

CES Strategic Planning Initiative
Steering Committee Meeting
August 4, 2008
10 a.m. – 3 p.m.

Schmeekle Preserve
2419 North Point Drive
Stevens Point, WI 54481
<http://www.uwsp.edu/cnr/schmeekle/Directions/>

Agenda:

Check-in – volunteer to take notes?

Review minutes

Announcements/Updates

Review planning framework

Review types of strategy

Strategy Identification

- Develop criteria for selection
- Planning framework
- Outcomes
- Possible selection

Planning for Upcoming Activities: Vision Design Team, Implementation, Scenario planning

Communications

Plan upcoming meetings – CEAC, August 27

“We can’t solve problems by using the same kind of thinking we used when we created them.”
Albert Einstein

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Minutes

Schmeekle Reserve
2419 North Point Drive
Stevens Point, WI 54481

Attendees

Brennan, Bruce, Deller, A. Jones, Lersch, Mills, Mohr, Power
Not Present: Duley, L. Jones, McIntee, Porter, Preissing, Retzleff

Check-in/Volunteer to take notes

R. Mills

Review minutes

Approved

Announcements/Updates

Lisa to check on lodging rooms for the September meeting.
December is confirmed for Wed. 12/10 and Thurs. 12/11 – location to be determined.

Review planning framework

Discussion around whether existing format is still applicable. Does the model still work based on Summit responses? The group agrees, YES.
We will continue to adjust and modify framework when and where appropriate.

Review Summit strategy responses (all themes)

Note: Suggestions made for sharing files created using MS Word 2007. Some people had difficulty opening the documents (.docx) posted to the WETPAINT wiki,
<http://uwexcespsc.wetpaint.com/>

Strategy Identification Process

When reviewing summit papers to identify strategies, the committee noted that there were some action items that seemed to 'cross-over' to strategies. Look for more comprehensive relationships. The five categories identified for the planning diagram are:

- o The Wisconsin Idea – 'Defining Our Niche'
- o Transformational Education: Scholarship of Community Engagement, Diversity
- o Organizational Culture Alignment of Personal/Interpersonal Systems and Relationships: Life Work Balance, Internal Relationships
- o Sustainability of our Resource Engines: Partnerships, Technology, Funding and Budgeting, Marketing-Branding and Image Alignment of our Organizational Systems: Organizational Structure and Flexibility

As we review and discuss each item, recommend changes or modifications to the framework.

Planning Pyramid – Undergo general discussion on summit responses and approach to take for further defining strategies...

Defining Our Niche – The group of participants felt that the Wisconsin Idea seems to be 'jargon' and that the group should focus more on the people of Wisconsin. We will discuss this item further at our next meeting.

Are there any strategies noted?)

- "There was a great deal of discussion at the summit but no clearly identifiable strategies were brought forth."

Are there any linkages that we can look at and identify strategies?

- "Challenge – Opportunities for professional development may conflict with Work Life Balance."
- "There seems to be two types of professional development competencies that are embedded in the papers: political effectiveness and political savvy. These are basic competencies that all Extension faculty/staff should pursue...others are optional."

Is there a way to recognize existing framework and work on this task; or wait until we review and absorb strategies to be developed?

- "Today, we would be developing more of a 'draft' to see what structure comes from the secondary review?"

Is there a type of strategy that we want to focus on?

- "Operational Concerns" – historically we roll out strategies with fanfare, and then we move on."
- Should we take incremental or larger steps that focus on broader organizational strategies? Examples being the notion of "dismantling the old program area structure";
- For counties, a more holistic programming approach is impacted. Lack of communication across program areas;
- Change program area model: CE has its own identity, separate from UWEX-UWC; perhaps form a team...take a more holistic approach to this issue.

Are there alternatives to getting past barriers?

