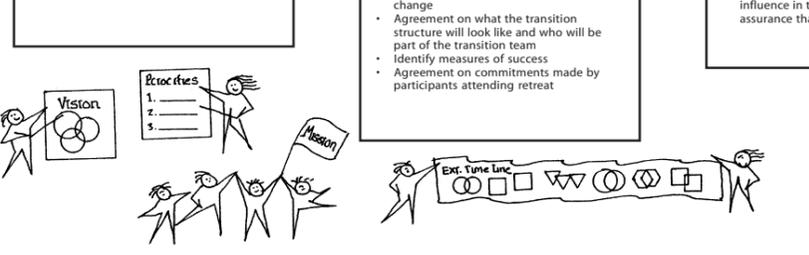


UK Extension Re-Envisioning Process

Prepared for Retreat held February 5-6, 2002, revised March 25, 2002



- Desired Outcomes of Process**
- A clear statement of the vision and priorities for Extension
 - A structure that supports implementation of the vision and priorities
 - Clear agreements on roles, responsibilities, and delegative boundaries for AD's, APD's, Specialists, Agents, and Support Staff
 - The final structure is informed by the needs/input of key stakeholders affected by it (agents, council members, county and community leaders)
 - A greater sense of unity and willingness to support changes that will serve the mission of Extension, not just personal interests
 - Input of this group will be considered in the decision making process
- Desired Outcomes of Retreat**
- Clear understanding of the parameters of our task—what is open for change and what is not
 - Clarity on how our input will be used and how decision maker(s) will be
 - Clarity on the time available to complete the task
 - Agreement on the road-map/process to achieve restructuring of Extension
 - Understanding of overall system, and community roles and responsibilities as they exist today
 - Identification of other key stakeholders, and the input needed from them and the methods to obtain it
 - Time line and activities to reach our goals
 - Assurance of liveliness in the face of change
 - Agreement on what the transition structure will look like and who will be part of the transition team
 - Identify measures of success
 - Agreement on commitments made by participants attending retreat



Current Reality

Things I Learned About You (AD's, APD's)

- Collectively you have over 458 years of experience working with Extension
- Most people were inspired to work in Extension because of past experiences with Extension services in their youth
- People are passionate about the Mission of Extension and find deep fulfillment in helping people solve problems
- All APD's were selected for their positions because of outstanding performance in the field as agents
- People describe themselves as strong willed with specific ideas
- There is confusion about the roles of AD's and APD's and a lack of clarity around boundaries/delegation authority
- People are open to change, want to have influence in the outcome and need assurance that their voice will be heard

Assumptions

There are always emotional reactions to change. Bill Bridges suggests that change is the external process and transition is the internal process. Unless transition occurs, change will not work. There are three aspects to transitions: Ending, the Neutral Zone, and the New Beginning. You will not have a successful New Beginning without going through the Ending and the Neutral Zone. Living in the Neutral Zone is much like going through the stages of grief and loss that begin with denial and end in acceptance. Each person will go through these stages at their own pace and with different degrees of intensity. Acknowledging losses allows people to move on in a healthy way.

UK Extension Services in Transition



Notions

How you prepare for and implement this change will be more important than what you actually decide to change in terms of its success over time.

Vision

The Kentucky Cooperative Extension Service is the educational resource for all Kentuckians that serves as a catalyst to build better communities and improve quality of life

Mission

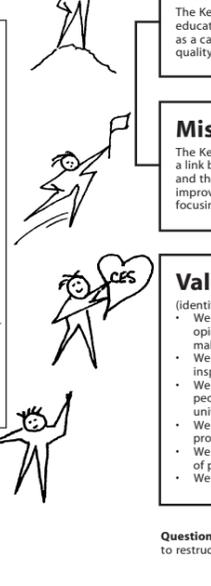
The Kentucky Cooperative Extension Service serves as a link between the faculties of the Commonwealth and the state's land grant universities to help people improve their lives through an educational process focusing on their issues and needs.

