

2022-2027

UC Sustainable Agriculture Research & Education Program

STRATEGIC PLAN



UNIVERSITY OF CALIFORNIA
Agriculture and Natural Resources

Sustainable Agriculture Research and
Education Program



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INTRODUCTION

The UC Sustainable Agriculture Research and Education Program (SAREP) is a statewide program of UC Agriculture and Natural Resources (UC ANR). It was created through the grassroots efforts of organizations and individuals concerned about the environmental impacts of agriculture, the health of rural communities, and the profitability of family farming operations in California. SAREP's founding legislation (SB 872) in 1986, established three original foci for SAREP's work:

- (1) a competitive grants program to promote sustainable food and farming systems research;
- (2) an outreach component to include information dissemination, on-farm demonstrations coupled with field research, and
- (3) management of University of California farmland committed to supporting long-term research on sustainable farming practices.

Although these original foci have changed and broadened over the years, SAREP's mission is still to "support and conduct research and education on agriculture and food systems that are economically viable, conserve natural resources and biodiversity, and enhance the quality of life and equity in the state's communities."

UC SAREP compiles, analyzes and translates existing academic research around a variety of agriculture and food systems topics that address regional food system sustainability, resilience, and justice, ensuring research is accessible and useful. It builds networks between researchers, practitioners, and communities by providing relevant data and data analysis to meet community needs. SAREP creates tools for and with farmers and local food system practitioners to assess and strengthen their own food, agricultural and/or marketing practices. It assesses existing food and agricultural programs to help them meet changing needs and serve as examples throughout the state. SAREP conducts original research on issues that cut across disciplines and works with stakeholders to ensure research is useful and credible.

SAREP's clientele is necessarily broad given that we focus on making connections "from farm to fork" across the supply chain. Our primary audiences and partners include California's farmers and ranchers of all scales (urban and rural), the professionals and institutions that advise farmers (such as Pest Control Advisers, Certified Crop Advisers, UC Cooperative Extension, and Resource Conservation Districts), regional distributors and food hubs, institutional and retail buyers (schools, colleges, universities, corporate cafeterias, restaurants, groceries), community organizations and government agencies that address food, agricultural, and natural resource issues, commodity organizations, food policy councils and other local policy groups, farm and food system labor and food service providers. SAREP is increasingly aware of and committed to being accountable to Black, Indigenous and other stakeholders of color that are disadvantaged in the current food and agricultural system and to finding ways to support their physical, economic and social wellbeing.

SAREP's long-term staff consists of seven people: Program Director, Associate Director/ Agriculture & Environment Coordinator, Sustainable Supply Chain Coordinator, Agritourism Coordinator, Business and Finance Manager, and two positions currently in hiring processes—a Sustainable Food and Farming Systems Coordinator and a Communications/Grant Coordinator. We work collaboratively with our colleagues at UC ANR and our external stakeholders to address the challenges we all face in California's food and farming systems.

In the following pages, we describe our vision, mission, five strategic directions and the goals, objectives, intended outcomes, expected impacts and key performance indicators that demonstrate our progress. We invite your input at any point. Our contact information is at the end of the document, page 22.

STRATEGY FRAMEWORK



UC ANR Vision Statement

UC ANR envisions a thriving California in 2025 where healthy people and communities, healthy food systems, and healthy environments are strengthened by a close partnership between the University of California and its research and extension programs and the people of the state.

UC SAREP Vision Statement

UC SAREP envisions a California farming and food system that:

- Supports resilience through diversified production, marketing, and distribution systems;
- Values all food system workers and supports their physical, economic, and social wellbeing;
- Contributes to the health and vitality of urban, rural and Tribal communities;
- Is environmentally regenerative, using resources for production and distribution in a way that protects the environment in trust for future generations, including under changing climate conditions; and
- Is culturally responsive and reflects the ethnic, linguistic, and cultural diversity of California.

UC SAREP Mission Statement

UC SAREP's mission is to conduct research and education in support of agriculture and food systems that are economically viable, conserve natural resources and biodiversity, and enhance the quality of life and equity in the state's urban, rural and Tribal communities.

