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SANTA BARBARA • SANTA CRUZ

OFFICE OF THE VICE-PRESIDENT —
AGRICULTURE AND NATURAL RESOURCES

OFFICE OF THE PRESIDENT
Division of Agriculture and Natural Resources
1111 Franklin Street, 6th Floor
Oakland, California 94607-5200

October 6, 2009

TOM TOMICH

Director, Sustainable Agriculture Research and Education Program
University of California, Davis

Re: Sustainable Agriculture Research and Education Program

Dear Tom:

The Sustainable Agriculture Research and Education Program has been an important part of UC ANR and we appreciate its accomplishments. However, the severe budget crisis of the state and the University of California is forcing us to make very difficult decisions about ANR's organizational structure, programs and activities. Facing a nine million dollar budget reduction, ANR's Senior Leadership, Executive Council, and Program Council approached these decisions using the Strategic Vision as the guide. We took a critical look at programs to realign them with the strategic vision's initiatives. The new structure will build the organization around future needs of the state identified in the Strategic Vision.

To help meet our budget cut ANR leadership has assessed a 20% cut to the Sustainable Agriculture Research and Education Program permanent operating budget. Coordinator Rippee will be contacting you on the transfer of funds.

ANR grants program funds are being redirected to support the Strategic Initiatives; however, we will allow you to continue your current grants program through December 31, 2011. In January 2012, the SAREP grants program funds will be redirected to the Sustainable Foods Systems Strategic Initiative.

I thank you for your continued commitment to the ANR mission. Please feel free to contact me with any questions.

Sincerely,

Barbara Allen-Diaz
Associate Vice President – Academic Programs
and Strategic Initiatives

c: Vice President Dooley
Associate Vice President Taber
Program Leader Putnam
Budget Director Jones
Coordinator Rippee

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October 2, 2009

Dear Colleagues,

This announcement details additional major restructuring of ANR to achieve \$9 million in permanent budget reductions and to position the Division to implement the Strategic Vision.

We have discussed the unprecedented reduction in state funds available to the University and ANR. Diligent and prudent continued action is required to meet the cuts. As we have said over the last many months – everything is and has been on the table and numerous alternative strategies generated from the Statewide Conference, CD meetings, Program Council, Executive Council and numerous other meetings have been evaluated. Our people are our strongest asset so we have always kept people in mind as we considered various options. Nonetheless, it is clear that with over 90% of our permanent budget invested in personnel, a 20% cut cannot be taken without severe effects to our people.

The cuts described below are guided by our Strategic Vision with an emphasis on reducing administrative overhead and minimizing the impact on our colleagues and our stakeholders. We believe the resulting organization will be responsive to the needs articulated in our Strategic Vision and represent a strong administrative and programmatic platform for the future. Although these cuts are severe, realistically they may not be our last, depending on the state's budget and our ability to find alternative ways to support our programs.

Statewide Programs

Changes in the structure of the statewide programs will be an evolutionary process, but one that focuses on reducing administrative overhead and improving program support and delivery. In all of these decisions, we looked for opportunities to integrate and create synergy with the strategic initiatives. Program functions of closed statewide programs will be consolidated into new initiative structures. Advisors and specialists associated with statewide programs that will be closing will continue their research and extension programs under workgroup, continuing conference, and new strategic initiative structures. Advisors will still report through their counties and specialists to their departments.

- The following ANR Statewide Programs will be closed:
 - Center for Water Resources by December 31, 2009. The Water Archive collection will have a new academic home by June 30, 2010.
 - Integrated Hardwood Range Management Program by December 31, 2009.
 - Small Farm Program by December 31, 2009.
 - California Communities Program – redirect program functions by September 30, 2010.
- The following programs' permanent budgets are reduced:
 - Statewide Integrated Pest Management – 20%

- Mosquito Research Program – previously restructured, redirect grants to initiatives
- Sustainable Agriculture Research and Education Program – 20%
- Agricultural Issues Center – 20%
- 4H Statewide Office/Center for Youth Development – 20%
- Restructuring of competitive grants
 - Existing competitive grants programs for the various statewide programs will be withdrawn and redirected to support the strategic initiatives as described under initiatives below. Specific endowments, starting with the Kearney Foundation of Soil Science and Slosson Endowment Fund, will continue to support research and extension work, but will be refocused on the strategic initiatives within the parameters of the original endowment gifts. Dialog will begin with leaders of other current programs that use ANR endowment resources.

