Cooperative Extension Reorganization:
Next Steps for *nEXT Generation*

Chancellor Cathy Sandeen
UW-Colleges and Extension

Dean Karl Martin
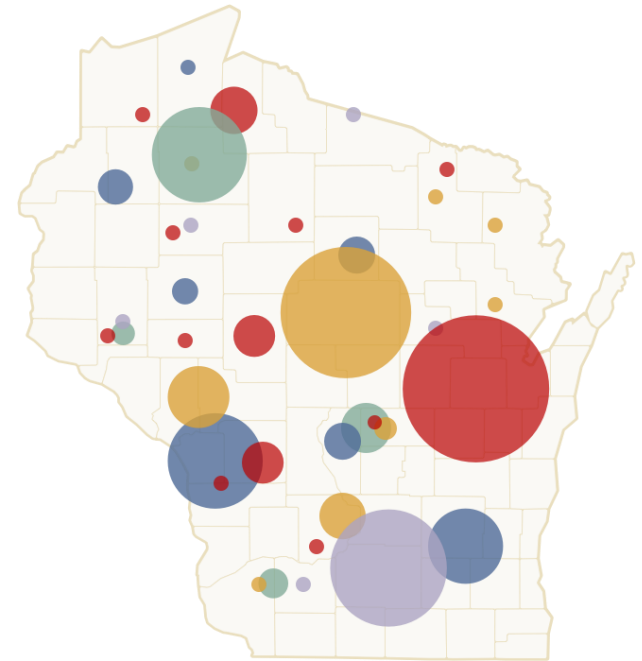Cooperative Extension

Wisconsin Counties Association Conference
Tuesday, September 26, 2017

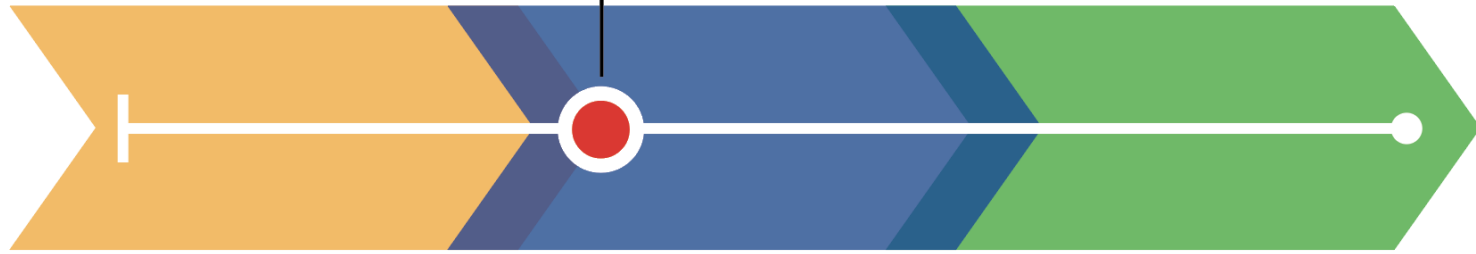# UW-Extension across the state

Project goals:

- Map the future of Cooperative Extension
  while staying true to our purpose, values and vision.

- Build a new organization and infrastructure
  that is relevant, flexible and digital.

- Address the $3.6 million annual cut
  from State of Wisconsin funding.

Current position: Fall 2017

DESIGN · IMPLEMENT · EVALUATE

In 1912, E.L. Luther became the first county agent, hired as a county agriculturist in Oneida County.