STRATEGIC PLANNING PROCESS

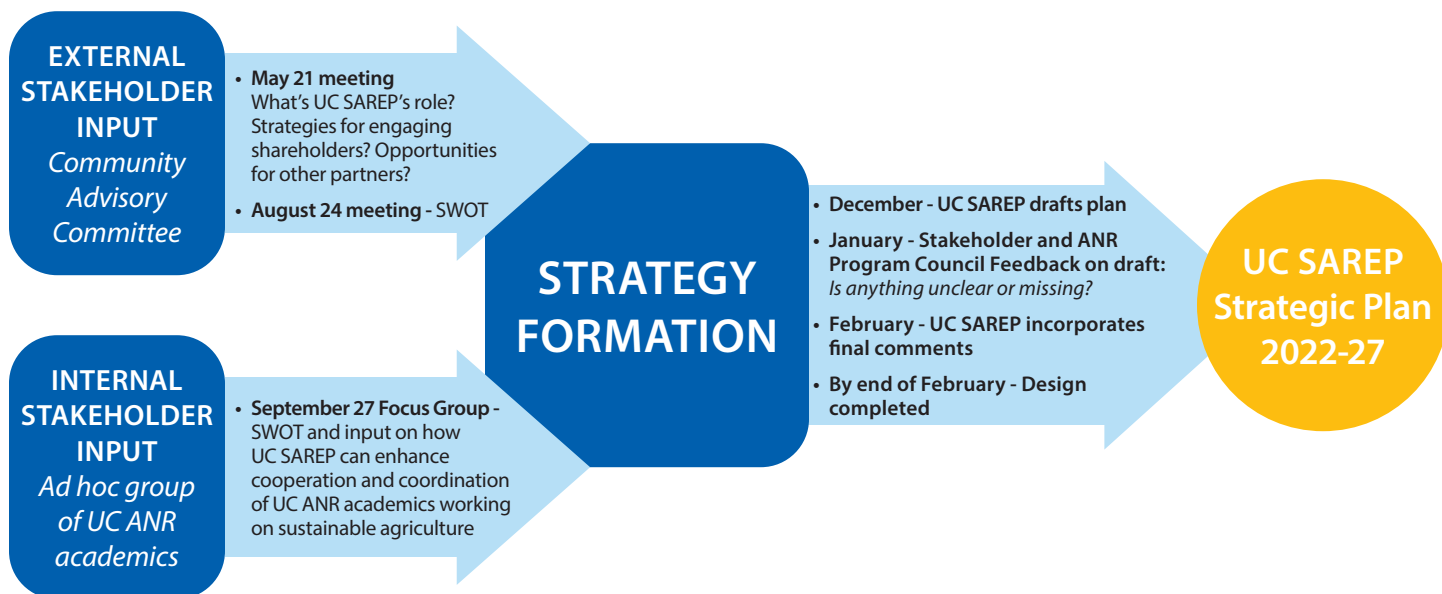
Guiding principles

UC SAREP's strategic planning process was designed to engage a variety of stakeholders, both external to UC ANR and those within UC ANR who have been involved with SAREP through its programs or through joint participation in workgroups, committees, projects or other activities. We aimed to solicit authentic feedback on existing programming as well as provide direction for our future. The strategic plan provides guiding direction for the next five years. It is a living document, which will be used as a flexible framework to develop annual program priorities and evaluate progress and impacts. The plan links broad strategic directions to actionable goals, intended outcomes and key performance indicators so we can assess our progress over time.

Phase I: Assessment

An extensive review of SAREP was conducted by UC ANR in 2019. That review, which included SAREP's analysis of its outreach and communications activities as well as UC ANR's analysis of SAREP's stakeholder engagement through a "Ripple Mapping" activity, informed some initial changes SAREP made as it moved administratively from UC Davis to UC ANR in July 2020. The entire UC ANR review also suggested deeper and more substantive changes and forms a foundation for the current strategic planning effort. Key recommendations in the review focused on strengthening SAREP's engagement with UC ANR colleagues and programs and expanding SAREP's reach both in terms of focus areas (more practical farming systems and animal systems) and wider distribution of information and impact.

STRATEGIC PLANNING PROCESS 2021/2022



To address these recommendations and to gather new input, SAREP formed two stakeholder groups:

- (1) an external advisory committee made up of diverse clientele (ten people) with an emphasis on organizations that focus on socially disadvantaged clientele, black, indigenous and people of color (See Appendix A), and
- (2) an internal UC ANR academic focus group (nine people) from diverse disciplinary backgrounds, positions and geographically dispersed throughout the state (see lists of both groups on page 9).

We conducted an initial meeting in March 2021 with the external advisory committee to provide background about SAREP and set the stage for gathering input. In May 2021, we conducted a second meeting to map current and potential strategic partners for SAREP and gather input about our key focus areas. As a result of that meeting, it became clear that we needed to more accurately describe and align the relationships between our focus areas, activities, outcomes and impacts. To do so, we created a Logic Model in which we reorganized and renamed our activities and clarified their impacts. The Logic Model may be found in Appendix B (page 27). In the third meeting with the external advisory committee (August 2021), we conducted a modified SWOT analysis and gathered additional input on key questions from the UC ANR review. In September 2021, we gathered the UC ANR academic focus group to solicit their input on SAREP's strengths, challenges and ideas about strengthening collaborations and leveraging resources to strengthen sustainable agriculture/ food systems efforts across UC ANR and the state. Input from all of these stakeholder meetings have informed the formation of our key Strategic Directions and the goals and objectives that support them.

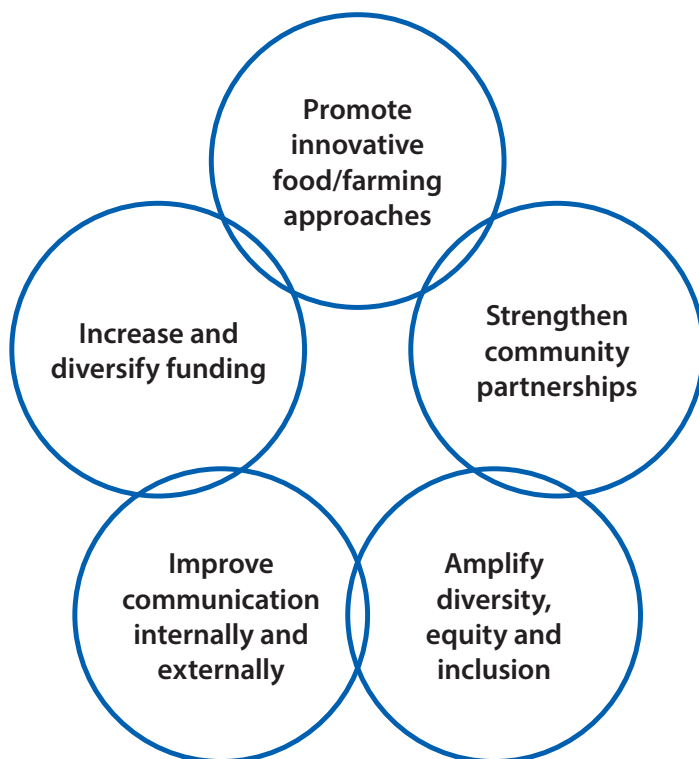
Phase II: Strategy formulation

SAREP staff met multiple times in Fall 2021 to identify and refine our key Strategic Directions, intended outcomes, key performance indicators, goals, objectives, responsible parties and deliverables. A full draft plan was completed by the end of 2021 and shared with UC ANR's Program Planning and Evaluation Unit for initial feedback. We then shared a revised draft with our external advisory committee and internal UC ANR focus group in January 2022. Feedback was gathered by email and individual phone conversations. A new revised document was presented to UC ANR's Program Council and leadership in February and comments were incorporated into a final plan.

Interlinking of all Strategic Directions

Each of the five Strategic Directions we describe below is interconnected with the others. They are not to be seen as independent initiatives, but complementary and linked. The diagram below illustrates how we see these Strategic Directions interacting one with another.

