) and consultants to implement initiatives, projects, and activities in this thematic area. Provide guidance and oversight of staff, establishing goals in consultation with team members, and ensuring that goals are met. Responsible for key human resources practices such as hiring, conducting performance evaluations, and supporting collaboration and high performance teams.

- **Expand the resource base for this thematic area through development of funding opportunities, securing grants and gifts, and conducting stewardship of donors.**
 - Identify funding opportunities and develop winning proposals.
 - Will eventually be expected to generate funds of \$500,000 to \$1,000,000 per year from different sources including federal, state, and private.
- **Administer grants totaling \$100,000 - \$500,000 per year (competitive, program and other funding modes as appropriate) in this thematic area that support institutional goals and evolving priorities. This includes:**
 - Development and distribution of Request for Proposals, proposal review process, and communication with grant applicants and recipients from all over the state.
 - Encourage linkages between grant applicants, grant projects, and other potential partners to foster cooperation and collaboration.
 - Follow-up to develop a broad and innovative portfolio of research and education grant activities.
- **Develop and maintain knowledge management processes and repositories.**
 - Network with UC researchers and other partners, such as Western Region SARE, Leopold Center for Sustainable Agriculture, the California Rural Legal Assistance Foundation, and Physicians for Social Responsibility, to invite and facilitate interaction, contribution and information exchange with a wide range of stakeholders.
 - Identify emerging, scientifically-valid principles and innovations and help move them from the margins to the mainstream.
 - Create and implement procedures and protocols to ensure the quality and scientific credibility of all products.
 - Establish and maintain open access to results and information.
 - Guide development and maintenance of appropriate databases and feedback mechanisms with web-based access when appropriate.
- **Coordinate statewide engagement and communication efforts in this thematic area, building on existing resources within ANR, CA&ES, and from our partners.**
 - Plan, prioritize and coordinate engagement and communication activities.
 - Use appropriate strategies to target engagement and communication products to key audiences.
 - Ensure that information is presented to reach key audiences in forms they can use.
 - Editorial responsibility for information disseminated about this thematic area, including brochures, Web pages, newsletters, and press releases.
 - Communicate information and findings from SAREP-funded grant projects and ASI projects through the Web, printed publications, and other appropriate venues.

Professional Competence (15%)

- **Lead research and assessment activities in this thematic area:**
 - Collaborate with director and other colleagues in development, monitoring, and interpretation of relevant sustainability metrics and indicators.
 - Develop and execute research projects related to thematic area in collaboration with other researchers, including UC faculty, students, and individuals from other universities and stakeholder groups. Serve as principal investigator or co-PI on selected projects.
 - Mentor student researchers, assisting with special projects, including graduate thesis work.
- **Contribute to knowledge through publication in relevant academic publications and through scholarly presentations at key conferences.**
- **Review manuscripts to provide academic peer review.**

University and Public Service (10%)

- **Serve as a key spokesperson for ASI/SAREP and advance the visibility of SAREP, ASI, and the University of California regionally, nationally, and globally by participating in conferences, workshops, and other opportunities to present findings and generate new linkages and opportunities for partnerships.**
 - **Lead appropriate formal and informal teaching and education activities.**
 - **Provide outreach as a consultant in areas of expertise.**
 - **Serve on campus committees and ANR Workgroups related to food & society issues.**
 - **Actively develop and nurture a state- and nation-wide network of relationships among a diverse range of colleagues working in this thematic area by maintaining frequent communication and identifying new opportunities for sharing knowledge through various media (seminars/webinars, web sites, facilitated group discussions, field days, and contacts with the press and with professional associations).**
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Academic Coordinator – Agriculture, Resources, & the Environment

Agricultural Sustainability Institute/Sustainable Agriculture Research & Education Program

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Background:

