

**FACULTY FORUM
OCTOBER 30-31, 2002
AUSTIN CARY MEMORIAL FOREST LEARNING CENTER
UF EXTENSION AND THE 21ST CENTURY
PREPARING FOR CHANGE AND CHALLENGE
2004-2007**

Sixty Extension faculty members from across Florida were invited to a two-day faculty forum to participate in an Extension listening session on changes and challenges facing Florida Extension in the 21st century. Faculty participants were selected from all major program areas and job titles. The listening session was sponsored by the Extension Long Range Plan Steering Committee. A list is steering committee members and faculty participants are provided below.

Following the list of participants are their comments on the changes and challenges for which Florida Extension should prepare. The comments do not reflect an exhaustive list. Other listening sessions will be held with Extension Advisory Committees, community stakeholders and Extension participants, and faculty of disciplinary departments and Research and Extension Centers. Howard Ladewig (co-chair)

Faculty Forum Participants

Arthington, John	Heltemes, Bill	Sargent, Steve
Bennett, Jerry	Hostetler, Mark	Shelby, Mark
Bobroff, Linda	Jackson, John	Shilling, Donn
Chernesky, Mary	Jackson, Scott	Souers, Melinda
Cichra, Chuck	Jordan, Joy	Stall, Bill
Conner, Noelle	Mitchell, Ralph	Stephens, Glinder
Crane, Marella	Olczyk, Teresa	Taylor, Merry
Culen, Jerry	Orfanedes, Mike	Treen, Sharon
Edmondson, Gerald	Pergola, Joe	Vavrina, Charlie
Ellison, Shirley	Roberts, Kathie	Wood, Ashley
Gioeli, Ken	Ross, Maisie	Wysocki, Al
Harrison, Mary		Yeager, Tom

2004-2007 Long Range Plan Steering Committee

Howard Ladewig, PDEC, co-chair	Freddie Johnson, DED
Joe Schaefer, DED, co-chair	David Marshall, Env Hort, Leon Co
Cheri Brodeur, PDEC	Martha Monroe, FNR
Judy Butterfield, 4-H, Bradford Co	Brenda Rogers, FCS, Manatee Co
Lawrence Carter, FAMU	Wayne Smith, FNR
Mille Ferrer, FYC	Mike Spranger, Assistant Dean
Jim Fletcher, Ag, Brevard Co	Walter Tabachnick, Center Director, Vero Beach
Tim Hewitt, FRE, North Florida REC	

FACULTY FORUM PARTICIPANT COMMENTS

Question 1: Where is Extension today?

A. What is Extension known for?

<p>Its Programs</p> <ul style="list-style-type: none"> ▪ Factual & unbiased info ▪ Research-based information ▪ Outstanding science ▪ Reliable information ▪ Objectivity ▪ Outreach education ▪ Quality of programs ▪ Responsive to community concerns and needs ▪ Sense of caring for people ▪ Helping people help themselves ▪ Expert, low cost advice ▪ Free reliable service ▪ Solutions ▪ Variety of programs ▪ Customer driven & accountable ▪ Rapid response & deep roots within a community ▪ Programs based on community input ▪ Agriculture ▪ 4-H ▪ Communication 	<p>Program Delivery</p> <ul style="list-style-type: none"> ▪ Statewide delivery ▪ Broad-based programming ▪ Reaching broad audience ▪ Youth: city youth ▪ Broad range of constituents including international ▪ Large number of people reached through multiple delivery methods ▪ Publications ▪ Presence in every county ▪ Extension extends the resource of the university to the communities ▪ Welcome packets for new residents ▪ Non-regulatory ▪ County, state-wide & multi-state network ▪ Known to work with individuals within a county ▪ Use of volunteers ▪ Facilitation/partner ▪ Collaboration ▪ Specific disciplines within each county ▪ Good reputation of organization
<p align="center">Its Faculty</p> <ul style="list-style-type: none"> ▪ People who can communicate on many levels ▪ Take calculated risks & tackle difficult problems ▪ Good networking among agents as well as statewide ▪ Being available ▪ Service ▪ Strong interpersonal networking 	

