



Strategic Planning Initiative

University of Wisconsin - Extension Cooperative Extension

Cooperative Extension Strategic Planning Process Strategic Plan and Mission, Vision, & Values

Strategic Plan Implementation Inventory April 22, 2009



This report includes the Cooperative Extension Strategic Plan recommendations accompanied by the results of an inventory of current activities and organizational structures that will support implementation. The Inventory will be used by the Implementation Design Team as it develops a process for carrying out the goals recommended by the Strategic Planning Committee.



Building Awareness about our Community-based Research, Education, and Outreach Scholarship Niche

Overarching Strategic Issue Question

How can Cooperative Extension develop an awareness plan that adequately communicates to internal faculty and staff, local constituents, state and federal legislators, and other key stakeholders Cooperative Extension's unique niche, the value of that niche, and the individual and community impacts that would not have been achieved without UW-Extension – Cooperative Extension?

Vision for Change (Vision Design Team – 5/28/08)

Cooperative Extension is a “household name” recognized and valued by the people within Wisconsin and beyond its borders. Through awareness building, UWEX-CE illustrates its niche, value, collaborative network, dedicated professionals and unbiased community-based research, education, and outreach scholarship in a compelling way.

Foundational Values (Values Design Team – 1/25/08)

- Research-based, unbiased resources and education
- Scholarship
- Life-long learning (in our organization and with our stakeholders)
- Responsiveness to state and local needs
- Partnerships (creating external and internal synergy)
- Open and effective communications
- People (by creating a culture and structure that achieves life-work balance)
- Equity, justice and fairness
- Quality and excellence
- Pursuit of diversity inclusiveness; and appreciation of differences and similarities

“The voyage of discovery lies not in finding new landscapes, but in having new eyes.”

~ Marcel Proust

Recommended Goals and Strategies

Goal One:

Position ourselves as leaders in the UW-System and in Wisconsin by developing an understanding of, and communicating the value of, our community-based research, education, and outreach scholarship niche among Cooperative Extension faculty, academic staff, specialists, classified staff, administration, and the broader UW-System.

Strategy A:

Increase internal Cooperative Extension and UW-System awareness and understanding of community-based research, education, and outreach scholarship as our niche.

The UW-System, including campus-integrated faculty and staff as well as county and unit-based faculty and staff will understand, appreciate, and value different interpretations of scholarly work throughout Cooperative Extension. Cooperative Extension will soften institutional structural barriers by engaging the UW-System in dialogue, information and resource-sharing about our varied and collective approaches as scholar-practitioners. Part of this can be accomplished through the scholarship symposium (see Goal One, Strategy B, 2), but substantial progress toward meeting this strategy will come through communication about the criteria various groups in Cooperative Extension and campuses use to define scholarly work.

1. Each criterion of the various interpretations of scholarship within Cooperative Extension must be described in such a way as to help its faculty, staff, and administrators better understand how different research, teaching, and learning traditions are being applied to help communities solve problems and access opportunities, including those found in the UW-System.
2. Increased communication about what constitutes scholarly work should take place on a consistent basis in a wide variety of formats (meetings, WisLine, fact sheets, blogs, web links, webinars, and intranet, among others).

**Inventory of Current Activities
Supporting Structures for Change**

- Faculty governance has been addressing these issues recently.
- Academic Staff Council provides another forum for discussions and action on scholarship relative to academic staff.
- The Academic Leadership Standing Committee is a forum for this work.
- Extension has been asked to define community engagement for the Regent’s Report and other UW institutions will use that definition for their work.
- There are regular program area symposiums on scholarship.
- District meetings (Northern Western Dist Colleagues annually are involved in the Outreach Scholarship Conference.
- Journal of Extension submissions
- There is an institutional definition of scholarship
- CRD and district symposiums
- Efforts within New Colleague Orientation
- The tenure process is structure for addressing.
- The SIRP process is structure for addressing.
- The 1, 2 and 3 year review process for tenure-track faculty addresses scholarship.
- Tenure mentoring committees
- Program area liaisons mentor colleagues.
- Academic staff title review discussions are ongoing.
- Districts have been forums for showcasing scholarship.
- There is a working definition of scholarship in CE. It needs to be reviewed and communicated internally and externally.

Strategy B:

We will engage in dialogue, deliberation, and selection of strategic actions that will solidify internal awareness, understanding, and recognition of our particular niche.

UWEX-CE will establish ongoing systems and structures for dialogue between campus-based faculty, staff and administration throughout the UW-System and Cooperative Extension faculty, staff and administration

that will lead to better ways of articulating to external funders and other stakeholders how the various forms of scholarship practiced system-wide are applied throughout Wisconsin. A major part of this dialogue should focus on how community-based research, education, and outreach scholarship conducted by Cooperative Extension staff and faculty is, or can be, integrated into a broader higher education context.

1. Increasingly, Cooperative Extension is being required by its Federal funders to demonstrate its link to higher education. Negotiation between campuses and UWEX-CE Program Areas related to filling integrated specialist positions must include an agreement or memorandum of understanding about criteria for meaningful scholarly work.

Inventory of Current Activities Supporting Structures for Change

- Impact reports demonstrate scholarship and more intentional messages could be included.
- Communicating Value is an ongoing and continually updated effort that includes strategic external communication and training for colleagues throughout Cooperative Extension.
- Federal reports demonstrate scholarship and more intentional language could be included.
- In March 2009, CEAC discussed how the inter-institutional agreement process could better serve the changing programmatic needs of Cooperative Extension.
- Program Directors are engaged in conversation to increase support for improving the structures that support scholarly work.

2. Establish a Cooperative Extension Community-based Research, Education and Outreach Scholarship Symposium to be held annually and to replace one all-staff district meeting. (The symposium may be offered at two venues each year to make it easier for people to attend). A half-day will be devoted to sharing examples of scholarly work that in some way helped meet the needs of communities and that may be applied across all program areas. The other part of the day will be focused on a discussion about the meaning of scholarship as it relates to the methods which Cooperative Extension faculty, academic staff, classified staff, and administrators work as practitioners to help advance the organization’s mission. Brainstorming and action-planning for how these groups will work together to increase our collective responsiveness to emerging state and local issues is expected to be a vital part of the discussion. External stakeholders such as county supervisors, WACEC (Wisconsin Association of County Extension Committees), campus-based faculty and administration, as well as UW-System partners would also be invited to participate in the symposium. It is anticipated that this strategy will help increase trans-institutional understanding about how the term “scholarship” is interpreted, and increase appreciation for the contributions of various applications throughout the institution.