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The UC Sustainable Agriculture Research and Education Program (SAREP) is a statewide program now managed under ASI at UC Davis. It was created through the grass roots efforts of organizations and individuals concerned about the environmental impacts of agriculture, the health of rural communities, and the profitability of family farming operations in California. SAREP was established in 1987 with three mandates: administer competitive grants for research on sustainable agricultural practices and systems, develop and distribute information through publications and on-farm demonstrations, and support long-term research and sustainable farming systems on UC farmlands. SAREP's primary goals are:

- To assist California farmers and ranchers in developing and implementing sustainable production and marketing systems; and
- To support California's rural and urban communities in understanding the concept and value of sustainable agriculture and participating in sustainable food and agricultural systems.

SAREP collaborates directly with our statewide network of UC Cooperative Extension (UCCE) county directors and farm advisors, as well as with government agencies and non-profit organizations throughout the state. In addition to SAREP's work with UCCE, recent collaborators include organizations such as Physicians for Social Responsibility, Community Alliance of Family Farmers, and the Ecological Farming Association.

Since SAREP and ASI share common goals, the staff of SAREP and ASI have been consolidated to most effectively fulfill the functions of both programs.

In addition to SAREP, ASI units include the Russell Ranch Sustainable Agriculture Facility, and the UC Davis Student Farm. These programs work with funds totaling over \$2.8 million per year from various funding sources; it is expected that this will increase substantially in the next few years as ASI leads the coordination of multi-million dollar interdisciplinary proposals for projects and programs involving collaborators within and outside the University of California.

Position overview:

The SAREP academic coordinator (AC) will coordinate ASI efforts in the Agriculture, Resources & the Environment thematic area, providing effective administration and management of initiatives (including personnel and budgetary supervision) in a way that promotes efficiency, effectiveness, and accountability. The work in this broadly defined thematic area will be highly interdisciplinary, integrating both theory and practice from both natural and social science disciplines, and will require collaboration and coordination with a diverse range of partners. Responsibilities will include developing and implementing strategies to fulfill ASI & SAREP goals, creating and maintaining networks of partners within and beyond the University, working with ASI team and other partners on fundraising, administering grants, oversight of knowledge management, and targeted engagement and communication with multiple stakeholders. It is expected that this work will be significant at a state-wide and national level.

The focus of the Agriculture, Resources & the Environment thematic area is to enhance management of the resource base (natural, human, and social) that is the foundation for agricultural productivity and other agro-ecosystem services. This will require better understanding of interactions across spatial and temporal scales, the interfaces among ecosystems, their shared resources and essential ecosystem services, and tradeoffs among different objectives and options.

Responsibilities include 1) providing leadership, coordination, and organizational support to the research, engagement and communication efforts within this thematic area, 2) interfacing with campus faculty and students, Cooperative Extension specialists and farm advisors, and a diverse range of other partners, 3) coordinating and maintaining contact with scientists working in agricultural sustainability at other institutions, 4) coordinating efforts to obtain extramural funds to support research, engagement, and communication activities in this thematic area, and 5) supervising staff (11–15 post graduate and student researchers) and managing budgets associated with projects and initiatives in this thematic area (estimated to be \$500,000 - \$1,000,000 per year). Also responsible for the distribution of information related to the integration of agricultural systems at the farm/ranch and landscape levels through conferences, short-courses, workshops, publications and on-farm demonstrations; and providing leadership in communicating with stakeholders.

The AC will work closely with the ASI director, deputy director, program manager, proposal coordinator/grant writer, public information officer, and other academic coordinators and will function as a lead member of the ASI/SAREP team. The AC will also stay in close communication with the ANR Program Leader. The AC will report directly to the director. This is a 100% appointment, on a fiscal-year basis. Responsibilities include:

Administration/Coordination of Thematic Area (75%)

- **Develop and implement strategies to reach thematic area goals.**
 - Develop a broad, coherent set of activities within this thematic area that reflects evolving institutional priorities and responds to stakeholders' needs. Ensure that input from stakeholders is consistently sought and used in program planning.
 - Strengthen ASI's efforts to develop and extend sustainable agriculture and food systems across the state and nation through the development and implementation of new initiatives.