B. List some Extension accomplishments for which you are proud

Programs	Programming
<ul style="list-style-type: none"> ▪ 4H ▪ Master gardeners ▪ FAS ▪ EDIS ▪ Professional development 	<ul style="list-style-type: none"> ▪ Audience diversity ▪ Diversity of programs ▪ Maintain quality programs despite decreased funding ▪ Good replies, rapid responses ▪ Provide best science ▪ Do more than pass out fact sheets ▪ Combine newsletters ▪ County contributions ▪ Credibility ▪ Support for extension ▪ Change lives ▪ Bolstered industry competitiveness ▪ Foster lifestyle as related to health ▪ Balance between environmental issues & industry
<p>Faculty</p> <ul style="list-style-type: none"> ▪ County faculty ▪ Strong tradition of teaching by county faculty ▪ Team work ▪ Marketing each other 	

C. List Important Constituencies/Collaborators

Constituencies

<ul style="list-style-type: none"> ▪ Limited resource individuals & families & agencies who work with them ▪ Youth ▪ Seniors ▪ Schools ▪ Web users ▪ Migrant workers 	<ul style="list-style-type: none"> ▪ Producers ▪ Commodity assoc ▪ Small farmers ▪ Coastal resource users ▪ Media ▪ Consumers ▪ Visitors/snowbirds 	<ul style="list-style-type: none"> ▪ Educators ▪ Volunteers ▪ Small businesses ▪ Faith community ▪ Policy makers ▪ Decision makers
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Collaborators

<ul style="list-style-type: none"> ▪ Media ▪ Health professionals & agencies ▪ Youth agencies ▪ Environmental agencies ▪ Schools/DOE/school boards ▪ Social workers ▪ Schools (public & private) 	<ul style="list-style-type: none"> ▪ Producers/commodity groups ▪ Industry ▪ Conservation organizations ▪ Service organizations (e.g. rotary) ▪ Volunteers ▪ County government 	<ul style="list-style-type: none"> ▪ Government agencies ▪ Research ▪ Trade associations ▪ Financial institutions (e.g. banks)
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D. List Strengths/Weaknesses of Extension

STRENGTHS

Organizational	Faculty
<ul style="list-style-type: none"> ▪ Research-based Centers ▪ Strong networking organization county – state – region – nation ▪ Grant support for extension programs ▪ Land-grant tradition & connections ▪ Time & effort spent on long-range planning ▪ IFAS administration 	<ul style="list-style-type: none"> ▪ Well qualified, dedicated, enthusiastic, individuals ▪ On-going training ▪ Subject diversity ▪ County faculty status

WEAKNESSES

Resources	Program Changes	Marketing
<ul style="list-style-type: none"> ▪ Lack of resources ▪ Funding ▪ Overburdened ▪ Communication challenges ▪ Limited diversity in staff ▪ Over-commitment ▪ Under staffing ▪ Added responsibilities ▪ Lack of commitment ▪ Balancing work & family challenge ▪ Multiple bosses ▪ Staff turnover 	<ul style="list-style-type: none"> ▪ Difficulty saying “no” ▪ Difficulty changing “existing” programs in response to needs ▪ Influence of stakeholders tied to traditional programs ▪ Hesitancy to change programs ▪ Don’t drop-keep adding ▪ Problem is territorial! We must get over our own territory and present a unified front ▪ UF is not looked at like an unbiased group by all ▪ Too response oriented ▪ Conflicting priorities ▪ Too broad-try to do everything ▪ Timeliness. Sometimes we are on time and sometimes we are not 	<ul style="list-style-type: none"> ▪ Use of acronyms ▪ Too much jargon ▪ Name recognition ▪ Need a standardized national name and stick with it ▪ Greatest challenge nationally is that we are not known like we should be. ▪ A lot of people don’t know who we are ▪ Marketing programs & deliverables ▪ Do we market ourselves as UF or Extension or what? ▪ UF is already merchandized therefore why can’t we ride their coattails ▪ Many segments of citizens don’t know what extension is (including county government)

E. Current internal issues & concerns

Programming	Resources	Administrative
<ul style="list-style-type: none"> ▪ Grant-driven vs. issues-driven programs ▪ Need for multi-county programs ▪ Meeting needs of urban centers ▪ Could we respond if urban participation increases? ▪ How do you deal with competition from other universities or Community Colleges? ▪ Limited support for social science research that supports extension programs ▪ Lack of applied research ▪ Some form of certification for extension educators ▪ Move to new things, subjects, programs and realize other groups may be doing things better than us – i.e. let same things go and or collaborate with others i.e. local community colleges ▪ Lack of willingness to change ▪ Ability to collaborate w/other agencies ▪ Diversity of the organization 	<ul style="list-style-type: none"> ▪ Need for resources in working with volunteers ▪ Lack of state support for 4-H ▪ Lack of money for training ▪ Lack of specialists ▪ Burn out ▪ Retention, vacant positions (expectation does not change) ▪ Decreasing number of agents to serve growing population 	<ul style="list-style-type: none"> ▪ “Paused” positions affecting county programs ▪ Conflicting administrative rules & philosophies (at all levels) ▪ Getting the message out via media – about IFAS/Extension ▪ Name recognition ▪ Salary issues ▪ Time spent reporting ▪ Closer collaboration between research & extension ▪ Split appointments & assignment of specialists ▪ Loss of researchers (DROP) ▪ Do top 10 universities include extension?

