

Department of Agriculture/Agribusiness

Strategic Plan

Planning Committee:

Craig Saxe: Chair
Bob Cropp
Ken Schroeder
Matt Hanson
Joe Bollman
Matt Glewen
Alan Linnebur
Kristin Krokowski
Steve Huntzicker
Scott Reuss
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
Revised 4-5-11

Why Strategic Planning for the Department of Agriculture/Agribusiness?

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

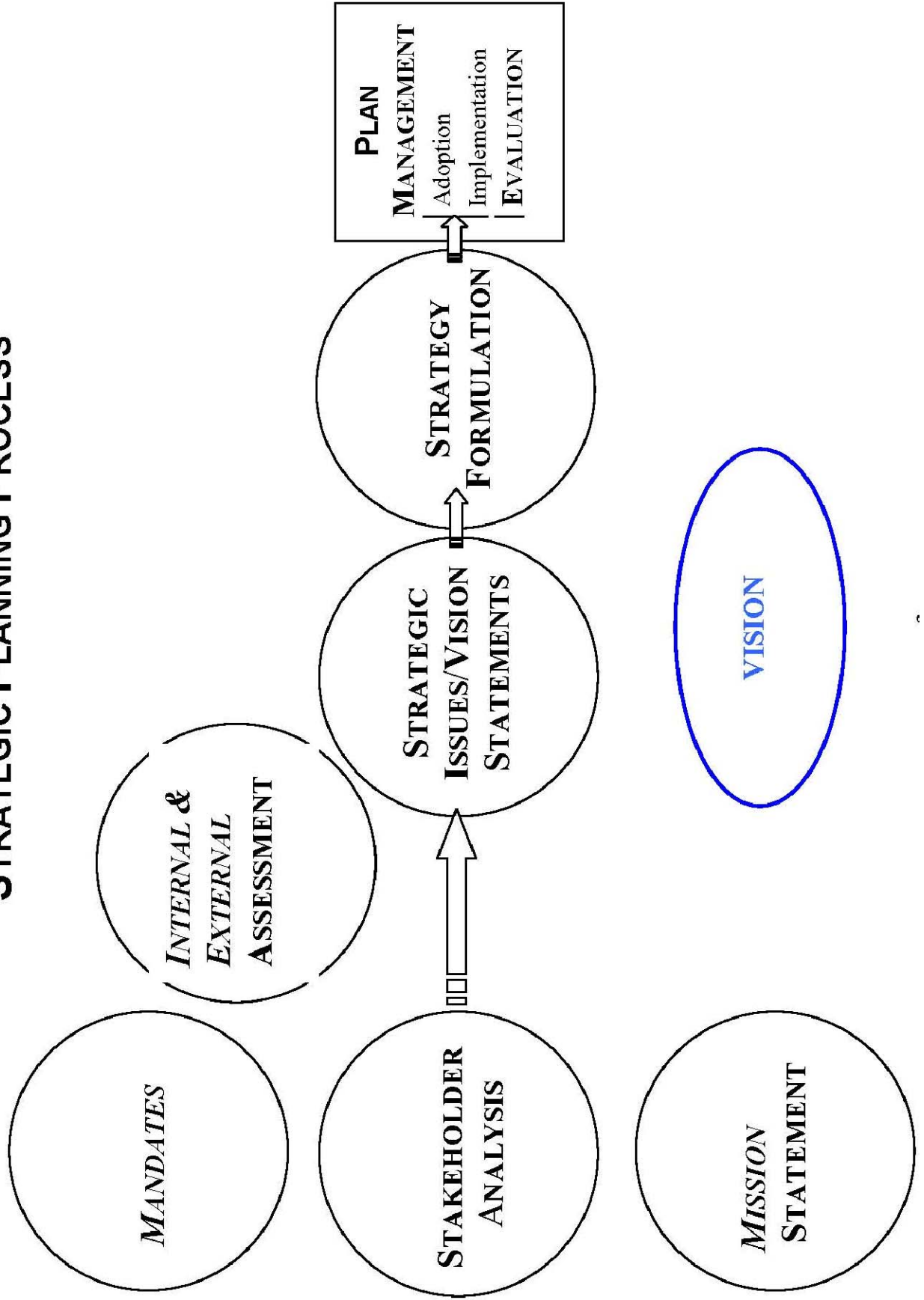
In the fall of 2009, the Department initiated a review of the existing Strategic Plan. To complete this task, the Department Chair named a Planning Committee and Chair. Committee members are recognized on the front of this document. During the Planning Committee's review process, it was noted that the Department has made improvements since the adoption of the original Strategic Plan in 2003. Department members have gained a better understanding of faculty governance and have taken responsibility and ownership as a department for governance issues.

