

CES Strategic Planning Initiative  
Steering Committee Meeting  
September 6-7, 2007

September 6 – 10 a.m. - 5 p.m.

September 7 – 8:30 a.m. – 3:30 p.m.

Milwaukee County UW-Extension, Rm. 210

932 South 60<sup>th</sup> Street, West Allis, WI 53214

<http://www.uwex.edu/ces/cty/milwaukee/>

**Sept. 6 Agenda:**

Check-in – volunteer to take notes?

Announcements/Updates

CEAC Mandates discussion

Stakeholder Analysis – CPAG Feedback with Deb Jones joining us by WisLine @ 11 a.m.

CE Budget Basics and Mandates – Dan Malacara joining us around lunch time

Stakeholder Analysis Planning and Design – Continuation of planning and trial runs

**Sept. 7 Agenda:**

Continuation of Stakeholder Analysis Planning and Design

Hearing All Voices – Update list of volunteers

Values Design Team – Review of first meeting and research design

Website Updates and Message Board questions

Lunch

Establish working timeline, action items

Communications

Evaluation planning

Plan upcoming meetings and Check-out

“People prefer a familiar problem to an unfamiliar solution.”  
**Benjamin Disraeli, British Prime Minister**



## DRAFT

### **Strategic Planning Committee Meeting Milwaukee County UWEX September 6 & 7, 2007**

#### **Minutes**

**Present:** Rebecca Power, Marma McIntee, John Preissing, Denise Retzleff, Annie Jones, Kimberly Porter, Lisa Brennan, Steve Deller, Larry Jones, and Rick Mills

**Absent:** Linda Bruce, Dale Mohr, and Carl Duley

#### **Action Steps:**

- Annie is in communication with Ray Schultz, UWEX Secretary of the Faculty and Academic Staff, about the human subject protection issue for our evaluation methods.
- Rebecca is working with Jennifer Kushner on the drafting some questions framed around the 10 themes.
- Rick Mills is writing a one page about CES to be used with key informant interviews.
- Larry Jones is writing the material that briefly describes our process and why we are contacting people to be used as an intro for data gathering.
- Marma McIntee and Linda Bruce are working on the reaction to the WNEP question from the message board. Marma will follow up with Linda.
- Rick Mills agreed to reply to future questions on the message board. Rebecca Power requested to be included in the message board email notification.
- Newsletter:
  - Marma will contact Dan Wilson.
  - Rebecca will contact Colleen Bates.
- **Internal Stakeholders Group:** Annie will email process to District Directors. Annie will be contacting district support staff and/or Jennifer Lord in the CE Dean's Office to get an up-to-date classified staff email list.
- **Oct 1 Dean's Audioconference** – Annie will explain format and groups being interviewed. A chart similar to the data gathering plan could be posted to the SPSC website.
- **Oct 3 SE HCE meeting** – Marma is on the HCE agenda and will instead inform the SE District Home & Community Education (HCE) of our process. She will conduct an informal chat and will report back to the committee in Nov.

- **Oct 19 WACEC Board meeting** – Annie will ask the WACEC Board the following question: “How can the WACEC Board and Cooperative Extension survive and thrive in the 21<sup>st</sup> century?” Annie will follow up with John and Marma via phone for a ½ hr to discuss questions.
- **November 1 & 2 SPSC Meeting** – Data from district/committee meetings to be compiled and typed by facilitators, with results brought to our Nov. mtg.
- **Nov CEAC meeting** -- Larry will facilitate process similar to the district meetings with CEAC.
- **Dec 6 & 7 SPSC meeting** – We might want to invite others to the December meeting to help sort information. Annie will check on inviting someone from the tribal college to join us. Possible invitee is Ron Corn. Annie will check in with Donna Hora-Schwobe for contact info on Ron.
- **March 08 Dept Head Meeting** – Annie is working with Dick Pederson, Southern District Director, on getting some time on the Dept Head agenda in March.
- **External Stakeholders**
  - **Partners** – Marma, Carl, Denise, Dale will convene group and look at questions. The same questions may be used for the UW Campus Deans/UW College Deans.
  - **Legislator/County Administrator/Campus Dean (Southern District)** – Rick Mills will follow up with Dick Pederson on identifying a legislator and county administrator.
  - **CPAG’s** – Annie will follow up with Deb on the SPSC discussion. Annie will inform Deb that we do not wish to convene a CPAG regional group. Annie will ask Deb to contact the Department Heads that have CPAG’s and ask the Department Heads to go through CPAG notes and identify institutional items. Annie will provide the 10 institutional themes. John Preissing will put together an email drafting what information we want.
- Annie will invite Sharon Klawitter, Human Resource Development Director and Greg Johll, CE Technology Services Director to a future meeting for educational purposes on broader issues.

