



TO: Extension Family, Friends and Stakeholders

FROM: Tony Nakazawa, Director

DATE: November 10, 2006

RE: *Extension Renewal: Compact Plan of the Cooperative Extension Service Fiscal Years 2007 through 2009*

A review of the 4-H program conducted in August 2006 and the subsequent report submitted in September ( [www.uaf.edu/ces/pdfs/4hreview.pdf](http://www.uaf.edu/ces/pdfs/4hreview.pdf) ) provide a window not only on 4-H but also on the Cooperative Extension Service. The attached document, *Extension Renewal: Compact Plan of the Cooperative Extension Service Fiscal Years 2007 -2009* ( [www.uaf.edu/ces](http://www.uaf.edu/ces) ), is a discussion of programmatic and fiscal issues facing Extension, and Extension administration's plans to address them. The three major issues covered in the draft compact plan are: 1) response to the 4-H review; 2) organizational restructuring; and 3) budget and funding. Each issue is described and discussed in terms of goals, actions, and status as well as schedule.

Your comments and feedback on this compact plan are requested during the 30-day review period, November 10 to December 11, 2006. **This deadline has been extended to January 12, 2007.**

Please direct your comments by 5:00 pm, **Friday, January 12, 2007** to:

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Thank you.

# Extension Renewal

## Compact Plan of the Cooperative Extension Service Fiscal Years 2007 through 2009

November 2006

*For review and comment – [extension@uaf.edu](mailto:extension@uaf.edu)  
30-day review period – November 10 through December 11, 2006*



**Extension Renewal**  
**Compact Plan of the Cooperative Extension Service**  
**Fiscal Years 2007 through 2009**



*Discussion and Timeline for Compact Plan Actions*

**INTRODUCTION: PROGRAMMATIC AND FISCAL ISSUES**

The review of the 4-H program conducted in August 2006 and the subsequent report submitted in September ( [www.uaf.edu/ces/pdfs/4hreview.pdf](http://www.uaf.edu/ces/pdfs/4hreview.pdf) ) provide a window not only on 4-H but also on the Cooperative Extension Service (Extension) as a whole. The report highlights that Extension offers excellent services and performs well with limited resources. The report also recognizes that Extension has untapped resources to increase its value and service to Alaska. Further, Extension has the potential to increase its support for the strategic goals of the University of Alaska Fairbanks (UAF), acknowledging that a number of interrelated organizational and structural issues must be addressed in order to realize this potential.

Last year, Extension celebrated its 75<sup>th</sup> anniversary in Alaska. The anniversary also marked the unique partnership between the United States Department of Agriculture (USDA) and UAF, Alaska's Land Grant University as well as America's Arctic University. The thrust of the 75<sup>th</sup> celebration of Extension was a profile of a changing organization, one that reflects the evolving federal and state trends in priorities, funding, and population. The 75<sup>th</sup> anniversary year found Extension completing a new five-year plan of work (POW) to address current and future stakeholder issues and concerns. The POW, the *2007 University of Alaska Combined Research and Extension Plan of Work* ( <http://www.uaf.edu/ces/POW/> ), was completed in collaboration with the UAF School of Natural Resources and Agricultural Sciences (SNRAS) for the 2007-2011 period. This collaborative five-year POW was submitted and approved by Extension's federal partner, the USDA Cooperative States Research Education and Extension Service (CSREES) and outlines major initiatives for Extension in Alaska.

Additionally, the 75<sup>th</sup> year found Extension recommitting itself, refreshing its mission statement, and developing a new logo that focuses on Extension. The organization also created a new program area and renamed two other programs. These changes were initiated to be more responsive to clientele needs and to be more reflective of Extension's changing audiences and stakeholders. The new program, Natural Resources and Rural Development, was born out of the former Land Resources Program to more effectively address natural resources and rural development issues; it includes Extension's association with the Delta Mine Training Center. The Land Resources Program has been renamed Agriculture and Horticulture to more accurately reflect the programs it offers. The Home Economics program has been renamed Health, Home and Family Development to reflect its broader clientele base.

Extension's 100+ faculty and staff, several with joint appointments in the SNRAS, provide informal educational programming through workshops, consultations, print, and video and web-based publications. A noteworthy collaboration is with the College of Rural and Community Development's (CRCD's) extended campuses through which Extension participates in the development and implementation of the USDA Higher Education Program's certificate and endorsement programs.

Extension’s educational programming is delivered through the following four program areas. ([www.uaf.edu/ces](http://www.uaf.edu/ces) )

- **The 4-H & Youth Development Program** promotes positive youth development through a variety of non-formal educational programming efforts. The most recognized one is the 4-H club program, a co-educational, family-based program that relies on volunteers to deliver its programming. The 4-H & Youth Development Program also offers programs and services in schools, in conjunction with the US military, and in cooperation with local communities and organizations.<sup>1</sup>
- **The Agriculture and Horticulture Program** (formerly Land Resources) provides programming in commercial agriculture, traditional and exotic livestock management and production, commercial horticulture, home horticulture, invasive and noxious species identification, management and control, agricultural nutrient management, agronomy, and farm business.<sup>2</sup>
- **The Health, Home and Family Development Program** (formerly Home Economics) provides education in food safety, preservation, preparation, and product development as well as nutrition, health, parent education, child development, individual and family finances, clothing and textiles, housing and home environment, and energy utilization.<sup>3</sup>
- **The Natural Resources and Rural Development Program** (a new Extension program area) provides educational programs and services in natural resource utilization to improve the quality of life for rural Alaskans. Extension educational tools include economic analysis and rural development processes. (<http://www.uaf.edu/ces/ruraldevelopment/index.html> )

As a valuable focus for this compact plan, Extension incorporates a vision for renewal and looks to be a leading “Small 1862” organization. According to the CREATE 21 website, “The CREATE-21 Committee has defined a ‘Small 1862’ land-grant institution as one receiving less than 1% annually of the total CSREES budget (in base funds and grants) over a rolling three-year period.”<sup>4</sup> As a partner of

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<sup>1</sup> Among its many findings, the 4-H review reports that Alaska’s 4-H program is doing much good work with limited resources. The review of the 4-H program is the initial focus of this report, *Extension Renewal: Compact Plan of the Cooperative Extension Service Fiscal Years 2007 through 2009*. This report focuses on the priority challenges and issues addressed in the 4-H review as well as the implementation of the 2007-2011 Extension/SNRAS joint POW. <http://www.uaf.edu/ces/POW/>

<sup>2</sup> A major program thrust is the consolidation and expansion of Extension’s programming in invasive weeds, noxious plants and pest management. Extension has taken the lead in the formalization of a 35-unit MOU with federal, state, and local and tribal entities and collaborators to address invasive weeds, noxious plants and pest management.

