

Florida's Urban Extension Strategic Plan 2016



An Adaptive Approach

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The “Urbanization” of Florida



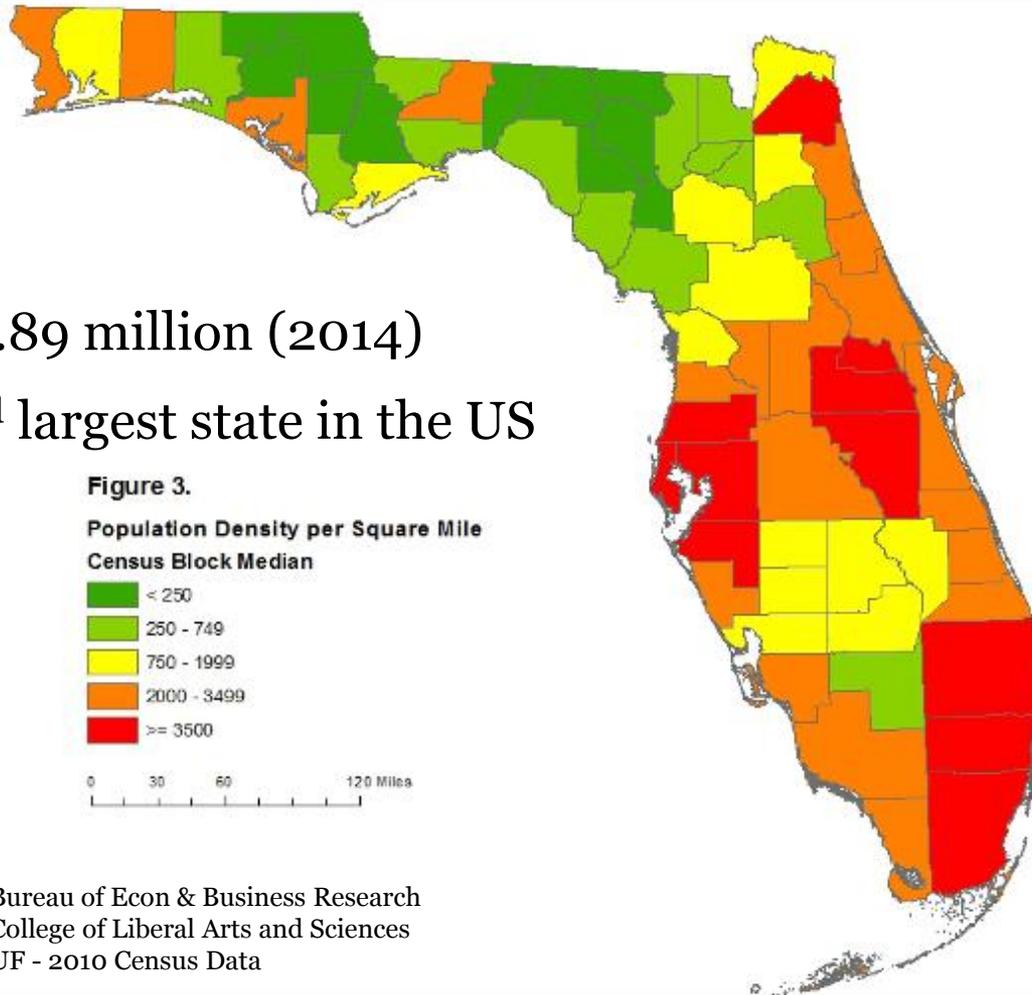
19.89 million (2014)
3rd largest state in the US

Figure 3.

