

ANR REPORT

University of California ■ Division of Agriculture and Natural Resources

Structure to be fully operational July 1

A blueprint for building a mission-based DANR organizational structure

By W.R. Gomes

(Editor's note: All of the information in this special edition was also distributed by email and published on the Transition Team's website on Sept. 24.)

In May 1997, the Division of Agriculture and Natural Resources' strategic plan, "The Challenge of Change," presented a vision for DANR — a vision of a team of scientists and educators optimally organized to fulfill the land-grant mission of the University of California in the 21st century.

Reflecting a broad consensus that emerged among DANR members and our clientele and cooperators, we identified critical criteria for a successful mission-based organization, including the following:

- cooperation, collaboration and teamwork
- adaptability, flexibility and responsiveness to high-priority issues

- a very strong local or county connection
- efficient administration that is responsive to programs
- integration of programming along the research-extension continuum
- equal respect and status for all academics in DANR
- public understanding and support for DANR programs

We committed ourselves to certain organizational management strategies for achieving these criteria. Foremost among these was the formation of a Transition Team to develop and implement structural changes that would lead to a more mission-based organization.

After consultation with the Council of Deans and Directors (CODAD), I appointed the Transition Team in June 1997. I served as the chair of this group, convening a series of 14 monthly meetings dur-



Vice President Gomes is presenting the blueprint to the Division on behalf of the Transition Team.

ing which careful consideration was given to all the ideas put forth by members of the Division and our external clientele and cooperators during the earlier phases of our strategic planning process. These included ideas that emerged from the Divisionwide planning retreat of April 1996, the recommendations of the Organizational Strategy Teams as presented in their report of January 1997, and the input gathered from

the June 1997 external stakeholder consultations.

In addition, the Transition Team conducted a series of interviews with key DANR administrators and leaders and took into account their perspectives and recommendations. Further, we
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How to share your comments with the Transition Team

The Transition Team encourages Division members to review the blueprint carefully and to offer their suggestions for ensuring the successful implementation of the new structure. There are many ways you can learn more about the new structure and share your ideas with the Transition Team:

- Attend one of the pre-implementation meetings (see sidebar on left).
- Utilize the open discussion page at the Transition Team's website (<http://danr.ucop.edu/blueprint/>).
- Email your comments to the Transition Team (transition.team@ucop.edu).
- Fax your comments (in care of Kay Harrison Taber at 510/451-2317).
- Mail your comments to Taber at 1111 Franklin Street, 6th Floor, Oakland CA 94607-5200.

The team will review all comments (signed or unsigned) received by Nov. 15.

Pre-implementation meetings being held statewide

You are welcome to join the Transition Team at any one of the meetings being held during the next few weeks to discuss the Division's new organizational structure. External stakeholders who participated in the strate-

gic planning process have also been invited. The meetings will begin at 10 a.m. and conclude by 2:30 p.m.

Space is limited; reservations are required. To register, send an email to pat.day@ucop.edu by Oct. 16, stating which meeting you'll attend.

- Oct. 23, Oakland Marriott Hotel
- Oct. 26, Redding Holiday Inn
- Oct. 27, Sacramento Clarion Hotel
- Oct. 29, Ontario Hilton
- Nov. 3, Fresno Holiday Inn

Blueprint *(from p. 1)*

solicited input directly from the general Division membership and considered all the concerns and ideas expressed by individuals and groups during the course of our deliberations.

After considering all of this input and evaluating a wide range of options for improving the way in which the Division is organized, I am confident that we have developed a “blueprint” for a new organizational structure that will enhance the effectiveness of DANR as a whole while fostering the success of each individual member of the Division.

The Transition Team’s blueprint is conveyed in the following narrative summary, which highlights the principles upon which the new structure is built. The four-page insert in this special edition of *ANR Report* contains the organization chart. Additional documents are indexed on the main page of the Transition Team website (<http://danr.ucop.edu/blueprint/>) and provide further explanation and details.

I. Statewide programmatic leadership: building an integrated, programmatically based structure

□ **The new position of Director of DANR Programs/State Leader, CE** provides leadership and advocacy for a unified DANR program with a strong statewide and local presence. The Director is the primary programmatic leader for Division research and extension activity and also serves as statewide administrative leader for county CE programs. The Director over-

sees the four program leader units, the three regional director offices, the research and extension centers and the Analytical Laboratory. Consolidation of all of these units under one office enables coordination of program planning and delivery at the statewide level.

□ **Four new Program Leader positions** are the key to a more programmatically based organizational structure. The Program Leaders bring together AES and CE academics in workgroups to plan and conduct programs that address high-priority needs.

Program Leader positions may be partial or full-time appointments; a total of 3.0 FTE are needed for the four positions.

Each Program Leader is responsible for one of four broad programmatic areas and works with campus departments, county units and Statewide Special Programs and Projects (SSPPs) in that area.