<sup>3</sup> One major thrust of this Extension program area, under its Sustainable Individuals, Families and Communities logic model, is a partnership with the new Cold Climate Housing Research Center in expanding practical housing curricula and extending cold climate research and sustainable community education with the goal of increasing the number of energy-efficient buildings in rural and urban Alaska. <http://www.uaf.edu/news/featured/06/cchrc/>

<sup>4</sup>Information about the Create-21 Initiative definition of small land grant institutions can be found at their website: <http://www.create-21.org/FAQ.htm#32> .

the federal USDA CSREES system, Extension will measure its achievement of this goal through metrics such as stakeholder satisfaction and recognition, external grants per faculty member, national and regional recognition for faculty and staff programming, meeting-prescribed CSREES integrated activities and multi-state goals, and other related metrics.

Since the beginning of the 75<sup>th</sup> anniversary year, Extension faculty and staff have generated 44 funded grants totaling over \$5.8 million. This funding is above Extension's federal Smith-Lever funding. This new funding has enabled Extension to expand current endeavors and offer new services to the people of Alaska. Extension currently has a major collaboration initiative in Energy Extension pending. (See Appendix A: Selected Indicators of Overall Extension Activity from January 2005 to the Present)

The timeliness of the 4-H review and the POW underscores the following challenges facing Extension and/or UAF and CRCD:

- Determine the best way to accomplish the POW goals within a framework of a flat state and federal real dollar funding base; this objective is especially challenging for the funding for youth development work through traditional base funding mechanisms.
- Address the flat or declining enrollments facing the University.
- Address K-12 education, workforce development, and higher education issues that have been major talking points in Alaska's recent gubernatorial debates.

While federal and state funding streams have remained level, increased grant funding has allowed Extension to explore programming in new areas, such as value-added food product development, and to address the issue of invasive species in Alaska. This funding has also allowed Extension to involve new audiences, such as the residents of Alaska's military bases and underserved rural communities. The challenge for Extension, as the 4-H review brought forward, is to sustain the good work that Extension has been doing over the past 75 years and also move to address new challenges, such as rural energy and problems that confront Alaska's youth, all within the framework of a limited budget scenario for the immediate future.

Annually, Extension must submit a balanced budget to UAF at the beginning of the state fiscal year. For the last two years, Extension's budget revenue, comprised of state and federal appropriations, has been unbalanced when compared to annual expenditures. At current revenue and expenditure levels, the budget will continue to be unbalanced. Extension's federal Smith-Lever funds, which can be carried forward for up to five years, has provided a cushion that has been used to balance the budget. Nonetheless, Extension is in the challenging position of having continually rising expenses that exceed revenue, which will eventually consume the carry forward. A balance of approximately \$400,000 must be retained as a reserve at the end of each state fiscal year (June 30) to allow for a smooth transition during the last quarter of the federal fiscal year (July 1 through September 30). The point of budget imbalance will occur when Extension can no longer cover its annual expenditures and still maintain the \$400,000 balance in the Smith-Lever reserve at the end of the state fiscal year.

The compact plan is Extension's response to the above challenges. The compact plan is divided into three sections that present the major issues affecting Extension and the actions that Extension will take to address them. The three issues are:

- Issue 1: Response to the 4-H Review

- Issue 2: Extension Organizational Restructuring
- Issue 3: Budget and Funding

## ISSUE 1: RESPONSE TO THE 4-H REVIEW

Extension administration appreciates and commends the thoroughness and breadth of the 4-H review team's efforts. The contribution of time and energy by faculty, staff and volunteers to the 4-H review is also greatly appreciated. The 4-H review can be found at [www.uaf.edu/ces/pdfs/4hreview.pdf](http://www.uaf.edu/ces/pdfs/4hreview.pdf). Among the many recommendations presented by the review team, several major themes emerge throughout the report. These include: management and leadership; marketing and promotion; the vertical integration of 4-H within Extension, and Extension within UAF; and the commitment and sustainability of 4-H resources.

The following are five elements of the compact plan that respond to the collective recommendations contained in the 4-H review. The plan identifies the goals and action steps that Extension will take to respond to the recommendations of the 4-H review. The status of each response and any early achievements that have already transpired are also noted. The proposed goals and actions must be considered in light of impending budget challenges facing Extension and the forecast of flat federal and state funding.

### 1. Conduct a 4-H program management review.

**Goal:** Develop and adopt standardized program management materials, policies and procedures to promote greater uniformity of standards across the State to support a more integrated statewide 4-H program. (Begin Fall 2006; complete Spring 2007)

**Action:** There are operational program management functions that are fundamental to 4-H and are shared by 4-H programs across the United States. Extension has contracted for a professional assessment of the current state of Alaska Extension's 4-H program management resources, policies and procedures, such as volunteer screening, leader training resources, risk management protocols, etc. Based on the management review, Extension will request that the contractor provide examples of appropriate 4-H management resources that it can adapt to Alaska's unique needs and assist Extension in promoting the adoption of these new policies and procedures.

