

2011

Alpha Sigma Chapter of ESP
Strategic Plan



Adopted on 3-3-11

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ACKNOWLEDGEMENTS

2010-2011 ESP BOARD MEMBERS

- Paul Roback, President
- Joan LeFebvre, President-Elect
- Christine Kniep, Past-President
- Shelley Tidemann, Secretary
- Jeanne Baum, Treasurer
- Sue Buck, Director State
- Faden Fulleylove-Krause, Director Retirees
- Ann Keim, Director State
- Patrick Nehring, Director County
- Ken Schroeder, Director County
- Dan Wilson, Director Retirees

2010-2011 EX-OFFICIO BOARD MEMBERS

- Yvonne Horton, Annalist
- Linda Kustka, Historian
- Rene Mehlberg, Newsletter

2010-2011 ESP COMMITTEE CHAIRS

- Matt Hanson, Awards
- Dwayne Rohweder, Benefits Review
- Patrick Nehring, Grants
- Jenny Wehmeier, Global Relations
- Edie Felts-Podoll, Membership
- Christine Kniep, Nominations
- Peg Reedy, Resource Development

STRATEGIC PLANNING DESIGN TEAM

- Kathy Eisenmann, ESP Member
- Yvonne Horton, ESP Ex-Officio Board Member
- Bob Kaiser, ESP Member
- Christine Kniep, ESP Board Member
- Joan LeFebvre, ESP Board Member
- Mary Mennes, ESP Lifetime Member
- Paul Roback, ESP Board Member
- Dan Wilson, ESP Lifetime Member

STRATEGIC PLANNING RETREAT FACILITATOR

Dan Anhalt- Director of Continuing Education at UW-Washington County

STRATEGIC PLANNING REPORT WRITER

Paul Roback, ESP President

EXECUTIVE SUMMARY

The Alpha Sigma Chapter of ESP completed a strategic planning process to ensure a thriving organization by appreciating our history while simultaneously preparing for our future. The result of this year-long process follows this summary.

MISSION STATEMENT

We commit to developing the Cooperative Extension profession through:

- Connecting all colleagues and retirees, both locally and nationally
- Supporting professional development
- Recognizing accomplishments of colleagues
- Providing leadership opportunities
- Monitoring and communicating employee and retiree benefits

VISION STATEMENT

A community of all Cooperative Extension colleagues dedicated to excellence who are:

- Thriving and highly skilled
- Fostering collegial relationships
- Providing lifelong learning opportunities to Wisconsin residents
- Recognized as critical assets to the community
- Valued for their contributions
- Sought out for their expertise

GOALS

- Grow & Engage Membership
- Strengthen our Organizational Structure

ACTION PLANS

A detailed action plan was developed for each broad based goal. Each goal includes several objectives and each step needed to complete the objective. Each step includes:

- The expected outcome
- Identification of the human and financial capital needed to complete the objective
- Identification of the person responsible for completing the objective
- Determination of when this objective must be completed

BACKGROUND

OVERVIEW OF EPSILON SIGMA PHI (ESP)

ESP is a national professional organization whose membership is open to all Cooperative Extension faculty and staff. ESP has over 6,000 committed career professionals representing 47 active state/territory chapters.

The Wisconsin Alpha Sigma Chapter was organized on October 7, 1930 with 35 members. In his 1935 book "Wisconsin History of Agricultural Extension," local historian Ernest L. Luther stated that "The purpose of the organization was to maintain the traditions, uphold the ideals, stimulate the morale of cooperative extension service, and to promote fraternal spirit among its members."

Today, the Wisconsin Alpha Sigma Chapter of ESP builds and maintains a strong Extension profession by primarily providing annual scholarships, awards, networking activities and leadership opportunities. The state chapter is an inclusive organization with nearly 300 members representing all program areas and includes faculty, academic staff, administrators and retirees.

NEED FOR STRATEGIC PLANNING

On February 16, 2010, the ESP Retired, County and State Directors met to discuss their roles and responsibilities on the ESP Board. The Directors present at this meeting determined there was little information available about the historical roles and responsibilities of these Director positions. None of them had any orientation, expectations, or organization "binder" shared with them, neither during recruitment by the nominating committee nor subsequent to their election. A search of the ESP web site and review of the Bylaws provided no additional insight. As a result, these directors recommended that "ESP should engage in an organizational assessment and strategic planning process to review where we are now and look forward to where we want to be. Confirming/creating mission, vision, and values; right sizing the Board; defining Director roles and responsibilities; developing 'job' descriptions for Directors and Standing Committees; identifying goals; generating action plans; etc. should all be addressed in this timely, critical effort."

