



University of Wisconsin-Extension Cooperative Extension

*nEXT Generation project
Work Group Charter*

Integration Work Group

Version: 1.1
Created: November 8, 2016
Updated: December 6, 2016

Document Control

This Work Group Charter serves as the governing and constitutional document for the *Integration Work Group* and outlines the scope, roles, goals, deliverables, and constraints of the *Integration Work Group*.

The following table identifies the major changes to the **Work Group Charter** for the *Integration Work Group*. Versioning for this document should be updated at the discretion of the Project Management Team and follow the following general guidelines:

- **Major Version Updates** (increase to the next integer): should reflect new sections of the document or significant changes to content, milestones, budget, etc.
- **Minor Version Updates** (+0.1): should reflect minor changes to the document such as tweaks to language, shifts in minor milestones, etc.

Table 1: Document Control

| Version | Updated Date | Updated By | Notes |
|---------|-------------------|---|--|
| 1.0 | November 10, 2016 | Jay Rowan <i>Project Manager</i> nEXT Generation Project | ▪ The Executive Sponsors approved the initial Charter. |
| 1.1 | December 6, 2016 | | ▪ Updated Charter with additional Ad Hoc Member. |

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Project Background

As part of the budget reduction efforts of the University of Wisconsin System, Cooperative Extension, a division within the University of Wisconsin-Extension, has incurred a \$3.6 million structural budget deficit that compromises the current structure of educational delivery. Cathy Sandeen, Chancellor of the University of Wisconsin-Extension and University of Wisconsin Colleges, commissioned the *nEXT Generation* project in February 2016, challenging Cooperative Extension to be *relevant, flexible, and digital* as it addresses the deficit, builds a new infrastructure, and ultimately shapes the future of Cooperative Extension while staying true to its purpose of teaching, learning, leading, serving, connecting people with the University of Wisconsin, and engaging them in transforming lives and communities.

The formal charge for the *nEXT Generation* project, identified by Chancellor Sandeen in February 2016, is summarized in **Table 2** below; the full text is in the **Project Charter**.

Table 2: Summary of Objectives for the *nEXT Generation* project

| Investment Area | Reduction Target | Objectives |
|--|------------------------|--|
| County & Tribal Nations | \$1.2 million Annually | <ol style="list-style-type: none"> 1. UW Cooperative Extension will implement a multi-county area structure that provides shared administrative leadership to the area. 2. Maintain a Cooperative Extension office in each of the existing county and tribal offices. 3. Maintain single-county areas in high-population counties. 4. Develop a statewide tribal support network that leverages resources to strengthen partnerships. 5. Establish the appropriate mix of faculty, academic staff, and university staff positions in each single- and multi-county area to best serve the needs of that area 6. Evaluate and provide recommendations on expanded use of digital technology in appropriate areas of program delivery, educational product development and administration. |
| Campus & UW-Extension Specialists | \$1.7 million Annually | <ol style="list-style-type: none"> 1. Strategically reduce the number of campus integrated and Cooperative Extension non-integrated specialists and support positions. 2. Develop and implement mechanisms for the allocation of resources (a flexible pool of base, one-time, and other funds), accumulated over time used to address critical emerging issues or problems in the state that require special expertise beyond that available among existing faculty. |
| Administrative & Educational Program Support | \$0.7 million Annually | <ol style="list-style-type: none"> 1. Consolidate Cooperative Extension administrative functions with UW-Extension central administration where possible (e.g., IT, HR, business services, marketing), to leverage efficiency and flexibility while maintaining support of our purpose. 2. Undertake a comprehensive analysis of the division's overall revenue/resource portfolio, and recommend opportunities for enhanced purpose-driven revenue generation and entrepreneurship. |

Project Structure

FUNCTIONAL CATEGORIES

In accordance with the **Project Charter**, The *nEXT Generation* project will focus on recommending changes to the following four functional categories within Cooperative Extension to create a relevant, flexible, and digital organization within the budgetary constraints identified in Chancellor Sandeen's February 2016 report.

- **Programming** – What programs are delivered to the residents of Wisconsin.
- **Organizational Structure** – How positions across Cooperative Extension are structured and organized.
- **Program Development** – How programs are planned, developed, delivered, implemented, evaluated, and reported.
- **Support** – How staff, programs and organizational structures are supported administratively.