The Planning Committee recognized that this Strategic Planning document plays an important role in helping assess where the Department is today and what it will look like tomorrow. What the Department looks like now is different than it was in 2003. Furthermore, Cooperative Extension's Council for Strategic Change has drafted a "Strategic Directions" document and statewide discussions have occurred on: "Strategic Directions: Our Resource Engine". The Resource Engine discussions have suggested possible impending changes in our funding environment. Taking this all into consideration, the Planning Committee concluded that now is the right time to reassess where we are at and to develop an updated vision and action plan of how we want to look tomorrow. In short, the review and update of the Department's Strategic Plan will help to set a framework to further advance the Department mission and vision.

Also included in this document is an overview page of the mandates and functions of the Department. This overview has several purposes including:

- Providing a teaching document for Mentor Teams to use with new agents,
- Reminding all faculty members of the mandates and 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 the agriculture and horticulture industries to the people and economy of Wisconsin**. Agriculture and horticulture are important parts of Wisconsin's economy. We strive to help producers, agribusiness, and consumers understand agriculture issues and encourage them 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 promote lifelong learning, unbiased transformational education and excellence through our scholarly work.

We value **people teaching people**, facilitating research-based learning among our clientele. We meet educational needs by creating linkages among cultural, economic and environmental contexts.

We value **unbiased, research-based programming driven by local needs**. We integrate University research with community-based knowledge to explore new solutions and their practical applications. We empower others and ourselves by listening to, learning from, and respecting local knowledge.

We value **collegiality** where colleagues can discuss, share, and critically evaluate programs and technological issues in an air of understanding and mutual cooperation to grow professionally. We honor and value each other's time and talents.

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 embrace new ideas and approaches in our work.

We value **the agent/specialist partnership**. This partnership allows county based faculty full access to the resources of the University of Wisconsin and facilitates state staff interaction 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 Agriculture/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.

We value **inclusiveness**. We recognize, appreciate and honor the differences, similarities, and contributions of all people and communities.

Agriculture/Agribusiness Academic Department Mandates and Functions

State Statute

The Wisconsin State Statute Chapter 36 addresses the operation of the University of Wisconsin System. It sets forth the mission and purpose of the UW System and describes the roles of faculty in shared governance, faculty appointments, and tenure rights. This statute states (36.09) "The faculty of each institution shall have the right to determine their own faculty organizational structure and to select representatives to participate in institutional governance."

UW-Extension Policies and Procedures

"The **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 which recommends faculty for rank and academic tenure." The Department of **Agriculture/Agribusiness** is one of the academic departments created to meet these needs. **Articles of Faculty Governance** were developed and approved by faculty to serve as the "umbrella" from which various UW-Extension academic departments operated. These continue to be managed today by our UW-Extension Faculty Senate and University Committees.

Department Functions:

The immediate governance of the department is vested in its department membership, which has jurisdiction over all academic interests of the department. The members of this department shall be responsible for **program development, teaching, evaluation, applied research, problem solving and scholarship.**

Overview of Department Functions

1. What are the functions of the Agriculture/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.
 - Provide mentoring for new probationary faculty.
 - Promote, encourage and support scholarly work.
2. Provide written procedures for:
 - Recommending appointment in the Department.
 - Recommending promotion in faculty rank, including tenure.
 - Conducting Tenured Faculty Reviews (TFR)
 - A Mentor Program. A mentor program must make mentor support or assistance available to every probationary faculty member in the Department.
3. Represent the Department views and concerns on the following Committees through the elected Department representatives:
 - Faculty Senate
 - University Committee
 - Systemwide Extension Council
 - Faculty Tenure Advisory Committee

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

5. Standing Committees of the Agriculture/Agribusiness Department
 - Administrative Committee
 - Professors Committee
 - Tenured Faculty Review Committee
 - Nominating Committee
 - Standard Rank & Promotion Committee
 - Scholarship Committee

The following departmental **bylaws** of operation and related **appendixes** (found at: <http://www.uwex.edu/ces/ag/department/>) direct this work:

- Department of Agriculture/Agribusiness Bylaws
- Appendix A - Roles and Responsibilities of Mentoring Teams
- Appendix B1 - Guidelines for the Rank Change from Instructor to Assistant Professor
- Appendix C - Tenure Portfolio Guidelines
- Appendix E - Tenured Faculty Review Policy
- Appendix F - Guidelines for Promotion to Professor
- Appendix G - Granting Departmental Faculty Status To Academic Staff

Department of Agriculture/Agribusiness Vision for the Future

Key Themes for our vision:

- Our work is valued by all those for whom it is intended.
- Our members are literate in department business and engaged in Faculty Governance.
- Scholarship is the foundation of our professional work; we embrace new ideas and approaches and make every effort to share our scholarly work with others.
- Our members are invested and engaged in achieving short and long term Departmental stability.
- We continually endeavor to identify issues, develop action plans and commit to solving the issues at hand.
- We recognize and value the contributions of our members and strive for all members to take ownership and engage in Departmental business.

