University of California
Agriculture and Natural Resources

Strategic Vision 2040

UNIVERSITY OF CALIFORNIA
Agriculture and Natural Resources

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Complex Challenges, Connected Solutions

As the world's fifth-largest economy, California is unlike any other state in the U.S. Its unparalleled geographic diversity and natural resources offer unique microclimates, soils, and ecosystems which enable the production of over 400 agricultural commodities that sustain a significant portion of the nation and many other countries. California is a hub for innovation, contributing significantly to technological advancements that have changed our lives. It is also one of the most culturally diverse states in the U.S. with a large population of immigrants from around the world. This diversity is reflected in our cuisine, languages, and communities. California continues to be at the forefront of progressive environmental, social, and political movements that improve the well-being of our residents and the health of the planet. These strengths all combine to make California a rich and wonderful place to live, work, and play.

In recent years, however, we have been challenged by a variety of threats that have exposed vulnerabilities. An increasing proportion of the population now has a chronic disease that is nutrition-related (60% of adults — meaning more people are sick than are healthy). Wildfires and periods of drought have long been a California reality, but with climate change and expanding population centers, the frequency, severity, and impact of extreme weather events have grown significantly. A cascade of other major events — the COVID-19 pandemic, the national reckoning of racial injustices, and international geopolitical conflicts — have also exposed vulnerabilities. These challenges are complex and often occur simultaneously or sequentially, straining food systems, supply chains, emergency response, public health systems, and the global economy, all of which fuels the urgency to make California stronger and more resilient.

We also find ourselves amidst an extraordinary era of transformative change driven by the rapid advancement of new technologies and the pervasive integration of artificial intelligence (AI). These changes will impact each sector and person differently, but will undoubtedly continue to redefine how we live, work, and interact. Each innovation brings both promise and challenge, requiring that we navigate the intricate terrain of equity, ethics, privacy, and the need for continued learning.

Moreover, as part of the University of California, a land grant institution, we have a responsibility to acknowledge the diverse native caretakers of this state. Looking ahead, UC ANR is committed to promoting respectful dialogue and forming collaborative relationships with Tribes and Tribal communities to uphold their sovereignty and well-being.

Amid all the challenges, there's also an undeniable sense of possibility: an opportunity to shape a future that's as awe-inspiring as it is uncertain. UC ANR combines unique capabilities, resources, and connections; our long history of collaboration and our spirit of innovation are needed now more than ever.

A Blueprint to Guide Our Efforts

To optimize and align UC ANR's research, programs, and partnerships to meet California's most pressing challenges, we developed this 2040 Strategic Vision document as a blueprint to guide our work, structure, and resource allocation over the next 15 years.

Informed by feedback and insights from hundreds of UC ANR personnel, external partners, and clientele across the state, the UC ANR mission and vision were refreshed, as was the list of challenges upon which UC ANR will focus its research and engagement. This document is not intended to be a full strategic plan; it does not yet include specific goals, objectives, and defined metrics. These elements will be developed in Phase 2 when we refresh our UC ANR Strategic Plan.

UC ANR: Cultivating Solutions Since 1868

For over 150 years, UC ANR has stood as a wellspring of information, innovation, and collaboration. We represent a critical link between UC research and the everyday challenges affecting lives and livelihoods. We engage directly with communities to implement science-based solutions tailored to their specific needs.

Over the next 15 years, UC ANR will continue to serve as a catalyst for positive change, empowering Californians to build a brighter and more sustainable future together.

Our Mission

UC ANR cultivates thriving communities, sustainable agriculture, resilient ecosystems, and economic prosperity in California through development and sharing of equitable and collaborative science-based solutions that have national and global impact.

Our Vision

UC ANR will be valued in every California community for meaningful engagement and making a positive impact in people's lives.

To achieve this, we will catalyze partnerships across the rural-urban continuum to make California the world's leader in agricultural production and food systems, natural resources management, ecosystem resilience, community and youth development, nutrition and health, and economic development.

Our commitment to building an inclusive and equitable society will contribute to a stronger California where all people and communities thrive. We will learn from our communities, acknowledging different ways of knowing and doing while fostering constructive dialogue and collaborative decision-making. Our workforce and clientele will reflect the diverse people of the state. We will challenge structural, procedural, and distributional inequities through all our work.

