

Strategy Area	Goals	Current Actions	Potential Actions
Personnel (Existing)	Increase competitiveness of salaries/benefits and opportunities for advancement	Combined Salary/Faculty Status Task Force has drafted a document that outlines faculty status, tiers, salaries, and benefits (including "professional development leave") for internal review	Explore opportunities for new assistant director positions to build skills at various levels of the organization
	Improve reporting mechanisms and reward strong performance	Moving forward with adoption of Digital Measures to replace CPRS; recorded webinars on output definitions conducted annually	Use transition to DM as an opportunity to simplify reporting and to include performance appraisals in reporting system; conduct another review of PAS based on faculty status and valuing of collaboration in addition to individual accomplishments
	Support retention by encouraging camaraderie and passion through personal and professional development opportunities and mentorship	"Professional development leave" (like sabbatical) being explored as part of faculty status effort; an Assistant Director for Professional Development is being hired to refresh the mentorship program (including beyond the first year), professional development opportunities, retention efforts, and more	Explore using faculty status proposal to include mentorship from senior agents/specialists
Personnel (New)	Staff according to local needs and resource gaps; succession planning	Masters of Extension program now includes: videos from PRU leaders; guest lectures from Extension staff; mentorship from agents to students; Extension staff on advisory committee	PLT discusses inclusive, representative, public needs assessments and giving PRUs input into position descriptions; discuss addition of youth development/volunteer management coursework in MEE program
	Continue to improve hiring practices/onboarding	Cluster hire proposal in progress; New Staff Orientation is online; search committee video on diversity & inclusion underway; 8 more EO coordinators, new search chairs, and new online reference check system to improve efficiency of searches	Diversity Catalyst Team explores recruitment practices based on resources developed by President's Commission on Diversity & Inclusion; explore using faculty status proposal to clarify expectations of newer employees; consider use of WRPLC videos as onboarding/PD tool
	Maximize incoming talent by funding grad students/interns/UGs	Internship program completed first year	Explore more meaningful integration of Extension into CSU orientation; transmit results of internship program back to Deans to build on success including expansion of program to FCS; produce a new "Why Work for Extension" video
Marketing & Communication	Strategically enrich our use of a variety of delivery mechanisms to enhance our reputation as CSU's research-based unbiased front door to all stakeholders in local communities	New mission/values posters distributed to every County Extension office; brand promise developed; Communications Task Force awaiting new Communications Director	Hire new Communications Director to ensure simplicity, consistency, and visibility in our communications, to provide more coaching on effective local websites, and to identify ways to genuinely market resources to new audiences
	Utilize the reporting system and other metrics including dollar figures, standard outcome indicators, and aggregating data to prove our value for a variety of stakeholders	PRU/County annual report templates now available in Lucidpress (along with impact statement templates) - PRU leaders to be trained on how to use templates	With move to Digital Measures: consider use of certain standard outcome indicators; explore ways to capture outputs provided to a fuller range of diverse groups (i.e. income, age); capture sustainability classes to uphold Platinum STARS rating for the University
	Better evaluate our impact, effectiveness, and resource allocation through quantitative and qualitative methods	CSU Extension representative has joined Western Regional Extension initiative on evaluation; errors in reporting outputs have been identified and addressed; NSO now includes program planning	Lessons learned from Western Regional Evaluation initiative to be transmitted back to CSU Extension; more resources to ensure reliable reporting under consideration

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Programming & Partnerships	Ensure programming is relevant, locally driven, high quality, and based on assessed needs of diverse stakeholders	PRU leader training at Forum to reinforce planning and reporting according to logic model and to help PRUs become more effective	PLT discusses public needs assessments to ensure that we are working on emerging issues, providing dynamic resources, and being inclusive (per Extension mission and vision); explore a continuation of PRU leader training and creation of a Health & Wellness PRU
	Explore development of "next gen" and community/economic/workforce development programs and include appropriate use of technology	Hired new Associate Director of Community & Economic Development who has become a co-chair of CD PRU	Discussion between Extension leadership, 4-H leadership, CSU Online, and Community & Economic Development to identify and address specific needs, including Latinx and youth populations
	Enhance a true two way communication between agents, specialists, campus, and other universities	Communications Task Force on hold until new Communications Director hired	Explore ways to maximize Extension's departmental funding and potential expansion of Colorado Water Institute model that integrates Extension and campus or HDFS model that identifies a director of Extension programs; encourage Faculty Council to value Extension work more formally; intentionally support staff attendance at national Extension meetings; explore new opportunities to connect field and campus at Forum
	Identify strategic internal and external partnership opportunities in community development, youth development, wicked problems, and other areas to share resources and enhance community value	Work on opioid crisis with CU-Anschutz, CSU faculty, and Extension; mental health crisis line a partnership between CDA, CO Farm Bureau, RMFU, Extension	New AD for PD can work with Community Development and other PRUs to offer training on facilitation, building cultural competency, and reaching new audiences through partnerships
Resource Development	Share best practices across the system and assemble think tanks to continually improve our work		New AD for PD can work with PLT to survey staff for needs and collaborate with associations, the annual Forum committee, and others
	Develop "how-to" resources on developing partnerships, grants, contracts, collaborating with campus, etc.		ADs for PD, Finance, HR can survey staff for needs and develop resources that become embedded in how we do business, especially around collaborating with campus on grants in ways that benefit agents
	Maximize use of volunteers by modernizing recruitment, training, and management, and using generational strengths		4-H Volunteer Specialist and new AD for PD can develop strategies, including exploration of a 4-H/volunteer program for seniors
	Maximize funding of Extension through the CSU Foundation and grants for rural areas	4-H Foundation working closely with CSU Foundation to enhance fundraising opportunities; evaluating opportunities to streamline and highlight fundraising for Extension	PLT to discuss priorities for fundraising and then survey staff
Mission/Vision/ Values	Integrate mission/vision/values into our everyday work	New mission/values posters distributed to every County Extension office; brand promise developed; m/v/v included in New Staff Orientation video	PLT to discuss integrating m/v/v into PLT program grant applications and Plans of Work; look for opportunities to integrate m/v/v into performance appraisals with move to Digital Measures