

**Cooperative Extension
Strategic Planning Steering Committee Meeting
SWOT Discussion (Strengths, Weaknesses, Opportunities and Threats)
September 7, 2007**

Changing relationships among UW institutions

- Not proactive with new issues (W)
- We are not around the table (W)
- Response time to emerging issues (W)
- Not proactive with new issues; we are not around the table; response time to emerging issues (W)
- Perceived duplication (W)
- Coordination across institutions – program areas, campuses, 2-year and technical colleges (W)
- Competing vs. partnering with UW Colleges, institutions, technical colleges (W) (T)
- Lack of value of Extension, not known as an outreach/engagement connection (T)
- Movement to develop a separate urban land grant system (T)
- Lack of cultural sensitivity – our openness creates a perceived threat to local communities (Rebecca's note – not sure this is in the right place – or it may also belong in other categories) (T)
- Sister institutions have rediscovered our outreach mission (O)
- Integrated mission (S)
- Programming bottom-up, rather than top-down (S)
- UW-C expansion of prog that UWEX did others change, we don't (T)
- Building fiefdoms (T)
- Science based decision making is increasing and we are capitalizing on it (O)

Funding mix and distribution

- The diversity of funding sources
- Ability to chase \$
- Cooperative Extension endowment
- Anti-government attitude affecting funds (T)
- Trickle-down affects of \$ cuts (T)
- Partnerships with state and federal agencies to address outreach need for their agency (O)
- Funding mix, chasing \$ (W)

Budget flexibility

- Budget flexibility, movement of \$ within the institution (W)
- How to be more flexible with specialist appointments
- Flexibility to make major investment in short or long term programming; revenue generation
- Anti-government attitude affecting funds (T)
- Political will (T)
- We are a way for local communities to access university resources (S)

Image (external)

- Marketing (W)
- We appear scattered – all over the board
- Lack of value of Extension, not known as an outreach/engagement connection (T)
- We are seen as unbiased (S)
- National and international credibility – reputation for being the “Cadillac” Extension institution (S)

Staffing and concerns – human capital

- How to navigate the Coop System!
- Communication – geographic dispersal, duplication of efforts within the “family” (UW institutions) (W)
- Who decides who writes grants and who generates \$ (W)
- Support in writing grants and other common institutional needs (e.g. marketing) (W)
- Systems are not aligned – e.g. civil rights, reporting
- Success story aligned with merit (W)
- We like people who like us (W)
- Staff who feel second class
- Balance county work and requests for district, state, program area, team commitments etc.
- Urban presence and resource distribution (W)
- Staffing – turnover, sustainability, diversity, inclusive (W)
- Professional development diffuse – not strategic
- Competing with private sector pay – attracting and retaining staff (T)
- Strength of Wisconsin Coop system gives leadership opportunities at regional, national, and international levels (O)
- Passion among workforce – belief in mission (S)
- Tenacity (S)
- Professional development opportunities (S)

Scholarship

- What is scholarship? Definition, changing review comm.? Inconsistency (W)
- Complicated tenure process (W)
- Title change process is onerous – academic staff, tenure (W)
- Breadth vs. depth (W)
- Integration of research and outreach
- Strength of Wisconsin Coop system gives leadership opportunities at regional, national, and international levels (O)
- Research and evidenced-based (S)
- How to navigate this system! (W)

- Communication – geographical disbursement, duplicate efforts, within the “family” (W)

Programmatic response

- Program area, district, team, and staff classification (faculty, academic staff, classified) silos (W)
- Not proactive with new issues; we are not around the table; response time to emerging issues
- Urban presence and resource distribution; urban programming (O) (W)
- Private colleges partner with community more quickly than Coop
- Society’s greatest challenges can be our best opportunities (O)
- Science-based decision-making is increasing – we are in a position to capitalize on this (O)
- Strength of Wisconsin Coop system gives leadership opportunities at regional, national, and international levels (O)
- We are a way for local communities to access university resources (S)
- Partner and collaborate well – good collaboration skills – could teach others (S)
- Huge demand for service (S)
- Innovative (S)
- We’re unique in the way we work with people (S)
- We make a difference in the lives of people and in our communities (S)
- Teach people to do for themselves – empower, capacity building (S)
- Great at doing a lot with a little (S)
- Better positioned to take a holistic approach (S)

Identity (internal)

- We don’t allow ourselves to be treated as professionals (do it for others, don’t take credit) (W)
- Don’t ask for market adjustment because it is not in a county budget (W)
- We don’t rock the boat – avoid controversy, yet externally we are about producing change (W)
- We like people who like us (W)
- Staff who feel second class (W)
- Work life issues (balance) (W)
- Balance county work and requests for district, state, program area, team commitments etc. (W)
- Marketing (W)
- People who don’t know who we are (W) (T)
- We are seen as unbiased (S)

County relationships

- Don't ask for market adjustment because it is not in a county budget
- 60:40 issues – multiple bosses; degree of value of county partnerships
- Urban presence and resource distribution (W, O)
- Private colleges partner with community more quickly than Coop T)
- Strong political support (S)
- High level of credibility at local level (S)

Cross Program Area relationships

- Structural inconsistency – among counties, districts, etc. use of specialists within program areas, resource management teams
- Communication – geographic dispersal, duplication of efforts within the “family” (UW institutions)
- Culture of building fiefdoms, rather than collaboration

Silos

- Structural inconsistency – among city, district, etc. Use of specialists with in programs, resource management teams (W)

Institutional Themes

- How to be more flexible with specialist appointments
- Greater budgeting flexibility
 - flexibility to make major investments in short term programs
 - revenue generation
- CE Endowment
- Urban programming
- Integration of research and outreach
 - what is scholarship
- Staffing – sustainability, turnover hiring process
- Appear scattered – all over the board