

**UNIVERSITY OF WISCONSIN
EXTENSION**

**NORTHEAST DISTRICT
RESOURCE MANAGEMENT PLAN**

Including the counties of:

**Brown
Calumet
Door
Fond du Lac
Kewaunee
Manitowoc
Marinette
Menominee/Reservation
Oconto
Outagamie
Shawano
Winnebago**

Committee Members:

Matthew Glewen	Jeanne Baum	Karen Dickrell
James Hovland	Ron Corn	John Pinkart
Douglas Thompson	Carolyn Seawell	Chris Schwenck

David Running, Chair
Jean Jacky, Support Staff

July, 1998...DRAFT

PURPOSE STATEMENT

The purpose of the District Resource Management Plan is to provide a guide for the best use of county, state, federal and district resources and to creatively plan for the future. The plan is a source for decision-makers to review, utilize, and implement when needing to make fiscal, programmatic, and personnel decisions.

STRATEGIC OBJECTIVES

1. Develop a management structure for the Northeast District and begin its implementation by July 1, 1998.
2. Develop and approve a set of principles to guide decision-making in the NE district by July, 1998.
3. Determine how to create \$50,000 in budget flexibility as an element of the resource management plan by identifying first, second, and third choice options to create this flexibility.
 - a. Explore and develop reasoned estimates of the dollars that can be generated through fee income. Develop a set of principles and procedures for determining which programs should pursue fee generation, how fees are to be collected, and who will oversee the process.
 - b. Develop a plan to explore the feasibility of and to implement where appropriate, strategies in the area of fund raising/endowment building and grant writing.
 - c. Develop a resource re-allocation plan that identifies and frees up the remainder of the \$50,000 for which the resource management plan calls.
4. Strategic planning to be done during the 2000-2004 planning period will provide the basis for future programming direction.

**OPERATING PLAN
FOR THE
UW-EXTENSION
NORTHEAST DISTRICT**

OBJECTIVE 1

Develop a management structure for the Northeast District and begin its implementation by July 1, 1998.

THE NORTHEAST DISTRICT RESOURCE MANAGEMENT COMMITTEE

COMMITTEE STRUCTURE

1. The Committee will consist of one person from each program area (Family Living, FL; 4-H Youth, 4-H; Ag/Agri-Business, Ag; Community Natural Resource and Economic Development; CNRED) and one county board member. The District Director will serve as Chair of the Committee.
2. Each program area will nominate two people to a slate of candidates from which one candidate from each program area will be voted on by the district faculty/staff as a whole. The Committee will also involve one WACEC (Wisconsin Associated County Extension Committees) person who will be appointed by the District Director.
3. The maximum term will be three years. Terms will be staggered to ensure continuity. A break from committee service will be required before an individual can be re-elected.
4. If a person resigns from the Committee, the replacement will be elected to serve the remainder of the term, and can then be elected to a full three-year term.
5. The committee will develop its own operational guidelines once elected.

COMMITTEE ROLES, RESPONSIBILITIES, AND POLICIES

1. It is the responsibility of individual Committee members to offer ideas and make decisions from the perspective of what is good for the District and for UW Extension as a whole, ahead of their own respective program affiliations.
2. The role of the Committee is to ensure that a long-range view of the district is set forth in a written plan. This will be done on an annual basis (calendar year).
3. Resource allocations or re-allocations represented by the district budget will be the responsibility of the Committee working in collaboration with the District Director.
4. It is the responsibility of the Committee to ensure that the district principles are adhered to and that the principles are kept up-to-date (see page 8-9).
5. The Committee will consider all new position requests and project proposals.
6. It is the responsibility of the Committee to ensure that appropriate county organizations and agencies (County Board and/or Administrators, Chambers of Commerce, etc.), program areas, the district, and state input is invited and sought.
7. It is the role of the Committee to ensure that it serves as a voice, representing the Faculty and Staff to UWEX administration, with respect to resource allocation issues of the NE district.
8. It is the role of the Committee to participate in the search and screen process for the appointment of the District Director.

9. When participating in resource allocation decisions that involve defining the position as faculty or staff, the Committee will utilize the following criteria:
 - a. Faculty hiring must be on base funding (hard dollars).
 - b. Academic staff can be hired when:
 - i. (this section needs to be modified to be compliance with university policies and guidelines) no qualified faculty person can be found and/or the position does not reflect the responsibilities and expectations assigned to faculty (i.e., research and program development); and/or
 - ii. when funding will exist only in a shorter time frame (i.e., it is a temporary position or it is not funded on base dollars); and/or
 - iii. when the individual will be working under the direction of a faculty person who has ultimate responsibility for program development.