Program Leaders serve as chairs of the Program Planning Advisory Committees (PPACs) for their respective subject matter areas:

- Agricultural Resources
- Human Resources
- Natural Resources
- Policy and Integrated Programs (PIP)

Although Statewide Special Programs and Projects may have programmatic ties to any of the four Program Leaders, all SSPP Directors report administratively to the Policy and Integrated

Programs (PIP) Program Leader.

The 4-H Program is organized as one of the Statewide Special Programs and Projects and is led by a **new position of Director–Statewide 4-H Youth Development Program**. The Director is responsible for statewide 4-H policy and program guidance and for Division administration of the 4-H Foundation.

□ **Three restructured Regional Director positions** provide administrative leadership for research and extension programs delivered through CE offices in three geographic areas: **North Coast and Mountain Region, Central Valley Region and Central Coast and Southern Region**. The regions are outlined on a map, “Alignment of Counties Under DANR Regions,” on the back page of the insert.

Regional Directors facilitate the delivery of local CE programs, propose budgets and staffing plans for their respective regions, manage regional budgets, administer all personnel actions for CE advisors, and supervise county directors and regional office support staff.

□ **A new Program Council** chaired by the Director of DANR Programs includes the four Program Leaders, the three Regional Directors and one Associate Dean from each of the four DANR-affiliated colleges/school.

The Program Council provides a forum for the melding of regional, campus and statewide perspectives on matters of program direction and resource allocation and helps ensure coordination of pro-

gram planning and delivery at the statewide level.

II. Expanded and upgraded workgroups: strengthening cooperation between AES and CE, and coordinating and supporting mission-based programs

Workgroups are the focal point and primary mechanism for accomplishing DANR’s high-priority research and extension goals. Workgroups provide grassroots leadership for program development at the statewide level.

Under the new structure, workgroups have access to a designated pool of funds, initially \$1 million or more, for conducting programs and supporting their own operations.

Workgroups are structured to bring together CE and AES personnel along with non-DANR partners to work on emerging and continuing issues. Other workgroup functions include:

- needs assessment and issue identification
- communication and networking
- evaluation and reporting of program results
- subject-matter in-service training
- extramural fund development

Specialists will assume leadership roles and chair workgroups where possible.

Workgroup chairs serve as the liaison to the Program

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Leaders and to the PPACs, conveying the workgroups' input regarding mid-term program priorities.

The Program Leaders, in conjunction with the Director of DANR Programs, serve as advocates for the workgroups. Each Program Leader is responsible for establishing, funding, administering and coordinating workgroups in his/her program area.

Workgroups are to be established for finite periods of time, consistent with continuing or changing priorities. Workgroups are accountable to Program Leaders. Some existing program units (e.g., Statewide Special Programs and Projects and campus-based centers) may function as workgroups.

For an explanation of how current funds will be redirected to support workgroups and other key elements of the new organizational structure, go to the "Plan for Funding the New DANR Organizational Structure" webpage (<http://danr.ucop.edu/blueprint/blueprint/funding.html>).

III. Coordinated fiscal decision-making: creating an inclusive, accountable and visible process for resource allocation

Decisions regarding the allocation of resources within the Division are driven by programmatic considerations and developed through a broadly participatory process led by the Program Leaders and the PPACs. While ultimate budgetary authority rests with the Vice President and the Chancellors, budget proposals and proposals for academic positions originate

at the grassroots level, from workgroups, counties and campus departments. Program Leaders, Regional Directors and Deans develop budgets and position plans based on these proposals for their respective units. In order to promote integration across units, these budgets and plans are shared among the Program Leaders, the Regional Directors and the Deans and are reviewed by the Program Council.

With the advice of the Program Council, the Director of DANR Programs is responsible for developing a comprehensive program budget for DANR, consolidating budget proposals from the Program Leaders, the Regional Directors and the Deans for funds under the control of the Vice President.

Upon review and recommendation by the Executive Council (see section IV), the Associate Vice President, under authority delegated by the Vice President, approves the DANR program budget. The Director of DANR Programs is responsible for implementing the approved budget.

IV. Outward and forward-looking leadership: broadening the funding base and ensuring effective public relations and external communications

The role of the Vice President, ANR is redefined to focus on external relations, development of support, and representation of the Division in the broader University community.

Responsibility for internal management of the Division is delegated to the Associate Vice President, thus enabling

the Vice President to attend more fully to external communication, advocacy and resource development.

The Vice President maintains liaison with key stakeholder interests through internal and external advisory groups.

An expanded role is proposed for the CE Academic Assembly Council under the new structure — to assist in promoting public understanding of Division programs.

In addition to the Office of the Associate Vice President, other units reporting directly to the Vice President are the Office of Governmental and External Relations and the Natural Reserve System.

The new organizational structure also envisions a Development Office, which would directly support the Vice President in efforts to secure new sources of funding.

The role of the Associate Vice President is redefined to focus on internal management of the Division, under authority delegated by the Vice President.

