



ORGANIZATIONAL UNIT CHANGE FORM

DIRECTIONS: Use this form when proposing a change to an existing organizational unit, center, institute, department, school, or college that is the result of a significant reorganization of existing units, consolidation, or change in mission.

DATE OF REQUEST: September 8-9, 2016

Date of AAC Approval:

June 8, 2016

INSTITUTION: University of Nevada, Reno

CURRENT UNIT NAME: University of Nevada Cooperative Extension; College of Agriculture, Biotechnology and Natural Resources; Nevada Agricultural Experiment Station

Date of Board Approval:

PROPOSED UNIT CHANGE: No name change: Administrative Consolidation of the University of Nevada Cooperative Extension, the College of Agriculture, Biotechnology and Natural Resources and the Nevada Agricultural Experiment Station

EFFECTIVE DATE OF CHANGE: October 1, 2016

PART I

A. Brief description of proposal

Currently, the College of Agriculture, Biotechnology and Natural Resources (CABNR) and the Nevada Agricultural Experiment Station (NAES) report to a single dean and director, while the University of Nevada Cooperative Extension (UNCE) is a separate entity with its own dean and director. The Dean CABNR and the Dean/Director of UNCE report to the Executive Vice President & Provost. This proposal will consolidate CABNR, NAES, and UNCE into one administrative structure reporting to the Dean of CABNR. The current position of Associate Director of NAES and Associate Dean of Research will be modified to Director of NAES and Associate Dean of Research. The current position of Director of UNCE will be modified to Director of UNCE and Associate Dean of Engagement. The Director of NAES and Associate Dean for Research, the Director of UNCE and Associate Dean of Engagement, and the Associate Dean of CABNR Academic Affairs will be appointed by and report to the Dean of CABNR. A national search for the Director of UNCE and Associate Dean for Engagement will be initiated upon approval of this proposal.

B. Justification for proposed change in existing program or structure

In a Nov. 8, 2012 letter addressed to Agricultural Extension Directors and Cooperative Extension Service Directors and Administrators, National Institute of Food and Agriculture (NIFA) Director Sonny Ramaswamy stated that "...beginning with the FY 2015-FY 2019 Plan of Work, due April, 2014, NIFA will require that all Plans of Work be integrated and submitted at the 'state level'.

NIFA defines 'state level' as the combining of all 1862 and 1890 Land-Grant University Research and Extension entities within a single State or Insular Area." This directive clearly indicates that land-grant Universities are expected by the federal government to have Agricultural Experiment Stations (AES) and Cooperative Extension (CE) programs that are very closely aligned and "integrated". While this directive does not require the consolidation of these units, the administrative consolidation of NAES, UNCE, and CABNR will greatly improve their ability to work together. NIFA issued a follow-up memorandum in May 2016 indicating that the 2012 memorandum was not intended to dictate administrative structure at land-grant universities. Nevertheless, it is notable that all but three land-grant universities in the Western United States operate under organizational structures that assure close alignment of AES and CE. This alignment or integration is achieved by having AES and CE operate under a single administrative structure that is aligned with the college that contains agriculture and to which the AES reports. The three institutions that currently do not have CE administratively aligned with the agriculture college have an alternate structure in which CE is part of a larger outreach unit, typically elevated to the level of vice president. UNR is the only western land-grant institution in which CE stands alone as a college with its own dean, without an administrative mechanism to ensure integration with AES. The Nevada Agricultural Experiment Station (NAES) resides administratively within the College of Agriculture, Biotechnology and Natural Resources (CABNR) at UNR. The Dean of CABNR also serves as the Director of NAES. The proposed administrative consolidation would align UNCE under the more common administrative organization that includes CABNR and NAES, under a single administrative head to ensure integration of teaching, research, and extension.

The NIFA directive for "integrated" CE and AES programs is based on its desire to encourage institutions to align their programs more accurately with their research and extension activities, and to demonstrate effective partnership and leveraging in the use of federal grant dollars. In NIFA's view, integrated research and extension planning and reporting is key to demonstrating such a partnership. The broader goals of NIFA are to ensure that CE specialists and educators have maximum access to university research expertise, and to ensure that research and teaching are better informed by extension. As noted above, all western land-grant universities other than UNR have adopted administrative structures that assure close coordination between CE and AES. Thus, our proposal for administrative consolidation is clearly a best practice among institutions of our type.

Skeptics of this proposal have noted that UNCE's mission includes disciplines beyond the normal purview of agriculture (see Part II-A). While this is certainly correct, CABNR also includes disciplines well beyond agriculture, as do all other land-grant colleges of agriculture. CABNR includes fields such as environmental science, wildlife management, horticulture, natural resources, and nutrition, all of which are important to UNCE. Further, it is important to note that AES topics are identical to those of CE topics (see Part II-A). Indeed, nationwide, AES funding is used to support institutional faculty and research that are critical to the mission of extension, such as economics, food safety, health, child welfare, community development, etc. This is clear from NIFA's website.

Administrative consolidation is in the best interests of the citizens of Nevada who are served by the teaching, research, and outreach missions of CABNR, NAES, and UNCE. Consolidation will result in significant synergies and increased efficiencies for all programs. It will better leverage resources and expertise in UNCE, CABNR, and NAES. Of particular note will be the enhanced opportunities for collaborations that will bring UNR research expertise to the real challenges faced by Nevada communities. Further, like most units at UNR, administrative and support staffing is

quite lean in CABNR, NAES, and UNCE. A combined administrative structure would benefit critical functions such as IT, web design, communication, HR, and accounting.

C. Relationship to other programs or units within the institution and system

UNCE is an administrative unit within the university that represents the federal-state-county partnership designed to provide educational programs for communities and to put university research to work throughout the state of Nevada. UNCE has a presence in all Nevada counties and assists the University in fulfilling its state-wide, land-grant mission through the delivery of research-based practical solutions in several areas including agriculture, horticulture, natural resources, community development, personal and family development, and health and nutrition. UNCE faculty are dedicated to teaching, research, and service that addresses the identified and documented needs of Nevada's diverse population. Faculty in UNCE partner with local and county governments, university colleges and units, and other organizations to provide instruction, information, applied-research findings, and community service. UNCE supports joint appointments for “state specialist” faculty that are affiliated with several UNR colleges, including CABNR, Business, Science, and Education, to conduct statewide extension and outreach, thus facilitating connections between campus-based research and community education.

CABNR is a founding college of the University of Nevada, Reno. It has three academic departments and offers courses and participates in programs for BS, MS, and PhD degrees in a variety of areas, including agriculture, biochemistry and biotechnology, ecohydrology, environmental science, environmental science and health, hydrology, nutrition, rangeland ecology and management, forest management and ecology, wildlife ecology and conservation, and veterinary science. CABNR had for many years strong capacity in agricultural and natural resource economics, but lost much of this during the great recession. UNR is in the process of rebuilding this capacity. The instructional programs of CABNR are supported by the academic budget of the university, and the Dean is responsible for the programs of the college and its departments.

The NAES, established under the Federal Hatch Act of 1887 to conduct scientific, agricultural investigation, and experiments, supports funding for a major portion of CABNR faculty in addition to supporting faculty in other units on campus to conduct mission-oriented research. The Director of NAES, who is also the Dean of CABNR, is responsible for all programs and budgets of NAES, including the maintenance of several off-campus field stations in support of research and outreach activities. NAES areas of research expertise are largely the same as in CABNR, but it does have two partial appointments in Business and Economics in the College of Business, and one partial appointment in the College of Liberal Arts. This, however, could change, as NAES funding can be used for a variety of other topics, as NIFA makes clear. All NAES faculty appointments are currently on campus, with the exception of a partial (0.25) appointment in agronomy in Churchill County. This needn't be the case, however. In most states, off-campus AES faculty appointments are made at research and extension centers.

D. Estimate of resources needed for proposed change (personnel, library holdings, facilities, equipment)

Because CABNR, NAES, and UNCE will each retain their individual identities, there will be no costs associated with forms, business cards, signs, letterhead, etc. There will be modest costs associated with moving some UNCE, CABNR, and NAES administrative staff into a common space. As noted above, upon regent approval of the proposed consolidation, a national competitive search will be conducted for an Associate Dean and Associate Director of UNCE.

E. Estimated annual financial impact of proposed change

None.

PART II

A. Description and mission of unit as proposed for change

A fundamental tenant of land-grant universities, an expectation of the federal government, and a major goal of this consolidation, is that teaching, research, and extension work synergistically to improve lives. The missions of CABNR, UNCE, and NAES will not be changed and will remain consistent with federal expectations, NIFA topics, and state statute. NIFA topics for CABNR, NAES, and UNCE include Advanced Technologies (Bioenergy, biotechnology, and nanotechnology); Animals (Animal breeding, health, production, and aquaculture); Business and Economics (Markets and Trade, Natural Resource Economics, and Small Business); Education (Minority Serving Institutions, Teaching and Learning, and Workforce Development); Environment (Climate Change, Ecosystems, and Invasive Pests and Diseases); Farming and Ranching (Agricultural Safety, Agricultural Technology, Farmer Education, Organic Agriculture, Small and Family Farms, and Sustainable Agriculture); Food Science (Food Quality and Safety); Health (Nutrition, Obesity, and Wellness); International (Global Engagement and Food Security); Natural Resources (Air, Forests, Grasslands and Rangelands, Soil, and Water); People (Communities, Families, and Youth); and Plants (Crop Production, Pest Management, Plant Breeding, and Plant Health). State-mandated areas for UNCE that are complemented by NIFA topics are Agriculture, Community Development, Health and Nutrition, Horticulture, Personal and Family Development, and Natural Resources in the rural and urban communities in the State of Nevada. The consolidation will improve the ability of the three units to utilize and leverage federal funding, achieve their missions, and promote the University's achievement of its statewide outreach mission through better integration of teaching, research, and extension. Integration, including improved planning and reporting, will be ensured by one administrative head. However, flexibility will be maintained regarding academic homes of UNCE- and NAES-faculty.

B. Statement of objectives

Research and Outreach

- Preserve and enhance the missions of UNCE, CABNR, and NAES while enhancing the fulfillment of UNR's statewide outreach mission through greater integration of teaching, research, and extension, better leveraging of federal, state, and private funds, and greater efficiencies through combined administrative and support staff.
- Enhance synergies between UNCE, CABNR, and NAES in a broad range of topics specified by NIFA and state statute to facilitate applied research that will directly impact the citizens of Nevada.
- Strategically invest in research, educational, and outreach programs aligned with NIFA and state topics that are most impactful to the citizens of Nevada.
- Diversify research topics addressed by CABNR and NAES, and seek to establish research and extension centers in strategic locations.
- Explore the possibility of establishing an extension and agricultural-education degree program within CABNR.
- Meet current and emerging federal requirements for integrated activities, and facilitate joint annual planning and joint annual reporting regarding use of federal funds.

Administrative and Organizational Structure

- Consolidate administrative functions of UNCE, CABNR, and NAES while preserving integrity and identity of those units, including promotion-and-tenure policies. As noted previously, it is a federal requirement that universities clearly maintain the budgetary identities of CE and AES. The administrative structure will assure that this requirement is met.
- Leverage staffing resources in the three units to benefit critical functions, including IT, web design, communication, HR, and accounting.
- Maintain current CABNR and UNCE representation on Faculty Senate and University promotion-and-tenure committees (to be determined by the Faculty Senate).

Transparency and Accountability

- Create a partnership committee consisting of UNCE, CABNR, and NAES faculty; Nevada Association of Counties (NACO) representatives; and a member appointed by the Governor. The partnership committee will address communication, finance, major personnel hires and dismissals, and other issues deemed important by NACO.
- Create a transparent accounting mechanism to provide assurance that UNCE funds are used exclusively for UNCE programs and that county funds are being used only in the county that provided them.
- A liaison will be established who will be explicitly charged with maintaining close communication with NACO. NACO will participate in selecting the appropriate faculty position to serve in this role. This position will be physically housed in NACO headquarters in Carson City. The major roles of the liaison will be to (1) ensure that communication between NACO and CABNR/NAES/UNCE is maintained regarding administrative and programmatic operations and goals, (2) reduce the administrative burden regarding CABNR/NAES/UNCE and UNR interaction of NACO's limited personnel, and (3) provide rapid response as a university conduit to NACO and its member counties on needs regarding community development, response to state or federal agencies, or other areas consistent with the land-grant mission.

C. Plan for assessment of objectives

As noted below, UNCE, NAES, and CABNR have existing strategic plans that will continue to serve them. However, the consolidation will bring new opportunities for synergisms and collaborations that need to be thoughtfully explored. Therefore, an overarching strategic plan that builds upon recommendations from the January 2016 retreat will be further developed to identify target areas for future investments in faculty and staff positions with a view towards facilitating collaborations and enhancing the translation of campus research into community impact across the state. The planning process will include UNCE, NAES, CABNR, NACO, and other community and state-wide organizations as appropriate.

Research and Outreach

- The impact and number of collaborations between research and outreach within the consolidated units and across the University will be monitored. Extramural funding for research and outreach programs will be tracked, with the expectation that funding will increase substantially. As capacity in economics and social sciences is rebuilt, economic and other assessments will be used to monitor and evaluate the impact of education, research, and extension programs, including programs such as 4-H and Master Gardener. Impact will be reported to NIFA, NACO, and other stakeholders on a regular basis.

Administrative and Organizational Structure

- The modest changes to central staff support of the consolidated units will be evaluated annually to assess the effectiveness of the changes, and adjustments will be made as warranted. This will be accomplished by a survey and group meetings with faculty and staff. Similarly, regular discussions with faculty from the consolidated units will be conducted to assess their satisfaction with the fulfillment of their research, educational, and outreach missions.
- UNR is committed to an ongoing dialogue that will address concerns and/or uncertainties of UNCE faculty regarding the consolidation. Toward that end, a working group will be established that consists of a representative of UNCE faculty and appropriate members of the administration. This working group will identify and address questions regarding promotion and tenure, and potential formal affiliations of UNCE faculty within UNR academic departments. A timeline of 16 months to resolve these issues has been proposed.

Transparency and Accountability

- Concern over operational matters and in particular financial transparency have been expressed by UNCE faculty as well as county and community stakeholders. Therefore, a working group of faculty, stakeholders, and administrators will be formed to develop guidelines for how best to provide transparency in operational and financial matters. For this and other consolidation issues, working groups have proposed a timeline of 16 months. In addition to transparency, a goal of this working group will be to provide guidance on how to improve services to Nevada's counties. There will be a strategy of increased communication at the county level, including polling communities and counties. This will include detailed financial reporting to each county to provide assurance and feedback regarding the proper use of county resources, regular visits by the Dean and Associate Deans, and clear communication with and through Extension Educators who are based in Nevada's counties. This should provide a level of engagement and support at the county level that will result in greater satisfaction with UNR and CABNR/NAES/UNCE. Counties will be provided detailed financial accounting for county funds. Federal regulations regarding the appropriate use of Federal Formula Funds through the Hatch Act and the Smith-Lever Act will be audited by USDA, NSHE, UNR, or other appropriate auditors. Any misallocation of these funds is a violation and would be noted in these audits. Independent budgets are already maintained for CABNR and NAES appropriations. Federal reports are required to be submitted each year by NAES and UNCE on the use of these federal funds and are required to be tracked and accounted for independently.