10. When participating in resource allocation decisions relative to programs (programs to enhance, program to maintain, programs to stop, programs to add), the Committee will utilize the following criteria:
 - a. There must be Extension Committee and County Administration agreement that there is a clear need (a need that can be effectively satisfied through the unique qualities of UWEX).
 - b. There must be potential for serving a new clientele with identified needs.
 - c. There must be agreement that the program meets or satisfies UW Extension's mission.

- d. There must be a credible body of knowledge to support the program.
 - e. There must be evidence that the program does not duplicate existing programs.
 - f. The evidence shows that there is not a more effective way through another means to serve the intended public.
 - g. There must be measures of impact: number of people served, financial impact, etc.
11. The Committee can call a meeting at the request of two members, if those individuals feel the district director is not representing the interests of the Committee.

FUNCTIONS OF THE DISTRICT DIRECTOR

- 1. The District Director is responsible for personnel functions to ensure a consistent application of federal, state, and institutional personnel policies.
- 2. The District Director is responsible for maintaining County and other relationships. (A partial list may include county boards, county executives and administrators as well as others.)
- 3. The District Director is the hiring authority.
- 4. The District Director has a responsibility to ensure that faculty/staff are oriented to UWEX.
- 5. The District Director is responsible for providing overall leadership for the District and preparing the District for the future.

6. The District Director is responsible to ensure that every faculty/staff member has an annual performance review. The District Director along with Program Areas is responsible to ensure that faculty/staff have professional development, which includes administrative training for office chairs. The District Director has the responsibility to ensure that faculty/staff are aware of their options with regards to performance review issues.
7. The District Director is responsible for ensuring the diversity of faculty and staff, which would be consistent with the UW Diversity Plan.
8. The District Director develops, coordinates, and implements the budget.

OBJECTIVE 2

Develop and approve a set of principles to guide decision-making in the NE district by July, 1998.

DECISION MAKING PRINCIPLES

As we progress in the Northeast District we need to utilize a checks and balances system. These principles are intended to guide the decision-making of the Resource Management Committee. We may not currently reflect all of these principles but as a district we will strive to incorporate them.

1. Decisions will reflect the district's organizational values.
2. The Resource Management Committee along with the Extension Committee will maintain/establish a minimum of one faculty position per program area.

3. Faculty hiring must be on base (104/143 minimum 50%) funding.
4. Academic staff will be hired when the position matches one or more of the criteria stated on page 6.
5. A position's salary must have at least 40% county support in addition to county dollars for supplies and expenses of the position.
6. First priority will be to maintain current resource allocations among the respective program areas, however, a county's strategic planning needs will be taken into consideration.
7. Decisions about positions should reflect a written, long-range plan.
8. The committee is responsible for aiding and expediting filling positions.

OBJECTIVE 3

Determine how to create \$50,000 in budget flexibility as an element of the resource management plan by identifying first, second, and third choice options to create this flexibility. (Uses of flexible budget dollars could be short-term projects, special initiatives, federal/state budget shortfall, and mini-grant projects.)

- a. NE District will **pilot** an exploration of the dollars that can be generated through fee income. The institution will develop a set of principles and procedures for how fees are to be collected.

- b. Develop a plan to explore the feasibility of and to implement where appropriate, strategies in the area of fund raising/endowment building and grant writing.
 - i. Hire and/or redirect an existing staff person's time to write grants and/or explore other revenue sources (private industry, endowments, etc.)
- c. Develop a resource re-allocation plan that identifies and frees up the remainder of the \$50,000 for which the resource management plan calls.
 - i. Based on the decision-making principles as presented on page 8-9, it is the committee's assumption that a minimum of three faculty positions will need to be converted to Academic Staff over the course of the next 3-5 years to create the necessary budget flexibility.
 - ii. Bring all base-funded positions into compliance with the 40/60 salary mix within 3 years (see Decision-making Principles #5, page 8-9).
 - iii. Research and make recommendations of ways the dollars presently allocated to the Small Business Development Center on UW Campuses could more effectively meet County and business programmatic needs.

