

# Changing of the Guard



J. B. KENDRICK JR.  
Vice President  
Agricultural Sciences  
Director, Agricultural  
Experiment Station  
University of  
California

IT HAS BEEN SAID so often that it has become a time-worn cliché, but I will say it again—"nothing is so constant or inevitable as change." What does seem different, however, is the *rate* of change. The impatience of youth sees the rate of change as unacceptably slow, while their elders perceive the rate to be faster than they can comfortably assimilate. As a manager of change, I guess I fall some place between these two points of view.

Having said this, I wish to introduce the readers of this page to another change in the administrative organization of the University of California's Division of Agricultural Sciences. Dr. George B. Alcorn, Director of Cooperative Extension, has chosen to retire from his administrative post on June 30, 1975, following 20 years of dedicated service as Cooperative Extension's chief officer. During this long period of leadership George has seen his fine organization's budget grow from almost \$5 million to \$21 million.

He has guided Extension's growth from the traditional emphasis on agricultural production and farm family well-being to include the present broad spectrum of service for citizens of California. The expanded program now encompasses nutrition education for the needy, programs for urban youth, concerns for the environmental impact of society's use of natural resources, help for public officials and agencies who wrestle with public policy issues affecting resource use and economic welfare of rural communities, programs to improve the quality of life for farm workers and their families, and activities designed to help our productive industries cope with the increasing number and variety of state and federal regulations. This is a fine record of achievement and one of which George can be proud. We are all grateful and indebted to him for what has been accomplished.

With George's retirement from the Directorship of Cooperative Extension, we have given much thought to the future of this important organization and its role in the university's program of public service. Over the years, and in particular the past fifteen years, Cooperative Extension has provided information to user groups and individuals through localized pro-

grams of testing and research utilizing the more generalized research findings developed at our own and at other university Experiment Station research centers. To conduct this kind of extension program it is essential that the linkage between research centers and extension specialists and advisors be strengthened and administered as a unit.

To achieve that goal it seemed advisable to combine the Directorship of Cooperative Extension with the office of the Vice President, Agricultural Sciences. Therefore on July 1, 1975, I will assume the additional title and responsibility of Director of Cooperative Extension for the University of California and the United States Department of Agriculture. Since the Directorship of the Agricultural Experiment Station is also my responsibility, this may appear to be undertaking an impossible work load. However, I am convinced that with a dedicated staff we can accomplish what is expected of us and develop an outstanding integrated program of research and extension for the benefit of all Californians.

In the next two years before his mandatory retirement from University service, Director Alcorn will assume an especially important role as Special Assistant to the Vice President, Agricultural Sciences, in charge of international agricultural program development. Several of my recent columns in *California Agriculture* have discussed the challenges we have before us to help alleviate world hunger and starvation. George's assignment will be to help us chart our future involvement in this critical humanitarian endeavor. We will have more to say about that subject in the future.

To all of my California readers, I pledge my efforts to achieve a dynamic and responsive Cooperative Extension program based on close linkage with the research activities of Experiment Station professionals. We have many past accomplishments to be proud of, but our eyes are focused on the future. I hope all of you who look to extension and the Experiment Station for assistance in solving your problems will lend us your support as we move forward to achieve our mutually beneficial goals.