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.
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)