Support Units

- The following support units will be closed:
 - Analytical Lab by September 30, 2010.
 - ANR operations at Shafter Research and Extension Center will end by March 2010 and the research activities will be transferred to the West Side REC.
- The following units will have their permanent budgets reduced:
 - Communication Services – 10%
 - Research and Extension Center system – 10%

Other Structural/support Changes

- A group has been charged with evaluating opportunities for administrative savings at the Kearney Agricultural Center Academic Unit and Kearney Research and Extension Center (report due in November).
- Statewide Program Leader positions will be eliminated effective December 31, 2009.
- CE Specialist support will be cut by 20%.
- Academic personnel and Staff personnel will be two units housed at the ANR building in Davis. These units will be directed by Kim Rodrigues and Linda Manton, respectively.
- We will retain the workgroup structure for grass roots innovation and fostering collaboration. This will not involve any funds this year.
- EFNEP – we will move the administrative aspects to the new ANR business operations center.
- Program Council membership will change to reflect the evolving changes in leadership.
- The merit and promotion process for academics will proceed.

The Strategic Initiatives

The following strategic initiatives will be launched using the existing statewide program competitive grants funds and endowment funds consistent with the terms of the endowments. Each initiative will have a leader and an advisory team, which will define 5-year mission(s) similar to the process used by the existing Kearney Foundation grant process.

The concept of a 5-year mission is to tackle one or more researchable problems within the area of the initiative, recognizing that the initiatives are in themselves cross-cutting and synergistic. Each mission would have a competitive call for proposals that utilize both research and extension expertise. The missions are meant to end within 5 years with solutions or specific pathways for solutions identified. Each mission will be required to communicate and engage broadly using an effective combination of outlets including, but not limited to, UC Delivers, web content, field days, clientele presentations, and refereed journal articles as appropriate. It is anticipated

that these teams of research and extension colleagues will be able to leverage additional dollars to tackle major issues of importance to California and the world. Existing campus structures and statewide programs can be used to further leverage resources.

The initial strategic initiatives will be:

- Sustainable Food Systems (SFS), Joe DiTomaso, lead
- Endemic and Invasive Pests and Diseases (EIPD), lead pending
- Sustainable Natural Ecosystems (SNE), Jim Bartolome, lead
- Water Quality, Quantity and Security (WQQS), lead pending
- Healthy Families and Communities (HFC), Sharon Junge, lead

As mentioned earlier, functions of existing Statewide Programs will be realigned under one of the initiatives above. For example California Communities and EFNEP will be folded under the HFC initiative. WQQS will include functions from the former Center for Water Resources, water policy and emerging issues of importance in California. SFS will include functions from SAREP, Small Farms, Ag Issues Center as well as animal systems, biotechnology, and large-scale production agriculture. EIPD will include functions from IPM, food safety, animal diseases, former Mosquito Research Program, and cross-cut both agriculture and natural resources. The SNE initiative will include functions of IHRMP and forestry, wildfire and watershed workgroups among others.

Again WQQS, EIPD, HFC, climate change, land-use change, and population changes cross-cut food systems and natural resource systems.

Conclusion

Although unprecedented budget reductions demand significant and disruptive change, we must also prepare for the future. As with all evolutionary change, implementation will be an iterative process. The decisions announced above will reduce administrative overhead while focusing our programs and people on the future through our Strategic Vision. We now have the opportunity to realize our vision, to strengthen our proven commitment to the people of California, and to shape the future we all share.