D. Contribution and relationship of proposed change to the following –

i. Institution mission

All three units play a critical role in the institution's mission of providing "outstanding learning, discovery, and engagement programs that serve the economic, social, environmental, and cultural needs of the citizens of Nevada, the nation, and the world." As described above, administratively locating them under the same dean/director will provide additional opportunities for collaboration in teaching, research, and outreach.

ii. Campus strategic plan

The University's strategic plan identifies three interconnected core themes that relate to its broad mission. These themes--Learning, Discovery, and Engagement--are critical components of our broad mission. This administrative consolidation will create, strengthen, and improve the relationships and collaborations between and among the faculty and staff of the three units and create synergies that will improve individual and collective activities directed at having an impact on many of the goals and objectives in the plan. Adherence to federal guidelines on the percentage of NAES and UNCE federal funds devoted to integrated

activities, communication with NACO and other stakeholders, and further development of the topical working groups will facilitate synergies and collaboration. As described above, administrative consolidation of UNCE, CABNR, and NAES will enhance learning, discovery, and engagement across the state.

iii. College strategic plan

Currently the mission of CABNR and NAES as stated in the strategic plan approved in 2012 is “To improve the quality of life for all Nevadans through education and research that

- (1) supports the agriculture enterprise,
- (2) promotes community health and well-being,
- (3) sustains natural resources and the environment, and
- (4) stimulates economic development.

The mission of UNCE as stated in the strategic plan approved in 2012 is “To discover, develop, disseminate, preserve and use knowledge to strengthen the social, economic and environmental well-being of people.”

- (1) **Discover:** by assessing community needs; understanding emerging issues; and researching solutions.
- (2) **Develop:** science-based programs to help resolve the needs of community residents.
- (3) **Disseminate:** useful knowledge through educational programs and publications.
- (4) **Preserve:** useful knowledge by publishing findings in curriculums and fact sheets that are easily accessed by the public.
- (5) **Use:** demonstrations and “hands on” learning techniques to encourage application of science supported solutions.

Administrative consolidation of CABNR/NAES and UNCE will programmatically strengthen our ability to improve quality of life for Nevadans through the prominent inclusion of extension along with education and research under NIFA and state-mandated topics that are highly relevant to all three units. Thus, it will serve to improve the ability of the units to achieve their goals and objectives.

As noted above, comprehensive strategic-planning process will be launched immediately after the consolidation is approved. Efforts to further develop a strategic plan before approval have proven difficult due to reluctance of some who are opposed to consolidation to plan something that has not been approved.

iv. Other programs in the institution

It is expected that this consolidation will enhance contributions and relationships of programs in NAES, UNCE, and CABNR with colleges, departments, and other units at UNR. UNCE currently has joint faculty appointments with UNR programs in the Colleges of Business; Education; Science; and CABNR. Flexibility will be maintained to accommodate academic homes and expectations of UNCE and NAES appointments that are substantially different from CABNR-related disciplines, such as those on child development or substance abuse. Possibilities include departments in the Colleges of Education or Liberal Arts, as is currently the case. These will be specified in jointly developed memoranda of understanding. Joint reporting and evaluations will be utilized in such cases. Exit clauses will also be part of said memoranda.

v. **Other related programs in the System**

No other NSHE institutions have programs that are comparable to UNCE, CABNR, or NAES. This consolidation will enhance contributions and relationships of programs in the NAES, UNCE, and CABNR with institutions, colleges, departments and other units in NSHE. Expected enhanced collaborations are especially likely with DRI, WNC, Great Basin and TMCC, and UNLV due to the existing research and/or outreach relationships already in place.

E. Evaluation of need for the proposed change

As noted above, NIFA requires that UNCE and NAES work plans be integrated in order to assure maximum synergisms between the outreach mission of UNCE and the research resources of the university. UNR is the only Western U.S. land-grant university that lacks an administrative structure that assures close coordination of CE and AES. The administrative structure proposed here is by far the most common among western land-grant universities. Thus, we are proposing the adoption of what is clearly a best practice among universities of our type.

In 2012, President Johnson appointed an *ad hoc* committee to make recommendations on how best to consolidate UNCE and CABNR. The report from that committee was tendered to Provost Carman on Feb. 1, 2013. With the state recession, CABNR, NAES, and UNCE programs lost significant financial resources. Their ability to carry out their mission was challenged. With the recovering economy, CABNR programs are growing, and new positions have been added to UNCE. The expectation is that growth will benefit the outreach missions of NAES and UNCE through joint appointments and increased presence throughout the state. There will be a coordinated and strategic recruitment effort for targeted hires in unaddressed or under-served areas, such as 4-H, pest management, invasive weeds, child development, and nutrition. Programmatic or thematic groups will be formed to ensure knowledge and relationships are communicated and leveraged to their most effective use.

F. Procedures used to arrive at the decision to make the proposed change

There has been an extensive dialogue regarding the administrative consolidation of UNCE, CABNR, and NAES over the past few years. As noted above, in 2012, President Johnson appointed a committee that was charged with exploring possible organizational structures. The committee tendered its report to Provost Carman on February 1, 2013. During the following several months, President Johnson and Provost Carman engaged in several meetings with UNCE, CABNR, and NAES faculty and staff. They also met with county commissions and community stakeholders throughout the state, as well as with NACO leadership. From these discussions, it was clear that there were significant concerns about the possibility of consolidation. These concerns were magnified by inaccurate information that had been disseminated to community leaders and stakeholders, such as alleged hidden efforts of central administration to move UNCE faculty onto main campus, or divert county funds to the UNR campus. A search was underway for a new CABNR dean, which created concern about whether the new dean would have the appropriate credentials to lead the consolidated programs. Following a meeting with NACO leadership in June of 2013, a decision was made to suspend plans for consolidation until a new CABNR dean had been hired and had a chance to become acquainted with faculty and community stakeholders. Dr. Mark Walker was appointed as Interim Director of UNCE, and he continues to serve in that capacity

Dr. William Payne was appointed as CABNR Dean and NAES Director in the fall of 2013. During his appointment, Dean Payne has traveled extensively throughout Nevada and has met with UNCE faculty and staff as well as a variety of citizen stakeholders. Dean Payne has deep understanding of the mission of Cooperative Extension from his many years of experience at Texas A&M University and Oregon State University.

In the Fall of 2015, Provost Carman communicated to UNCE, CABNR, and NAES faculty and staff his plans to once again pursue the administrative consolidation of these programs. This announcement began a series of discussions with faculty, staff, and community stakeholders, including the Nevada Association of Counties (NACO) that culminated with a retreat in January of 2016. At the request of the provost, the retreat focused on the synergies that could be realized through consolidation as well as on anxieties and concerns about the consolidation. The report from the retreat is included as an attachment to this report. The recommendations and concerns expressed in the report are addressed in section B, “Statement of Objectives”.

Finally, the proposed consolidation was reviewed by the UNR Faculty Senate. The consolidation report and supporting materials were posted on the Provost’s website for public comment. The proposal was reviewed by an *ad hoc* committee, which submitted its recommendation to support the consolidation proposal at the April 21, 2016, Faculty Senate meeting. The Faculty Senate voted not to support the proposal, but provided constructive suggestions for improving the proposal. Those suggestions were incorporated into this revised consolidation proposal. On June 2, 2017, the UNR Faculty Senate voted to support the consolidation proposal.

G. Capability within the following areas to make the proposed change –

i. Faculty strengths

There are a variety of faculty strengths in UNCE, CABNR, and NAES. Some illustrative examples follow.

Administratively, NAES has two IT professionals and UNCE has one. Working as one College will allow them to back one another up during leaves-of-absence or during server issues or migrations. NAES also has a full-time Grants and Projects Analyst that works with faculty, sponsors, and OSP. This employee can unload other non-grant related duties to a few other staff members and work more with UNCE to support grant application and management. All current accounting, HR and administrative support staff will remain but consultation among them may result in the shifting of tasks to maximize efficiencies and to fully utilize each employee’s talents. CABNR/NAES will gain from the communications expertise in UNCE, and UNCE will gain from CABNR’s recent web conversion coordinated with UNR Marketing & Communications. Communication among the units can be better coordinated and targeted without competing or being duplicative. UNCE will also gain from CABNR/NAES’s full-time Development Director in fundraising and donor development who can work synergistically with UNCE’s recently hired 1/2 time development officer. There also is the very good possibility of a full-time administrative faculty in development for UNCE; the vice president for development has offered to fund 1/2 of such a position.

Regarding research, teaching, and extension topics, we have mentioned more than once that, at the federal level (NIFA), NAES, and UNCE topics are identical. UNCE’s main disciplinary areas by state statute are: Agriculture, Community Development, Children, Youth and Family, Health and Nutrition, Horticulture and Natural Resources. CABNR and NAES have faculty strengths in all state topics save Children, Youth and Family (CYF). Nonetheless, NAES funded CYF research as recently as 2009. NAES could and should begin funding research in this area again, but that does not at all imply that CYF faculty need be housed in CABNR. There are existing models at UNR and at other western land-grants in which CYF research and extension is financed through appointments in other colleges.

One administrative unit will facilitate coordinated communication and collaboration between Extension Educators, counties, and teaching and research conducted on campus, thereby maximizing effectiveness and efficiencies regarding research delivery and impact. Research or teaching faculty can provide feedback, results, and insights to Extension, and Extension Educators can bring back issues, problems, and/or concerns of the community to be investigated and otherwise better inform research or teaching faculty on or off campus. This is in essence how the tripartite mission of teaching, research and extension at land-grant universities was meant to be achieved. The NIFA website offers several examples of how this integrated tripartite approach have had large, positive impacts.

ii. Organizational arrangements that must be made within the institution to accommodate the unit

No significant organizational arrangements will be required to accommodate the consolidation. With minor exceptions, faculty will continue to be located in their current offices, laboratories, and communities. As noted above, promotion and tenure procedures will not change. UNCE, CABNR, and NAES will retain the budget autonomy and structure that currently exists. Most administrative faculty and classified staff will maintain their physical location and their current duties. We do anticipate some restructuring in the organization of central administrative staff that will allow for optimal efficiencies. No positions will be eliminated as the result of this consolidation.

H. Resource Analysis – proposed source of funds necessary for the proposed change (enrollment-generated state funds, reallocation of existing funds, grants, other state funds)

CABNR, NAES, and UNCE will retain their existing budgets and no additional funds will be required to implement the proposed change. Nonetheless, to become more effective as a land-grant university, and in light of previous severe budget cuts to NAES and especially UNCE, strategic future investments will be needed. Central administration has publicly committed to making reinvestment into NAES and UNCE a legislative priority in 2019.

I. Estimated budgetary and financial ramifications that may result from the proposed change

The administrative consolidation will have no immediate budgetary or financial ramifications other than increased leverage for federal funding. In the medium to long term, it is anticipated that synergies between UNCE, CABNR, and NAES, as well as with other University programs, will result in increased success in attracting external funds in support of research, educational, and outreach programs.

J. Impact of proposed change on institution's existing resources

As noted above, we anticipate no short-term impact on existing resources. In the longer term, as noted above, we expect that the consolidation will enhance institutional resources.

Please attach any supporting documentation (i.e. support letters from community, industry)



Nevada FFA Foundation

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Carson City, NV 89703
Phone 775-684-7296 www.nvaged.com

Providing Support to Nevada Agricultural Education & FFA

January 15, 2016

Dear Dr. Payne;

The purpose of the Nevada FFA Foundation is to provide support to Nevada Agricultural Education. The Nevada FFA Foundation supports the potential merger of the University of Nevada Cooperative Extension (UNCE), the College of Agriculture, Biotechnology and Natural Resources (CABNR) and the Nevada Agricultural Experiment Station (NAES) in hope that it can provide an opportunity to develop an agricultural education and communications department at CABNR. This new department would help the high school agricultural education programs, extension employees and ultimately Nevadans statewide. A program like this could also help broaden agriculture literacy efforts.

One big issue that affects the local success of our programs is qualified agricultural educators. Current students at UNR can qualify to teach this subject by taking agriculture-based courses through CABNR and education-based courses through the College of Education. Because CABNR doesn't have a department or staff committed specifically to agriculture education, these students often bounce between the two colleges. Through the Career and Technical Education courses they learn valuable lessons, but often specific agricultural education topics are not addressed. Many new teachers have a large learning curve because of this situation, which affects the local program.

Over the last year, Nevada Agricultural Education and the foundation have been working with CABNR staff to take small steps in addressing this problem. As you know one of the biggest barriers is funding to support a position or multiple positions that can focus on preparing agricultural educators. In surrounding states colleges have agricultural education and communications departments that train both high school agricultural educators and extension agents. The departments also provide ongoing professional development for people working in the field. Many of our talented young students are leaving Nevada to attend out-of-state colleges to obtain these degrees and end up not coming back to the state. The merger could potentially help in addressing this issue.

Thank you for your time and efforts in improving Nevada. Please let me know if you have any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Heather M. Dye', is written over a light blue horizontal line.

Heather M. Dye
Executive Director

Trustees – Senator Pete Goicoechea • Board Members – Todd Carr, Chris Ravencroft, Flint Wright, Stefan Alger, Vance DeMars, Jon George, Jim Greil, Amber Smyer, Michelle Burrows, Anne Willard, Blake Duncan



EUREKA COUNTY BOARD OF COMMISSIONERS

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October 20, 2015

Dr. Marc Johnson, President
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Kevin C. Melcher
District 8 Regent
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RE: Eureka County support of CABNR and UNCE merger

Dear President Johnson, Provost Carman, and Regent Melcher:

The Eureka County Board of Commissioners expresses our support of the proposal to merge University of Nevada Cooperative Extension (UNCE) into one administrative unit with the College of Agriculture, Biotechnology and Natural Resources (CABNR) and the Agricultural Experiment Station (AES).

In our opinion, the previous separation and restructuring, including budget reductions, of UNCE, CABNR and AES have not been conducive for meeting the full potential of UNR as Nevada's Land Grant University. We believe a change is necessary to help meet the original mission and full potential of the Land Grant and this merger will provide synergy in doing so. Further, we are impressed with and have confidence in the abilities of CABNR/AES Dean Bill Payne to ensure the merger is a success. However, we do wish to ensure if the merger proves ineffective and unsuccessful that there are future options to adjust and revert back to separate colleges.

Thanks for considering our input and support.

Respectfully,



J.J. Goicoechea, Chairman
Eureka County Board of Commissioners

cc: Dr. Bill Payne, CABNR/AES Dean
Nevada Association of Counties
Nevada Board of Regents

BRIAN SANDOVAL
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CABNR ADMIN

MAR 01 2016

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February 24, 2016

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1664 N. Virginia Street
Reno, NV 89557

RE: Rejoining of the University of Nevada Cooperative Extension and College of Agriculture, Biotechnology and Natural Resources

Dear Dr. Kevin Carman:

The Nevada Board of Agriculture, at their January 22, 2016 meeting, directed the NDA to draft a letter of support for the rejoining of the UNCE and the CABNR.

The Board supports the unique partnership between county, state and federal governments that the rejoining of the UNCE and the CABNR represents. This partnership allows research and education to work more effectively together, particularly on issues facing the west such as public lands, rangeland management and wildfire.

With Dean Payne leading the rejoining and mission-based reinvestment in the UNCE, the Board of Agriculture is confident UNCE's work will continue to be driven by counties based on the county's needs.

Thank you for your consideration on this important matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Jim R. Barbee", with a long, sweeping flourish extending to the right.

Jim R. Barbee

JB/jc

cc: NSHE Board of Regents; CABNR Dean Payne; UNCE Interim Dean Mark Walker



NEVADA FARM BUREAU[®]

Policies for

2015

Nevada Farm Bureau Federation
2165 Green Vista Drive, Suite 205
Sparks, NV 89431
775-674-4000
<http://nvfb.org>

UNCE/CABNR/NAES Consolidation Proposal - Appendix D
agreement, requiring each district to pay for its own students.

Textbooks: 144

Nevada Farm Bureau believes that the first priority in the selection of textbooks should be the accuracy of the contained information. The Farm Bureau supports strong review of all textbooks for accuracy of contained information by parents, teachers and administrators. We also believe that textbook selection should be a product of local input.

