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New salary scale proposed for Specialists in CE series

The Office of Academic Affairs has proposed a new salary scale for appointees to the Specialist in Cooperative Extension series, effective Oct. 1.

The scale reflects the 5 percent market adjustment for Specialists in CE series that was included in the overall state budget for the University. This is the initial step in the University's plan to return the specialists' salaries to equivalence with faculty, contingent upon funding provided by the state. Thus, a cumulative 7 percent market/range adjustment was applied to the Specialist in CE series. The new salary scale can be viewed online

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Workgroups now listed online

New on DANR's home page (<http://danr.ucop.edu>) — a link to a current list of prospective workgroups and contact persons.

Some duties of top DANR administrators shift as a result of Division's recent reorganization

By Gabriele Kassner

A program-driven organization with a focus on workgroups. A shift of authorities and responsibilities in the vice president's office. A greater emphasis on external relations and development. These are just some of the big changes that DANR's mission-based organizational structure has ushered in to help the Division operate more efficiently.

But in an organization as multifaceted and far-flung as ours, figuring out who does what after a major restructuring can be confusing at first. To ease the transition, *ANR Report* today begins a series that over the next several issues will provide a roadmap of how DANR operates now, including

interviews with some key managers.

Part One describes the complementary set of new roles created for DANR's senior leadership team.

■ **The vice president's job has been redesigned to focus on external relations and development. The associate vice president now oversees the internal management of Division activities.**

Vice President *Gomes'* redefined role will allow him to devote a major component of his time to being a powerful advocate for the Division. His mandate is to present the vision DANR articulated in its strategic plan to the broader University, to the many external organizations to which the Division looks for support and fund-

ing, and to the public-at-large. Gomes' goals include broadening DANR's funding base, raising the visibility of its research and extension capabilities in federal, state and local governmental circles, and forging closer ties with clientele groups and potential partners.

To free up the time to pursue these critical objectives, Gomes has delegated internal management of the Division to Associate Vice President *Henry Vaux Jr.* But Gomes retains "ultimate authority and responsibility for all facets of Division operations," Vaux said.

This division of responsibilities is in keeping with the management structure at many campuses where the chancellor may assign day-to-day operations of the

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UC forestry center named for Henry J. Vaux Sr.



THE TOWERING ACHIEVEMENTS of Professor and Dean Emeritus Henry J. Vaux Sr. were honored on July 23 at the UC Blodgett Forest Research Station in El Dorado County, where a new conference and education center has been named for him. The dedication ceremony attracted nearly 200 of Vaux's friends, family members and colleagues from academia and state forestry agencies. At right, Andrea Tuttle, director of the state Department of Forestry and Fire Protection, presents Vaux with a resolution from the state Legislature honoring him for his achievements and contributions to forestry. Vaux began his distinguished 30-year career at UC Berkeley in 1948. He served as dean of the School of Forestry from 1955 to 1965 and as chair of the California Board of Forestry from 1976 to 1983.—*Jill Goetz*

New duties *(from p. 1)*

institution to the provost or executive vice chancellor. It is also common in the private sector, corresponding roughly to the duties of the chief executive officer and the chief operating officer.

Supporting Gomes in seeking new money for the Division is Assistant Vice President *Toby Winer*, who headed the former administrative services unit. Winer is now in charge of setting up a development function in the VP's office. A full-scale development plan will be announced when it is completed.

Also reporting to Gomes are Governmental and External Relations Director *Steve Nation*, who oversees Division representatives in Sacramento and Washington, D.C., as well as DANR's

staff of public information representatives and the teams producing DANR's journal, *California Agriculture*, and *ANR Report* and coordinating DANR-sponsored tours and other events hosted by the vice president.

In addition, Vaux and Natural Reserve System Director *Alex Glazer* also report directly to Gomes.