These functional categories are meant to provide general boundaries for the project's scope and not necessarily mutually exclusive, as certain functions within Cooperative Extension may be covered by multiple categories.

CHARTERED WORK GROUP

The *Integration Work Group* will be focusing on completing certain deliverables for and integrating topics from the Programming, Organizational Structure, and Program Development categories. The detailed responsibilities of this Work Group are included in the next section of this document.

Work Group Expectations

The Executive Sponsors expect all Work Groups to focus on achieving the goals of the project and the following topics in the course of their activities:

- Aspiring to a Cooperative Extension that is *relevant*, *flexible*, and *digital* while staying true to its [Purpose, Vision, and Values](#);
- Emphasizing diversity & inclusion both within Cooperative Extension and in terms of the audiences Cooperative Extension serves;
- Expanding access to underserved populations across Wisconsin;
- Making educational and administrative processes more efficient and effective through technology;
- Identifying duplicative functions and services that may be consolidated and held accountable for providing high quality service;
- Building capacity among Cooperative Extension staff through professional development;
- Considering the strategic and financial impacts of their assessments and recommendations;
- Contributing to the financial goals of the *nEXT Generation* project; and
- Identifying real cost savings to meet budget reduction mandates that do not include untested strategies, such as new revenue aspirations; and
- Using any past reports, documents, ideas and recommendations as inputs at their discretion.

Work Group Scope

SIX-STEP PROCESS

The *Integration Work Group* is responsible for completing **Step 5: Options Assessment** from the six process steps identified in the **Project Charter** for the Programming, Organizational Structure, and Program Development categories. To complete this step, the Work Group will determine how Cooperative Extension will or could structure, staff, and support the mission-driven side of the organization, including program areas and program development, in the future.

The exact deliverables and objectives for the *Integration Work Group* in each step are detailed in the following sections of this document. The Executive Sponsors, with guidance from the Project Steering Committee, identified these objectives and deliverables in anticipation of the information which will be needed to make implementation decisions. Given the subject matter expertise within the *Integration Work Group*, the Work Group may request adjustments to the objectives and deliverables through the Project Management Team. The Project Management Team will triage the requests to the Project Steering Committee and Executive Sponsors accordingly.

Also, the Executive Sponsors will, based on guidance from the Project Steering Committee, provide additional guidance to the *Integration Work Group* on what is required for each step after reviewing the deliverables from the prior step.

WORKFLOW

Work products will generally follow a similar flow among the Executive Sponsors, Project Steering Committee, and Integration Work Group. This workflow will be iterative and could flow along the following path:

- The Executive Sponsors, with guidance and recommendations from the Project Steering Committee, will request information or recommendations from the Integration Work Group;
- The Integration Work Group will draft deliverables adhering to the stipulations in this Charter and additional guidance if needed from the Executive Sponsors;
- The Integration Work Group will present its deliverables to the Project Steering Committee and Executive Sponsors to solicit their feedback and opinions; and
- The Executive Sponsors will decide which options and changes to formally accept for the future design of the *nEXT Generation* project.

Throughout the workflow, the Project Management Team will assist by developing suggested document templates, reviewing documentation, and escalating potential issues. Work Groups will be expected to share information with other Work Groups and the Project Management Team.

The Work Groups, Project Steering Committee, and Executive Sponsors will be responsible for the integrity and accuracy of their deliverables. No other group or committee from inside or outside the project will be permitted to change the content of another group's deliverable without their consent.

STEP 5: OPTIONS ASSESSMENT

OBJECTIVES

The *Integration Work Group* will be responsible for determining how Cooperative Extension will or could structure, staff, and support the mission-driven side of the organization, including program areas and program development, in the future by:

- Identifying the future organizational structure and roles necessary to deliver programs and support program delivery in the future within the goals of the project;
- Identifying the general human and financial resources allocations across the future organizational structures within Cooperative Extension;
- Identifying the types and details of contractual relationships between Cooperative Extension and its county and campus partners; and
- Recommending topics that should be investigated in subsequent steps by the *Integration Work Group* or other Work Groups based on the findings in this step.