Teaching Credentials: 145

All schools should require uniform teaching credentials, administrative credentials and allow for provisional credentials for technical education.

Higher Education

College of Agriculture, Biotechnology and Natural Resources (CABNR): 146

We strongly urge the College of Agriculture, Biotechnology and Natural Resources (CABNR) to work with the Nevada Farm Bureau to assess current statewide undergraduate educational needs in agriculture. Additionally we urge CABNR to work with the Nevada Farm Bureau to assess the current statewide agriculture research needs of the industry.

CABNR/Cooperative Extension Proposed Consolidation: 147

We support the proposal for consolidating CABNR, Agricultural Experiment Stations and Cooperative Extension under a single dean at the University of Nevada, Reno. Within the context of our support, we maintain the necessity of budget integrity for Cooperative Extension and the Agricultural Experiment Station system to avoid inappropriate expenditure allocations from these budgets to fund CABNR financial requirements. We also believe that Extension specialists should be stationed in the field, as opposed to being required to be based on campus and removed from day-to-day contact with constituents. Arrangements developed for finalized consolidation need to take into account appropriate evaluation systems to deal with improved incentives for applied research/development projects. To promote the values of outreach programming, we believe that the faculty who are involved with

outreach should retain Cooperative Extension as their academic home. This will recognize that there are differences in the University criteria and allow for proper rewards and encouragement for those who engage in educational outreach and research programs aligned with needs of customers and communities who Cooperative Extension serve.

CABNR/Land Grant College Responsibilities: 148

We strongly support the National Land Grant College system, established under the Morrill Acts of 1862 and 1890, which reflected a growing demand for agricultural and technical education at colleges across the Nation. The Hatch Act, enacted in 1887, provides funding to each state to establish agricultural experiment stations in connection with the state's land-grant institution. The needs which prompted enactment of these two laws, clearly remain to this day. We strongly encourage the University of Nevada System, the University of Nevada, Reno and the College of Agriculture, Biotechnology and Natural Resources to recommit their efforts to conform with requirements as set forth in the statutes/regulations for National Land Grant Colleges.

Nevada Farm Bureau will establish a committee to assess alternatives for agriculture education, Cooperative Extension programs and research. The emphasis of this strategic planning process needs to be focused on assessing what we need, what we want and how to go about getting it.

CABNR/Reciprocal Programs: 149

We recommend that the University of Nevada System develop more extensive reciprocal programs with other universities and colleges, including community colleges for agricultural studies, such as those through the Western Interstate Commission on Higher Education (WICHE).

Community Colleges: 150

We support the educational opportunities provided by Nevada's community colleges. To fulfill these opportunities, it is vital that instructors be hired and schedules be offered which meet the needs of the residents of a community. For students who are seeking to use community colleges, to meet obligations for classes in order to transfer to other



University of Nevada, Reno

Kevin R. Carman
Executive Vice President & Provost

11 March, 2016

Clark County Commissioner Marilyn Kirkpatrick
Eureka County Commissioner J.J. Goicoechea
Humboldt County Commissioner Jim French
Washoe County Commission Jeanne Herman

Dear NACO Colleagues,

Thank you for the opportunity to meet with you recently and discuss your concerns about the proposed administrative consolidation of the College of Agriculture, Biotechnology & Natural Resources (CABNR), Nevada Agricultural Experiment Station (NAES), and the University of Nevada Cooperative Extension (UNCE). As promised, attached please find our responses to the “assurances” that you submitted to us.

The assurances can be distilled into a few general themes:

- **Integrity of Funding Resources and Identity.** We guarantee that UNCE funds will be distinct and clearly identifiable, that UNCE funds will be used only for UNCE programs, and that County funds will be used only for the support of county activities. We will provide annual financial reports for public review and comment. UNCE will retain its distinct identity.
- **Personnel.** There is concern that UNCE faculty who hold joint appointments with UNR academic programs will not serve the needs of counties. As described below, we will provide transparent processes to assure that all faculty who hold partial appointments with UNCE are fulfilling their obligation to serve the counties. There is also concern about whether UNCE faculty appointments are tenure-track or not. We will work with counties to determine the best credentials and type of appointment to serve the needs of its citizens.
- **Advisory Committee.** We will reestablish the UNCE advisory committee and include NACO representation as suggested by NACO. The Advisory Committee (AC) will be consulted on UNCE activities, including staffing. In particular, MOUs that will be executed for all joint appointments will be reviewed by the AC to provide assurance that faculty are serving the needs of counties and Nevada citizens.
- **Funding and Identity.** We understand that UNCE funding is the overarching issue with which NACO is concerned. The NACO list of assurances includes a request to restore UNCE funding to 2008-09 levels. As indicated in the assurances, we have already made partial restoration through five joint appointments, which have been funded with student fees. We are actively exploring options to enhance statewide funding for 4-H. We are committed to include UNCE

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University of Nevada, Reno

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positions as a component of our 2017 legislative request to the Board of Regents. Beyond these direct efforts to restore funding, we simply do not have the ability to restore additional funding at this time.

There seems to be confusion as to why an administrative consolidation is needed and why it would be beneficial to UNCE and the counties. The primary reason relates to the closely linked mission of Cooperative Extension and NAES and the fulfillment of legislative mandates, including reporting requirements. The federal government, through the United States Department of Agriculture's National Institute of Food and Agriculture (NIFA), provides formula-based matching funds and oversight for state Agricultural Experiment Stations and Cooperative Extension. NIFA is phasing in requirements that Cooperative Extension and Agricultural Experiment Stations submit joint annual plans of work and joint reports of annual accomplishments for review and approval prior to release of federal capacity funds. **Thus, NIFA will be looking for direct evidence of close collaboration between UNCE and NAES.** NIFA also has several grant programs for education, research, and extension. Accordingly, the programs that CABNR, UNCE, and NAES carry out are broadly defined by NIFA (<http://nifa.usda.gov/topic>): Advanced Technologies (Bioenergy, biotechnology, and nanotechnology); Animals (Animal breeding, health, and production, and aquaculture); Business and Economics (Markets and Trade, Natural Resource Economic, and Small Business); Education (Minority Serving Institutions, Teaching and Learning, and Workforce Development); Environment (Climate Change, Ecosystems, and Invasive Pests and Diseases); Farming and Ranching (Agricultural Safety, Agricultural Technology, Farmer Education, Organic Agriculture, Small and Family Farms, and Sustainable Agriculture); Food Science (Food Quality and Safety); Health (Nutrition, Obesity, and Wellness); International (Global Engagement and Food Security); Natural Resources (Air, Forests, Grasslands and Rangelands, Soil, and Water); People (Communities, Families, and Youth); and Plants (Crop Production, Pest Management, Plant Breeding, and Plant Health). In addition, **UNCE is legislatively mandated to provide programs pertaining to Agriculture, Community Development, Health and Nutrition, Horticulture, Personal and Family Development, and Natural Resources in the rural and urban communities in the State of Nevada.**

Administrative consolidation of Cooperative Extension and agriculture programs is also a best practice among western land-grant universities. Among 12 western land-grant universities, Extension is linked with Agriculture at nine institutions (Univ. of Alaska, Univ. Arizona, UC Davis, Univ. Hawaii, Univ. Idaho, New Mexico State Univ., Utah State Univ., Washington State Univ., and Univ. Wyoming); institutions where Extension and Agriculture are not directly linked are Colorado State Univ., Montana State Univ., and Oregon State Univ. Given the incipient NIFA reporting requirements noted above, those universities that do not have formal linkages will likely be moving towards establishing them in the near future.

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There is good reason that administrative consolidation is the overwhelming best practice. In addition to administrative efficiency leaving more funds for programs, bringing Extension closer to the University allows it to pull the resources, research, and programs of the University more seamlessly out to the counties as specific county needs are identified.

Dean Bill Payne has deep knowledge of Cooperative Extension and fully understands the scope of its obligations, including the unique programs that serve urban communities such as Las Vegas. We are extremely fortunate to have an individual with his knowledge, commitment, and energy to lead a consolidated program. Indeed, failure to consolidate UNCE, CABNR, and NAES would be a sadly lost opportunity.

I will close by noting that the issue of consolidation has been something that I have been involved with, literally, since my first day on the job at UNR a little over three years ago. I have learned much over that time, and have come to better understand the sensitivities and unique challenges of Nevada's rural communities. I have learned much about the needs of urban communities and the unique challenges and needs of Clark County. I have also become keenly aware of political sensitivities regarding UNCE. Some of those sensitivities have a legitimate historical foundation, and some are based on emotions and inaccurate information. I firmly believe that the issue at hand falls under the latter category. Regardless, I can only look to the future. I believe to my core that the proposed consolidation is in the best interests of the citizens of Nevada, rural and urban.

As leaders of your communities, you have to consider many perspectives and competing interests. As you contemplate the proposed consolidation, I ask only that you consider what is best for the citizens of Nevada.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kevin R. Carman', written over a light blue horizontal line.

Kevin R. Carman
Executive Vice President & Provost

Cc: Jeffrey Fontaine, Dagney Stapleton, Marc Johnson, Daniel Klaich, William Payne, Mark Walker

Attachment

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NACO List of Assurances Requested - Cooperative Extension

1. UNR and NSHE will request and support restoration of state-appropriated resources for Extension programs throughout the state similar to the FY 2008-09 levels in the next Legislative session. This funding proposal should be developed in collaboration with Extension Leadership and based on needs identified at the county level.

UNR Response: *Unfortunately, we cannot provide assurance that budgets will be restored to previous levels. As with other programs that took deep budget cuts during the recession, we are now looking forward. We are making and will continue to make strategic investments that make sense for the citizens of Nevada and the University.*

For the 2017 legislative session, UNR has submitted to NSHE a proposal that would allow for substantial investments in faculty and staff to build expertise in "Advanced Manufacturing." No specific programs, departments, or colleges are being singled out in the umbrella proposal. If we are successful in obtaining these additional resources, UNR programs will participate in a competitive process for allocation of funds and positions.

UNCE, and 4-H in particular, can play a critical role in workforce development related to Advanced Manufacturing. 4-H'ers are nearly two times more likely to participate in science programs than non-4-H'ers, and 4-H girls are nearly three times more likely to take part in science programs compared to girls who are not members of 4-H. 4-H youth are twice as likely to go on to a post-secondary education than their peers, and more likely to pursue careers in a STEM field. "Advanced Technology" is a USDA/NIFA topic in which UNCE is currently underinvested and we are seeking ways to expand 4H programs. UNCE Extension Educators specializing in Advanced Technology will go a long way to support NSHE's efforts to promote Advanced Manufacturing, and may be key to promoting STEM workforce development in Title 1 schools, where current STEM programs are woefully inadequate. If the 2017 UNR legislative proposal is successful, we will commit to funding three FTE positions in UNCE.

We plan to explicitly include UNCE funding in the 2019 legislative request. We will work on a strategic plan to improve services to Nevada's counties during the first organizational year of consolidation (July 1, 2016—June 30, 2017). This will provide a sound plan for re-investment in the Nevada Agricultural Experiment Station and University of Nevada Cooperative Extension.

2. ALL UNCE funds shall be used for UNCE activities only, activities intended to be carried out "in the rural and urban communities in the State of Nevada" (NRS 549.010):

Per NRS.549.050, "All moneys appropriated pursuant to NRS 549.040 must be expended under the direction of the Director." The UNCE Director shall have all authority of expending all Extension funds and managing its resources – state-appropriated, county and federal, in accordance with state and federal laws.

UNR Response: *We certainly have obeyed and will continue to obey both state and federal law. More explicitly, we will assure that all UNCE funds have been and will be used for their intended purpose as described under NRS 549.010 and NRF 549.050. It is our understanding that the inclusion of this assurance may be related to faculty who hold joint appointments with*

UNCE and an academic program on the UNR campus. We specifically address such joint appointments below under assurances #10-13.

3. The UNCE Advisory Committee will resume, at a minimum, quarterly meetings, effective first quarter 2016. As was the case prior to 2013, it will have representatives/stakeholders from throughout the state with diverse interests in UNCE programs – rural, urban, various programs, various geographic areas, etc., selected by UNCE leadership (Dean, Director, Area Directors, Extension Educators, etc.), in consultation with the NACO Board of Directors. NACO shall have two appointments to this Board, one county commissioner, and either the NACO Executive Director or Deputy Director.

UNR Response: *We agree. Indeed, it is a federal requirement that UNCE have an advisory board. Its composition must reflect the make-up of the population served. We would welcome participation by the NACO board as described.*

4. UNCE shall maintain separate financial accounts and management of its funds, and UNCE funds shall be under the exclusive control of the UNCE Director. This shall include UNCE having its own CFO/Financial Director, who is separate from any other entity/college.

UNR Response: *We will maintain separate financial accounts and will provide transparent accounting of assets. More specifically, UNCE, CABNR, and NAES have distinct account codes within UNR, and these distinct codes will be maintained. Fiscal officers and area fiscal staff will prepare annual reports for each contributing county to clearly track how federal, state, county, and grant funds have been used.*

5. UNCE shall be led by a Dean or Director, not an Assistant or Associate Director.

UNR Response: *We agree. The Dean of CABNR and Director of NAES (Dr. Bill Payne) will also be the Director of UNCE. This the national norm and a best practice.*

6. UNCE shall conduct a national search for the Dean/Director of the University of Nevada Cooperative Extension.

UNR Response: *As noted in #5, Dean Bill Payne will serve as Director of UNCE. If/When Dean Payne no longer serves in this capacity, a national search will be conducted to identify his replacement. When/If the proposed administrative consolidation is approved by the Board of Regents, a national search will be launched immediately to identify the Associate Director of UNCE. The successful incumbent will have significant experience with Cooperative Extension. S/He will report directly to the Director and will oversee day-to-day activities of UNCE, and work closely with the other Associate Deans to effectively integrate the missions of teaching, research and outreach.*

7. The terminal/advanced degree required for Extension Educator positions will be determined on a case-by-case basis by the appropriate UNCE Area Director, in consultation with the UNCE Director, and the UNCE Advisory Committee.

UNR Response: *As we are doing now, when Extension Educator positions are filled, we will work closely with individual counties and in particular their commissioners to determine the Extension Educator credentials and qualifications that will best serve the county. In some cases, a terminal degree (Ph.D.) may be appropriate, while in others a M.S. degree may be most appropriate. The Advisory Committee will be kept informed of all appointments, but we feel that individual counties should have the primary input on the credentials of the Educator(s) that serve them.*

8. The terminal/advanced degree required for other UNCE faculty positions with regional or statewide responsibility will be determined on a case-by-case basis by the UNCE Director, in consultation with other UNCE leadership (Dean, Director, Area Directors, Extension Educators, etc.), and the UNCE Advisory Committee.

UNR Response: *We agree that the Advisory Committee should and will play an active role in determining the types of faculty that should be hired to serve statewide and regional needs. In most cases, we would expect these specialists to be highly trained and hold a terminal degree (Ph.D.). However, there may be cases where other credentials and qualifications and other options for position titles may best serve the needs of the state.*

9. All UNCE faculty positions and Extension Educator positions shall remain tenure track positions.

UNR Response: *All UNCE faculty who were hired into tenure-track positions will remain in tenure-track positions. As has been the case for the past two years and as noted above, decisions regarding whether new appointments will be tenure-track or non-tenure-track will be made on a case-by-case basis in consultation with county stakeholders and the advisory board. As per UNR policy, faculty who are appointed on the tenure track must hold a terminal degree (in most cases, the Ph.D.). Faculty compensation will be based on the position responsibilities, not on whether the appointment is tenure-track or not. It is worth noting that there are differing views on the desirability of tenure-track positions both within UNCE and among county commissioners.*

10. No joint appointments located on campus with UNCE and other NSHE units shall be instituted from this point on with county funds, or with any state-appropriated funds specifically designated for Extension (including general fund, as well as federal and county pass-through funds).