We will be a key player in developing California's resiliency and economic prosperity. Our technology innovation, incubation, and commercialization efforts will be widely known around the world. We will develop a youth and adult population of creative, science-minded, critical thinkers with the skills needed to adapt and affect change in a rapidly evolving world.

The UC ANR work environment will inspire and motivate a committed, collaborative team who are trusted partners, visionary and inclusive leaders, and primary local sources of science-based solutions. Others around the world will emulate the UC ANR model and implement its practical and sustainable solutions.

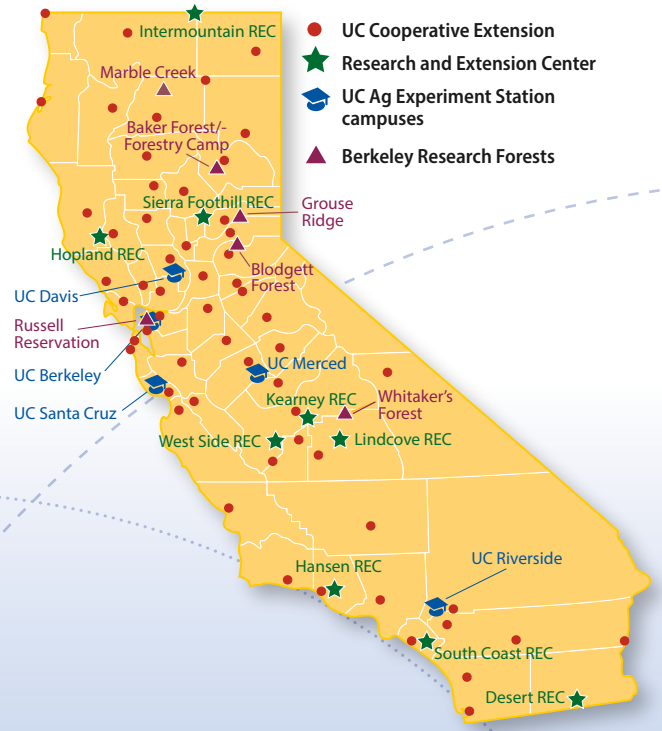
The UC ANR Network: Delivering on the Mission

UC ANR collaborates with the entire University of California system — 10 campuses, five medical centers, three national labs, and more — to provide leadership and administration of multiple programs federally required of land–grant institutions. Together, UC ANR's Cooperative Extension, Research and Extension Centers, and the Agricultural Experiment Station campuses form a network that translates research into policy and practice. This network constitutes a critical component of UC's tripartite mission of research, teaching, and public service.

UC Cooperative Extension

Cooperative Extension (UCCE) serves as UC's "community ambassador," extending research and education programs in every California county and expanding the University's reach far beyond the system's 10 campuses and its student population. UCCE researchers and educators work with, live in, and are supported by the counties they serve. Through long-lasting and trusted partnerships with their communities; industry groups; and state, local, and federal agencies, they address many of the most pressing problems facing California.

Through the UCCE network, UC ANR also administers 14 statewide programs and institutes, which focus on research and outreach to address the state's high-priority issues. Volunteers are integral to UCCE effectiveness; roughly 20,000 volunteers contribute over one million volunteer hours annually in the 4-H Youth Development, UC Master Gardener, UC Master Food Preserver, and UC Environmental Stewards programs.



Research and Extension Centers

UC ANR's nine Research and Extension Centers (RECs) provide a network of living laboratories, generating innovative research, education, and outreach to benefit diverse communities across California's agricultural and working lands, wildlands, and urban environments. Stretching from Oregon to Mexico, from the Sierra Nevada Mountains across the great Central Valley, deserts, and coastal ranges to the Pacific Ocean, the RECs offer 13,000 acres across the state's many climates, ecosystems, and crop varieties. These sites enable experimentation in a natural environment and the testing of agricultural management practices.

Agricultural Experiment Station

UC ANR's Vice President is the Director of the UC's Agricultural Experiment Station (AES). AES faculty provide worldwide research leadership in agriculture, environmental sciences, economics, nutrition, community and youth development, and veterinary medicine. They collaborate with UCCE Specialists and Advisors to conduct research and make their findings available to the public. UC's Agricultural Experiment Station researchers are located at the Berkeley, Davis, Merced, Riverside, and Santa Cruz campuses.