Realities: a quick recap

$3.6 million reduction
to Cooperative Extension from State Budget

$1.2 million reduction
 to county programming

$1.7 million reduction
to state specialists

$700,000 reduction
to administrative and program support

Funding sources

The following chart and table show the total amount spent by Cooperative Extension in FY2016 broken down by the source of funding.
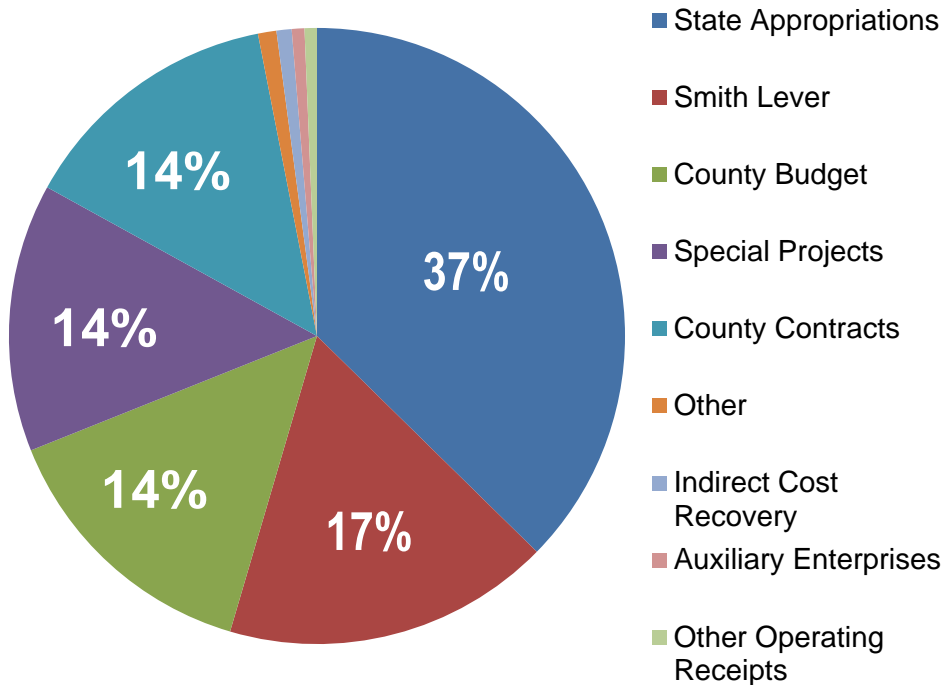
Fund Source	Amount	Percent
State Appropriations	$30,496,051	37.4%
Smith Lever	$14,044,418	17.2%
County Budget	$11,753,780	14.4%
Special Projects	$11,487,368	14.1%
County Contracts	$11,357,600	13.9%
Other	$789,709	1.0%
Indirect Cost Recovery	$648,403	0.8%
Auxiliary Enterprises	$542,044	0.7%
Other Operating Receipts	$528,950	0.6%
Grand Total	**$81,648,323**	**100.00%**

Who delivers programming?

Generally, there are three types of Cooperative Extension staff who deliver programming to the citizens of Wisconsin:

County Educators	State Specialists (*Non-Integrated*)	Campus Specialists (*Integrated*)
• Live in counties across the state	• Live across the state (though many in Madison)	• Live and work on UW campuses
• Serve citizens of their county with programming	• Serve citizens across the state with programming	• Are employees of a UW Campus (not Extension)
• Report to Regional Directors in terms of hiring & administration	• Report to Program Directors in terms of hiring & administration	• Serve citizens across the state with programming
• Are affiliated with Program Areas		• May have additional teaching and research duties as well
• Work with County Department Heads for administration		• Are paid for by and affiliated with a Program Area

Why make *organizational changes* through nEXT Generation?

- Need to be **flexible, relevant and digital**
  in our program development, delivery, research and operations

- Need to have more specialization
  around emerging and ongoing programming

- Need to be more efficient in our delivery
  and realize budget reductions

- Delivery of consistent high-level,
  evidence-based programming across the state

