

CES Strategic Planning Initiative
Steering Committee Meeting
July 1, 2008
8 a.m. – 5 p.m.
July 2, 2008
8 a.m. – 2 p.m.

Location:

Holiday Inn Hotel and Suites
1000 Imperial AV
Rothschild, WI 54474
Phone: 715-355-1111

For map and lodging info:

<http://www.ichotelsgroup.com/h/d/hi/1/en/hotel/wauwi/transportation>

Agenda – July 1:

8 a.m. - Check-in and set-up

Review Strategy Development Summit Process

9 a.m. – Strategy Development Summit

4 p.m. – Debrief

5 p.m. – Adjourn, dinner on your own

Agenda – July 2:

Dial-in Info (if needed):

Toll Number: 608-316-0022

Toll Free Number: 888-677-9189

Passcode: Leader Passcode: 2225

Review minutes from June Meeting

Announcements/Updates

Review Strategies

Review potential framework(s) for consolidating/managing the issues

Develop planning framework

Whose Idea

Dean's WisLine (July 7)

Plan upcoming meetings (SPSC, Vision Design, Implementation)

**CES Strategic Planning
Steering Committee Meeting Minutes
July 2, 2008**

Location: Holiday Inn Rothschild
8:00 AM – 1:00 PM

Present: Annie Jones; Rick Mills; Carl Duley; Lisa Brennan; Marma McIntee; Larry Jones; Rebecca Powers; Denise Retzleff; Kimberly Porter John Preissing; Art Lersch; and Steve Deller. Linda Bruce joined by audioconference.

Absent: Dale Mohr.

Minutes

The June 2008 minutes were approved unanimously.

Check-In

John offered to take notes. Kimberly Porter explained that the Milwaukee County Extension has to suddenly move.

Review and Highlights from Summit by Group (detailed information to be submitted by each group leader)

Partnerships (Steve Deller)

- Becoming essential to other agencies is a positioning strategy for us.
- We have an enduring relationship with Wisconsin counties.
- We need to be more systematic to review what is working and not working and reflect.
- Partnerships should not be pursued for their own sake but as a way that we do our best work. More effective programming and complementary missions are reasons for partners. Carl Duley raised the issue that there are other times when we might be competing with these other agencies.
- We need a core competency around being more politically effective and on partnering. He noted a group led by Tom Blewett is working on this.
- Do new partnerships mean new programs? Not necessarily. Also, with new partnerships, we must be able to drop older programs.
- The group noted that there are relationships between the strategic priorities (i.e. developing new partnerships and maintaining work life balance).

Wisconsin Idea (Larry Jones)

- While there was agreement on this, most felt that it was jargon. What exactly is our niche with this? Two questions were raised: Why should we continue to exist and why is cooperative extension essential? Especially in light of other institutions.
- An Aha moment was – what of our niche is worthy or worth carrying forward? Respect our tradition, but be willing to do different.

- It was noted that the group had some senior, outside participants (Jerry Apps, Marv Beatty, Colleen Bates). They pushed the group to think less about our jargon and more about people.

Scholarship (Denise Retzleff)

- A very diverse group reached very diverse conclusions about the nature of scholarship.
- The focus of the concepts of *all of us being scholars* and *community engagement* were seen as key for our scholarship.
- Also, many were intrigued by the notion of scholarship being a career long endeavor.
- A better understanding that scholarship is not an add on, but is the work of scholarship.
- There was a sense that a better understanding of scholarship is needed by all.
- Can tenure and promotion be separated?
- If scholarship is so important then why don't we share this more broadly with county boards?
- There is a discussion on the difference between the creation of new knowledge and the dissemination of new knowledge.
- Another way to promote greater understandings and to gain new perspectives is to have a sabbatical program in place.
- Perhaps a survey on the attitudes about scholarship on scholarship of academic staff and integrated specialists. A unifying theme was that we all could be involved in the scholarship of community engagement.

Diversity (Kimberly Porter)

- A preliminary question on what we really meant on diversity.
- A second question was where we are at in terms of diversity? Do we have baseline information?
- Have we considered more specialists in areas of poverty and urban issues?
- Social justice issues demand that there should be more resources to urban areas where there is high need and high populations.
- Are our administrators sufficiently steeped in diversity work to really change our organization? For example, we have MAT training and Diversity Circles, but is this sufficient?
- Is there a reward system in place for promoting diversity work?
- Do we have diversity training and ongoing skills building in place? Perhaps, diversity center that is fully engaged in this arena? An exchange program between urban and rural.
- Learning from each other was also highlighted based on the successful programs that we are doing.
- Finally, equal funding with urban - rural considerations especially in light of the poverty numbers.

Internal Relationships (Rick Mills)

- Trust, honesty, and transparency in communications are needed to build successful teams and offices. What kinds of things could be done to enhance these? Professional development around interpersonal skills was a key solution.

