

Department of Agriculture/Agribusiness

Strategic Plan

Planning Committee:

Ken Bolton: Chair
Nolan Andersen
Dave Williams
Matt Jorgensen
Scott Gunderson
Craig Saxe
Kevin Schoessow
Jim Fanta
Carl Duley: Strategic Planning Facilitator

Department Mission:

To represent and support Department membership.

This mission is supported by the values of the organization, which are presented as a statement later in this document.

Adopted 4-8-03

Why Strategic Planning for the Department of Ag/Agribusiness?

Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide an organization and what it does. It's a powerful tool that helps organizations figure out what's really important and what to do about it.

The Strategic Planning effort was initiated as a result of a Southern District (needs assessment) that identified and prioritized faculty concerns. Those concerns included the perceived decline of the Department's reputation in the eyes of both faculty and Administration. Newer faculty seemed not to understand nor appreciate the value of the Academic Department. Administration seemed to see the Department as archaic and ineffectual and as a result tended to ignore rather than to embrace it. In addition, the newer agents in particular, continued to express concerns of non-collegial feelings through the rank and tenure promotion processes.

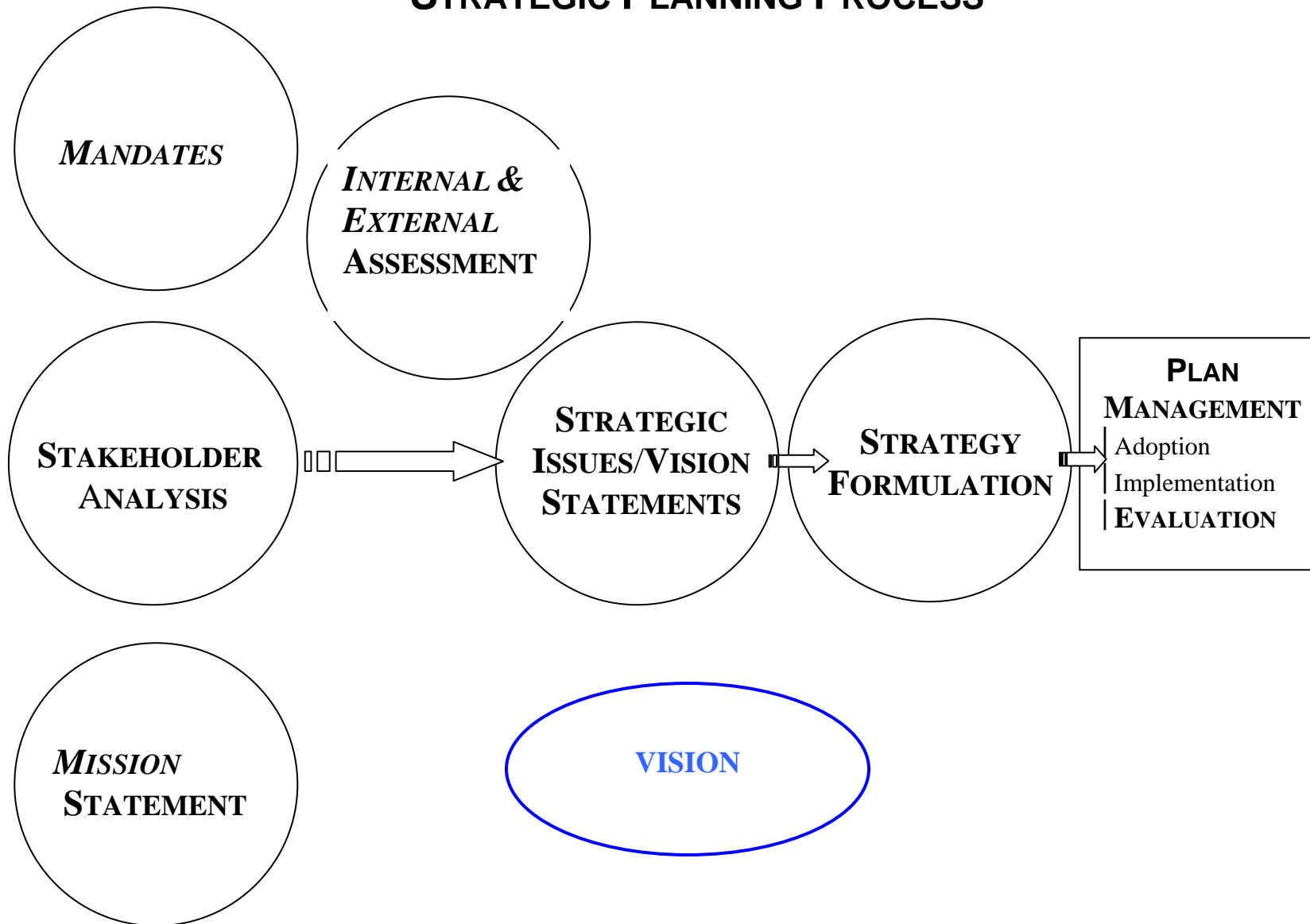
In short, the Department of Ag/Agribusiness was described as an entity with great faculty governance potential with untapped faculty commitment and lacking an identifiable purpose and mission. It was recognized that the functioning of the Department had reached a low point 4-5 years ago and had since realized substantial gains. It was further recognized that a Department wide consensus on the purpose and mission of the Department was needed to support the continuation of these gains in the effectiveness of faculty representation into the future.