- For example, operational formation of a team, then structural strategies – depending upon seriousness of effort to change the existing structure (program areas).
- Counties may feel program area structure is very important...*how much thought has been put into this strategy?*

Recommendation made to identify larger, glaring items of 10 strategies, then work our way through specific strategy selection. Example: making funding decisions more transparent (Funding and Budgeting).

Recommendation made to read through all of the papers and identify each strategy and link them to the framework of issues.

- It would be very beneficial for the group to 'outline' strategies (in draft form) for the August 27th meeting with CEAC. Our goal is to use the day to take potential strategies identified at Summit, then refine and develop a strategic plan 'outline' by September or October 2008.
- Develop a resource pool to allow all program areas to make more open, transparent and creative programming decisions. - see illustration on page 4.
- The existing system is pretty much based on historical allocation of monetary resources.
- One pool of resources (funds) may foster more cross-program activities. - see illustration on page 4.

Faculty Governance

- There doesn't seem to be a high degree of transparency with respect to faculty governance. Situation analysis responses from academic staff point to sense of classicism on the part of faculty governance.
- We seem to feel 'wedded' to our units and programs with little effort made to educate academic staff (faculty) on the workings of faculty governance.

Comments from review of all strategic issues/themes...

Marketing

- Structure v. Flexibility
- Recommendation made to use the term "awareness building" as opposed to marketing.
- Address tension between centralized and decentralized; centralized staff answers to deans.)
- Group would be experts in supporting county and state needs – results tend to lie on the educator or specialist.

Work/Life Balance - Challenges

- There appears to be a need for a more supportive infrastructure as identified in Diversity, Marketing, Technology etc.
- Ineffective at partnering within the system
- There are diverse responses within each group..."status quo or out of luck"

Mentoring – 'It's easy to take on the organization from bad to good; than it is to take the organization from good to great

Planning & Results System needs to work for us; we're challenged with the perception that we demonstrate a pattern of doing things 'half way'.

There are some issues that are related and inter-twined.

Process for strategy identification continues by overarching themes...

Wisconsin Idea – Our Niche, or identity seems to be our strategic issue. Is there an opportunity to convene and ask...

“What do we do as an organization that makes us relevant and essential?”

“How do our services differ from private sector?”

- We are embracing the Wisconsin Idea – “We start where you are at”.
- There is a unique opportunity to separate “doing it with the community not doing it to the community”

Scholarship of Community Engagement

- Centralized v. decentralized. Pointed out at the July meeting, “scholarship is what we do; it’s our job!”
- Scholarship is a career-long expectation.
- We value academic rigor; where community knowledge may fall short of academic rigor.
- Scholarship is what we understand – talk v. action
- Faculty Senate has formed a team to address this topic...status?
- Often times, we define scholarship to tenure (program autonomy v. consistency).
- Sometimes criteria seems vague...information is not widely shared with respect to steps undertaken for promotion or title change
- *Is there the potential to form a divisional committee that is comprised of representatives from academic staff and faculty that might help clarify criteria and review for consistency among the different departments/programs?*
- County educators may improve scholarship when partnering with specialists...“what’s in it for me...incentives”

Diversity – More resources needed to fund the greater needs

- How can we be more flexible with our funding/budgeting relationships so that we can address issues of great need
- Counties may require more resources in order to keep up with the needs in larger urban areas (Milwaukee, Menominee and others)
- Perhaps look at regional or shared resources where the needs are great (poverty in rural and urban areas)
- Flexibility in coverage and support where shifting in resources may occur.
- Urban – Rural dichotomy
- Use of Sabbatical for professional development – diversity work – 1 or 2 months for county faculty/staff; approval from board/committee to back-fill position.
- Again, transparency in budget allocations may be an obstacle. It is difficult to make recommendations if it is not clear on how CE allocates funds (cross-program resource pool).

Life/Work Balance

Are there barriers to telecommuting? Are there perceived or real obstacles?

