### What would have to change and how could it be changed?

- **Building stakeholder relationships**
- **Collaboration and teamwork**
- **Assess situational/identify needs**
- **Advisory committee**
- **Improve engagement, IST – do it better**
- **Science based info**
- **Long term planning**
  - Need shorter term response plan
- **Programs – adapt to new audiences**
- **Our people/talent pool**
  - Training
  - Salary incentive
    - Benefits
    - Vacation
    - Staff support
  - Improve reflection
  - Short-term issue-based hires
- **Facilitating community discussion**
  - Reach more diverse demographics
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<th>Color key</th>
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<tbody>
<tr>
<td>Staffing</td>
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<td>Stakeholder relationships/audience</td>
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What are we doing right and how could we improve it

- Build more flexibility into schedule
- Let go some programs/projects
- University reporting
  - Report short term deliverables
  - ROA/reward innovation/responsiveness
- New specialists – urban issues, economics, etc
- Reach out new stakeholders
- IT support
- New teaching method
  - Train trainer
  - Digital
- Workforce with new skill sets
  - IST
  - Hive
  - Write new position description
- Funding
  - New pots of money
  - Shifting/spreading
  - Faculty invoice incentive program
- Marketing
- Proof concept pilot
- County/UF lack of alignment
  - Engage county partner needs staffing
• CEO programming/expectation
Who are the main actors involved to achieve an ideal scenario?

- UF president
- UF IFAS SR. VP
- Dean of Extension
- D.E.D.
- C.E.D.
- Farm Bureau and allied AG stake
- UF college deans
- County agents
- New clientele/audiences
- City/county officials
- Florida association of counties
- Advisory committee
- NGO
  - Faith
  - Community
- Business
- Youth
- Non-profits
- Schools
- Cities/other municipalities
- State agencies
- Governor/leg
- Other universities/higher education
- League of cities
- FL association of city and county mgrs
- Urban Extension lobbies
In what way would the actors have to work together?

- M.O.U.’s to define relationships
- Dean of EXT
- County/city office
- Identify and secure external funds
  - Shared/collaboration
- Shared vision
- Formal communications
- Define measures of success
  - Celebrate success
  - Emphasize partners
- Recognition of contribution
- Face to face meeting with all actors
- Community issues based action groups
- Project contracts
- Urban alliance

What should we start doing?

- Start new partnerships we have not worked with
  - Economic council
  - NGO’s
  - Downtown development authorities
  - Anchor industries
  - Foundations
  - Hospitals
  - Grassroots – local clubs
  - New American clubs
    - Hatian
    - Hispanic
    - Cuban
    - Finnish
    - Italian
    - German
  - Other universities
- Change escalation Structure
  - Evaluate methodology
  - Reporting requirements?
  - New metrics
  - Non tenured positions
- Go into communities
  - Go to local meetings
- Listen
  
  - Effective marketing of shared success
    - What are we selling?
    - What deliverables?
    - Building on the credibility of Extensions
  
  - Serve as front door
    - Engineering
    - Health
    - Develop workshop to discuss
  
  - Be more flexible
    - Change pow
    - Projects vs. programs
    - Reduce program requirements for CED
  
  - Use an entrepreneurial model
    - Deliver products loss
    - Pilot program collaboration to address urban issues
  
  - Provide training/skills to work in urban communities
    - Webinars
    - Modules
    - EPAF
    - Face to face
    - Existing professional organizations
  
  - Hire folks with non-traditional/ not subject matter drive
    - Social media
    - RSA’s → multi-county
<table>
<thead>
<tr>
<th>What should we stop doing?</th>
<th>What can and can’t be realistically changed?</th>
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<tbody>
<tr>
<td>• Stop being inflexible</td>
<td>• <strong>Methods of working with urban audiences</strong></td>
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<td>• Stop focusing on content skills when we hire</td>
<td>• <strong>Methods of delivery</strong></td>
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<td>• Stop being all things to all people</td>
<td>• <strong>Take programming piece away from urban CEDs</strong></td>
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<td>• Stop living in the box (IFAS SILO)</td>
<td>• <strong>Create a system that rewards teamwork</strong> (internal teams)*</td>
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<td>• Stop doing programs without local high impact</td>
<td>• <strong>Reach nontraditional audiences</strong></td>
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<td>• Traditional delivery methods are not impactful</td>
<td>• <strong>ID issues by listening to urban decision makers on advisory committee</strong></td>
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<td>• <strong>Reach out to cities</strong></td>
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<td>• <strong>Add diversity to staffing</strong></td>
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<td>• w/out real changes can’t increase gov. funding</td>
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<td>• <strong>We can be at the table in county admin. structure</strong></td>
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<td>• We can’t change Extension mission</td>
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<td>• Can change staffing model (current and future)</td>
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<td>• Can look at staffing with expertise and regional strategies</td>
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<td>• Can have an effective marketing plan</td>
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<td>• Can have the “bus”- innovative ideas</td>
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<td>• Overall philosophy with Urban Extension</td>
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<td>• Own attitude about change</td>
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<td>• w/in own organization</td>
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<td>• Can/Can’t change space to accommodate staffing changes</td>
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<td>• <strong>Our delivery methods</strong></td>
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<td>• <strong>Sources of revenue</strong></td>
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<td></td>
<td>• Increase revenue</td>
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<td>• Enlist current clientele to move urban ext. forward</td>
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• Expand our network of influence

• CAN’T change basic economic conditions

• CAN’T change political climate
• Can influence political climate
• Open job descriptions

• Redefine where new hires will be working within county
• Can choose what we focus on in our
• CAN/CAN’T The way counties pay for their
• Training can focus more on skills applicable
• CAN/CAN’T What county funding is used for staffing
• Get multilingual agents

• Assess requirements are needed for faculty
• Be at the table where policy is discussed.
• Can train existing faculty in other languages
• CAN’T plan for every need that may emerge

• Ensure multilingual agents have needed expertise or change staffing model to partner expert and language skills individuals

• Create non-tenure track subject matter experts
What is under our control and what is not?