A subcommittee consisting of Southern District faculty was named, which developed a resolution and a proposal for the full Department. The Department approved the proposal to initiate a Strategic Planning process and the Department Chair named a Planning Committee and Chair. Committee members are recognized at the front of this document.

The Planning Committee included an overview page of the functions of the Department following the value statements. This overview has several purposes including:

- Providing a teaching document for Mentor Teams to use with new agents,
- Reminding all faculty members of the functions of the Department,
- Making it clear what role(s) the Department has in the University.

OVERVIEW OF THE STRATEGIC PLANNING PROCESS



Value Statements

We value **the importance of agriculture to Wisconsin**. Agriculture drives Wisconsin's economy. We strive to help producers, agribusiness, and consumers understand agriculture issues and to be involved in the process of public discussion.

We value **outstanding teaching**, using various methods, to continue our tradition of information and technology transfer with our clientele.

We value **people teaching people**, facilitating research-based learning among our clientele.

We value **unbiased, research based programming driven by local needs**. We use University knowledge gained through continuous research to address individual and local issues.

We value **collegiality** where colleagues can discuss, share, and critically evaluate programs and technology issues in an air of understanding and mutual cooperation to grow professionally.

We value **scholarship** as an approach to our work. Work that is creative and intellectual, reviewed by the scholar's peers who affirm its value, added to our intellectual history through its communication, and is valued by those for whom it was intended.

We value **the agent/specialist partnership**. This partnership allows county-based faculty full access to the resources of the University of Wisconsin and allows state staff to work with county clientele.

We value **tenure**, a formal recognition that a faculty member has met the standards of excellence required to be a long-term member of the Department of Ag/Agribusiness.

We value **faculty governance** whereby faculty members have representation in matters affecting them - promotion and tenure, working conditions, salary and benefits.

We value **academic freedom**, whereby faculty members have the freedom to educate others creatively, express their views and deal with controversial issues without fear of reprisal.

AG/AGRIBUSINESS DEPARTMENT FUNCTIONS

An overview of the functions of the Department of Ag/Agribusiness

1. What is an Academic Department?
 - An Academic Department is a group of faculty members recognized by the faculty, the chancellor, and the Board of Regents as dealing with a common field of knowledge or as having a common or closely related disciplinary or interdisciplinary interest. Departments are established, restructured, and discontinued by the chancellor in consultation with the appropriate departmental voting bodies.

2. The primary responsibilities of the Department are to support the outreach mission of UW-Extension.
 - Needs assessment, program development, program delivery and evaluation.
 - All other Department functions as outlined below.

3. What are the functions of the Ag/Agribusiness Department?
 - To represent and support the Department membership in faculty governance and other academic issues.
 - Have a representative from the Department involved in the recruiting and selection of new staff.
 - Provide training to new staff through an extensive orientation program.

4. Written procedures for:
 - Recommending appointment in the Department.
 - Recommending promotion in faculty rank, including tenure.
 - Tenured Faculty Review (TFR). Department TFR procedures must conform to the Institutional TFR Policy.
 - A Mentor Program. A mentor program must make mentor support or assistance available to every probationary faculty member in the Department.