For further consideration:

- a. The UW-System including UW-Colleges and UW-Extension partner in co-sponsoring the National Outreach Scholarship Conference – we will build on best practices from that conference to create a learning forum for Wisconsin work.
- b. Explore how the Northern and Western districts hold cross-program symposiums and learn from their successes.
- c. Another suggestion is to create a “scholarship team” that is available to units and offices for developing core competencies.

Inventory of Current Activities Supporting Structures for Change

- Northern and Western districts have conducted joint scholarship conferences that could be used as a model.
- CNRD symposium annually showcases scholarship.
- Four cross-district in-services were recently held with good success.

3. In the longer-term, we encourage that the Faculty Senate consider eliminating the Faculty Tenure Advisory Committee (FTAC). Although such a step may tend to reinforce programmatic silos, it is assumed that for each program area the Standard, Rank and Promotion Committee (SRP) is in the best position to judge whether tenure applicants' portfolios adequately exhibit scholarly work that was used to benefit stakeholders, that was shared with peers, and that will help academic staff and faculty achieve promotion. At the same time, however, it is expected that the Cooperative Extension Symposium will help SRP members from various programs think more broadly about what constitutes good scholarship as it relates to tenure and promotion and, more importantly, to the institution's mission. The FTAC is a structural layer of evaluation that in this context may prevent many from developing a more comprehensive view of how scholarship permeates everything we do in Cooperative Extension to assist communities and to further transformational education.

Goal Two:

Build passion for our community-based research, education, and outreach scholarship niche and the impacts we make among decision-makers.

Strategy A:

Utilize "Internal Relationships," "Life-work Balance," and "Diversity and Inclusive Excellence" strategies to attract and retain excellent people who are committed to effective delivery of our mission. (See "Culture: Aligning Values, Operations, and Programming" for more information.)

Inventory of Current Activities Supporting Structures for Change

- Core competencies will develop internal relationship skills and life-work balance.
- A team approach to working with unsatisfactory performance includes the district director, program area liaisons, county department heads and nutrition coordinators, human resources director and associate dean/director.

Strategy B:

Deliver excellent Cooperative Extension programs, university-based applied research, and community-based participatory research informed by, and in response to, appropriate participatory needs assessments; and grow institutional capacity to collect and communicate evidence of mission-based success. This is already a quality of UWEX-CE, however, the SPSC recommends additional staffing for the Program Development and Evaluation Unit to support this strategy.

**Inventory of Current Activities
Supporting Structures for Change**

- Program Development and Evaluation has been considering staffing needs and options for updating the Cooperative Extension system of gathering and communicating mission-based success.

Strategy C:

Hire or identify an external or internal expert to help UWEX-CE develop our competency and capacity for building awareness. Awareness building should become a core competency among all UWEX-CE personnel so we are able to bring needed information to our stakeholders and the general public. In addition, we must have adequate internal capacity to consistently and systematically follow through on these efforts. Specific aspects of the core competency and capacity-building issue are being able to:

1. Articulate and communicate our niche
2. Increase awareness about UWEX-CE among current users and increase the value they place on our work
3. Provide opportunities for non-users to learn more about and access UWEX-CE resources and programs
4. Develop political effectiveness skills including an ability to create a political effectiveness strategy
5. Develop a plan to maintain and increase political support among these partners:
 - a. County (Executives, Boards, Finance Committees, and Extension Committees, among others)
 - b. State (Agency, non-profit, and business sector partners; the UW-System; state and federal legislators and staff, among others)
6. Conduct an evaluation of CPAG's (Community Partner Advisory Groups) and re-align their work based on identified best practices.

**Inventory of Current Activities
Supporting Structures for Change**

- Community capacity building
- Department Head Conference in 2009 addressed these recommendations.
- The public information specialist in the Office of the Dean and Director assists counties with specific political and communication issues.
- CPAGs are routinely evaluated.

Strategy D:

Hire a marketing consulting firm to develop a marketing strategy for (1), the stakeholders who fund us, (2) a general audience so that more stakeholders can access Cooperative Extension, and ultimately the UW-System, and (3) Cooperative Extension county and unit professionals for use in creating greater awareness, linkages and communication with partners and clientele.

Inventory of Current Activities Supporting Structures for Change

- Western District and 4-H Youth Development program area have recently worked with marketing consultants.
- National Extension branding study
- New 4-H Marketing Committee
- Central District program needs assessment survey
- Multiplier Evaluation Project in ANRE
- County marketing teams are described in plans of work.

Intended Outcomes

Short-term:

1. An environment will be created where people more consciously devote time to thinking and learning about community-based research, education and outreach scholarship practices, its value, and impact.
2. UWEX-CE employees believe that everyone has a stake in promoting our identity and our value, and are provided with the necessary tools, skills, and competencies to convey this to our stakeholders.
3. UWEX-CE will have improved relationships with our stakeholders through an increased awareness and value of the UWEX-CE brand.

Medium-term:

1. UWEX-CE will be more effective at communicating our value and impact because we are continually sharing our scholarly work both externally and internally.
2. Wisconsin stakeholders will understand our contributions toward positive community change and transformational education and will demand our services.

Long-term:

1. Cooperative Extension will be viewed as leaders and preferred partners in community-based research, education, and outreach scholarship.
2. State and federal legislators will value UWEX-CE because their constituents support us.
3. Every county department will see a need for Cooperative Extension, and will value us and our role.
4. UWEX-CE funding will be more secure and stable.

“All paths lead to the same goal: to convey to others what we are. And we must pass through solitude and difficulty, isolation and silence, in order to reach forth to the enchanted place where we can dance our happy dance and sing our joyful song.”

~ Pablo Neruda

Structuring ourselves for Success

Overarching Strategic Issue Questions

How can Cooperative Extension develop a flexible structure that works across districts and programs areas, reduces layers and responds to emerging issues in a timely manner? How can our structure be adapted for relevant programming in the 21st century? How do we embrace change through creativity and innovation?

Vision for Change (May 28, 2008)

Our structure produces internal and external trans-disciplinary expertise and collaborations to address complex issues. There are supportive, encouraging people and processes in place for all educators when we take appropriate risks to address complicated emerging issues.

Foundational Values (Values Design Team – 1/25/08)

- Honesty and integrity
- Innovation, change, and risk-taking
- Life-long learning (in our organization and with our stakeholders)
- Responsiveness to state and local needs
- Partnerships (creating external and internal synergy)
- Open and effective communications
- People (by creating a culture and structure that achieves life-work balance)
- Equity, justice and fairness
- Quality and excellence
- Pursuit of diversity inclusiveness; and appreciation of differences and similarities
- Stewardship through accountability and responsible resource management

Recommended Goals and Strategies

Goal One:

Create, align, and/or eliminate organizational structures (people, processes and organizational relationships) so that UWEX-CE can consistently, efficiently and effectively address administrative and governance functions.