The 4-H review team also recognizes the high priority to Alaska and the creativity of the 4-H fisheries education program, the focused efforts to serve the youth and families of servicemen and women on Eielson AFB, and the core 4-H & Youth Development program on the Kenai Peninsula. The personnel leading or supporting these programs are at risk because they are funded by temporary grant funding. Extension administration will make bridge funding a priority so that these positions can be continued while more permanent funding is sought and secured over the next few years.

**Status:** A contract is in place with Susan Halbert Consultants, LLC. Due to the limited time available to the review committee, the contractor will follow up and provide details of the implementation and

cost-effectiveness of the actions presented in the review, and also determine the availability and source of accessing the national 4-H system for related support and resources.

## **2. Hire a 4-H program leader.**

**Goal:** Hire a full-time 4-H program leader to provide administrative and programmatic leadership for 4-H staff, volunteers, and activities across Alaska. (Begin Winter 2006/2007; complete Summer 2007)

**Action:** Work will begin immediately to develop a 4-H program leader position description with the goal of filling the position by July 1, 2007. Due to the needs of the 4-H program highlighted in the recent 4-H review, the 4-H program leader will be the individual primarily responsible for implementing most of the 4-H review committee's long-term recommendations.<sup>5</sup>

**Status:** The naming of an interim 4-H program leader and the search committee process has been initiated. The permanent position (once hired) will: serve as the overall manager for 4-H in Alaska; be the direct supervisor of the faculty and staff of 4-H; report to the Extension Director; be a part of the Extension Leadership Group. The current elected 4-H Chair position will be eliminated upon the naming of the interim 4-H program leader.

## **3. Develop a 4-H & Youth Development strategic plan.**

**Goal:** Provide focus and direction to the 4-H program with a new strategic plan that integrates its activities with those of Extension, the CRCDC and UAF. (Begin Winter 2006/2007; complete Spring 2007)

**Action:** The 4-H review made it clear that the 4-H program lacks adequate focus. The program consists of "islands" of service based upon the interests of individual faculty members and individual volunteers. It also represents the wide diversity of Alaska's regionalized network of communities and remote villages. 4-H has a strategic plan that was developed under the previous program chair, but the 4-H review found that there is insufficient strategic vision guiding the program or focus on implementing a strategic plan. The review team's findings support the need to develop a new and comprehensive 4-H strategic plan that promotes positive youth development aligned with Extension, UAF, UA, and Alaska's needs. A stronger 4-H program can support UAF Strategic Goal III, Enrollment and Retention, by developing stronger links between the University's resources and 4-H staff and their programming. To strengthen the 4-H program, Extension will actively seek input and recommendations from leaders of youth development organizations and interest groups, educational institutions and communities across Alaska as well as University administration, faculty, staff, and 4-H leaders, to chart the future of 4-H here at UAF Extension.

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<sup>5</sup> While it might be argued that there are not the financial resources in Alaska to allocate so much of Extension resources for 4-H administration, given the opportunities identified and the funding challenges for 4-H as well as Extension, this senior level professional will have a unique responsibility to provide leadership and stability to 4-H, as well as work with the Extension Leadership Group (ELG) in addressing the overall financial development endeavors of Extension as a whole.

An important group that Extension will recruit as full partners in deciding the future direction of the 4-H & Youth Development Program will be youth representatives. The youth members of the strategic planning effort will be empowered with equal voices to their adult partners. In addition, youth membership on the strategic planning team will not be recruited solely from 4-H youth but will represent a cross-section of youth from across Alaska. The existing strategic plan mentioned above and the logic model for 4-H will be reviewed for elements of valuable common ground to include in the emerging, new 4-H strategic plan. The new 4-H strategic planning effort will begin immediately.

A contractor will be employed to review and analyze existing 4-H strategic planning documents and integrate them into a draft Alaska 4-H Strategic Plan that recognizes and values all of the staff and volunteer input over the past three years. The contractor will also design a process for input and recommendations to the draft plan that come from a wide range of Alaskan youth and adults. This work will be done in April–June, 2007. (The completed draft document should be provided to applicants for the 4-H program leader position before conducting interviews in Spring 2007.) The contractor will actively seek engagement in the input process from UAF units as an opportunity to educate faculty and administrators about the University’s youth development program and to build partnerships that strengthen relationships across the University with 4-H for the future.

**Status:** The new 4-H strategic planning effort will begin immediately with the goal of generating a comprehensive 4-H & Youth Development strategic plan by September 2007. The 4-H strategic plan will be finalized when the new 4-H program leader is in place.

#### **4. Create UAF and Extension co-branding and identification with 4-H.**

**Goal:** Develop and implement a 4-H marketing and promotion effort that highlights the relationship of UAF, Extension and 4-H and provides guidelines regarding the use of institutional and 4-H logos. (Begin Winter 2006/2007; ongoing)

**Action:** A comprehensive effort will begin immediately to build a team of UAF administrators and faculty to work with the 4-H program leader to create strategies for UAF to embrace 4-H as its youth development program. The team will seek approaches that engage more 4-H youth with UAF faculty while these youth are in K-12 so that they (and the adults who care for them) internalize and appreciate the relationship and value of UAF to 4-H’ers and their families. Likewise, such an initiative will allow faculty and administrators at UAF to better understand the value of creating a full relationship with the young people in 4-H in Alaska. This new team will be identified and ready to convene by March 2007.

Immediate steps are being taken to create and implement a comprehensive Extension-wide integrated marketing and communications program. This initiative will include developing a “brand book” that provides guidelines for all Extension faculty and staff about the use of UAF, Extension and 4-H logos. Extension will audit all current publications and begin the new effort to co-brand, starting with reprints or any new publications and media work. Additional approaches will be implemented to identify externally purchased documents with the 4-H logo and co-brand them with the UAF and Extension logos. These actions will:

- Expand upon the Extension collaboration with UAF Admissions that is currently underway; this expansion is to include faculty and staff involvement, also.
- Accelerate the development of a 4-H statewide newsletter. A template has already been developed. The newsletter can serve as a mechanism to deliver recruiting information for 4-H and for UAF.
- Develop a 4-H database. Extension will explore opportunities to work with UAF Admissions to make 4-H members and their families aware of the opportunities at UAF. Because of privacy regulations for underage youth and federal 4-H regulations, the database must be secure; however, Extension and 4-H staff can create internal management systems to promote student opportunities at its land grant parent institution.