Seven Challenges: Where We Make a Difference

As a long-trusted source for practical tools and information, UC ANR is uniquely positioned to cultivate, co-create, and share science-based solutions on a wide range of local to global issues. Based on extensive input from diverse sources, seven distinct California challenges have been identified as priority areas in which UC ANR can make a significant impact over the next 15 years.

The following pages outline just a few examples of actions UC ANR can take to drive positive outcomes under each of the challenge areas. Related goals, objectives, and metrics are developed and refreshed separately every five years.

All of the challenges are complex and interrelated, demanding interdisciplinary approaches to drive equitable, appropriate, and practical solutions. These challenges are all critically important and are listed alphabetically, not in any order of priority.

Our Priorities

These first three challenges specifically relate to UC ANR's research and programming core:

Agriculture and Food Systems

California's agriculture and food systems face barriers to productivity, sustainability, profitability, and equitable distribution of healthy foods.

Natural Ecosystems and Working Landscapes

California's diverse ecosystems are impacted by multiple stressors, threatening ecosystem services, biodiversity, and resilience.

Thriving People and Communities

California's people and communities face barriers to physical, nutritional, social, and economic well-being, coupled with inequitable opportunities for development and civic engagement.

These next four challenges are overarching and impact all areas of UC ANR research and programmatic activity:

Climate Change

Climate change fundamentally threatens California's communities, ecosystems, agriculture, and other working landscapes, creating urgent demand for scalable strategies to mitigate causes and build resilience.

Innovation

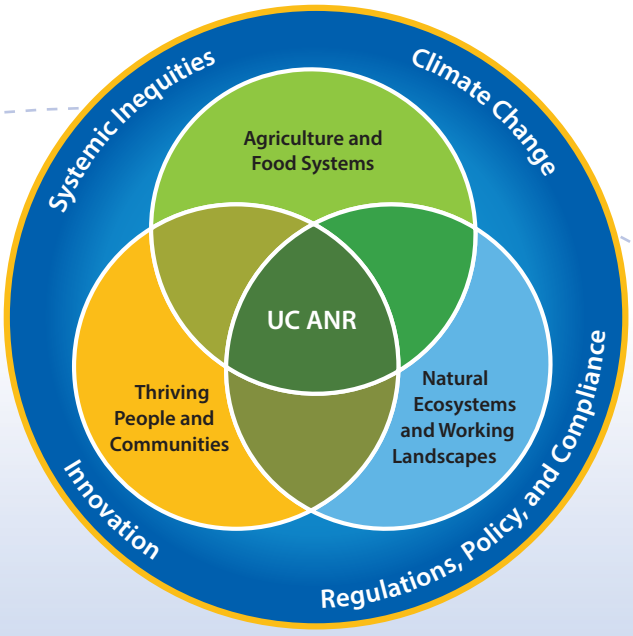
Rapidly changing information, technology, materials, and public demands necessitate the development, evaluation, and adoption of secure, innovative tools and solutions.

Regulations, Policy, and Compliance

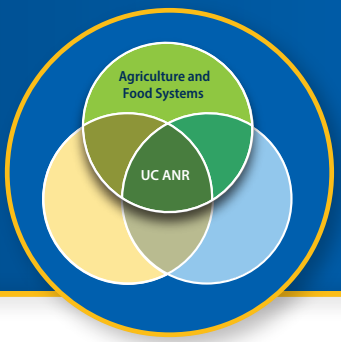
California faces a complex, ever-changing regulatory environment in which science-based input and community engagement are needed to inform policy decisions and implementation.

Systemic Inequities

Inequitable access to critical resources stresses many segments of California's population, causing significant disparities in well-being.



Strengthening Agriculture and Food Systems



The Challenge

California's agriculture and food systems face barriers to productivity, sustainability, profitability, and equitable distribution of healthy foods.

