

Campus Relationships Recommendations Memo

Date: March 17, 2017

To: Campus Partners, Cooperative Extension Staff, Other Partners and Stakeholders

Summary of Recommendations

The Integration Work Group has identified two recommendations related to campus relationships in the future. The first recommendation deals with how Cooperative Extension will manage campus partnerships in terms of administration, relationship building, and funding. The second recommendation focuses on creating a Memorandum of Understanding (MOU) to supplement the annual Inter-Institutional Agreement (IIA) that tracks campus faculty and staff that are funded by Cooperative Extension. The two recommendations are detailed in the subsequent pages. We encourage you to review these recommendations and contact us with any questions or concerns at nextgencommunications@ces.uwex.edu. Please review the following recommendations:

- [Managing Campus Partnerships](#)
- [Formalizing Expectations for Funding](#)

Feedback Process

Beginning March 17, we will accept feedback on these recommendations for two weeks. Anyone interested in providing feedback on these two recommendations should send an email to nextgencommunications@ces.uwex.edu with the subject "Campus Recommendations Feedback." We will be collecting comments on these recommendations until 5pm on March 31. Any email with this subject will be collected, documented, and will be considered by the Integration Work Group before they finalize their recommendations.

Sincerely,

Executive Sponsors of the *nEXT Generation* project

Aaron Brower

Provost & Vice Chancellor

University of Wisconsin-Extension

Karl Martin

Dean & Director

Cooperative Extension, University of Wisconsin-Extension

Steve Wildeck

Vice Chancellor for Administrative & Financial Services

University of Wisconsin Colleges & University of Wisconsin-Extension

Managing Campus Partnerships

Background

The University of Wisconsin System is unusual in that Cooperative Extension is a division of UW Extension, rather than a unit affiliated with a research campus. UW Extension fulfills the land-grant mission, as well as the [UW System charge](#) to fulfill the Wisconsin Idea by developing and maintaining a coordinated, statewide extension plan.

When data was collected in the fall of 2016, Cooperative Extension was jointly investing in more than 130 FTE positions on other UW campuses. This represents nearly 17% of Cooperative Extension’s overall FTE count.

Currently, Cooperative Extension builds and tracks relationships with other campuses in a variety of ways. An Associate Dean in the College of Agricultural and Life Sciences (CALs) at UW-Madison serves as the Program Director for the Cooperative Extension Agriculture and Natural Resources Extension (ANRE) Program Area and is funded 20% by CALs and 80% by Cooperative Extension. UW-Stevens Point has a Dean and an Associate Dean funded by both institutions to coordinate Cooperative Extension programs based at UW-Stevens Point’s College of Natural Resources. Other UW campuses manage the partnership in different ways.

Table 1 presents Cooperative Extension’s total FTE investment, and the number of FTE positions that Cooperative Extension currently funds (as of Fall 2016) on other campuses. Percentages of total FTE positions are listed on the right.

Table 1: Cooperative Extension Investment Across Partner Campuses

Home institution	FTE	Percent of total FTE
UW-Extension	653.5	83.3%
UW-Madison	107.6	13.7%
UW-Stevens Point	14.5	1.8%
UW-River Falls	5.4	0.7%
UW-Superior	1.8	0.2%
UW-Platteville	1.0	0.1%
Iowa State	0.5	0.1%
Grand Total	784.2	100.0%

The Recommendation

Cooperative Extension would establish and fully fund a new Associate Dean who would report directly to the Dean and would be the primary liaison between Cooperative Extension and UW campuses, tribal colleges and universities, and other partner institutions. Additionally, the Associate Dean would be responsible for:

- Tracking investments related to the campus-based faculty and staff who are funded by Cooperative Extension;
- Developing and managing UW campus-based and tribal campus-based relationships on behalf of Cooperative Extension by coordinating with deans and leadership;
- Liaising between campus administration and Cooperative Extension to identify opportunities for collaboration and program development and manage issues that arise; and
- Supporting and providing insight into the evaluation of outcomes produced by programs developed and delivered by campus-based faculty and staff.

Cooperative Extension would no longer fund administrative positions on other campuses. Those salary savings would be redirected to support a single FTE Associate Dean within Cooperative Extension.

Rationale for the Recommendation

We feel that it is critical to establish an office within Cooperative Extension to consistently build collaborations and assess progress toward extension plans across UW System and with tribal universities and other institutions as appropriate. The reasons for this recommendation are:

- **Consistency:** We want all campus partners to have equal access to a senior administrator within Cooperative Extension.
- **Communication:** The Associate Dean for Campus Partnerships would provide a common voice between Cooperative Extension and partner campuses to share results from statewide needs assessments, extension plans and priorities, and assessment of progress toward those goals.
- **Adaptability:** Regular meetings between Cooperative Extension and campus partners allows for more frequent assessment and rapid resolution of possible conflicts.

Formalizing Expectations for Funding

Background

Funds are transferred between UW Extension and other UW System campuses through annual Inter-Institutional Agreements (IIA) as outlined in UW System policies. These agreements are signed by the Chancellors, or their designees, which is the Provost on the campuses involved. IIAs signed by the UW Extension Provost include Cooperative Extension funding, in addition to funding related to the other divisions within UW Extension (Continuing Education, Outreach and E-Learning; Broadcast and Media Innovations; and Business and Entrepreneurship).

Any mid-year funding or program changes made to Cooperative Extension agreements currently require updating the overall IIA signed by the Provosts.

The Recommendation

Cooperative Extension and partner UW campuses would create Memorandums of Understanding (MOUs) to supplement the annual Inter-Institutional Agreements (IIAs) that formally track the campus-based faculty and staff who are funded by Cooperative Extension. These MOUs would stipulate the sources of the funds and the programmatic expectations for the faculty and staff. These MOUs would be updated annually to reflect changes in funding, staffing, or expectations. These agreements would include:

- A list of the faculty and staff funded by Cooperative Extension including their names, positions and disciplines;
- The funding that is allocated for each faculty and staff member, including the fund source and whether the funding is:
 - Short-term, meaning up for review annually by Cooperative Extension and the partner institution, or
 - Long-term, meaning both parties agree to the funding for the duration of the faculty or staff member's tenure;
 - Plus, a standard annual allowance per faculty FTE for administrative support, mid-year salary increases, travel, S&E, etc.
- The research, programs and services that Cooperative Extension expects each faculty and staff member to develop or deliver over the course of the year; and
- Established processes for how Cooperative Extension and the partner institution would evaluate programs developed and delivered by campus-based faculty and staff and provide feedback on the performance of these programs.

Inter-Institutional Agreements would continue to reflect base funding agreements between UW Extension and other campuses.

Rationale for the Recommendation

- **Common record:** Both parties would have an agreement that specifies the details of agreements, including program expectations and duration.

- **Alignment of agreements and roles:** Chancellors and Provosts sign IIAs, which cover base funding between campuses. MOUs would allow deans and other program managers the opportunity to track specific Cooperative Extension efforts in finer detail needed for program coordination.
- **Reducing the number of mid-year changes:** Campuses can use the annual allowance per faculty FTE to address promotions, retentions and other salary changes that occur in the middle of the contract year without having to renegotiate the IIA mid-year. This improves financial planning for both partners by creating stability.
- **Clarifies accountability:** Clear expectations of funded faculty and staff will increase transparency of expectations for all partners.