**Status:** UAF is co-branding with 4-H. Extension will support and expand upon the Extension collaboration with UAF Admissions that is currently underway. Such collaboration includes the expansion of faculty and staff involvement beyond the current Anchorage Extension district office. A December review is planned with expansion to Palmer, Kenai and Juneau. Research into model branding approaches has been initiated with Extension and the land grant universities in other states. Another focus of this effort is to promote the CRCDC, Tanana Valley Campus, and extended campus workforce development offerings, as well as other endorsement and certificate collaborations that Extension, through its participation in the USDA Higher Education Project, has been recently exploring.

#### **5. Integrate the slogan, *Making the Best Better*: 4-H statewide funding initiative (\$1.5 million).**

**Goal:** Extension will work with 4-H stakeholders across Alaska to generate funding to provide security for existing 4-H positions and to promote the expansion of 4-H to communities currently without 4-H programs. (Begin Winter 2006/2007; ongoing)

**Action:** Extension will work with 4-H stakeholders across the State to increase sustainable resources available for 4-H agent work in urban and rural Alaska. This funding would allow Extension's 4-H programming to achieve sustainability and eventually expand. A potential goal is the hiring of permanent state budget funded 4-H positions (Fund 1 or other sustainable funding source) in Prince of Wales/Ketchikan, Sitka, Anchorage, Kenai, and Nome. With sufficient funding, further expansion of the 4-H program to the underserved communities of Kotzebue, Barrow, and Delta could be possible. The 4-H review points out that the grant-driven approach that the University has increasingly promoted for the past several years does not serve well the basic and ongoing issues confronting the diverse needs of youth and communities all across Alaska.

#### **Status (proposed next steps and timeline):**

- Extension will work with the UAF Foundation and other 4-H and fundraising professionals to create a sound and well-supported fundraising plan with a realistic timeline to achieve sustainability and, eventually, growth in new youth audiences and focused initiatives. This effort will be integrated with the 4-H strategic planning and resulting opportunities in workforce development and civic engagement involving new ideas, new audiences, and new focus areas.
- November 2006-January 2007: Extension will identify a UAF Foundation staff partner designated to build a sustainable and growing future for Alaska 4-H. This partner will initiate relationship-building with the Extension Director and the State 4-H program leader.

- November 2006-March 2007: Extension will work to relay the core value of 4-H in Alaska to potential donors and funding sources, build the 4-H brand and aggressively market 4-H as the youth development program of UAF, and complete the initial draft of a new 4-H strategic plan.
- Extension will create a plan to begin capacity building in fund development and grantsmanship for all 4-H staff/faculty.
- April 2007-June 2007: Extension will create a comprehensive fund development plan with specific goals, timeline, and supporting documents.
- July 2007-September 2007: Extension will introduce the new State 4-H program leader to the draft plan with the understanding that this individual may influence and provide input to the draft.
- October 2007: Extension will launch 4-H fundraising initiatives.

## **ISSUE 2: ORGANIZATIONAL RESTRUCTURING**

The second issue for the compact plan to address is the organizational restructuring of Extension. This process focuses on the following three elements (with their goals and actions): 1) specialist faculty assignments; 2) new faculty designations (regional faculty and district agents); and 3) communications and marketing.

### **1. Increase specialist faculty assignments (joint appointments).**

**Goal:** Increase the number of specialist assignments (joint appointments) in academic or research units, with reassignment achieved by July 1, 2007.

**Action:** The integration of Extension faculty members will be based upon collaborative discussion with the faculty members and prospective units. Increasing the number of Extension specialists assigned to academic or research units will support UAF's Strategic Goal II, Research and Scholarship.<sup>6</sup>

Extension will work with its specialists to inform them of the goal to integrate specialist faculty into academic or research units and encourage them to accept reassignment. To successfully integrate Extension specialists into academic or research units it is critical that the receiving units are committed to the importance of integrating research and outreach. Extension and the receiving units would jointly establish the faculty member's workload priorities. To encourage specialists to accept assignment/joint appointments with other units, Extension would provide transitional funding over a two-year period to facilitate the process. Extension proposes the following timeline for the reassignment of specialists to academic or research units.

Extension will:

- Introduce the concept of specialists in UAF departments in Fall 2006;

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<sup>6</sup> The placement of specialists in academic units will be impacted by earned degree and academic ranking; for example, the SNRAS requires that the rank of Assistant Professor must have a Ph.D. in the relevant area.

- Begin negotiations with faculty and the academic unit for placement of faculty in Winter 2006/2007, to be completed by June 30, 2007;
- Begin the placement of specialists within the academic or research units, effective July 1, 2007.

The following are Extension specialists who have joint appointments:

- Milan Shipka, Ph.D., Agriculture and Horticulture; joint appointment with the SNRAS (animal science)
- Jeffery Smeenk, Ph.D., Agriculture and Horticulture; joint appointment with the SNRAS (horticulture)
- Roseann Leiner, Ph.D., Agriculture and Horticulture; joint appointment with the SNRAS (horticulture)
- Robert Wheeler, Ph.D., Natural Resources and Rural Development (forestry)

The following are Extension specialists and their current program assignments:

- Kristy Long, Ph.D., Health, Home and Family Development (food science)
- Bret Luick, Ph.D., Health, Home and Family Development (nutrition)
- Rich Seifert, Health, Home and Family Development (home construction and energy)
- Peter Stortz, 4-H & Youth Development (natural resources youth programming)

**Status:** Discussions with specialists have begun to apprise them of the goal of creating joint appointments with academic departments or research units.

