Carson City Agenda Report

Date Submitted: April 9, 2013	Agenda Date Requested: April 18, 2013 Time Requested: 10 mins
To: Board of Supervisors	
From: Larry Werner, City Manager	
Subject Title: Presentation Only: Presentation of Nevada Cooperative Ex Biotechnology and Natural Resources under	
	nd Provost Kevin Carman of University of Nevada, nswer any questions regarding this proposal.
Type of Action Requested: (check one) () Resolution () Formal Action/Motion	Ordinance X Other (Specify) Presentation Only
Does This Action Require A Business Imp	pact Statement: () Yes (XX) No
Recommended Board Action: No action	
Explanation for Recommended Board Ac	tion: See Staff Summary.
Applicable Statute, Code, Policy, Rule or	Regulation: N/A
Fiscal Impact: N/A	
Explanation of Impact: N/A	
Funding Source: N/A	
Alternatives: N/A	
Supporting Material: Memo regarding pro UNCE leadership.	posed organizational structure for CABNR and
Prenared By: Janet Busse, City Manager's	s Office

Reviewed By:	(City Manager) (City Manager) (District Attorney) (District Attorney) (District Attorney)	3
Board Action	Taken:	
Motion:	1) 2)	Aye/Nay
(Vote Reco	rded By)	



15 February, 2013

Kevin R. Carman **Executive Vice President & Provost**

To:

David Zeh

Chair, UNR Faculty Senate

From: Kevin R. Carman

Executive Vice President and Provost

Re:

Proposed Organizational Structure for CABNR and UNCE Leadership

In October of 2012, at the request of President Johnson, Provost Hardy appointed a committee consisting of four CABNR and four UNCE faculty members to explore models for organizing CABNR and UNCE under a single administrator. A professional facilitator was hired to work with the committee. On February 1, 2013, the committee submitted their report to me and to President Johnson. I forwarded an electronic copy of the report to you on February 5, 2013.

Since receiving the report, I have considered carefully the recommendations contained therein. I have also examined other documents related to the two units and have posed questions to colleagues to better understand the context as I formulated a proposal. Below I summarize my vision for the new organizational structure; I would welcome input from the Faculty Senate. Please be advised that President Johnson and I discussed the essential elements of the new organizational structure with NFA representatives, and that I will be meeting with CABNR and UNCE leadership to discuss the organizational structure.

It is evident from the report that a wide range of administrative models are employed by Land Grant universities as it relates to the administrative relationship between extension programs and colleges of agriculture. Three out of nine universities with state agricultural GDP's < \$0.5 billion (Nevada is in this group) have their extension programs under a college of agriculture, while six extension programs are administered separately from agriculture. Nationwide, approximately half (22) of Land Grand universities have extension programs that operate within a college of agriculture. We are faced with the challenge of determining a model that will best serve UNR and the citizens of Nevada.

While the committee did not reach a consensus on a particular model, they presented several (6) options and listed advantages, disadvantages, and challenges with each model. Four of the models involved versions of a structure that included a single Dean or Dean/Director. Two models included a Vice Provost for Outreach and Engagement that would report directly to the EVP and Provost and envisions UNCE and CABNR being administered independently. The latter two models were developed by UNCE committee members but apparently were not evaluated by CABNR committee members or discussed by the entire committee. The concluding remarks of the committee report indicated that CABNR faculty are "apathetic" to the proposed models, but that the single-dean model "may have potential benefits." The report indicates that UNCE faculty are less sanguine about the concept of bringing CABNR and UNCE under one administrative umbrella, and they have concerns about issues such as promotion and tenure, budgetary integrity, and retaining their mission identity. Office of the Provost

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I wish to state clearly that UNCE is a critical component of and a tremendous conduit for the broad outreach mission of UNR. Any organizational structure must assure that UNCE's outreach mission be preserved and enhanced.