- Create and maintain networks and interdisciplinary teams to facilitate scientific collaborations for research, engagement and communication, and fundraising. Leverage the creativity and problem solving capability of diverse teams.
 - Work cooperatively with other centers and programs, throughout the state and beyond, that are devoted to sustainable food and agriculture systems, such as the Ecological Farming Association, California Association of Winegrape Growers, and the American Farmland Trust.
 - Design and manage research, education, engagement and communication activities including direct involvement throughout project cycles (planning, budgeting, management, reporting, monitoring and evaluation).
 - Work with ASI Program Manager to develop and implement appropriate feedback, monitoring, evaluation, and impact assessment activities.
- **Budget and personnel administration.**
 - Develop and manage the budget for all projects and initiatives led by ASI in this thematic area. Responsible for day-to-day management of grants totaling \$500,000/year, expanding to \$1,000,000/year in the next five years.
 - Responsible for monitoring all budget expenditures, reporting directly to the director.
 - Hire and manage staff (e.g. post graduate fellows, student researchers) and consultants to implement initiatives, projects, and activities in this thematic area. Provide guidance and oversight of staff, establishing goals in consultation with team members, and ensuring that goals are met. Responsible for key human resources practices such as hiring, conducting performance evaluations, and supporting collaboration and high performance teams.
- **Expand the resource base for this thematic area through development of funding opportunities, securing grants and gifts, and conducting stewardship of donors.**
 - Identify funding opportunities and develop winning proposals.
 - Will eventually be expected to generate funds of \$500,000 to \$1,000,000 per year from different sources including federal, state, and private.
- **Administer grants totaling \$100,000 - \$500,000 per year (competitive, program and other funding modes as appropriate) in this thematic area that support institutional goals and evolving priorities. This includes:**
 - Development and distribution of Request for Proposals, proposal review process, and communication with grant applicants and recipients from all over the state.
 - Encourage linkages between grant applicants, grant projects, and other potential partners to foster cooperation and collaboration.
 - Follow-up to develop a broad and innovative portfolio of research and education grant activities.
- **Develop and maintain knowledge management processes and repositories.**
 - Network with UC researchers and other partners, such as Western Region SARE, Leopold Center for Sustainable Agriculture, Sustainable Conservation, Natural Resources Defense Council, and the Organic Farming Research Foundation, to invite and facilitate interaction, contribution and information exchange with a wide range of stakeholders
 - Identify emerging, scientifically-valid principles and innovations and help move them from the margins to the mainstream.
 - Create and implement procedures and protocols to ensure the quality and scientific credibility of all products.
 - Establish and maintain open access to results and information.
 - Guide development and maintenance of appropriate databases and feedback mechanisms with web-based access when appropriate.
- **Coordinate statewide engagement and communication efforts in this thematic area, building on existing resources within ANR, CA&ES, and from our partners.**
 - Plan, prioritize and coordinate engagement and communication activities.
 - Use appropriate strategies to target engagement and communication products to key audiences.
 - Ensure that information is presented to reach key audiences in forms they can use.

- Editorial responsibility for information disseminated about this thematic area, including brochures, Web pages, newsletters, and press releases.
- Communicate information and findings from SAREP-funded grant projects and ASI projects through the Web, printed publications, and other appropriate venues.