## **2. Create new Extension educator classifications: Regional Faculty and District Agents.**

**Goal:** Create two new classifications for Extension field-based educators: 1) Regional Faculty whose geographic responsibility would extend beyond a single district and 2) District Agents whose geographic responsibility is for a single district. District Agents would be exempt staff positions (APT) and would be required to have the minimum of a bachelor's degree and to possess relevant knowledge.

**Action:** The reclassification of three existing faculty positions with multiple district responsibilities as Regional Faculty will become effective July 1, 2007. An Extension committee, comprised of administration and faculty, will conduct an analysis of Extension faculty and agent classifications and departmental assignments within other states. The committee will then determine policies and regulations within the UA system based on the feasibility that all new district Extension educator hires are exempt staff positions (APT). This analysis will be completed by Spring 2007.

Currently, Extension has only two designations for Extension educators: Specialist and District Faculty. The reorganization of Extension will result in the creation of two new classifications of non-campus-based Extension educators in recognition of current practices and growing needs within Alaska – Regional Faculty and District Agents. The function of Regional Faculty will be to provide specialized outreach services where there are insufficient resources within Extension to place Extension educators with these specialized skills in a given district, but where there is a recognized need for the services within more than one district. These positions can be compared to regional or multi-county agents in other states. A number of states have instituted regional agents to provide

services over broad geographic areas that a single county cannot financially support or where there is insufficient work within a single county to justify placement of an agent with specialized skills. Examples of states that have regional agents include Minnesota, New York, Pennsylvania, and Wyoming.

Extension is proposing to reclassify three faculty positions as Regional Faculty; the individuals, their program areas and specializations are:

- Peter Stortz, 4-H & Youth Development (natural resources programming)
- Robert Gorman, Natural Resources and Rural Development (natural resources and community development)
- Fred Sorensen, Natural Resources and Rural Development (water resources)

Extension's current District Faculty are either tenure-track or instructor positions whose primary assignment is to a single district office. Based on an analysis of UA policies and regulations, it is Extension's goal to create another classification of district-based Extension educators, District Agents. Provided that there are no policies, regulations or negotiated limitations, Extension proposes to "grandfather in" the existing district-based tenure-track and instructor faculty positions with all the benefits and rights of United Academics represented faculty. Extension will then create a new classification of Extension educator, District Agent, that will be a 12-month exempt (APT) staff position. District Agents will be required to have a minimum of a bachelor's degree and possess knowledge relevant to their assignments, or a master's degree. Both the District Faculty and District Agent positions are comparable to county agents in other states.

The Regional Faculty, District Faculty, and District Agents will have 100% appointments within Extension. The reason for retaining their appointments within Extension is to maximize the services delivered at the community level.

### **3. Improve communications and marketing.**

**Goal:** Improve the quality and effectiveness of Extension's marketing and publication functions.

**Action:** Extension will transform its current communications operations to better serve its customers. Information is the currency of Extension. Also, Extension faces competition from other entities as it never has in the past. To remain a valuable resource for Alaskans, Extension must be innovative and aggressive in communicating and marketing its activities and services. Extension will subcontract specialized publication and information services – e.g., graphic design, editing, publication and web development and support, etc. – to other campus units that have specialized staff with expertise in these areas. The goal is to collaborate with UAF partners, such as Sea Grant, to supplement and enhance the expertise of communications staff, and specify, implement or transfer these functions to external units by July 1, 2007.

### ISSUE 3: BUDGET AND FUNDING

Extension will make strategic management decisions involving budget cuts and expenditure reallocations and diversify its income sources to respond to the projected budget shortfall, achieve greater financial security, and fund an organizational restructuring process. Since its creation in Alaska, Extension has relied almost exclusively upon two sources of funding – state appropriations and federal formula funds. Despite some modest growth in these allocations, they have not kept pace with Extension’s steadily rising costs, which are largely personnel expenses. The projected budget shortfall could be viewed only as negative; however, it can also be seen as an opportunity for Extension to become a revitalized and more secure, entrepreneurial organization that bases its spending on strategic decisions rather than on the status quo.

The solutions will challenge Extension to make sacrifices and be willing to accept change. The process will not be easy. However, by selective and strategic budget cuts, reallocating expenditures, and diversifying Extension’s income sources, Extension will become less dependent on any one income source and it will be able to respond better to increasing operating costs and achieve program growth. Extension cannot approach expenditure cuts and diversifying its income streams as a one-time effort; this effort must be internalized as a part of its organizational culture. Diversification will also require a combination of approaches.

#### 1. Cut costs, increase efficiency and entrepreneurship.

**Goal:** Reduce expenditures to help balance the budget.

**Action:** Extension will:

- Transition all tenure-track 9+3 month funded contracts to 9+2 month funded contracts. The change to 9+2 month funded contracts will begin for tenured Extension faculty effective July 1, 2007 and for tenure-track faculty July 1, 2008.
- Conduct an organizational assessment to determine the efficiency and effectiveness of Extension administrative and support operations and staffing patterns. The audit will be completed by March 2007 and implemented July 1, 2007.

It is critical that Extension spends its limited resources as cost-effectively as possible. Extension will pursue a variety of measures to ensure that its limited resources are used optimally. Beginning in July 2007, all tenured and tenure-track 9+3 month funded faculty contracts will be transitioned over two years to 9+2 month funded contracts. This action has the potential to save approximately \$200,000 in salary and benefits costs. To support the transition to 9+2 month funding, faculty will be provided with professional development training related to grant writing and fund development, and Extension administration will judiciously use Smith-Lever 3d funding to help transition faculty to 9+2 month funding.