OPTIONS DEFINITION

To complete these goals, the *Integration Work Group* may identify options for the Project Steering Committee, Executive Sponsors, and other stakeholders to consider only if the Work Group can reasonably identify multiple relevant and practicable options within the timeframe allotted. The Work Group may determine that only one relevant or practicable option exists for particular topics, in which case it does not need to identify multiple options for consideration.

For any recommended changes or options, the Work Group should:

- Describe as many details of the changes or options as can be reasonably developed within the allotted timeframe; and
- Identify and quantify the financial, organizational, cultural, and political implications of the changes or options where possible.

When the Work Group identifies multiple options, it should:

- List the relative advantages and disadvantages of each option; and
- Recommend one option for the future and justify the recommendation.

FIVE PHASES OF WORK

The *Integration Work Group* will achieve its objectives by moving through five distinct phases of work. Each phase will:

- **Have a Syllabus** – stating the goals for the phase and modules necessary to achieve them;
- **Be Iterative** – because the Work Group may need to revisit decisions and modules within a phase due to the nature of the work;
- **Be Sequential** – because once a phase is complete, the Work Group should not revisit its work and decisions unless absolutely necessary;
- **Produce Deliverables** – with any changes or options that may need to be reviewed with the Project Steering Committee, Executive Sponsors, and other stakeholders; and

- **Reflect on the Current State** – to determine how the decisions and options align with the current organization and assess the difficulty and feasibility of implementation.

The five phases for the *Integration Work Group* are described in the table below.

Table 3: Five Phases of the Options Assessment for the Integration Work Group

| Phase | Phase Name | Objectives |
|---------|-------------------|---|
| Phase 1 | Initiation | <ul style="list-style-type: none"> ▪ Develop norms, expectations, schedule, and operating principles amongst the individuals staffed to the Work Group; ▪ Review prior deliverables and work products; and ▪ Identify the assumptions that the Work Group will make at the outset of its work. |
| Phase 2 | High-Level Models | <ul style="list-style-type: none"> ▪ Determine the generic structures, roles, and contractual relationships for the future; ▪ Describe the attributes and commonalities for these structures, roles, and contractual relationships; and ▪ Focus on generalities and avoid discussion of specific disciplines, quantifiable metrics, or geographic locations. |
| Phase 3 | Resource Planning | <ul style="list-style-type: none"> ▪ Determine how much money Cooperative Extension should budget for FY2018 from all relevant funding sources; ▪ Identify Cooperative Extension’s priorities for the future; and ▪ Allocate financial resources to those priorities at a high-level. |
| Phase 4 | Detailed Design | <ul style="list-style-type: none"> ▪ Define the specific structures, roles, and contractual relationships aligned with particular disciplines and the organization’s priorities; ▪ Identify the specific attributes and metrics for those structures, roles, and contractual relationships; and ▪ Model the financial and human resources required to achieve the organization’s priorities within these structures, roles, and contractual relationships. |
| Phase 5 | Closure | <ul style="list-style-type: none"> ▪ Identify the next steps to determine which options the organization should pursue in the future; and ▪ Plan for the implementation of the changes identified. |

DELIVERABLES

The deliverables for the *Integration Work Group* in this step are included in the table below. These deliverables should take approximately four months to complete.