It is important that we remember that change is not an indictment of our past, but how we actively position ourselves for the future.

Daniel M. Dooley
Vice President – Agriculture and Natural Resources
Senior Vice President – External Relations

Links to this and previous budget and restructuring announcements:

Aug. 26 announcement: <http://ucanr.org/pdfs/8-26-09.pdf>
Sept. 21 announcement: <http://ucanr.org/pdfs/9-21-09.pdf>
Sept. 25 announcement: <http://ucanr.org/pdfs/9-25-09.pdf>
Oct. 2 announcement: <http://ucanr.org/pdfs/10-2-09.pdf>



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October 22, 2009

Colleagues,

I want to express my thanks to all of you working with the Division to implement the painful budget decisions and help prepare us for the future. I fully understand that change, and especially change of this magnitude, affects people in many different ways.

There are a number of misconceptions floating around internally and among our partners that I want to address. Also, I want to give you details that are emerging as our new structure begins to take shape.

Statewide Programs

Closing statewide program structures has reduced administrative costs, and is driving a restructuring of support functions to take full advantage of improved business processes, streamlined workflow, and UC-wide efforts to improve efficiency, leverage technology and to share common solutions. We can neither afford nor justify individual staff for each program area when those functions can be more efficiently handled. This is not a criticism of the hard work and capabilities of our staff, but essential and strategic restructuring for our future.

Advisors, specialists and other academics have retained their positions and are expected to continue their excellent work. This includes small farm advisors, hardwood program specialists and advisors, and water resources specialists and advisors. Coordination of program functions in these various areas will continue through workgroups (although currently not separately funded), continuing conferences, and collaborations among individual advisors, specialists and faculty on research and outreach contracts and grants. We intend to find a new academic home for the important Water Resources Archives and will be meeting with interested parties to develop a list of reasonable options to pursue.

Executive Working Group

All remaining statewide programs will continue to evolve over time as will other elements of our administrative structure. I have put together a small and dynamic Executive Working Group composed of myself, Barbara Allen-Diaz, Kay Harrison Taber, Don Klingborg, Bill Frost and Bob Sams to advise me as we move through these unprecedented times. The composition is designed to include counties, colleges, RECs, and strategic communications, and will serve as a sounding board for all of the Division. Feel free to contact any of these people with questions or suggestions as we move forward.

The capacity to conduct and deliver quality research and extension programs depends on knowledgeable, capable staff who know specific program areas. With that in mind, very measured and thoughtful consideration is being given to the development of centralized business operations and program support units. Kay Harrison Taber and the Administrative Review Council are providing the analyses and recommendations regarding the design of these units. Service and program support are their top criteria.

I also understand that business operations cannot be decoupled from program support, just as county-based programs and faculty cannot be decoupled from campus-based programs and faculty. The work of the ARC is aimed at gaining improved coordination and cooperation across our organization and addressing the limitations of embedded staff in small vertical unit structures.

County Partnerships

The ANR continuum and our ability to deliver science-based information to our constituents are a large part of the unique capacity that ANR brings to UC. Given the current state budget and county situation, Don Klingborg will take the lead in working with a number of you to examine and propose new county-CE organizational models that will continue to deliver high quality programming within a more stable funding model or set of models. As this process proceeds, it will become clear where county directors will report, but equally important, it will become clear how we all must identify new roles, new leadership opportunities, and new ways of working together effectively and efficiently.

Academic and Staff Personnel

In Academic Personnel, we are working to construct a unit that will streamline the merit and promotion process and provide service on all academic personnel issues that formerly were addressed in regional offices. This includes recruitment, hires, retentions, separations and retirements, as well as items like fingerprinting, visas, workers' comp among other things. Kim Rodrigues will be the director of this unit and serve as the chair of SAC, liaison to AAC and the Personnel Committee, and will coordinate CASA, Federal, and DANRIS reporting. She will work closely with the director of Staff Personnel on the design, delivery and evaluation of comprehensive academic and staff training and professional development programs.

