

**Final Report - The Committee on Effective Extension Units  
February 22, 2004**

**Committee membership: Paul Lasley, Chair; Charlotte Bronson, Jerry DeWitt, John Mabry, Gerald Miller, Administrative Liaison**

**The Charge**

The Committee was asked, “to address how the College of Agriculture in collaboration with departments and centers can work together to ensure that effective Extension programs are maintained at the departmental and center level”.

**Problem Statement**

There is widespread recognition that strong, effective, and efficient Extension programs at the departmental and center level are essential to serve the clients of the state. Secondly, there was consensus that with flat or declining base budgets from federal and state sources that funding of Extension requires that more attention be devoted to budget planning and development to ensure continuity, growth, and maintenance of high quality programs. Present and projected budget constraints require that attention be placed on high priority programs, and that new sources of revenue be pursued. In some cases, the integrity of high priority programs must be assured and in other cases, the budget constraints may provide an opportunity to eliminate low priority programs. The principles outlined in this report are designed to assist department chairs and center directors in maintaining and building strong Extension programs.

**Charge 1.** Articulate the key principles in developing a departmental budget using various sources of revenues. What is the minimal level of support for Extension faculty from the department/center budget?

**Recommendation 1.** Annually department chairs/center directors in cooperation with extension faculty and staff will identify and articulate the scope and range of their Extension faculty, staff and programs. This would include an updated Extension Program Description that identifies FTEs committed to each Extension program.

Departmental/center Extension budgets should be developed and presented by the department chair/center director to the COA Extension Administration early in the budget cycle (maybe March 1 of each year). Each department/center budget would include projected expenses and income (sources of funds).

At minimum, the budget sheets will contain an expense ledger that provides for:

- a. Phone coverage, secretarial support, equipment expenses (such as computer, LCD projectors, scanners, copiers), along with program delivery travel expenses, supplies and services, and salaries. In situations where salaries of faculty and staff must be covered from revenue generation, the budget sheet should include these lines as well. Registration for Annual Extension Conference for all faculty and staff should be reflected in the budget (expenditures).
- b. Additional professional expenses such as manuscript page charges, allocation of funds for professional development expenses, e.g. travel to professional meetings, in-service training registration, membership in professional association, if applicable, etc

The revenue (income) ledger will include:

- a. Sources and amount of funds from base budget (hard money)
- b. Sources and amount of funds from revenue generation activities by program effort
- c. Sources and amount of funds from current as well as past grants and contracts
- d. Where possible, plans for how additional funds are invested in developing new programs and maintaining existing programs, and what portion should go to the support of central Extension maintenance.

Once the income and expense ledger is presented, the COA Extension Administration and department chair/center director can enter into a dialogue on the adequacy of the resources and expectations. The budget becomes a critical element in the joint determination from COA and department chairs about differential ability and potential to generate additional revenues and program priorities.

**Charge 2.** Review the College revenue generation guidelines, and suggest revisions that are sensitive to maintaining a balance of educational programs that provide private and public benefits, differences in opportunities to generate revenues across disciplines, and ensuring that Extension faculty and staff are treated equitably with regards to non-Extension faculty and staff.

**Recommendation 2.** A subcommittee (approximately 5 individuals) of faculty and staff be established to review the ANR Guidelines for Sustaining our Program (Revenue Generation Guidelines) and develop recommended revisions necessary to increase consistency while maintaining flexibility among units within the College of Agriculture.

**Recommendation 3.** Currently ANR Extension programming is generating about \$1.7 million or about 17% of its total budget from revenue generation. The overall goal is to continue to increase revenues.

**Charge 3.** What incentives, policy changes, or staffing changes are needed to improve communication throughout the Extension Service, e.g. across departments, and with field staff?

**Recommendation 4.** Consistent with University goal of striving towards excellence, department chairs and center directors should be encouraged to develop performance measures for all staff and faculty that take into account:

- a) program development and leadership
- b) responsiveness to requests for information
- c) timely submission of success stories
- d) timely submission of Extension Program Description
- e) collaboration with field staff
- f) attendance and participation in in-service educational events
- g) attendance and participation in Extension Annual Conference
- h) serving on Extension committees
- i) representing Extension in state and national organizations
- j) ability to work together with others as a team when warranted
- k) other activities and events as deemed important by departments and centers