## **SEPTEMBER 6, 2007**

**Minutes from August meeting** – Annie briefly reviewed the August meeting minutes and provided an update on the “to do” list.

**Updated Input Gathering Plan** – Annie handed out a draft updated data gathering plan for the situation analysis of the strategic plan for review.

### **External Stakeholders Group:**

*Legislators/County Administrators* – District Directors will identify, in consultation with the Department Head, on selecting one or two legislators and county administrators to interview from each district. **These interviews will be completed by Thanksgiving.**

*Campus Dean's or College Deans* – Target of one per district. Someone from the district who knows the Dean will conduct the interview. This may not be the District Director. Rick Mills will follow up with Dick Pederson on identifying a legislator and county administrator from the Southern District. Interview questions will be developed around the 10 themes.

*WACEC District Meetings* – Annie has requested that the Strategic Planning group be given a half hour on the agenda to conduct interviews. Annie expressed concerns that the Quad Counties does not have a WACEC district. Gathering data from this group may be difficult to obtain. Quad Counties is considering a special meeting for the Quad WACEC group.

### **Criteria Selection for External Stakeholders**

- John Preissing suggested the classic mixed methods
- Selection criteria include 1) friend to speak truthfully and 2) one who doesn't (adversary)

### **Internal Stakeholders Group:**

Annie will email process to District Directors. Annie will be contacting district support staff and/or Jennifer Lord in the CE Dean's Office to get an up-to-date classified staff email list.

**Dean's Monthly Audioconference** – Annie plans to be on the September Dean's Audioconference. She will discuss programmatic vs. strategic operational input and clarify the differences.

At October Dean's Audioconference – Annie will explain format and groups being interviewed. A chart similar to the data gathering plan could be posted to the SPSC website.

**CPAG Discussion** – Deb Jones joined the committee via wisline to discuss the possibility of getting input from the Community Partner Advisory Groups (CPAG). Deb

identified concerns in talking with all CPAG's. CPAG's are formed at the county level and all are operating at various stages. Not all counties have formed a CPAG. Currently there are 35 CPAG's around the state. Some CPAG's are stronger than others.

For data gathering purposes, perhaps a random sample is better. Deb is willing to convene multiple regional CPAG meetings to assist us in gathering data. The CPAG budget that Deb manages would cover transportation costs and other travel related costs. An alternative to convening multiple regional CPAG's is to look at the data that already exists. Deb is willing to look at SWOT data used for CPAG's, which is kept locally at the county level. There might or might not be relevant information. Most issues will be local programmatic ones.

The committee posed the following questions to Deb:

1. Why we should involve CPAG's? What perspectives would they bring to the process? What's unique about them?

CPAG's have more experience locally. You would get a community member's perspective, not the perspective of a county local official. This may be a way of targeting people we strive to reach. These community members have learned the big picture from their involvement with CPAG's. They may give us a less unbiased perspective.

2. Will CPAG's be able to differentiate between program planning and strategic planning?

Yes they can. CPAG's think more broadly and organizationally.

3. What kind of format is the current CPAG data in?

Data is at the county local level. Deb doesn't know the format. It's probably a myriad of data.

4. What is the demographic makeup of the CPAG's (i.e., rural, white, middle class, 2<sup>nd</sup> generation Wisconsin)?

The county is going to great lengths to build diversity (i.e., ethnicity, age, etc.)

The committee discussed various ways to collect data on CPAG's. 1) Conduct an interview from a random pool of CPAG's, or 2) attend one or two CPAG meetings. Deb suggested that the committee not consider attending CPAG meetings to gather data. Deb believes that by selecting only one or two county CPAG meetings you will lose the geographic diversity. Also, CPAG's don't meet often so their agenda is tight.

The committee discussed looking at the data gathered from the Chancellor's listening sessions to see if there is information already collected from a community perspective.

John Preissing suggested that we ask the county CPAG to look at the data and flush out relevant information. The CPAG's would need 2-3 bulleted items of what types of information we are looking for. John Preissing will put together an email drafting what information we want.

Deb is willing to facilitate the feedback gathering process with CPAG's in any way that the committee sees fit.

SPSC needs to develop the criteria to identify the institutional items.

SPSC would poll counties with the recurring themes.

**Other possible target audiences** – We should consider targeting the young professional.

County leadership programs may be another target outside of CPAG to target young professionals.

**Discussion with Assistant Director, Milwaukee Co UWEX** – Carolyn Johnson joined the committee to discuss the challenges and opportunities facing Milwaukee County UWEX.

The challenges are 1) do more programming in an urban environment (train the trainer, community partnerships, etc.). Milwaukee Co UWEX employs many students, Vista volunteers and LTE's to get the work done, 2) frequently are confused with UW-Milwaukee, 3) lack of money and lack of ownership (i.e., get checking program was developed by Milwaukee Co UWEX but many do not know that).