Cooperative Extension

UW EXTENSION

Dean & Director

North Zone

Area 1
Ashland
Bayfield
Douglas
Iron

Area 2
Barron
Burnett
Rusk
Sawyer
Washburn

Area 3
Langlade
Lincoln
Price
Taylor

Area 4
Florence
Forest
Oneida
Potowatomi
Vilas
Lac du Flambeau

Area 5
Pierce
Polk
St. Croix

Area 6
Chippewa
Dunn
Eau Claire

Area 7
Clark
Marathon
Portage
Wood

Area 8
Marinette
Menominee
Oconto
Shawano

Area 9
Buffalo
Jackson
Pepin
Trempealeau

South Zone

Area 10
Calumet
Outagamie
Waupaca
Winnebago

Area 11
Brown

Area 12
Door
Kewaunee
Manitowoc

Area 13
Crawford
La Crosse
Monroe
Richland
Vernon

Area 14
Adams
Green Lake
Juneau
Marquette
Waushara

Area 15
Fond du Lac
Ozaukee
Sheboygan
Washington

Area 16
Columbia
Dodge
Sauk

Area 17
Grant
Green
Iowa
Lafayette

Area 18
Dane

Area 19
Jefferson
Rock
Walworth

Area 20
Waukesha

Area 21
Milwaukee

Area 22
Kenosha
Racine

Department of Agriculture & Natural Resources

Agriculture Institute
Center for Animal Agriculture
Center for Crops & Soils
Center for Farm Management
- Discovery Farms Program
Center for Horticulture
- Master Gardener

Natural Resources Institute
Center for Land & Forestry Resources
- Master Naturalist
- Conservation Prof. Training
Center for Water Resources
- Aquatic Invasive Species
- NC Region Water Network
- Water Action Volunteer
Wisconsin Geological & Natural History Survey
Lake Superior National Estuarine Research Reserve
Upham Woods Outdoor Learning Center
Regional Natural Resources Program

Department of Youth, Family & Community Development

Communities Institute
Center for Community & Economic Development
- Local Government
- Broadband & E-Commerce
- Comm. & Reg. Food Systems
Center for Organizational & Leadership Development
- Leadership Wisconsin

Health & Well-Being Institute
Center for Financial Capability
Center for Food, Health & Nutrition
Center for FoodWIse
- North District
- South District

Youth & Family Institute
Center for Human Development & Relationships
Center for Positive Youth Development
Center for Wisconsin 4-H
- Northeast District
- Northwest District
- Southeast District
- Southwest District

