

STRATEGIC PLAN 2008-12

UNIVERSITY OF IDAHO EXTENSION

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EXTENSION STRATEGIC PLANNING TEAM

UI Extension acknowledges the following team members for their excellent work in developing the University of Idaho Extension Strategic Plan:

Barb Abo
Jason Ahola
Jim Church
Gary Fornshell
Marlene Fritz
Lyle Hansen
Steve Hines
Sarah Howe
Mike Howell
Paul McCawley
Pat Momont
Stuart Parkinson
Paul Patterson
Joey Peutz
Tim Prather
Priscilla Salant
Harriet Shaklee
Marnie Spencer
Janice Stimpson

University of Idaho Extension Strategic Plan

2008-2012

MISSION STATEMENT

University of Idaho Extension improves people's lives by engaging the University and our communities through research based education. Our areas of expertise are Agriculture, Community Development, Family and Consumer Sciences, Natural Resources, and Youth Development.

VISION STATEMENT

University of Idaho Extension serves as a critical bridge between the needs of Idaho's diverse communities and the knowledge and resources available throughout the University. Through integrated teaching, research, and outreach, Extension and University partners work collaboratively with individuals and communities to solve problems at the local level. From effective community needs assessments to leading edge research and delivery of new knowledge, University of Idaho Extension improves people's lives.

VALUES STATEMENT

Community-based responsiveness:

Extension has an on-going local presence in 42 of Idaho's 44 counties, and develops programs in response to changing community needs. The Extension network across the state is rooted in local relationships, ensuring delivery of needed education and continuity of community support.

Accountability:

We value stewardship of Extension resources, engaging in programs with measurable outcomes and communicating those impacts to stakeholders.

Integrity and Credibility:

UI Extension values professional excellence in expertise and ethical conduct. Extension educational programs are unbiased and research-based.

Excellence:

UI Extension programs are supported by cutting-edge research and take innovative and resourceful approaches to address community concerns.

Internal and External Partnerships:

We leverage resources through partnerships and collaborations to increase impact and visibility of Extension programming throughout the University, our communities, and beyond.

Diversity:

We value and encourage diversity in a welcoming and supportive environment by exhibiting mutual respect for each other and for our clientele.

Healthy, Productive Employees:

As healthy, productive employees, we will promote a culture of trust and appreciation for diverse values. Open and honest communication creates a supportive work environment that allows all employees to achieve their full potential.

Land Grant Mission:

UI Extension honors its land-grant responsibility---to deliver knowledge created at the University of Idaho to the people of Idaho, for their beneficial use; to address national priorities, and to help guide the university's academic/research functions by keeping the university informed of the people's issues and problems.

STAKEHOLDER INPUT

UI Extension is a grassroots organization that meets priority needs and addresses issues identified by stakeholders by providing non-formal, unbiased, research based education and information. Stakeholder input is solicited and gathered in a variety of ways. Our state level advisory process has been modified to help focus input. Each academic department in the College of Agricultural and Life Sciences has formed discipline-based advisory councils, and receives input at least annually. In addition, Extension has formed, assembled, and led a statewide advisory council through a process to provide regular input on issues and needs, and on programs and delivery. These new or re-formatted groups add to the input collected at the county and district levels, through their numerous and representative advisory groups.

Formal needs assessments are also periodically conducted with interest groups and stakeholders. In 2006, UI Extension facilitated listening sessions in 11 communities around the State, gathering information and input to guide the UI Sustainable Communities Initiative. A statewide needs assessment was conducted during 2004. For that project, nearly 5,000 surveys were randomly mailed to Idaho households, and resulted in an overall 52 percent response rate. Data from that survey have been published and shared with UI Extension faculty, and are considered during program planning activities. Data and interpretations from that survey were also consulted for the development of the new 5-year plan of work.

Stakeholder input is incorporated throughout the development of Extension programs, from problem identification through evaluation. Extension program and planning teams gather and summarize input from stakeholders that is used to determine program priorities.

GOALS, OBJECTIVES, AND STRATEGIES

UNIVERSITY GOAL:

TEACHING AND LEARNING – Engage students in a transformational experience of discovery, understanding, and global citizenship.