F. Shared values (for what should Extension stand?)

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| <ul style="list-style-type: none"> ▪ Research based programming ▪ Meeting needs ▪ Bottom-up programming ▪ Teamwork ▪ Professionalism ▪ Professional autonomy ▪ Diversity ▪ People-orientation ▪ We listen ▪ Maintain quality of service ▪ Prioritize and focus on major issues |
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G. Assess the current mission statement

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| <ul style="list-style-type: none"> ▪ Mission statement doesn't show action ▪ Like the word partnership ▪ University resources at work ▪ Making a difference |
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Question 2. Where is Extension going?

A. Demographic, Economic, Environmental and Life Quality Trends that could affect Extension programming

Demographic	Life Quality
<ul style="list-style-type: none"> ▪ Aging population ▪ Increased population ▪ Increased ethnic diversity, language and culture ▪ Growth in Hispanic needs ▪ Changing family structure i.e. grandparents raising 350,000 children ▪ Trend (¾ pop in coastal areas) toward urban needs will secure a shift 	<ul style="list-style-type: none"> ▪ Increase in obesity & health decline ▪ Increase in non-traditional families ▪ School system issues ▪ Elderly nutrition
Economic	Environmental
<ul style="list-style-type: none"> ▪ Variable economy /unstable ▪ Some trends of retirees moving elsewhere ▪ No longer a top tourism state ▪ Growth in ecotourism ▪ Financial debt (young and old) needs/credit card debt ▪ Retired people moving to Florida with fixed/low incomes ▪ High cost of living ▪ Greater funding support for urban issues and less support rural ▪ Shift in funding support from state to county ▪ Bad economy ▪ Tourism based mentality ▪ Competition of audiences and resources ▪ Global economy ▪ Building outside communities is impacting tax base ▪ Too much reliance on hospitality-type tourism 	<ul style="list-style-type: none"> ▪ Increased competition for limited water & natural resources ▪ Conflict over land use ▪ Increase in coastal development ▪ Environment vs. economics ▪ Population is putting strain on natural resources ▪ Increased urban pressure ▪ Disconnect between resources and people ▪ Fragmented habitats ▪ Losing Ag lands ▪ Growing conflict between rural & urban land use

B. Major issues affecting Florida that may confront Extension

Schools/University	Community
<ul style="list-style-type: none"> ▪ FCATS keeps us out of schools therefore modify 4-H programs to supplement current Florida state school standards ▪ Accountability ▪ Everyone wants to do education (Community Colleges) so we must plan carefully ▪ School violence ▪ Technology 	<ul style="list-style-type: none"> ▪ Changing demographics & adapting to change (urban rural conflict) ▪ Location of populous ▪ Loss of sense of community <ul style="list-style-type: none"> ◆ Gated ◆ Ranchettes ◆ Language diversity ◆ Growth management impact on builders, environment, economy ▪ Leadership development ▪ Terrorism issues
Environment	Family
<ul style="list-style-type: none"> ▪ Water resources ▪ Keeping green spaces ▪ Increasing land values ▪ Ecotourism vs. natural resources ▪ Loss of natural resources ▪ Increase regulation of activities ▪ Energy 	<ul style="list-style-type: none"> ▪ Increasing number of health problems ▪ Increasing costs for health care, housing, and insurance ▪ Family and youth issues (education, diet, violence) ▪ Family issues (single, step, divorcee -- (current trends not sustainable) ▪ Increase demand for Family economics