Extension spends approximately \$1.26 million (26%) of its appropriated funding (federal Smith-Lever 3 b & c, and state funding) for administrative support. It may be more efficient to centralize some of

the functions now provided by administrative assistants, such as publication production. An administrative assessment will be conducted to examine if there are instances where Extension is duplicating a service that the University already provides. The administrative assessment will assist Extension leadership in determining appropriate administrative support staff levels for district offices, specialists, and staffing of the units within the Director's Office, i.e., the Director's Office, Business and Communications.

## **2. Improve fund development.**

**Goal:** Extension will significantly increase revenue generated from fund development activities.

**Action:** Extension will:

- Engage professional expertise and create a fund development strategic plan to obtain contributions from a variety of sources. Potential funding sources include an annual campaign, major gifts, and planned giving. The fund development strategic plan will be completed by Spring 2007 and implemented Summer 2007.
- Create a secure site on the Extension web page to solicit and collect on-line donations with opportunities for the public to invest in specific programs of interest. The site will be activated by July 1, 2007.
- Develop local funding strategies that include goals and action steps to guide solicitation of local financial support for Extension. This effort will involve the development of clear and focused strategies to engage local government units in providing financial support. The local funding strategy will be developed by July 1, 2007 and implemented upon completion.

Fund development represents a relatively untapped revenue source for Extension. Soliciting donations other than workshop sponsors will be new to most staff. Extension will need the assistance of the fund development professionals at UAF to create its fund development plan and their support in implementing the plan. It is critical that any Extension fund development plan is fully integrated with the University's fund development efforts. It will be Extension administration's responsibility to provide faculty and staff with the training, support and resources necessary to adopt this revenue generation strategy and to lead a consistent statewide process for engaging the financial support of local governments. The effective communication and marketing of Extension's value to communities and the State will be an important precondition of successful fund development efforts. Extension's fund development efforts will support UAF's Strategic Goal V, Advancement and Philanthropy.

**Status:** A comprehensive fund development strategy has been outlined.

## **3. Increase revenue from grants and contracts.**

**Goal:** Increase revenue generated from grants and contracts along with an associated increase in indirect cost recovery.

**Action:** Extension will:

- Over three years increase indirect cost recovery earned from grants and contracts from approximately \$250,000 to \$350,000 per year, a 40% increase.
- Through Extension’s mentoring process, increase support for grants and contracts as a professional development objective. (Begin Winter 2006/2007; ongoing)

Publicly-funded programs can no longer rely solely on public appropriations to fund their operations. A significant opportunity that Extension must exploit is grants and contracts as a revenue stream. Even prior to the current effort to diversify revenue, Extension implemented an indirect cost recovery incentive program in July 2005 to encourage faculty to apply for more grants. For grants that earn indirects, 30% of the indirects returned to Extension are shared with the faculty members who manage the project.<sup>7</sup> To promote more active involvement by all “hard funded” faculty to bring in additional revenue, over two years Extension will transition to fund only 9+2 months of these faculty members’ contracts instead of 12 months. Faculty wishing to maintain 9+3 months of salary will need to generate the revenue to pay this expense. Going to 9+2 month funding may potentially save Extension approximately \$200,000 annually in appropriated funding and, if faculty respond by seeking more revenue through grants, the indirect cost recovery return should also increase. Extension administration will also closely monitor grants to ensure that the maximum reasonable amount of salary is charged to grants and that all other reasonable expenses are included in grant budgets.<sup>8</sup>

#### **4. Establish a fee policy.**

**Goal:** Increase revenue generated from fees.

**Action:** Extension will establish the following:

- A fee policy, effective July 1, 2007.
- The capacity to collect fees and donations via a secure site on the Extension web page, effective July 1, 2007.
- A web-based publications inventory management database to support inventory control and publication sales, effective July 1, 2007.

User fees are a largely untapped revenue stream for Extension. A strong organizational cultural resistance to charging fees exists that must be overcome. Extension will conduct an analysis of fee policies used by other Extension programs and establish a comprehensive and mandatory fee policy that covers workshops and conferences, publications, consultations, web programming, etc. The policy will set standardized fees for like or similar programs, for example, Master Gardener training. In support of generating revenue from fees, the Extension communications and marketing staff will be tasked to aggressively market and promote fee-generating activities such as workshops, publications,

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<sup>7</sup> The returned funds may only be used by the PI or faculty member in ways that enhance or benefit the program.

<sup>8</sup> Accessing grants and contracts is a problematic issue. The match-up of current Extension skills does not relate directly to available grant RFPs. Although Extension is moving towards the use of incentives to encourage aggressive grant and contract searches, the projected increase in indirect cost recovery may be an optimistic estimate given that the \$250k that Extension currently receives is comprised of some rather large ear-marks with a year-by-year future.

and other services. Generating increased revenue from fees will support UAF's Strategic Goal V, Advancement and Philanthropy.<sup>9</sup>

## 5. Develop infrastructure support for financial goals, marketing, funding, and innovation.

**Goal:** Create the infrastructure necessary to support Extension's financial, marketing, and innovation goals. (Begin Winter 2006/2007; ongoing)

**Action:** To introduce more effective infrastructure support, Extension will:

- Develop an administrative strategic plan that clearly establishes organizational, marketing, and financial goals and benchmarks; completed by July 1, 2007.
- Implement a centralized customer database to support program marketing, public relations, and fund development; implemented by Spring 2007.
- Enlist the State Advisory Council as an active promoter of Extension to support local fund development and to better market Extension to policymakers. Beginning in November 2006, the Council will begin assessing its involvement with the goal of adopting a more active role by September 2007 and will also review the re-establishment of the district advisory concept. This effort will involve the re-establishment of a district level advisory structure that parallels the new district boundaries and complements statewide advisory council strategies.
- Clearly define district (geographic) boundaries for the purpose of creating programs with place-based identity in support of local funding; establish by July 1, 2007.
- Create mechanisms to promote and recognize faculty and staff innovation and entrepreneurship; phased in beginning July 1, 2007.

