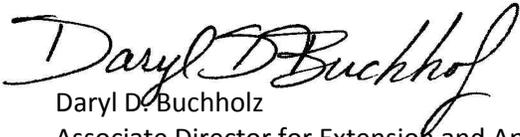


May 16, 2014

TO: Extension Faculty, Agents, Board Members and Staff

FROM: 
Daryl D. Buchholz
Associate Director for Extension and Applied Research

SUBJECT: **Extension Administration Reorganization Communication 2**

This is a follow-up to the communication I provided dated April 29.

Extension Administration Reorganization: Why?

Recent state and federal fiscal history has taught that Extension institutions must become better able to withstand budgetary variability while, at the same time, continue to develop and deliver high quality Extension programs. Dr. Sloderbeck's announced retirement, while bittersweet as all retirements are, has afforded your K-State Research & Extension's Administration Team an opportunity to investigate alternative administrative organizational structures that will enable Research & Extension to better withstand this budgetary variability without impacting Extension programming.

Extension Administration Reorganization: How?

At a recent Extension Administration Team Meeting, it was decided to develop short, intermediate, and long term plans to reorganize the Extension administration organizational structure that would either enhance or, at the very worst, minimally affect our ability to deliver high quality Extension programs. The goals for this administrative reorganization were to:

Short term: Continue to provide administrative leadership for the Southwest and all Extension Areas immediately following Dr. Sloderbeck's retirement.

Intermediate term: Provide ongoing administrative leadership by building a leadership plan based on specialized expertise to meet the administrative support needs of local Extension units.

Long term: Transition to an administrative organizational structure that better withstands budgetary variability while maintaining or even enhancing our ability to deliver high quality Extension programs.

Extension Administration Reorganization: What?

Dr. Sloderbeck provided administrative leadership for the 24 local units of the Southwest Area. It was decided that it would not suffice to merely divide up the Southwest District by redrawing our area boundaries. Instead, specialized leadership roles will be assigned based on specialized expertise to meet the administrative support needs.

Kansas State University, County Extension Councils, Extension Districts, and U.S. Department of Agriculture Cooperating.

K-State Research and Extension is an equal opportunity provider and employer.

Dr. J.D. McNutt will assume overall local operation leadership of the Southwest and Southeast Areas. He will help the local units in both areas to continue to evolve in order to meet the educational needs of our public and to meet challenges of our Vision 2025 strategic plan. In particular, I have asked Dr. McNutt to focus on finding ways to create multicounty Extension districts. Creating and supporting Extension Districts is a high priority statewide. Extension Districts work, and, as testament to this, locally elected officials within Extension Districts have reinforced their belief in this enhanced structure.

Dr. Chris Onstad will maintain his overall local operation leadership of the Northwest Area and the Extension faculty and staff of the Northwest Research and Extension Center in Colby. Additionally, Dr. Onstad has agreed to provide leadership in managing the administrative needs of the Extension faculty and staff located at the Southwest Research and Extension Center in Garden City.

It should be noted that both Dr. McNutt and Dr. Onstad, as the primary leadership point people in the Southwest Area, have been and will continue to be in communication with Dr. Sloderbeck. Dr. Sloderbeck will facilitate these leadership transitions by providing Drs. McNutt and Onstad with guidance to enable them to better address the issues of Southwest Kansas.

It would be too monumental of a task to simply divide the entire responsibility of a retiring Area Director among two other Area Directors. As such, Drs. McNutt and Onstad will be supported by the rest of the Extension Administration team. Drs. Fjell and Lindquist, while maintaining their respective overall leadership authority for the Northeast Area and Metro Local Units, will provide increased support in the local operations across the state by keeping those operations moving forward among the various administrative requirements (budgeting, personnel, Extension Council and KSRE relations). Dr. Peters, Dr. Hadley, and Dr. Stone are also committed to playing an increased role in local units. They will provide local unit leadership with regard to local programming efforts, agent hiring and retention, and agent professional development. I, too, will be more engaged in this team leadership administration model. I will help local units to remain focused outward towards the issues and needs of the people we serve through local educational programming.

As with any change, there will be questions, some level of ambiguity, some on-the-go decisions and corrections to occur. That is normal and a process that must take place through open communication with the intent of improvement and progress. Regardless, we must respond to the opportunities for improved efficiencies through reduced duplication of workloads, greater specialization and teamwork in educational programming, and improved capacity to bring K-State knowledge and innovation to the Grand Challenges facing local communities. The Extension administrative team will be meeting in mid-June to further define roles and responsibilities.