STRATEGIC PLANNING STEERING COMMITTEE

At the ESP Annual Meeting in April 2010, a steering committee was formed to develop a strategic plan for ESP. This committee consisted of Kathy Eisenmann, Yvonne Horton, Bob Kaiser, Chris Kniep, Joan LeFebvre, Mary Mennes, Paul Roback and Dan Wilson.

Funding for the strategic planning was approved at the August 2010 board meeting. Dan Anhalt, Director of Continuing Education at UW-Washington County, facilitated a strategic planning retreat with members of the steering committee from November 16th-17th in Wausau. An agenda for this retreat can be found in Appendix A.

ENVIRONMENTAL SCAN: NON-MEMBER INTERVIEWS

ESP membership was identified during the pre-planning process as an area that needed to be explored prior to undertaking a strategic planning process. About 130 out of nearly 1,000 Cooperative Extension employees were members of ESP in 2010. Since 2001, an average of 16 Cooperative Extension Colleagues retired each year. In 2010, only four individuals became life members of ESP. Clearly, there is an opportunity to grow membership. What prevents colleagues from joining ESP? What are the reasons that lead to some ESP members not to renew their membership? Why do some ESP members choose not to become life-time members upon retirement? In order to answer these questions, the Steering Committee interviewed 12 non-ESP members. Compiled responses are located in Appendix B. Additionally, National ESP interviewed 100 former ESP members to determine common themes as to why they did not renew their membership.

ALPHA SIGMA INTERVIEWS

Members of the Strategic Planning Team interviewed twelve non-ESP members. This included former members, individuals that never joined ESP, retirees that dropped membership and retirees that that were never members. The types of non-members that were interviewed include:

- 3 county-based faculty
- 3 county based academic staff
- 3 retirees
- 2 non-integrated specialists
- 1 integrated specialist

Each non-member was asked two questions:

- What prevents you from becoming an ESP member?
- What would attract you in becoming an ESP member?

Common Themes

Participant responses are included in Appendix B. From these responses, a few common themes for each question were observed.

What prevents you from becoming an ESP member?

- Lack of understanding of membership benefits for current employees and retirees
- Cost prohibitive- lack of work funds to join, not perceiving value for investment
- Competing resources for time- belong to other organizations, life-work balance, individuals being over committed

- Confusing name- misperception of Greek affiliation and adds to perception of being an old and outdated organization
- Perception that membership is for end-of-career employees and retirees
- Lack of connection to UWEX in retirement

What would attract you in becoming an ESP member?

- Clearly define the membership benefits for the individual for both current employees and retirees- provide exclusive benefits that you can't receive from other organizations
- Lower dues
- Defined expectations of membership
- Change organization's name and the perception of being an "older" organization
- Personal invitation and develop a personal connection between the individual and organization

NATIONAL ESP SURVEY RESULTS

National ESP interviewed 100 former members across the country on why they did not renew their membership in 2010. Common themes include:

- Time commitment
- Money – lack of funding for memberships / already paying dues for other organizations
- Lack of chapter contact
- Uncertainty of job
- Lack of professional development opportunities

MANDATES & EXPECTATIONS IDENTIFICATION

An organization must fully understand what it is formally (mandates) and informally (expectations) required to do by various stakeholders. Both mandates and expectations should be explored prior to developing a mission and vision for the organization. The following mandates and expectations were identified. (Mandates are indicated by a *)

- Stewards of the ESP funds in the foundation*
- National mandates/expectations
 - Dues*
 - Committees*
 - Bylaws*
 - Membership eligibility*
 - Mission consistency
 - National meeting attendance-delegates*
- Following of the state financial policies
- JCEP participation at the state and national level*
- State Chapter mandates/expectations
 - Bylaws including annual meeting*
 - Officer/board of directors/committee structure*
 - Membership eligibility*