UI EXTENSION:

Goal 1

Undergraduate and graduate students gain innovative, creative learning opportunities through direct work within local communities, through internships with Extension Educators, and through additional methods of engagement.

Objective A

Extension will determine needs and capacity to provide experiential learning opportunities in local communities for undergraduates and graduates.

Strategy 1: Coordinate with and build from on-going efforts at the University to expand experiential learning opportunities for students.

Action

- 1. Extension Director will provide funding for Community Development internships.*
- 2. Associate Director will serve as liaison with BSCI and will provide information to Extension faculty on working with Learning and Practice Collaboratives.*

Strategy 2: Systematically examine opportunities to engage students in communities via Extension.

Action

- 1. Create a task force of campus faculty, Extension specialists and Extension educators who are interested in building from Extension's community networks and knowledge to expand experiential learning opportunities. On the "needs" side, the Task Force is charged with working with associate deans for instruction in various colleges, to identify a select number of promising opportunities to engage students in communities via Extension. On the "capacity" side, the Task Force is charged with working with our UI service learning coordinator to learn about best practices for working with students in communities.*

2. *At the conclusion of the Task Force efforts in Action item 1, consider building a link between Extension and instruction to provide opportunities for experiential learning, possibly described Experience Idaho.*

Strategy 3: Identify the resources and capabilities that are available to assist the University in providing experiential learning opportunities for students.

Objective B

Through internships and other methods, Extension faculty will help foster an interest in Extension as a career.

Strategy 1: Develop a pilot internship program; if successful, expand.

Action

1. *Extension Director and counties will work together to pilot a 4-H Youth Development internship program and evaluate program success.*
2. *Extension Director will provide funding to expand the internship program to other program areas.*

Strategy 2: Create temporary Associate Extension Educator positions to give BS level graduates hands-on Extension experience.

Action

1. *Extension Director will work with CALS Personnel Specialist to develop the Associate Extension Educator position.*
2. *Extension Director will secure funding for temporary Associate Extension Educator positions in key areas.*

Objective C

Extension youth development faculty working with 7th to 12th grade students will foster an interest in a broad range of careers, including those that can be developed at the University of Idaho.

Strategy 1: Expand 4-H youth development programming in science, technology, engineering, and math.

Action

1. *The 4-H SET Specialist will increase programming in robotics, 4-H science, and geospacial technology.*
2. *The Extension Director will work with the 4-H SET program to provide new resources to support expansion efforts.*

Strategy 2: Work with CALS and CNR to continue to offer Natural Resources Workshop for youth ages 12 to 14.

Action

1. *Continue on-going efforts.*

Goal 2

Outreach is integral to the University. Therefore Extension is sought after for topics, materials, and methodology to help the University provide experiential learning for students across disciplines.

Objective A

Extension will make models and methodology for community partnerships and experiential learning accessible University-wide.

Strategy 1: Extension will develop an outreach methods committee that will document best practices for community partnerships and experiential learning.

Action

1. *Committee will be appointed and begin work in Fall 2008.*

UNIVERSITY GOAL:

SCHOLARLY AND CREATIVE ACTIVITY - Achieve excellence in scholarship and creative activity through an institutional culture that values and promotes strong academic areas and interdisciplinary collaboration among them.

UI EXTENSION:

Goal 1

Scholarship for Extension faculty is equally valued with other forms of scholarship.

Objective A

Scholarship for Extension faculty is clearly defined, widely understood, encouraged, and rewarded.

Strategy 1: Concrete definitions, documents and examples of Extension scholarship are created and developed.