**Administrative goals:** This compact plan for renewal presents specific objectives and measurable outcomes necessary to assess its success. Under the new POW process, implementation of this compact plan for renewal will be the first step in Extension's goal to be a leading Small 1862 Extension Program, as measured by customer satisfaction, general public awareness, and rate of program innovation.<sup>10</sup>

**Marketing:** To effectively market its programs, generate fee income and be successful at fund development, Extension needs a comprehensive customer database. The goal is for the database to be

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<sup>9</sup> To promote efficient and aggressive marketing of publications to generate fee income and increase the circulation of Extension information, Extension needs a web-based publication inventory database. To encourage faculty to charge fees, incentives will be considered where a share of fees generated from a faculty member's programming or publications is returned to him or her to support programming. Because a fundamental part of Extension's mission is to be a public service, and federal regulations prohibit denying services based upon an individual's ability to pay, Extension will not deny services if someone cannot pay a fee. Extension will develop a clearly articulated policy and simple and confidential means to offer scholarships for anyone who wants to use Extension services.

<sup>10</sup> Specifically, Extension seeks this status with regard to metrics such as: stakeholder satisfaction and recognition; external grants per agent/specialist; national and regional recognition for faculty and staff programming; meeting-prescribed integrated activity and multi-state goals; and other related metrics. Such other related metrics are consistent with UAF's Performance-Based Budgeting (PBB) efforts and CSREES's outcome goals and indicators, as per Extension's federally approved 2007 – 2011 POW, which can be found on the CSREES website at [www.uaf.edu/ces/POW/](http://www.uaf.edu/ces/POW/).

web-based and centrally managed but accessible through local district offices. Extension has for too long relied on customer “pull” to deliver programs and circulate information. Extension must aggressively push its message through direct marketing activities, and a comprehensive customer database is essential to such an effort. The content of Extension’s customer database will be integrated with UAF’s Raiser’s Edge database, where applicable.

**Statewide and local advisory councils:** Extension’s State Advisory Council is an untapped resource. Extension administration and the council members have been struggling to determine the appropriate role for the Council in support of Extension. Extension administration will engage its Advisory Council in a discussion of possible roles they might fill. Two key roles that would benefit Extension are 1) the active involvement of Council members in the promotion of Extension locally, particularly with local policymakers, and 2) the active involvement of Council members as promoters of Extension’s fund development activities. Because the Council members are volunteers, they must be actively engaged in determining the roles that suit them best and are most appropriate to their skills. Whatever roles Extension administration and the Council agree upon, it will be the responsibility of Extension to provide the Council members with the support they need to fulfill these roles. Moreover, it is necessary to consider the benefits versus the added costs of a more formal local advisory structure, beyond the individual local stakeholder input process currently in place.<sup>11</sup>

**Local funding:** Local funding is a missing piece in Extension’s funding stream. Extension does have fifteen district offices, but the geographic and political boundaries of the districts are not clearly defined. As part of a strategy to generate local funding for Extension’s district offices, local communities need to develop a sense of ownership. A first step in creating local community ownership is identifying those communities that the local faculty members provide support for. Once Extension clearly defines district boundaries, it can begin to market the values the program provides to the community; only then can the community’s support be requested. The purpose of creating clearly defined district boundaries is not to frustrate or stop cross-district programming; indeed, such programming is essential to Extension due to the small size of the faculty base. Cross-district programming can be promoted as a benefit to communities by promoting it as a means to bring specialized expertise to the community that the district faculty member does not possess. The presence of locally posted faculty is a catalyst to bring in additional specialized university expertise.<sup>12</sup>

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<sup>11</sup> With regard to the idea of re-establishing local advisory councils, Extension in Alaska and elsewhere has been built on engagement at the local community level; however, transportation costs and small populations are continuing challenges, especially in Alaska. An alternative to consider, where possible, is to work with existing local advisory mechanisms, such as the existing Extended Campus advisory councils, to suggest an Extension sub-committee to that advisory group. This relationship would be another step in strengthening the link between the respective CRCD campuses and Extension.

<sup>12</sup> If this effort is undertaken objectively, large parts of Alaska will remain outside staffed district (local/community/regional) boundaries. Also, socio-economics boundaries that already exist may help guide the delineation of the district boundaries and would also serve as the ANCSA regional corporation boundaries. On the other hand, MatSu Borough, Kenai Borough, North Star Borough, and the municipality of Anchorage all are ready-fit as district boundaries that mirror political boundaries. Juneau Borough is a political fit. It may be that Ketchikan Gateway Borough is a better fit than the City/Borough of Sitka. However this process works out, it is preferable to constrict most of the district boundaries and create geographic areas that are similar to Alaska’s unorganized borough, especially if the plan is to secure local revenue for local Extension offices located in certain communities.

**6. Review office space and administrative support at district offices associated with CRCD campuses and other UA and non-UA sites.**

**Goal:** Reduce office rent and administrative support costs while increasing integration at district offices co-located at CRCD campuses and UA and non-UA other sites.

**Action:** Extension will:

- Seek rent-free office space at the Kuskokwim and Northwest Campuses by July 1, 2007.
- Develop a memorandum of understanding (MOU) with UA Southeast for potential space in the Bill Ray Center by July 1, 2007.
- Review administrative support options for Extension faculty positions located at Kuskokwim and Northwest Campuses and the UA Southeast Bill Ray Center by July 1, 2007.
- More thoroughly integrate Extension faculty within Kuskokwim and Northwest Campuses.
- Work to partner with UA Southeast in Juneau, Sitka and Ketchikan where feasible.

Extension is a unit of the CRCD. To promote greater integration of Extension with the CRCD and to reduce expenditures, Extension will request support for rent-free faculty office space at the Kuskokwim and Northwest Campuses. Extension is also interested in purchasing administrative support from the campuses for its faculty assigned to the campuses and/or developing some cost-effective collaborative arrangement for administrative support. The goal is to integrate Extension more thoroughly into the community campuses so that a seamless delivery of services is provided, ranging from Extension outreach to UAF/CRCD credit classes. Additionally, Extension has initiated discussions with UA Southeast for space in their Bill Ray Center located in downtown Juneau.