- Dues*
- Recognizing members through awards program*
- Historical expectations by stakeholders
- Gatherings
- Membership continuity and engagement
- Commitment to UWEX
- Honoring the deceased
- Funding professional development and advancing careers (grants)*
- Advocacy for federal benefits for current staff eligible and retirees
- Newsletter
- Donations to the foundation
- Donor expectations regarding foundation expenditures
- Survivor support regarding benefits
- PILD conference attendance of 2 delegates*

ORGANIZATIONAL MISSION & VISION

While revising the Alpha Sigma Chapter’s mission and vision statements, an issue arose to the relationship between the state chapter and the national organization. Currently the state chapter’s statements are essentially the same as the national’s. Does the national organization require state chapters to adopt that national mission and vision statements verbatim?

Through communicating with the Executive Director of ESP National, the Director stated that the “chapter’s mission and vision should support or parallel the national organization’s principles. At the least the chapter should not adopt a mission or vision that is contrary to the national organization. That being said, there should be no issue of adding additional considerations for the chapter. The National ESP Organization has always respected chapter autonomy.” Therefore, the Chapter does have the ability to revise the current Chapter mission and vision statements to more closely reflect our organization.

MISSION

Mission statements get to the heart of an organization’s focus. Typically, the statement should be short, understandable, recognizable and used repeatedly. Mission statements are often stated in an active tense to help others recognize that the organization is focused on action. The revised mission statement reads:

We commit to developing the Cooperative Extension profession through:

- Connecting all colleagues and retirees, both locally and nationally
- Supporting professional development
- Recognizing accomplishments of colleagues
- Providing leadership opportunities
- Monitoring and communicating employee and retiree benefits

Previous Mission: Epsilon Sigma Phi is dedicated to fostering standards of excellence in the Extension System and developing the Extension profession and professional.

National Mission: Epsilon Sigma Phi (ESP) is dedicated to fostering standards of excellence in the Extension System and developing the Extension profession and professional.

VISION

A vision provides a good view of what the organization will be like, feel like, act like and look like in the future. It communicates both the purpose and values of the organization and is intended to serve as a clear guide for choosing current and future courses of action. While a vision statement does not tell you how you're going to get there, it does set the direction for your organizations strategic plan.

Proposed Vision:

A community of all Cooperative Extension colleagues dedicated to excellence who are:

- Thriving and highly skilled
- Fostering collegial relationships
- Providing lifelong learning opportunities to Wisconsin residents
- Recognized as critical assets to the community
- Valued for their contributions
- Sought out for their expertise

Current Vision: The Wisconsin Alpha Sigma Chapter of Epsilon Sigma Phi leads the Extension System in promoting and supporting professionalism in Extension.

National Vision: Epsilon Sigma Phi leads the Extension System in promoting and supporting professionalism in Extension

STAKEHOLDER IDENTIFICATION

A stakeholder is any person, group or organization that affects or is affected by your organization. Stakeholders identified for ESP include:

- National ESP
- Members
 - Active
 - Retirees
- Cooperative Extension colleagues who are non-members
- Cooperative Extension Administration (Dean's office)
- Family members of ESP
- UW-Foundation
- JCEP

- The four program associations
- An ESP member who reports annual financial status and outlook for pension funds
- Coalition of Annuitants (ESP is a member of)
- Wisconsin Retired Educators Association
- College of Agriculture and Life Sciences (CALS)
- Chancellor's office
- Grant recipients
- Donors...particularly key individuals
- Endowment donors
- Counties/Departments/Centers
- Steenbock Library
- ESP Board

STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS (SWOT) ANALYSIS

A number of internal and external forces affect the ability of an organization to carry out its mission through action plans. Positive forces (strengths and opportunities) should be built upon and hindering forces (weaknesses and threats) should be proactively addressed in action plans. A Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis is a participatory activity that assists in the identification of these forces.

Strengths - something an organization is doing right or is good at. It may be a skill, a competence, or a competitive advantage the organization has over others. This is internally focused.