Action

1. *Creation: Internal discussion with Extension.*
 - a. *Small core group of interested faculty meet to create list of scholarship topics and resources to bring to the attention of Extension faculty.*
 - b. *Core group launches project and initiates an Extension-wide discussion about scholarship of Extension.*
 - c. *Core group members post essays and references about outreach scholarship to discussion site (one new posting every 10 days – for two-month period); core members post according to a schedule.*

- d. *Faculty become engaged with discussion group, leading to a sense of understanding and consensus about scholarship of Extension.*
2. *Documentation: Expand core group to practice group.*
 - a. *Use discussions to solicit examples of Extension scholarship from faculty.*
 - b. *Form committee, from among the core group and faculty submitting examples, to describe (and weight) criteria that characterize scholarship in Extension. Prepare a document that describes criteria and characteristics of Extension scholarship.*
3. *Communication: Share products (description, criteria, and characteristics of scholarship in Extension) across Extension and across the University.*
 - a. *Based on criteria for scholarship in Extension (2b-above) and scholarship for outreach (Strategy 2-below) initiate a recognition program for outstanding examples of scholarship in Extension.*
 - b. *Integrate products into guidelines for position descriptions and for promotion and tenure in Extension.*
 - c. *Create a brief document (brochure) to describe scholarship in Extension, to explain criteria and indicators of scholarship in Extension, and to announce the recognition program for outstanding scholarship in Extension.*
 - d. *Members of the practice group make presentations, based on brochure, at district meetings, faculty association meetings, and other gatherings of Extension faculty and administrators.*

Strategy 2: Integrate development of terms and criteria for scholarship of Extension with efforts of the University-wide Goal 3 team to describe outreach scholarship.

Action

1. *Extension representatives (from core team or practice group) become actively engaged with UI Goal 3 Team efforts to define and adopt scholarship of outreach; perhaps through:*
 - a. *Investigating practices at other universities.*
 - b. *Agreeing on terminology and definitions for UI.*
 - c. *Identifying indicators of outreach scholarship.*
2. *Integrate indicators of outreach scholarship into criteria (Strategy 1, action 3-above) for outstanding examples of scholarship in Extension.*
 - a. *Core team members serve as a liaison with Goal 3 group, exchanging information about progress and process between the two groups.*
 - b. *Expanding “practice group” from Extension works to integrate the details from Goal 3 with the needs of Extension scholarship.*

Strategy 3: Institutionalize definitions (different from strategy 3 in plan)

Action

1. *Collaborate with Goal 3 Team and Faculty Council to integrate terms and definitions in faculty handbook, position descriptions, evaluation and reporting guidelines.*

2. *Collaborate with Goal 3 Team to develop a communication plan to share definition, criteria, and examples with faculty and administrators across the University.*

Strategy 4: Scholarship for outreach and engagement is included as one of several types of scholarship valued in faculty evaluation, promotion, and tenure.

Goal 2

Extension faculty collaborate with others in the university to conduct applied research that addresses issues of importance identified by stakeholders.

Objective A

Extension will establish new research collaborations with faculty *outside* CALS based on prioritized stakeholder needs.

Objective B

Extension will establish new research collaborations *within* CALS based on prioritized stakeholder needs.

Strategies are combined for Objectives A and B.

Strategy 1: Stakeholder input is evaluated for potential new research collaborations within CALS and outside of CALS.

Action

1. *Advisory committee meetings to solicit stakeholder input will be held during Fall 2008.*

Strategy 2: Extension identifies resources available to support research with new collaborators within CALS and outside of CALS.

Goal 3

Scholarship for Extension faculty is cutting edge and creative.

Objective A

Extension faculty continue to enhance their scholarly achievements through participation in networks of scholars (state, regional, national, international).

Strategy 1: Extension investigates and develops an equitable network of resources to support travel to professional meetings and other professional development opportunities.

Action

1. *Extension Director will develop a pool of funds to support travel to professional meetings.*

2. *Extension Director will explore the possibility of establishing an Extension Endowment Fund to support professional development for Extension faculty and staff.*

Strategy 2: Extension faculty continue to be educated about existing opportunities for travel for participation in professional events.

Objective B

Extension will have a system in place to support, train, and counsel Educators in scholarship.

Strategy 1: Extension will develop a scholarship committee to plan a suite of training opportunities on scholarship for Extension faculty.

Strategy 2: Extension mentors are well versed in scholarly requirements for faculty and effective strategies for meeting those goals.

UNIVERSITY GOAL:

OUTREACH AND ENGAGEMENT - Engage with the public, private, and non-profit sectors through mutually beneficial partnerships that enhance teaching, learning, discovery, and creativity.

