

Decisions about Departments

To: Cooperative Extension Staff, Partners and Stakeholders

From: The Executive Sponsors of the *nEXT Generation* Project

Background

Cooperative Extension currently organizes programmatic faculty and staff through four Program Areas:

- [Agriculture & Natural Resource Extension \(ANRE\)](#);
- [Community, Natural Resource & Economic Development \(CNRED\)](#);
- [Family Living Programs \(FLP\)](#); and
- [4-H Youth Development \(4-H YD\)](#).

Faculty governance, including decisions about tenure, promotion and post-tenure review, is organized through a separate structure of four academic departments affiliated with the four Program Areas:

- Department of Agriculture and Life Sciences, which is affiliated with the ANRE Program Area;
- Department of Youth Development, which is affiliated with the 4-H YD Program Area;
- Department of Community Resource Development, which is affiliated with the CNRED Program Area; and
- Department of Family Development, which is affiliated with the FLP Program Area.

Currently, the Wisconsin Geological & Natural History Survey (WGNHS) program also resides in UW Extension outside of the Cooperative Extension Program Areas. WGNHS faculty comprise the Department of Environmental Sciences. WGNHS and Cooperative Extension share some administrative services and work independently in other areas.

Decisions

Cooperative Extension will create two **Departments** to oversee programmatic and academic functions. These Departments will include the four Program Areas (ANRE, CNRED, Family Living, and 4-H Youth Development) and the Wisconsin Geological & Natural History Survey (WGNHS). All programmatic faculty and staff across Cooperative Extension, including those based on UW Campuses, distributed across counties and tribes, and based in other Extension groups, will be affiliated with one of these two Departments.

Departmental Leadership

An **Associate Dean** will administratively lead each Department. These Associate Deans will be full-time administrators reporting directly to the Dean of Cooperative Extension who will be responsible for:

- Establishing the programmatic priorities and organizational strategy for the Department;
- Managing and allocating the budget for the Department;
- Developing and maintaining strategic and funding partnerships between the Department and

DISCLAIMER: This document contains recommendations related to the future-state organizational design of Cooperative Extension. They have not been approved.

- other groups like UW campuses and state agencies;
- Managing the leadership within the Department directly and overseeing all faculty and staff in the Department; and
- Serving as a conduit and collaborator with national and regional groups.

The Departments

Cooperative Extension will call these two departments:

- The **Department of Agriculture & Natural Resources**, combining the ANRE Program Area, the Natural Resources programs from the CNRED Program Area, and WGNHS; and
- The **Department of Youth, Family & Community Development**, combining the Family Living Program Area, 4-H Youth Development Program Area, the community, economic, organizational, and leadership development programs from the CNRED Program Area, and the interdisciplinary Community Food Systems programs.

[Figure 1](#) illustrates how the current Program Areas will merge into the new Departments. These two Departments will be responsible for meeting [Cooperative Extension's broader educational priorities](#) and the goals listed below.

Please note that Cooperative Extension will not be replacing WGNHS or its name. Cooperative Extension will, however, be moving it administratively and bringing its faculty and staff under the new Department of Agriculture & Natural Resources.

Department of Agriculture & Natural Resources

Purpose and Goals

The Department of Agriculture and Natural Resources serves the people and communities of Wisconsin by addressing local, statewide and national issues and facilitating positive impacts that support vibrant, diverse and robust agricultural economies and natural resources.

Scope of Programs

The Department of Agriculture and Natural Resources will focus on developing and delivering the following programs for the people and communities of Wisconsin to meet its mission:

- **Agriculture:** Research and outreach in support of agricultural practices and management, including crop production, consumer and commercial horticulture and animal agriculture.
- **Farm Management:** Research and outreach in support of agricultural business operations from diagnostic services to economics to safety practices.
- **Natural Resources:** Research and outreach that supports the land and water resource needs of society.

