Throughout October, November and early December 2009 the faculty advisory panel for organizational transformation interacted with Extension stakeholders, gathering input and ideas in a variety of ways. The following interactions produced rich and compelling data:

- 10/20 Extension Leadership and ECAN/MECAN input
- 11/18 County Commissioners/Judges input
- 12/1 Support and Program Staff input
- 12/2 Extension Leadership input
- 12/10 Faculty Survey results
- Continuing feedback sessions with county-based Extension advisory groups

The data advised and guided the faculty panel’s work and resulted in the options and concepts to be shared with the organization on January 25, 2010. Four consistent messages emerged from all data sources and the faculty advisory panel has done its best to honor these key requests:

1. **Value and retain the connections and relationships with the community**, both geographic and interest-based. Ensure the organization has the capacity/ability to respond efficiently to emerging needs at local, regional and statewide levels.

2. **Provide a positive, encouraging work environment** for faculty and staff to be successful. Set reasonable and clear expectations and ensure an effective and fair reward structure. Eliminate or minimize supervisor “overlap.”

3. **Save money for or add value** to the organization . . . otherwise, don’t create chaos and anxiety for the faculty, staff, volunteers, partners and learners.

4. **Stay true to the land-grant mission**. Ensure collaboration and cooperation with Extension faculty and non-faculty to bring the resources of the university to bear on the educational needs of Oregonians locally, regionally and statewide.

Three structural options and related functions are currently in review by Extension faculty, staff and citizen advisors. Stakeholder input has greatly influenced these basic designs, but, at this stage, the options are primarily a framework with implementation details and operations to be added later. The panel needs the organization’s help in evaluating the options as framed for fit, utility and viability. The first opportunity for review and feedback was January 25 via a webinar, with round tables held at various locations throughout the state through February 1. An online survey is also available to faculty, staff and citizen advisors to collect feedback. See the organizational transformation website for details: [http://extension.oregonstate.edu/internal/organizational-transformation](http://extension.oregonstate.edu/internal/organizational-transformation)

All three options begin at the grassroots with community engagement and expand out to include work teams, support systems, administrative operations, program integration and identified barriers. All three options limit the supervision and management of faculty to four levels and achieve a target of six faculty members as direct reports per administrator. The exception is supervision of classified staff. With the remote location of county Extension offices and an administrator now serving multiple counties, it is recommended that a faculty member be designated as a leader worker in county offices to supervise classified employees. All three options restructure Extension at a 15% decrease from FY 2008-09 operating levels, with goals of fiscal stability and sustainability.
• In addition to the three structural options, the faculty advisory panel is also exploring three organization functions that require transformation if OSU Extension is to be relevant and responsive for the future: communication technology, marketing and revenue.

• Once the round table discussions and online survey are completed on February 1, the faculty advisory panel will make revisions based on the feedback and provide an additional opportunity for the organization to provide input on February 11. County commissioners and judges, Extension’s local funding partners, will be involved in evaluating and commenting on the transformation options and recommendations on February 19.

• No program realignments or eliminations are anticipated at this time.