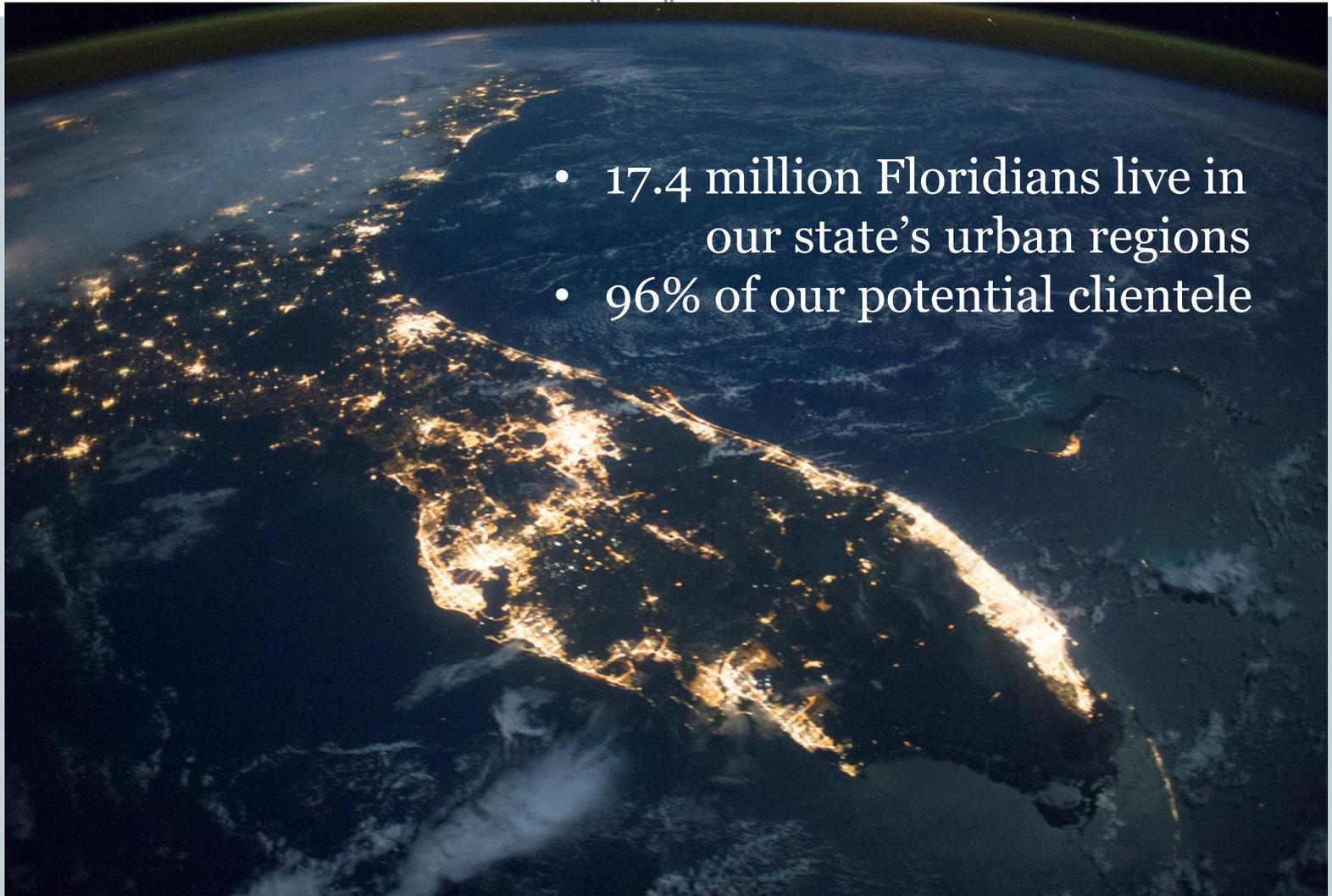
**Population Density per Square Mile
Census Block Median**



Bureau of Econ & Business Research
College of Liberal Arts and Sciences
UF - 2010 Census Data



The “Urbanization” of Florida



- 17.4 million Floridians live in our state’s urban regions
- 96% of our potential clientele

The National Scene



A National Framework for Urban Extension

**A Report from the
National Urban Extension Leaders**

24 June 2015



Steering Committee Members

Deno De Ciantis; Julie Fox; Brad Gaolach; Joan Jacobsen;
Chris Obropta; Patrick Proden; Marie A. Ruemenapp; Jody
Squires; Charles Vavrina; Steve Wagoner; Mary Jane Willis;
Jeff Young

Nationally Identified Urban Themes



Common themes are emerging in the literature on the uniqueness of an urban Extension focus:

- **Positioning:** How Extension is positioned at the national, state, regional, and city levels
- **Programs:** How Extension addresses the multitude of issues and priorities in the city
- **Personnel:** How Extension attracts, develops, retains, and structures competent talent
- **Partnerships:** How Extension collaborates to leverage resources for collective impact

Nat'l Urban Ext. Leaders Suggest



1. Extension must have a substantial presence in cities and metropolitan areas
2. Ensuring the future requires that Extension evolve in response to the demographic trend of urbanization
3. The most effective way for urban Extension to operate is in partnership with a well-developed group of organizations where roles are distinct yet missions are aligned; where visibility, credit and resources are shared

Nat'l Urban Ext. Leaders Suggest



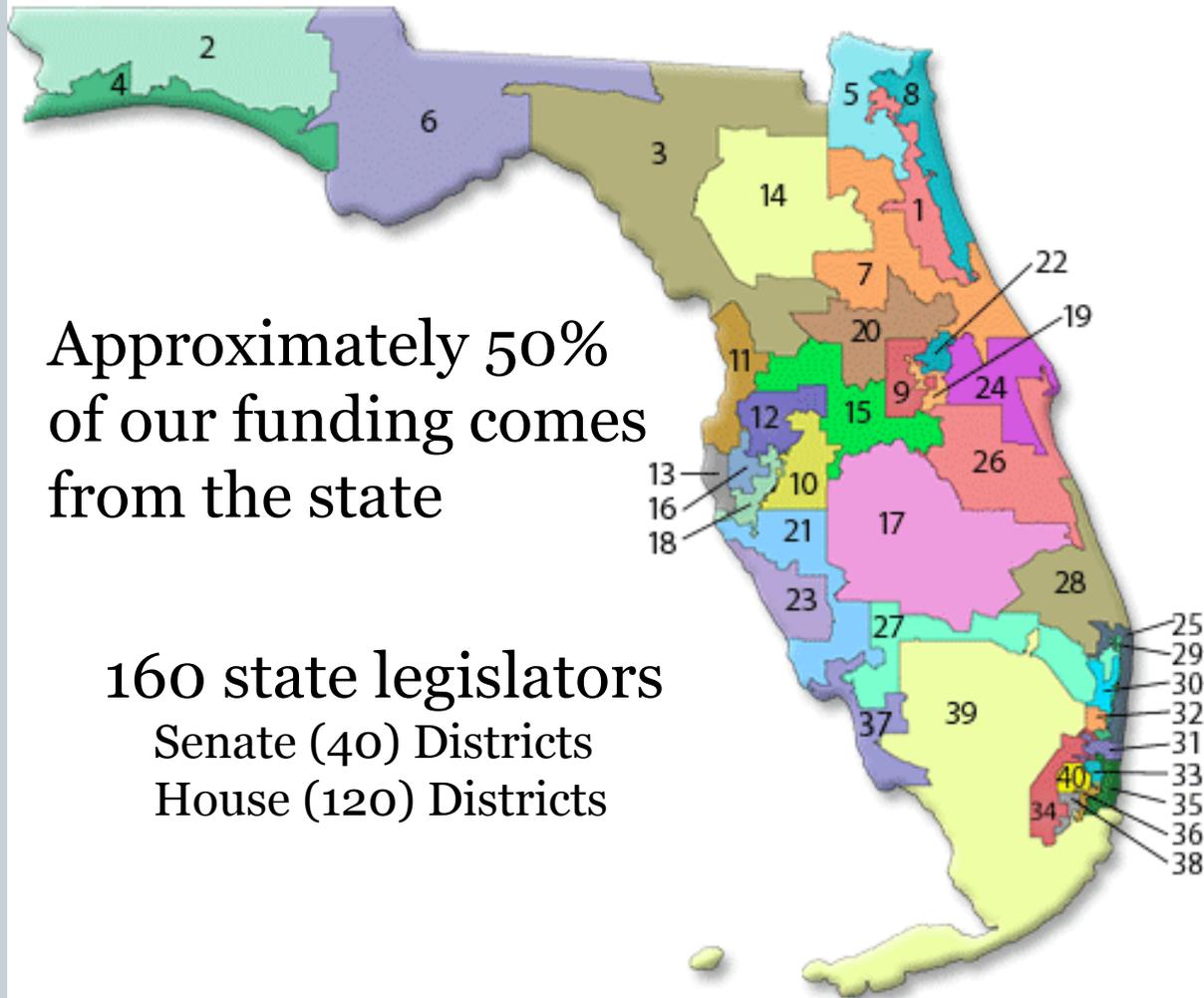
4. Programming and other initiatives must begin to be interdisciplinary in approach, and work with a wide range of partners on a multitude of levels
5. The relevancy of urban programming is not found solely in one unit, but across the entire university
6. Authentic professional development delivery must be created to address the needs of Extension personnel in urban areas.