## **CONCLUDING COMMENTS AND IMPLEMENTATION**

The reorganization of Extension embodied by this compact plan is intended to make 4-H and Extension a greater value to the State of Alaska, function more efficiently and effectively, and be more financially secure. Extension's strength has always been its engagement with communities to deliver relevant informal educational programming.

A stronger 4-H program and overall Extension program will be an even greater asset to UAF, and contribute directly to supporting the University's Strategic Goal IV, Community Engagement and Economic Development. Some changes in Extension in support of this strategic goal that have already occurred include a change in its mission statement to bring community issues back to the University, and the creation of a new program area, Natural Resources and Rural Development.

The challenge for Extension administration is to provide the leadership to guide the organization through organizational change that will be painful at times. Recreating a 4-H program leader structure for 4-H, encouraging specialists to accept reassignment to academic units, reclassifying some faculty members' geographic coverage, and contracting for administrative and specialized communications functions to other units represent significant changes in how Extension operates. Combining these changes with the changes needed to respond to the projected budget challenges will cause significant anxiety within Extension.

Because the actions prescribed above will impact all aspects of Extension, the process will be communicative but timely. Where possible, individual consultations have been held prior to the November implementation actions.

### **Implementation Schedule**

Formal implementation of the Extension compact plan will begin according to the following timeline:

- Early November 2006: Begin 30-day public review/input process
- Early November 2006: Distribute Extension compact plan via [www.uaf.edu/ces/renewal.html](http://www.uaf.edu/ces/renewal.html)
- November 2006: 4-H faculty, staff and volunteer leader audios
- November 20, 2006: 4-H Review Committee audio
- November 28, 2006: All Extension audio and open discussion with Chancellor Jones
- November 29/30, 2006: Extension Advisory Council meetings in Anchorage
- December 11: End of 30-day public review/input process
- Winter 2006/2007: Compact plan implementation and other related meetings/audios

## **APPENDIX A: SELECTED INDICATORS OF OVERALL EXTENSION ACTIVITY FROM JANUARY 2005 TO PRESENT**

### **The Mission Statement of the Alaska Cooperative Extension Service has been refreshed.**

Extension's mission is: .... *to interpret and extend relevant research-based knowledge in an understandable and usable form; to encourage the application of this knowledge to solve the problems and meet the challenges that face the people of Alaska; and to communicate to the University the issues important to Alaskans.*

Note: This mission statement was refreshed at the Extension December 2005 All Faculty Conference.

### **Grant activity** (not including Smith-Lever awards)

- January to December 2005: \$2,623,746 (20 grants)
- January to October 2006: \$3,253,109 (22 grants)

### **A new program area has been created.**

Extension created a new program area in natural resources and rural development based on strategic planning conducted in December 2005. Extension identified the need to provide greater emphasis for the two program thrusts of agricultural and natural resources that were contained within the Land Resources Program. The new program areas created from the former Land Resources are Agriculture and Horticulture and Natural Resources and Rural Development.

(<http://www.uaf.edu/ces/ruraldevelopment/index.html> )

### **Two program areas have been renamed to more accurately reflect their activities.**

- Agriculture and Horticulture Program (formerly Land Resources)
- Health, Home and Family Development (formerly Home Economics)

### **Faculty who have been promoted to full professor positions:**

- Linda Tannehill
- Kristy Long, Ph.D.
- Robert Wheeler, Ph.D.

### **A joint five-year POW has been developed collaboratively with the SNRAS.**

- Approved by CSREES
- Implementation in progress

### **New hires since January 2005:**

- 6 faculty
- 32 staff, regular
- 16 staff, temporary
- 2 students

**MOU from January 2005 to present:**

- Extension and Food Bank of Alaska collaboration (original and update)
- Bethel 4-H & Youth Development (City of Bethel, Extension and UAF)
- Mining Extension Education (CRCD, Extension, TVC and Delta Mine Training Center)
- Oregon State University - UAF Extension Forestry and Natural Resource collaboration
- Extension Indian Reservation Program (CRCD, Extension, and Tanana Chiefs Conference)
- Alaska Rural Utilities Business Advisor (RUBA) occupational endorsement (CRCD, Interior-Aleutians Campus, Extension and USDA Rural Development, Alaska)
- Cooperative Wood Energy Program (Alaska Energy Authority; Denali Commission; Alaska Department of Natural Resources, Alaska; Forest Service, Alaska Region; Natural Resources Conservation Service, Alaska; Extension; and others)
- Sea Grant-Extension collaboration (Alaska Sea Grant and Extension)
- Extension Food Stamp Nutrition Education Program, collaboration with WIC program
- 4H & Youth Development and Retriever Club of Alaska (Extension, SNRAS, and CRCD)

**Operating Revenue Balance over Expenditures at Different Rates of Expenditure Growth\***

Fiscal Year	Revenue balance at 4% expenditure growth	Revenue balance at 8% expenditure growth	Revenue balance at 12% expenditure growth
FY07 (base)	\$1,048,000	\$1,048,000	\$1,048,000
FY08	\$801,640	\$601,360	\$401,080
FY09	\$553,342	-\$71,532	-\$712,428
FY10	\$304,675	-\$995,382	-\$2,363,375
FY11	\$57,366	-\$2,197,178	-\$4,631,814

\*Notes in nominal dollars

- 1) Federal Smith-Lever funding (3b,c & d) projected to grow at 1% per year.
- 2) State funding and program receipts with a combined growth projected at 5% per year.
- 3) Shaded cell: projected year at or near budget imbalance with projected needed \$400,000 carry forward.

**Revenue Balance after Expenditures Budget Projections\***

\* Revenue includes Smith-Lever 3b,c & d; state appropriation; program receipts; and carry forward