The structure that I envision is very similar to that proposed in Model 2. A single individual would have administrative responsibility for CABNR and UNCE, and would hold the dual title of Dean of CABNR and Director of UNCE and the Nevada Agricultural Experiment Station (NAES). Three Associate Deans would report to the Dean/Director. One Associate Dean would be responsible for academic programs in CABNR, one would hold the additional title of Associate Director of the NAES, and one would hold the additional title of Associate Director for UNCE. Model 2 proposes that the Associate Dean/Associate Director for UNCE would serve as a liaison to the Colleges of Education and DHS. I strongly support the notion the Associate Dean/Associate Director for UNCE should be a liaison to UNR academic programs and appreciate that UNCE has strong ties to Education and DHS. However, I do not feel that the liaison scope should be explicitly limited to Education and DHS. I therefore propose that the Associate Dean/Associate Director for UNCE be specifically charged with being a liaison with the entire UNR community for the promotion of strategic, synergistic outreach programs. As a starting point, fiscal/HR staff that currently serve UNCE and CABNR (including the NAES) would continue to do so. However, the Dean/Director may recognize organizational efficiencies by restructuring staff, and s/he would have authority to do so. Any such organizational changes should preserve and enhance the missions of UNCE and CABNR (including the NAES).

Several points of concern were expressed in the report, for which I offer responses as follows:

- (1) Need for a new name. Under the proposed new organizational structure, a single individual would hold the title of Dean of CABNR and Director of UNCE and the NAES. The new organization structure would not require a new name as both CABNR (including NAES) and UNCE would retain all essential elements of their current identity (some specifics below).
- (2) Integrity and identity of CABNR and UNCE. As noted above, the proposed organizational model would not alter the integrity or identity of UNCE or CABNR. However, the two programs would be under the leadership of a single administrator who would hold the dual title of Dean/Director.
- (3) **Bylaws**. The new organizational structure need not require new bylaws as both CABNR and UNCE would maintain their identity and structure.
- (4) Promotion & Tenure. Current policies and practices for promotion and tenure for CABNR and UNCE would continue to be relevant under the new structure. There should not be a need to modify P&T criteria or policies.
- (5) Budgets. Current budgets of CABNR and UNCE would not be altered. UNCE funds would be used only to support the UNCE mission and CABNR funds will be used only to support the CABNR mission. Further, this new organizational structure would be revenue neutral; i.e., current budgets will remain intact.
- (6) There was a comment that "UNCE faculty in community development and personal and family development would lose their academic home in this model." This concern is apparently based on the assumption that CABNR and UNCE would be merged into a single program. That is not what we propose, so this should not be a concern
- (7) **5-year review.** The report recommended that the new organizational structure be reviewed in five years. I support that recommendation.
- (8) Advisory councils. CABNR and UNCE would have separate advisory councils, as they do now.
- (9) **Split appointments.** The proposed new organizational structure should not impact current or future joint appointments between UNCE and other programs. If they are not currently in place,

- we recommend the establishment of memoranda of agreement with clear role statements for each current and future joint appointment.
- (10) Marginalization of non-Ag mission of UNCE. UNCE would maintain its budget, identity, and mission. It would not become part of CABNR and thus there should be little concern that the substantial and critical non-Ag component of its mission should be jeopardized.
- (11) "Diluted responsibilities." The concern was expressed that a single dean/director would not be as effective at promoting the missions of CABNR and UNCE because of the greater scope of responsibility. I do not see this as a particular concern as all deans/directors are responsible for the broad and varying components of their programs. Also, the proposed organizational structure includes three associate deans, one of whom would also serve as associate director for UNCE and another who would also serve as associate director for NAES.
- (12) Enhanced collaboration. A concern was expressed that the new organizational structure would not guarantee enhanced collaboration between UNCE and CABNR. This is certainly true. However, the search for a new Dean/Director presents a unique opportunity to hire an individual who is committed to enhanced collaboration. Both UNCE and CABNR faculty will be well represented on the search committee for the new dean.
- (13) Faculty Senate representation. I recommend that both CABNR and UNCE be allowed to maintain their current representation on the UNR Faculty Senate.