■ As part of this reorganization of the vice president's office, **the administrative and program functions in the Division have been brought into one unified management structure, headed by the associate vice president.**

With this change, DANR, for the first time has a central point for coordinating day-to-day administrative activities with day-to-day program activities. This will ensure that the administrative

side, including the budget, work in support of programs. "I believe the Division will be better served by a support organization in which both programmatic and fiscal data can be integrated in the development, analysis and execution of DANR budgets," Vaux said (see interview below).

Four major units report to him.

- *Lanny Lund*, who fills the newly created position of assistant vice president for programs and also carries the titles of assistant director, AES and state leader, CE, oversees and coordinates all DANR program areas.

Reporting to Lund are the three regional directors and the four program leaders, as well as the director of the research and extension centers and the director of the DANR Analytical Laboratory.

With this structure, there is now a network of program leaders and, further down, workgroups, that cross the traditional administrative units—colleges-and-departments and regions-and-county-offices—along program lines. One benefit that will result is that the Division will be able to coordinate similar programs taking place within administrative units such as colleges or regions, and avoid duplications. Most important, it provides a mechanism for setting priorities at the state-wide level. (An interview with Lund about his new job and his dedication to "collective leadership" will be published in the next *ANR Report*.)

- The assistant vice president for academic personnel, planning and budget, *continued on page 3*

Associate VP Henry Vaux Jr. discusses his new role in overseeing the Division's day-to-day operations

Under the reorganization, Vice President *Gomes* has delegated internal management of the Division to Associate Vice President *Henry Vaux Jr.*

Vaux, who also serves as professor of economics at UC Riverside, has been DANR's second-most-senior executive since 1992. In the interview below, he provides a context for why the vice president's office was reorganized.

"In the past, the vice president of DANR could in some sense be a master of all trades, handling both the Division's internal management and the external portions of the job related to constituent groups, to state

and federal government, to other divisions and units within the University at large.

"But as state support for the University and DANR diminishes, and we come to rely more intensively on nonstate sources of financial support, the tasks of telling the DANR story to the rest of the University, to the citizens of California and to various levels of government becomes increasingly important.

"This view was clearly articulated by the Transition Team and embraced by the vice president himself, whose new duties emphasize the development and enhancement of relationships with state and federal government,

with outside constituent groups and with the other members of the University of California community.

"Under the reorganization, the vice president's job will focus increasingly on making sure that the story of DANR's successes, as well as of its very substantial capabilities, is effectively communicated to all of the groups who can join, support and benefit from our efforts.

"At the same time, the vice president will retain ultimate authority and ultimate responsibility for all facets of Division operations.

"However, authority and responsibility for day-to-day operations of the Division have been delegated to the

associate vice president, which in effect frees the vice president to work in the important external areas mentioned above."

Vaux then talked about consolidations within the VP's office.

"For the past 10 years or so, the vice president's office has been organized in a way that tends to separate programmatic activities from the conventional financial and accounting activities.

"The Division has not always been well served by this split in responsibilities. One of the features of the reorganization is the consolidation of all of the units that have responsibilities for budget and planning into an integral staff directed by Assistant Vice President *Milton Fujii*."

Vaux went on to say that his views of budget making

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Division says 'thank you' and 'good-bye' to Charlie Crabb

By Jeannette Warnert

Charlie Crabb's leadership, management skills and contributions to the Division were lauded at a farewell luncheon in his honor July 21 at the Kearney Agricultural Center. Crabb, director of the South Central Region since 1995, became the dean of the California State University, Chico, agriculture department Aug. 1.

The event's master of ceremonies, Madera County UCCE Director *Ron Vargas*, said early apprehension about the region's new leader four years ago quickly disappeared once Crabb was on the job.

"He brought fresh ideas, was able to evaluate our programs and provide valuable insight," Vargas said. "He gathered information, made a decision and we moved on in a positive direction."