SAREP'S STRATEGIC DIRECTIONS





Strategic Directions that lead to Condition Changes

The five Strategic Directions lead toward UC ANR’s and SAREP’s visions for longer-term improvements in the economic, environmental, and social/health conditions of California’s farming and food systems (see table 1, below). The first Strategic Direction #1 is about identifying and promoting innovative approaches to sustainability, including regional economies and farm/food system businesses,

environmental resilience, and rural/urban community development, contributing to all the public benefits listed below. Strategic Directions #2, #4 and #5 focus on partnerships, improved communication internally and externally, and a robust fundraising strategy to support the entire plan. Strategic Direction #3 advances SAREP’s diversity, equity, and inclusion (DEI) work, contributing specifically to developing an inclusive and equitable society.

Table 1: UC ANR’s Condition Changes

Economic	Environmental	Social/Health
<ul style="list-style-type: none"> Increased agriculture efficiency and profitability Increased emerging food economies and markets Increased workforce retention and competency Enhanced community economic development 	<ul style="list-style-type: none"> Increased ecological sustainability of agriculture Increased preparedness and resilience to extreme weather and climate change 	<ul style="list-style-type: none"> Improved health for all Improved food security Improved living & working conditions for food/farm workers Increased diversity, inclusiveness, and cultural competency in California’s workplaces

STRATEGIC PLANNING COMMITTEE

External Advisory Committee

<u>Committee Member</u>	<u>Affiliation</u>
A-dae Romero Briones	Director of Programs, Native Agriculture and Food Systems, First Nations Development Institute
Sallie Calhoun	Founder, NoRegrets Initiative, Paicines Ranch
Ruth Dahlquist-Willard	Small Farms and Specialty Crops Advisor, UCCE, Fresno and Tulare counties
Poppy Davis	Agricultural and food business policy advisor
Barbara Gemmill-Herren	Senior Associate to the World Agroforestry Centre
Nina Ichikawa	Executive Director, Berkeley Food Initiative
Suguet Lopez	Lideres Campesinas
Mario Sifuentes	Associate Professor of History, UC Merced
Paul Towers	Executive Director, Community Alliance with Family Farmers (CAFF)
Javier Zamora	Organic farmer, Owner JSM Organics

Internal UC ANR Academic Committee

<u>Committee Member</u>	<u>Affiliation</u>
Houston Wilson	Director, California Organic Agriculture Institute
Ruth Dahlquist-Willard	Small Farms and Specialty Crops Advisor, UCCE, Fresno and Tulare counties
John Bailey	Director, Hopland Research & Extension Center
Janet Hartin	Area Environmental Horticulture Advisor and County Co-Director, San Bernadino County
Clare Gupta	UCCE Cooperative Extension Specialist, community development and food systems policy
Lucy Diekmann	Urban Agriculture/ Food Systems Advisor, Santa Clara & San Mateo counties
Dorina Espinoza	Youth, Families and Communities Advisor, Humboldt, Del Norte counties
Rebecca Ozeran	Livestock and Natural Resources Advisor, Fresno and Madera counties
Amelie Gaudin	Associate Professor, Endowed Chair in Agroecology, Department of Plant Sciences, UC Davis



STRATEGIC DIRECTION #1

Be a “trailblazer” in identifying and promoting innovative approaches to sustainability in food and farming systems

As California faces challenges from climate change to food insecurity and racial and social injustices in our food and farming systems, we recognize that approaches that embody a “triple bottom line”—including a focus on environmental, economic and social health and justice—will be required. SAREP’s role is to lead and collaborate on coordinated approaches that bring new ideas and systems thinking to the table. For example, input from internal and external stakeholders included helping to identify innovative agricultural and food systems policies at the state level and providing positive examples of integrating cultural knowledge (especially tribal knowledge) with technical knowledge of agricultural practices.

Goals

1. Engage in regional multidisciplinary research and education that integrates farming and food sectors in whole systems approaches.
2. Promote and support the contributions of food and farming systems practitioners and the local knowledge they can share.
3. Engage in collaborative research and outreach to develop and assess new models of sustainability.
4. Provide opportunities for SAREP staff professional development to better engage in collaborative sustainable food/ farming research and outreach.

Intended outcomes

- Increased research-based, new knowledge of best practices, including a whole systems approach, in sustainable food and farming systems.
- Increased awareness, acceptance, and implementation of sustainable food and farming systems by practitioners and policymakers
- Robust networks (e.g. Food Hub Network; Agritourism Network)
- Staff are more equipped to take initiative on collaborative projects

Key Performance Indicators

- Number of research and assessment projects on sustainable food and farming systems.
- Number of meaningful educational exchanges
- Percent of partners and participants increasing knowledge of sustainable food and farming practices.
- Percent of partners and participants adopting sustainable food and farming practices.
- Number of new models of sustainability in farm and food systems.



Goal #1: Engage in regional multidisciplinary research and education that integrates farming and food sectors in whole systems approaches.

OBJECTIVES	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
1. Utilize SAREP's Small Grants program to support innovative research and practices that are not represented by SAREP's current programming.	SAREP Director, coordinating with Comms Coord; all staff	<ul style="list-style-type: none"> Identify programming gaps to uplift, including livestock integration into whole farming systems SAREP Small Grants awarded to support crop-livestock integration and other sustainable livestock systems
2. Strengthen and evaluate market pathways for ecologically and socially resilient farming practices.	All staff in partnership with UC ANR colleagues and external shareholders	<ul style="list-style-type: none"> New knowledge generated through new research and market assessment projects Market assessments, cost studies, recommendations, and best practices generated Educational materials and extension activities (workshops, field days, etc.)

Goal #2: Promote and support the contributions of food and farming systems practitioners and the local knowledge they can share.