Department of Youth, Family & Community Development

Purpose and Goals

The Department of Youth, Family and Community Development serves the people and communities of Wisconsin by addressing local, statewide and national issues, improving lives through research-based

education, community partnerships and action, and facilitating positive impacts that support:

- Thriving individuals and families;
- Effective organizations;
- Healthy and vibrant communities; and
- Strong economies.

Scope of Programs

The Department of Youth, Family and Communities will focus on developing and delivering the following programs for the people and communities of Wisconsin to meet its mission:

- **Youth & Family:** Research and outreach supporting the positive development of youth and families across Wisconsin.
- **Health & Personal Well-being:** Research and outreach supporting the development of healthy, nutritional, and financial well-being amongst the people of Wisconsin.
- **Communities:** Research and outreach supporting community, economic, leadership, food systems, and organizational development across Wisconsin.

Organizing Structures within Departments

Cooperative Extension will establish other structures within the two Departments to organize faculty and staff, including but not limited to:

- Academic Departments;
- Institutes;
- Centers; and
- Programs.

Academic Departments

It is important in this model to distinguish between a Department and an Academic Department. Given that these two Departments include faculty and staff, they are not Academic Departments, which as defined by [1.01 of UW-Extension Articles of Faculty Governance](#) only include faculty. We **recommend** the current five Academic Departments be consolidated into two Academic Departments, which will be nested under and have the same name as the two Departments.

Functions of the Academic Departments will adhere to the UW-Extension Articles of Faculty Governance.

Academic Departments will continue to be led by a Chair, selected through the existing process outlined in [3.06 of UW-Extension Articles of Faculty Governance](#). These **Chairs of the Faculty** will receive a temporary base salary adjustment for taking on additional responsibilities.

Chairs of the Faculty will:

- Be responsible for meeting the functions of the Academic Department identified in [Article 3.07 of the UW-Extension Articles of Faculty Governance](#); and
- Collaborate with the Associate Dean on matters of faculty hiring and other programmatic planning.

[Figure 2](#) illustrates how the Academic Department will be structured within the Department.

[Figure 1](#) illustrates how the current Program Areas and Academic Departments will merge into the two new Departments and Academic Departments.

Institutes, Centers, and Programs

Cooperative Extension will create Institutes organized around programmatic topics and academic disciplines within each Department. All faculty and staff within the two Departments will belong to an Institute, including affiliation by those based on UW campuses, based in counties and tribes, and based in other Extension groups. Within Institutes, staff may be further organized into Centers and Programs to align programming content, organize faculty and staff administratively, or brand a group or initiative.