Why Urban Extension in Florida?



- FL Extension has been transforming programming for urban audiences for a long time and creating new approaches and technologies to meet new demands.
- However, more structure is needed to deliberately and strategically adapt Extension processes to meet and address the needs of our urban populations.
- Urban Extension efforts in Florida require the support of not just IFAS but the whole university in keeping up with the state's changing issues, demographics, and population.

Why Urban Extension?



Dean & Director's Charge to the Team



“I see urban not as a separate function, but a seamless addition to the rest of our Extension programming.”

- Build an urban platform that strengthens Extension as a whole.
 - “A rising tide floats all boats”
 - More determined, directed, **issues oriented**
- Develop key principals (Best Management Practices) for urban Extension.
- Strengthen relations with urban county/city administration

Urban Extension Taskforce Timeline



- August 2013
- June – December, 2014
- January 28 – 30, 2015
- Feb – June, 2015
- July 14, 2015
- Sept 29 – 30, 2015
- Urban Ext. Taskforce given charge
- Urban Ext. Conference & Taskforce Baselineing
- Strategic Plan Workshop
- Plan Development
- Steering Committee presents plan to Dean
- Extension Leadership reviewed and accepted the plan

Urban Extension Workshop

(June 24 – 26, 2014)



- Identify strategies to move Urban Extension towards the best possible future by overcoming process constraints and emphasizing opportunities
- 47 attendees
 - All major urban areas represented (mostly Co. Ext. Dirs.)
 - All subject matter areas represented
 - Specialists, Administration, NUEL representation
- Process
 - Issue Considerations and Urban Extension Scenarios Planning
 - Brainstorming Strategies for Achieving Desired Future
 - Next Steps to Maximize Work Accomplished

Outcomes of the Urban Workshop



- Urban Extension Mission & Vision
- Urban Extension Goals in line with Road Map
- Urban Extension Guiding Principles
- Subcommittees
 - Urban Center – white paper
 - Urban Staffing – white paper
 - Urban BMPs – tabled
- Identified the Strategic Planning Committee

Strategic Planning Committee



- **Steering Committee**

- Rob Northrop, Hillsborough Co. (facilitator)
- Mary Campbell, Pinellas Co.
- Monica Elliot, Ft. Lauderdale REC
- Laura Warner, AEC
- Charlie Vavrina, DED

- **Core Committee**

- Faith Oi (Pest Mgt University), Mel Morgan-Stowell (Brevard Co.), Natasha Parks (Duval Co.), Barbara Hughes (Seminole Co.), Roy Beckford (Lee Co.), Stephen Gran (Hillsborough Co.), Kendra Zamojski (Leon Co.), Teresa Olczyk (M-D Co.), Jon Mayer (Palm Beach Co.), Lisa Krinsky (M-D Co.), Joe Schaefer (DED)

Strategic Plan Workshop

Jan. 28 – 30, 2015



The Strategic Plan Workshop outlined:

- Mission, Goals, Guiding Principles and Essential Elements, which are basically the component parts of our Urban Extension Platform
- Began a Delphi Process to develop Key Outcomes
- Set in motion “homework” assignments of weekly deliverables over an 8 week time line.
- Scheduled two additional face-to-face meetings for completion of the process.