UNR Response: *There seems to be a misunderstanding. As noted above, the recently hired joint faculty appointments between UNCE and UNR academic appointments were established using funds from student-fee and state-formula funding (which is based on weighted student hours). No county funds are used now nor will be used in the future to fund campus-based positions.*

Over the past three years we have funded five positions that have joint appointments in UNR academic programs and (2 in Education, 1 in Geography, 1 in Economics, and 1 in Agriculture, Nutrition, and Veterinary Science). All of these faculty have majority appointments in the

academic program that is their tenure home and minority in UNCE. In all cases, institutional funds (from student fees and state formula funding) were used to fund the positions. No UNCE funds were used for any of these positions. In all cases, these positions provide expertise in areas that are relevant to UNCE statewide.

11. The UNCE Dean/Director may, in consultation with the UNCE Advisory Committee, recommend approval of MOUs for joint appointments located on campus with UNCE and other NSHE units that are to be funded by UNR's general state appropriations or other NSHE funds, funds not specifically appropriated to UNCE.

UNR Response: *It should be recognized that there are already long-serving UNCE joint appointments on campus that have been financed by funds specifically appropriated to UNCE. These include Dr. William Evans (College of Education), Dr. Tom Harris (College of Business) and Dr. Sherm Swanson (College of Agriculture, Biotechnology and Natural Resources), who have served the state and counties well. Further, as we stated in assurance #10, the five recent joint appointments were not financed with UNCE funds. If the intent of this recommendation is to keep UNCE appointments largely in the counties, then we support that intent. But a blanket statement that no funds specifically appropriated to UNCE can be used for on-campus positions would be unprecedented at UNR as well as other land grants. Some flexibility, including the ability to make joint NAES/UNCE appointments in the counties, should be retained.*

We support the idea of MOUs for joint positions and will take the suggestion further. We are currently executing MOUs for all faculty who hold joint appointments between UNCE and UNR academic programs. These MOUs will clearly describe expectations for faculty, including teaching, research, and outreach. The MOUs will include clear and specific descriptions of expectations for UNCE activities, including interactions with Extension Educators and county stakeholders. Role statements will be explicitly tied to state needs that can be addressed by UNR and UNCE programs. The MOUs will complement and guide the standard UNR "role statements" that are developed for each faculty member annually, and which describe the responsibilities against which faculty is evaluated. And they will specify terms under which the MOUs can be discontinued.

12. The UNCE Director may, in consultation with the UNCE Advisory Committee and NACO Board of Directors, recommend approval of MOUs that use proportional Extension-appropriated funds for joint appointments located off campus with UNCE and other NSHE units.

UNR Response: *As indicated in the response to item #11, we fully support the execution of MOUs (and associated annual role statements) for joint appointments that include UNCE, NAES, and UNR academic programs. These MOUs (and role statements) should clearly identify faculty obligations for UNCE activities. We further support consulting with the Advisory Committee on these MOUs as part of a culture of transparency and accountability regarding the use of UNCE and University funds.*

13. In future MOUs for joint positions, or for any current joint positions, with UNCE, despite the origin of the funding, an MOU shall be created that includes measurable goals and evidence that the position is meeting UNCE's mission to provide education, outreach, and service programs to people outside of the University, "in the rural and urban communities in the State of Nevada," (NRS 549.010). The MOUs shall also provide a mechanism for ending the relationship if the UNCE Director concludes these goals are not being satisfactorily met, and provide that the UNCE Director may redirect the UNCE portion of the funding to other programs supporting the UNCE mission as he/she sees fit, and as defined by state and federal law.

UNR Response: *As indicated in responses to items #11 and #12, we fully support clear and transparent MOUs regarding all joint appointments between UNR and UNCE. Item #13 includes a suggestion of providing for an exit clause for the joint appointment if the goals for UNCE are not being met. We support this recommendation; the exit clause needs to be bilateral (i.e., either the academic unit or UNCE may petition to withdraw from the joint appointment if their goals are not being met).*

14. UNCE shall have the rights and responsibilities of a "major unit," as defined by NSHE and UNR bylaws and codes. This is to guarantee that any changes in status would have to be approved at the level of the Board of Regents.

UNR Response: *Our proposal specifies that UNCE, CABNR, and NAES will retain their identities while all being part of the administratively consolidated unit. We have further suggested in our proposal that UNCE retain its full representation on the Faculty Senate and University Promotion and Tenure Committee. The UNR Faculty Senate has authority to determine representation on the Senate and the Promotion and Tenure Committee.*

15. If there is consideration of elimination of any faculty or staff positions, or combining of positions, resulting in termination of UNCE employees that may result from the consolidated leadership, the UNCE Advisory Board shall be consulted and given the opportunity to voice their opinions; and, any such terminations must be approved by the UNCE Director, as well as the Northern and Southern Area Directors, unanimously. Any such terminations shall strictly adhere to procedures and give due notice, as dictated by NSHE and UNR bylaws and codes.

UNR Response: *There are no plans or expectations that any employees (UNCE, CABNR, or NAES) will be terminated as a result of the proposed consolidation. While we are committed to engaging with the Advisory Board and consulting with them on programmatic and organizational issues, we can't commit that the Advisory Board will be consulted on all personnel decisions, as such matters are confidential. Certainly the Director would consult with the Associate Director of Extension and the cognizant Area Director on any personnel matter and would follow UNR and NSHE policies. The Director must have authority to make recommendations for terminations (the President has final authority on all terminations). Any terminations under any circumstance will follow NSHE code and UNR bylaws.*

16. Per NRS 549.070, "All supplies, materials, equipment, property or land acquired for the use of county agricultural extension offices under the provisions of chapter 213, Statutes of Nevada 1919, shall remain the property of the county extension offices set up under the provisions of this chapter."

UNR Response: *We will certainly obey the law. We will not appropriate, move, or transfer supplies, materials, equipment, property or land from county offices to any other location.*

Finally, in our meeting with NACO representatives on Feb. 26, 2016, we agreed that a UNCE liaison with NACO would be mutually beneficial. We agreed in principle to do this and discussed various ways that the liaison position could be structured. While we have not finalized a plan, we are committed to establishing a formal liaison with NACO and we look forward to defining a scope of work that articulates the expectations and annual outcomes for this position

Administrative Consolidation of the Nevada Agricultural Experiment Station (NAES), the College of Agriculture, Biotechnology and Natural Resources (CABNR), and University of Nevada Cooperative Extension (UNCE): Challenges, Opportunities and Anxieties

SUMMARY

This report examines two broad areas associated with the proposed administrative consolidation of NAES, CABNR, and UNCE: 1) Major thematic challenges that the three units are or should be collaboratively addressing; and 2) Opportunities and anxieties associated with consolidation, and how these might best be tackled. Currently, there exist opportunities for CABNR, NAES and UNCE to work synergistically on the federal themes or topics of **Animals, Environment, Farming and Ranching, Food Science, Health, International, Natural Resources, and Plants**; and in the UNCE state-authorized topics of **Agriculture, Health and Nutrition, Horticulture, and Natural Resources**. There is potential to better address thematic challenges associated with the federal topics of **Advanced Technologies, Business and Economics, Education, and People**, and in the UNCE state-authorized topics of **Community Development, and Personal and Family Development**. However, there are teaching, research, or extension components for these challenges that are lacking. There are opportunities to address the lacking components through recruitment within one of the three units, or utilizing expertise through joint appointments or collaboration with other colleges. **Another opportunity lies with NAES**, whose federal and state funding can be used for the same topics as UNCE. Furthermore, NAES appointments can be made off-campus, as is the case in most states. Although consolidation has many supporters among faculty, staff, and stakeholders, **there are several anxieties associated with the consolidation**. These are generally related to 1) Low confidence in UNR central administration's commitment to UNCE's mission, particularly in the counties; 2) Concerns of stakeholders, and county commissioners in particular, over communication, transparency, and their investment into UNCE; and 3) Personnel matters within UNCE, including tenure, promotion, and evaluation. We make several suggestions to address these opportunities and anxieties. We advocate for an iterative process for consolidation that is consultative, participatory, and thoughtful. We believe this is necessary because of the complexity and importance of what we are trying to build, and the need to build trust among faculty, staff, and key stakeholders.

Introduction

This report has been prepared in response to instructions given by Provost Kevin Carman and based on information contained in appendices A—H. Provost Carman asked for input on two broad areas related to the proposed consolidation of CABNR, NAES, and UNCE: Major challenges that UNCE/CABNR/NAES are or should be addressing, and opportunities and anxieties associated with the administrative consolidation ([Appendix A](#)). Additional background information on the proposal for consolidation, and a description of the participatory process used to inform this report, are found in [Appendix B](#).

Consolidating these three administrative units has the potential to increase the connection between UNR and the counties that host UNCE through the land grant missions of teaching, research, and extension. Consolidation also has the potential to better impact lives through these land grant missions. Our source materials indicate that there are mixed views among faculty, staff, and stakeholders on consolidation. Many fully support consolidation; others have expressed conditional support if the consolidation signaled state reinvestment into NAES and UNCE, particularly in the counties. The need to strengthen 4-H has been frequently mentioned. Others, including some faculty and staff within UNCE, many county commissioners, and the Nevada Association of Counties (NACO), have voiced opposition to this administrative change ([Appendix C](#)). These deeper concerns primarily stem from (a) lack of trust and communication, (b) uncertainty about the benefits of consolidation, (c) transparency regarding expenditures of county funds, (d) severe state funding cuts to UNCE and perceived unwillingness on the part of UNR administration to support reinvestment; and (e) the future of the consolidated unit beyond the tenure of the proposed Dean and Director, Dr. William Payne.

To address the provost's charge, Deans Walker and Payne used a participatory, two-phase process led by a professional facilitator experienced in conflict resolution. Phase I occurred from January 5 to January 14, and consisted of five two-hour brainstorming sessions and one two-day planning session conducted with nearly 170 participants from UNCE, CABNR, and NAES. Phase II will consist of self-directing working groups identified during Phase I, and will begin as soon as is authorized by the Provost. Consistent with outcomes of the Phase I sessions, we used the following guiding principles to develop our recommendations: (1) The proposal should be considered as a start to achieving consolidation, and be followed by a participatory process that maintains dialogue with stakeholders, faculty, and staff; (2) The proposal should include a description of the potential for better and expanded service to Nevada's counties, and potential for increased state resources to UNCE and NAES based on specific, theme-based needs; (3) The proposal should contain a commitment to fairness and equity for faculty and staff in personnel matters; and (4) The proposal should affirm that one of the major objectives of consolidation is to achieve more productive and impactful engagement with Nevada's communities.

Rather than propose a final, well defined consolidated set of programs and administrative structure, we have instead proposed and indeed embarked upon an iterative process that is consultative, participatory, and, we believe, thoughtful. We think this is both prudent and necessary not only because of the complexity and importance of what we are trying to build and accomplish, but because of the need to build trust among the different units and with several key stakeholders. Chief among these are NACO and individual counties because of the importance of the land grant missions to their constituents, and because of the major financial stake that they have in UNCE.

(1) Major Programmatic Themes

Land grant universities are the product of three federal legislative acts: The Morrill Act of 1862, which financed public, land grant universities, including colleges of agriculture; the Hatch Act of 1887, which financed Agricultural Experiment Stations; and the Smith-Lever Act of 1914, which financed Cooperative Extension Services. A fundamental tenant of land grant universities, an expectation of the federal government, and a major goal of this consolidation, are that teaching, research, and extension work synergistically to improve lives. Therefore, where teaching, research, or extension expertise for a particular theme or topic does not exist collectively among UNCE/CABNR/NAES, the missing component must either be recruited, or sought elsewhere, e.g. through joint appointments or collaboration with other colleges.

Federal and State statutes specify the programmatic ranges for NAES and UNCE and include every aspect of current programmatic work, with strong programs in one unit rounding out the lack of programs in the other.

The federal government, through the United States Department of Agriculture's National Institute of Food and Agriculture (NIFA), provides formula-based matching funds and oversight for state Agricultural Experiment Stations and Cooperative Extension. NIFA is phasing in requirements that Cooperative Extension and Agricultural Experiment Stations submit joint annual plans of work and joint reports of annual accomplishments for review and approval prior to release of federal capacity funds. NIFA also has several grant programs for education, research and extension. Accordingly, the programs that CABNR, UNCE and NAES carry out are broadly defined by NIFA (<http://nifa.usda.gov/topic>): **Advanced Technologies** (Bioenergy, biotechnology, and nanotechnology); **Animals** (Animal breeding, health, and production, and aquaculture); **Business and Economics** (Markets and Trade, Natural Resource Economic, and Small Business); **Education** (Minority Serving Institutions, Teaching and Learning, and Workforce Development); **Environment** (Climate Change, Ecosystems, and Invasive Pests and Diseases); **Farming and Ranching** (Agricultural Safety, Agricultural Technology, Farmer Education, Organic Agriculture, Small and Family Farms, and Sustainable Agriculture); **Food Science** (Food Quality and Safety); **Health** (Nutrition, Obesity, and Wellness); **International** (Global Engagement and Food Security); **Natural Resources** (Air, Forests, Grasslands and Rangelands, Soil, and Water); **People** (Communities, Families, and Youth); and **Plants** (Crop Production, Pest Management, Plant Breeding, and Plant Health). In addition, UNCE is legislatively mandated to provide programs pertaining to **Agriculture, Community Development, Health and Nutrition, Horticulture, Personal and Family Development, and Natural Resources** in the rural and urban communities in the State of Nevada.

There are clearly existing opportunities for CABNR, NAES and UNCE to work synergistically on the NIFA topics of **Animals, Environment, Farming and Ranching, Food Science, Health, International, Natural Resources, and Plants**; and in the state -authorized topics of **Agriculture, Health and Nutrition, Horticulture, and Natural Resources**. No unit, however, covers these NIFA topics comprehensively. None have specialists

NAES/CABNR/UNCE share many programmatic themes.

working on invasive weed species, for example, even though this topic has received high priority among counties.

There is uneven coverage for the NIFA topics of **Advanced Technologies, Business and Economics, Education, and People**, and the state-authorized topics of **Community Development, and Personal and Family Development**. CABNR is very strong in **Advanced Technologies**, but currently relatively weak in **Business and Economics, Community Development, and Personal and Family Development**. NAES areas of research expertise are largely the same as in CABNR, but it does have two partial appointments in **Business and Economics** in the College of Business, and one relatively small partial appointment in **People** in the College of Liberal Arts. This, however, could change, as NAES funding can be used for a variety of other topics, as NIFA makes clear. Furthermore, all NAES faculty appointments are currently on campus, with the exception of a partial (0.25) appointment in agronomy in Churchill County. This needn't be the case, however. Indeed it is not the case in most states, where AES faculty appointments are made at research and extension centers in one or more counties.

Some aspects of the NIFA and State-mandated program areas are not addressed well in Nevada with the full spectrum of research, instruction and outreach

UNCE has extension expertise in all NIFA topics with the exception of **Advanced Technologies**. UNCE faculty tend to either be specialists, whose numbers were decimated following budgetary cuts in 2013, or Extension Educators. A third category lies in those with joint UNCE appointments, nearly all of whom are on campus. Although most Extension Educators located in counties have specialist degrees, because of the many demands placed upon them, they often must provide outreach in several NIFA topics. Because of this, some Extension Educators may not easily fit into a single academic home.

Meeting expectations for the land grant university in Nevada will require meaningful joint planning within NAES/CABNR/UNCE and formal commitment to promoting Extension as a career choice.