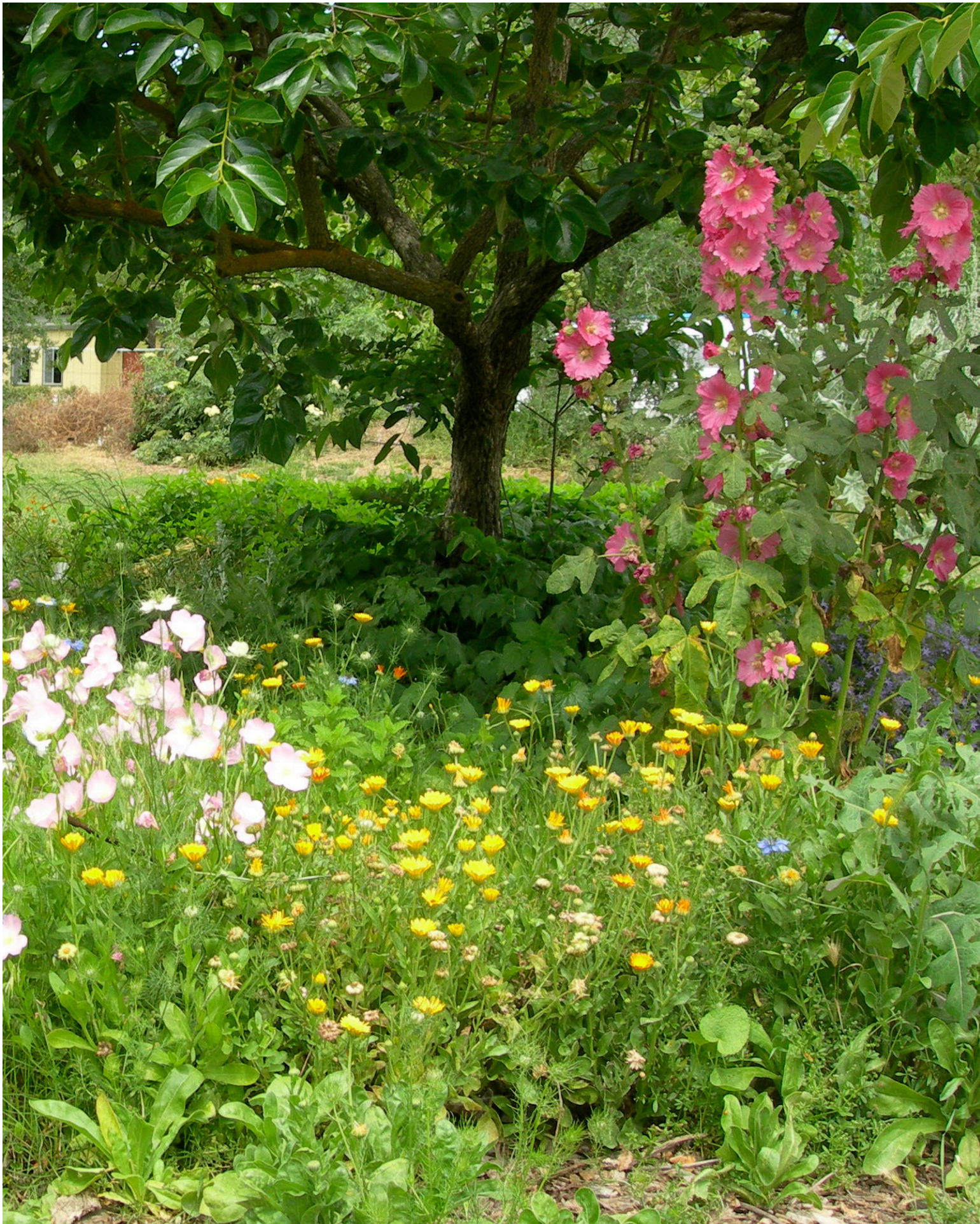
OBJECTIVES	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
1. Create communities of practice with food and farming systems practitioners, UC ANR researchers, community-based organizations and agency personnel.	Staff leads on Networks in collaboration with external stakeholders	<ul style="list-style-type: none"> Communities of Practice created and supported by SAREP
2. Support on-farm and community-based participatory action research and outreach.	SAREP staff	<ul style="list-style-type: none"> Information tools and platforms, and extension activities highlighting practitioners' knowledge of sustainable food and farming systems practices Awarded SAREP grants

Goal #3: Develop and assess new models of sustainability in farm and food systems.

OBJECTIVES	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
1. Pilot and evaluate locally appropriate practices or models.	SAREP staff with UC ANR and community partners	<ul style="list-style-type: none"> Assessments identify conditions of success of new practices or models SAREP Small Grants awarded to piloting new models.
2. Evaluate/analyze characteristics of resilience in ag/environment and food systems initiatives.	SAREP staff with UC ANR and external partners	<ul style="list-style-type: none"> White paper or blog exploring characteristics in the CA context Submitted proposals Conferences or symposia to explore issues

Goal #4: Provide opportunities for SAREP staff professional development to better engage in collaborative sustainable food/farming research and outreach.

OBJECTIVES	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
1. Commit time and resources for staff to engage in UC ANR Learning and Development activities and other opportunities for technical skill building.	SAREP Director and Finance/Business Manager	<ul style="list-style-type: none"> SAREP's budget includes resources for professional development Professional development incorporated in SAREP staff's work plans
2. Participate in workshops and professional conferences related to sustainable food and farming systems.	All staff	<ul style="list-style-type: none"> SAREP's budget, including our extramural grant funds, includes resources for professional development





STRATEGIC DIRECTION #2

Strengthen and expand institutional and community partnerships in order to connect communities and UC ANR resources

Building bridges with both internal UC ANR and external partners is a hallmark of long-term success. SAREP values both its ongoing relationships and looks forward to building new ones within UC ANR and with external stakeholders “from farm to fork.” It takes a significant investment of time to do this well. SAREP’s Theory of Change holds that innovation emerges via farmer and food system practitioners, doing work in the field. Networks and communities of practice are mechanisms by which these innovations are discovered and shared, and also serve to build long-term relationships between UC ANR and communities. For example, external and internal stakeholders mentioned how SAREP could expand partnerships to include business/ law school personnel to help with business planning for producers, build bridges between scientists and producers, and include community partners in affected communities on knowledge-sharing initiatives. The following goals describe how we plan to expand our partnerships in the next five years.

Goals

1. Deepen collaboration between UC ANR and community-based organizations in California in order to drive innovative research, ensuring that the interests of diverse and underrepresented communities are included.
2. Create communities of practice networks to foster information exchange between practitioners and researchers in sustainable food and farming systems.
3. Strengthen relationships between SAREP and UC ANR partners statewide, focusing on how we all connect with each other effectively to meet sustainable agriculture and food systems goals.