- Economic, energy and environmental concerns are making it more attractive to local governments to address alternatives to the 9-5 work day. Anecdotal evidence exists that show cost savings, and greater employee productivity is becoming more attractive to employers and employees. Example: 4 – 10 hour days; more flexible office hours; shifting of personnel to balance business needs.
- Create a culture of acceptance

- With a flatter organization comes more autonomy
- Broadening of mentoring system; more consistency and transparency in dissemination of information

Internal Relationships

- RBC a fad that really made sense; we need it
- Shared leadership: strengthen relationships among faculty/staff, adopt a system for succession planning
- Trust may not have increased throughout the organization. County support staff are not generally asked/eligible to participate in various types of professional development due to union and/or county mandates
- Form a statewide leadership council that makes leadership decisions;
- Are leaders accountable? To what extent? Are peers and subordinates asked to contribute to Self-Initiated Performance Reviews (SIPR)?

Partnerships

- Do we evaluate our partnerships?
- People are reluctant to develop new partnerships because of the perception – “do I have to create a new educational program?”
- *Partnerships – Best Practices* pamphlet to highlight pros and cons of partnership creation (technical expertise, county relevancy, being strategic about developing new partnerships); Why do we seek out partnerships?, What can they provide? Is the partnership mutually beneficial?
- We’re a resource for the community, private agencies and others; demonstrate how ‘invaluable’ we’ve become, our tentacles are out there...everywhere.
- Mentoring: PRS needs to work for us, “cuts across multiple issues and themes”.
- Informal MOU (memorandum of understanding) instead of inter-institutional agreements; as a start to forming relationships – informal but documents our intent to partner, and what “deliverables” are agreed upon.
- UWS needs bridges not walls.

Marketing

- Put resources into message; dollars and human resources; “create an infrastructure for creating guidelines”
- Overarching plan – counties and units choose pieces that work for them (flexible).
- Core competency – Contract or hire individual or organization that is an expert at marketing educational programs. Work with districts, counties or administration to develop marketing plans and resources
- Awareness building v. marketing a specific program at the county level
- Maybe not a traditional marketing plan, but a tool to showcase our educational programs.
- Similar to Andy Lewis’ “First Impressions”
- Budgeting process needs to be more transparent.
- Increased effort to developing a gift giving/endowment to go into inter-institutional “pool” of money to establish and fund emerging programs, shore up agreements where reduced staff may be present.
- Contingency plans should be considered (i.e., if 60-40 split breaks down).
- WNEP cost share so that CE is involved in funding.
- Strategic partnerships with groups or people that can help us with resources (\$).

Technology

- Infrastructure; intranet v. internet – needs to be strengthened
- Centralized vs decentralized: barriers to county/administrative operational needs (approved/non-approved sites)
- Accessible to all – One stop shop

Organizational Structure

- Flexibility – Quad, program areas, rural and urban...is it effective?
- Enhancing relationships with other institutions; have a clear understanding of what is expected (MOU).
- What drives the structure; managing the status quo or best structure for the need?

For 8/27/08 CEAC presentation

What are the most radical or innovative themes/strategies?

- Latest fad;
- Resource Pool: Council for funding
- Barriers: real v. perceived
- Is there a way to measure county tax levies for the past 5, 10 or 15 years?
- Messaging: Trial balloon floaters to gauge reaction from group
- Solicit help from Malacara to identify 'possible' strategic items to target?
- Recommend 2-3 'radical' or 'pie in the sky' strategy items with budget items to explore?

Ideas for next issue of Who's Idea is it Anyway newsletter

- Marma: Dan Wilson or Marv Beatty

Other

- Annie to share ideas for her dissertation
- [WetPaint Wiki](#) – Open site to Summit participants so that they may review and comment on the 7/1/08 results; use the discussion thread feature. YES
- October Meeting: Dale involved in Portage County Civil Rights Review.

Meeting Adjourned: 3:15 p.m.

Submitted by: R. Mills, 8/14/08 (rev)