Professional Competence (15%)

- **Lead research and assessment activities in this thematic area:**
 - Collaborate with director and other colleagues in development, monitoring, and interpretation of relevant sustainability metrics and indicators.
 - Develop and execute research projects related to thematic area in collaboration with other researchers, including UC faculty, students, and individuals from other universities and stakeholder groups. Serve as principal investigator or co-PI on selected projects.
 - Mentor student researchers, assisting with special projects, including graduate thesis work.
- **Contribute to knowledge through publication in relevant academic publications and through scholarly presentations at key conferences.**
- **Review manuscripts to provide academic peer review.**

University and Public Service (10%)

- **Serve as a key spokesperson for ASI/SAREP and advance the visibility of SAREP, ASI, and the University of California regionally, nationally, and globally by participating in conferences, workshops, and other opportunities to present findings and generate new linkages and opportunities for partnerships.**
- **Lead appropriate formal and informal teaching and education activities.**
- **Provide outreach as a consultant in areas of expertise.**
- **Serve on campus committees and ANR Workgroups related to sustainable agriculture, natural resources, and environmental issues.**
- **Actively develop and nurture a state- and nation-wide network of relationships among a diverse range of colleagues working in this thematic area by maintaining frequent communication and identifying new opportunities for sharing knowledge through various media (seminars/webinars, web sites, facilitated group discussions, field days, and contacts with the press and with professional associations).**

Academic Coordinators **Attachment I**
Food & Society/Agriculture, Resources and the Environment
Agricultural Sustainability Institute/Sustainable Agriculture Research & Education Program

Selection criteria:

Elaboration of qualifications required or preferred:

1	<i>Academic training and/or experience:</i> Doctorate or equivalent	(F & S) - Doctorate or equivalent experience in a social science, public policy, public health, human nutrition, food science, or related area; (Ag, R & E) Doctorate or equivalent experience in a natural science, environmental science, agriculture, social science, public policy, or related area.
2	Expertise in <i>relevant subject matter.</i>	Broad understanding of the principles, practices, issues and opportunities related to sustainable food and agricultural systems. Knowledge and experience in developing and implementing integrated research and educational activities and programs related to sustainable food and agricultural systems.
3	<i>Analytical skills.</i>	Skills and experience to synthesize ideas and integrate information resulting in holistic (versus fragmented) perspective. Ability to think strategically, considering both short-term and long-term implications and technical detail as well as the "big picture."
4	<i>Learning orientation.</i>	Learns quickly when facing new problems, open to change and enjoys the challenge of unfamiliar tasks, experiments and innovates to find solutions; seeks feedback, appreciates and acts on the need to change personal, interpersonal, and managerial behavior quickly.
5	<i>Communication skills:</i> listening, speaking, writing.	Excellent oral and written communications skills to translate complex concepts into a common vocabulary that is understandable by others from multiple academic and non-academic fields. Excellent interpersonal communication skills to share information, clarify situations, resolve problems, and ensure cooperation among individuals. Ability to communicate freely about questions, concerns, or issues of technical clarity and precision.
6	<i>Interpersonal and networking skills</i> to work with diverse groups and individuals.	Evidence of effective interactions and collaborations with diverse groups and individuals (including academic professionals and support staff as well as external constituencies). Must have experience collaborating with a range of partners.
7	Experience and skill using a <i>team approach.</i>	Ability to work harmoniously in teams both as a leader and as a team member and to resolve conflict. Demonstrated knowledge and experience in managing group dynamics of shared program leadership models. Facilitation and experience coordinating teams strongly desired.
8	<i>Supervisory skills and experience.</i>	Skills to effectively delegate tasks, set performance standards, and evaluate performance. Leadership skills to motivate, mentor and coach others.

9	<i>Organizational skills</i> including planning and time management.	Excellent organizational and time management skills to achieve goals in a timely fashion, oversee multiple simultaneous projects in various stages of development at one time, and meet critical deadlines. Skills to work on projects with competing deadlines and to establish goals and workload priorities, showing flexibility in dealing with people and competing demands.
10	<i>Fundraising and proposal writing experience.</i>	Ability to garner financial and in-kind resources to support projects, build capacity, and establish new institutional partnerships.
11	<i>Proficient computer skills.</i>	Computer skills to include word processing, presentation and project management software, data management, and electronic communications. Ability to learn new software.