Strategy A:

Adapt program, district, and other administrative structures to promote consistent, effective and efficient communication and networking within UWEX-CE. Adaptations will include efforts to standardize structures where appropriate - and also provide opportunities to be flexible across structural boundaries.

1. Recommend to the Chancellor that Dean Klemme's interim position be made permanent. Continuation of Dean Klemme in this position contributes to organizational stability and consistency, and provides the high level of leadership necessary for the effective implementation of the strategic plan.

**Inventory of Current Activities
Supporting Structures for Change**

- Letter from the Strategic Planning Committee has been sent to the chancellor. CEAC sent a letter of support as well.

2. Conduct a comprehensive review of all administrative and governance structures, committees, teams, task forces, and policies to determine their contribution toward organizational mission. The purpose of this review is to create benchmarks and enhance accountability while at the same time streamline systems, processes and policies; and eliminate non-value added efforts, duplication of function, ambiguous and/or irrelevant policies. It is expected that such an examination will not only lead to greater organizational efficiencies but also increased life-work balance for UWEX-CE personnel. Ultimately, the SPSC's intention for this strategy is directed toward increased creativity, responsiveness, communication, and awareness of organizational and programmatic issues and responses.

**Inventory of Current Activities
Supporting Structures for Change**

- Regional, rather than district, meetings are a new way to increase efficiency and share ideas in new and effective ways.
- In 2008-09 new cross program teams were created to bring together expertise on public issues and educational needs.

3. Dissolve the Quad Counties as an administrative structure and include Kenosha, Milwaukee, Racine, and Waukesha Counties in existing UWEX-CE districts – or if needed, realign all districts to include these counties. It is expected that this strategy will help create organizational consistencies, improve communications, and provide opportunities for organizational learning about challenges, opportunities, resources, and programmatic responses encountered by all regions, centers, and units regardless of their urban or rural population-base. Good work, resources, and practices must not only be targeted, but also shared more broadly so greater organizational learning can occur.

**Inventory of Current Activities
Supporting Structures for Change**

- CEAC has acknowledged the specific challenges of the Quad Counties. For instance, prior to this recommendation from the Strategic Planning Committee, state program directors, associate directors and program area liaisons had been encouraging colleagues in the Quad Counties to work with faculty and academic staff across the state at every opportunity to promote sharing of program expertise. CEAC has been encouraging increased flexibility relative to colleague representation as initiatives are designed and implemented, communicating the idea that not all districts need to be represented equally for all statewide work.

Goal Two:

Create, align, and/or eliminate organizational structures (people, processes and organizational relationships) so that Cooperative Extension can allocate resources to support areas of high need, cross-district and cross-program area innovation, flexibility, timeliness and results.

Strategy A:

Create or adapt organizational systems, structures, and policies that support innovation, flexibility and a timely response to diverse and emerging needs.

1. Milwaukee County:

- a. In the short-term, develop a three year strategic plan for our efforts in the city and county of Milwaukee.
- b. In the longer-term, create a “Milwaukee Center,” a cross-programmatic center for urban programming led by an “Urban Programming Coordinator.” It is important that UWEX-CE recognize that “what happens in Milwaukee County” impacts all of UWEX-CE and that the success of the organization depends on the success of Milwaukee County. Initially, resources should be dedicated and focused on work in Milwaukee County with the anticipation that, over-time, the good work that is done in Milwaukee County will inform UWEX-CE about best practices related to urban programming and that these practices will be adapted for use in other areas of the state.

**Inventory of Current Activities
Supporting Structures for Change**

- Milwaukee County Extension is a cross-program center for urban programming. Colleagues there are working as a team to position that office strategically to serve the needs of the county and their strategic plan will communicate future action steps.
- The May 2009 Urban Conference, hosted by Wisconsin and held in Milwaukee with many presenters from across Wisconsin, is testimony to the increasing urban programming being conducted in this state.

2. Diversity – Inclusive Excellence:

- a. In the short-term, UWEX-CE will work toward understanding and adapting our processes for UW-System’s Inclusive Excellence and accomplishing tasks related to Diversity and Inclusive Excellence outlined in the Supplemental Issues and Strategies .
- b. Work in partnership with a range of organizations that promote equality and opportunity in education. This is a fundamental shorter-term strategy that is intended to lead us toward the ability to establish the Center for Diversity Excellence. In the short term, we will integrate with existing structures found with partnering campuses or agencies so we can reduce the need for immediate hiring of new Full Time Equivalent employees.
- c. In the longer term, recognizing that programming for diverse audiences and diversity education is at the heart of our mission and the founding of our institution, we should position ourselves within the UW-System as leaders in the promotion of a diverse workforce, and as leaders serving a diverse Wisconsin with excellence. We must strengthen our capacities internally so that we can better serve externally. We will create a UWEX-CE “Center for Diversity Excellence” whose purpose is to provide guidance and programming to people, staff and employers across Wisconsin. The Center should be strategically located outside of Madison or Milwaukee so that we can expand both our outreach and our own internal thinking about meeting needs related to diversity. (Further details about specific functions are outlined in “Culture: Aligning Values, Operations, and Programming).

Inventory of Current Activities Supporting Structures for Change

- Cultural immersion experiences for groups of colleagues (Mexico, New Orleans)
- Phase II Plan 2008 Report describes examples of Cooperative Extension diversity work in the areas of programming, expanding access to new audiences, the workplace environment, awareness and capacity for personal growth and development.
- Responsibility Based Culture concepts are being connected with concepts from the Multicultural Awareness Program on an ongoing basis.
- CEAC is leading an effort to refresh our understanding of and capabilities for accessibility.— Spring 2009
- Counties that have completed civil rights reviews have rich inventories of outreach activities. In March 2009, district directors and program leaders discussed how to effectively showcase these best practices
- International experiences (Russia, Nicaragua, Guyana, Mexico)
- A number of county, regional and statewide rural immigration and rural labor summits, 2006-09
- 4-H international experiences are ongoing.
- Program areas translate educational materials, through program team recommendations.
- Simultaneous Interpretation Equipment pilot in 2008-09 and a new policy on serving people with limited English proficiency.
- International and diversity seminars in Wisconsin Rural Leadership, ongoing.
- The Human Resources Network did a review of employment practices and stronger language in position descriptions relative to responsibilities for expanding access to educational programs and nondiscrimination.
- Responsibility Based Culture developers are developing new training modules to address these issues.
- Native American and Latino taskforces have provided resources and professional development for more effectively programming.
- African American initiative, began in Spring 2009
- Fundamentals for 4-H Youth Development Programs covers serving diverse audiences
- The work of the Dairy Team to provide curriculum for Hispanic dairy workers and the producers who employ them.
- Multicultural Understanding Team in the 4-H Youth Development program area
- Two new specialists are key hires to build capacity to serve culturally diverse audiences—a Native American specialist in 4-H Youth Development and an African American specialist in 4-H Youth Development and Program Development and Evaluation.
- The nutrition program continues to hire staff of color to build capacity for effective programming.
- Family Living Conference, 2009—Family Portraits: Diverse Families in Changing Communities
- Civil Rights redesign work --new orientation materials, new review processes
- New Colleague Orientation Wisline Web sessions on civil rights responsibilities, began in the Winter of 2009 and will be expanded.
- New marketing materials for 4-H

3. Technology

a. To the extent possible, eliminate Instructional Technology (IT) barriers between counties and UWEX-CE. Recommended Actions:

1. Inventory county and campus offices to determine current situations, capacities and limitations in order to determine needs and strategies to ensure that all offices have access to latest IT capabilities.
2. Communicate the value of UWEX-CE technology services to the county.