Operations
Dean's Office
Office of Financial Services
UWCX Office of Human Resources
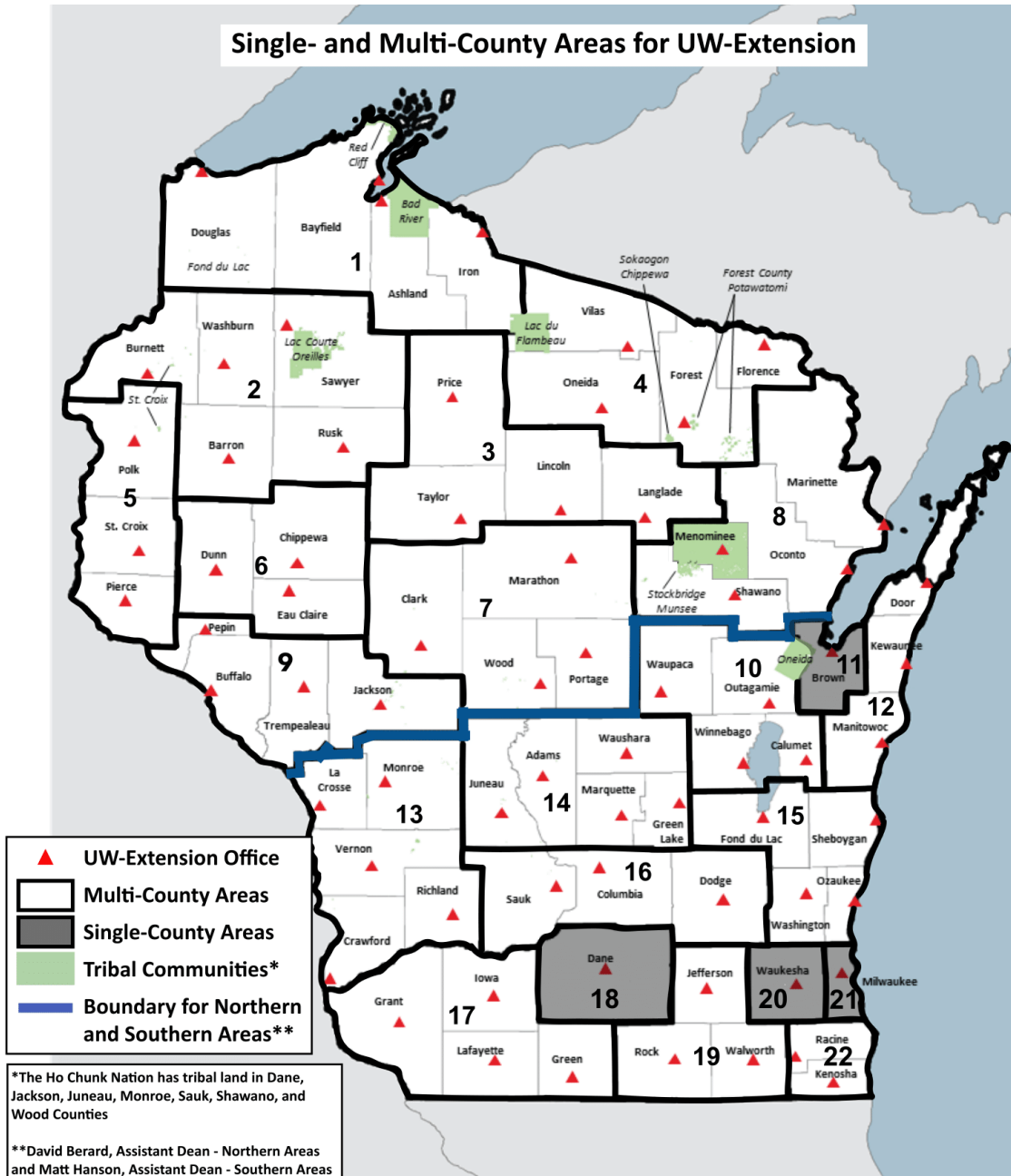Other Administrative Offices (TBD)

Key
- Zone
- Area
- County or Tribe
- Department
- Institute
- Center
- Reserve
- Branded Program
- Program District
- Admin Office
- Institutional Office

NOTE: This diagram is for illustrative purposes only and is not intended to represent the relative size or importance of any of these organizations.

DRAFT
Updated: August 4, 2017

Geographic structure

- Create full-time Area Extension Directors
  in 22 areas to replace part-time county department head roles

