

## MEETING MINUTES

### ANR: Research & Extension Centers Superintendents' Conference TB 140, Davis Campus October 12 - 14, 1999

---

Present: Harry Carlson, Janet Clark, Mike Connor, Daniel Hagillih, Brian Marsh, Zak Mousli, Fred Perry, Jimmie Ross, Paul Sebesta, Walt Stutsman, Fred Swanson, Bob Timm, and David Towle.

#### **Tuesday, October 12, 1999**

The meeting was called to order at 12:00 p.m. Fred Perry reviewed the [agenda](#) and the schedule.

#### **Review Minutes and Handouts**

After everyone reviewed the minutes from February 10-11, 1999 and May 4-5, 1999 Superintendents' Conferences, there was a concern in the May 4-5, 1999 minutes regarding the RAC process. In the first paragraph it states "It was the group's consensus that under the new organization..." concern was that it was not the group's consensus.

**ACTION:** Delete the sentence that reads "It was the group's consensus that under the new organization..." accept minutes as corrected.

#### **General Updates**

##### **REC Director Recruitment**

There has not been much activity regarding the recruitment of a new Director; however, the Director's recruitment is high on Lanny Lund, Assistant Vice President - Program's (AVP-P) priority list.

##### **Surplus Program**

Fred reported that Luzanne Martin, Jim Morgan and Bill Marston did an excellent job on cleaning up the inventory. We are almost complete with the Counties as the only unit remaining. The next major issue is disposal of usable items that must go through the utilization process.

##### **Automobile Insurance**

Janet Clark advised that if the Centers are not using a vehicle, they should be disposed of so we can remove them from our inventory and not pay for the liability insurance.

##### **Temporary Funding Proposal**

A conference call was held on September 10, 1999 to discuss the philosophy on type of requests most likely to be successful in receiving funds. The temporary funding proposal was submitted on October 1, 1999, but we have not received a response on the proposal.

**ACTION:** Fred Perry will distribute a copy of the temporary funding proposal.

##### **New REC (Monterey County)**

A committee comprised of Fred Perry, Susan Laughlin, and Sonya Hammond was appointed by Vice President Gomes to work on a proposal for a new REC at Salinas.

### **Personnel**

Dave Towle reported that On-line Personnel and Vacancy/Recruitment process is working well; however, UCD Human Resources is undergoing a budget review. Human Resources and Risk Management vacant positions are not being filled and reclassifications are on hold; therefore, Centers should expect delays.

### **Collective Bargaining**

- ACSME is putting together a “decertification” effort aimed at CX (clerical workers are currently represented by CUE).
- TX (Technical Bargaining Unit): Wages are still on hold.
- RX (Research Bargaining Unit): Good news! RX has reached a full agreement, and this information is available on the web site.

A bill was recently signed by the governor that will require employees covered by a bargaining unit to either join the union or pay a “fair share” of the cost of being represented. Centers with TX and RX employees now must notify the union 45 days prior to the upcoming holiday closures at Centers.

### **Proposed Bonus Program**

Dave Towle outlined the proposed new “Bonus Program” that will replace the Recognition Award Program. We expect a final decision and guidelines to be announced before the end of the calendar year.

### **Environmental Health and Safety**

The Administrative Guides recently distributed are now available on the REC website (<http://danrec.ucdavis.edu>). Richard Smith will visit the Centers and conduct a presentation on Confined Space and the Emergency Response Administrative Guides.

### **Accounting and Business Services**

Janet Clark informed the group that budget letters will be issued in near future. As previously discussed, there were very few changes in the base budget. The use of Seasonal Farm Worker classification has raised some questions as to the recruitment process such as advantages, when, how, etc. Janet explained in detail the advantages that Centers have for hiring Seasonal Farm Worker(s), and how the Centers can extend appointment period if desired/needed much more quickly and easily than the standard recruitment process. Enron has improved their retail billing process to provide better service. All Y2K problems must be resolved before year 2000.

### **Desert REC**

Paul Sebesta announced that the first annual Ag Futures Conference at DREC is expected to draw 300+ people, mainly students in the nearby community.

