

**Carson City
Agenda Report**

Date Submitted: April 23, 2013

Agenda Date Requested: May 2, 2013

Time Requested: 10 mins

To: Board of Supervisors

From: Larry Werner, City Manager

Subject Title: For Possible Action: Discussion and possible action to authorize the Mayor to sign a letter to the University of Nevada, Reno (UNR) to convey the Board's position of the proposal to merge University of Nevada Cooperative Extension and the College of Agriculture, Biotechnology and Natural Resources under one dean.

Staff Summary: At the April 18th Board of Supervisors meeting UNR President Marc Johnson provided a presentation and answered questions regarding the proposal. Public comment followed the presentation.

Type of Action Requested: (check one)

☐ Resolution

☐ Ordinance

☒ Formal Action/Motion

☐ Other (Specify)

Does This Action Require A Business Impact Statement: ☐ Yes (XX) No

Recommended Board Action: I move to authorize the Mayor to sign a letter to the University of Nevada, Reno (UNR) to convey the Board's position to (oppose) (support) the proposal to merge University of Nevada Cooperative Extension and the College of Agriculture, Biotechnology and Natural Resources under one dean.

Explanation for Recommended Board Action: See Staff Summary.

Applicable Statute, Code, Policy, Rule or Regulation: N/A

Fiscal Impact: N/A

Explanation of Impact: N/A

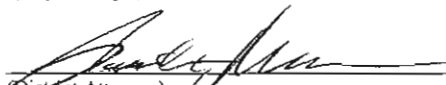
Funding Source: N/A

Alternatives: See above

Supporting Material: Memo from UNR regarding proposed organizational structure for

CABNR and UNCE leadership, Letter from Tom Baker, University of Nevada Cooperative Extension Advisory Committee, letter from NACo and letter from Parks and Recreation.

Prepared By: Janet Busse, City Manager's Office

Reviewed By:  _____ Date: 4/23/13
(City Manager)
 _____ Date: 4/23/13
(District Attorney)
 _____ Date: 4/23/13
(Finance Director)

Board Action Taken:

Motion: _____ 1) _____ Aye/Nay
2) _____

(Vote Recorded By)



University of Nevada, Reno

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 Grant 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
Clark Administration, Room 110
University of Nevada, Reno/0005
Reno, Nevada 89557-0005
(775) 784-1740 main
(775) 784-6220 fax
<http://www.unr.edu/provost>

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.

March 11, 2013

Dear County Commissioners and Supervisors,

The Advisory Committee for the College of Cooperative Extension met on February 20th to discuss the UNCE/CABNR Planning Group Report and the recommendation made by Provost Kevin Carman to merge the two separate colleges – University of Nevada Cooperative Extension (UNCE) and the College of Agriculture, Biotechnology and Natural Resources (CABNR). I am writing to make you aware of the reasons that the advisory committee feels a merger would be detrimental to the future advancement of the colleges. After lengthy discussion, the advisory committee voted to support the current structure of separate colleges and not the proposed merger. Additionally, last October Cooperative Extension faculty voted overwhelming in opposition to this proposed merger.

Although, many considerations were taken into account, one missing component of the proposal was the lack of reasons given by the Provost for why a new model was needed or what he wants to accomplish by this abrupt change. Without an answer to these questions, it appears to be change for change sake.

Another consideration of great concern is the cost of the organizational structure proposed by the Provost. Originally he stated that the model was revenue neutral. He has since clarified that the \$500,000 to \$800,000 yearly needed to implement this plan would come from centrally located UNR funds. In the last biennium, UNR chose to cut Cooperative Extension by nearly \$5 million each year in order offset the cuts it needed to make on campus. So, if extra funds are available on campus, why isn't UNR returning these to the Cooperative Extension budget so that faculty and 4-H coordinators do not have to be reduced to part time employment on July 1st?

Below are some of the other concerns that were identified:

- A merged model would lessen attention and focus to the divergent missions of both colleges. It would dilute and marginalize outreach with the loss of college status, the loss of a dean for Cooperative Extension and the emphasis shifted to on-campus teaching.
- The missions of the colleges are very different. Although there is some overlap in subjects, that overlap is not substantial in the context of a diverse state like Nevada. With Nevada being the number one urban state but also having most of its counties serving rural constituents, it is clear that the proposed merger did not consider the needs of the population of Nevada where the overlap with CABNR subjects is minimal. Both the needs of rural and urban audiences need to be taken into account and this can best be done when Cooperative Extension is positioned as a separate college that interacts with all colleges and institutions.
- Control of resources with a focus on achieving an outreach mission is key to meeting the needs of citizens across Nevada. With a merged model, this focus would be diluted and prove to be a disservice to citizens who are the "students" for Cooperative Extension programs.
- Where the need exists, there are ample opportunities and well established processes to strengthen the relationship between CABNR and UNCE to develop productive, collaborative

projects without a wholesale restructuring of both colleges. Documentation contained in the report clearly demonstrates that the current model has resulted in impressive amounts of collaboration with all colleges at UNR, including CABNR, and all institutions within NSHE.