C. Identify internal factors that could influence future directions of Extension

Resource Support	Administrative
<ul style="list-style-type: none"> ▪ resource allocations ▪ Increase in competition for resources ▪ Extension programs on a “cost basis” ▪ Lack of knowledge by legislatures ▪ Enhance in-house for sale products (publications, cd’s, programs) ▪ Many things gotten for nothing also has any value such as outside the box sponsorship for publications like Impact magazine, TV shows ▪ Shifting & decreasing resources ▪ How to handle regulatory systems 	<ul style="list-style-type: none"> ▪ IFAS administrative leadership ▪ Increase in focus on resident teaching ▪ Stakeholders ▪ DROP program & ability to program ▪ Loss of faculty (DROP, other jobs, etc.) ▪ Too much reporting ▪ Lack of in-service training ▪ Salaries ▪ Tailor positions for needs ▪ Tenure process-specialists split ▪ Continuing education for faculty via computer assisted self training programs ▪ Issue of University of Florida identify—needs to be bigger ▪ Extension should be involved in water institute structuring ▪ Restructure in our training concepts of faculty. Loss of county faculty –job pool small ▪ Will extension faculty become a modified consultant/extension agent tied to university research base?

Change (internal factors that could influence future directions of Extension)

- Adeptness in changing priorities
- Clear vision and direction
- Ability to prioritize
- Protectionist mode (need to be proactive with direction)

D. Florida Extension’s future if no major changes occur

At County Level	Programming	Statewide
<ul style="list-style-type: none"> ▪ Programs will drastically decrease ▪ Locally driven/loss of university authority ▪ Greater influence by county govt ▪ More multi- county agents ▪ Out of business in some counties ▪ Less personal contact ▪ Program Gaps ▪ Larger urban horticulture program at expense of other programs ▪ Increased funding for urban and decreased for rural ▪ Change in memorandum of agreement between counties ▪ Greater agent collaborations ▪ Cross county teams ▪ More courtesy agents 	<ul style="list-style-type: none"> ▪ Requirement for fee-based programs ▪ Evolve with technology that will influence program directions ▪ Dependence on grants increases ▪ Chase grant dollars therefore be more project specific driven ▪ More advanced creative communications ▪ Increased competition with other institutions ▪ Increase in distance learning delivery method of programming ▪ Less reactive ▪ Creative financing 	<ul style="list-style-type: none"> ▪ Higher turnover ▪ 4-H gone (overworked) ▪ Fewer faculty members ▪ Less state specialists ▪ Lose minor ag programs ▪ More specialist support for 4-H ▪ 4-H less club oriented ▪ Loss of legislative support ▪ RECs more aligned with industry ▪ Increase in interdisciplinary program teams

Question 3. Where do we want Extension to be?

A. What should we be known for?

Program Results	Organizationally
<ul style="list-style-type: none"> ▪ Making a difference ▪ Wow! Making a difference ▪ Indispensable “can’t do without us” ▪ Available, user friendly ▪ The leader in what we do ▪ Service ▪ Satisfied repeat customers who will share satisfaction ▪ Quick response ▪ Stable personnel for programs ▪ Have strong program support “champions of what we do” ▪ Major resource for state/local politicians (local RECs too) ▪ Major resource for media ▪ Known as problem-solvers – ability to help indiv & families ▪ Willing to partner & share – strengthen programs w/others ▪ Empowering volunteers & participants ▪ Outreach – reach out – make programs accessible to all people & communities ▪ Rapid response ▪ Communication network ▪ Variety of delivery systems for programs ▪ Sustainable 	<ul style="list-style-type: none"> ▪ Training at all levels – retool (ex how to effectively deal with people) ▪ Environment that appreciates faculty/staff expertise & encourages new, innovative programs and encouraged to take risks and be creative ▪ Model for change and innovation ▪ Grass-roots organization ▪ Dynamic – able to adjust & change to meet needs ▪ Educational resource – the one thing we do – outreach of research to public ▪ Identity-recognized ▪ Known for change – ability to prioritize & focus ▪ Work with families and deal w/ current issues ▪ Better looking & competitive publications (image) & facilities (clean your office)

Accountable
<ul style="list-style-type: none"> ▪ Impact (not numbers) driven organization ▪ Strong research – extension link for information credibility ▪ Reliability as an institution ▪ Streamlined, quality, relevant, accountability ▪ Accountability – we are accountable

B. Scenario (What Florida Extension could look like)

- Statewide rapid response problem solving teams across state
- Marketing package to keep us visible [1-800# ATM version – IFAS]
- Viewed as Center of expertise by public, consumers & decision-makers
- Evident that we provide unique programs, education and service not met by other agencies
- High-tech-automated information
- Full staff (well-paid! ☺) kiosks at Home Depot, library supermarket
- Budget reallocation-balance people & program resources to meet needs
- Strengthened dedicated visible extension information office in Tallahassee for legislative impact & information
- Improved resource centers (with on-line access, reference publications, etc) in offices of learning centers
- Satellite offices throughout county
- Faculty & staff reflects communities in which they serve
- More specialists – using technology to visualize – better response – teaching – learning
- More effective at multi-state expertise