Linda Manton will direct the Staff Personnel unit. This unit will handle all activities related to staff including performance management, hires, background checking, workers' comp, service awards, classification and labor relations among others. Linda will lead the academic/staff training program development and provide leadership for the Division in affirmative action.

Program Support

The new centralized academic program support unit will be led by Joni Rippee and report to Bill Frost. The unit will provide all the support to conduct conferences, symposia and workshops of regional, state and national scope, and includes support for the Research and Extension Center system, ANR advocacy efforts, the Rosenberg Forum, statewide programs, initiatives, and county-based efforts of regional or larger scope. Bill will continue as Associate Director of the REC system. In addition to supervising the academic support unit, he will be a member of the Executive Working Group and Biodiversity Council Executive Committee, track and respond to federal earmarks, and represent ANR for APLU (formerly called NASULGC) national and western Extension Directors meetings.

Supporting Strategic Initiatives

Existing competitive grants programs for the various statewide programs will be withdrawn and redirected to support focused work within the strategic initiatives. Specific endowments, starting with the Kearney Foundation of Soil Science and the Slosson Endowment, will continue to support research and extension work within the terms of their endowments, but will be refocused to support the strategic initiatives.

Emphasis on redirecting resources to some of the strategic initiatives has multiple objectives. By focusing our use of funds to support specific, 5-year missions and research/extension projects within the initiative umbrella, we are looking to build broad-based, inclusive teams to identify and tackle large, highly visible, multidisciplinary projects that result in coordinated outcomes, attract increased outside funding, and support science-based decision-making and public policy.

We are not re-inventing Core Issue Grants, which provided seed money for specific, more localized research and outreach projects. Rather we are focusing our efforts on a few specific, large-scale issues where we can make a difference, establish a track-record for successful, integrated, research-based problem-solving, and attract new funds.

We cannot afford to move forward with all of our strategic initiatives at one time, thus we will focus on missions and projects developed and proposed by teams led by the initiative leaders. Three leaders have been named so far: Joe DiTomaso, Jim Bartolome and Sharon Junge. Two more leaders are yet to be announced. All five initiative leaders will serve on the new Program Council.

Initiative leaders will facilitate, coordinate, inspire and organize teams to develop the broader strategic implementation plan for each initiative including development of the initial mission and project priorities. They and their teams will identify big grant opportunities where our dollars can provide a match. They will reach out across disciplines to make you aware of opportunities for integration.

Collaboration and Coordination

As I've said before, our initiatives are integrated by design. All mission proposals will be discussed at Program Council where all the initiative leaders will participate and ensure our full capacity is brought to bear on the initiative missions and projects. We cannot go forward encouraging our folks to compete internally for a few "bread crumbs." Instead I am looking for new ways of doing business that capitalize on our unique capacity and allow us to acquire new funding to engage in solving problems of importance to California through basic and applied research and outreach, and reward our professionals for their research, education and program delivery.

Teams of academics will work on the focused initiative missions; others will continue to conduct and deliver their outstanding research and education programs in modes and statewide program structures that will continue to exist. Both are valued and essential for the organization.

This change we've initiated is evolutionary and requires our best thinking and a commitment by all of us to make it work. We set a high bar in our Strategic Vision; it has gained traction from the highest levels in UC, USDA, and with a growing list of other states. We have also begun developing an organizational structure that will allow us to maximize our research and education programs to benefit Californians. While ANR members will continue to engage at many levels, we must all take responsibility for the development and implementation of improved organizational structures and new modes of research and extension delivery.

Our Strategic Vision is a guiding document with ambitious initiatives and goals that recognize our strengths, honor our past, and illuminate a demanding, challenging and promising future. Bringing it to life requires new contributions from all of us.

Daniel M. Dooley
Vice President – Agriculture and Natural Resources
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