Intended outcomes

- Enhanced collaboration between a broad and diverse spectrum of California food and farming stakeholders and UC ANR.
- Increased coordination amongst and alignment of UC ANR colleagues with sustainable food and farming systems research and education goals and increased opportunity for multidisciplinary research and outreach.

Key Performance Indicators

- Number and diversity (discipline, geography, etc) of internal (UC ANR) and external partnerships and collaborations.
- Number of convening events held.
- Number of new connections made through biennial conference.





Goal #1: Deepen collaboration between UC ANR and community-based organizations in California in order to drive innovative research, ensuring that the interests of diverse and underrepresented communities are included.

OBJECTIVES	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
1. Leverage SAREP’s Small Grants Program, refining each year based on SAREP’s Advisory Committee, grantees, and UC ANR colleagues’ input to strengthen community UC ANR relationships.	SAREP staff	<ul style="list-style-type: none"> Projects funded that build UC ANR-community connections that can foster innovative work
2. Convene a biennial conference, including one focus to explore future research and education priorities (linking to SAREP’s Small Grants Program).	SAREP staff	<ul style="list-style-type: none"> Conference held

Goal #2: Create communities of practice networks to foster information exchange between practitioners and researchers in sustainable food and farming systems.

OBJECTIVES	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
1. Convene and support a statewide Agritourism Network, bringing together diverse stakeholders to share knowledge and strategically align around shared goals.	Agritourism Coordinator and UC ANR and external partners	<ul style="list-style-type: none"> Needs assessment of agritourism stakeholders Quarterly communications sent out to share information and encourage interactions amongst members Virtual or in-person convenings
2. Continue efforts to convene a statewide Agroforestry Network, including focus on livestock components.	Agriculture and Environment Coordinator	<ul style="list-style-type: none"> E-mail list advertised Virtual or in-person convenings
3. Continue strengthening and expanding the California Food Hub Network, including through new food hub legislation	Sustainable Supply Chains Analyst	<ul style="list-style-type: none"> Quarterly communications sent out to share information and encourage interactions amongst members Virtual or in-person convenings Expert input provided on legislation



Goal #3: Strengthen relationships between SAREP and UC ANR campus and county-based partners statewide, focusing on how we all connect with each other effectively.

OBJECTIVES	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
1. Use existing UC ANR mechanisms for strengthening relationships.	SAREP Director and staff	<ul style="list-style-type: none">SAREP staff as leaders and active participants in Work Groups, Program Teams, Strategic Initiatives and other mechanismsSAREP’s Small Grants Program conference held
2. Continue outreach and connections with AES faculty.	SAREP staff	<ul style="list-style-type: none">Increased awareness of what SAREP is and how we can partner, add value through extramural and SAREP grants, or outreach events.

STRATEGIC DIRECTION #3

Amplify the priorities, interests, and histories of diverse socially disadvantaged communities related to food and farming systems.

As part of an ongoing organizational self-assessment process since 2014, SAREP has created its own Annual Equity Improvement Plan with a particular focus on Race as a starting point, in acknowledgement of the particularly racialized history of agriculture in the United States and of ongoing racial disparities in healthy food access, food systems labor and ownership or control of food producing resources (especially land and capital). Internal and external UC ANR stakeholders acknowledged SAREP’s authentic commitment to DEI and important leadership role offering racial equity professional development opportunities. The goals below reflect the Priority Goals in the 2021 Annual Equity Improvement Plan.

Goals

- 1. Improve inclusiveness of internal policies and procedures.
- 2. Continue as a leader within UC ANR to increase internal organizational awareness of and action on DEI issues.
- 3. Engage with and elevate voices of socially disadvantaged communities working with food and farming systems.

Intended outcomes

- SAREP staff and UC ANR colleagues have increased awareness of DEI issues and strategies to ensure inclusion.
- SAREP and UC ANR’s research and education activities have increased engagement with underserved communities.
- Increased diversity of SAREP staff, partners, collaborators, and participants.

Key Performance Indicators

- Percent of SAREP staff who report increased confidence and skill in addressing DEI issues with colleagues and clientele.
- Number of UC ANR academic and programmatic professional staff who report increased confidence and skill in addressing DEI issues with colleagues and clientele.
- Percent increase in demographic diversity of SAREP staff, partners, collaborators, and participants.



Goal #1: Improve inclusiveness of internal policies and procedures.

OBJECTIVES	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
1. Specific objectives related to purchasing, workforce diversification, and DEI-focused professional development are listed in Equity Improvement Plan.	SAREP Director in collaboration with SAREP staff	<ul style="list-style-type: none"> Equity Improvement Plan completed each year Progress report completed each year

Goal #2: Continue as a leader within UC ANR to increase internal organizational awareness of and action on DEI issues.

OBJECTIVES	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
1. Provide/convene educational trainings for extension colleagues on DEI issues in ag and food systems.	SAREP staff in collaboration with UC ANR and other extension colleagues	<ul style="list-style-type: none"> Funding secured to provide trainings DEI trainings provided
2. Participate in DEI-oriented activities to increase DEI capacity of UC ANR.	SAREP staff in collaboration with UC ANR DEIJ Program Team and UC ANR DEI Advisory Council	<ul style="list-style-type: none"> SAREP staff are active participants of DEIJ Program Team and DEI Advisory Council

Goal #3: Engage with and elevate voices of socially disadvantaged communities.

OBJECTIVES	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
1. Develop and implement evaluation and feedback mechanisms to ensure external stakeholders have a voice and influence in SAREP's projects, programs and planning.	SAREP Director in collaboration with SAREP staff	<ul style="list-style-type: none"> Culturally responsive evaluation approaches for all events Feedback/complaint and reporting process developed for program participants, partners, and external contacts.
2. Implement guidelines for ensuring accessibility (language, cultural competence, diverse abilities) for SAREP's projects and programs	SAREP Director in collaboration with SAREP Communications Coordinator	<ul style="list-style-type: none"> SAREP products and services are accessible (language, cultural competence, diverse abilities).



STRATEGIC DIRECTION #4

Improve program communication with external clientele and internal colleagues

Communicating effectively with SAREP's clientele is one of the most important elements in building trust and long-term mutually beneficial relationships. Effective communication also allows us to share information and resources, creating opportunities for stakeholders state-wide to engage in sustainable food and farming activities that benefit their businesses and communities. The ways in which we go about this Strategic Direction are deeply rooted in UC ANR's public values, particularly developing an inclusive and equitable society. The goals below reflect these values.