In most land grant universities, extension education has its own academic home associated with its pedagogy, which differs from that of academic education. The University of Idaho, for example, has its Department of Ag Education and 4-H. Other land grant universities have former "Ag Ed" departments with broader titles, reflecting the broader roles that Extension Educators must play in a changing society. Texas A&M University, for example, has its Department of Agricultural Leadership, Education, and Communications. The creation of such a department in CABNR was discussed at the various Phase I sessions described in [Appendix B](#). **A department within CABNR devoted to extension education could address many of the anxieties expressed by UNCE faculty regarding promotion and evaluation, and indeed is the norm at other land grant universities' colleges of agriculture.**

Programmatic working groups for Phase II have already been tentatively identified from 1) Topics identified by USDA-NIFA, 2) Nevada's legislatively mandated program areas, and 3) A working draft ([Appendix D](#)) developed from a UNCE Report based on a retreat held in Tonopah, NV, in January 2014 ([Appendix E](#)). Additional issues identified at the planning session at Lake

Tahoe include Sustainability, Food Systems and Food Security, Public Land Issues, Economic development, Human development, Water Use Management, Dryland Agriculture, and Nutrition and Physical Activity (Appendix E, Guiding Principles). We anticipate that these working groups will be composed of faculty and staff from NAES/CABNR/UNCE, as well as from other appropriate units and include stakeholders as appropriate. **Initial programmatic working groups need to be finalized for Phase II to develop strategic goals, outcomes, and targeted impacts.**

(2) Administrative Consolidation: Opportunities and Anxieties.

The consolidation process is complex, especially because the Nevada System of Higher Education Board of Regents (BOR) must approve the proposal after it has been reviewed and recommended by the Nevada System of Higher Education Academic Affairs Council. The Board of Regents review and approval takes into consideration the recommendation of the University of Nevada, Reno Faculty Senate, which has its own formal review process. This puts NAES/CABNR/UNCE in the awkward position of anticipating that an administrative change will happen soon, though the time frame has been only roughly sketched by deadlines for submission of materials in advance of BOR and Faculty Senate meetings. By itself, the uncertainty creates significant tension and anxiety. Further, the University of Nevada, Reno administration cannot commit to recruiting UNCE leadership until consolidation has been approved. Yet this is a key position that represents continued commitment to outreach and engagement. Moreover, recruitment of the right leadership through an external national search will be critical to the successful implementation of consolidation. Finally, **the consolidation proposal has been the subject of divisive discussions that have significantly strained working relationships with county partners. These relationships must be repaired** and this will take a significant investment on the part of the leadership, faculty, staff and the administration of the University of Nevada, Reno.

Appendix F consists of “Guiding Principles” regarding programmatic and administrative aspects of consolidation. This section lists many administrative opportunities and anxieties identified by Phase I working groups, which include: *Communication, Culture, Equity, Administrative Structure, Sensitivity to Partners/Stakeholders, Relations with NACO and individual counties, and Assurances regarding use of county and other sources of UNCE funding*. Tentative contacts for membership of these working groups are also listed. Some of the Phase II *Administrative* working groups identified during the brainstorming and planning sessions included: *Internal and External Climate, Communication, Stakeholder/Partner Involvement, Personnel and Program evaluation, New Extension Leadership Position, Budget, and Bylaws*. Outside membership will be sought as appropriate. For example, NACO would likely be involved in any external climate working group, and participation of the provost’s office would be sought for working groups devoted to personnel and program evaluation, including issues of tenure and promotion.

Below is a list of concrete suggestions for the proposal to address opportunities and anxieties.

Opportunities

- (a) A grassroots process to identify synergies and opportunities to benefit Nevada's communities through teaching, research, and extension. Thematic working groups for Phase II can be identified;*
- (b) Demonstration of commitment to investment in programs that will be carried out by the consolidated unit;*
- (c) A schedule for phased, iterative completion of administrative consolidation, and a description of involvement of stakeholders, faculty and staff involvement throughout the process;*
- (d) Creation of a department within CABNR for Extension and Ag Education;*
- (e) Diversification of research topics addressed by NAES; and*
- (f) Establishment of Research and Extension Centers within the State*

Anxieties

- (g) Creation of a partnership committee consisting of equal members appointed by NACO and the Dean and one member appointed by the Governor. This will be in addition to the extension advisory committee;*
- (h) Statement committing the use of UNCE funds for UNCE activities only, with transparent accounting and regular reports to members of county government;*
- (i) Statement committing to maintaining outreach as the primary mission for UNCE with a statewide focus;*
- (j) Proposal to clarify the definition of "terminal degree" for county Educator positions, especially with respect to the criteria for filling tenure track county Educator positions in peer land grant institutions¹;*
- (k) Flexibility with regard to the need for tenure track positions in counties;*
- (l) Statement committing to developing and documenting expectations for performance for faculty with joint appointments, with equitable input for tenure, promotion and clear procedures for terminating agreements if UNCE's documented expectations are not met;*
- (m) Statement to establish by policy and statement in the bylaws for NAES/CABNR/UNCE that Extension faculty be evaluated by Extension as a peer unit for promotion and tenure and that the College Personnel Committee have proportionate Extension representation for Promotion and Tenure review;*
- (n) Request that Extension maintain representation on the University Promotion and Tenure Committee;*
- (o) Proposal that Extension retain membership in the University of Nevada Faculty Senate; and*
- (p) Commitment to a national search for Extension leadership when consolidation is approved.*

¹ According to the University of Nevada, Reno Administrative Manual §2,505 (Faculty Positions & Requirements), all tenure-track positions require that Ranks II—IV be filled by candidates with terminal degrees, unless the University Provost approves a waiver to this requirement.

Appendix A. Provost Letter

Dear UNCE, CABNR, and NAES colleagues,

As you are aware, I recently announced our plans to administratively consolidate UNCE and CABNR, which includes the Nevada Agricultural Experiment Station (NAES). This consolidation has been under consideration for the past three years. President Johnson and I are convinced that consolidation will enhance the research, education, and outreach missions of UNCE, CABNR, and NAES and indeed the entire university. We further believe that consolidation will allow us to more effectively fulfill our statewide mission by leveraging resources to address the challenges faced by the citizens of Nevada's 17 counties.

While I know that many faculty and staff within UNCE, CABNR, and NAES feel that consolidation is the right thing to do, I also understand that many of you have significant concerns. Similarly, many external stakeholders in the counties and the state are in favor of consolidation, while others are not convinced that such a change would be in their best interests.

I am committed to implementation of the consolidation, but I want it to be done thoughtfully. Therefore, I am seeking your input on two broad areas: (1) There are many significant challenges that face the citizens of Nevada, e.g., chronic drought and nutrition. I ask your assistance in identifying the major challenges that we are or should be addressing, and identify ways in which UNCE/CABNR/NAES can leverage resources from across the university and throughout the state to address these challenges. (2) There are opportunities and anxieties associated with the administrative consolidation. I seek your assistance in identifying concerns and suggestions on how they can best be addressed. I also welcome your thoughts opportunities associated with the consolidation.

As a means of facilitating this discussion, Deans Walker and Payne have volunteered to form small working groups of UNCE/CABNR/NAES faculty who will focus on the two broad questions noted above. I encourage all faculty and staff to communicate their ideas and concerns to either Dean Walker or Dean Payne. I also encourage the participation of county stakeholders in these discussions.

I am asking for a report from the deans by Feb. 1, 2016. We will use this input in finalizing our proposal for consolidation, which will be reviewed by the Faculty Senate then submitted to the Board of Regents. I expect that the consolidation will be formally implemented in July or September of 2016.

Thank you in advance for your participation in this important discussion.

Regards, Kevin C.

Appendix B. Background and Process Regarding Administrative Consolidation of CABNR, NAES, and UNCE

Background: On August 25, 2015, Provost Carman wrote to Faculty Senate Chair Sanders to recommend the administrative consolidation of University of Nevada Cooperative Extension (UNCE), Nevada Agricultural Experiment Station (NAES), and the College of Agriculture, Biotechnology, and Natural Resources (CABNR) (**Appendix G**). The recommendation had the support of Dr. Mark Walker, UNCE Interim Dean, and Dr. William Payne, CABNR Dean and NAES Director. “Under this structure,” the Provost wrote, “Dean Payne would serve as Dean and Director of UNCE and CABNR and Director of AES. Dean Payne would be responsible for appointing an Associate Director for AES, an Associate Director for UNCE, and an Associate Dean for CABNR Academic Affairs. CABNR, AES, and UNCE would all retain their individual identity and budgetary autonomy. Critical programs such as 4-H and Master Gardener would be preserved and enhanced. By law and ethical imperative, county investments in Extension programs would stay in the counties and be used to serve the citizens of the counties.”

In September 2015, Provost Carman wrote to all UNCE, CABNR, and NAES faculty regarding the proposed consolidation (**Appendix A**). He recognized that, while many faculty and staff felt that consolidation was the right thing to do, others had significant concerns. He also recognized that many external stakeholders in the counties and state were in favor of consolidation, while others were not. In particular, the Nevada Association of Counties was opposed to the consolidation (**Appendix C**). This is significant because state and federal budget reductions have led to greater reliance on county funds, and several Nevada counties are anticipating budget shortfalls. Counties provided 41% or \$7.9 million of UNCE’s nearly \$19.5 million budget in 2014; Clark County alone provided \$5.7 million.

The Provost sought faculty input on two broad areas with a view towards thoughtful implementation of consolidation:

- (1) Identification of the major thematic challenges, e.g. drought and nutrition, that the three units are or should be addressing, and ways in which they could leverage resources from across the university and throughout the state to address these challenges; and
- (2) Identification of opportunities and anxieties associated with the administrative consolidation, and suggestions on how these might best be addressed.

The Provost encouraged all faculty and staff to communicate their ideas and concerns to either Dean Walker or Dean Payne, and the participation of county stakeholders in these discussions. He asked for a report from the deans by Feb. 1, 2016. This report will be used to finalize his proposal for consolidation, which will be reviewed by the Faculty Senate, and submitted to the Board of Regents. The expectation was that the consolidation would be formally implemented in July or September of 2016.

Process: To facilitate both discussion of the two broad areas described above and communication of ideas and concerns from faculty and staff, Deans Walker and Payne engaged

the services of a professional facilitator with experience in conflict resolution and familiarity with the land grant system. Based on the suggestions and support of several UNCE faculty, Dr. Michael Havercamp was selected. Dr. Havercamp is a professional facilitator and mediator who has worked in high-conflict settings at local, state, national, and international levels (**Appendix H**). As a former faculty member of both UNCE and CABNR, he is familiar with the land grant system. Moreover, he has worked on several issues relevant to UNCE, NAES, and CABNR, including human rights, public lands, economic sustainability, forest revitalization, water quality, substance abuse, literacy education, biological diversity, and wildlife. He is the recipient of numerous awards, including the Thornton Peace Prize from the University of Nevada, Reno.

Deans Walker and Payne elected to use a consultative, participatory process through the guidance of Dr. Havercamp to address the Provost's charge regarding thoughtful implementation. A two-phase process is being used. Phase I, which occurred from January 5 to January 14, consisted of five two-hour brainstorming sessions and one two-day planning session conducted with nearly 170 participants from UNCE, CABNR, and NAES. Phase II, which will consist of self-directing working groups identified during Phase I, will begin as soon as it is authorized by the Provost. The only assumptions for the purpose of both Phases are that: 1) the consolidation would take place in fiscal year 2017, and 2) Dr. Payne would serve as Dean of CABNR, as well as Director of NAES and UNCE.

The Phase I brainstorming sessions were held in southern and northern Nevada. The planning session was held at Lake Tahoe and hosted by Bruce Park, owner of the Hard Rock Hotel and Casino, and owner of one of the oldest ranches in Nevada. Mr. Park's family's connection with the university goes back to the late 1800's, when Morrill Hall was its only building, and he has multi-generational connections with CABNR, NAES, and UNCE. Two members of the UNR Faculty Senate subcommittee assigned to review the consolidation, Dr. Holly Gatzke (UNCE) and Dr. Glenn Miller (CABNR/NAES), participated in brainstorming sessions and the planning session. Additionally, two members of NACO were present at the planning session. These were Mr. Jeff Fontaine, Executive Director, and Ms. Dagny Stapleton, Deputy Director. NACO's letter of position to the consolidation (**Appendix C**) was distributed to all participants.

At the brainstorming sessions, participants were asked by the facilitator to provide comments and suggestions on four topics related to the Provost's letter (**Appendix A**): 1) How could UNCE, NAES, and CABNR work better together programmatically to improve Nevadan's lives; 2) What administrative structure would best address anxieties and take advantage of opportunities; 3) What are challenges; and 4) What are potential working groups. All comments and suggestions were recorded, and provided to each person at the Lake Tahoe planning session.

During the first day of the planning session, working in small groups, participants used notes from the five brainstorming sessions to address the following two topics:

- 1) Programmatic: Principles and strategies which shape and facilitate the implementation of extension, research, and teaching by UNCE, CABNR, NAES, and other university-affected units such as Education and Business), and community stakeholders in meeting community and statewide targeted needs; and
- 2) Administrative: Potential principles and strategies for an innovative college-wide administrative structure that promotes a win-win framework for affected university units and community stakeholders working together.

During the second day, small work groups to generated ideas and strategies on four topics: programmatic themes, stakeholder/partner involvement, administrative options, and expectations for a new leader (Associate Dean/Associate Director of UNCE) position. The session ended with a review of an action plan for preparing the report to the Provost (Phase I), and a discussion on the implementation of self-directed working groups (Phase II).

In Phase II, working groups comprising faculty and staff will be engaged in creating a positive future for their respective units. These groups, which we propose to finalize in February 2016, will be guided by a set of mutually agreed upon principles summarized in below. These guiding principles and associated bullets were derived directly from a “Sticky Wall” created during the planning session. Photos of the sticky walls are available upon request.

Groups will address specific issues that were raised and recorded during the planning session. Given that UNR embodies a culture of local governance, to the extent possible, the working groups will be self-directed, representative of the three units, and include a facilitator and recorder. It has been suggested that someone with knowledge and experience of the three units serve as coordinator for the work groups, and report directly to the two deans and possibly to a coordinating committee as well.

Appendix C**NACO Position Paper on the Status of University of Nevada Cooperative Extension (UNCE) and the Proposed UNCE-College of Agriculture, Biotechnology, and Natural Resources Consolidation**

In 2012-2013, the Nevada Association of Counties (NACO) had conversations with President Marc Johnson and other representatives of the University of Nevada, Reno regarding their proposal to consolidate the University's Cooperative Extension (UNCE) program with the College of Agriculture, Biotechnology, and Natural Resources (CABNR). After hearing NACO's objections, in a letter to NACO dated June 13, 2013, University President Marc Johnson stated that the University was not going forward with the proposal at that time and would be working to build relationships with the counties and engage in quarterly meetings with NACO. During the subsequent two years, there were no meetings between NACO and UNR in which the consolidation or future status of UNCE were discussed. Then, this summer (2015), only after NACO requested an update, counties were told that the consolidation proposal would in fact move forward.

Following two meetings with representatives of the University, it has become clear that the reasons that counties were concerned about both the proposed merger and the health and stability of UNCE in 2013 are even stronger in 2015. NACO would like to take this opportunity to make clear the concerns regarding both the proposed merger and the current state of UNCE. Cooperative Extension provides programs, services, and research that benefit not only Nevada's counties, but also, and more importantly, the Nevadans whose lives are improved by the outreach, education, and resources that Cooperative Extension provides. NACO urges NSHE to reconsider the proposal for consolidation and also to make assurances that the cuts and administrative changes that have been made to UNCE will be restored and that the program will be fully supported by the University going forward. Following the outline below of the programmatic compromises that have been made to Cooperative Extension in Nevada and the subsequent impacts to Nevada's communities and to the UNCE mission, is a list of assurances that NACO believes must be met if UNCE is to continue to be the viable, award winning, program that has served our State, the University, and Nevada's communities so well in the past.