UI EXTENSION:

Goal 1

Extension priorities continue to align with social, economic, and environmental needs of traditional, diverse, and underserved audiences.

Objective A

On an on-going basis, stakeholder needs are consistently understood, prioritized, and addressed with an emphasis on continuous improvement in determining and meeting those needs.

Strategy 1: Develop and implement consistent and uniform guidelines on conducting needs assessment.

Action

1. *The Associate Director and District Directors will develop guidelines for conducting county needs assessments in 2008.*

Strategy 2: Provide training to Extension faculty on these needs assessment guidelines by the Associate Director of Extension.

Action

1. *All new faculty will receive training on needs assessment guidelines and methodology at New Faculty Orientation.*
2. *All faculty will receive training on the guidelines for conducting county needs assessment within a year of the development of such guidelines.*
3. *Training to update faculty on needs assessment methodology will be offered at annual conference at least once every four years.*

Strategy 3: Recognize and reward faculty who include and document stakeholder needs assessments in their Extension programming efforts.

Action

1. *District Directors will discuss and assess county faculty's needs assessment process and programming during annual performance evaluations.*

Objective B

Extension will be aware of and have the opportunity to engage with existing outreach programs across the University to assist Extension in achieving its goals.

Strategy 1: Work with outreach faculty to create a catalog (or conduct an inventory) of outreach enterprises that are occurring across the University.

Action

1. *UI Extension will contribute to the work that will be conducted by the new Outreach and Engagement Council to develop an inventory of outreach programs across the University.*

Strategy 2: Create mechanisms to introduce to, and engage Extension faculty with, other outreach activities across the University.

Action

1. *UI Extension will work with UI Center Directors in Boise, Idaho Falls, and Coeur d'Alene to strengthen regional outreach programs.*
2. *UI Extension will work with Center Directors to develop a communications plan that will build relationships between Center faculty and Extension faculty.*
3. *Center Directors will be invited to participate in at least one District faculty meeting per year to present an update on major Center research and outreach programs.*
4. *District Directors will attend the appropriate administrative meetings at the respective Center to improve communication between Centers and UI Extension.*
5. *Each Extension District will update the UI Extension website calendar monthly and provide web link information to the appropriate Center Director.*
6. *UI Extension will provide an updated faculty narrative, Extension Trends, and the link to the Extension Annual Report annually to Center Directors.*

Objective C

Extension will continue to partner with public, private, and non-profit sectors to extend its capacity, avoid duplication, and achieve its mission.

Strategy 1: Continue external partnering by encouraging faculty participation; explore opportunities for new partnerships; continue to evaluate the value of existing and new partnerships that are mutually beneficial.

Strategy 2: Develop mechanisms to ensure that faculty are rewarded for effective partnering with external groups.

Goal 2

Extension educational programs, funded primarily by federal, state, and county governments, are designed and implemented to address national priorities and meet the needs of Idaho residents.

Objective A

Emerging needs and demands that have been identified and prioritized by stakeholders in UI Extension's 5-year Plan of Work (2007-11) are met through implementing the Plan of Work and faculty team structure.

Strategy 1: Utilize faculty team meetings to coordinate activities that implement the Plan of Work.

Action

- 1. Work with Directors and Department Heads to expand team membership to include appropriate research and teaching faculty in order to better meet stakeholder needs.*

Strategy 2: Ensure that team members are vigilant about refreshing the Plan of Work at least annually so that it remains relevant to emerging needs.

Objective B

All Extension faculty will be knowledgeable in the areas of program planning, development, and evaluation.

Strategy 1: Offer training opportunities in program planning, development, and evaluation.

Objective C

Extension topic team structure and function will be refined to emphasize program planning.

Strategy 1: Refocus Extension faculty teams towards program planning.

Goal 3

Extension continues to excel in education focused on identified priorities in Agriculture, Community Development, Family and Consumer Sciences, Natural Resources, and Youth Development.

Objective A

Extension will be staffed with a sufficient number of strategically placed, adequately resourced, diverse, and knowledgeable faculty to ensure continued excellence.