## **Research Center Administrators Society (RCAS)**

Paul also announced that the next RCAS conference will be in Logan, Utah, July 29 through August 2, 2000, hosted by the Utah State University. The conference will also include a tour of the Olympic Park. RCAS has a website where you can find membership, calendar, and a resource guide for management.

## **Status of Bay Area REC**

Due to the uncertainty over Bay Area REC's closure, Fred explained the decision that led to the closure.

**ACTION:** REC system should have a strategic plan that identifies Center locations for both existing and proposed. The plan should identify the programmatic objectives at each location. The plan should include a strategy for funding the system. All Centers are encouraged to identify and document the programmatic objectives at each Center. Each Center should have either completed a strategic plan or should be working on one. It would also be helpful to work on community support for the Center.

## **Crop Destruction**

The group was updated on the damage caused by vandal's targeting genetic-engineering research field plots at Davis and Berkeley. UCB is currently supplying a security guard at BAREC.

The meeting adjourned at 5:00 p.m.

---

## **Wednesday, October 13, 1999**

The meeting was called to order at 8:00 a.m. Fred Perry reviewed the [agenda](#) and the schedule.

## **Policies and Procedures**

The Superintendents and Assistant Directors received a copy via email the Research and Extension Centers, Policies and Procedures (P&P), Draft #1, dated May 14, 1999. Everyone was asked to review the document, and identify issues that should be discussed.

The following items were identified:

- Appointment of RAC members
- RAC appeal process
- RAC - advisory or decision makers
- RAC - advisory to whom
- RAC process
  - Consent agenda
  - Late projects
- Who makes space assignments
- Alternate recharge process
- Generic block
- Use of UC vs. non-UC equipment
- REC Advisory Board
- Procedures for review of Center policies

- Project scope changes - approval process, recharge etc.
- Outreach - what is the expectation?
- Non-community outreach, what is it? Community vs. non-community
- Contract labor - alternate methods
- Recharge - projects stand alone? Do we charge even if the total number of hours have not exceeded?

### **Research Advisory Committee: Advisory to whom?**

- **RAC Advisory to Superintendents**

- + Superintendents are responsible for Center budget
- + REC Director the first step of appeal
- Superintendents may have projects, conflict of interest
- Perception of closed campus “the good-old-boys club”
- + Strengthen role of REC as Academic
- Superintendent cannot be neutral
- + PL must be more conciliatory to Superintendent

- **RAC Advisory to REC Director**

- +/- Appeal to Lanny
- + Director responsible for systemwide budget
- + Less perception of good-old-boys’ club
- + Superintendent can be neutral
- Superintendent loses control
- + Uniform process
- + Strengthened role of REC as program

- **RAC advisory to AVP-Programs**

- + The way it was outlined in Transition Plan
- + Greater prestige for RAC Members
- + More ownership and involvement by AVP-P
- Diminishes role of Director
- AVP-P too busy to be effectively involved

**Consensus:** RAC should be advisory to Director. Fred will present this as a recommendation to AVP-P.

- **RAC Appeal Process**

- + Anyone can appeal without process
- + No statute of limitations on appeal
- If no appeal process, you don’t invite appeals
- Allocation of available resources has already been made, very difficult to reverse
- Decision of RAC should be seen as final decision via a peer review process

**Consensus:** No appeal process. Pull guidelines out of P&P.

- **RAC Advisory vs. Decision Makers**

**Consensus:** RAC is advisory. For projects, however, this is more a technicality than a reality. The RAC approves projects and allocates resources to approved projects. It is very unlikely that the Director or AVP-P would override these decisions made by a RAC. For all other issues not related to projects, the RAC is strictly advisory.

- **Consent Agenda**

Project review process proposal - approve/allocate new, three-year review and/or continuing as a batch unless someone on the RAC requests discussion.

**Consensus:** Pull guidelines out of P&P. Each RAC will establish its own procedure.

- **Late Projects**

Late projects should only be considered at the off-cycle RAC meeting.

**Consensus:** P&P language OK

- **Space Assignments**

**Consensus:** P&P language OK

- **Recharge Program**

- The existing recharge program

- Researchers cannot move hours from one project to another project--each project stands alone.