Opportunities for Collaboration and UNCE's Record

In a letter from Provost Carman to the Faculty Senate dated August 25, 2015, the Provost stated that one of the reasons behind the consolidation is to enhance collaboration; however, currently there is not a lack of opportunity for collaboration between UNCE and other University departments, just as there is no evidence to suggest that there will be an overall increase in those opportunities were UNCE to be put within one specific college. UNCE in its current form has actually been remarkably successful and has received national recognition on a number of occasions for their work - this is despite the fact that, comparatively, UNCE receives less state dollars and is smaller in size than many of its counterparts across the nation. In fact, recent data demonstrates that Rhode Island is the only state that has less Extension faculty positions than Nevada. Yet, UNCE is the only extension

program in the country to have received the National Excellence in Extension Award twice. UNCE also received the USDA-NIFA (National Institute of Food and Agriculture) Partnership Award twice, for two programs that support Nevada's kids and families. And the Living with Fire program was so successful that it became a national model for wildfire prevention.

UNCE Funding

Since FY 2008-2009 the State portion of the UNCE budget has been cut over 70%, resulting in a reduction of 39 positions (out of 69). During that same time, despite severe county budget shortfalls and layoffs, counties have continued to dedicate about the same amount of county dollars to Cooperative Extension. The results of the 2009 cuts to Cooperative Extension were profound and the effects continue to be felt by Nevadans across the State. Since 2009 there has been a relative rebounding of the economy and recently much of the University's budget has been restored, with positions being added throughout University departments. Cooperative Extension, however, has received only one small increase in funding, for \$500,000 (only 8% of what it would have taken to restore the cuts from 2008-2009.) Furthermore, this modest funding increase for UNCE was not supported by University or NSHE Administration - it was awarded by the Legislature due to the advocacy of UNCE Advisory Board members.

UNCE Positions

In addition, there has been no real restoration of UNCE positions. University administration will argue that five new positions have been given to UNCE; however, these positions are all split positions with other departments, and, the evaluations and requirements for tenure will be determined by the other departments/Colleges, not UNCE. This clearly places the focus of the positions on on-campus work and other departments and does not encourage faculty members to go out to counties and do outreach, UNCE programing, or education. Without a focus in, or even the incentive to perform UNCE duties out in the field, these positions are of little use to stakeholders throughout the state, and are also not based on Cooperative Extension needs assessments that are regularly conducted at the county level. Furthermore, these "new" split positions were granted to UNCE over the past two years, despite the fact that in the June 13, 2013 letter to NACO, President Johnson promised, "There will be no further split appointments between UNCE and teaching responsibilities." If past performance is the best indicator of future action, these examples are indicators of how UNCE positions and activities will continue to be managed going forward. The fears that UNCE will continue with a lack of support and positions, and that UNCE dollars intended to fund programs off campus will continue to be pulled onto campus and into other departments, are not unfounded.

In addition to funding cuts, the administration has taken other actions that have compromised UNCE's ability to meet its mission and provide education and vital programs in communities across Nevada. One is the newly created requirement that all UNCE faculty members who want tenure track positions have PhDs. UNCE

faculty has traditionally been a mix of PhDs and faculty with other advanced degrees - this reflects the varied academic and professional backgrounds required to meet the complex needs of the Cooperative Extension mission. Extension faculty conduct research but also meet community needs by doing outreach, education, and coordinating and carrying out programming that ranges from 4-H and gardening to career training and family support programs. This requirement handicaps the ability of UNCE to replace retiring extension educators with the most qualified professionals, especially in rural counties, yet increases incentives for the type of solely research oriented candidate that might want to dedicate more time to on campus activities. It also hinders the ability of UNCE to recruit and retain faculty. A recent survey found that most Extension units in the West consider the master's degree the advanced degree required for tenure track Extension educators. There are already examples of Nevada extension educator positions going unfilled as educators retire.

Proposed Consolidation with the College of Agriculture

The University Administration has insisted that housing Cooperative Extension within the College of Agriculture will enhance UNCE and will not pull state UNCE dollars onto campus and out of extension offices and counties; however, the counties are still concerned that this will not be the case. The aforementioned examples of changes to the program, which were not vetted with stakeholders and are contrary to previous commitments, have already weakened the program, and counties have received no real assurances that such policies will not continue.

Though the Department of Agriculture, Biotechnology and Natural Resources overlaps with a portion of UNCE's charge, a significant portion of Cooperative Extension activities are outside the purview of CABNR. This leaves further doubt as to whether the proposed merger would support the full mission and activities of Cooperative Extension. Though Agriculture is an important portion of UNCE's Mission, it is not the only focus. According to NRS 549.010, Cooperative Extension's charge is to "provide for continued educational, research, outreach and service programs pertaining to agriculture, community development, health and nutrition, horticulture, personal and family development, and natural resources ***in the rural and urban communities*** (emphasis added) in the State of Nevada...." This is a broad mission and an extremely varied list of program areas, making UNCE's current position as a stand-alone college with the ability to nimbly work with any other department or college in the University system appropriate.

There are other Cooperative Extension programs in other land grant universities in the U.S. that are housed within agriculture departments but only three of these are in States with a similarly small sector of the State economy dedicated to agriculture (UNCE/CABNR Planning Group Report, p. 11). NACO would ask whether programs addressing small business support, youth career training, and literacy will be supported within a college primarily focused on agriculture and natural resources? And, if UNCE's mission is to take many different types of knowledge into communities in order to improve the social, economic, and environmental well-

being of Nevadans, how would being one further step removed from departments like economics, health sciences, and education better achieve that goal?

Transparency and Communication with Partners and Stakeholders

Aside from a handful of recent meetings, some called by the counties themselves, throughout the discussion on consolidating UNCE and CABNR there has been a lack of effort to involve counties in the planning process for this decision, despite the fact that UNCE and counties are partners. Discussions on the current proposal were initiated by NACO, though it was clear that late this summer, when the counties did reach out, that the proposal had already been discussed with faculty and that planning had not included county stakeholders. Counties value extension because of the connection that is created between their communities and the University, and because of programs like 4-H, the Family Storyteller Literacy Program, and the support of master gardeners, which many view as invaluable to all of the communities in the State. There is an official mechanism through which the administration and the counties work together on planning for UNCE and that is the UNCE Advisory Board. This board, however, has not been called to meet for almost two years and is, for all intents and purposes, currently defunct. This breakdown in communications is further evidence that outreach to counties from the University, whether it is in programming or governance, has not been made a priority.

The process for making a decision for a UNCE-CABNR consolidation has been handled haphazardly at best, which is also a concern. The Administration has not kept their promise, and their responsibility to the counties, to have them participate in a process “over the next two years to... evaluate the most appropriate and beneficial administrative structure for UNCE, CABNR, UNR, and the state of Nevada,” as promised in June 2013. The original Planning Group, made up of UNCE faculty and others and that was organized to produce a study on UNCE/CABNR consolidation, stated in the final Planning Group Report that their product was incomplete as they were not given enough time or the opportunity to incorporate the input of key stakeholders and analysis (including from the deans of both departments, UNCE Advisory Council members, and fiscal officers (p. 32). In addition, the majority of concerns that were raised by the Report were dismissed in a letter from Provost Carman dated February 15, 2013. There is no reason for NACO to believe that this lack of transparency and dedication of proper analysis and resources will not continue and further compromise UNCE.

Commitment and Assurances

As it stands now there are examples across the State of counties who, though they are contributing the same amount of county revenue to their local cooperative extension office, are seeing a significant decrease in Cooperative Extension services. From Nye County to Pershing County, and from Washoe to Clark, there are fewer extension educators, specialists, staff, and services, and communities are being impacted. Each county has evidence of important programs, like 4H and Master Gardeners, or programs that support families, being either cut or significantly reduced. In 2006 UNCE published about 135 fact sheets, special publications, and

other information documenting much of the research and work of UNCE faculty. By 2014, the production of these resources had fallen to a quarter of those produced eight years earlier. This information is used by stakeholders and in support of communities around the State and in 2014 consisted of only 36 publications.

The county funding that goes to UNCE programs, as well as the State budget dollars that have been allocated, are both already approved for Cooperative Extension outreach and educational programming, and, Nevada's counties ask for a guarantee that the entirety of this funding be used solely for UNCE activities that result in off campus outreach and educational programs, both for this fiscal year and going forward. Not only are counties the University's partner in Cooperative Extension, but counties also provide the largest single revenue source to the program. Counties are justifiably concerned that significant policy changes continue to be made to UNCE without any real notice or input on their behalf. The mission of Cooperative Extension is an important one to counties, our State, the University System, and one from which all Nevadans benefit. It is the position of Nevada's counties that, as a land grant university, the University administration should commit itself to supporting a thriving Cooperative Extension and that, unless the following assurances are officially adopted, Nevada's counties, on behalf of all of those throughout the State who benefit from the invaluable services that UNCE provides to Nevada's communities, must continue to question and protest the decisions of the Administration regarding this program.

1. UNR and NSHE will request and support restoration of state-appropriated resources for Extension programs throughout the state similar to the FY 2008-09 levels in the next Legislative session. This funding proposal should be developed in collaboration with Extension Leadership and based on needs identified at the county level.
2. ALL UNCE funds shall be used for UNCE activities only, activities intended to be carried out "in the rural and urban communities in the State of Nevada" (NRS 549.010):
 - Per NRS.549.050, "All moneys appropriated pursuant to NRS 549.040 must be expended under the direction of the Director." The UNCE Director shall have all authority of expending all Extension funds and managing its resources – state-appropriated, county and federal, in accordance with state and federal laws.
3. The UNCE Advisory Committee will resume, at a minimum, quarterly meetings, effective first quarter 2016. As was the case prior to 2013, it will have representatives/stakeholders from throughout the state with diverse interests in UNCE programs – rural, urban, various programs, various geographic areas, etc., selected by UNCE leadership (Dean, Director, Area Directors, Extension Educators, etc.), in consultation with the NACO Board of

- Directors. NACO shall have two appointments to this Board, one county commissioner, and either the NACO Executive Director or Deputy Director.
4. UNCE shall maintain separate financial accounts and management of its funds, and UNCE funds shall be under the exclusive control of the UNCE Director. This shall include UNCE having its own CFO/Financial Director, who is separate from any other entity/college.
 5. UNCE shall be led by a Dean or Director, not an Assistant or Associate Director.
 6. UNCE shall conduct a national search for the Dean/Director of the University of Nevada Cooperative Extension.
 7. The terminal/advanced degree required for Extension Educator positions will be determined on a case-by-case basis by the appropriate UNCE Area Director, in consultation with the UNCE Director, and the UNCE Advisory Committee.
 8. The terminal/advanced degree required for other UNCE faculty positions with regional or statewide responsibility will be determined on a case-by-case basis by the UNCE Director, in consultation with other UNCE leadership (Dean, Director, Area Directors, Extension Educators, etc.), and the UNCE Advisory Committee.
 9. All UNCE faculty positions and Extension Educator positions shall remain tenure track positions.
 10. No joint appointments located on campus with UNCE and other NSHE units shall be instituted from this point on with county funds, or with any state-appropriated funds specifically designated for Extension (including general fund, as well as federal and county pass-through funds).
 11. The UNCE Dean/Director may, in consultation with the UNCE Advisory Committee, recommend approval of MOUs for joint appointments located on campus with UNCE and other NSHE units that are to be funded by UNR's general state appropriations or other NSHE funds, funds not specifically appropriated to UNCE.
 12. The UNCE Director may, in consultation with the UNCE Advisory Committee and NACO Board of Directors, recommend approval of MOUs that use proportional Extension-appropriated funds for joint appointments located off campus with UNCE and other NSHE units.
 13. In future MOUs for joint positions, or for any current joint positions, with UNCE, despite the origin of the funding, an MOU shall be created that

- includes measurable goals and evidence that the position is meeting UNCE's mission to provide education, outreach, and service programs to people outside of the University, "in the rural and urban communities in the State of Nevada," (NRS 549.010). The MOUs shall also provide a mechanism for ending the relationship if the UNCE Director concludes these goals are not being satisfactorily met, and provide that the UNCE Director may redirect the UNCE portion of the funding to other programs supporting the UNCE mission as he/she sees fit, and as defined by state and federal law.
14. UNCE shall have the rights and responsibilities of a "major unit," as defined by NSHE and UNR bylaws and codes. This is to guarantee that any changes in status would have to be approved at the level of the Board of Regents.
 15. If there is consideration of elimination of any faculty or staff positions, or combining of positions, resulting in termination of UNCE employees that may result from the consolidated leadership, the UNCE Advisory Board shall be consulted and given the opportunity to voice their opinions; and, any such terminations must be approved by the UNCE Director, as well as the Northern and Southern Area Directors, unanimously. Any such terminations shall strictly adhere to procedures and give due notice, as dictated by NSHE and UNR bylaws and codes.
 16. Per NRS 549.070, "All supplies, materials, equipment, property or land acquired for the use of county agricultural extension offices under the provisions of chapter 213, Statutes of Nevada 1919, shall remain the property of the county extension offices set up under the provisions of this chapter."

Appendix D. Working Draft of Themes

Major Themes to Be Addressed by Combined NAES/CABNR/UNCE

1. Youth Education and Development
2. Community Development, Economic Recovery
3. Range Resource and Wildlife Species Habitat Management
4. Human Health and Nutrition including Food Security
5. Food Safety
6. Water Resources Management and Weather Extremes
7. Agriculture and Horticulture
8. Animal Science and Health
9. Biotechnology and Manufacturing Workforce Development
10. Environmental Science

Description and Justification:

1. Youth Education and Development

Nevada's growth depends upon a well-educated population ready for hire in technical and engineering industries establishing major components of their operations in the state. The land grant's youth development program for K-12 students, 4-H, has a national track record of preparing youth for higher education with the skills that become an excellent foundation for success in the university programs of science, technology, the arts, mathematics and engineering (STEAM). Our focus on youth and development will focus on STEAM training for Nevada's youth with coordinated programs linked to national efforts.

2. Community Development, Economic Recovery

While many of Nevada's economic sectors recovered in some measure from the recession, some regions have seen especially slow gains and in some cases static or declining economic conditions. Several rural counties face difficult decisions with maintaining services, in part because of major losses in property tax revenues. They also face difficulties in joining the Governor's plans for economic development because they lack resources to train county and local elected and administrative staff, identify opportunities to launch initiatives to create new business and development opportunities.

3. Range Resource and Wildlife Species Habitat Management

Recent decisions about listing animal and plant species as endangered or threatened have shown the power of engaging the local perspective in developing management plans that

enhance and conserve. The costs of having a species achieve protected status can be enormous, borne disproportionately in areas in which these are found. The recent decisions highlight the need for a coordinated effort that addresses the diverse stresses (fire, drought, land use plans), that must be considered to craft successful management plans. To be successful, such plans must be compatible with the mandate to protect all wildlife as well as endangered or threatened species while preserving options for economic development.

4. Human Health and Nutrition including Food Security

Nevada consistently ranks at or near the bottom in the US for human health and nutrition statistics. Nevada's investments in nutrition education have been largely funded by local and federal funds awarded through assistance programs. These support excellent local programs, which should be coordinated and expanded to reach audiences throughout the state. Food insecurity is also a continuing issue for families throughout the state and additional resources and coordination to make healthy foods accessible to those in need are required. Additional studies on nutrient intake and human health are warranted and should include the development of new value-added products from food grown in Nevada.