- Dedicated board
- Large endowment for professional scholarships
- Awards program
- Active and functioning committees
- Support from Coop-Ex administration
- Connecting Extension colleagues across ages, program areas, staff types
- Providing professional development funds – BIG TIME!
- Recognizing accomplishments
- "Preserving the Extension organization's history"
- Significant support for colleague professional development that may be the only source of significant professional development funding in the future.
- Membership available to all Extension employees
- Membership connects the present with the past as membership spans new colleagues to retirees. Provides a rich organizational history and culture.
- Scholarships
- Co-sponsoring JCEP Conference
- Fiscally sound
- Dedicated board and officers
- Providing and marketing availability of grants for professional development

- Communicating regularly to members via newsletter
- Providing online forms/support for member's families upon death of member
- Providing leadership opportunities
- Uniquely unifies state and national Extension professionals; different than program area associations
- Is inclusive of county, area, state – faculty, academic staff, administrators, etc.
- Supports self-directed professional improvement opportunities thru grants and loans
- It celebrates a profession with the primary purpose of helping people to develop and to make decisions

Weaknesses - something an organization lacks or does poorly as compared to others, or a condition that puts it at a disadvantage to being successful. This is internally focused.

- Connection to membership- people say they don't have a personal connection to ESP
- Differentiating ourselves from other professional Coop-Ex organizations
- Connecting & communicating with life/retiree members- why should they belong to ESP?
- Lack of clear board roles and responsibilities
- Having a strong "why" to belong – a compelling reason
- Decreasing membership
- Limited number of active members
- Limited administration involvement
- Membership connects the present with the past as membership spans new colleagues to retirees. Often, potential new and active members have very little in common with retirees.
- Unable to define an attractive enough reason to join beyond extra bonus points on professional development scholarships.
- Competing with other Extension professional associations for membership makes it difficult to distinguish ESP's unique value in an era of limited budgets and resources.
- Past membership requirements have resulted in a lot of misunderstandings of current eligibility.
- Garnering more employed educators, specialists, and administrators to join
- Garnering more life memberships upon retirement
- Communicating well with retirees
- Playing a stronger political effectiveness role to support Cooperative Extension
- We don't reach out to members to let them know about professional development opportunities available within ESP
- Many of my colleagues don't even know of the existence of the organization
- Communicating benefits of membership
- Communicating that we are NOT a "fraternity"
- Draw attention to the good work we do by state and national politicians / Is Extension relevant today?
- Lack of a coordinated effort to report programming impact; *we need journalists to interview clients and report how UWEX/CES professional contact changed their lives.* Very difficult for Extension professional to serve in this capacity. Editorial: I believe our present methods of reporting are ineffectual at both state and national levels.

- Specific to ESP: ability to retain membership, especially members of county faculty upon retirement; and perhaps attract new Extension colleagues to join our organization.
- Although the WI Chapter of ESP serves to unite us as an Extension family, it serves a social more so than a political function or purpose

Opportunities - a realistic avenue for future development and where an organization has the most potential to develop a unique position or advantage. This is externally focused.

- Growing membership, especially with new colleagues and specialists
- Marketing and promoting organization at WI JCEP Conference, district meetings & annual picnic
- Connecting national ESP opportunities with WI membership
- Clearly articulating membership benefits
- Leading” the 100th anniversary for Extension
- Securing additional endowment dollars from retirees and active members
- National ESP as a window to Extension nation-wide – bigger picture
- Greater political/advocacy roles for life members/retirees
- Craft a compelling vision of the future that would be attractive to new members
- Figure out a way to celebrate the past practices/history as you move forward with new ones
- Figure out a purpose that is complimentary to the other associations’ missions in a way that encourages dual membership.
- Increased memberships from educators, specialists, and administrators
- Increased life memberships upon retirement
- Increased communications with employed and retiree members
- Increased resources and best practices ideas from National ESP
- New national ESP executive director has created a very helpful website making communication easier
- The benefits review committee has provided excellent information regarding retirement benefits; with difficult financial times there may be efforts to raid the Wisconsin retirement system funds—having a watchdog within the organization alerting active and retired members to status of retirement system funds would be valued by many
- Consider creating a “timely” message for joining to those not involved in ESP, such as at the time a person gains tenure status (faculty) or those who are advanced (academic staff)
- Invite Dean to join membership committee or otherwise become an active promoter of ESP
- Work on our political effectiveness strategies
- Serve as the impetus to convene a national committee (USDA, Association of Public & Land Grant Universities, National Institute of Food & Agriculture, etc.) to identify overarching program priorities/issues (jobs, childhood obesity) and solidify funding. Reaffirmation of basic programming efforts may serve a major purpose especially with groups that do not presently know us and/or respect us.