The opportunities discussed were 1) survived three budget cuts, 2) has the largest and diverse population, 3) innovative programming (storm water professional training, get-checking program, etc.)

**Discussion with Coop Ext Budget Director** – Dan Malacara joined the committee to discuss the Coop Ext budget. Dan gave the committee several budget chart handouts. Dan referred to the source of budgeted funds chart and explained that 90 percent of the budget is on people (salary and fringes). The chart is not the actual but the budgeted expenditures. There are a finite number of FTE's for the state budget. UW-Extension is part of the UW System. This is a unique partnership. One luxury that we in UW-Extension receive from being part of the UW System is when there is a tuition increase, the extra dollars generated from this is shared with UW-Extension.

Resource sharing – each department has management of their own base resources (i.e., units, program area, district). The base savings surplus is shared 50 percent with the Dean. The Dean uses the base surplus to help fund initiatives, promotions, etc.

We are fully budgeted and have no flexible dollars. We do have some one-time dollars.

Dan discussed with the committee the strategic budget issues we should think about.

**Change the current model to ...**

- access funds more quickly to respond to an opportunity or threat
- increase flexible funds
- bring in major donors (i.e., partnerships)
- establish a foundation account (wills/estates)

The committee discussed the lack of expertise within the group to make strategic budget decisions. We need to involve others.

**Stakeholder Analysis Planning and Design** – Annie tested the face-to-face questions using the district meeting situation analysis procedures with the Kenosha County staff. Annie started the preamble out by letting them know the importance of the exercise and asking them to focus their responses based on an organizational view rather than a programmatic view. Annie then asked the question “What are the major opportunities and challenges facing Cooperative Extension as it pursues its mission in the next five years?”

They had a difficult time answering the question even though they understood what was being asked. People still gave a programmatic response. Annie believes that the question is too general.

**What’s the next step to identifying institutional issues?**

The committee discussed getting institutional issues from existing internal data.

Data can be found in:

- program planning
- CPAG’s
- Chancellor’s listening sessions

Kimberly Porter asked that Milwaukee County conduct their own interviews and not be lumped with the Quad County data. Milwaukee County does a lot of urban programming and we don’t want this to get lost in the data. It’s too important to lose.

The committee recessed at 4:45pm

**SEPTEMBER 7, 2007**

**Discussion with Milwaukee Co UWEX Director** – Eloisa Gómez joined the committee to answer any questions the committee may have about Milwaukee Co UWEX. Eloisa gave an overview of her work history. Eloisa looks at how Milwaukee Co UWEX can provide economic value as well as a quality of life value to its citizens. The goal for Milwaukee Co UWEX is to create a unique niche.

Eloisa hopes that the strategic plan will be supportive of urban programs not just for Milwaukee Co but for all counties. We need to problem-solve and move beyond barriers. One barrier for Milwaukee Co is youth violence. UWEX needs to respond more effectively. We could do more academic preparedness in schools and more collaboration with others.

One of the issues that Eloisa struggles with as a director is whether to go broader or deeper in programming. Each approach has different staffing issues. We need to have conversations not just internally.

**UW System Strategic Framework** – Annie handed out the UW System Strategic Framework Think Tank Charter. Currently the UW System is going through a strategic planning process. SPSC may want to put together a similar document in the future. SPSC might consider think tank groups.

**Situation Analysis Data Gathering Plan** – The committee reviewed the situation analysis data gathering plan and decided to create a SWOT chart in order to help define what external stakeholders we need to identify for data collection. *See attached chart for SWOT analysis.*

The committee identified the following institutional issues from the data we have gathered at this point.

**Institutional Issues:**

- Increase flexible funds
- Do more urban programming
- Integration of outreach & scholarship

The committee reviewed the data gathering plan after the SWOT and made the following changes:

**EXTERNAL STAKEHOLDERS**

**Eliminate**

<b>Programs</b>	We do not want to look at programmatic issues.
<b>Alliance of Cities</b>	Is a strategy step
<b>Under-represented Audiences</b>	Is a strategy step

**Keep**

**County Board**            Could survey county boards in second phase of the process

**WACEC**                    Knows us better so would be more valuable information

**Partners**

**Legislators/County Administrators**

**CPAG's**

**System Family**

The committee decided to create a workgroup to work on the questions. Larry will contact Dave Giroux from UW System and have an informal discussion before convening the workgroup. The workgroup will meet via wisline some time in Oct. Larry will set up.

We might adopt questions used at the October district meetings to be used for questions for the campus deans/college deans.

**INTERNAL STAKEHOLDERS**

No changes to chart.