Crabb chaired the Communications Advisory Board and was a member of the DANR Strategic Planning Steering Committee. He facilitated discussions about alternate models of delivering programs, supported efforts to expand the use of technology, including email and the Internet, and made temporary funds available for enhancing program delivery.

Crabb is also well-known statewide for developing a distinctive logo for UC Cooperative Extension and commissioning a line of "logo wear," including brief cases, hats, shirts and mugs.

"It has been a joy to work with Charlie," said DANR Vice President *Reg Gomes*. "He brought a unique combination of skills to the position."

Gomes presented Crabb with a lucite sculpture in commemoration of his four years of service to the Division.

Fresno County UCCE Director *Linda Manton*, who now occupies Crabb's office as director for one year of the newly configured Central Valley Region, said Crabb was her mentor and teacher.

"You left me a great staff to work with," she told him.

Crabb's staff was hard-pressed to keep up with his creative ideas, challenges, goals and enthusiasm, said Regional MSO *Cherie McDougald*. They presented Crabb with a sweatshirt bearing the UCCE logo and a computer mouse pad that pictures his nine-member staff and is inscribed "Charlie's SCR Angels."

In a parting gift from his many friends, colleagues and



Charlie Crabb

ag industry associates, Crabb received a Mont Blanc pen and REI sporting goods gift certificate.

Saying his tenure with the University has been "an E-ticket ride," Crabb wished his former colleagues well.

"You are the best group of professionals I've ever had to work with," he said. "Thanks for the ride."

Warnert is a senior public information rep for DANR.

New duties (from p. 2)

Milton Fujii, manages a unit that is, he said, "kind of the bridge between the administrative side and the program side" of the Division.

Fujii's group is responsible for some of the functions previously carried out by the former administrative services unit. Fujii describes the function of his group as supporting DANR programs by "establishing what monies are available for what purposes and how to channel those monies into the priorities set by the program side of the organization." He added, "The role of the budget office is not to say how much we should be spending on an issue. That's the job of the programs. ... It's the

job of the budget office to say how much is available, and what's the best source, and what's the best way to channel that money into an issue." The unit also manages and supports the merit and promotion process for DANR's academic members. And it manages the Division's ongoing planning process, including the program planning advisory committees (PPACs), whose role it is to recommend 3- to 5-year program priorities.

"My office is not making the decisions," Fujii said. "But we can help create a forum for those discussions to take place smoothly."

- The newly created position of controller/manager of business services, filled on

an interim basis by UCOP's *Dan Sampson*, is the lead financial office for DANR. Sampson is filling the post while a permanent incumbent is being sought (see p. 4).

The controller/manager of business services is responsible for financial oversight, internal controls, analysis and reporting for fiscal operations and business support services in the Division. The controller represents the Division on matters concerning fiscal policy, operations and internal control. This office also manages staff personnel/affirmative action, risk management and information technology support services. These functions had previously been managed by the former

administrative services unit.

- *Bob Sams*, director of Communication Services, is in charge of publications, videos and slide sets produced and distributed in support of DANR programs, as well as communications technology, including distance learning. His responsibilities have not changed under the reorganization.

Correction

Please make the following revisions to the "Regional staffs and CE county directors" list published in the last issue: Phone for Solano Co. 707/421-6791; fax for Yolo Co. 530/666-8736.



COMING UP

SEPTEMBER

4th Annual Exotic Fruit Fly Symposium
Sept. 14; Riverside; Lisa Arth
(909/787-7292; lisa.arth@ucr.edu)

OCTOBER

***Aquatic Weed School**
Oct. 6-7; Woodland; Nancy Muller
(530/752-7091) <http://wric.ucdavis.edu>

NOVEMBER

***1999 California Farm Conference**
Nov. 7-9; Berkeley; 510/222-5091;
kbarzin@compuserve.com

1st Central Vly Region Acad. Staff Conf.
Nov. 11-12; Modesto; Norma Ray
(559/646-6543)