- If project scope changes significantly, RAC must review and approve as new project. If scope changes during program year, RAC must deal with approval and resource issues as off-cycle process and Project Leader may have to pay full cost of the scope change.

- Alternate project recharge

- Lump sum recharge based on project proposal approved by RAC. Available to be used at all Centers. Minimize tracking hours. Superintendents and Project Leaders would have to agree on this method.

**Consensus:** P&P language OK

- **Generic Block**

- + Alternative for funding long-term planting of trees and vineyards

- Unnecessary exception to income policy, use existing mechanisms

**Consensus:** Pull guidelines out of P&P

- **University vs. Non-University Equipment**

UC policy requires non-university equipment must have a loan agreement in place before it can be used on a Center or used by University employees.

**ACTION:** Reference UC P&P in REC P&P

- **REC Advisory Board**

AVP-P feels that an advisory body for REC is not necessary. Program Council and Program Leaders can provide additional input when needed.

**Consensus:** Do not include in P&P

- **RAC Member Travel**

REC currently does not reimburse for travel. Some Regional Directors did fund travel on an ad hoc basis in the past. Some committees and workgroup members are reimbursed for travel. AVP-P has commented that we might want to consider funding travel if we get "new funding". It was suggested that Superintendents may consider funding travel from their Center budget if requested. This should be negotiated at the time of appointment to RAC. Currently there are no criteria for evaluating requests. Questions arose if AVP-P appoints RAC member, would he cover the cost of travel? Should the department provide travel expenses?

**Consensus:** Do not include in P&P. Superintendents will handle requests on an ad hoc basis.

- **Procedure for Review of Center-Specific Policies and Procedures**

Each Center should have a set of policies and procedures for issues that are unique to the Center. Center policies would complement not contradict REC Systemwide P&P. Where appropriate, Center P&P should reference parent REC or UC P&P. Director must approve Center P&P.

- **Project Scope Changes**

Off-cycle review by RAC is required if Superintendent determines that change is significant. If the increase in resources is requested and request is in the program year, Project Leader must pay full cost of scope change.

- **Contract Labor**

History: Centers have allowed the use of contract labor using three typical methods. Centers have had conflicting policies for allowing or not allowing others to purchase contract labor. Some Project Leaders prefer to hire their own contract labor at \$8.00/hr. instead of being charged the \$11.94/hr. recharge.

The proposed policy attempts to define the three typical methods and define the conditions for their use. It would be difficult to justify not allowing Project Leaders to hire contract labor when they can use their own staff, students and volunteers.

**Consensus:** P&P language OK with addition of language about notification and access.

- **Outreach Expectation**

**Consensus:** Centers need to maintain a community outreach program. The amount of resources committed to this need to be worked out by the Superintendent and the Director. Outreach program could be either/or an administrative function or part of the Superintendents' personal program.

- **Policy and Procedures**

**ACTION:** Fred will integrate these comments, comments turned in by Superintendents, and work with the format to produce a final draft. The Superintendents and Assistant Directors will get an opportunity to review. The intent of this document is to consolidate current policy and procedures updated to reflect the new organizational structure.

- **Professional Development Travel and Fees**

- REC will help fund one meeting per year
- Maximum of \$800.00 per meeting
- Try and use other sources in the Division
- Budget one meeting per year per Superintendent/Assistant and Associate Director/Director

**ACTION:** Janet Clark to set up a list of sources available (clearinghouse).

- **Superintendent Evaluation**

- Current process is new this year
- There is a new academic section of the DANR Administrative Handbook. Superintendents need to read this section.
- Need to work on promotion/evaluation of Superintendents. Director should review how Statewide Program Directors are dealing with promotions.

**ACTION:** Director should contact Virginia Vogel to work on evaluation procedures.

- **Miscellaneous Action Items**

- Work on tours for Program Leaders, Regional Directors, and the new Dean at UC Davis.
- Offer to host Program Council Meeting at Centers
- Distribute REC brochures to Program Leaders and Regional Directors.
- Key people in the Division and UC: Henry Vaux, Lanny Lund and Milton Fuji, and Larry Hershman, UCOP Budget Office. Inform Fred so he can encourage people to attend.