3. Partner with counties to create a uniform policy about how we negotiate between UWEX-CE and counties; and partner in reviewing policies regarding emerging technologies to ensure that UWEX-CE personnel have access to all necessary technologies.
 4. Establish uniform standards for all UWEX-CE offices regarding IT support.
 5. Prioritize needs and resource responses in order to dedicate funds to ensure that all UWEX-CE offices have access to latest IT capabilities.
 6. Implement a UWEX-CE host server that all UWEX-CE personnel can remote access.
- b. Provide development opportunities for using technology to enhance transformational education.

Recommended Actions:

1. Maximize UWEX-CE contracts for hardware and software to gain volume savings
2. Continuous technical support and training.
3. Design multifaceted, user friendly strategies for access to UWEX-CE supported software.
4. Design multifaceted, user friendly strategies for development of distance learning opportunities for UWEX-CE clientele.

Inventory of Current Activities Supporting Structures for Change

- The Cooperative Extension Technology Team is engaged to respond to our program needs and team requests.
- An inventory of county systems was completed within the last year at the time of migrating users to Exchange. 52 county offices responded.
- Currently a topic of discussion for CE Tech services staff, a Cooperative Extension IT blog has been created as the communicate vehicle for this information. Information about blog as a resource for County IT offices and UWEX offices went out 4/3/09
- Position papers have been written and communication to county IT departments has occurred in regard to social networking and YouTube.
- A more comprehensive communication piece is being planned and will be communicated through the blog.
- All offices have business hours access to the UWEX/UWC Service Center and CE Technology Services Help Desk and staff. Beyond that support, support at the desktop level is defined on an office by office basis. This is due to the differing levels of county IT support. CE Tech Services Help Desk attempts to communicate with county IT departments when issues of support require local support.
- Currently working on creating an Intranet (SharePoint project)
- Hardware: All UWEX-CE offices may already take advantage of UW-System/State contracts for hardware savings. Work directly with UWEX business office.
Software: All campus based offices should use campus resources for purchase of software at academic pricing. County/district offices can work with Ingrid Gottfried of CE Tech Services to order software at academic pricing. Academic pricing is typically significantly cheaper than county/state contracts.
- CE Tech Services pays the Microsoft Campus Agreement costs for the county/district offices. These offices may get upgrades to the Windows operating system and the current version of Microsoft Office at no cost by contacting Ingrid.
- All offices may use the UWEX/UWC Service Center and the CE Tech services help desk for technical support.
CE Tech Services employs 1.6FTE in Lisa Linfield and Molly Immendorf who are both educational technology specialists who provide various and numerous training throughout the year in many different formats.
- See #1 above. People can use the web site or call to get access to the software. Supported software will be addressed on the blog.

Goal Three:

Align structure, program configurations, resource allocation, partner and inter-institutional agreements based on state and county needs identified in educational planning processes.

Strategy A:

Build stronger, mutually beneficial partnerships and relationships within the UW-System.

1. Annual inter-institutional agreements between UWEX-CE and its campus partners should be transparent and include specific deliverables that contribute toward the integration of research, education and extension and provide mechanisms for monitoring and accountability.

Inventory of Current Activities Supporting Structures for Change
<ul style="list-style-type: none"> • Inter-institutional agreements are negotiated by the four program areas individually to meet the programmatic and resource needs of the program areas respectively.

2. Improve understanding and communication with individual campus outreach and community engagement offices by developing one or two pilot initiatives between UWEX-CE and other campuses. Emphasis should be placed on achieving greater flexibility in terms of short-term resource allocation, contracts, and appointments so that ultimately we can all be more responsive to emerging needs. Clear outcomes and deliverables should be negotiated up-front.

Inventory of Current Activities Supporting Structures for Change
<ul style="list-style-type: none"> • Cooperative Extension is nurturing stronger relationships with UW System • CEAC recently discussed options for the Inter Institutional Agreement process to better meet program needs.

Strategy B:

Conduct an external review of Cooperative Extension’s programs and resource allocations for alignment with state and county needs, and establish guidelines for continued review.

Inventory of Current Activities Supporting Structures for Change
<ul style="list-style-type: none"> • The Land Grant mission and USDA directives factor into programming decisions.

Strategy C:

Design a program planning process that systematically engages stakeholders and results in allocating and/or re-allocating resources to address emerging needs across program area structures. This process should be implemented every three to four years and should be designed to complement the external fiscal and programmatic review outlined in Strategy B above.

Strategy D:

UWEX-CE and its personnel will prioritize external partnerships based on needs identified in educational planning processes:

1. Develop partnership competencies with UWEX-CE personnel:
 - a. Establish guidelines to help faculty and staff determine who to partner with and why. Elements to consider are ability of partnerships to:
 - i. improve effectiveness and efficiency of programming
 - ii. build awareness and political support
 - iii. open doors to funding opportunities
 These guidelines can be used to identify new partnerships, and help dissolve or reduce resources invested in existing partnerships.
 - b. Increase the ability of faculty and staff to recognize, plan for, establish, evaluate, and make adjustments for partnerships that can occur at four levels (4Cs): communication, cooperation, coordination and collaboration.
 - c. Develop core competences in how to be politically effective in building, maintaining and leveraging partnerships.

**Inventory of Current Activities
Supporting Structures for Change**

- Partnerships are prioritized at the local level with the help of state level colleagues who assist with political effectiveness strategies. Workshops and training on communicating value are offered frequently at conferences and district and program area meeting. Web resources are updated on a continual basis.

