

**UNIVERSITY OF CALIFORNIA  
AGRICULTURE AND NATURAL RESOURCES  
PLANNING ASSUMPTIONS  
March 2005**

**ANR MISSION** (From *The Challenge of Change*, May 1997.)

The mission of the University of California Division of Agriculture and Natural Resources is to serve California through the creation, development and application of knowledge in agricultural, natural and human resources.

**ANR VISION** (From *The Challenge of Change*, May 1997.)

We share a sense of what we want to become and contribute as an organization to the world of the future.

In keeping with our mission and consistent with our core values, we will be the link between abstract knowledge and the pragmatic world. With one hand we will generate new knowledge, while with the other hand we will reach out to help people make use of that knowledge to solve everyday problems in the realms of agricultural, human and natural resources.

We will actively involve the public in our programs, bringing a global perspective to bear on local issues. Integrating research, education and extension, we will transform ideas into solutions.

Working with our partners within and outside the University, we will connect the people of California with the research-based information that can help them improve their quality of life, and enhance the environment for all.

**ANR CORE VALUES** (From *The Challenge of Change*, May 1997.)

We are committed to the following values that will guide action and decisions at all levels of the organization:

- The highest standards of ethical behavior, honesty and integrity, with the recognition that the trust and confidence of the public is absolutely essential to our success.
- Academic excellence and maintaining credibility as an objective source of knowledge.
- Scientifically valid research as a foundation for anticipating problems and developing practical solutions.
- Responsiveness to state and local needs in California, and consideration of the global context that shapes these needs.
- Diversity within our organization, equal access to knowledge by all people and equal opportunity for self-reliance through education.
- Collaboration, teamwork and mutual respect among ourselves, in partnership with other organizations, and in interaction with our clientele.

- Academic freedom, with the recognition that individual freedom goes hand in hand with a high standard of professional responsibility and personal accountability.

**ANR CRITERIA FOR DETERMINING PROGRAM PRIORITIES** (From *The Challenge of Change*, May 1997.)

1. Is the issue to be addressed consistent with our mission and core values?
2. What is the overall environmental, economic and social significance of the issue?
3. Given its global implications, how important is the issue to the state of California or its local communities?
4. Do we have, or can we obtain, the applicable research-based knowledge and educational expertise required to address the issue?
5. What is the likelihood of our efforts having a significant impact on the issue?
6. To what extent does the issue require our individual and organizational strengths?

**CRITERIA FOR RESOURCE ALLOCATION - DIVISION OF AGRICULTURE AND NATURAL RESOURCES** (Adopted by UC-ANR Executive Council, February 2001.)

1. Is the proposed investment or allocation consistent with ANR Strategic Directions and the Program Planning Advisory Committee (PPAC) priorities?
2. Is the proposed investment or allocation likely to make a significant impact?
  - a. Does ANR have a comparative advantage in the programmatic area in question?
  - b. Does ANR have the capacity to make a difference as a consequence of this investment/allocation?
3. Will the proposed investment or allocation build on the strengths of ANR?
4. Does the proposed investment or allocation further develop ANR capability to address high priority programmatic areas or critical programmatic goals in emerging areas?
5. Does the proposed investment or allocation strengthen the research-Extension continuum?
  - a. Does it contribute to the balancing of fundamental and applied research?
  - b. Are outreach opportunities built into research positions?
  - c. Is there an appropriate research base associated with Extension positions?
6. Has recommended programming been developed with input from stakeholders?