Goals

1. Drawing from DEI professional development learnings, use appropriate communication style, language, approach, tone, and cultural sensitivity in communicating with external stakeholders.
2. Ensure UC ANR and UC colleagues are aware of SAREP's activities/projects with both internal and external clientele.
3. Re-engage with external stakeholders from previous projects to capture data about outcomes in order to better communicate program impacts.

Intended outcomes

- SAREP stakeholders have increased access to and knowledge about sustainable food and farming systems and opportunities to engage with SAREP.
- SAREP increases engagement with racially and ethnically diverse clientele through culturally appropriate and accessible communication strategies
- SAREP increases translation of website (digital) content.
- SAREP produces better impacts analyses about its programs.

Key Performance Indicators

- Number of followers, subscribers and page visits on SAREP's website.
- Percent of communications/education events that reach underserved clientele
- Increase in percent of SAREP projects that engage racially and ethnically diverse communities.



Goal #1: Drawing from DEI professional development learnings, use appropriate communication style, language, approach, tone and cultural sensitivity in communicating with external stakeholders.

OBJECTIVES	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
1. Review SAREP's existing and new digital and print materials with a DEI lens.	Communications Coordinator, SAREP staff	<ul style="list-style-type: none"> • Increase website (digital) and publication (print) content available in diverse languages and with cultural sensitivity for diverse audiences.
2. Use a wide range of communication tools (blogs, newsletters, video, websites, radio, social media, communities of practice, research networks, and other means) to communicate about SAREP activities.	Communications Coordinator, SAREP staff	<ul style="list-style-type: none"> • Dissemination of SAREP activities and new publications, as relevant, via agritourism, food hub and other SAREP facilitated Communities of Practice. • Publish SAREP's e-newsletter on a quarterly basis. • SAREP's outreach and education materials reach diverse stakeholders across the state. • Increased diversity in number of SAREP Small Grants applications and successful awards from communities of color/organizations.

Goal #2: Ensure UC ANR and UC colleagues are aware of SAREP's activities/projects with both internal and external clientele.

OBJECTIVES	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
1. Review and update of SAREP's 2018 Communication Strategy (embedded within ASI CS) and UC SAREP Virtual Reach Plan (2021)	Communications Coordinator	<ul style="list-style-type: none"> • SAREP's Communication Strategy is reviewed and updated annually.
2. SAREP effectively leverages communication resources and tools within UC ANR and UC for outreach.	Communications Coordinator, SAREP staff	<ul style="list-style-type: none"> • Dissemination of SAREP activities and new publications to UC ANR program teams and research networks.

Goal #3: Systematically conduct follow-up outreach with external stakeholders to capture medium- and long-term out-comes in order to assess and communicate SAREP’s impact.

OBJECTIVES	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
1. Conduct annual surveys or focus groups with stakeholders to gather information about impacts of SAREP activities.	SAREP Staff	<ul style="list-style-type: none">• Annual results from survey and/or focus group.• Impact communications

STRATEGIC DIRECTION #5

Expand and diversify funding sources.

SAREP seeks a balanced approach to fundraising that stabilizes and expands our funding streams while allowing staff to engage effectively in SAREP programming. We seek to maintain a stable financial foundation for our unit in order to achieve our goals.

Goals

1. Actively seek and apply for extramural and intramural funding through state and federal government sources and foundations.
2. Pursue opportunities to engage donors and philanthropists to support SAREP’s work.
3. Explore expansion of equitable fee-based services.

Intended outcomes

- Success in balancing grant/fund development with program implementation and outreach of results.
- Pursuit of fundraising strategies with the most “bang for the buck.”
- Increased funding from extramural sources, especially in partnership with BIPOC communities and UC ANR colleagues.

- Stability of financial resources available to hire or contract specialized expertise not available on SAREP staff, and to cover travel, event expenses, research and outreach supplies, and professional development costs not available in SAREP’s base budget.

Key Performance Indicators

- Dollars raised from extramural sources; percentage of extramural funds compared to total funds.
- Number of extramural projects over \$500,000/year.
- Returns on investment in terms of total amount of grant relative to staff time required to apply; and number of grants received versus number of applications submitted.
- Percent year to year fluctuations in total funding available to SAREP.
- Dollars from gifts/donations.
- Dollars from fee-for-service activities.



Goal #1: Actively seek and apply for extramural and intramural funding through state and federal government sources and foundations.

OBJECTIVES	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
1. Conduct ongoing search for new funding sources.	SAREP Communications/Grants Coordinator	<ul style="list-style-type: none"> New proposals.
2. Leverage relationships with external/internal partners to lead or participate in projects.	All staff	<ul style="list-style-type: none"> Successful submissions.
3. Create a grant matrix that allows SAREP to strategically decide on which grants to apply for (with good ROI).	All staff	<ul style="list-style-type: none"> Ratio of successful vs. unsuccessful grant applications increases.

Goal #2: Pursue opportunities to engage donors and philanthropists to support SAREP’s work.

OBJECTIVES	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
1. Seek assistance from UC ANR’s Development Services team and SAREP Advisory Committee.	SAREP Director and staff with SAREP Advisory Committee, UC ANR Development team	<ul style="list-style-type: none"> New donors

Goal #3: Explore expansion of equitable fee-based services.

OBJECTIVES	IMPLEMENTATION RESPONSIBILITY	DELIVERABLES
1. Regularly assess opportunities for providing fee-based services that have value to UC colleagues and the external community SAREP serves.	SAREP Finance/Business Manager and all SAREP staff	<ul style="list-style-type: none"> A list of services SAREP is currently providing at no cost, in which fees can potentially be charged, equitably. Additional sources of revenue from fee-based services.



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Affirmative Action Contact and Title IX Officer

University of California

Agriculture and Natural Resources

2801 Second Street, Davis, CA 95618

(530) 750-1397

Email: titleixdiscrimination@ucanr.edu

Website: http://ucanr.edu/sites/anrstaff/Diversity/Affirmative_Action/

Contact

Sonja Brodt, UC SAREP Associate Director

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APPENDIX A

SAREP's External Advisory Committee.