2. Develop organizational competencies for prioritizing partnerships.
 - a. Develop guidelines to help UWEX-CE prioritize strategic partnerships with state and federal agencies; guidelines may be based on emerging statewide needs, focusing limited resources on a few already established or new strategic partnerships that reflect UWEX-CE's long-term strategies related to mission.
 - b. Develop guidelines to help UWEX-CE prioritize strategic partnerships with state and federal agencies and other potential partners that are aligned with UWEX-CE's mission. Partnership efforts should focus on a few high priority partnerships that reflect UWEX-CE's mission. Priority partnerships should include those create mutually beneficial relationships for addressing emerging issues, accessing opportunities, and meeting long-term strategic needs. Partnerships should always be driven by mission, rather than short-term funding opportunities.

**Inventory of Current Activities
Supporting Structures for Change**

- Program areas are responsible for state, multi-state and federal partnerships relative to program content. This work is continually in process.

Goal Four:

Create, align, and/or eliminate organizational structures (teams, committees, people, processes and organizational relationships) in order to facilitate organizational learning and promote efficient and effective communication across Cooperative Extension.

Strategy A:

Create a seamless planning and reporting structure that utilizes commonly understood terminology and enhances accountability and supports institution-wide communication and program development.

**Inventory of Current Activities
Supporting Structures for Change**

- The New Extension Network steering committee, facilitated by David Hinds, identified the following functions for the network: planning, results sharing, learning, resource and knowledge repository, evaluation, community building; communication, locating resources, product development and management. The original intent was for the network to be in operation by January 1, 2009. Given its dependence on SHAREPOINT, this deadline has been pushed back. The Steering Committee's members include: Dave Berard, Deanna Schneider, Cathy Crandall, Dan Malacara, Dave Nolan, Dean Slark, Deb Jones, Kadi Row, Kevin Graeme, Matt Glewin, Peggy Olive, Tom Blewett, Greg Johl, and Larry Jones.

Strategy B:

Similar to Dean Klemme's WisLine Survey of 2007, UWEX-CE will evaluate current communication methods (District and other WisLines, meetings, websites and blogs) and adapt those methods based on findings.

Strategy C:

Reconsider meeting needs across UWEX-CE, particularly by decoupling administrative meeting needs from professional and program area meeting needs. A suggested example of a new meeting format is to have an "all" UWEX-CE meeting that offers both Program Area and cross-Program Area offerings. This would increase coordination across program areas and reduce travel costs.

Intended Outcomes

Short-term:

1. A variety of personnel will share leadership in understanding and evaluating the effectiveness of various structures and functions and in decision-making about how we re-align ourselves to achieve organizational efficiencies, effectiveness, and consistencies.
2. Through competency development, personnel will have improved competencies related to technology, partnerships, and program development and evaluation.
3. Through stakeholder and situation analysis related to thoughtful planning, UWEX-CE will have the information it needs improve its understanding about what will be needed to align resources in areas of high need and to position ourselves for leadership in these areas.

Medium-term:

1. UWEX-CE will take strategic action to align and streamline its organizational structure for greater efficiencies and responsiveness to critical and emerging issues.

Long-term:

1. Changes in organizational structure make us more relevant, agile, and flexible in response to emerging state and local needs.

Gaining Resource Engine Momentum

“The role of a leader is to metabolize fear into action. Fear that is not metabolized into action metabolizes into a repetitive pattern of self-defeating anxiety that limits potential.”

~ Larry Hirschhorn

Overarching Strategic Issue Question

How can Cooperative Extension develop momentum for creating a sustainable resource “engine” to deliver superior performance relative to our mission?

Vision for Change (Vision Design Team – 5/28/2008)

- We are strong stewards of the fiscal resources invested in Cooperative Extension.
- We establish greater degrees of freedom in funding resources to embrace unique programming opportunities.
- We embrace multiple strategies for fund development from a variety of sources.
- We have a comprehensive plan to share resources across Cooperative Extension.
 - This plan creates a strategic response to changing resources.
 - This plan develops an understanding among Cooperative Extension staff of alternative strategies for funding allocation.

Foundational Values (Values Design Team – 1/25/08)

- Honesty and integrity
- Trust
- Innovation, change, and risk-taking
- Life-long learning (in our organization and with our stakeholders)
- Responsiveness to state and local needs
- Partnerships (creating external and internal synergy)
- Open and effective communications
- People (by creating a culture and structure that achieves shared leadership in meaningful decision-making processes)
- Equity, justice and fairness
- Quality and excellence
- Pursuit of diversity inclusiveness; and appreciation of differences and similarities
- Stewardship through accountability and responsible resource management

Recommended Goals and Strategies

Goal One:

Create a resource allocation model that supports innovation, flexibility and timely responses.

Strategy A:

Reallocate resources from open positions, and potentially reallocate current resources in a manner that responds to emerging needs. Ultimately, we will develop a larger resource pool shared across Cooperative Extension to increase flexibility and responsiveness. This pool could be used to buy out existing positions or bring someone in to address short term needs. Program Directors should work with District Directors to share resources to address emerging needs. Under this model, district resource management teams should be replaced with a statewide resource management team.

Inventory of Current Activities Supporting Structures for Change

- Under the current structure, districts, program areas, and administrative units have assessed needs and reallocated resources internally.
- Short term funding has been invested at the institutional (Dean's) level, collaboratively between program areas, or within program areas or districts to address emerging needs.

Strategy B:

The need for a longer term commitment to new resource allocations could be evaluated as part of the process. The decision-making body for this pool should represent a diversity of roles within UWEX-CE – for example, state personnel, county personnel, administrators, nutrition educators, faculty, academic staff, classified staff, and all program areas, among others. Although some Madison based personnel should be involved, the group by no means should be dominated by them. Note: This strategy also serves to meet Goal #3 for “Internal Relationships” where Cooperative Extension creates or adapts structures that provide opportunities for people at all levels to be involved in meaningful decision making processes. (See “Culture: Aligning Values, Operations, and Programming” for more information.)

Strategy C:

Designate funding to encourage cross-program team initiatives. Since program directors allocate team funds within the various program areas, the current team funding methods do not in most cases promote cross-program initiatives. One way to break down program related silos within Cooperative Extension would be to not allocate team support based on program areas; another method is to substantially increase incentives for cross-program work. Although this may increase the competition for grant funding, it would also go a long way in helping to promote cross-program work and respond in a seamless fashion to statewide and local needs.

Inventory of Current Activities Supporting Structures for Change

- Funding has been allocated for cross-program teams (organizational development, conflict resolution, internationalizing Cooperative Extension, strategic planning).
- Program Directors have agreed to send announcement of team-supported professional development offering to all faculty and staff with program area specific.
- Funding has been allocated for cross-program professional development, such as the Covey training.
- Program areas have recruited cross-program participation on program area hosted teams.
- Program areas have made commitments to fund staff member participation in teams and professional development opportunities offered by another program area.
- District resource management funds may be invested in cross-program initiatives.