- The planning committee process, with its rushed timeframe, did not include stakeholders, provide for input from faculty and staff, nor was its limited scope encompassing of more contemporary models that might better engage and serve the public. The electronic survey is an inadequate method of receiving stakeholder input. State funds that pass through UNR represent minority funding for UNCE. To ask the majority funders (counties) and other program stakeholders to read an 88-page report and respond to two questions does not seem to be a realistic or valid method of receiving true input.
- The charge to the committee did not identify what problems need to be solved through a structural change. Again, it is unclear as to what the Provost would like to accomplish. UNCE faculty have repeatedly been recognized nationally for excellent work under the current structure.
- The Planning Group reached consensus that a forced merger would not be productive and would be costly. They provided substantial background information in the report. It appears that their analysis and conclusion was summarily dismissed in the recommendation of the Provost.

In addition to your thorough analysis of the proposed merger, your help is needed in securing additional funds from the Legislature for Cooperative Extension. In the 2011 Legislative Session, the Legislature folded UNCE's state general fund allocation into the general UNR budget for the first time. As a result of the flexibility this gave to the University, UNR administrators chose to cut UNCE by 63% even though the overall budget cut to UNR was approximately 15%. This disproportionate cut brought state general funding for UNCE down to \$2,859,930 – a budget cut of \$4,818,619 for each year of the biennium. With the disproportionately large cut UNR imposed on UNCE, the state's match was lowered to a mere \$0.28 for every dollar of county support.

In the Governor's FY14-15 budget, he has returned UNCE to a line item and has provided for an enhancement of \$500K for each year of the biennium. Although \$500K per year is a welcome addition to the budget, it restores just 10% of the devastating cut that was administered by UNR and will not be enough to restore all of the remaining positions to full time. An additional \$2 million per year is needed to put UNCE back on track with remaining positions being restored to full time and some of the essential positions restored.

I know that Cooperative Extension is valued for its excellent work in your counties and we all want to ensure that faculty and staff continue to meet local needs and provide the excellent programs we have received in the past. I hope the information in this letter will benefit you as you provide analysis and recommendations.

Sincerely,

A handwritten signature in black ink that reads "Tom Baker". The signature is written in a cursive, flowing style.

Tom Baker, Chair

University of Nevada Cooperative Extension Advisory Committee



Nevada Association of Counties

304 South Minnesota Street

Carson, City, NV 89703

775-883-7863

www.nvnaco.org

March 25, 2013

Marc Johnson
President
University of Nevada, Reno
Clark Administration 200
1664 N. Virginia Street
Reno, NV 89557-001

Dear President Johnson:

On behalf of the Nevada Association of Counties Board of Directors thank you for attending their March 22nd meeting to present the proposed new organizational structure of the University of Nevada Cooperative Extension (UNCE) and the College of Agriculture, Biotechnology and Natural Resources (CBNR).

Later in the meeting the Board engaged in a lengthy discussion and voted unanimously to oppose the reorganization. The Board was concerned that the new organization would negatively impact the ability of UNCE to provide the myriad services to citizens in their counties. It was the position of the Board that UNCE's other programs - natural resources, children, youth and families, health and nutrition, horticulture and community development, are as important as agriculture. Members understood that the proposal might enhance collaboration between UNCE and CABNR; however, they were not convinced that there would be a similar level of collaboration between UNCE and other colleges, thus resulting in non-agriculture programs being marginalized under the new organization. The Board also expressed concern that under the proposed organization there would be no incentive to restore the recent cuts to UNCE's budget and that it might even lead to a further reduction of their general funds. As a result of the recent budget cuts county property taxes are now the largest source of revenues for UNCE.

For nearly 100 years Nevada's counties have placed a high value on their partnership with Cooperative Extension to fund programs that connect citizens to UNR and NACO stands ready to work with you to strengthen that partnership. The NACO Board greatly appreciates your leadership at the University of Nevada, Reno and trusts that their position regarding the UNCE organization will be given due consideration.

Sincerely,

A handwritten signature in dark ink, appearing to read "Jeffrey Fontaine".

Jeffrey Fontaine
Executive Director

Cc: NACO Board of Directors



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



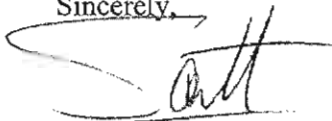
- The Master Gardeners assist our department by maintaining the C-scape Demonstration Garden at Mills Park.
- The Parks and Recreation Department is a member of the Carson City Weed Coalition, led by Margie Evans. Margie assists with weed identification and is very instrumental with coordinating the 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.

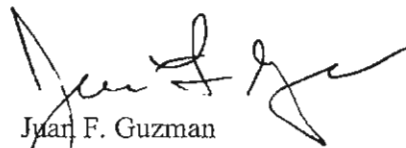
The mission of Cooperative Extension is significantly different from other colleges. Their education and outreach is within the university but also to the community. Their work and projects span the disciplines, and a separate identity complements the university system. The current organization of the 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,

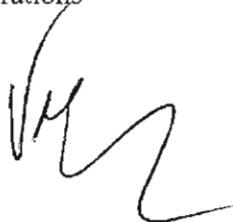


Scott Fahrenbruch
Director of Operations



Juan F. Guzman
Open Space Manager

Vern L. Krahn
Park Planner



Ann Bollinger
Ann Bollinger
Natural Resource Specialist