- Challenge present members to recruit and/or sponsor new members. If someone took an interest in me or volunteered to pay my membership dues for a year; this effort may increase membership
- Encourage greater knowledge of the National Active and Retired Association of Federal Employees (NARFE); provide feedback for those under federal benefit plans
- To attend and/or present at the National ESP, PILD and JCEP Leadership Conferences
- To participate at New Colleague orientation (brochure & Extension Professional's Creed)

Threats - an external environmental factor which can lead to a decline in an organization's future performance. Threats can stem from the emergence of cheaper technologies, introduction of new or better products, the entry of low-cost competitors, new regulations, etc. This is externally focused.

- Economy- smaller county and personal budgets to pay membership dues
- Other professional organizations that connect better with current & potential members
- Future role of Extension in Wisconsin- What type of organization will we have? Will we continue to exist?
- National ESP membership is decreasing- What does this mean for national organization and how will that impact our WI chapter?
- County budgets – financial support for membership and participation
- Limited administrative involvement and support
- Unclear “value” to belonging to ESP
- Too many other competing associations where professional recognition is highly rewarded through promotional opportunities.
- Decline in Extension professionals committing to a life time career in Extension threatens current organizational purpose.
- Lack of perceived value of professional associations in general
- Name connotes a university fraternal relationship as opposed to a professional association.
- Counties not willing/able to budget to pay educators' annual dues
- Individuals not able to pay annual dues (stressed economic times and pay cuts)
- Life memberships not as attractive since fewer retirees have ties to Federal retirement
- Competition from other internal and external associations for limited dollars to pay dues
- Fewer people are on federal retirement system; this seems to have been a factor in getting many people connected to ESP in the past
- Potential cutbacks in positions means fewer potential members
- Harsh economic times (furloughs, no pay increases, pay decreases, higher cost of living) may mean professionals are becoming more selective in their professional memberships
- Decreased travel budgets may mean it is more difficult to participate in professional meetings
- Federal and state funding diminished; Cooperative Extension seen as another entitlement program

- If the only or primary benefit of membership is social, and retiree's move on to other social networks; what does ESP have to offer?
- Apathy among members; what has belonging to ESP done for me lately? How have my dues \$\$\$ been used?

ISSUE IDENTIFICATION

The following issues were identified as areas of strategic focus:

- How do we rebrand the organization to more effectively engage current and new members
- Identify membership benefits/expectations (WIFM: What's in it for me) and membership qualifications
- Board development including:
 - Board roles and responsibilities
 - Committee roles and responsibilities
 - Organizational structure
 - Board knowledge transfer
 - Board development
- Finalize, test and achieve consensus regarding Mission and Vision
- Examine retiree committee responsibilities including development of political and advocacy roles
- More fully utilize and engage Cooperative Extension administrative leadership in ESP
- Mission clarification and communication with JCEP
- Continue to grow the endowment and communicate its importance
- Address the cultural shift in the Cooperative Extension workforce including the views and expectations regarding the use of technology as a communications tool. e.g. social networking
- Membership continuity and engagement
- Loss of cultural identity over the past 30-40 years. Different expectations between the generations and the trend that college graduates change careers several times during their lifetime.
- Tendency for Cooperative Extension professionals to develop ties to their area of expertise/specialty. How can ESP be that cross disciplinary tie
- Membership definition and recruitment perception
- Donor perceptions
- Incoming Cooperative Extension staff may not share ESP's traditional value. Combine with "*Loss of cultural identity over the past 30-40 years*"
- Confusion over the name
- Issues with payment and ability to afford dues

ACTION PLANS

The details of how an organization focuses on goals are set forth in a plan of action. In an action plan, each goal will include one or more objectives and each step needed to complete the objective. Each step also includes:

- The expected outcome
- Identification of the human and financial capital needed to complete the objective
- Identification of the person responsible for completing the objective
- Determination of when this objective must be completed