- Monitor and “keep on top of” existing professional development initiatives (i.e., Responsibility Based Culture, Multicultural Awareness Training, Covey etc.) both in terms of their effectiveness and popularity. Examples given were Disc Indra, RBC, MAT etc.). Open opportunities for PD to all employee classifications (Nutrition Educators, project appointments, LTEs).
- Linking core competency training to the New Colleague Orientation.
- What incentives might districts, county office, and program administration provide to foster ownership in core competency professional development?
- Perhaps, some core competencies need to be more rigorously pursued and the results more rigorously tracked (i.e., Responsibility Based Culture, Multicultural Awareness Training)
- This needs to be balanced by the belief that we are all self-directed professionals and required competencies, etc, might not be completely agreed to.
- Some systems thinking might be required to achieve greater efficiency and effectiveness in the training.
- In addition to professional development, another factor was working on breaking down silos through working actively at cross-program and across the institution at learning each others work better.
- One specific concern is that as specialists work outside of their program areas, their evaluations remain within their program area. This should become more flexible and inclusive, especially as the people become more inclusive.
- Discussion took place (at review meeting) about different kinds of silos beyond program ones such as between academic, faculty, and classified groups.
- Considering that we are increasing in our short term or limited hires, we should explore ways to make all of those that more involved and included.
- An expanded HR department is needed.

Technology (Marma McIntee)

- Some contextual concepts were offered:
 - A push toward federated content management with organizational structure. This would be through an intranet not internet.
 - Will be breaking our link to place rather than communities of interest and virtual connections.
 - Is this about technology or how we use technology to complete our work?
- A system needs to be flexible and dynamic.
- Five or six roadblocks were identified that need to be overcome by a variety of strategies. Also, a number of categories and/or typologies were described that would help us use technology most effectively.
- A thorough discussion took place on the county vs. university access to technology.
- A number of specific actions were outlined (see Marma’s notes).

Marketing (Art Lersch)

- The group began looking at what defined marketing. The definition includes awareness building and creating collaborations and partnerships. This notion probably reflects the organization.

- Some broad strategies include whether or not we have top – down decisions/endorsement of new marketing issues such as the newly launched logo.
- Should a promotional marketing plan be driven by the fear of losing funding? Let's not be motivated by budgetary issues alone.
- If not motivated by budgeting concerns, then we should be clear on what drives us.
- What title should we go by – UWEX, UWEX CES, UW system? This needs to be looked at in a more serious way to have an effective plan.
- We should define what purpose a marketing plan would have? The group's suggestions were to educate elected officials about what we do, primarily at local level and educating the "consumer" about what we do.
- Transformational education is our niche and can be sold, but perhaps not w/ that name.
- Defining markets and developing marketing approaches per the market niches.
- A discussion took place on the need for more marketing budgets – both at the statewide level and local level.
- Core competency training in marketing should be used. Also, interview questions for newer employees on marketing.

Organizational Structure and Flexibility (Carl Duley)

- Let's study the root causes of success of our best work for lessons learned with teams.
- Understand our current structures and rules better (CSREES, budgeting) that drive our structure.
- This should be tied to a new, better, completely integrated communication and reporting system.
- Use a diversified team (internal and external) to exam our structure. We should also be open to having a new structure.
- Googlize Extension – that means doing creative work with lots of independence.
- A little pot of money for self-directed, take a chance teams.
- Implement and complete these efforts while Rick Klemme is Dean.
- Use the Strategic Plan for PDs and interviewing administrative candidates.
- Let's revisit the quad counties organizational structure to determine if it is the most effective and efficient model.

Work Life Balance (Lisa Brennan)

- As self-directed people we are empowered to control some of work life balance.
- Scholarship is another issue. Does this promote work life balance by requiring more?
- Should we define work expectations with scholarship?
- Could the Seven Habits work help us gain work life balance – make this a required training.
- Should we examine telecommuting more? And, do we have a full understanding of what we can and can't do?
- With more whole scale telecommuting how do we address accountability? And, can we measure more outcomes and impacts and less activities and outputs.
- Use our current resources better to help others achieve work life balance.
- We need more buy in on what constitutes work life balance, especially with stakeholders and leadership.
- Promote clearer sense of benefits of using vacations!

- Continue to use the RBC framework with training, performance reviews, and others. It was also noted that specialists were quite uninformed with RBC work. This was especially true for integrated state specialists.

Resource Engine (Rebecca Powers)

- General outcomes were identified – solid funding,
- More specific ideas such as having fiscally savvy staff
- That we have a pool of funds to better address salary equity funds.
- Ensuring high quality impactful programs and funds.
- Having contingency funds available to meet county shortfalls.
- We need more clarity and transparency on funding issues. More trust in how the decisions are made is needed.
- Let's explore what other states are doing, to learn.
- Explore what the true impacts of funding mixes are – grant writing, tracking costs, administering funds.
- Needs assessments should drive fund drives not other way.
- A need for funding 101 and 102.
- Considering establishing a larger fund for emerging issues.

Dates for upcoming meetings

- August 4, 2008 in Stevens Point at Smeekle Reserve
- September 11-12, 2008 in Madison
- October 23-24, 2008 in Black River Falls area
- November 6-7, 2008 in Stevens Point/Wausau area (1 day for Vision Design Team meeting)
- December 10-11, 2008 in BRF, Stevens Point or Wausau...location to be determined.

Tasks

- Type up notes from day one of the summit.
- Consider strategies for completing our work and the plan and strategies ideas around the issues, linkages, and whether or not we should use Larry's chart as a framework.
- Complete notes by the end of July 18, 2008 and send to Annie.
- Annie will set up a wetpaint site for our use.