Table 4: Options Assessment Deliverables for the Integration Work Group

| Phase | Title | Format | Description |
|---|---------------------------|-------------|--|
| Phase 1: <i>Initiation</i> | Assumptions Report | Document | A summary of the assumptions that the Work Group is making at the outset of its work. This deliverable does not need to include formal responses to any other Work Group deliverables or the operating principles for the Work Group. |
| Phase 2: <i>High-Level Models</i> | High-Level Models Report | Document | A summary of the general structures, roles, and contractual relationships that the Work Group has identified for the future including any pre-determined attributes and applicable options for the Project Steering Committee, Executive Sponsors, and other stakeholders to consider. |
| Phase 3: <i>Resource Planning</i> | Budget Model | Spreadsheet | A financial model identifying the FY2018 budget for Cooperative Extension that the Work Group will use to determine how much money the organization has available for future deliverables. |
| Phase 3: <i>Resource Planning</i> | Program Priorities Report | Document | A summary of the programmatic priorities that the Work Group has identified for the future and the level of resources that will be committed to those priorities in the future. |
| Phase 4: <i>Detailed Design</i> | Detailed Design Report | Document | A summary of the specific structures, roles, and contractual relationships that the Work Group has identified for the future including any qualitative and quantitative attributes and any applicable options for the Project Steering Committee, Executive Sponsors, and other stakeholders to consider. |
| Phase 4: <i>Detailed Design</i> | Resource Model | Spreadsheet | A model identifying where the human and financial resources will be invested across the specific structures, roles, and contractual relationships in the future. |
| Phase 5: <i>Closure</i> | Implementation Roadmap | Document | A summary of the high-level steps and components required to implement the changes determined in the previous four phases. This is meant to be guidance on what should be considered in the detailed implementation plans that will be developed in subsequent steps, but is not meant to be a detailed implementation plan. |

Work Group Staffing

The Executive Sponsors established four formal roles for Work Groups on the *nEXT Generation* project – Chairs, Members, Ad Hoc Members, and Partners – in the **Project Charter**.

The individuals staffed to the *Integration Work Group* as Chairs and Members collectively own responsibility for the deliverables identified in the **Work Group Scope** section of this document. The Chair(s) will be the primary point of contact for the Work Group with the Executive Sponsors, Project Steering Committee, and Project Management Team, and will also coordinate with other Work Groups to ensure consistency and escalate conflicts throughout the project.

The Executive Sponsors expect all individuals staffed to *nEXT Generation* project Work Groups to work with the Project Management Team to clarify requests, identify issues and concerns, and report status throughout the course of the project. The Project Management Team will also support the Work Group in completing its work as requested by the Executive Sponsors.

The following table identifies the individuals who are staffed to the *Integration Work Group*.

Table 5: Staffing for the Integration Work Group

| Name | Role | Job Title |
|--------------------|--------|--|
| Karl Martin | Chair | Dean & Director <i>Cooperative Extension</i> <i>University of Wisconsin-Extension</i> |
| Carrie Edgar | Member | County Director & Community Food Systems Educator <i>Dane County, Wisconsin</i> <i>Cooperative Extension</i> <i>University of Wisconsin-Extension</i> |
| Greg Johll | Member | Director, Technology Services <i>Cooperative Extension</i> <i>University of Wisconsin-Extension</i> |
| Jed Colquhoun | Member | Interim Associate Dean <i>College of Agriculture & Life Sciences</i> <i>University of Wisconsin-Madison</i> Interim Program Director, ANRE <i>Cooperative Extension</i> <i>University of Wisconsin-Extension</i> |
| Jeff Hoffman | Member | Department Head & Community Development Educator <i>Dodge County, Wisconsin</i> <i>Cooperative Extension</i> <i>University of Wisconsin-Extension</i> Academic Department Chair <i>Department of Community Resource Development</i> <i>University of Wisconsin-Extension</i> |
| John de Montmollin | Member | 4-H Youth Development Educator <i>Green Lake County, Wisconsin</i> |

| Name | Role | Job Title |
|-------------------|---------------|--|
| | | <i>Cooperative Extension University of Wisconsin-Extension</i> |
| Julie Keown-Bomar | Member | Regional Director, Northwest Region <i>Cooperative Extension University of Wisconsin-Extension</i> |
| Patrick Robinson | Member | Interim Program Director, CNRED <i>Cooperative Extension University of Wisconsin-Extension</i> |
| Ruth Schriefer | Member | Family Living Educator <i>Iowa County, Wisconsin Cooperative Extension University of Wisconsin-Extension</i> Academic Department Chair <i>Department of Family Development University of Wisconsin-Extension</i> |
| Amber Canto | Ad Hoc Member | FoodWise State Coordinator <i>Cooperative Extension University of Wisconsin-Extension</i> |
| Heidi Zoerb | Ad Hoc Member | Interim Associate Dean & Associate Director <i>Cooperative Extension University of Wisconsin-Extension</i> |
| John Shutske | Ad Hoc Member | Biological Systems Engineering Specialist <i>Cooperative Extension University of Wisconsin-Extension</i> |