Photos: Microsoft Clip Art

Goal Statement:	Grow and Engage Membership				
Objectives:	Inputs: What steps/actions do we need to take for each objective	Expected Outputs/Outcomes	Human and/or Capital Resources Needed?	Who's Responsible?	By When?
1) Clarify misperceptions of membership qualifications	A) Update by-laws, web page & promo items with clear membership requirements	A) Better understanding of membership benefits & a change in view that you must be invited	A)	A) President & Exec. Committee	A)
	B) Lifetime membership versus active membership clarification needed	B) Clearly defined benefits and also explanation of payment options for lifetime dues	B)	B) Membership Committee	B)
	C) Explore membership fee structure (e.g. reduced fee for new members)	C) Members join earlier in their career	C)	C) Membership Committee	C)
	D) Explain how much of membership fee goes to National ESP vs. stays local	D) Clarifies that dues goes towards chapter and national activities	D)	D) Membership Committee	D)
2) Articulate membership benefits in a more engaging way	A) Examine benefit differential between members and non-members (mandatory membership required for professional development grants?)	A) Increase in annual & life membership	A)	A) Each com. reviews and then discuss at Board mtg.	A)
	B) Create ESP membership events that are unique to ESP	B) Adds value to ESP membership- can't receive these benefits through other associations	B)	B) Board discussion	B)
	C) Explore the creation of a scholarship for 1st time national conference attendance	C) Leadership development for potential future board members	C)	C) Grants Committee	C)
	D) Identify activities and programs for retirees at JCEP conference	D) Increase in annual retired and life members	D)	D) Retiree Committee	D)
3) Create communication strategies beyond those currently in use (newsletter/emails)	A) Establish an Ad-Hoc Communications Committee	A) Determine communication strategies with members & non-members	A)	A) President	A) April 2011
	B) Examine the use of social networking as a means of communication with current and potential members	B) Increase in membership and participation among younger colleagues	B)	B) Communications Committee	B)
	C) Re-examine newsletter format (examine family living format) and strategy (president's office, table of contents, hot links to articles)	C) Increase in awareness of ESP activities among members and non-members	C)	C) Newsletter Editor & Communications Committee	C)

4) Create a membership recruitment strategy	A) Tie annual report to the membership renewal request	Increase in membership	A)	A) President	A) Annually in Nov.
	B) Identify milestones in an Extension professionals career at which time membership recruiting takes place (Dean's office identifies, ESP Pres. sends congrats letter)		B)	B) Board & Membership Com.	B)
	C) Address cultural/generational needs of Extension employees		C)	C) All committees	C)
	D) Develop membership recruitment competitions (e.g. which dist. has greatest membership increase)		D)	D) Membership Committee	D)
	E) Examine methods to engage those members who are at various life stages (e.g. mentoring program)		E)	E) Membership Committee	E)
5) Increase the engagement of retirees in the support of Extension and our communities	A) Develop and maintain an e-mail distribution list of lifetime members	More engaged life members as measured by attendance at the JCEP conference and through communication with retiree committee	A)	A) Past-President	A)
	B) Reactivate retirement committee and develop responsibilities of this committee (e.g. mentoring)		B)	B) President & Executive Com.	B)
6) Explore membership payment with JCEP Conference & moving JCEP Conference to Fall	ESP representatives on the JCEP Board initiate dialogue with other JCEP board members at annual JCEP organizational meeting	Allows for professional association membership for those unable to fund through current budget restrictions		ESP reps on JCEP Board	June/July 2011

Goal Statement:		Strengthen our Organizational Structure			
Objectives:	Inputs: What steps/actions do we need to take for each objective	Expected Outputs/Outcomes	Human and/or Capital Resources Needed?	Who's Responsible?	By When?
1) Clearly identify roles and responsibilities of board members	A) Clarify if there are National ESP guidelines for Chapter board structure	A) Chapter is operating at National expectations	A)	A) Executive Committee	A) April 2011 & on-going
	B) Update bylaws and other related documents to reflect changes	B) More active and engaged board members	B)	B) Executive Committee	B) March 2011
	C) Reactivate Executive Committee	C) Organizational momentum between board meetings. Members willing to move into leadership roles with a clear understanding of roles and responsibilities.	C)	C) President	C) January 2011
2) Clearly identify committee structure roles and responsibilities	A) Clarify if there are National ESP guidelines for Chapter board structure	A) Chapter is operating at National expectations	A)	A) Executive Committee	A) April 2011 & on-going
	B) If needed, restructure committees (standing/ad-hoc)	B) More active and engaged committee members.	B)	B) Executive Committee & Board	B) Annually for April mtg.
	C) Examine the potential role of a retiree committee including political and advocacy roles	C) More highly engaged retiree membership who support CE & ESP	C)	C) Retiree Committee	C)