The Plan's Basic Building Blocks



- The Plan is multi-layered and consists of four basic building blocks:
 - **Essential Elements** = Criteria, Fundamental Aspects of Urban Extension (29)
 - **Key Outcomes** = Where we want to be in 5 to 20 years (29)
 - **Performance Indicators** = Our ruler to measure progress (116)
 - **Alternatives for Action** = Action options (70)

The Plan's Framework



- The building blocks were assigned to four basic frameworks:
 1. **Institutional framework** = *our internal (UF & IFAS) economic & social relationships;*
 2. **Resources framework** = used for sustaining and enhancing Urban Ext.
 3. **Partnership framework** = our external economic and social relationships and
 4. **Implementation framework** = our education, research and technical efforts.

Some Things We Considered in the Plan



- Issues Driven Programming
- Flexibility vs Subj. Expertise
- Increased Diversity
- Visionary/Creative Leadership
- Clientele Accessibility
- Depth of Partnering
- Self-directed Advisory Councils
- Media Relations, Marketing
- Professional Development

An Element of the Plan



Essential Element	Extension Resources - Performance Indicators (Sustaining and enhancing Urban Extension)				Key Outcome
	Low	Moderate	Good	Optimal	
Urban extension management plan	UF/IFAS does not have a management plan for Urban Extension.	A stand-alone management plan for Urban Extension exists.	A management plan for Urban Extension exists with some ties to UF/IFAS mission system wide.	A fully implemented management plan for Urban Extension links UF/IFAS system wide.	UF/IFAS has a management plan for Urban Extension systematically linked to the UF/IFAS mission.



Alternative for Action	Year impl	Responsible party	Capital costs	Sept 29 – 30, 2015 Ext. Leadership accepted plan
The Strategic Plan for Extension in Metropolitan Regions is reviewed by the Extension leadership team and priorities & strategies for implementation are determined.	1	Extension Leadership Team	None	

An Element of the Plan



Essential Element	Implementation Framework - Performance Indicators (Education, research and technical efforts)				Key Outcome
	Low	Moderate	Good	Optimal	
Needs assessment	Extension agents conduct pre/post assessments for specific individual classes.	Extension conducts ed. needs assessment in cooperation with local partners.	Needs assessments and other existing data are used to determine research, mgt. & ed. needs at state, district & county levels.	Every 5 years, a comprehensive urban needs assessment is implemented to determine research, mgt. and ed. needs at state, district & county levels.	Comprehensive unbiased, research based urban needs assessments to systematically collect and analyze info to determine research, mgt. & ed. needs are undertaken
Alternative for Action		Year impl	Responsible party	Capital costs	
UF/IFAS, in cooperation with local partners and contracted services, will conduct a needs assessment to determine knowledge gaps and educational needs in both content and process to address issues in urban regions.		1	Dean, AEC, PIE, Center Dirs., DEDs and CEDs	\$98,000	Approved 12/2015



The “Plan”



- The *Extension Strategic Plan for Metropolitan Regions* identifies a series of measurable steps that guide activities and resources toward preset outcomes, with a time line for completion by a responsible person, party, or partnership.
- The Strategic Plan itself is best seen as a long-term (overall 20 yrs) and adaptable plan of action, not a static product.

The “Plan”



- The Strategic Plan process provides IFAS and its urban partners with Adaptive Management capabilities to adjust decision making as the urban complexion changes or outcomes from our actions and other events become better understood.
- The Plan further allows for continuous monitoring to ensure Extension remains relevant and resilient in all its endeavors.

So How Do You Eat this Elephant?



Extension Administration has committed to initially focus on 6 Essential Elements

- a. Hiring urban specific staff (project oriented, UF wide thrust, increased diversity and a possible Legislative Budget Request)
- b. Funding a research ass't to oversee an Urban Needs Assessment
- c. Engage UF/IFAS Development office in Sponsorship Recruitment
- d. Reinforcing the Logic Model approach for urban project management
- e. Expanding Overall Advisory Committee recruitment, training
- f. Increasing accounting support for Revenue Enhancement efforts

The “Plan”



- Overall, the ultimate aim of this tool is to provide our urban constituencies the same quality service we have provided traditionally but with an eye toward their specific needs, changing situations and demographics.
- In effect however, it is a plan for all Extension efforts in the future.



Questions and Discussion with Dr. Charlie Vavrina

Type your questions into the chat box