Actions for Positive Outcomes

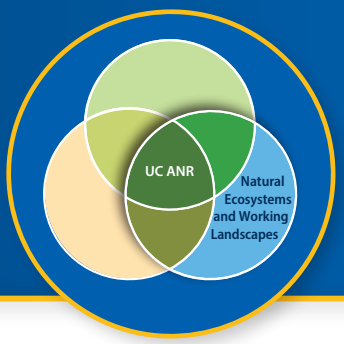
UC ANR plays a pivotal role in strengthening California's agriculture and food systems through a transdisciplinary approach that includes but is not limited to the following areas of action:

- Promote sustainable and innovative agricultural practices and inputs to enhance resiliency and productivity in farming and ranching operations while promoting human health and environmental sustainability
- Advance plant and animal breeding and production techniques to ensure the health and vitality of the agricultural sector
- Develop means for efficient water use, maintaining water quality standards, and enhancing equitable access to water resources for farmers and the food system
- Advocate for and develop agricultural practices that improve soil health
- Manage endemic and invasive pests and diseases to enhance crop resiliency, agricultural productivity, and to safeguard food security
- Further food and green waste reduction, recovery, and economic reuse initiatives, emphasizing sustainable practices
- Build strong, resilient food supply chains by addressing distribution challenges and by promoting food sovereignty and enhanced food access and security
- Support home, school, and community gardens; urban farms; regional food networks; and food preservation to increase access to fresh produce that sustainably nourishes a healthy population and reduces diet-related chronic diseases
- Strengthen pathways into agriculture and other food system professions, thereby ensuring a robust and sustainable future for these vital sectors
- Provide resources and best practices that support farmworker health, safety, economic opportunities, and social mobility.
- Develop and implement strategies to enhance financial security within California's farm and food systems, including supporting access to loans and financial resources, markets, and distribution channels

UC ANR has helped to make Northeast California a national leader in the production of high–quality alfalfa sought after by dairies and livestock producers around the world.

UC ANR researchers develop and test carrot breeding stock, including novel colored carrot strains with increased nutritional values.

Protecting and Restoring Natural Ecosystems and Working Landscapes



The Challenge

California's diverse ecosystems are impacted by multiple stressors, threatening ecosystem services, biodiversity, and resilience.

Actions for Positive Outcomes

UC ANR is at the forefront of protecting and restoring California's natural ecosystems and working landscapes. Opportunities for action include, but are not limited to the following:

- Support land access, land use planning, and management strategies that promote sustainable land stewardship
- Engage land managers, including Tribes and Tribal communities, in biodiversity conservation efforts and projects aimed at restoring and managing habitats, including protected natural areas and habitat corridors
- Encourage renewable energy production, storage, and transmission by advancing innovative science linking engineering, agricultural, biological, and environmental sciences
- Conduct research and outreach to prevent and mitigate the impact of endemic and invasive pests and diseases on both native habitats and working lands
- Implement strategies to sustainably manage water resources
- Develop and advocate for management practices that improve soil health
- Provide guidance and support for management strategies that promote wildfire resilience in forests, rangelands, and wildland-urban interface areas
- Promote waste reduction, innovative reuse, and market development to strengthen sustainability and prosperity in forest management and biomass utilization
- Bolster the natural resource career pipeline by providing educational and vocational programs for a diverse, qualified workforce
- Collaborate with local community organizations to increase civic engagement in conservation, restoration, and participatory science

It is great to know that we have Cooperative Extension to educate us and help keep us innovative and sustainable. It seems that every day we have a new challenge, and being able to call or email an Advisor to get the latest and greatest is the key to our ability to continue to stay in business and provide jobs and opportunities for our teams!"

—Mike Mellano, CEO of Mellano & Company

Cultivating Thriving People and Communities

The Challenge

California's people and communities face barriers to physical, nutritional, social, and economic well-being, coupled with inequitable opportunities for development and civic engagement.

Actions for Positive Outcomes

UC ANR partners with those we serve to cultivate thriving people and communities through a holistic approach that encompasses many different disciplines and types of engagement. Opportunities for action include, but are not limited to the following:

- Strengthen scientific literacy and critical thinking across all populations to enhance informed decision-making
- Foster pathways to post-secondary education and workforce readiness, equipping individuals with critical skills and resources needed for professional success
- Empower youth through leadership development, community participation, and civic engagement initiatives, supporting their growth as active and informed community members
- Promote physical and mental well-being through research, education, and outreach on topics such as food safety, security, literacy, and access; nutrition; gardening; physical activity; and emerging diseases
- Enhance food, nutrition, and health policies, systems, and education programs to drive systemic and environmental changes that promote health and well-being and make healthy choices easier and more accessible
- Create vibrant and sustainable communities by improving infrastructure, landscaping, and access to green spaces
- Conduct research and outreach that prioritizes access to clean and safe drinking water, mitigating waterborne diseases, and promoting sustainable water management practices
- Develop and extend strategies that mitigate pest and disease pressures, promoting healthier and more resilient communities
- Support initiatives to expand and develop regional industry clusters that offer new economic opportunities such as biobased products manufacturing, outdoor recreation, advanced air mobility, and more
- Nurture a thriving entrepreneurial ecosystem that catalyzes economic development, sustainable resource management, and financial literacy, and provides crucial access to funding and technical assistance, particularly for small growers, businesses, and underserved communities to promote generational prosperity

Building Climate Change Resilience

The Challenge

Climate change fundamentally threatens California's communities, ecosystems, agriculture, and other working landscapes, creating urgent demand for scalable strategies to address causes and build resilience.

Actions for Positive Outcomes

UC ANR plays a pivotal role in safeguarding the environment, agriculture, people, and communities against the multifaceted challenges posed by climate change. Opportunities for action span prevention, resilience, and recovery including, but not limited to the following:

- Deepen our understanding of how climate change influences local weather patterns, and the resulting impacts to soils, plants, animals, and communities
- Foster interdisciplinary collaborations among academia, government, and the private sector to enable innovative solutions to the multifaceted challenges posed by climate change
- Develop effective adaptation and management strategies to address the many adverse effects of drought, floods, sea level rise, heat, and other extreme weather events on communities, agriculture, and natural ecosystems
- Partner with farmers, ranchers, and communities in researching, implementing, and calibrating strategies to sequester carbon
- Expand development and delivery of best practices to manage and economically repurpose wildland fuels, reduce catastrophic wildfire, restore traditional carbon cycles in fire-adapted ecosystems, and reduce vulnerability of the built environment
- Design, develop, and implement strategies to ensure the efficient and equitable use of surface and groundwater resources in the face of climate variability
- Support transitions away from fossil fuels and other efforts that reduce greenhouse gas emissions
- Work with agencies and community-based organizations to help plan for, respond to, and recover from climate change–fueled disasters
- Recognize the interconnectedness of climate change with secure food, water, and shelter and work to ensure quality, quantity, access, and sustainability for present and future generations
- Build capacity of local communities in climate adaptation through education for volunteer service, workforce development, and professional learning
- Inform and foster consumer eating choices to decelerate climate change while supporting human health

UC ANR scientists encourage the adoption of intentional groundwater recharge using farm fields, orchards, and vineyards.

Driving and Harnessing Innovation

The Challenge

Rapidly changing information, technology, materials, and public demands necessitate the development, evaluation, and adoption of secure, innovative tools and solutions.

Actions for Positive Outcomes

UC ANR upholds a commitment to innovation, the ethical use of technology, and data-driven approaches. Opportunities for action include, but are not limited to the following:

- Develop, commercialize, and support adoption of cutting-edge technologies such as robotics, drones, and precision agriculture tools, while also safeguarding related intellectual property protections
- Support initiatives to increase broadband access and ensure digital safety and security for all
- Apply and manage big data, utilizing large data-sets to inform decision-making processes and drive innovation
- Harness the power of artificial intelligence (AI) in a manner that is both innovative and ethically sound, leveraging it to optimize agricultural practices, ecosystem management, and health outcomes
- Collaborate with academic, government, nonprofit, Tribal, and private sector partners to stimulate a more inclusive and successful innovation ecosystem that provides youth, adults and local communities with opportunities to pursue invention, entrepreneurship, and commercialization of ideas
- Engage with technology developers, researchers, and policymakers to ensure new technologies are developed and commercialized in a way that enhances equitable sharing of the benefits of these new tools while minimizing harms to vulnerable populations

"We're proud to join forces with UC ANR for the Farm Robotics Challenge. [Our] aim is to not only inspire the next wave of agricultural innovation, but also to prepare the workforce that will bring these innovations to life."

—Ethan Rublee, CEO of farm-ng

UC ANR research supported the Turlock Irrigation District to initiate the first-in-the-nation construction of solar panels over water canals, which is expected to increase the state's electric capacity while saving water and helping meet decarbonization goals without impacting arable land.