Goal Two:

Cooperative Extension must grow its resource engine.

Strategy A:

Create a Cooperative Extension Endowment to provide funding flexibility for innovative, perhaps at times “risky” programming initiatives primarily at the local level. Currently, there is no pool of dollars dedicated to this. If the institution wants to increase its relevancy, it must be innovative. Attempted innovation might not lead to desired results, but as an educational institution we will learn from and not repeat our mistakes. The first step in establishing a foundation like this would be to develop an organizational structural model based on best practices used by other foundations such as the Wisconsin 4-H Foundation.

Strategy B:

Develop cost-benefit analysis methods to determine which local and state programs are effective and best support the Cooperative Extension mission. The analyses should be focused on whether the given program is improving the community. If the particular program is not meeting mission, then resources should be allocated to programs that are meeting mission. This will help the institution and local offices target their dollars toward what will have the greatest positive impact (mission first, dollars second). This strategy may also help to address life/work balance and partnership issues because in theory these kinds of cost/benefit analyses would also help determine whether existing collaborative relationships between Extension and other stakeholder entities are truly effective and if not whether they should be terminated.

Strategy C:

Develop a contingency plan if the 60/40 split is not maintained. The primary purpose of this strategy would be to create a safety net if the local government entity for some reason could no longer choose to maintain a much needed position. For example, part of this may be determining if the practice of one faculty for each of the four program areas in each county is appropriate.

Strategy D:

Explore innovative and effective strategies that other states are using to maintain and grow their resource engines. Best practices research could be important in this area.

Goal Three:

UWEX-CE will develop the fiscal competencies of its personnel, creating the knowledge and expertise needed for leadership succession, and increasing trust in resource decisions.

Strategy A:

Provide training on budget and funding issues. Examples that were suggested include:

1. Funding 101 – basics of how funding is structured, allocated and moved around in Cooperative Extension

Inventory of Current Activities Supporting Structures for Change
<ul style="list-style-type: none"> • The Dean and the Budget Director have developed a budget orientation series for all colleagues, intended to assist in budget planning, and communicating with partners and stakeholders. Winter 2009

2. Funding 102 – external funding sources, how they fit into the funding mix, how to compete for, cultivate, and leverage external funding sources. At this time, we can build on the resources we have currently to do a much better job at this.

Inventory of Current Activities Supporting Structures for Change
<p>The Dean and the Budget Director have developed a budget orientation series for all colleagues, intended to assist in budget planning, and communicating with partners and stakeholders. Winter '09</p>

Strategy B:

Maintain a pool of funds for addressing salary inequities within the institution and increase transparency of the salary process.

Inventory of Current Activities Supporting Structures for Change
<ul style="list-style-type: none"> • Pay plan funds are provided for increases based on market. • Faculty and academic staff recruitment and retention funding is provided.

Strategy C:

Fund a position that serves as a “resource expert” within Cooperative Extension. This position would help people navigate and locate funding opportunities, and help identify new funding opportunities both inside and outside Cooperative Extension that would benefit the entire institution. The resource expert should do an annual development and allocation plan to guide and respond to the bigger decision-making body referred to under Goal One, Strategy A. He/she must work closely with that decision-making body to grow the institution’s funds. As such, that person is more of a coordinator rather than a person who makes funding decisions.

Intended Outcomes

Short-term:

1. There will be greater institutional understanding of how funding and budgeting decisions are made, which in turn, contributes to a greater likelihood that some personnel will be in a better position to succeed in leadership positions they may hold in the future.
2. UWEX-CE will have the information it needs to guide decision-making during times of institutional challenges and opportunities.

Medium-term:

1. UWEX-CE will have a greater ability to reallocate resources toward addressing stakeholders' crucial emerging needs.
2. Through increased incentive, there will be more cross-program efforts.

Long-term:

1. UWEX-CE will experience increased short and long-term financial stability.

***“You’ve got to have something to eat and a little love in your life
before you can hold still for anybody’s sermon on how to behave.”***

~ Billy Holiday

Culture: Aligning Values, Operations, and Programming

Overarching Strategic Issue Question

How can we create an internal environment that develops congruency between what we value and how we act upon (walk the talk) our diversity goals, the balance between personal and professional life, and our relationships for all staff and faculty in Cooperative Extension so that these values can also be realized in our external relationships and programming?

Vision for Change (Vision Design Team – 5/28/08)

Cooperative Extension honors, respects and exemplifies the diversity of our staff, Wisconsin's citizens, and communities by continually elevating and challenging the ideals of inclusion, diversity, personal, interpersonal, and organizational effectiveness through:

- Practice
- Programs
- Organizational Structure
- Attracting and retaining our human resources
- Training
- Mentoring
- Partnerships
- Funding
- Ideas
- Research
- Accessibility (access)

Foundational Values (Values Design Team – 1/25/08)

- Honesty and integrity
- People (by balancing personal and professional life; and creating a structure that achieves shared leadership in meaningful decision making processes)
- Responsiveness to state and local needs
- Partnerships (creating external and internal synergy)
- Trust
- Open and effective communications
- Equity, justice, and fairness
- Quality and excellence
- Pursuit of diversity inclusiveness; and appreciation of differences and similarities

Recommended Goals and Strategies

Goal One:

Cooperative Extension will position itself in the UW-System and in the state as a leader in promoting a diverse workforce and serving a diverse Wisconsin with excellence.

Primary Strategy:

(Note: Portions of this strategy were included in "Organizing ourselves for Success.") Recognizing that programming for diverse audiences and diversity education is at the heart of our mission and the founding of our institution, we will position ourselves within the UW-System as leaders in the promotion of a diverse workforce and serving a diverse Wisconsin with excellence. We must strengthen our capacities internally

so that we can better serve externally. We will create a UWEX-CE “Center for Diversity Excellence” whose purpose is to provide guidance and programming to staff and residents across Wisconsin. The Center will be strategically located outside of Madison or Milwaukee so that we can expand both our outreach and our own internal thinking about meeting needs related to diversity. We will support these efforts with financial and people resources and are recommending 4 FTE’s (or 3 FTE’s with student interns) who will be responsible for the following:

1. Employee and Professional Development
 - a. Offer diversity education opportunities internally and externally (recruitment, succession planning, inclusion, working with respect, communicating across boundaries, recognizing discriminatory behavior, terminology, understanding disabilities, stereotypes, leadership development-inclusion, generation gap).
 - b. Develop and implement a formal mentoring and coaching program that will enhance internal relationships to create a more inclusive climate and increase the success for newly hired or newly promoted staff.
 - c. Offer networking opportunities that will assist with inclusion and professional growth.
 - d. Develop a Wisconsin UWEX-CE Urban-Rural Exchange Program which encourages shared learning, transfer of knowledge and replication of programming.
2. External Community Partnerships: Work in partnership with a range of organizations that promote equality/opportunity in education. This is a fundamental short-term strategy that is intended to lead us toward the ability to establish the Center for Diversity Excellence. In the short term, we will integrate with existing structures found with partnering campuses or agencies so we can reduce the need for immediate hiring of new FTE’s.
3. Funding: Considering high need and high population areas, support diversity efforts with appropriate financial and people resources (see also “Organizing ourselves for Success”).
4. Internal Leadership
 - a. Establish and develop a cross program team, state team, or subcommittee that can think more tactically and strategically about our approach to diversity efforts. Identify the purpose for our efforts and align our actions around that purpose.
 - b. Encourage leadership to commit to moving beyond current diversity efforts (Action) -Multi Cultural Awareness and Diversity Circles.
 - c. Establish and communicate a business case for diversity.
 - d. Fully integrate diversity across the organization. Communicating expectations to all employees, ensuring productive work environments.
 - e. Develop a system of metric that can be administered across Extension to track and assess ongoing progress.
 - f. Benchmark programs at other educational institutions that have been successful in recruiting and retaining staff of color.
 - g. Create diversity values that reflect diversity strategies/vision (Institutional change)
 - h. Develop and implement a diversity assessment (survey, interviews, and focus groups).
 - i. Make sure that diversity efforts are reflected in individual action plans and performance reviews.
 - j. Develop a reward system for staff that promote, meet and go beyond diversity expectations.
 - k. Provide leadership for civil rights review.

5. Programming: Ultimately, all of our diversity efforts are intended to strengthen our capacity to effectively engage communities and respond to the needs of diverse audiences and clientele throughout the state of Wisconsin. To do so we must:
 - a. Assist county based sites with resource upgrades (for hearing and sight impaired, the disabled as well as bilingual, multicultural materials).
 - b. Build and sustain targeted diversity efforts; ensure return on investment thru strong evaluation and follow up:
 - Multi Cultural Awareness
 - Diversity Circles
 - Civil Rights
 - County based efforts (Walk one hour in my shoes)
 - Understanding of abilities
 - Multi-generational appreciation
6. Develop a diversity communications strategy
 - a. Create external marketing strategies that capture positive diversity images/messages.
 - b. Develop strategies to communicate and publicize UWEX-CE diversity strategies, plans, progress, and milestones on all levels.
7. Human resources and employment practices: View Cooperative Extension as a learning organization where our capacity and success at learning and practicing effectively internally leads to our success at learning and practicing effectively externally. To that end, we will:
 - a. Implement a talent identification, succession planning, and development program for high potential, high performing employees.
 - b. Strengthen our recruitment and retention efforts; increase diverse talent pools and staffing for our counties, centers, units, and administrative levels.
 - c. Create a recruitment plan to reach to reach underserved audiences including the physically, sensory, or cognitively disabled as well as racial/ethnic groups, and those living in poverty.
 - d. Interview (potential) personnel from underserved audiences who have accepted or declined offers to UWEX-CE.
 - e. Develop internal leadership through buying-out and training existing diverse staff to assist with recruitment efforts.
 - f. Update job descriptions to reflect diversity practices.
 - g. Hire staff that reflects the overall population distribution.
 - h. Develop a plan to hire more specialists in urban areas, areas of significant poverty and other areas of high need.
 - i. Strengthen our connection to internship programs (i.e. Summer Affirmative Action Internship Programs).

Inventory of Current Activities Supporting Structures for Change

- Cultural immersion experiences for groups of colleagues (Mexico, New Orleans)
- Phase II Plan 2008 Report describes examples of Cooperative Extension diversity work in the areas of programming, expanding access to new audiences, the workplace environment, awareness and capacity for personal growth and development.
- Responsibility Based Culture concepts are being connected with concepts from the Multicultural Awareness Program on an ongoing basis.
- CEAC is leading an effort to refresh our understanding of and capabilities for accessibility.— Spring 2009
- Counties that have completed civil rights reviews have rich inventories of outreach activities. In March 2009 district directors and program leaders discussed how to effectively showcase these best practices.
- International experiences (Russia, Nicaragua, Guyana, Mexico)
- A number of county, regional and statewide rural immigration and rural labor summits, 2006-09.
- 4-H international experiences are ongoing.
- Program areas translate educational materials, through program team recommendations.
- Simultaneous Interpretation Equipment pilot in 2008-09 and a new policy on serving people with limited English proficiency.
- International and diversity seminars in Wisconsin Rural Leadership, ongoing
- The Human Resources Network did a review of employment practices and stronger language in position descriptions relative to responsibilities for expanding access to educational programs and nondiscrimination.
- Responsibility Based Culture developers are developing new training modules to address these issues.
- Native American and Latino taskforces for more effectively programming with and for Native Americans and Latinos.
- African American initiative, began in Spring 2009
- Fundamentals for 4-H Youth Development Programs covers serving diverse audiences
- The work of the Dairy Team to provide curriculum for Hispanic dairy workers and the producers who employ them.
- Multicultural Understanding Team in the 4-H Youth Development program area
- Two new specialists are key hires to build capacity to serve culturally diverse audiences—a Native American specialist in 4-H Youth Development and an African American specialist in 4-H Youth Development and Program Development and Evaluation.
- The nutrition program continues to hire staff of color to build capacity for effective programming.
- Family Living Conference, 2009—Family Portraits: Diverse Families in Changing Communities
- Civil Rights redesign work --new orientation materials, new review processes
- A Wisline Web session for new colleagues on civil rights responsibilities began in the winter of 2009 and will be expanded.
- New marketing materials for 4-H

Goal Two: *Where possible, UWEX-CE will create structures that promote life-work balance.*

Changes in institutional and local organizational cultures need to occur to adequately encourage and educate personnel that they can and do make personal scheduling decisions that promote life-work balance. Emphasis needs to be placed on the reality that staff currently have the ability to dictate their own schedules. Although Cooperative Extension administration can more regularly and forcefully indicate that this is the case, personal choice is often at the heart of creating schedules based on what matters the most to the individual, to that person's colleagues, and to the people and organizations she/he partners with.

However, we should also examine our internal structures and operations with recognition that they may also contribute to a life-work in-balance.

Strategy A: Leaders and mentors, including administrators, department heads, directors, and colleagues must communicate and model that personnel are both permitted and encouraged to engage in scheduling that helps to maximize professional effectiveness and promote appropriate life/work balances.