Strategy 1: Secure resources to meet the needs of all faculty in order to attract and retain diverse, knowledgeable and productive faculty.

Action

- 1. Administration to work with legislature and CALS Development to acquire needed resources to ensure competitive salaries and operating dollars for Extension positions.*
- 2. Provide training/support for grantsmanship.*
- 3. Establish statewide collaborative programs that secure large amounts of extramural funds for educational programming.*

Strategy 2: Complete the current Extension staffing plan as defined by CALS Signature Programs.

Action

- 1. Communicate Current Plan – post on web.*
- 2. Maintain continuity – be proactive in filling positions (i.e. shorten the interval between positions becoming vacant and rehiring).*

Strategy 3: Develop a new 5-year Extension staffing plan using input based on stakeholder needs and consistent with CALS Signature Programs.

Action

- 1. Work with existing Extension Advisory groups and academic units to gather input for 5 year plan.*
- 2. Communicate plan to Extension faculty and interested stakeholders.*

Objective B

Leadership capacity of faculty will increase to meet the needs of Extension.

Strategy 1: Identify and promote leadership training and development opportunities for faculty.

Action

1. *Increase amount and frequency of financial support for Extension faculty to participate in leadership training opportunities (e.g. Leadership Idaho Agriculture).*
2. *Establish a more formal, effective, and successful mentoring program for new and younger Extension faculty.*
3. *Communicate opportunities via UI web site, have topic team leaders promote opportunities.*
4. *Hold leadership training in the state and make leadership a priority for the year.*

Strategy 2: Motivate and encourage faculty to accept leadership roles.

Action

1. *Include a leadership component in existing position descriptions to enable Extension faculty to be formally rewarded for accepting leadership roles.*
2. *Provide scholarship funds for county educators to be able to attend out of county and state events.*
3. *Provide opportunities to educators to use leadership skills at local and district events.*

Goal 4

Effective program evaluation leads to enhancement of educational efforts.

Objective A

Resources, tools, and methodologies are available and used to determine the effectiveness and impact of educational programs.

Strategy 1: Utilize accepted and effective models of program evaluation.

Strategy 2: Provide professional development on how to measure and interpret program outcomes and effectiveness.

Goal 5

Extension communicates the impact of its programs to internal and external stakeholders.

Objective A

The University community is knowledgeable about Extension's role, capacity, and successes.

Strategy 1: Develop, enhance, and coordinate mechanisms to educate the University community about Extension.

Action

1. *Give Extension strategic plan document/brochure/summary to all UI faculty members.*

2. *Educate all new UI faculty hires at orientation about what a land grant university is, what Extension is, and how they fit into the plan.*
3. *Put Extension impact summaries in the Register, The Friday Letter, the UI website homepage, and other UI communication.*
4. *Extension educators engage in two-way communications with teaching faculty in order to network and collaborate.*
5. *Work with deans to reduce communication and territorial barriers between colleges.*
6. *Encourage all administrators to encourage their faculty to communicate with Extension faculty when they are working throughout the state.*
7. *Review Extension internal marketing plans from other Land Grant Institutions (e.g. Washington State University).*
8. *Invite president and provost to attend Extension functions throughout the state.*

Objective B

Key external stakeholders are knowledgeable about the impact of Extension programs.

Strategy 1: Continue to create and coordinate strategies that communicate program impacts to external stakeholders.

Action

1. *Invite county commissioners, legislators, and commodity groups to evaluate programs, attend advisory/stakeholder meetings, participate in search committees, and conduct interviews for KYG where appropriate.*
2. *Share successes/strategies with other faculty members on how to network/communicate with stakeholders/decision makers and engage in partnerships with stakeholders to address critical issues.*
3. *Utilize specialists to develop relationships with external partners.*
4. *Review Extension external marketing plans from other Land Grant Institutions (e.g. Washington State University).*
5. *Encourage faculty and staff to actively participate in the legislative poster session, which includes sending letters to your local legislators to inform them of attendance at the poster session.*
6. *Send Impact Statements and success stories to legislators.*
7. *Know how to contact your local, state, and national legislators.*
8. *Include University-wide impacts and efforts at local or district events (for example, county fairs).*
9. *Train new educators and current faculty and staff on the importance of effective communication with stakeholders.*
10. *Work with Governor to create “Idaho Extension Week” to raise public awareness.*

UNIVERSITY GOAL:

ORGANIZATION, CLIMATE, AND CULTURE - Create and sustain an energized community that is adaptable, dynamic, and vital to enable the University to advance strategically and function efficiently.