Stakeholder Analysis

The purpose of a stakeholder analysis is to help identify people, groups or institutions that influence or impact the success of an organization.

The Strategic Planning Committee for the Agriculture/Agribusiness Department generated the following list of key stakeholders. The planning committee then responded to the question, “How is our Department relationship with these key stakeholders”? using a scale of 1 being “poor” to 5 being “excellent”; Responses are listed below. The Planning Committee noted some substantial improvements in these numbers compared to the stakeholder analysis completed in 2003. The Committee believes that the 2003 strategic plan played a role in improving these relationships.

STAKEHOLDERS	How is our relationship?				
	Poor		Excellent		
	1	2	3	4	5
Department Membership					
Faculty					Rating
Tenured					4
Untenured					3 (wide range)
Academic Staff					2 (working to build these relationships)
Extension Associates					2.5 (working to build these relationships)
Administration					
Dean					5
Chancellor					3
Regents					3
U.W.-System					3
Program Area					4.5
District Directors					4
Human Resources					3.5
Other Departments					3.5
County Partners					3.5
County Directors/Department Heads					3.5 (wide range)
Faculty Governance					4
Mentoring Teams					4 (wide range)
Standard Rank and Promotion					4
Faculty Tenure Advisory Committee					4 (wide range)
Scholarship Committee					2.5
Department Admin Committee - Vice-Chairs					3.5
Tenured Faculty Review					4.5
Professors Committee					4
Nominating Committee					4.5

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Results of the SWOT analysis conducted by Committee members:

Strengths

- Strong leadership- Department Chairs
- People in leadership positions that advocate for department
- Good support for work we do
- Excellent and diverse membership
- Open-minded
- Committees are fairly progressive on how they do their work—use technology
- Good basis of materials and documentation
- Members spend less time in meetings than other departments
- Fairly willing to share and work out differences
- Cohesive unit
- Strong mentoring system
- Good track record of tenure success
- Consistent Tenure Faculty Review protocol
- Willingness to plan and change
- Work well with other department, administration, etc.
- Improved our understanding of scholarship

Weaknesses

- Inconsistent relationships with other departments
- Not a lot of opportunity to know each other
- Not enough regular communication
- Communication diluted with other stuff- “blow off”
- Distinguishing department with program, WACAA, etc.
- Rules unclear
- Lack of understanding of department- committees, etc.
- Lack of visibility in district units (to members)
- Do not function like an on-campus department
 - Expectations- not designed (tenure)
- Lack of involvement in department by some members
- Limited members in some districts/units—Example: quad
- Districts????
- Relationship with academic staff
- Relationship with Extension Associates
- Lack of inclusiveness with horticulture
- Silos w/in our faculty
- Post-tenure faculty review process is not very strong
- Lack of interaction between mentor committees and county office/staff, etc.- county issues/mentor team/mentor

Opportunities

- Improve consistency of mentoring committees
- Better communication overall

- Better utilization of colleagues
 - Sharing programs
- Better integration of new colleagues into department
- More department activity within districts
- Showcase scholarship between members
- Better department orientation to new faculty of content and structure of tenure document
- Develop a document on rules/functions of department
- Build a better understanding of roles and responsibilities of leadership
- Search for ways to streamline processes for committees
 - Tele-communicate
 - Less committee time
- Continue to be involved with tenure orientation workshops
- Continue to build understanding of scholarship
- Education of roles and functions of department for all members
- Improve consistency in hiring practices

Threats

- Regionalization
- County and State budgets decrease number of faculty
- Why do we need Extension when we have consultants
- Non-profits/WDATCP doing “our” role
- Access to web based information
- Merger with colleagues
- Insufficient time to support department roles
- Unionization/collective bargaining
- Unknown with new chancellor
- Decreased resources, less ability to meet needs- access to campus specialist
- Risk of downsizing
- Apathy- too many laterals
- Erosion of support for tenured positions- fill with academic staff

ISSUES

Top 3 ranked as most important for the organization to address:

1. What is the role of this department in any downsizing or redistribution as a result of shrinking resources?
2. How does scholarship shape our work relative to other groups?
3. How can we continue to improve our internal and external communication?