1. Communication should occur through the Dean's blog and during appropriate meetings that he/she or his staff members attend
2. Dean's blog and other communication avenues share life/work balance best practice case studies (used as examples of effective and appropriate life/work balance techniques).
3. Regularly work with Cooperative Extension partners to prioritize what its personnel should be addressing based on community, university and statewide emerging needs so that they more effectively and efficiently use their time. This is especially important during periods when the faculty member, staff person, or administrator is most in demand.
4. These communiqués will recognize that freedom of personal choice shall be maintained and that the expectations of various county stakeholders are different.

**Inventory of Current Activities
Supporting Structures for Change**

- A professional scheduling document, based on UW system policy was developed in 2008 and presented in districts.
- The Associate Dean and Associate Director speaks to the importance of life/work balance in her presentation at New Colleague Orientation.

Strategy B: Cooperative Extension will evaluate its internal and external processes to determine how effective and efficient they are in helping the institution meet its mission. As a result of this examination, the institution will eliminate redundancies and duplications. It will also evaluate for achievement of measurable impact and contribution to our mission.

1. Examine committees, teams, and partnerships and sunset those that are duplicative or ineffective. This will also help to modify organizational structure features that are inefficient.
2. Examine our supportive infrastructures:
 - a. Create supportive infrastructures where needed
 - b. Utilize personnel to their best and fullest skill set
3. Evaluate for internal systems to measure achievement of measurable impact towards effectively carrying out our mission:
 - a. Are we truly responsive to emerging local and state issues?
 - b. Clearly align planning, reporting, and programming

**Inventory of Current Activities
Supporting Structures for Change**

- Program team evaluations
- System alignment was a topic covered in RBC leadership training. Committees have been formed to act on the highest priorities.
- Discussion about committee duplication was conducted in the Academic Leadership Standing Committee. April 2009

Strategy C: Provide opportunities that assist personnel with making personal and professional choices that improve their life/work balance. Life-work balance education should be made a core competency.

1. Provide professional development opportunities that help to educate personnel about how to better manage their time through prioritizing (i.e. Covey Training)
2. Incorporate into SIPR's and 360's questions the gauge the degree to which life/work balance techniques are practiced. If we are serious about making improvements to life-work balance, we should make this a priority in our evaluative efforts for all employees, including leaders with positional authority.
3. Provide a communication process where people can safely address imposed barriers to life-work balance.
4. Train support staff to communicate (and justify) to local stakeholders the concept of professional time scheduling.

**Inventory of Current Activities
Supporting Structures for Change**

- The Human Resources Network is currently updating professional scheduling guidelines to incorporate life/work balance concepts.
- District directors coach colleagues who are not using vacation.

Strategy D: Develop a life-work balance coaching system. Those who currently are not able to create an effective balance will best learn how to do so from respected colleagues who "walk the talk." Recruit staff already doing a good job at life/work balance to mentor new personnel and those not doing well in this area (only to the extent that the potential coaches' life-work balance will be impacted).

**Inventory of Current Activities
Supporting Structures for Change**

- Program area mentors, program area liaisons, and program directors work together on these issues with colleagues.
- This is discussed and documented in 1, 2 and 3 year reviews (not done universally across the organization).
- Academic Departments and the Academic Staff Council are committed to developing and supporting colleagues.

Goal Three:

Provide and communicate multiple opportunities for development of core competencies that improve personal, interpersonal, and organizational effectiveness (PIOE) within Cooperative Extension.

Strategy A: Offer, communicate, encourage, and evaluate opportunities for competency development.

1. Consider providing CEU's for professional development on PIOE related topics (Multicultural Awareness Training, RBC, and Covey, and others); and communicate an expectation for a minimum accumulation of CEU's over time (i.e. 3 CEU's in five years).
2. Continue, and expand, communication of personal achievements in multiple venues including the UWEX-CE website, Dean's Blog, and Dean's WisLine, among others.
3. Professional development resources should be compiled (perhaps in a "toolbox" format) and accessible to all staff members on an internal website.
4. Evaluate development and change efforts and resources to determine if the organization is making progress on intended outcomes.
5. Regularly communicate how development toward personal, interpersonal, and organizational effectiveness is critical for our success.

Inventory of Current Activities Supporting Structures for Change
<ul style="list-style-type: none">• A core competency self-assessment is taken by new colleagues (not used by all new colleagues).• Responsibility Based Culture developers are identifying key content from the leadership modules to integrate into core competencies.

Strategy B: Establish a mechanism(s) for peer mentorship, mediation and resolving conflict.

Inventory of Current Activities Supporting Structures for Change
<ul style="list-style-type: none">• Academic departments have a mentor handbook.• Mentoring is done across program areas and with academic staff.• Liaisons have responsibility for mentorship and resolving conflict.• The UW-Extension and UW Colleges Office of Workforce Equity and Diversity is positioned to set up peer mentorship, mediation and conflict resolution around differences. This effort was part of the work plan for the past director of this office.

Strategy C: Shared Leadership – create or adapt structures that provide opportunities for people at all levels to be involved in meaningful decision making processes.

Inventory of Current Activities Supporting Structures for Change
<ul style="list-style-type: none">• Responsibility Based Culture leadership training included skills that address this strategy.• A shared leadership model is used in county offices.• Program teams provide leadership for development of educational content.• Academic Leadership Standing Committee is actively involved in decision making and recommendations on academic issues.• A representative of the Council on Academic Staff Issues is a member of CEAC• Academic Department Chairs are members of CEAC.

- The Cooperative Extension Classified Staff Council was established in 2007 to be a forum for addressing classified employee issues, designing professional development for classified staff, and to enable participation in Cooperative Extension decision-making. A representative of the council is a member of CEAC.

Strategy D: Formalize expectations by incorporating in human development practices like performance reviews and promotions.

Inventory of Current Activities Supporting Structures for Change

- Human Resources is assessing how effectively expectation are communicated in position descriptions.

Intended Outcomes

Short-term:

1. We will have the information we need to determine assets, gaps, and resource needs related to diversity, life-work balance, and internal relationships and established indicators for guiding actions related to aligning our values, operating procedures, and programming.
2. Increased understanding about personal choice making related to life-work balance, programmatic decisions, and personal, interpersonal, and organizational effectiveness.

Medium-term:

1. We will have systems and structures that promote shared leadership and decision-making both internally and externally with our stakeholders.
2. We will gain efficiencies in our structures and systems that support life-work balance.
3. UWEX-CE will reflect our pursuit of inclusiveness and diversity in our programming and in our operating procedures.

Long-term:

1. UWEX-CE will have increased productivity throughout the system as personnel are better able to discern and act on professional and personal priorities.
2. Our outreach efforts, operating procedures and programming will be aligned with our values.
3. We will be viewed as leaders within the UW-System and the state in promoting diversity and inclusive excellence.