5. Represent the Department views and concerns on the following Committees through the elected Department representatives:
 - Faculty Senate
 - System-wide Extension Council
 - University Committee
 - Divisional Faculty Tenure Review Committee

6. Represent Department views and concerns to UW-Extension Administration.
 - Chancellor/Vice Chancellor
 - Dean/Assistant Dean
 - District Director
 - Assistant/State Program Leader

7. Standing Committees of the Ag/Agribusiness Department
- Administrative Committee
 - Professor Committee
 - Tenured Faculty Review Committee
 - Nominating Committee
 - Publications Committee
 - Standard Rank & Promotion Committees

Stakeholder Analysis

<u>STAKEHOLDERS</u>	<u>How is our relationship?</u>				
	Poor		Excellent		
	1	2	3	4	5
Department Membership					
Faculty	<u>Rating</u>				
Tenured					3.5
Untenured					1
Academic Staff					1
Administration					2.5
Dean					1
Chancellor					3+
Regents					N.A.
U.W.-System					N.A.
Program Area					3
District Directors					3
Other Departments					3
County Partners					N.A.
Clientele					N.A.
WACAA/NACAA					N.A.
Federal, State, and local agencies					N.A.
Faculty Governance					3.5
Mentoring Teams					2
Standard Rank and Promotion					1 & 4 (Lots of Discussion)
Faculty Tenure Advisory Committee					3+
Publications Committee					N.A.
Department Admin Committee – Vice-Chairs					4

SWOT Analysis

Results of the SWOT analysis conducted by Committee members:

STRENGTHS

- Vocal
- Good leadership
- Cohesive
- Faculty have stepped up – greater involvement over the past 3-4 years
- Tenacious
- Supportive of each other
- Dedicated to subject matter (technology transfer)
- Dedicated to University (Wisconsin Idea)
- Quality faculty
- Professionalism

WEAKNESSES

- Vocal
- Opinionated
- Get bogged down in process
- Don't prepare for issues at Department meetings (need to do our homework)
- Lack of commitment
- Self-representation
- Feeling of powerlessness (our views may be heard, but they are basically ignored)
- We need a more collegial tenure process.
- Lack of consensus and dedication to reaching consensus
- Lack of active participation
- Communication

OPPORTUNITIES

- Build on positives from last several years
- Building of consistency
- Willingness to discuss
- ANRE program area – many opportunities to do “good work”
- Department publications
- Realize and document educational impact
- Opportunity for faculty clout
- Communicate Department needs to the Dean – improve the relationship with the Dean

THREATS

- Loss of newer agents because of process
- Lack of support for newer agents
- Not embracing the rights and opportunities that faculty governance offers
- Erosion of tenure
- Erosion of Department clout
- Changing of Assistant Program Leader

ISSUES

Top 4 ranked as most important for the organization to address

- How can we engage ourselves as a Department?
- How can we make the tenure process a supportive and educational experience?
- How can we build support from Administration?
 - Dean's office
 - Program area
 - District Directors
- How can we become more consistent in policy implementation?

Other Non-ranked Issues:

- How can we react to Department issues in a timely and effective manner?
- How can we get Department members to value Department publications?
- How can we have more input into staffing, merit, etc.?
- What steps can we take to make mentor teams more effective?
- How can we build a feeling of value and commitment among Department membership?

“Top Four” Strategic Issues

1) How can we engage ourselves as a Department?

- Communicate more frequently.
 - Two face-to-face meetings per year.
 - Two WisLine Meetings per year.
 - Additional WisLine meetings.
 - Occasionally, the need arises for the Department Chair to address the entire membership on a specific issue. A mechanism needs to be put in place for the Chair to easily arrange a session. A set time and date (for example the first Monday of the month at 8:00 a.m.) should be set aside by the membership for these special meetings.
- Department vice-chairs will schedule time at all district meetings.
 - District vice-chairs take input to the Administrative Committee (made up of vice-chairs and Department chair).
 - Results will be disseminated to the entire membership.
- Become actively involved.
 - Motivational materials developed for use by the entire membership to encourage involvement
 - The Department chair or designee will have a presence at the hiring of all new faculty and academic staff positions.
 - Improved participation at Department meetings with greater than 50% participation at all Department meetings.
- Make the Department a positive experience for faculty and academic staff.
 - Communication needs to happen with all faculty. Encourage all agents to contact colleagues for help. An atmosphere must be created to insure members will be heard.
 - Department members have a responsibility to educate new members regarding Department functions.
- Active committees and involvement of new members in the committees.
 - Make the committees accountable.
 - Committee chairs report at all Department meetings.
 - Experienced members will re-engage and provide leadership in all Department committees and functions.
 - Faculty Senators and University Committee representatives will report at all Department meetings.