5. Food Safety

As small-scale urban agriculture grows as an important part of local economies, with supportive local ordinances, food safety also becomes a major concern to protect the public from food-related disease outbreaks. Food safety is also a concern for the larger producers in the state as well as the food manufacturers. Food safety certification programs are needed to properly train producers on how to handle their products and to provide manufacturers with a trained workforce in safe food handling and manufacturing.

6. Water Resources Management and Weather Extremes

Four years of well below normal snow accumulations have created severe to exceptional drought conditions in Nevada, especially the western half of the state. This has also severely stressed groundwater in areas where surface water supplies have not been available. At least one area in the state is exploring an alternative to provide economic opportunities by easing current legal restrictions on water allocation

7. Agriculture and Horticulture

The development of crop production systems to feed the growing human population is a major challenge throughout the world. With over 40% of the world's land mass considered arid or semi-arid and drought ravaging current productive farmlands, the challenge is even greater.

Expansion of agricultural production to meet these needs will require the development of new drought resistant crops and the techniques to grow them. Nevada is the driest state in the U.S. and can serve as a model for the development of these new agricultural methods and crops. It will also be important to train and advise farmers on these agricultural practices.

8. Animal Science and Health

According to the 2013 Nevada Agriculture Report published by the Governor's office of economic development, the overall economic impact of agriculture and its employment impact in the state of Nevada are estimated in \$5.3 billion and 60,700 jobs, respectively. Moreover, according to the same report, in the State of Nevada livestock and its products (meat, milk, wool, and leather) account for over 60% of all agricultural cash receipts. Research, workforce development and the dissemination of information to stakeholders is important to continue the growth and development of this industry in Nevada.

9. Biotechnology and Workforce Development

As Nevada seeks to diversify its economy and to attract high tech industry and manufacturing to the state, there is an increasing need for a highly skilled workforce. Training students for the high tech jobs of today will require an expansion of our biotechnology programs. We need to bring together stakeholders from Nevada industries and manufacturing to work with our academic programs and researchers to develop training programs which will fill their workforce needs.

10. Environmental Sciences

Understanding the impact of environmental pollutants on the land and it's people is a global concern but also of regional and local concern. Nevada has major urban centers with many of the typical environmental concerns related to these urban centers. Nevada, however, also has the highest percentage of total acreage administered by the federal government in the nation, 82.9% with agricultural and major mining activity. These activities require environmental monitoring and assessment in order to protect the natural resources of the state. All of this means that we need to be training students with the skills required by the various federal, state and local governments and industries to address these environmental issues. We also need to be conducting research and delivering information and programs to our Nevada stakeholder.

Appendix E.

Final Report: Cooperative Extension Retreat—Specialists and Extension Educators Tonopah, NV January 15—16, 2014

SUMMARY:

This report reviews the results of a retreat held in Tonopah, NV for tenured and tenure-track faculty in University of Nevada Cooperative Extension. It reviews the **process** used to develop a **consensus-based list of action items**, included.

Thirty four of University of Nevada Cooperative Extension's thirty six tenured and tenure-track faculty members (including county-based educators and specialists with partial or full support from Extension) met January 15—16 in Tonopah, NV. The goals and objectives for the retreat were:

Retreat **Goal**: Create a realistic organizational short-term (2013 – 2015) strategy for strengthening UNCE's vision, people, programs, and organization

Retreat **Objectives**:

1. Creatively explore strengths, challenges, and opportunities for enhancing UNCE in the following areas:
 - vision (personal and organizational),
 - people (employees/volunteers and teams),
 - programs (existing and new), and
 - organization (structure and fiscal).
2. Celebrate individual and organizational strengths and areas of progress
3. Establish short-term strategies and priorities for maximizing Extension's organizational health

The **outcomes** of the retreat included a list of action items included as APPENDIX 3.

I. Process

Discussions followed the agenda included as APPENDIX 1. Dr. Michael Havercamp (University of Nevada Cooperative Extension (ret.)) facilitated the meeting. We developed the agenda from a series of planning meetings that sought balanced distribution of opinion from program focus areas, experience in Extension and gender.

We took an approach that entertained broad discussions focused on four themes as an initial step. Themes included **vision, people, programs, and organization**. These themes arose from preliminary discussions during planning as general categories that captured, in single words, the concerns and topics of potential discussion expressed by members of the planning group.

We used a process called *speed-dating the future* (a concept that I developed with Michael Havercamp). This process promoted quick discussion and development of ideas about the future of Extension and avoided excessive time devoted to recent changes in budget allocations and fiscal decisions. The **speed-dating** format mixed and re-mixed discussion groups to ensure that discussions remained short and focused. We used these sessions to develop initial comments about vision, people, programs and organization—the four themes of the retreat.

We devoted the first morning to a welcome from Nye County's Assistant County Manager, Joni Eastly and the current head of Tonopah Public Utilities, followed by a videotaped message from University of Nevada President Marc Johnson (<http://bit.ly/1s4Dq4s>). I (Mark Walker, Dean and Director) summarized my review of needs assessments completed by Extension faculty over the past decade (please see <http://bit.ly/1mDRSPv> for a video of this presentation). Our **speed-dating** discussions began in the afternoon, continued until late afternoon and finished the following morning.

II. Outcomes

Outcomes of the **speed-dating** sessions included bullet-point lists of strengths, opportunities and challenges associated with the four themes (please see APPENDIX 2). These became the foundation for action planning steps, which led to a list of action items that were fully or moderately supported by the group (APPENDIX 3). **Note that the action items do NOT represent a unanimous consensus.**

(continued, next page)

III. Discussion

Successes:

Prior to the retreat many tenured and tenure-track faculty had a generally pessimistic opinion of the future of Extension as part of the University of Nevada. Commonly-voiced opinions reflected the perception that the University of Nevada's administrative expectations for Extension's performance as a college were unclear, especially given the degree of collaboration and intercollegiate (and interagency and interstate) connection currently in place.

Although this opinion remained in place as an important overtone during the discussions, the draft list of action items reflects a very positive approach to the near future of Extension. This includes suggestions for engagement to enhance our current relationships with the University and all of our other partners and a willingness to review and improve our flagship programs (such as 4-H). This suggests that our investment in the retreat achieved objectives **1** (*Creatively explore strengths, challenges, and opportunities for enhancing UNCE...*), and **2** (*Celebrate individual and organizational strengths and areas of progress*), and made progress on meeting **3** (*Establish short-term strategies and priorities for maximizing Extension's organizational health*).

Unmet Expectations:

I do not feel that we met the goal of the retreat (*Create a realistic organizational short-term (2013 – 2015) strategy for strengthening UNCE's vision, people, programs, and organization*), though we addressed elements of the goal in our list of action items. We charged our Extension Governing Board with developing a strategic plan that will reflect the action items. However, the Extension Governing Board, composed of members who represent all types of employees in Extension (tenured, classified, short-term, rural and urban and all program areas) will need a first draft from me to initiate this process. As of the completion of this report (5/7/14) I have begun a draft based on the results of the retreat. I do not have a completion date for this draft.

IV. Next Steps

We need the following steps to ensure return on the investment in this retreat:

1. Decisions about the status of the college and the dean/director position for the beginning of FY 16.
2. A completed draft of Extension's strategic plan—this should be developed after the University strategic plan is in place.

3. Reorganization to fill key positions (especially the 4-H coordinator).
4. A sense of stability created by filling key positions (e.g. area directors) with long-term hires rather than interim positions.

APPENDIX 1: AGENDA: Specialist and Educator Retreat in Tonopah, NV

Wednesday, January 15

Breakfast at the Mizpah

Tonopah Convention Center – (across the road from the Mizpah)

8:30 a.m. Setting the stage for the retreat

- Welcome, Nye County Officials
- Introduction exercise (expectations and special attributes; ground rules)
- Video presentation from President Marc Johnson
- Presentation by Mark Walker: “Living the vision.” Impressions from summer/fall tour to UNCE offices: My initial view (picture) of the people, programs, and organizational resources in Extension throughout Nevada, mid-term review of UNCE Strategic plan: 2012—2015 (mission, vision, values, and growth opportunities)--*A focus on what we have done well and opportunities for growth.*

10:45 Coffee break

10:30 Discussion: highlights—implications for the next one and a half years and beyond . . .

12:00 p.m. Lunch (on your own)

1:30 p.m. Exploring new opportunities and challenges using a “speed dating” process. A deliberative four round participatory process engaging participants in a dialogue to explore opportunities and challenges for enhancing the UNCE’s vision, people, programs, and organization.

Round One: Vision (idea generating, group work, and thematic summaries)

2:45 Break

3:00 **Round Two: People** (idea generating, group work, and thematic summaries)

4:15 **Round Three: Programs** (idea generating, group work, and thematic summaries)

4:30 Day One Wrap-up--summary highlights.
Review Day Two agenda

Dinner at Mizpah

Thursday, January 16

**Breakfast at the Mizpah
Tonopah Convention Center**

- 8:30 a.m. Review highlights from Day 1. Revise agenda if necessary.
- 8:45 **Round Four: Organization** (idea generating, group work, and thematic summaries)
- 10:00 Break
- 10:15 Summary discussion of key highlights from speed dating: opportunities and special challenges for strengthening UNCE's vision, people, programs, and organization
- 12:00 p.m. Lunch (on your own)
- 1:30 Implications of challenges and opportunities on UNCE budget and personnel needs

Implications of challenges and opportunities on UNCE administrative re-organization options
- 3:30 Action Planning Steps (who, what, when, where)
- A possible committee formed to implement priorities established in retreat
- Informing internal and external audiences of the retreat's findings
- 4:00 Retreat summary and highlights
- 4:15 Preparing UNR administration evening presentation
- 4:45 Retreat highlights shared with Provost Kevin Carman
- 6:30 Dinner
- 8:00 Retreat evaluation and closing

APPENDIX 2: BULLET-POINT LISTS OF STRENGTHS, OPPORTUNITIES AND CHALLENGES ASSOCIATED WITH VISION, PEOPLE, PROGRAMS AND ORGANIZATION

1. VISION

Strengths:

- *Impact through connectivity*
- *Responsive to community needs*
- *Community partnerships*
- *Dedication and commitment to communities*
- *Commitment and passion*

Opportunities:

- *Growing and interdependence*
- *Reorganize under the Nevada System of Higher Education*
- *Reaching diverse populations with diverse expertise*
- *Connections with counties and political entities*
- *Change*
- *Communication of new/completed research to extension faculty (VPR)*

Challenges:

- *Lack of people (staff/faculty)*
- *Lack of funds*
- *Loss of intellectual capital*
- *Identity who are we*
- *Unclear vision of the future*
- *Match vision to resources*
- *Act or react*
- *Expectations—what is the bottom line?*
- *Can't do everything*
- *UNCE outreach low priority for UNR administration*

2. PEOPLE

Strengths:

- Diverse expertise
- Down to earth—like to have fun
- Friendly controlled egos
- Passion and commitment
- Outstanding faculty and staff
- Community based leaders
- Dedicated, educated, passionate, loyalated
- Endurance (high pain threshold)

Opportunities

- Flexibility to structure role statement percentages (based on situation)
- More collaborative within UNCE and UNR
- Team-building
- New blood people
- Partnerships and teaming
- Cross-discipline teams
- Networking relationships
- Can be entrepreneurial

Challenges

- Funding for county staff
- Attrition and retirements
- Low priority by UNR administration
- Transition
- Recruiting
- Moving on
- Environment of uncertainty

3. PROGRAMS

Strengths:

- *Innovative*
- *Issues and programs addressed are not addressed by anyone else*
- *Community supported*
- *Meet community needs*
- *Skill sets*
- *Innovative*
- *Responsive*
- *Creative*
- *Instructive*
- *Collaborative*
- *Qualitative and quantitative*
- *Variety*
- *Knowledge-based*
- *Evaluation of impacts*
- *Community-based faculty*
- *Award-winning*
- *Faculty integral part of the community*
- *Flexible*
- *Research-based*

Opportunities

- *Teaching in different ways*
- *Needs are changing*
- *Integrated teams*
- *Theme team based programming with campus? faculty*
- *New relationships*
- *Affect lives*
- *Needs are changing*
- *Capitalize on technology*
- *Needs are changing*
- *Responsive to emerging topics*

Challenges

- *Aligning programs with outside agencies' goals*
- *Morale*
- *Letting go*

- *County funding expectations vs. statewide programming splits*
- *Cuts to FTEs*
- *Balance of our portfolio of programs*
- *Lack of incentives: merit pay, recognition, salary offload, F&A*
- *Administrative red-tape, money*
- *Grant writing time sink*
- *Acceptance and recognition of non-traditional*
- *Sacred cows*
- *Loss of institutional knowledge and expertise*

4. FISCAL AND STRUCTURAL ORGANIZATIONAL

Strengths:

- *Scary smart people who are well qualified*
- *Cooperative county state federal*
- *Good successful grant writers-fund development*
- *Strong commitment from counties (financial)*
- *Significant county funding*
- *County funding*

Opportunities:

- *Consider administrative restructuring*
- *UNR grant \$ for collaborative projects*
- *Streamline process for surviving staff*
- *Restructure to obtain a grant manager*
- *Empower Dean as advocate*

Challenges:

- *Maintaining legislative line item*
- *Alignment with UNR mission*
- *Live and die by grants*
- *Inadequate staff for the size of the organization for current structure*
- *Lack of capacity (retirement gaps, risks, training, oversight needed vs. not needed)*
- *New inexperienced staff*
- *Inconsistent evaluation processes*
- *Disconnect between UNCE and UNR*
- *Evaluation*
- *Maintaining morale*
- *Getting specialists to 100%*
- *FTE and PAF calculation*
- *Promotion and tenure differences across areas*
- *Evaluation differences between areas*
- *Fiscal process discrepancies between areas*
- *Loss of positions and dollars*
- *Not having fiscal and HR staff here at this meeting*
- *Uncertainty*
- *Cross area collaboration*

APPENDIX 3: ACTION ITEMS THAT WERE HIGHLY SUPPORTED OR MODERATELY SUPPORTED FROM THE TONOPAH RETREAT:

VISION (ACTION ITEMS)

- Create clarity about what Extension will do
- (Spell out) UNR criteria for vision development (or do we just keep guessing)
- Craft a meaningful vision
- Create an atmosphere of appropriate, responsive change
- Focus on the future with input from the experienced and enthusiasm, vision of the new faculty

INTERNAL PROCESSES, STRUCTURE (ACTION ITEMS)

- Streamline processes and communication including fiscal, promotion and tenure, evaluation, IT and human resources
- Conduct a national search for a permanent dean
- Convene a 4-H summit
- Support the 4-H future scholar's program
- Establish a statewide 4-H identity

STRUCTURE (ACTION ITEMS)

- Form issue based teams
- Create working group that focuses on future of UNCE and faculty staff retention
- Discuss area model; change if needed, fill administrative positions with permanent people

COLLABORATION ENHANCEMENT (ACTION ITEMS)

- Increase education and collaboration to NACO—shore up the base
- Define our products for specific partners: counties, researchers, instructors
- Tell our story of how UNCE can help UNR attain Carnegie engaged university status
- Tell our story better to regents and finance committee
- Have better communication with county commissions (non-crisis)
- Increase education and collaboration with campus. Don't just talk at them, find and build our base on campus
- Hire a grant facilitator
- Develop service learning for students. Work with the office of service learning for our programs and UNR
- Get more interdisciplinary liaison people to help us connect with campus faculty
- Engage with the vice president for research and innovation
- Document how engagement impacts UNR students
- Each faculty could affiliate with a UNR or UNLV department—works and collaborates but stays within the college of UNCE

Appendix F. Guiding Principles Regarding Administrative Consolidation of CABNR, NAES, and UNCE

Guiding Principles

Guiding principles were developed through a participatory process that included which occurred from January 5 to January 14, and consisted of five two-hour brainstorming sessions and one two-day planning session conducted with nearly 170 participants from UNCE, CABNR, and NAES. The process is described more fully in [Appendix B](#).