UI EXTENSION:

Goal 1

Extension aligns employee evaluation process and reward structure with its strategic plan.

Objective A

All Extension faculty and CALS leadership will be aware of and knowledgeable about the Extension Strategic Plan.

Strategy 1: Extension Strategic Plan will be routinely reviewed at annual conference and faculty meetings.

Strategy 2: Extension Strategic Plan will be available on the Extension web site and compact printed plans will be available.

Objective B

Extension faculty position descriptions will reflect the goals of the Extension Strategic Plan. Evaluations are based on position descriptions and accomplishments, and rewards are based on evaluations. Resources will be available for rewards.

Strategy 1: District directors and department heads will assist faculty in modifying position descriptions to reflect the Extension Strategic Plan.

Strategy 2: University of Idaho will adjust budgets for district directors and department heads to make resources available to reward faculty.

Goal 2

Extension fosters a culture of administrative service and support to enhance faculty and staff productivity, innovation, and effectiveness.

Objective A

Policies and procedures are refined to enhance employee productivity, innovation, and effectiveness.

Strategy 1: Identify and revise current policies and procedures that are barriers to productivity, innovation, and effectiveness.

Goal 3

Extension supports professional development through workforce training and mentoring.

Objective A

Extension will have a well defined professional development program for county faculty and staff, aligned with identified training priorities.

Strategy 1: Identify training priorities.

Strategy 2: Develop training programs and delivery mechanisms.

Objective B

Extension will have a more structured mentoring program for new faculty hires.

Strategy 1: District directors and department heads will assign compatible mentors for new faculty and follow through on mentoring effectiveness.

Strategy 2: District directors and department heads will develop new training and support documents with best practices for mentoring.

Action

- 1. Extension Director and District I Director will work together to develop updated mentoring program and support materials.*

Strategy 3: Identify time and effort in job descriptions for mentors and mentees.

Goal 4

Extension enhances and maintains an atmosphere of loyalty, trust, respect, and inclusiveness.

Objective A

Extension values individuals for their unique attributes and contributions.

Strategy 1: Extension will provide training in cultural competence, and strive for understanding and practice of inclusiveness.

Action

- 2. UI Extension will work with WSU Extension to provide a cultural competency train the trainer workshop to select CALS faculty and staff; these faculty and staff will then present cultural competency training to CALS faculty and staff statewide.*

Strategy 2: Extension will strive to develop a socially healthy and welcoming environment.

Action

1. *UI Extension will adopt appropriate recommendations for recruiting and retaining a diverse work force from the Western Extension Directors Diversity Task Force Recommendations.*

Goal 5

All members of the Extension organization will continue to conduct their work and relationships in an ethical and professional manner.

Objective A

Extension employees are knowledgeable of and abide by policies and procedures regarding ethical behavior.

Strategy 1: Identify University of Idaho policies and procedures related to ethical behavior.

Action

1. *District IV Director will compile a directory of UI policies and procedures related to ethical behavior.*

Strategy 2: Provide training to University of Idaho Extension faculty and staff regarding ethical behavior and issues, including policies and procedures.

Action

1. *District IV Director will provide training on ethical behavior to Extension faculty and staff statewide.*
2. *District Directors and Department Heads will address questionable issues discreetly and proactively.*

Goal 6

Effective communication within Extension is open, honest, thoughtful, timely, and provides a venue for two-way discussion.

Objective A

Communication keeps employees connected with timely, pertinent, useful information.

Strategy 1: Identify methods to coordinate and/or target audiences.

Strategy 2: Identify appropriate delivery mechanisms to ensure communication arrives in a timely manner.