

UW Extension Statewide Reorganization Framework for 2017 Due to State Funding Reductions to the UW System

All of Wisconsin's 72 counties have a University of Wisconsin-Extension, Cooperative Extension office along with three tribal nations and staff on five UW campuses. A \$250 million reductions to the UW System, approved as part of the 2014-2016 biannual state budget, has resulted in a \$3.6 million deficit in Cooperative Extension's annual budget, making the current educational delivery structure unsustainable.

Early in 2015, Dean and Director Richard Klemme charged the Cooperative Extension Administrative Committee (CEAC) to develop a framework to address the state budget reduction. Further, the framework should include criteria and key elements for new educational delivery structures built on the foundation of Cooperative Extension's purpose, vision, values and educational priorities.

Cooperative Extension's vision for reorganization is to be relevant, flexible, and digital. For 104 years, Cooperative Extension has served the residents of Wisconsin, offering educational programs that meet the needs of youth, families, farms, businesses, organizations and communities.

Recommended Strategies: The following recommendations support Cooperative Extension's new vision to be relevant, flexible, and digital. Current UW internal resources of \$43.2 million have been reduced to \$39.6 million.

The current **Cooperative Extension (CE)** FY16 Budget (\$82.5 Million) is invested across the state in the following manner. The \$3.6 million reduction can only come from the UW Internal Funding category.

UW Internal Funding:

CE investment in counties/tribal nations	\$14.2 million
CE investment in specialists and support	
• 4-year campus Specialists	\$13.6 million
• UW-Extension Specialists	\$7.0 million
CE investment in administrative support	\$8.4 million

County/Federal/External Funding:

County Tax Levy in Support of CE	\$19.7 million
Grants/Contracts/Fees in Support of CE	\$19.6 million

These recommendations form the framework for a minimum \$3.6 million reduction allocated in proportion to the current investments, resulting in the following preliminary targets:

CE investment in counties/tribal nations	\$1.2 million
CE investment in campus/UW-Ext. Specialists	\$1.7 million

CE investment in administrative support \$0.7 million

These reductions will result in a budget of \$39.6 million to allocate across the CE investments in counties/tribal nations, campus/UW-Extension specialists and administrative support.

Where do we want to be?

Cooperative Extension's vision of what we strive to become is a thriving, trusted, well-known and sought-out educational resource that reflects the rich diversity of Wisconsin. By implementing the following recommendations, this focus can be sharpened to be relevant, flexible and digital.

I. Local/tribal/county recommendations (see supplemental visuals): Preliminary Savings goal: \$1.2 million

- Implement a multi-county area structure for Cooperative Extension. (See appendix B)
- Retain a local presence with an Extension office in each of the existing county and tribal offices.
- Maintain single-county areas in highly populated counties.
- Create a "virtual tribal area" to address the unique needs of Wisconsin's twelve tribal nations. A headquarters for the virtual tribal area should be designated from among the tribal nations.
- Establish positions within single- and multi-county areas with a blend of faculty, academic staff and university staff. (See appendices C through G)
- Determine the nature and number of these positions to best serve the needs of the multi and single-county areas.
- Enhance the use of digital technology to carry out Cooperative Extension's purpose and realize the vision.

Other two main areas for savings are:

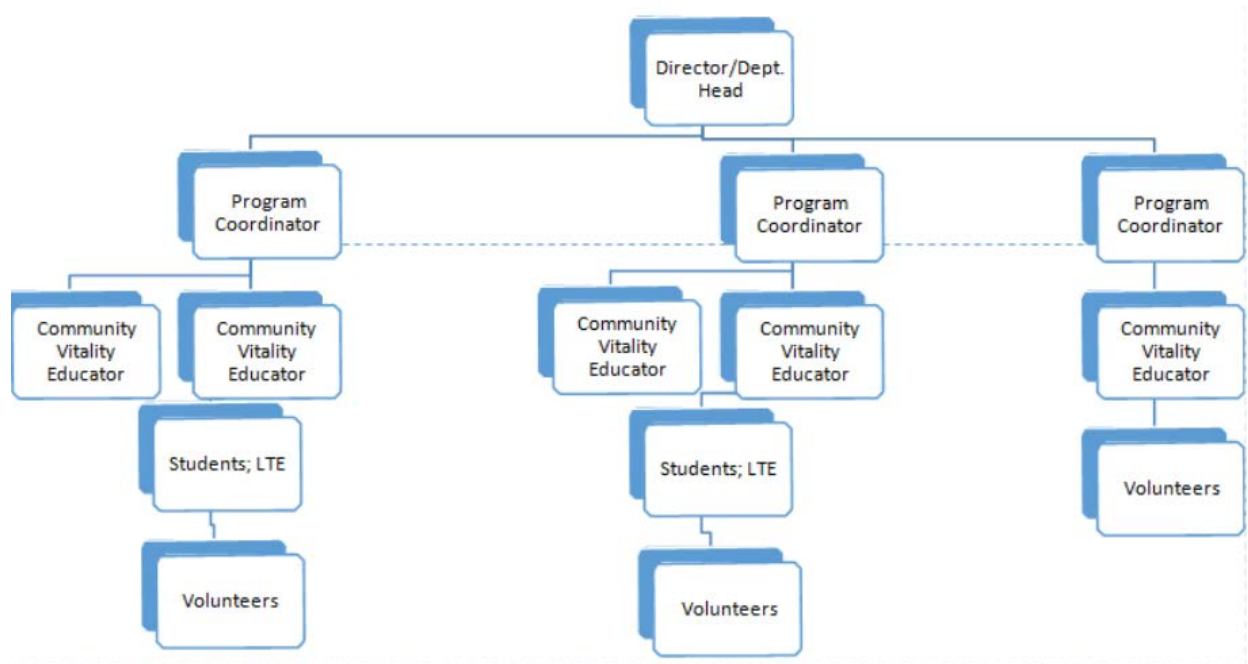
II. Campus/UW-Extension specialist investment recommendations: Preliminary Savings Goal: \$1.7 million (see December 2015 report for specific recommendations);

III. Administrative and Educational program support recommendations: Preliminary Savings Goal: \$700,000 (see December 2015 report for specific recommendations);

Timeline Outlining anticipated re-organization project milestones

- Chancellor Sandeen will solicit feedback throughout January and throughout the rest of the planning process.
- The chancellor will announce her decisions on reorganization in late January 2016.
- By late January, Chancellor Sandeen will appoint a steering committee, project manager and project lead for planning and implementation.
- Planning will take approximately six months. Colleagues, county/tribal nation partners, clients and volunteers will be fully engaged throughout the process.
- Implementation will begin in July 2016 and continue during the 2016-17 fiscal year.
- Most personnel changes will likely occur in late 2016 and early 2017.

Appendix E (cont'd) Metro/Urban Single County Staffing Model Metro/urban counties have complex environments with large populations that translate into the state's largest percentage of racial/ethnic diversity; socio-economic diversity and more complicated local government structures with elected county executives. Shared leadership is an element of metro/urban county Extension offices. Program Coordinators provide input into office decisions whenever possible and appropriate. Having the opportunity of colleagues to have a say and to be heard by the Director is a fundamental part of shared leadership.



In an effort to maximize resources and program impacts the following staffing model is proposed: Page 24 Appendix E (cont'd)

Program Coordinator* – assume the “lead” role for program development; scholarship/discovery; evaluation; impact reporting; and resource development. Program Coordinators develop the relationships with community partners and seek external funding when appropriate. Program Coordinators develop the “umbrella” program plan and supervise community educators; students and temporary employees. Program Coordinators represent different program emphases and can be faculty or academic staff. Program emphasis will be determined by county needs/issues and funding.

Community Vitality Educator* – work directly in the community as community educators. Educators could be project specific and funded in a variety of ways (state, county, grant, contracts). Educators can be academic staff or ad hoc. **Students; Temporary Employees*** – work directly with the community educators on specific projects for varying lengths of time. * Number will be determined by county needs/issues and funding.

Multi-County Areas for UW-Extension

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