Values

- We treat each person as one who has value, opinions, a right to be heard, and a contribution to make
- We empower people through education and inspiration to improve their quality of life
- We focus on grassroots efforts that connect people in the community to the resources at the university in a practical way
- We are unbiased in our delivery of educational programs so people can make their own decisions
- We are committed to working with diverse groups of people to solve problems important to them
- We are motivated by the desire to be of service

Question: Can these values be applied in working together to restructure Extension Services?

Relational Map of UK Extension Services



Crucial Job Functions that Impact Success

- Assistant Directors:** Provide leadership for Program direction and establish priorities. Provide vision for each area. Stay on the cutting edge of national trends and identify their impact on Ky. Collaborate with internal and external units/agencies to create an interdisciplinary approach to problem solving. Link knowledge at the University level with programs at the county and community level. Collaborate to provide statewide leadership for Extension programmatic activity. Serve as subject matter experts in specific technical areas.
- Area Program Directors:** Work directly with agents to train them in their role, and to build skill and confidence in delivering services at the local level. Provide agent training, in-service and support. Assist with problem solving that is beyond the scope or skill of an individual agent. Work with district boards to ensure funding at the local level. Build relationships with Council members, judges, and legislators. Collaborate to build local programs specific to the needs of the community. Communicate pertinent information from the field to the univ. and vice versa. Work with clientele in counties to form budgets based on local needs. Keep decision making within legal parameters. Help select and place new agents. Conduct performance appraisals. Supervise personnel. Participate in policy development.
- Agents:** Work with people on the front line to solve problems that are important to them, by using skills in consensus building, and others. Implement the vision that is created at local level connecting it with issues that are state-wide. Provide educational prog. that meet the needs of local citizens. Build relationships with Council members, judges, and legislators. Provide leadership training. Collaborate with other agencies and organizations. Seek input from advisory councils.
- Specialists and Associates:** Provide research-based educational materials and programs for agents to use in working with clientele. Provide agent training, in-service and support. Collaborate to provide statewide leadership for Extension programmatic activity. Serve as subject matter experts in specific technical areas.
- Program Assistants and Staff Assistants:** Support local Extension programs. Serve as front line contacts for Extension with local clientele. Implement local level vision of Extension. Work with agents to support local needs in counties.
- Extension Council Members, Volunteers, and Other Stakeholders:** Provide guidance to Extension programming to ensure relevance. Assist in providing Extension programming through volunteer support of programs. Work with Extension staff to meet local needs. Partner with Extension personnel in delivery of programs. Build budgetary support for the Extension program. Increase public awareness of Extension programs.
- Observations About the System:** It is centrally organized at the AD level with a focus on statewide issues for program development. It is decentralized at the APD level with a focus on local community issues. Different communities have diverse needs requiring flexibility in program delivery. APD's have different styles requiring latitude in execution of job function. Agents have different styles and are responding to diverse needs in different geographic areas. Specialists should respond to the overall system based on identified needs of AD's, APD's and agents. Relationships of agents and APD's at local levels are key in the success of the overall system and need to be carefully considered in the restructuring process. Boundaries of delegative authority are not clear regarding assignments given to APD's through AD's and need to be clarified. There is a new President, a new Dean and a new Associate Dean all impacting the current system. Two APD's have been carrying a double load for several months and need relief. AD's and APD's don't have a clear understanding of each others roles and responsibilities.

Letting Go—Possibilities

- Validate the Mission, Vision, and Values. Are they still appropriate for CES in 2002?
- Identify opportunities to improve services of CES in alignment with president's mandate for greater university tie to communities.
- Identify APD job functions to be eliminated or transferred to other groups.
- Create a plan to restructure CES that both meets the expanded needs and reduces the number of APD's delivering service.
- Identify a transition team to move the process forward.
- Transition team lead re-envisioning process to develop recommended scenarios for Dr. Turner and Dean Smith.