A-dae Romero Briones is the Director of Programs – Native Agriculture and Food Systems at the First Nations Development Institute. She formerly was Associate Director of Research and Policy for Native Agriculture at the First Nations Development Institute, the Director of Community Development for Pūlama Lānaʻi in Hawaii, and is also the co-founder and former Executive Director of a nonprofit organization in Cochiti Pueblo, New Mexico.

A-dae worked for the University of Arkansas School of Law Indigenous Food and Agricultural Initiative while earning her LL.M. degree in Food and Agricultural Law. Her thesis was on the Food Safety Modernization Act as it applied to the federal-tribal relationship. She wrote extensively about food safety, the Produce Safety rule and tribes, and the protection of tribal traditional foods. A U.S. Fulbright Scholar, A-dae received her Bachelor of Arts degree in Public Policy from Princeton University, and received a Law Doctorate from Arizona State University's College of Law, in addition to her LL.M. degree in Food and Agricultural Law from the University of Arkansas.

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Sallie Calhoun is the founder of the #NoRegrets Initiative which focuses on rebuilding the health of agricultural soils to sequester carbon, mitigate climate change, and create healthier people and planet. She and her team employ a regenerative asset management strategy which uses all available forms of capital – human, natural, investment, and philanthropic to affect change in the agricultural system. The work is done through the Paicines Ranch, Cienega Capital, Globetrotter Foundation and the Paicines Ranch Learning Center. Prior to becoming a rancher, Sallie spent almost 25 years as an engineer, COO, and high-tech entrepreneur.

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Ruth Dahlquist-Willard is the Small Farms and Specialty Crops Advisor for UC Cooperative Extension in Fresno and Tulare Counties. She coordinates an extension program supporting small-scale, diversified, and socially disadvantaged farmers through individual extension support, bilingual outreach and training in Hmong, Lao, Spanish, and Punjabi, research on small-acreage specialty crops, and policy engagement. Extension efforts include production issues for specialty crops such as pest and nutrient management, access to markets and financial resources, and regulatory compliance. Ruth holds a Ph.D. in Entomology from the University of Idaho and the Centro Agronómico Tropical de Investigación y Enseñanza (CATIE). Her collaborative policy efforts have resulted in several changes to regulatory and incentives programs, including revised reporting requirements for the Irrigated Lands Regulatory Program for small-scale and diversified farms and improving access for limited-resource farmers to CDFA's Climate Smart Agriculture programs. She has served as a co-chair of the UCANR Small Farms Workgroup and is currently the co-leader of the Diversified Farming and Food Systems Program Team.

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Poppy Davis is an agricultural and food business and policy adviser. She works with farm organizations around the country to train farmers and ranchers on financial and legal business management skills. She also works directly with nonprofits, associations, and local governments to help them build financial and managerial capacity and to develop programs to support farmers and ranchers and related enterprises and to improve healthy food access. She began her career as a California Certified Public Accountant and later worked for the United States Department of Agriculture. She holds a Bachelor of Science in Agricultural Economics from the University of California at Davis, a Masters in Journalism from Georgetown University, and a Juris Doctor from Drake University Law School. Her not-for-profit experience includes a year as the Executive Director of the Ecological Farming Association, and board service including Oregon Tilth and the University of California's Sustainable Agriculture Research and Education Program (current) and previously the Farmer-Veteran Coalition, The Carrot Project New England, Red Tomato, The Center for Land Based Learning, and The Community Alliance with Family Farmers.

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Barbara Gemmill-Herren is a Senior Associate to the World Agroforestry Centre, supporting the United Nations' work on agroecology and true-cost accounting in agriculture. She is also an Associate Faculty at Prescott College, Prescott, Arizona, USA, teaching Food Systems, Biodiversity and Ecosystem Services and Advanced Food and Agriculture Policy. She was Coordinator of the International Pollinator Initiative and Delivery Manager for Ecosystem Services and Biodiversity at the Food and Agriculture Organization of the United Nations (FAO), responsible for work on Ecosystem Services in Agricultural Production, and Agroecology. She was a project team member of the Committee on World Food Security of the UN, High-Level Panel of Experts Report on "Agroecological and other innovative approaches for sustainable agriculture and food systems that enhance food security and nutrition". She has contributed to the United Nations Environment's TEEB AgFood (The Economics of Ecosystem and Biodiversity for Agriculture and Food)'s Scientific and Economic Foundations Report and was the principal investigator for TEEB AgFood on rice production systems. She consulted with FAO on their Biodiversity Mainstreaming Strategy and serves on the steering committee of a True Cost Accounting Community of Practice and Accelerator. Prior to joining the United Nations, she spent 25 years living and working in three countries in Africa – Nigeria, Bénin and Kenya. In Nigeria and Bénin she completed doctoral research on the ecology of regenerating forests after cultivation, documenting traditional practices and comparing outcomes with conventional approaches. In Kenya she served as Executive Director of an international NGO linked to the United Nations Environment Programme (UNEP), and coordinated work on organic agriculture in Kenya, forest certification in East Africa, and pollinator conservation in Africa.

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Nina F. Ichikawa is the Executive Director for the Berkeley Food Institute. She previously served in the office of US Senator Daniel K. Inouye and with the US Department of Agriculture’s “Know Your Farmer, Know Your Food” Initiative. She received a BA in Interdisciplinary Studies/Food Policy from UC Berkeley and a MA in International Relations/Food Policy from Meiji Gakuin University in Tokyo. She volunteers for the California Farmer Justice Collaborative, Saba Grocers, the Sustainable Pest Management Workgroup, and Japanese American Women Alumnae of UC Berkeley.

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Suguet López joined Líderes Campesinas almost fifteen years ago and has been Lideres Campesinas’ Executive Director since 2011. She brings much experience and knowledge about issues that affect women, especially immigrant farmworker women in California. Ms. López brings over twenty-five years of commitment to social work and social justice as she volunteered in extracurricular activities to tutor and mentor peers in México, as well as in the U.S. She provided volunteer service at hospitals in México; and later within LA County area, in special programs, to help illiterate English speakers learn to read and write. With the support of her family, Ms. López was the first to attend higher education and to obtain a Bachelors’ Degree in Animal Science from California State Polytechnic University, Pomona – College of Agriculture and graduated with honors. Suguet is a fellow of the Women’s Policy Institute, sponsored by The Women’s Foundation in California and is one of the pioneers of the Alianza Nacional de Campesinas.