All academic support and administrative support functions are consolidated along with programmatic operations under the Associate Vice President. This consolidation ensures that support functions remain responsive to program needs.

Included under the Associate Vice President's authority are the offices of the Director of DANR Programs, the Assistant Vice President—Administrative Services, the Director—Academic Personnel, Planning and Budget and the Director of Communication Services.

A new Executive Council chaired by the Associate Vice President and including the Director of DANR Programs and the Deans of the four DANR affiliated colleges/school provides long-term strategic guidance for Division programs and sets the framework for policy and resource allocation decisions.

V. Effective and Efficient Administration

Under the new organizational structure, administration will be more effective and efficient as a result of differentiation of roles.

The full-time job of the Vice President will be to present DANR's vision to the broader University, external organizations and the public-at-large, and to enhance support for that vision, while the Associate Vice President will devote full attention to internal management of the Division.

In another complementary set of roles, the Director of DANR Programs and the Program Leaders take the lead for program development, while the Regional Directors provide administrative leadership.

The Director of DANR Programs provides a single point of contact for liaison with statewide constituencies and ensures more efficient and effective response to clientele issues. As State Leader for CE, this position is the central focus of coordination for our highly diverse and dispersed county-based programs.

By shifting most program development responsibilities

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to the Program Leaders, the new organizational structure requires one less Regional Director position than previously maintained. Adding the Director of DANR Programs and the Program Leader positions results in a net increase of 3.0 FTE, the minimal administrative infrastructure required for statewide integration of programs in an organization comprising more than 2,000 academic and staff members.

Funding for the new structure will come from existing resources. For more information on the "Plan for Funding the New DANR Organizational Structure," go to the webpage (<http://danr.ucop.edu/blueprint/blueprint/funding.html>).

Implementing the new organizational structure

Before we proceed further, the Transition Team would like all members of

Transition Team membership roster

- W.R. "Reg" Gomes, vice president, Agriculture and Natural Resources
- Gloria Brown, San Mateo-San Francisco county director
- Don Cooksey, chair, UCR plant pathology department
- Jim Farley, Merced county director
- Refugio Gonzalez, Imperial county director
- Howard Ferris, professor, UCD nematology department
- James Hill, chair, UCD agronomy and range science department
- Susan Laughlin, Contra Costa county director
- Cherie McDougald, management services officer, South Central Region
- Gary Nakamura, area forestry specialist, UCB forest science division
- Jack Williams, Sutter-Yuba county director
- Richard Zacky, purchasing manager, Zacky Farms
- Frank Zalom, director, statewide IPM Project

the Division to review the blueprint and convey ideas that will help ensure the successful implementation of the new structure.

I invite you to learn more about the new organizational structure and to share your ideas at any one of a series of meetings to be convened by the Transition Team in the next six weeks (see sidebar on page 1 for locations and registration instructions). Your input is also welcome through email, correspondence and our online discussion page (for addresses, see the other sidebar on page 1). See the sidebar below to order a hard copy informational packet on the new organizational structure.

The Transition Team will consider all input received by Nov. 15, before commencing the implementation of the new structure.

At that time, recruitment for the position of Director of DANR Programs and for the Program Leader positions will begin. Also, determinations will be made regarding the Regional Director positions and the positions of Associate Vice President, Assistant Vice President-Administrative Services, Director-Academic Personnel, Planning and Budget and Director-Statewide 4-H Youth Development Program.

It is my intent to utilize existing talent within the Division where appropriate in the new organizational structure. I expect that all positions will be filled and the new structure fully operational July 1, 1999.

More details on the web, 'hard copy' also available

You can get more detailed information about the blueprint and post your questions and comments at the Transition Team's website (<http://danr.ucop.edu/blueprint/>).

A "hard copy" packet of the material is also available. Contact Kay Harrison Taber (email: transition.team@ucop.edu fax: 510/451-2317; mail address: 1111 Franklin Street, 6th Floor, Oakland CA 94607-5200).

Strategic Planning Milestones

- September 1995 In their first report, the Program Planning Advisory Committees (PPACs) identify the need for changes in the structure and operation of the Division.
- April 1996 DANR academics meet at statewide retreat to discuss planning assumptions for developing new strategic plan.
- May 1996 Mission, vision statements and core values are published as first element of new strategic plan.
- January 1997 Organizational Strategy Teams (OSTs) recommend organizational management strategies needed to ensure DANR's success.
- May 1997 DANR publishes first iteration of the strategic plan, "Challenge of Change."
- June 1997 External stakeholders provide feedback to strategic plan and recommend actions at four meetings held across the state.
- July 1997 Vice President Gomes convenes Transition Team to develop and implement organizational structure for achieving goals of strategic plan.
- September 1998 Transition Team issues blueprint for a new organizational structure.

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DIVISION OF AGRICULTURE AND NATURAL RESOURCES: Serving California through the creation, development and application of knowledge in agricultural, natural and human resources.

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