Figure 1: Mapping between current Program Areas and future Departments

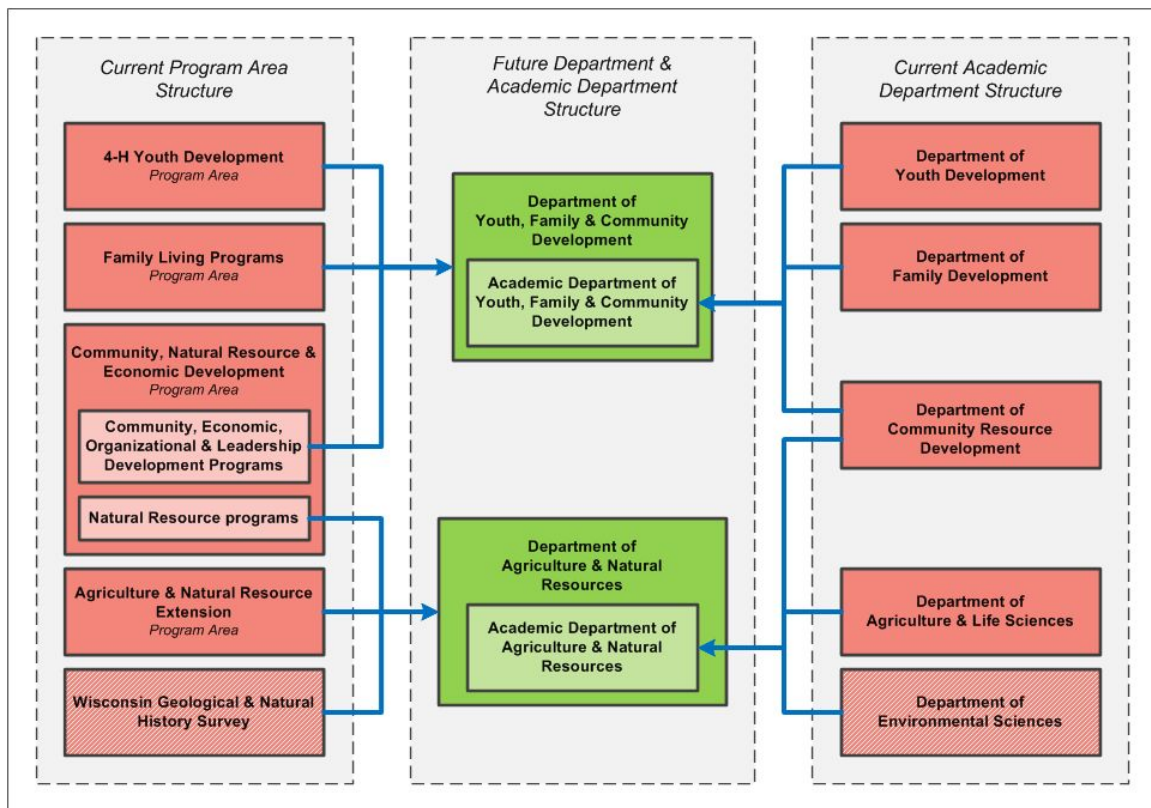
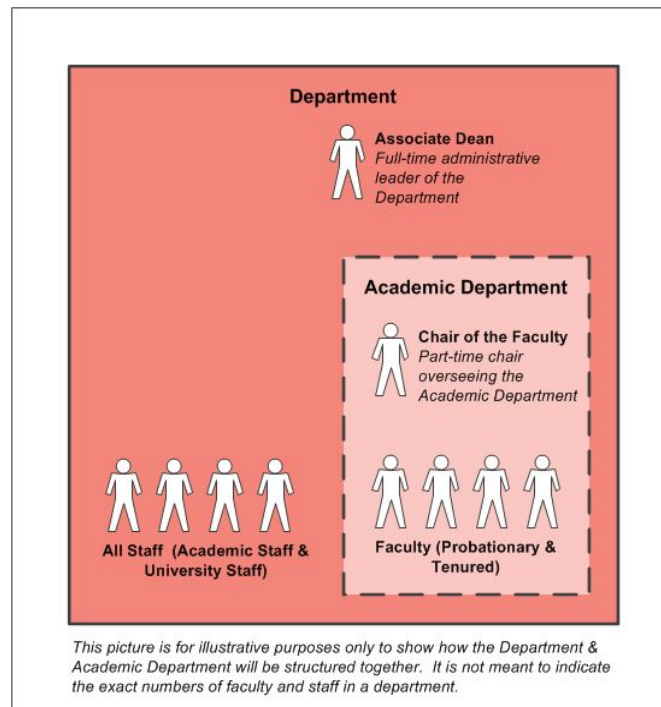


Figure 2: Structure for Academic Departments within Departments



Rationale

The Integration Work Group feels that this change will offer the following benefits to Cooperative Extension:

- **Alignment:** Fewer departments streamlines the processes for important departmental functions, including granting faculty tenure, program planning, assessment, professional development, etc.
- **Collaboration:** Consolidation of program areas would lower organizational barriers for collaboration between colleagues who were previously organized in separate program areas.
- **An Academic Home for all Faculty and Staff:** All Cooperative Extension faculty and staff and faculty and staff funded by Cooperative Extension at other UW campuses would have a clear home within a Department and other organizing structures providing a direct connection to relevant programming.

We encourage you to send any questions or concerns to nextgencommunications@ces.uwex.edu.

Sincerely,
Executive Sponsors of the *nEXT Generation* project

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