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Dr. Mario Sifuentez is an Associate Professor of History at the University of California, Merced and is currently the director of the Humanities Center at UC Merced. He received his BA, as well as his MA, from the University of Oregon in Ethnic Studies, and History. He completed his Ph.D. at Brown University in American Studies with a focus on immigration and labor. His book *Of Forests and Fields: Mexican Labor in the Pacific Northwest* (Rutgers University Press, 2016) analyzes the factors that brought ethnic Mexican immigrants to the Pacific Northwest and the ways in which immigrants responded to the labor conditions by demanding both labor rights and citizenship rights. It was named a CHOICE “Outstanding Academic Title.” He is currently at work on his second project on water, food, and farmworkers in California’s Central Valley.

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Paul Towers is the Executive Director of Community Alliance with Family Farmers (CAFF) where he supports the farmer-led organization’s efforts to build more fair and resilient food systems. He previously worked at Pesticide Action Network North America (PANNA) and is a founder of the California Farmer Justice Collaborative, as well as the California Food & Farming Network. Paul has engaged in state policymaking and community organizing with agricultural communities for over a decade and is originally from Southern Arizona (Tohono O’odham land).

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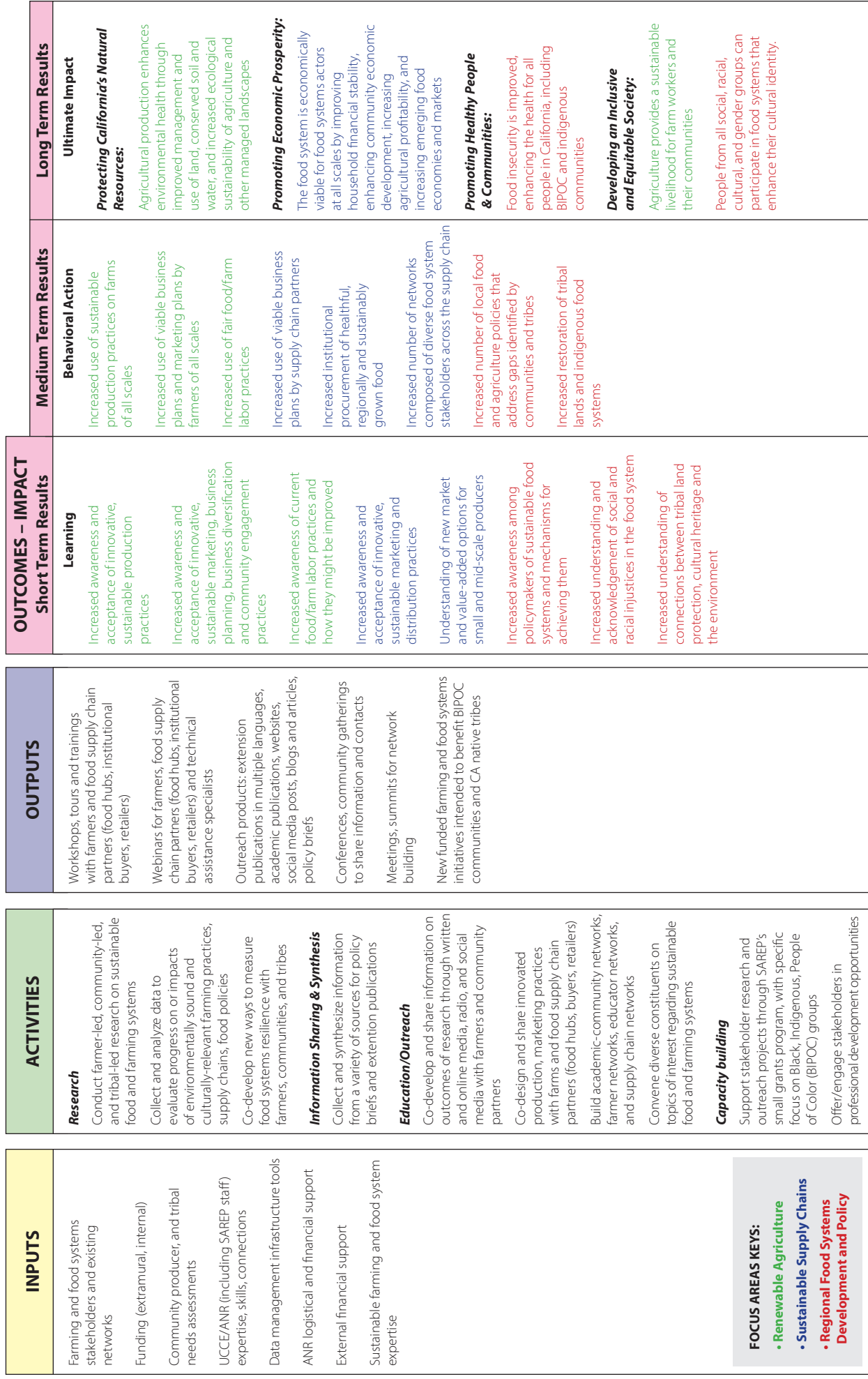
Javier Zamora is an organic farmer and owner of JSM Organics, a 200-acre family farm growing organic fruit, vegetables and flowers on California’s Central Coast.

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APPENDIX B: SAREP'S LOGIC MODEL

UC Sustainable Agriculture Research & Education Program Logic Model

Situation Statement: California is a leading agricultural producer in the U.S. and globally, but our food and farming systems face ecological and social challenges which include climate change, drought, loss of biodiversity, market failures, regulatory hurdles, and racialized structures of inequality. Sustainability rests on the principle that we must meet the needs of the present without compromising the ability of future generations to meet their own needs. Research-based practices and policies for the sustainable production of food and fiber can improve our state's stewardship of natural, human, and cultural resources.



FOCUS AREAS KEYS:

- Renewable Agriculture
- Sustainable Supply Chains
- Regional Food Systems Development and Policy