Informing Regulations, Policy, and Compliance

The Challenge

California faces a complex, ever-changing regulatory environment in which science-based input and community engagement are needed to inform policy decisions and implementation.

Actions for Positive Outcomes

UC ANR plays a crucial role in helping our communities navigate California's intricate regulatory landscape. Opportunities for action include, but are not limited to the following:

- Facilitate collaboration among local, state, and federal policymakers, regulators, and community members to ensure that regulations, policies, and systems are informed by evidence-based research and reflect the needs and perspectives of diverse stakeholders
- Extend science-based information to empower stakeholders to navigate regulations and standards in critical areas such as air quality, food safety, land use, water quality and quantity, nutrition, agricultural inputs, pest management, and more
- Address regulatory compliance barriers faced by all producers, especially small-scale, diversified farms; Black, Indigenous, and People of Color (BIPOC) communities; lower-resourced communities; and those with limited English proficiency
- Promote transparency, accessibility, and inclusivity in regulatory processes, program design, and implementation
- Connect campuses, and other critical resources, to communities across California to further develop the information, tools, and continuing education needed to support compliance with and better understanding of regulations across sectors

"UCCE Advisors are some of the most valuable assets available to orchard growers in Butte County. Their science-based recommendations are key components in our modern farming operations. UCCE Advisors help growers navigate the changing environmental and regulatory challenges of farming in California."

—Paul McGowan, Butte County almond grower

Addressing Systemic Inequities

The Challenge

Inequitable access to critical resources stresses many segments of California's population, causing significant disparities in well-being.

Actions for Positive Outcomes

UC ANR is deeply committed to addressing systemic inequities by partnering with communities to advocate for and implement initiatives aimed at reducing disparities. Opportunities for action include, but are not limited to the following:

- Expand and enhance access to science-based information to ensure that communities have the knowledge and resources necessary to make informed decisions about their health and well-being
- Engage with community economic development efforts designed for equitable inclusion
- Provide equitable education and workforce development opportunities and positive youth development programs, ensuring that all individuals have access to resources and support systems necessary for personal and professional growth
- Advocate for and implement initiatives that improve access to clean water and air
- Foster equitable access to positive built and natural environments by contributing to the development of community gardens and green spaces
- Promote technology access to help bridge the digital divide, ensuring that underserved communities have access to essential digital resources, services, and information
- Strengthen relations with Tribes and Tribal communities by supporting their goals in environmental stewardship, youth development, health initiatives, and workforce development, while acknowledging our historical ties to their ancestral lands
- Promote food sovereignty by supporting initiatives that provide access to healthy, culturally relevant food, thereby empowering communities to reclaim control over their food systems
- Conduct research and extension aimed toward improving the livelihood, welfare, and work environment of farmworkers and other vulnerable populations
- Utilize linguistically and culturally appropriate resources, incentives, and market support to create a more equitable society where all individuals have the opportunity to thrive

Creating the UC ANR 2040 Vision

The full UC ANR visioning process has two phases and was designed to be highly participatory. This document includes the components developed in Phase 1. The components and process for each phase are outlined below.

Phase 1 (April 2023–July 2024):

- Update the UC ANR mission and vision
- Identify the California challenges upon which UC ANR will prioritize its research, Extension, and program delivery through 2040

The Phase 1 process included four different opportunities for internal and external collaborators to provide input and feedback (listed below). Data was then analyzed and presented to the 36-member Strategic Visioning Committee to inform the development of the above components.

1. Statewide Conference Breakout Sessions: 19 groups, ~775 participants
2. Input Survey: ~3,175 internal and external recipients, 30% response rate
3. Draft Component Feedback Sessions: 13 statewide in-person and online sessions, ~425 participants
4. Final Draft Feedback Survey: 230 key constituent recipients, 25% response rate

All UC ANR personnel were invited to provide input. In addition, we sought input from UC ANR volunteers and many diverse external partners and clientele, including other academics, government agencies, elected officials, nonprofit organizations, industry partners, growers, ranchers, and California Tribes.

