



BOYSIE E. DAY
*Director
Agricultural
Experiment Station*

What's my line?

THIS IS MY FIRST REPORT since being appointed Director of the Agricultural Experiment Station and Associate Director of the Agricultural Extension Service. This is a new and perhaps experimental combination of jobs in the Division of Agricultural Sciences and it may be helpful to comment on how it is proposed that I should function in these positions.

As Director of the Experiment Station I am responsible for its research programs. This responsibility is exercised through one or more Associated Directors on each of the Agricultural Campuses and through administrative responsibility for the field stations and other service units.

My function in the Extension Service is to act in a coordinating role on behalf of Director Alcorn on matters related to the research missions of the Extension Service. The aim is to get a more effective working relationship between the Extension Service and the Experiment Station and to enhance the responsiveness of both organizations to one another, and to the public.

It seems to me that the greatest need is to review and rationalize our research programs and modernize planning and reporting procedures. The aim is an aggressive, efficient, and responsive statewide research system that can effectively meet California's research needs.

The only way I know to go about this is by an enormous amount of hard work. The need is not for morale-busting reorganizations, or the formation of insti-

tutes with catchword names, and other gimmicks. The need is for quiet administrative action that is efficient, thorough, attentive to detail, and responsive to the public and the needs of our staff. Nearly everyone is tired of campus disputes and disruptions, and welcomes the opportunity to be free of these distractions and to concentrate once again on productive research.

From the same viewpoint it seems inappropriate that I should begin my new job with dramatic words and grand schemes. In these days of credibility gaps, there are attractions to having our accomplishments become evident as we go along rather than proclaiming them in advance. If we claim great things, but in fact do not accomplish them, we fool only ourselves. If we do a good job, the public will know of it and recognize and reward our efforts.

My job in all of this is to function as bureaucrat, clerk, messenger boy, flunky, chaplain, gadfly and whipping boy. No small part of the task is to deal with the avalanche of paper work that daily inundates the office. This and the problems, viewpoints and voices that must be heard assure that I shall enjoy a full measure of a kind of occupational therapy called work. I ask all of our staff to join me in partaking heavily of this old-fashioned remedy. I assure you it has far greater curative powers than some of the more modern panaceas. It is a well known cure for example, for such academic ills as public distrustitis and low budgetosis.