- Two zone assistant deans replace four regional directors

- Maintain an extension office in every county

- Seamlessly connecting statewide experts with staff in your counties
  to ensure highest caliber programming at county offices
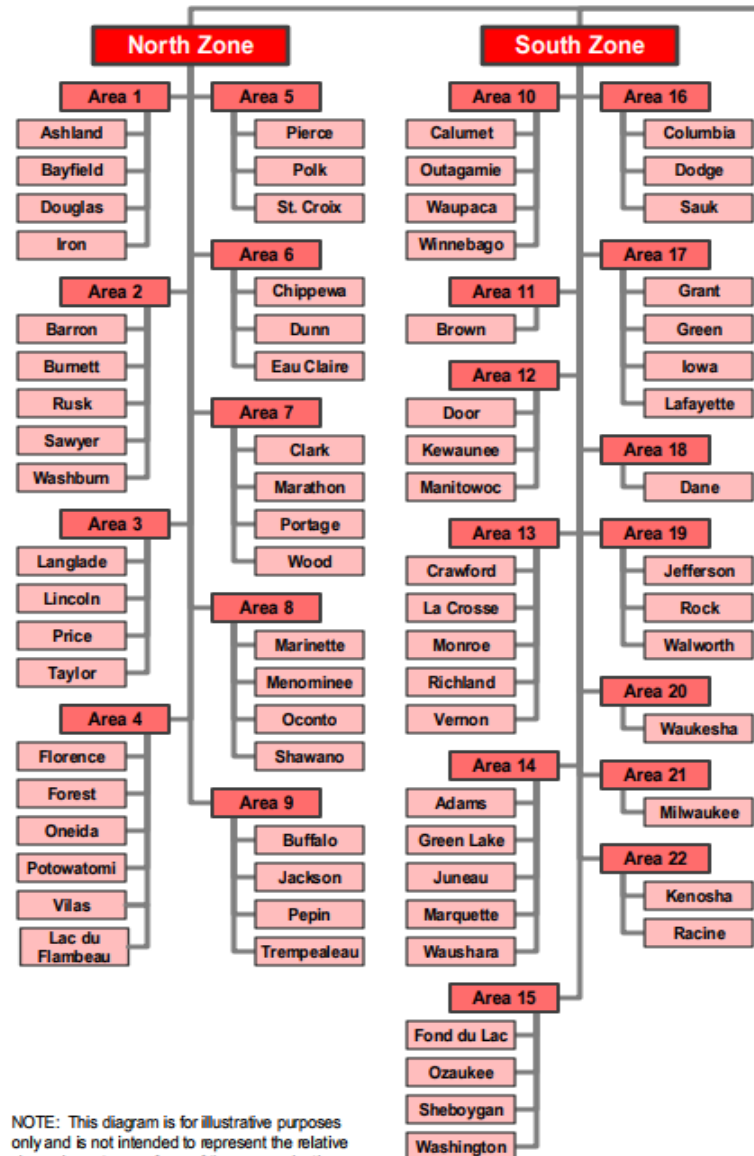
Single- and Multi-County Areas for UW-Extension

Legend:
- ▲ UW-Extension Office
- ☐ Multi-County Areas
- ☐ Single-County Areas
- ☐ Tribal Communities*
- ▬ Boundary for Northern and Southern Areas**

*The Ho Chunk Nation has tribal land in Dane, Jackson, Juneau, Monroe, Sauk, Shawano, and Wood Counties

