

# UVM Extension Strategic Plan

**Goal: Focus on programming that shows high impact.**

Objective: By FY-13, identify 12 to 15 program indicators that can be shared across program areas and are tied to measurable impacts.

Action Step:

- Reviewed existing outcomes and indicators; edited, discussed and agreed upon new more focused outcomes and indicators to create more continuity and alignment in reporting. (Faculty, Program Staff, State Office)

Objective: By FY-13, create a 5 year program review system; include an assessment tool for determining new, continuation and sunset of programs.

Action Steps:

- Create a list of definitions to accompany the assessment tool, “Criteria for Assessing UVM Extension Programs.” (Program Committee)
- Enhance the assessment tool to explain how it interfaces with the “Self-Study Review Process.” (Program Committee)
- Create a procedure within the regular five-year review cycle that defines situations when a Program would be required to have an immediate status review. Program Committee)

Objective: By FY-14, initiate regular review of programs on five-year cycle; include a Self-Study and outside reviewers.

Action Steps:

- Create and offer definitions for Programs to be reviewed with the agreed upon process and submit to Dean for approval. (Program Committee)
- Create a list of Programs for review based on the definitions approved by the Dean. (Program Committee)
- Dean implements the process in cooperation with the Program Committee. (State Office)

Objective: By FY-14, create five internal collaborations among faculty and program staff in different program areas to build synergies which enhance program impacts.

Action Steps:

- Inventory existing collaborations and share with faculty and program staff. (State Office)
- Define opportunities for internal collaborations among faculty and program staff. (Program Meetings – faculty, program staff, Program Committee, State Office)

- Identify and support the initiation of additional collaborations (Program Meetings – faculty, program staff, Program Committee, State Office)
- Evaluate their impact on programming outcomes. (Collaborators, State Office)

**Objective:** By FY-14, 40% of UVM Extension faculty and program staff will create educational content designed to reach 24-7 learners.

Action Steps:

- Create a baseline inventory of current programs using webinars and other on-line educational tools (State Office)
- Discussion with faculty and program staff to find opportunities for additional on-line programming. (Program Committee, State Office)
- Provide resources for training or access to online teaching opportunities to meet state goal (State Office)

**Goal: Offer programming reflective of and relevant to the diversity of our audiences.**

**Objective:** By FY-13, re-establish a Diversity Committee, and create a diversity strategic/action plan.

Action Steps:

- Reestablish the charge of the Diversity Committee. (State Office)
- Create a diversity strategic/action plan to include training opportunities for all faculty and staff on developing self-awareness around personal diversity values, beliefs, expectations and behaviors in order to increase cross-cultural empathy and understanding. Include topics such as cross-cultural interviewing and responding to client/co-worker prejudices. Conduct new or use existing proficiency/assessment related to diversity. Provides for regular communications on diversity related issues. Develops practices and policies that foster a culture of inclusion, openness, and collaboration among administrators, faculty, staff, and advisers. (Diversity Committee)
- Write and include diversity criteria for use in reviewing new, continuing or sun-setting programs. (Diversity Committee, Program Committee)
- Review the USDA Civil Rights Audit for additional needs. (Diversity Committee, State Office)
- Implement Diversity Strategic/Action Plan (State Office, Diversity Committee, Program Committee, Faculty, Program Staff, Administrative Staff)

**Goal: Focus on effective program delivery**

**Objective:** By FY-13, establish ongoing needs, implementation, and assessment loops in order to identify unreached audiences, accommodate shifts in communication methods and programming, and reflect issues that concern diverse audiences.

Action Steps:

- Develop a needs assessment on how to collect data about missing audiences. (Where are they? Am I effective in reaching them with existing programs?) (Program Committee)
- Develop mental models to use in reaching new and diverse audiences. (Program Meetings – faculty, program staff, Program Committee, State Office)
- Review the use of the Vermonter Poll to collect additional data on diverse audience needs. (State Office)
- Conduct environmental scan of current programs, how they are offered and communicated. (State Office, Program Committee)
- Train faculty and program staff to use technology to reach underserved audiences and to assess needs. (State Office, Program Committee)
- Assess what works for different populations (best practices) and share with organization. (Program Committee)
- Evaluate how Albert could be used to collect more data on underserved audiences. (State Office, Program Committee)
- Inventory of internal resources of who has the skills that can help provide training via EPIC, VIT, Blackboard Collaborate. (State Office)

Objective: By FY-14, the facts identified during the data-collection phase should be reflected in each program area.

Action Steps:

- Evaluate whether the efficacy of our strategic communication shift(s). (Program Committee)
- Each year thereafter, gather input from clientele to refine process. (Program Committee)

**Goal: Operate a financially sustainable organization**

Objective: By FY-13, design a process with clear criteria to be used annually and align program, faculty/staff, and operational needs/resources by assessing the current infrastructure for financial and personnel effectiveness.

Actions Steps:

- Train faculty and program staff on how to work with administrative assistants so as to best support programmatic outcomes? (State Office)
- Develop a written policy that outlines how the organization manages administrative assistance allocation and procedures for requesting additional staff support (State Office)
- Develop a written policy on how infrastructure reviews will be conducted annually and how input will be gathered and used. (State Office)

Objective: By FY-14, create a process to identify diversified funding for current and new programming.

Action Steps:

- Share the annual and capital campaign priorities and plans for achieving the goals with the organization. (State Office)
- Develop written organizational guidelines that outline best practices for identifying grants that align with organizational vision and mission. (State Office)
- Develop written organizational policy that outlines expectations for both PI's and the State Office in determining on-going support of grant funded projects. (State Office)
- Develop written organizational guidelines that outline a process for requesting additional program funds from the State Office. (State Office)

Objective: By FY-15, establish a scholarship fund that ensures access to programming for clients.

Action Steps:

- Create uniform method/understanding to cover scholarships. (Program Committee, State Office)
- Determine eligibility requirements and procedure for requesting and the awarding of scholarships. (Program Committee, State Office)
- Determine how best to manage financial resources related to scholarships. (State Office, Program Committee)
- Develop an area on our website devoted to communicating this opportunity; include application directions. (State Office, Program Committee)
- Develop annual training that addresses ADA to enhance understanding and discuss how programs can build in accommodations. (State Office)
- Develop an organizational policy that addresses the difference between scholarships for clientele and other service providers that attend educational offerings. (State Office, Program Committee)

**Goal: Increase visibility and stature of Extension in Vermont communities**

Objective: By FY-13, write and share a communications plan focused on proactive strategies, policies and procedures for internal and external communication, and branding/marketing of our organization and its programming.

Action Steps:

- Write the communications plan. (State Office)
- Collect bios for all faculty and program staff with pictures to be placed on the website. (State Office)
- Training in how to put story together to pitch to the press. (State Office)

- Investigate the increased use of radio programs by programs. (State Office, Program Committee)
- Train staff to be brand ambassadors. (State Office)