CARSON CITY, NEVADA

CONSOLIDATED MUNICIPALITY AND STATE CAPITAL

MEMORANDUM

To:

Larry Werner, City Manager

Board of Supervisors

From:

Parks and Recreation Department

Date:

April 10, 2013

Re:

The presentation and update from UNR President Marc Johnson and Provost Kevin

Carman regarding the College of Agriculture Biotechnology & Natural Resources

and Cooperative Extension proposal

As you may be aware, our city has greatly benefitted from the many programs and services provided by Cooperative Extension. The Parks and Recreation Department staff regularly participates in community activities, meetings, training opportunities, work projects, etc. with Cooperative Extension. We would like to provide just a few examples:

- JoAnne Skelly provided knowledge and input towards the development of landscape themes, plant selection, and conceptual plan review for the Freeway Landscaping Project and the existing Animal Services Facility Landscaping Project.
- Cooperative Extension led the way for our sheep project. In 1999, Ed Smith and Jay Davison implemented a small-scale targeted grazing project for fuels reduction. Their research included outreach and surveys with our residents to inquire about their impression towards the sheep compared with other fuels reduction methods.
- After the Waterfall Fire in 2004, Cooperative Extension was the primary contact for our residents. JoAnne Skelly and her staff assisted with the questions and answers, recommendations to homeowners for property restoration, and the coordination of volunteers and replanting efforts.
- Carson City's Adopt-a-Park Program was facilitated with the assistance of JoAnne Skelly.
- The Parks and Recreation Department staff participates at Farm Days with Sandy Wallin and Jim Barcellos. For the past two years, our department has had a booth and provided a brief education lesson regarding our sheep project to the young students.

PARKS & RECREATION DEPARTMENT • 3303 Butti Way, Building #9 • 89701 • (775) 887-2262.

Parks • Recreation • Open Space • Facilities • Lone Mountain Cemetery



- The Master Gardeners assist our department by maintaining the C-scape Demonstration Garden at Mills Park.
- The Parks and Recreation Department is a member of the Carson City Weed Coalition, led by Margie Evans. Margie assists with weed identification and is very instrumental with coordinating the management efforts among city departments, other governmental agencies, and public landowners.
- The Parks and Recreation Department is a member of the Carson River Coalition, including various sub-committees such as the Education Working Group. Steve Lewis and Sue Donaldson are very active members and recently facilitated a watershed-wide workshop for environmental education.
- Cooperative Extension collaborated with our consultants in the analysis of data and statistics for the development of the Open Space Master Plan (2000), Parks and Recreation Master Plan (2006) and the Unified Pathways Master Plan (2006).
- The Parks and Recreation Department staff regularly attend trainings for pesticide awareness and certification, Weed Warriors, and Best Management Practices (BMPs) for erosion and sediment control.

Unfortunately, our department is beginning to feel the reductions placed upon Cooperative Extension. One specific example is that the annual Weed Warriors training will not be offered in Carson City this year. Beginning on July 1, 2013, we will all experience the 72% cuts placed upon staff and programs at Cooperative Extension. Some positions will be completely eliminated and others will be drastically reduced.

The mission of Cooperative Extension is significantly different from other colleges. Their education and outreach is within the university but also to the community. Their work and projects span the disciplines, and a separate identity complements the university system. The current organization of the University of Nevada Cooperative Extension has worked very well for us. The faculty and staff are extremely knowledgeable, helpful, and accessible.

We encourage your careful consideration.

Sincerely

Scott Fahrenbruch Director of Operations

Vern L. Krahn Park Planner Juan F. Guzman

Φpen Space Manager

Ann Bollinger

Natural Resource Specialist

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