**David Berard, Assistant Dean - Northern Areas and Matt Hanson, Assistant Dean - Southern Areas

North Zone:
Assistant Dean Dave Berard

South Zone:
Assistant Dean Matt Hanson

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Budgeting with County Partners
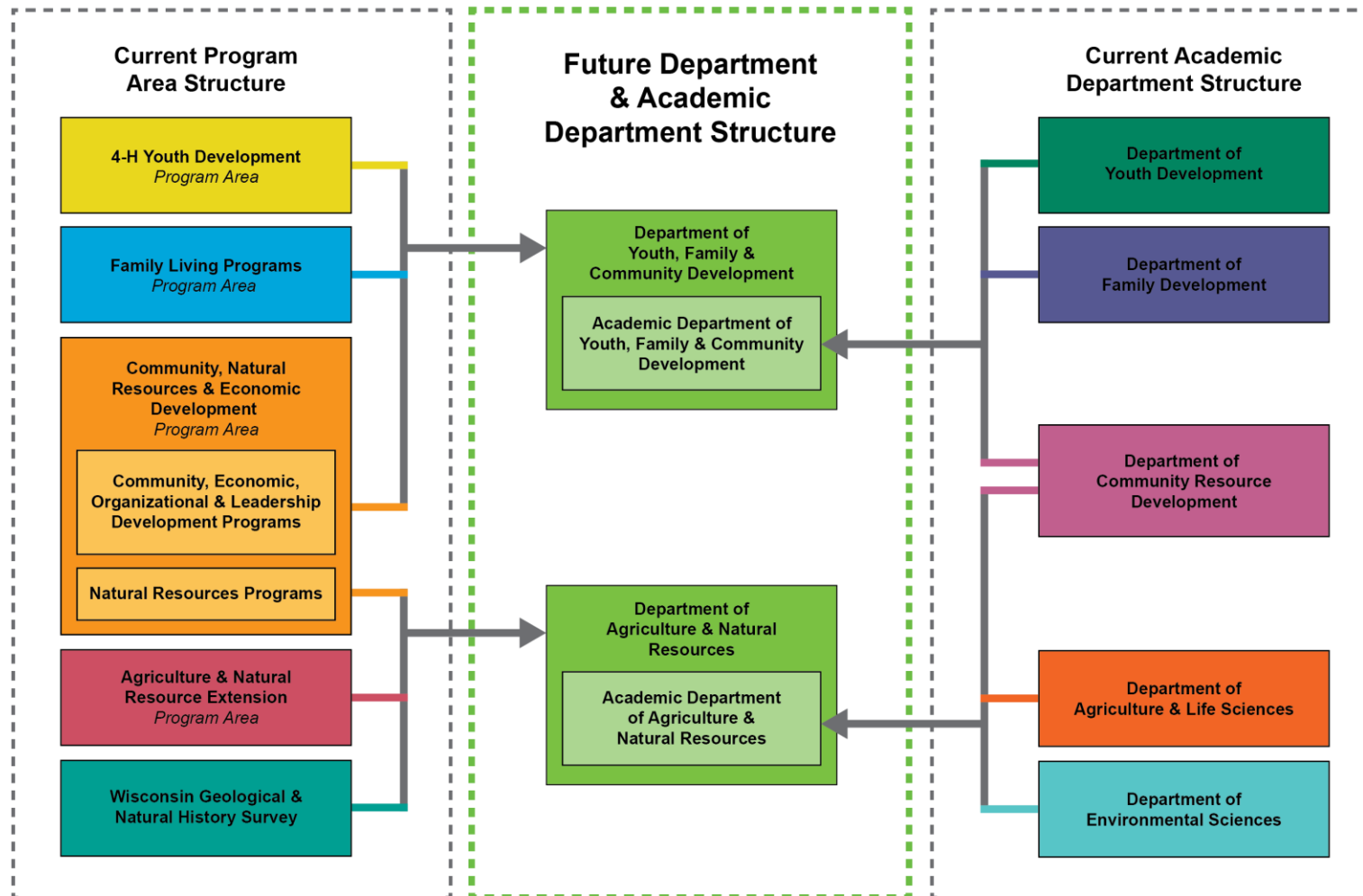## New approach for nEXT Generation