2) How can we make the mentoring, promotion and review process a supportive and educational experience?

- Active and effective mentoring teams, promotion and review committees.
 - Promotion, Review and Mentoring Teams performing according to the mission and values of the Department.
 - Develop a way to remove a promotion and review committee member from the committee if the member is not performing according to the mission and values of the department.
 - Adopt a two-year waiting period, after tenure has been obtained, to be elected to the Standard Rank and Promotion (SRP) Committee.
 - Make promotion and review meetings available for new agents to take the mystery out of the tenure process (more open environment).
 - Information sent to the entire Department membership regarding SRP committees/meetings.
 - Have promotion and review committees and mentor teams encourage non-tenured agents to attend meetings.
- Department members will provide consistent information and direction concerning Department mission, functions, and procedures.
 - A follow-up survey will be developed to obtain feedback from those members who have been evaluated.
- The Department has to become more active in new colleague orientation.
 - Department members will be involved in the development and presentation of both face-to-face orientations and video/CD orientations for new colleagues
 - Communicate with program areas
- Invite program area leadership to Promotion and Review Committee meetings (without a voice in the process).
- Department Chair plays an oversight role with Promotion and Review Committees to ensure accountability and consistency.

3) How can we build and maintain support from administration including the Chancellor's office, Dean's office, Program Area office and District Director's office?

- Function as an Academic Department.
- Department membership brings with it rights and obligations. As professionals, Department members individually and collectively need to recognize and accept the responsibilities to carry out Departmental functions. Take a more active role in recruitment and hiring of County and State positions.
 - Have a Department of Ag/Ag Business presence in hiring (State screening process and State interview).
 - Implement the Department staffing policy.
- Encourage Department members to consistently report the excellent programs that are developed and implemented throughout the State.
 - Less emphasis on demanding Department members to report and more emphasis on getting quality information to administration.
 - Administration should demonstrate to the Department membership how reports are used to support the work of the university. This should include specific examples.

4) How can we develop consistency in policy and procedure implementation?

- Department membership must form and approve policies and standing committees must consistently implement policies.
- There needs to be clear written statements of purpose and duties for each committee.
 - Standing committees develop or revise purpose and duties for their committee with approval by entire membership.
- Committee work must support Department mission and values.
- Committee chairs are accountable to Department Chair and membership through written or verbal reports.
- Develop a procedure to re-mediate or remove committee members who do not follow Department policy – follow through to implement policy and procedures consistently.
 - Administrative Committee to develop a procedure for re-mediating or removing committee members.

Department of Ag/Agribusiness Vision for 2006

Our vision is to have the Department:

- be an organization with *great* communication
- be respected by the membership and Administration
- membership have respect for Administration
- active with functioning committees
- members have a positive attitude for the Department
- maintain faculty numbers

Department of Ag/Agribusiness Action Plan:

“Top Four” Strategic Issues

	<u>Who</u>	<u>When</u>
1. How do we engage ourselves as a department?		
<ul style="list-style-type: none"> • Communicate more frequently. <ul style="list-style-type: none"> • Two face-to-face meetings. • Two WisLine meetings per year. • Additional WisLine meetings to address needs as they arise. 	Dept Chair	7/03
<ul style="list-style-type: none"> • Department Vice-Chairs will “carve out time” to meet at all district meetings. <ul style="list-style-type: none"> • District Vice-Chairs take input to the Administrative Committee (made up of Vice-Chairs and Department Directors). • Results will be disseminated to the entire membership. 	Vice-Chairs	7/03
<ul style="list-style-type: none"> • Become actively involved. <ul style="list-style-type: none"> • Motivational speech – Jim Fanta and Nolan. • Involved at hiring of all new faculty and academic staff positions. 	Nolan & District Reps	10/03
<ul style="list-style-type: none"> • Make the Department a positive experience for faculty and academic staff. <ul style="list-style-type: none"> • Members need a forum to be heard and action taken. 	Dept Chair	1/08
<ul style="list-style-type: none"> • Active Committees and involvement of new agents in the Committees. <ul style="list-style-type: none"> • Make the Committees accountable. • Committee Chairs report at all Departmental meetings. • Experienced agents will reengage and provide leadership in all Departmental Committees and functions. 	Pub Com	1/08
	Admin Com	1/04
2. How can we make the tenure process a supportive and educational experience?		
<ul style="list-style-type: none"> • Active and effective mentor and mentoring teams. <ul style="list-style-type: none"> • Promotion, Review and Mentoring Teams performing according to the mission and values of the Department. • Develop a way to remove a Promotion and Review Committee member from the Committee if member is not performing according to the mission and values of the Department. Problem recognition, remediation, removal. 	Promotion Com Chairs	10/05
<ul style="list-style-type: none"> • Adopt a two-year waiting period after tenure has been obtained before becoming eligible to become a member of SRP Committee. 	Admin Com	10/03

<ul style="list-style-type: none"> • Make Promotion and Review meetings available for new agents to take the mystery out of the tenure process (more open environment). 	Promotion Com Chairs	10/03
<ul style="list-style-type: none"> • Information sent to all non-tenured agents about SRP Committees/meetings. 	Promotion Com Chairs	10/03
<ul style="list-style-type: none"> • Have Promotion and Review Committees and Mentor Teams encourage non-tenured agents to attend meetings. 	Promotion Com Chairs	10/03
<ul style="list-style-type: none"> • The Department has become more active in new colleague orientation. 	Dept Chair	5/04
<ul style="list-style-type: none"> • Department members will be involved in the development and presentation of both fact-to-face orientations and video/CD orientations of new colleagues. 		
<ul style="list-style-type: none"> • Communicate with program areas. 		
<ul style="list-style-type: none"> • Invite program areas leadership to come to SRP Committee meetings without a voice in the process (i.e., simply to listen and learn). 	Dept Chair	10/03
<ul style="list-style-type: none"> • Department Chair plays an oversight role with Promotion and Review Committees. 	Dept Chair	Ongoing
<ul style="list-style-type: none"> • Accountability. • Consistency. 		
<p>3. How can we build support from administration including:</p> <ul style="list-style-type: none"> • Deans Office • Program area • District Directors 	Admin Com	Ongoing
<ul style="list-style-type: none"> • Function as an Academic Department. 	Admin Com	Ongoing
<ul style="list-style-type: none"> • Take on responsibility. 		
<ul style="list-style-type: none"> • Take a more active role in recruitment and hiring of county positions. 	Dept Chair	1/08
<ul style="list-style-type: none"> • Have a Department of Ag/AgriBusiness presence in hiring (state screening process and state interview). • Implement staffing policy adopted by the Department. 		
<ul style="list-style-type: none"> • Better job of complying with Planning and Reporting expectations by all members of the Department. 	Admin Com	Ongoing
<ul style="list-style-type: none"> • Less emphasis on demanding and more emphasis on getting information to administrators. (State staff should demonstrate how reported information is used.) 		

4. How can we develop consistency in policy and procedure implementation?

- | | | |
|---|------------|---------|
| <ul style="list-style-type: none">• Departmental membership must form and approve policy and Standing Committees must consistently implement the policy. | Dept Chair | Ongoing |
| <ul style="list-style-type: none">• There needs to be clear statements of purpose/duties for each Committee.<ul style="list-style-type: none">• Standing Committees will develop a statement of how Departmental policy will be consistently implemented. Submit to Vice-Chairs with eventual approval by the membership.• Committee work must support Departmental mission, purpose and values.• Develop a procedure to re-mediate or remove members who do not follow Departmental policy – follow through to implement policy and procedures consistently.<ul style="list-style-type: none">• Administrative Committee to develop a procedure for remediation or removing Committee members. Eventual approval by membership.• Committee Chairs are accountable to Department Chair and the membership. | Com Chairs | 10/05 |