

Draft for discussion

CSU Extension Strategic Plan 2009 - 2014

Draft January 30, 2009

Our Land Grant Status:

The Morrill Act of 1862 established the original land grant colleges with a focus on the practical subjects (at that time) of agriculture, engineering and home economics. It also included traditional academic programs and military training. Subsequent legislation added the Agricultural Experiment Station (1887), the Cooperative Extension Service (1914), historically black colleges (1890), and tribal colleges (1994).

Extension programs are based on needs of people at the county level. Extension work may include youth development, consumer sciences, family development, health education, community and economic development, agriculture, horticulture, natural resources, workforce development and "...subjects authorized by the Smith-Lever Act as amended and other Acts supporting cooperative extension work." CSU Extension is funded jointly by the state of Colorado, counties and the U S. Department of Agriculture (USDA).

In our memorandum of understanding with USDA, CSU Extension agrees to accept the responsibility for "...conducting all educational work in the fields of agriculture and home economics and subjects related thereto as authorized by the Smith-Lever Act as amended and other acts supporting cooperative extension work, and such phases of other programs of the department as are primarily educational, which the department has been authorized to carry on within the state."

The Kellogg Commission on the future of state and land grant universities published several reports, including the 2000 report, "Renewing the Covenant: Learning, Discovery, and Engagement in a New Age and Different World"

(www.nasulgc.org/NetCommunity/Document.Doc?id=186).

They recommended moving from the historic teaching, research and service model to a model that addresses learning, discovery and engagement, and focuses on pressing educational, social, economic, scientific and health challenges of our times.

The formation in 2006 of the CSU Office of Outreach and Strategic Partnerships addresses this challenge. We extend the concept of a land-grant university to position CSU—across all colleges—as a model for linking scholarship and creativity to societal and community needs. It includes collaboration with community groups, governments, K-12 and community college education, and for-profit entities as well as working with individuals and their communities.

Extension engagement means that we value the expertise and concerns of Colorado residents and serve as the bridge between CSU and local communities.

Vision: *Colorado State University Extension is the front door to Colorado State University providing the extensive knowledge, research capabilities and resources of this premier land-grant university to Coloradans from all walks of life. Extension is dedicated to serving current and future needs of Coloradans by providing educational information and programs that safeguard health, increase livelihood, and enhance well being.*

Values:

- We build the capacity of people and communities.
- We are accessible to all constituencies and honor diverse viewpoints.
- We are unbiased in knowledge shared.
- We foster an organizational culture that has open communication, high performance work and an engaged workforce
- We are oriented to the future through effective innovation, critically evaluating programming goals and focused on selected subject areas.
- We recognize the equal importance of university research, education and engagement.
- We are good stewards of public resources, increasing our efficiency and quality.

Mission: *to provide information and education, and encourage the application of research-based knowledge in response to local, state and national issues affecting individuals, youth, families, agricultural enterprises and communities of Colorado.*

Strategies:

1. **Extension identifies educational outreach and engagement needs of Coloradoans.**
Program direction and priorities will be determined jointly by faculty and staff, advisory committees, county government, and current and potential stakeholders. We will continue to listen to and engage current and potential stakeholders, and to adjust to changes in demographics. To achieve this, we will continue to conduct periodic needs assessments; develop survey instruments to gather data; engage advisory committees in assessment. We will build and manage relationships with stakeholders and develop approaches that are clientele focused.

- a. Measures include: engagement of members on county and state advisory committees; data collected through annual county commissioner survey; and increase in total number and diversity of citizen contacts annually.
2. **County and campus-based staffing provides educational expertise to address the identified needs of the state.** CSU Extension will become more focused on selected areas by critically evaluating programming goals. Internal reallocations may be required. An analysis involving financial models, as well as new funding models, will be necessary. Collaborations with neighboring counties and with new partners will be required to meet our goals. To achieve this, we will review and adjust staffing, resources and program direction, both on and off-campus. As appropriate, we will provide select expertise on a regional basis.
 - a. Measures include agreements with Colleges and counties which enable Extension staff to access area, regional, state and national expertise; achieving a strong and sustainable financial foundation which includes state, federal and county funding, grants and contracts, cost recovery fees, and various resources; faculty and staff work together to address regional and state needs.
3. **Extension programs are connected to outreach and engagement activities university-wide.** We will strengthen CSU Extension's role as an integral part of the University. To achieve this, faculty and staff will be rewarded for both multi-disciplinary projects and the scholarship of engagement. We will continue to develop informational materials demonstrating the link between on-campus/experiment station research and county Extension programs.
 - a. Measures include team efforts with other colleges and units; grants, contracts and publications with multiple authors; and faculty without formal Extension appointments collaborating with Extension in engagement.
4. **Extension programs utilize a variety of methodologies to reach new and diverse audiences.** Learning will take place in many locations and in many ways. To achieve this, we will introduce online courses, seminars, and workshops; provide incentives to reach new and diverse audiences in pilot programs; use new electronic methodologies to reach audiences; expand peer reviewed online publications and Extension's visibility from online information searches. We will increase engagement by reaching new audiences.
 - a. Measures include online educational events expanding the reach of Extension; educational opportunities provided to new and diverse of audiences.
5. **Extension evaluates and reports the economic, social and environmental impacts of programs.** Accountability and transparency will be assured by analyzing and reporting the