OBJECTIVE 4

Strategic planning to be done during the 2000-2004 planning period will provide the basis for future programming direction.

APPENDIX

ASSESSMENT OF THE NORTHEAST DISTRICT— UW EXTENSION’S STRATEGIC POSITION

KEY SUCCESS FACTORS

1. We, the faculty/staff, are able to respond to local needs with University research, expertise, and application. We have a research base to draw upon, we can teach to the needs of the community, and we provide for timely, non-degree credit education.
2. We have a well developed county/university partnership
3. We are not a regulatory body. We can serve as an unbiased neutral participant.
4. We have the ability to adapt to change.
5. We are skilled at knowing and utilizing alternative ways of delivering education.
6. We have a skilled and committed staff.
7. We have four program areas in each county.
8. We are in a position to link together the needs and the resources in the community and to foster coalitions and collaboration in support of the community.
9. We have the flexibility within the District Extension program to organize what we need to do.

VALUES, COMMITMENTS, AND CORE PURPOSE

We, the faculty/staff value

1. our county partnerships;
2. the freedom of intellectual inquiry;
3. honesty and trust.

We, the faculty/staff are committed to

1. excellence, which is founded on the scholarship behind the research and knowledge that we share and our unique ability to meet people's needs;
2. diversity—such differences enrich us;
3. accessibility through the use of technology and innovative approaches that reach every corner of our district;
4. partnerships which rest on shared responsibility, shared concerns, shared authority, shared costs and shared recognition;
5. change—we believe in being accountable and in meeting the test of vigorous public oversight.

We, the faculty/staff

1. address the changing educational needs of our counties;
2. empower people with new knowledge, attitudes, skills and aspirations;
3. are careful to not duplicate existing services or to accept a project because there is funding for it;
4. ensure funding and services reflect our mission;
5. will continue to be responsive to people's needs by dedication to quality programs and by a deep commitment to helping Wisconsin citizens put research and knowledge to work.

KEY DRIVING FORCES

CHALLENGES FOR COOPERATIVE EXTENSION

1. Need to maintain the flexibility of our academic departments while ensuring the quality of services that we provide remains intact (i.e., managing the mix of faculty and academic staff). We need to ensure that:
 - a. when positions are filled with an academic staff appointment, that appointment will be consistent with UW Extension policies and guidelines.
 - b. we sort out the differences between administrative roles and programmatic roles.
2. Need to create incentives for faculty/staff to assume changing roles and responsibilities.

THINGS COOPERATIVE EXTENSION NEEDS TO IMPROVE

1. We need to develop and provide a clear explanation/presentation of expectations for each faculty member.
2. We need to create specialized experts who can serve across district and county boundaries
3. We need to make decisions about what programs should be dropped or ceased, what programs should be maintained as they are and what programs should be added.
4. We need to establish a more straightforward and complete communication with government and elected representatives.
5. We need to gain support from our institutions for new initiatives and acquire that support in a timely fashion.
6. We need support for working with diverse cultures and we need the resources to do it.
7. We need to create the ability to be more flexible in serving our clientele (individual flexibility with faculty/staff and environmental flexibility in terms of acceptance by clientele of what we offer and how we offer it.)
8. We need to improve our ability to compete for personnel in certain critical areas.
9. We need to take the time to look for opportunities to link up with other departments in best serving our clientele.
10. We need to ensure that we maintain and enhance the quality of our programs, faculty and staff.

11. Every county should have sufficient academic support staff to carry out their responsibilities and allow faculty the time to carry-out the responsibilities of teaching, research, and services.
12. We need to work more closely with legislators (county, state, federal) to help them understand what we do and why it is important.

THREATS AND TRENDS THAT WILL AFFECT US

1. There will continue to be a trend of moving decision-making and budgetary control to the local levels.
2. The resource management plan is seen by some as a self-fulfilling prophecy—a way to eliminate positions.
3. Agriculture continues to become more commercialized and this shrinks the number of clientele.
4. There is less volunteer time available to support 4-H Youth Development.
5. There appears to be more money-driven programs and the risk of our doing whatever provides funding versus serving needs.
6. The resources available to Extension Education at the state and federal level will continue to be scarce. This will make it difficult to compete with the private sector.
7. Duplication of services with others outside Extension.
8. A greater amount of our resources will need to come from grant receipts.
9. Easier access to information on the part of the public will create challenges to the role of Extension.