3) Develop a knowledge transfer and succession planning process	A) Document and project transition occurrences	A) Ensure effective leadership transitions.	A)	A) Com. Chairs develop policies & procedures manuals	A)
	B) Create an ongoing policies and procedures manual for current and potential board members	B) Members are better prepared and willing to take on leadership roles. More effective and knowledgeable leadership.	B)	B) Com. Chairs & Nominations Chair collects & maintains	B)
4) Increase involvement of board and general members in national ESP opportunities	A) Have additional people access board development activities at the National ESP conference	A) Develops a pool of future board members & members involved in National leadership roles	A)	A) President, Grants and Newsletter	A)
	B) Encourage additional members attendance and participation (posters, seminars, presenters, committees) at the National ESP conference	B) Increase in number of posters, seminars, presenters at the National ESP conference	B)	B) President, Grants and Newsletter	B)
	C) Explore developing scholarship for first time national conference attendance	C) Attendance increases at National Conference	C)	C) Grants Committee	C)

APPENDIX A- STRATEGIC PLANNING RETREAT AGENDA

ESP Strategic Planning Session Jefferson Street Inn, Wausau Number 16-17, 2010

Agenda

November 16th

- | | |
|----------|--|
| 10:00 AM | Mandate Review
Mission / Vision |
| 12:00 PM | Lunch
Stakeholder Analysis
SWOT |
| 2:00 PM | Break
Non-Member Interview Responses
Strategic Issues Identification |
| 5:00 PM | Conclude |

November 17th

- | | |
|----------|--------------------------------------|
| 7:30 AM | Goal Identification
Objectives |
| 9:30 AM | Break
Inputs
Suggested Actions |
| 12:00 PM | Lunch
Expected Outcomes |
| 2:00 PM | Conclude |

APPENDIX B- INTERVIEW RESPONSES FROM NON-ESP MEMBERS

Members of the Strategic Planning Team interviewed twelve non-ESP members. This included former members, individuals that never joined ESP, retirees that dropped membership and retirees that that were never employees. The types of non-members that were interviewed include:

- 3 county-based faculty
- 3 county based academic staff
- 3 retirees
- 2 non-integrated specialists
- 1 integrated specialist

Each non-member was asked two questions:

- What prevents you from becoming an ESP member?
- What would attract you in becoming an ESP member?

What prevents you from becoming an ESP member?

Participant #1

- A sense of being disingenuous to join just to join to pad the numbers, since I have not had the desire to be active with this particular group.
- I probably do not know enough about the impact and importance of the past, present and planned activity of the group to motivate me to get behind this. (just had this discussion at a ANRE Dept strategic thinking meeting)
- I do tend to be selective about what I choose to belong to and active in, to help maintain a sense of balance among work, family, church, and personal organizational involvement. By nature the number of organizations that I want to be involved in at any one time may be relatively lower than others.

Participant #2

- When I first joined Extension 21 years ago, I had the impression that ESP was for retirees and soon to be retirees—an organization that provided Extension “old-timers” a chance to connect. Despite young folks such as yourself playing an active role in ESP, I have never gone beyond that impression.
- I have never been clear of the benefits, except for the luncheon at the annual meeting and some scholarship money.

Participant #3

- I'm cheap and don't see the value in it - there are other much more useful and valuable professional associations I'd rather join (if I'm spending my own money).
- The name is too Greek system. I guess I'm not much of a "joiner" type.
- I'm already a member of WEECDA

Participant #4

- Don't want to pay the \$70 for dues.
- I am not typically a “joiner” of anything.

- Have other things I need to focus on.
- At this point in my career, funds for professional development are not such a need anymore. (I am either already proficient where I need to be, or I am a lost cause!) I realize my dues and donations would also go toward helping others receive funds for professional development, which is a nice idea in theory, but I am not convinced this money is always spent effectively.

Participant #5

- There is just plain a limit to what I can be involved with at home, in my community, in my immediate office and in my professional networks. I find that I do not have enough time and energy to adequately contribute to the organization ... and why join if I'm not going to be an active participant?
- I don't care to write one more personal check for a quasi-work function.

