



OFFICE OF THE VICE-PRESIDENT —  
AGRICULTURE AND NATURAL RESOURCES

OFFICE OF THE PRESIDENT  
Division of Agriculture and Natural Resources  
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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.

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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>