Phase 2 (2024–2025):

- Refresh the UC ANR Strategic Plan, including specific operational and programmatic goals, objectives, and metrics
- Revisit our public values and condition changes based on the seven new challenges defined during Phase 1
- Examine current internal structures to ensure that we are strategically organized to optimally facilitate internal communication and academic endeavor

The Phase 2 process will be equally participatory including a survey, focus groups, feedback opportunities and a 45-member Strategic Framework Committee.

The Strategic Visioning Committee

David Ackerly, Dean, Rausser College of Natural Resources, UC Berkeley

John Bailey, Director, Hopland Research and Extension Center, UC ANR

Lyn Brock, Nutrition Education Professional Development Coordinator, UC ANR

Bethanie Brown, Interim Executive Director, Human Resources, UC ANR

Jennifer Bunge, Executive Director, Resource Planning and Management, UC ANR

Helen Dahlke, Professor in Integrated Hydrologic Sciences, UC Davis, and Leader, Water Quality, Quantity and Security Strategic Initiative, UC ANR

Ruth Dahlquist-Willard, Interim Director, Sustainable Agriculture Research and Education Program, UC ANR

Josh Davy, County Director and Livestock, Range and Natural Resources Advisor, UCCE Tehama County, and Leader, Sustainable Natural Ecosystems Strategic Initiative, UC ANR

Jim Farrar, Director, Statewide Integrated Pest Management Program, UC ANR

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Kim Lamar, Associate Director, Office of Contracts and Grants, UC ANR

Anne Megaro, Director, Government and Community Relations, UC ANR

Mike Mellano, Chairman of the Board and Vice President of Farming, Mellano & Company, and Chair, UC President's Advisory Commission on Agriculture and Natural Resources

Deanne Meyer, Cooperative Extension Specialist, Department of Animal Science, UC Davis

Elizabeth Moon, Director, Workplace Inclusion and Belonging, UC ANR

Sharon Nance, President, NTAPROBLEM LLC Consulting, and Member, UC President's Advisory Commission on Agriculture and Natural Resources

Keith Nathaniel, County Director and 4-H Youth Development Advisor, UCCE Los Angeles County

Anita Oberbauer, Professor and Associate Dean for Research and Outreach (Ag Programs), Department of Animal Science, UC Davis

Daniel Obrist, Vice Provost, Academic Personnel and Development, UC ANR

Karmjot Randhawa, County Director, UCCE Fresno, Tulare, Kings, and Madera Counties

Lorrene Ritchie, Director and Cooperative Extension Specialist, Nutrition Policy Institute, UC ANR

Lynn Schmitt-McQuitty, Director, County Cooperative Extension, and Interim Director, Statewide 4-H Program, UC ANR

Jennifer Sowerwine, Associate Specialist, Department of Environmental Science, Policy, and Management, UC Berkeley, and Leader, Sustainable Food Systems Strategic Initiative, UC ANR

Ryan Tompkins, Forestry and Natural Resources Advisor, UCCE Plumas, Sierra, Lassen Counties

Tu Tran, Associate Vice President, Business Operations, UC ANR

Tom Turini, Vegetable Crops Advisor, UCCE Fresno County, and Leader, Endemic and Invasive Pests/Diseases Strategic Initiative, UC ANR

Steven Worker, 4-H Youth Development Advisor, UCCE Marin County, and Leader, Healthy Families and Communities Strategic Initiative, UC ANR

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Kathryn Stein, Project Manager, Office of Associate Vice President for Research and Cooperative Extension, UC ANR

Katherine Webb-Martinez, Director, Program, Planning and Evaluation, UC ANR

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Page 2: (L-R), Ag researcher–UC ANR photo; 4H cooking lesson–Elisabeth Watkins; Rice Field Day–Evett Kilmartin

Page 3: (Clockwise from top), STEAM summer camp, with chickens–Evett Kilmartin; Burn boss–Lenya Quinn-Davidson; Beekeeping–Elena Zhukova

Page 6: (Top), Tractor in alfalfa–UC ANR photo; (Bottom), Carrot breeding–Jairo Diaz-Ramirez

Page 7: (Clockwise from top), California Naturalist student–Jaelyn Browne; Livestock grazing–UC ANR photo; Urban forest restoration–Janet Hartin

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Page 11: (Top and clockwise), Cover cropping orchard tour–Evett Kilmartin; UC ANR Day at the Capitol–Evett Kilmartin; Farmer–Elena Zhukova; Water–Elena Zhukova

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