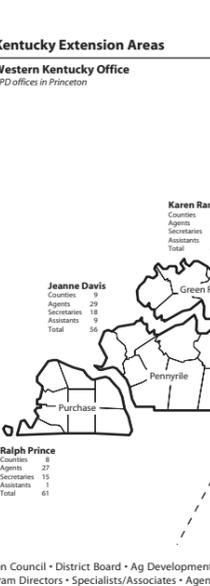
The Task

It is important to consider high leverage vs. low leverage functions and to examine which things are absolutely essential in supporting the CES Mission vs. those that are complimentary but not critical.

The following items were mentioned during interviews. They are not intended to be all-inclusive but to serve as a point of beginning conversation.

- Stop assignments to APD's that have been traditionally done by specialists that take up a great deal of time and reduce time working with agents.
- Simplify evaluation process—or move to self-evaluation. Focus more time on coaching agents which would lead to great performance rather than spending so much time evaluating them.
- Attending meetings that are for political reasons (need an appearance from the College of Agriculture) that don't create high leverage in relation to the Mission. Become more discerning in the meetings that are absolutely necessary. Develop a process for declining request to go.
- Evaluate paperwork and identify what is crucial and what is not. Eliminate administrative tasks that don't add value.

Formula for Change



External Stakeholders

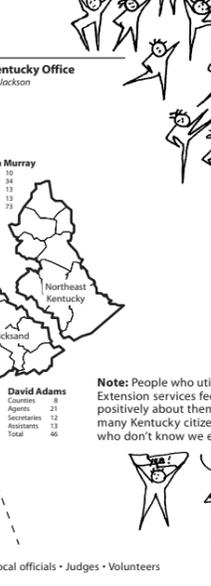
All citizens of Kentucky • Local Community Leaders • County Extension Council • District Board • Ag Development Council • Extension Homemakers Council • FCS Council • 4-H Council • Ag Advancement Council • Legislators • Local officials • Judges • Volunteers

Internal Stakeholders

UK President • Dean • Associate Dean • Assistant Directors • Area Program Directors • Specialists/Associates • Agents • Staff

There are 120 counties, four program areas, and approximately 400 county agents—served by five Assistant Directors, 12 Area Program Directors, numerous Specialists, and approximately 350 Extension Support Staff

Relationships..



External Stakeholders

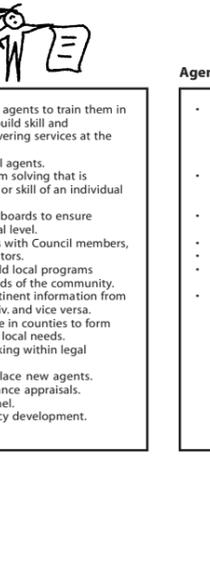
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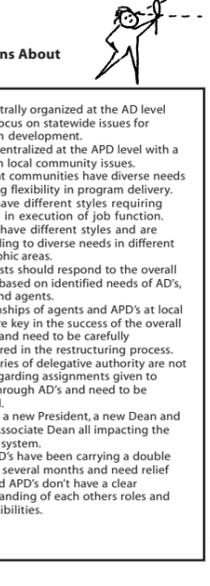
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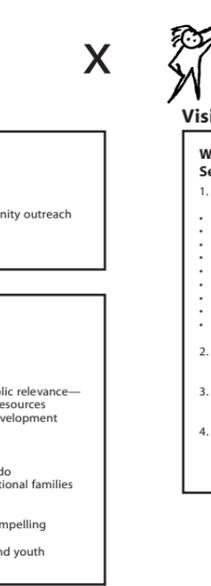
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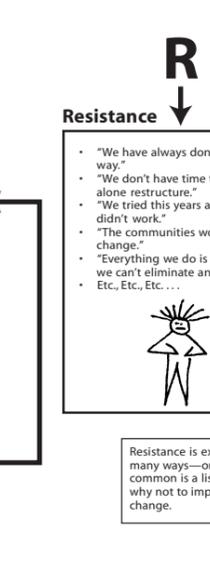
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