**ACTION:** Fred and Superintendents to work on tours and invitations to field days and special programs.

- **Mid-Managers' Conference**

Regional Directors and Lanny have taken temporary funds to set up a mid-managers' conference (similar to one in San Jose) scheduled for spring 2000. Harry Carlson is on the committee (selected because of Superintendents' position). Superintendents and Assistant/Associate Directors will be included.

- **Harry requested input on possible subjects for the meeting:**

- Possible platform for "selling" the value of the Centers
- Formal presentation from all program units, including us. At the last DANR Statewide conference, Ken Tate made an excellent presentation on his research and the value of the Centers. We need to emphasize the multi-discipline nature of the research at Centers.
- Things Superintendents would be interested in:
  - Success stories of research
  - Communication resources - latest techniques and available technology transfer
  - Successful work groups
  - Professional development issues and training

- Personality inventory--working with various personalities and scientists
  - Changing agricultural research, GMO's, etc.
  - Genetic engineering
  - Public policy in agriculture
  - Industry research partnerships
  - Commodity groups (example: CCC, Ted Batkin, Bob Webster)
  - HALC - new type of partnership
  - Toby Winer - Development activities
- **Display Case at Reg Gomes' office**  
Suggested putting together Center specific or Systemwide display posters.
- **PSA/Superintendent Conference**  
Suggested joint meeting with PSAs and Superintendents. Meeting would overlap with PSAs. Event driven or need driven. Suggested next meeting at SREC and in coincidence with Farm Show.
    - Possible Topics:
      - New Director Orientation
      - Farm show (February 8-10, 2000)
      - Strategic plan
      - Policies
      - PSA duties and responsibilities
        - Suggest PSAs review new policy and their role. Additional training may be needed. PSA actual job description and duties vary greatly by Centers.
      - Superintendent responsibilities
      - Role of REC system, roles and responsibilities
      - Expectations of the Division for REC/outreach development
      - Community contacts - outreach
      - Training - corrective action
      - PSA as Assistant Superintendent
      - Training - should be expanded to include evaluations, job search

Tentative dates for meetings will be February 8th to 10th. Selection and recruitment of new Director may change date and/or agenda. Brian will have Freddie work with Ji.

- **Staff Advisory Group** (*formerly Staff Congress*)
  - Bonus program was discussed in confidence with the members. New program would probably not involve SAG
  - Began discussion on new role of SAG (e.g., employee handbook, subcommittee on training modules, client input on performance appraisal, supervisor evaluation by supervisee).
  - Discussed SAG's advisory role to Director
  - Important that members attend every meeting. The exposure to systemwide issues is a valuable training and growth opportunity
  - There is benefit from SAG member reporting on meetings and results to Center staff
  - Role of Superintendent representative is considered very important. Host Superintendent should try to attend as much as possible

- Generally agreed that there is an important role for SAG members as a communication link to staff at Centers. Need to be careful not to preempt Superintendents' authority.

- **Staff Development**

Clarification - Staff development funds can be used for required training as well as career development. It is the Superintendents' decision whether or not to allow training on University time or to require the use of vacation. If training is related to or benefits the job, should be on University's time.

- **Spot Awards**

Spot awards are allowed by UC policy, but require departmental implementation policy. Possibility of 50/50 funding participation from the Director.

**ACTION:** Fred and Dave will draft systemwide policy with maximum flexibility. They will have additional chance for discussion and input at future Superintendents' Conference or through a distributing the draft.

- **Strategic Plan**

- Define relationship to issue-driven plan
- Include needs and justification of existing Centers and possible need for additional Centers
- Without a plan, we are operating on "plan by opportunity"
- Industry is a strong element for determining needs and funding of Centers
- Description of Centers and development history of Centers should be included
- Develop goals
- Hire consultant to handle internally?
- Objective of the Plan
  - Internal planning document for REC
  - External planning document (develop information for decision makers)

**ACTION:** Fred will contact Natural Reserves System about their planning efforts. Form a Committee: Zak, Brian, Paul, Louis, Fred Perry (Chair).

- **RAC Member**

Fred will prepare an interim P&P for RAC process and appointment of members for AVP-P review.

**ACTION:** Need recommended nominees and justification ASAP.

---

Ji Maycon & Luzanne Martin, Records