- Methods
- Hiring
- Programs
- NOT county political climate
- NOT UF politics/president
- NOT Top down directives

- Follow through
  - Take synthesized ideas and write out clear objectives, get into POWs and boots on the ground
  - Need a team leader who can/will move things forward
    - Can foster relationships and promote ext within climate
    - Can’t change UF priorities

- Can have shared governance and input into “top down” directives
- CAN/CAN’T control University resources brought to bear for county issues
- Ourselves
- Out attitudes

- Our time

- Our county faculty and staff foci

- NOT faculty programs at a macro content level (hort. To sea level rise)
- Responsiveness

- Train new faculty to choose urban specific program areas
- Choose to say no to non-impactful programs

- Be strategic about your yes and no
- Awareness of potential political fallout
• Manage the change we are working on and have everyone on same plan/note to lessen political fallout
• Decide what we say and how we say it
• Engage traditional clients in the change
How can constraints and weakness be minimized?

- Convince NIFA to initiate an urban ext. initiative
- ID areas where political capacity exists
- Build on county/city admin relations
- CEDs oversee mult. Dept.
- Opp. To revise MOU
- Reliance on counties limits relations with cities
- Partnerships public/private (corporations)
- Skill set of current agents not in line with urban ideals
- Look at CED span/control to determine more/less admin vs. program
- Keep CEDs as 1 county (more rural... but still something to consider)
- Understanding the terms and cond. Of federal $
- Cost recovery requires additional staff support.
- Top 10 Public university effort... Tie ext. into this
- Rethink how we frame Extension
  - Is it service outreach
- Teaching, research, service... not ext. needs to be redefined from the top down
  - UF president
How can opportunities and capacities be built upon?

- **Be more purposeful in our staffing ➔ skill agents**
- **More clear job titles/roles/regions**
- **Build on existing info w/ tools and technology**
- **Partner with C.O.C. business development center to build capacity**
- **Viable business plan for Urban Extension**
- **Be clear with start, middle, and end point with projects, plans, programs**
- **Have at max a 5 year evaluation of the “plan”**
- **Proposal for pilot urban center**
- **Educate count and cit admin. On what ext. is.**
- **Be open to new ideas**
- **CEDs free of promo and p.s. status process (some disagree)**
- **Be flexible when filling empty positions**
- **Search for new $ opp.**
- **CEDs oversee mult. Dep.**
- **Utilize entire capacity of UF to address comm. Needs**
- **Examine old/current models that work and apply in new prog. Areas within urban areas (example: MGs)**
- **Work with national urban group to see ideas that work or not to apply/avoid**
- **What are other UF colleges doing for outreach as well as other colleges in FL**
- **There is an ext. facility in every county in FL (use this to build on partnerships)**
- **ID partners and set up some type of meeting/forum to talk with them**
- **Eco dev dept. partner/work w/ them to see how we can collaborate w/ them/support**
- **“pilot” urban CED w/ admin assignment ONLE**
  - Works on partnerships
• ID counties/areas where above pt. can be tested
What resources would be required to move Urban Extension on and up?

- **University funding**
- **City + county**
  - Workload measures
  - Business plan approach
- **Hire different skill sets**
  - Soft skills- visioning
  - Partnership devel.
- **ID Needs of new stakeholders**
  - Community
  - Gov't
- **Utilize community as resource**
- **Become ‘go-to’ expert for funding agencies**
- **Buy in from internal stakeholder and cities and county.**
- **Corporate partnerships**
  - Buy hired gun to get corporate sponsors
- **Sponsorship development for all programs**
- **Head up looking forward organizationally**
- **Investigate international sources**
- **Get paid for the thing we are doing NPDS-Example**
- **Make donations easy** → click here EIN UF to streamline
- **UF EIN Number for county accounts**
- **Piece of all grants goes to Extension? (Indirect Rate)**
What are the most efficient points of leverage to access resources?

- Market success to attract more partners
- Working with successful community organization compliment comm. Org. work
  - Partner with city and counties- gateway
    - Relationship building
- Comprehensive plan- inclusion policy
- Making urban ex. programs indispensible
- Change from behavior change to deliverables
  - Project management changes
- Focus on smaller benchmarks
- Merit process adoption/evolution
- Corporate partnerships
- Ability to evolve to change programs structure of organization, approaches. “Flex agents”. Active agents of change.
- Track record of getting the job done- letting folk know: evidence based testimonials, references
  - UF/IFAS as a whole grant advantage.
  - Presence in every county
- Alumni use
  - Advocating
  - Success stories
    - Get county list from UF and contact → Development office
    - Gator Clubs
    - Students and faculty
- Finding key things UF can do to help counties- Facebook pilot
- Using traditional clients to advance Urban Extension programs
- Working with other colleges and universities
- Link with athletic assoc. events. commercials
  - Tebow