Other Non-ranked Issues:

- How can we engage ourselves as department members?
- Improving consistency of mentor teams
- Inclusiveness of academic staff
- Federal “priority issues” (rules are changing)
- Work with other departments to streamline SRP process
- Advocate for consistent hiring practices
- Regionalization- Could increase presence or decrease presence
- Image: ideal vs. reality
- Explore the possibility of the Department of Agriculture/Agribusiness combining with other Departments

“Top Three” Strategic Issues

1. What is the role of this Department in any downsizing or redistribution as a result of shrinking resources? What critical processes should this Department be involved with and how can we become better connected and engaged with Administration on this issue?
 - A proactive versus a reactive response is the best approach.
 - The uncertainty is that we are not sure what the road may look like, but this Department needs to be a part of the process.
 - Our Department Chair, Vice Chairs, Faculty Senators and University Committee Representatives need to be directly involved in any discussions and communicate back to the Department Membership.
 - As a Department, we need to better understand staffing situations and status around the state.
 - As we explore this issue, we must be careful not to artificially “create cuts”.
2. How does scholarship shape our work relative to other groups? Do we call it scholarship when we talk with external partners and clientele?
 - Scholarship is the difference between what we do and what others do.
 - Agents in the county are perceived to be the bridge between scholarship and the general public
 - We need to consider a marketing or “branding” campaign to better identify the Agriculture Agent as scholarly.
3. How can we continue to improve our internal and external communication so that:
 - Members recognize value in their input and involvement
 - Members become more committed to long term involvement and planning
 - Our voice is recognized and valued by others

Department of Agriculture/Agribusiness Action Plan:

“Top Three” Strategic Issues

Who

When

1. What is our role in possible downsizing or redistribution?

- | | | |
|--|--|-------------------------------|
| <ul style="list-style-type: none"> • Develop and annually update a snapshot or current picture of our staffing, including specializations | Ad Hoc Workgroup
lead by Scott Reuss
and Kristin Krokowski | 2011 |
| <ul style="list-style-type: none"> • Review and assess our Department Staffing Plan; last updated in 2003 | Ad Hoc Workgroup
lead by Alan Linnebur | 2011 |
| <ul style="list-style-type: none"> • Revise and update our Department Staffing Plan; last updated in 2003 | Ad Hoc Workgroup
lead by Alan Linnebur | 2012 |
| <ul style="list-style-type: none"> • Our Department needs to be engaged and at the table. Department Chair and Vice Chairs work to stay on top of what is happening in each district | Dept. Chair and Vice
Chairs | Started
and now
ongoing |
| <ul style="list-style-type: none"> • Develop a Faculty Governance 101 audio conference designed to help members better understand their rights and responsibilities | Dept. Chair | Started
April 2011 |
| <ul style="list-style-type: none"> • The Department of Agriculture/Agribusiness should continue to provide input to the Council for Strategic Change and when appropriate, should develop Ad Hoc Committees to address short and long term staffing plan issues | Matt Hanson and
Action Team
Members | Summer
2011 |

2. How does scholarship shape our work relative to other groups?

- | | | |
|---|---|------------|
| <ul style="list-style-type: none"> • Highlight our scholarly work on the web | Scholarship Ctm | April 2011 |
| <ul style="list-style-type: none"> • Improve external communication of scholarship to decision makers, partners and clientele | Scholarship Ctm | 2012 |
| <ul style="list-style-type: none"> • Develop an Ad Hoc Committee to discuss our formal working titles, as well as, when and how to use these titles. | Ad Hoc Workgroup
lead by Alan Linnebur | 2013 |

“Top Three” Strategic Issues (Continued)

Who

When

3. How can we continue to improve our internal and external communications?

- | | | |
|--|---|---|
| • Continue to develop and implement better short and long term communication plans between Department Chairs, Vice Chairs, Faculty Senators, University Committee, Program Areas and CEAC | Dept. Chair and Vice Chairs | Develop, April 2011
Implement, Fall 2011 |
| • Two additional departmental meetings will be held during the calendar year by electronic communication (Wisline, Webinar, Skype, etc.) at a time different from the two traditional face-to-face meetings. | Dept. Chair | 2011 |
| • District Vice Chairs will report information they have received to members at their districts meetings (Wisline and face-to-face). | Vice Chairs | 2011 |
| • Develop an audio/video conferencing format (Wisline, Webinar, Skype, etc.) to connect Department members unable to attend a Department meeting | Dept. Chair | Audio started April 2011 |
| • Develop a workgroup to oversee the changeover of the Department website (working with IT department) and to address future update and maintenance needs | Ad Hoc Workgroup appointed by Dept. Chair | 2011 |