- 1) Programmatic
 - ◆ Flexibility
 - Transdisciplinary
 - Flexibility, dynamic, nimble, responsive to needs
 - Flexible/issue-based
 - Autonomy
 - Preserving disciplinary diversity
 - ◆ Equity fairness
 - Fair and equitable evaluation – need to understand each other’s roles
 - Equitable resources
 - Evaluation of dual appointments Program Leaders
 - Incentives – evaluation, grants, joint hatch-type grants
 - ◆ Accountability
 - New department; community outreach/Ag education
 - Accountability to stakeholders (binding agreement)
 - Structure to ensure all members of collaborated team get credit, recognition, grant money, etc.
 - Accountability
 - Transdisciplinary
 - IDR generated by extension on the College level should go back to Extension
 - No movement of Extension \$ (State, Fed) to campus positions
 - Measurable outcomes
 - ◆ Respect
 - Mutual respect
 - Treat partners as joint decision-makers (as partners)
 - Visit an Extension office when in the County, especially if doing research
 - Local definition of needs: grass roots, community driven
 - Meet with County Commissioners regularly
 - ◆ Transparency
 - Transparency in funding each of the tree divisions – within the notion and benefits of flexibility, there should be no large transfer of indirect cost recovery funds from Cooperative Extension to NAES/teaching or vice versa
 - ◆ Priorities
 - Define roles
 - A clearly defined, inclusive mission

- Articulate priorities/vision
- Through a process (strategic planning... creation of a document that included input from stakeholders)
- Shared priorities
- ◆ Collaboration Communication
 - Collaboration – both teaching and research component
 - Collaborative work based on community needs
 - Applied research, extension can help define what the research can be
 - Real collaboration internal
 - Extension Educators are contacted by specialists & faculty informed they are coming to the county
 - Communication, need to know one another, understand program specialties

2) Administrative

- ◆ Communication
 - Open communication
 - Clear lines of communication & reports
 - Tangible value of extension activities external of Ag
 - Clarity of expectations – personnel/eval, split positions
 - High standards
 - Teamwork
- ◆ Culture
 - New name
 - Culture of growth
 - Create a positive culture for new positions
 - Mobility of personnel
 - Respect leadership & decisions (at all levels)
- ◆ Equity fairness
 - P&T and Evaluations: Extension faculty evaluated by Extension peers, Split Appointments evaluated by mixed Extension & campus peers (peers proportional)
 - Clear understanding/policies for joint appointments (engagement, P&T, evals)
 - Equitable evaluation process
- ◆ Structure
 - Administrative structure must be created
 - Discipline/program collaboration for support staffing needs
- ◆ Engagement
 - Meaningful engagement with Stakeholders
 - Engagement
- ◆ Sensitivity to Partners/Stakeholders
 - Commitment to breadth of Land Grant Mission – Diversity
 - Flexibility
 - Congruency w/partners, Stakeholders

- ◆ NACO assurance
 - Include in the final proposal (to the Board of Regents) written policy statement that: UNCE funds shall be used for UNCE activities only – to carry out outreach activities in Counties (maintain separate financial accounts); UNCE position shall remain outreach positions and not be drawn into campus – policies will support this including not requiring PhDs for Extension faculty + Educators; Joint appointments shall have MOUs that include performance measurements for faculty that are based by % on activities in both departments + evaluated by both departments to ensure that the position is meeting UNCE’s mission and mechanisms for ending the MOU if these goals are not met.
 - Programmatic Strength in #'s & organization to request additional funds for UNCE & NAES
 - Fiscal accountability & transparency
 - F&A funding source allocation stability
 - No net loss of field faculty & expenditures in Counties

3) Focus Groups

- ◆ Stakeholder/Partner involvement: Frank, Eric contacts
 - Must treat Counties as partners with influence on UNCE decisions – joint appointments & programs, policy & oversight committee
 - Written policies/assurances that are adopted by BOR not just UNR President
 - Biennial report to legislative finance committee directly to report on programs & finances,
 - Regular interactions with County Commissioners address what they want
 - Clear annual reports by county – programmatic & financial
 - Revised Advisory Boards with clear roles and oversight
 - Oversight policy committee
 - Interdisciplinary Liaison better communicates with other colleges – translates to providing programs to businesses & counties
- ◆ Climate/communication: Bob, Sarah contacts
 - All parts are equal, integral + unified for the statewide land grant mission, policy of accountability to land grant mission
 - Validate source of fear, autonomy for Dean
 - Bylaw: mechanism for a vote of confidence
 - UNR policy – D3 seat on President Search Committee
 - Bylaws articulate that all components participate in D3 search
 - All faculty in consolidated unit have job security regardless of degree status
 - Consolidated unit assures the role of partners & stakeholders (including students)
 - Policy of unit-wide communication respective via Assoc Deans
 - Develop common terminology
 - Regularly assess priorities, look beyond UNCE, CABNR & NAES as/if needed
- ◆ Programmatic issues: Jamie contact
 - Sustainability – families, economic systems, biological systems
 - Food systems (& food security)
 - Public land issues

- Economic development
- Human development
- Water use management
- Dry Land Agriculture
- Nutrition, PA & energy balance
- Local government specialist
- ◆ New Extension Leadership position: Brad, Dave contacts
 - Director/Dean→ Associate Director→ Area Directors→ Faculty/Staff & Program Leaders 4-H (under Assoc Director)
 - Responsible for personnel matters
 - Have autonomy over day to day operations
 - Be the face of extension (day to day)
 - Must have stature to work with various groups
 - Doing relevant needs assess. for the State of NV
 - Quals: PhD, Full Prof, leadership skills; Fiscal experience at state, county level; Admin experience record of success in Extension
 - Represent Nevada at WEDA/APLU for Extension
 - Maintain cross campus relationships for faculty outside CABNR
 - Develop budgets & allocate funds
 - Responsible for reporting
 - Day to day fiscal autonomy (sign off authority)
 - Work with other Assoc. Deans in consolidated unit
- ◆ Administrative
 - Maintain institutional knowledge of all units/partners/Fiscal/HR/Programs; complexity
 - Maintain current systems with transparency & accountability efficient/timely
 - New Academic Dept of Extension, Education/teaching, Prof. Development
 - Annual meeting substantive –retreat format
 - Regional centers for Extension & Research, Dir/Sup in charge of all decisions of center, local supervision
 - Extension representative on P&T and Faculty Senate
 - All Extension reps on UNR-level communities are retained

Phase II. Potential.

- 1) Work Groups.
 - ◆ Implementation
 - The plan has to carry out the promises (in writing)
 - Develop formal justification for this integration ‘defendable’
 - Timeline of approval vs dev. of structure
 - The program needs structural coordination (to connect departments, Extension; counties, stakeholders needs)
 - Ensure flexibility
 - Flexibility

- Transparent decision-making
- ◆ Vision/mission
 - February 1 report will become the guide what is true function of working groups
- ◆ Stakeholder involvement
 - Stakeholder oversight vs. advisory
 - Treat partners as partners (joint decision makers)
 - Student focus & engagement
- ◆ HR/Finance
 - F&A equity achievement to meet college needs
 - Staffing needs collaboration – communication challenges
- ◆ Climate (internal/external)
 - Trust, authenticity
 - Lack of trust
 - All staff respected
 - Consistencies in treatment
 - Trust between: UNCE & CABNR; UNCE, CABNR and UNR Admin; UNR Admin and County
 - Teamwork – remove barriers for collaboration
 - Focusing on future – not dredging past
- ◆ Communication (internal/external)
 - Misunderstanding; outreach vs engagement
 - Maintain identity/profile
 - Clear lines of communication
 - Open communication, value all input & discourse
 - B.O.R. buy-in
- ◆ Meeting state community needs
 - Commitment to NV issues
 - Mission creep follow the \$
- ◆ Grants, \$ raising
- ◆ Evaluation (faculty, staff)
 - Time release & credit for members of working groups
 - Equitable assessment process
 - New evaluation process for joint appointments
 - Joint apt: evaluation process, weight/value distribution
 - Non-Extension Personnel valuing, outreach/engagement in eval process
- ◆ Program evaluation
- ◆ Programs
 - CYFC faculty & staff “where do they fit”
 - Support for programs currently resident in Colleges other than CABNR
 - Joint program development
- ◆ Bylaws

**Appendix G. Faculty Senate Request Regarding Administrative
Consolidation of CABNR, NAES, and UNCE**



University of Nevada, Reno

Kevin R. Carman
Executive Vice President & Provost

25 August, 2015

To: David Sanders
Faculty Senate Chair

From: Kevin R. Carman
Executive Vice President and Provost

**Kevin R.
Carman**

Digitally signed by Kevin R. Carman
DN: cn=Kevin R. Carman,
o=University of Nevada, Reno,
ou=Office of the Provost,
email=kcarman@unr.edu, c=US
Date: 2015.08.25 14:52:19 -07'00'

Re: UNCE, CABNR, AES Administrative Consolidation

On February 1, 2013, I received a report prepared by an *ad hoc* committee that was appointed by President Johnson to review and make recommendations on potential models for administrative consolidation of UNCE and CABNR. President Johnson and I felt that administrative consolidation was in the best interests of all concerned, as it would leverage resources in both UNCE and CABNR and enhance the fulfillment of UNR's outreach mission statewide. During the spring semester of 2013, a proposed consolidation was discussed with the UNCE and CABNR faculty and community stakeholders. The Faculty Senate was also actively involved in the discussion. For many reasons, this discussion proved to be emotionally charged. Unfortunately, misinformation and some legitimate, but strongly held differences of opinion made for a challenging dialogue. Further, the timing of this discussion was not optimal as CABNR was in the process of searching for a new dean. Ultimately, we decided that all concerned would be best served by putting the discussion aside and returning to the issue after a new CABNR dean had been appointed. We also wanted UNCE to have time to concentrate on its mission in the wake of the very difficult budget reductions it had endured. Dr. Mark Walker was appointed to serve as Interim Dean and Director of UNCE.

Since 2013, many positive developments have occurred for both UNCE and CABNR. UNCE's base budget was increased by \$500,000 in FY14. Five new positions have been added to UNCE, all of which involve joint appointments with academic programs at UNR (Economics, Geography, ANVS, and Education). A new statewide director of 4H has been hired.

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University of Nevada, Reno

Kevin R. Carman
Executive Vice President & Provost

CABNR has a new dean, Dr. William Payne, who comes to us from Texas A&M with a wealth of experience in Extension. Several new faculty have been hired with expertise that is directly relevant to the fulfillment of UNCE's mission. Through the Spring 2016 request for proposals for new faculty lines, CABNR's "Dry Land Agriculture" cluster proposal was supported, which includes nine new faculty lines over the next four years. Dean Payne is deeply committed to, and indeed passionate about the mission of Cooperative Extension. I am convinced that he will be a powerful leader and advocate for a combined UNCE/CABNR organization.

Significantly, Deans Payne and Walker have come together to discuss the potential merits and challenges of an administrative consolidation. Their ultimate conclusion is that a consolidation would result in significant synergies for both programs. I concur. Of particular note, these synergies include enhanced opportunities for collaborations that will bring UNR research expertise to the real challenges faced by Nevada communities. Further, like most units at UNR, administrative staffing is quite lean in both CABNR and UNCE. A combined administrative structure would benefit critical functions such as IT, web design, HR, and accounting.

I am therefore recommending the administrative consolidation of UNCE, the Agricultural Experiment Station (AES), and CABNR. Under this structure, Dean Payne would serve as Dean and Director of UNCE and CABNR and Director of AES. Dean Payne would be responsible for appointing an Associate Director for AES, an Associate Director for UNCE, and an Associate Dean for CABNR Academic Affairs. CABNR, AES, and UNCE would all retain their individual identity and budgetary autonomy. Critical programs such as 4H and Master Gardener would be preserved and enhanced. By law and ethical imperative, county investments in Extension programs would stay in the counties and be used to serve the citizens of the counties.

The Faculty Senate requests two months to review any proposed "Changes in Organization". With this memo I am requesting that you bring this request before the Faculty Senate for consideration. I will of course be happy to meet and discuss this proposal with members of the Faculty Senate and I will attempt to provide any additional information that would be useful to you in your deliberations.

cc: M. Johnson, W. Payne, M. Walker

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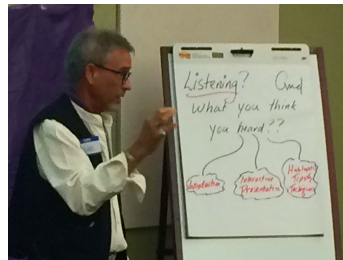
Appendix H.

Michael Havercamp, Ph.D.



Profile

Michael Havercamp served as a facilitator and mediator in in high-conflict settings at local, state, national, and international levels. Issues involved human rights, public lands, economic sustainability, forest revitalization, water quality, substance abuse, literacy education, biological diversity, and wildlife. Projects included complex strategic action-planning negotiations in English and non-English speaking settings. Dr. Havercamp is the recipient of numerous awards, including the Thornton Peace Prize from the University of Nevada, Reno. Recently, he published an international book chapter on stress reduction.



Experience

2008 - Present. Private facilitation practice, specializing in SMART action planning.

1987 -2008. University of Nevada, Reno, State Extension Specialist in Mediation and Facilitation, Twelve thousand Nevadans participated in organizational retreats, training programs, public forums, and conflict resolution sessions. As a tenured faculty member, he served as an academic department chair, collaborated on action-research grants, authored publications on community development, and facilitated confidential conflict-resolution sessions for thirty university departments and colleges. Awarded Emeritus State Extension Specialist in 2008.

1973 - 1986. Served in leadership, training, and community development roles for nonprofit, government, and higher education; organized neighborhoods in a multi-ethnic urban community; established a farmers' cooperative among rural and urban families; served as founding editor of an adult education journal; and coordinated a PBS public education television literacy program in Chicago.

Education

University of Michigan, Ph.D.
University of Chicago, M.A.
University of Detroit, Magna Cum Laude, B.A.

Personal

Walks, writes poetry, and enjoys gardening and drumming.

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Appendix I. Proposed Time Line

March 31, 2016

- Form partnership committee with NACO and governor appointee.
- Finalize Phase II Programmatic groups to develop strategic goals, outcomes, and targeted impacts (See Appendices D and F).
- Finalize Phase II Administrative working groups (see Appendix F). Those identified during the brainstorming and planning sessions included: Internal and External Climate, Communication, Stakeholder/Partner Involvement, Personnel and Program Evaluation, Budget, and Bylaws.
- Identify search committee members for associate dean/associate director; write job description (see Appendix F).
- Make any plans for UNCE interim leadership.
- Form exploratory committee with terms of reference for “Extension and Ag Education” department: Bylaws, tenure, evaluation, promotion, interim leadership; pedagogy; name; curricula/programs; 4-H?

July 1, 2016

- BOR approves consolidation proposal
- Search for associate dean/associate director begins
- UNCE faculty begin self-select process for academic home
- MOUs that address some of UNCE, NAES and NACO concerns (Appendix C) developed for those outside CABNR

October 1, 2016

- Associate dean/associate director identified
- Advisory committee reconstituted

November 1, 2016

- Associate dean/associate director assumes leadership role to learn about, guide and complete results of working group planning efforts.

March 31, 2017

- Phase II Administrative and Programmatic groups submit reports
- Committee report on “Extension and Ag Education” Department finalized
- UNCE faculty select academic home; MOUs

July 1, 2017

- Finalize location of two research and extension stations
- UNCE faculty moved to academic home; MOUs in place
- Implement working group reports
- All administrative aspects of consolidation complete