***Sweet Cherry Workgroup Meeting**
Nov. 17; UCD; Steve Southwick
(530/752-2783)

DECEMBER

UC Executive Seminar on Ag Issues
Dec. 13; Sacramento; Ag Issues Ctr
(530/752-2320; agissues@ucdavis.edu)

***Prune Workgroup Meeting**
Dec. 14-15; UCD; Steve Southwick
(530/752-2783)

JANUARY

South Valley Dairy Day
Jan. 20; Tulare; Tom Shultz
(559/733-6488)

Mid-Valley Dairy Day
Jan. 21; Modesto; Marit Arana
(209/468-9492)

* New listing

To list events, call 510/987-0631
or send to ANR Report

Job opportunities

■ Division Controller and Business Services Manager, ANR. Review of resumes begins immediately. See <http://www.ucop.edu/humres/empopps.html>

To apply, send resume and cover letter to James Wray, 851 Camelback Place, Pleasant Hill CA 94523, fax: 925/798-1431.

■ 4-H Youth Development Advisor Sacramento County
Open until filled
#ACV99-05

Internal recruitment—current UCCE advisors only. For more information, contact Cindy Inouye (559/646-6535; cinouye@uckac.edu).

UCD animal physiologist Gary Moberg dies

Gary Moberg, professor in the UC department of animal science and director of the Center for Aquatic Biology and Aquaculture, died Aug. 13, while walking to his office from a campus parking lot. He was 58.

“Gary was a longtime faculty member in the animal science department to whom many of us turned for advice,” said department chair Gary Anderson. “He was internationally recognized as an expert in animal stress and animal welfare. He will be sadly missed as both a colleague and a friend.”

Moberg served as associate dean of the Division of Animal Biology in the College of Agricultural and Environmental Sciences for the past six years. He left that post this spring to become director of the Center for Aquatic Biology and Aquaculture. He joined the UC Davis faculty in 1970.

“Gary’s contribution to the Dean’s Office and to the college has been invaluable,” said interim CAES Dean Andre Lauchli.

“As the result of Gary’s commitment to excellence and ‘can-do attitude,’ many new, innovative programs have been established across campus. He was particularly instrumental in initiating

new centers in the college.”

Memorial gifts can be sent to the Gary P. Moberg Scholarship Fund, c/o Animal Science Department, UC, One Shields Ave., Davis, CA 95616-8687.

Peer reviewers sought

The Assembly Council Personnel Committee will meet Nov. 1-2 to select potential ad hoc peer review committee members for the 1999-2000 salary review cycle. If you are interested in serving on an ad hoc review committee and will be available to meet next March, please inform Elizabeth Gomez in the Office of Academic Personnel at 510/987-0082 or elizabeth.gomez@ucop.edu no later than Oct. 22.

Specialists (from p. 1)

(<http://www.ucop.edu/acadadv/acadpers/tab9900/tab132.html>).

The proposal further provides that CE specialists currently paid on the CE advisor/specialist scale will continue to have the opportunity to transfer to the Specialist in CE scale in accord with campus procedures and the transition guidelines of 1989. Comments should be made to Coordinator Virginia Vogel (virginia.vogel@ucop.edu) by Sept. 13.

Vaux (from p. 2)

had been conditioned by his earliest professional experience as an examiner at the U.S. Bureau of the Budget, now called the Office of Management and Budget. Vaux then added:

“Budgets are inherently programmatic documents; the budget for any year is the specific plan for where we wish the Division to go programmatically in that year. But budgets also must be infused with fiscal reality, and that means that fiscal information is prerequisite to making informed choices in the preparation of any programmatic budget. I believe the Division will be better served by a support organization in which both programmatic and fiscal data can be integrated in the development, analysis and execution of DANR budgets.”

ANR REPORT

DIVISION OF AGRICULTURE AND NATURAL RESOURCES: Serving California through the creation, development and application of knowledge in agricultural, natural and human resources. Website: <http://danr.ucop.edu>

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