C. What should be our vision statement?

GROUP	VISION STATEMENT
YELLOW	<ul style="list-style-type: none"> ▪ To be widely recognized for credible relevant & effective research-based educational programs ▪ Unique educational programs ▪ Knowledge for a brighter tomorrow ▪ Extension educates people! ▪ (1) Extension educates Florida ▪ (2) Strategic solutions for a challenging tomorrow ▪ (3) Empowering fl citizens to make better decisions to enhance quality of life ▪ Unleashing forces for positive change through education for FL
RED	Extension: delivering solutions for successful living
GREEN	FL. Ext. serves as multi-disciplinary teams educating people to solve pressing issues
BLUE	<u>UF Extension</u> Florida’s leader – Providing knowledge and skills to improve lives

Question 4. How do we attain that vision?

A. Short term strategies

Programs	Faculty
<ul style="list-style-type: none"> ▪ Determine high priority programs ▪ Maintain science-base ▪ Prioritize/match staff to programs ▪ Better utilization of advisory committees ▪ Training of stakeholders and advisory committees ▪ Reexamine design team structure <ul style="list-style-type: none"> ◆ County representation from each dist ◆ Prioritize SMPs ◆ Eliminate some SMPs ◆ Organize around issues with interdisciplinary teams ▪ Re-design design teams [by 4/1/2003] <ul style="list-style-type: none"> ◆ Multi disciplinary ◆ Bottom up vs. top-down flow of ongoing info ◆ <u>Issue-response</u> ▪ Bottom up emphasis [ASAP] ▪ Prioritize program areas within IFAS-Extension ▪ Provide more support for developing eval & outcome measures (studies & better interaction) ▪ Linking program areas to extension admin, state, and county faculty 	<ul style="list-style-type: none"> ▪ Reinstate effective in-service training for administration, state and county faculty ▪ Reassess staff strengths ▪ Prioritize training needs to key competencies ▪ Establish & support mentoring program for new specialists & new agents ▪ Strategically restore personnel ▪ Formalize relationship building between county faculty & specialists ▪ Educate/motivate “champions” to be positive advocates ▪ Train county and state faculty on how to communicate w/ decision makers ▪ Increase % of extension appt [ASAP]
Communications	Administration
<ul style="list-style-type: none"> ▪ State & county marketing – name recognition <u>packet</u> ▪ Effectively market our programs to <ul style="list-style-type: none"> ◆ policy maker ◆ local & state citizens ◆ UF lobbyist ◆ IFAS lobbyist ▪ Educate IFAS lobbyists about programs ▪ Establish volunteer organizations at state level to champion our programs ▪ Succinct message needs to be developed: Who we are, what we do etc. ▪ Linking Extension to UF at the Local Level ▪ Centralize clearing house directory of information ▪ Coordinate web sites ▪ Web gape more attractive & user friendly uniformity though use of templates, etc. 	<ul style="list-style-type: none"> ▪ Identify & re-evaluate open positions & drop ▪ Educate decision makers (organize effort from top down) ▪ Enhance internal collaboration within UF ▪ Simplified monthly reporting ▪ Organizational audit ▪ Administration has major responsibility to address faculty input ▪ VP & Deans respond with unified voice on hot issues ▪ VP resolve conflict over who is program leader--center director or dept chairs ▪ Engage, educate, involve board of trustees in Extension ▪ Streamline/condense reporting system & evaluation process <ul style="list-style-type: none"> ◆ Redundancy before educational & clientele contact reporting [by 7-1-03]

Short Term Strategies (continued)

Communications	Administration
<ul style="list-style-type: none"> ▪ Vision statement on all extension publications, letterheads, etc. [ASAP] on (IFAS Communications) ▪ DMA promotions (external relations with county input) (got extension?) [ASAP] 	<ul style="list-style-type: none"> ♦ Evaluation <ul style="list-style-type: none"> ✦ DED's evaluate CED's ✦ CED's evaluate Co. Faculty [by 1-1-03] ✦ Admin with input from CED's

B. Groups responsible for initiating actions

<ul style="list-style-type: none"> ▪ DED's, Ext. admin, CED's ▪ Advisory committees ▪ Listening session participants ▪ County dept. heads, administrators, etc ▪ Academic unit dept. heads ▪ IFAS lobbyists