**Classified Staff/County Support Staff/Program Support Groups** – these are all strategy groups. There may be existing data from the Cooperative Extension Conference or the Respectful Workplaces survey conducted by the Classified Staff Advisory Committee. The committee decided to come back to this group at the strategy development phase.

Annie will invite Sharon Klawitter, Human Resource Development Director and Greg Johll, CE Technology Services Director to a future meeting for educational purposes on broader issues.

***UPCOMING* Face to Face meetings for data gathering**

<u>Date</u>	<u>District Meetings</u>	<u>Facilitators</u>
Sept. 19	Quad	Annie, Kimberly, Steve, Rick M
Sept. 27	Southern	Larry, Rebecca, Steve, Lisa
Oct. 16	North	Linda, John
Oct. 16	West	Carl, Art, Steve
Oct. 17	East	Dale, Marma, Denise
Oct. 17	Central	Art, Steve, Rick M, Annie
Oct. 19	WACEC Bd	Annie, John, Marma

	<u>Other Meetings</u>	<u>Facilitators</u>
Oct. 3	SE Dist HCE	Marma
??	N Dist HCE	Linda
Nov?	CEAC	Larry

Data from these meetings to be compiled and typed by facilitators, with results brought to our Nov. mtg.

### **District Meeting Process:**

#### **PREAMBLE:**

- Explain that we are in a data gathering stage to identify strategic issues. Could show the Strategic Planning Process Timeline on a powerpoint slide.
- Explain how the process will work today.
- Distinguish between educational vs. strategic planning
- Think organizationally

#### **PROCESS (OPEN SPACE CONCEPT):**

- A. Approximately two hours for the entire process
- B. 3 rounds; about 30 minutes each
- C. Each table gets a parking lot
- D. People will start out answering the general question
- E. Each table will have one theme to discuss ... theme will be on a card
- F. Write ideas on flip chart or paper
- G. People will get to discuss two themes
- H. Wrap up by taking 5 -10 minutes to identify themes that were not discussed today that you feel are important.

**CEAC Nov meeting** –The committee decided to use the same process as district meetings with CEAC. Larry will facilitate with CEAC.

**WACEC Board meeting** – Annie will ask the WACEC Board the following question: “How can the WACEC Board and Cooperative Extension survive and thrive in the 21<sup>st</sup> century?” Annie will follow up with John and Marma via phone for a ½ hr to discuss questions.

**Southeast District HCE** – The committee decided not to pursue data gathering from this group. We are already targeting community member perspective in other ways. Marma is on the HCE agenda and will instead inform the SE District Home & Community Education (HCE) of our process. She will conduct an informal chat and will report back to the committee in Nov.

**Partners** – Marma, Carl, Denise, Dale will convene group and look at questions. The same questions may be used for the UW Campus Deans/UW College Deans.

**CPAG's** – Give the 10 overall themes for CPAG's to look at in reviewing data. Annie will follow up with Deb Jones.

**Values Design Team** – Annie gave an update on the Values Design Team. The Values Design Team met recently and there is good diverse representation on the team (i.e.,

program area, geographic, age, ethnicity). Annie shared several handouts she distributed to the values team.

**Next Meeting** – Our next meeting will be November 1 & 2 in Keshena on the Menominee Reservation. The first day we will be meeting at the Menominee Reservation College. On the second day we will be meeting in the chambers at the Courthouse.

Annie will check on inviting someone from the tribal college to join us. Possible invitee is Ron Corn. Annie will check in with Donna Hora-Schwobe for contact info on Ron.

**December meeting** – We might want to invite others to the December SPSC meeting to help sort information.

Meeting adjourned at 4:00pm.

Handouts:

- About Milwaukee County UW-Cooperative Extension (Carolyn Johnson)
- Cooperative Extension Program – FY 90 to FY 03 – Trend Report to Base and Fund Raising Resources (Dan Malacara)
- Cooperative Extension Program – FY 07 – Source of Budgeted Funds (Dan Malacara)
- Creating Café Questions
- CE Divisional, Mission, Vision and Values
- Data Gathering Plan (modified 8/21/07)
- District Meeting Situation Analysis Procedures (Draft)
- Milwaukee Co Preliminary Population Estimates (Jan. 1, 2006) (Carolyn Johnson)
- Milwaukee Co UW-Extension – 2006 Statistics (Carolyn Johnson)
- Minutes from August 8 & 9, 2007 meeting in Alma, WI
- Informal Mandate Themes
- Key Informant Interviews (Draft)
- Situational Analysis Surveys (Draft)
- UW System Strategic Framework Think Tank Charter
- Values Design Team ... Sorting Out Our Values
- Values Design Team ... “How to be ...”
- Values Design Team ... responses to “how to be” questions