Participant #6

- Financial commitment
- Not having a complete understanding of the organization. Hence, don't understand the benefits of belonging
- Have never joined any professional organization
- Not sure if I am the right material for this organization
- If I stay long enough in the job, I may join

Participant #7

- When I joined extension I was overwhelmed with opportunities. Being part-time, I had to make tough decisions in order to do justice to county/district/state commitments. I had to pick and choose.
- With my personality, I became a spectator. After missing the opportunity to join, it feels awkward to join now.
- Ignorance is bliss. I don't know what I have missed. The longer I am not engaged, the greater the ignorance of what I am missing.
- How will I get my work done if I join everything?
- Greek name; I am not connected to the Greek fraternity/sorority groups

Participant #8

- I am more attracted to organizations centered on specific content or professional development (like WEECDA)
- Not sure what's in it for an integrated campus specialist like me. We straddle the border between being oriented towards UWEX or UW-Madison.
- My general naiveté about the purpose and benefits of ESP. I know about the scholarship program but don't know much more.
- In the process of choosing what professional organizations or networks that I belong to, ESP is on my radar but has not risen to the top in terms of priority.

Participant #9

- Nothing really prevents me from becoming as an ESP member. After retirement, professional and personal needs for socialization are with other organizations. Was a member of ESP during employment because of perceived benefits and professional camaraderie; these attributes ceased at retirement.

Participant #10

- Didn't see any reason to do so when I retired. Nothing specific...just didn't think there was anything in it for me.

Participant #11

- Wanted to move on. I'm not connected to the "work" from my past, just a few individuals who I have fun hunting and fishing with.
- I had a couple of statewide non-profits that spoke to my values and I wanted to give to them for a period of time. That's over now and I've moved on to other things.

Participant #12

- Don't understand what differentiates ESP from other organizations & JCEP
- What does professionalism of Extension educators mean?
- Membership benefits on website seem really outdated and unclear if ESP really does what is posted (how does ESP work to improve employee benefits or recruit new employees?)

What would attract you to becoming an ESP member?

Participant #1

- A sense that my belonging would be helpful (more than paying dues and adding to the numbers).
- Knowledge of an organizational purpose that I was interested in.
- I can be motivated by a sense of duty and sometimes guilt. (these would fit better with compel vs. attract)

Participant #2

- I would have to be convinced that my membership could produce benefits to myself and others.
- I would have to be convinced that I could make a meaningful contribution to the organization once I joined.

Participant #3

- If the benefits and functions were somehow merged with WEECDA
- Change the name - it is completely irrelevant to me and feels really stale, old and musty.

Participant #4

- I hate to say it, but I can't really think of anything realistic that would cause me to join.

Participant #5

- I suppose that if I became involved and enjoyed it and thought it worth my while I'd join on a recurring basis. Maybe folks like me need to be "adopted" by a peer that we can relate to and see how they find it of value and what reward they get. Having said that, I'm not sure I'm willing to be "attracted" at this time.

Participant #6

- Don't know
- It feels like another commitment; I have so many commitments I have to do self-protection
- If I join, what are the expectations? I have enough on my plate right now.
- If I join, what do I have to do?

Participant #7

- Personal invitation
- Clearly state benefits of joining

Participant #8

- Knowing that there is something in it for me (i.e. what specific content or benefits)
- In a similar vein, somehow understanding that it is an appropriate organization for specialists like me who have to simultaneously manage Extension and non-Extension roles

Participant #9

- Extracurricular / social activities that may be of interest, for example football fire-ups, visiting a civil war battlefield, etc.

Participant #10

- Nothing...I wouldn't be interested at this stage of life.

Participant #11

- Nothing...I wouldn't be interested at this stage of life.

Participant #12

- Make membership prestigious through an open and transparent nomination / application process. Cap number of new members each year
- Differentiate from other associations
- Promote that scholarships can be used for continuing education- some of the other organizations do not allow this
- Members only professional development opportunities- sponsor a retirement advisor and health benefits advisor at JCEP
- Members only networking opportunities
- ESP Member ribbons on nametags during JCEP conference
- Currently can enjoy many of the ESP benefits by not even joining (can apply for scholarships & can receive newsletter). Why join then?