- Flat fee for services vs. paying a portion of specific salary

- Calendar-year budgeting and staff contracts

- Sharing of staff and services among counties
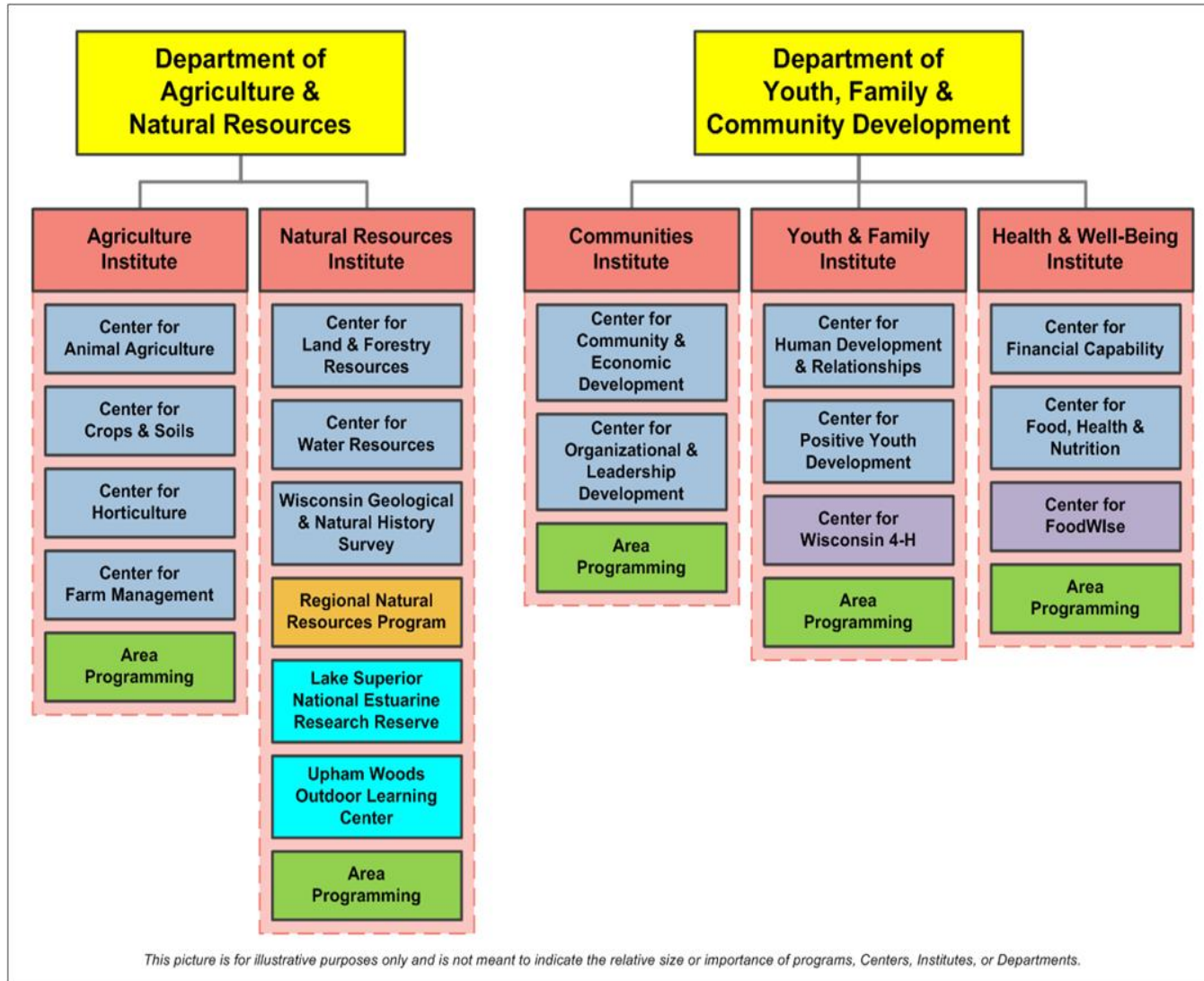
Staffing within Counties
New approach for nEXT Generation

- Position descriptions – flexibility in requirements

- Focus on opportunities for local and diverse hiring

- Create opportunities for existing staff in new model

- Plan for filling positions

Program structure transition

Current Program Area Structure

- 4-H Youth Development *Program Area*
- Family Living Programs *Program Area*
- Community, Natural Resources & Economic Development *Program Area*
  - Community, Economic, Organizational & Leadership Development Programs
  - Natural Resources Programs
- Agriculture & Natural Resource Extension *Program Area*
- Wisconsin Geological & Natural History Survey

Future Department & Academic Department Structure

- Department of Youth, Family & Community Development
  - Academic Department of Youth, Family & Community Development
- Department of Agriculture & Natural Resources
  - Academic Department of Agriculture & Natural Resources

Current Academic Department Structure

- Department of Youth Development
- Department of Family Development
- Department of Community Resource Development
- Department of Agriculture & Life Sciences
- Department of Environmental Sciences

Future program structure

This picture is for illustrative purposes only and is not meant to indicate the relative size or importance of programs, Centers, Institutes, or Departments.

What's nEXT?

- Posting and filling positions

- Transitioning program areas

- Supporting Area Extension Directors in developing strong teams and consistent programming

- Refining exactly what you need moving forward in programming and staff now that the basic structure is in place

Questions & Comments