accomplishments, outputs and outcomes. Marketing efforts to continue to tell our story and build awareness will play a larger role as public support for higher education remains low. Throughout Extension, we will identify the public value of programs and share these with program participants and the people of Colorado.

- a. Measures include number of residents who are aware of and support CSU Extension; number of mass media mentions (including radio, television, print and online news articles) citing Extension; grants and contracts awarded; increased budgets from various sources.

Programming goals:

The focus areas, with current work teams, are noted below. This classification is fluid and will adjust as needs indicate. For example, we will maintain core programs, but the programmatic focus may change.

Production agriculture (plants and animals), including greenhouse and nursery production, continues to be a viable component (although a declining percentage) of the state's economy. There will be an increasingly greater emphasis on other areas that relate to agriculture in new ways.

The 4-H youth development program will continue to be strong and vibrant. The program will utilize a variety of methods, including but not limited to clubs, to reach youth. Programs will have a focus on science, technology, engineering and math (STEM).

Family, health and consumer science programs will address the changing and topical needs of families and communities. They will not duplicate existing federal, state and county programs, but will form partnerships and collaborations to increase impact.

1. Empower youth and families to become productive and self-directing by developing practical knowledge and life skills.

4-H Youth Development is a non-formal educational youth development program for youth ages five to 19 years. By developing practical knowledge and life skills, the Colorado 4-H program strives for youth, their families and adult volunteers to become productive and self-directing.

We will emphasize science, technology, engineering and math (STEM) through these programs. We will increase awareness and understanding of 4-H across campus in order that faculty and staff recognize 4-H as "the" youth organization for CSU. 4-H Youth Development will serve as a pipeline to a university education for Colorado youth. We

will provide expanded delivery of the 4-H program to urban areas and underserved populations in the state.

Current work teams include:

- K-12;
- Dare to be You;
- leadership and volunteer development
- project and curriculum

- 2. Provide research-based educational programs that help farmers and ranchers remain competitive and sustainable.** This focus area provides educational programs in both animal and plant production. Animal science programs address beef, dairy, small ruminant and horse production, including the health and well-being of these animals. This research and education seeks to improve productivity and increase the quality, composition, safety, and desirability of animal products. Plant science programs focus on the production of field and forage crops (wheat, grains, alfalfa, etc.), vegetable crops (potato, onion and bean), fruit (peach and grape) crops, and greenhouse and nursery production. Optimal and sustained productivity is based on best management practices and emphasizes pest and disease management and adaptability. These programs address business management as well.

Campus partners include faculty in the College of Agricultural Sciences, College of Veterinary Medicine and Biomedical Sciences, College of Engineering, Colorado Water Institute and the College of Natural Resources.

Current work teams include:

- small ruminant;
- sustaining Colorado agriculture;
- agriculture and business management;
- beef;
- wheat improvement

- 3. Enhance natural resources and environmental stewardship** through programs that educate decision-makers, land managers, producers and the public in the management and use of renewable natural resources including rangelands, forest, watersheds, and

other landscapes in both private and public ownership. These programs emphasize the sustainable use of natural resources, environmental protection, and public policy issues, as well as monitoring and best management practices.

Campus partners include faculty in the College of Natural Resources, Colorado Water Institute, Colorado State Forest Service, and the College of Agricultural Sciences.

Current work teams include:

- environmental horticulture;
- pest management;
- small acreage management;
- water resource management

4. **Improve health and wellness of Colorado residents.** The nutrition, health and food safety programs help Colorado residents acquire the knowledge, skills and behaviors necessary for healthy lifestyles; reduce the incidence and severity of selected lifestyle related diseases; and improve safe food practices from farm to table to reduce food borne illness.

Campus partners are found in the College of Applied Human Sciences and the College of Agricultural Sciences.

Current work teams include:

- food safety education;
- health promotion and disease prevention

5. **Enhance individual, family and community assets** through programs that include effective parenting, resource management, housing, leadership and access to community support systems.

Campus partners are found in the College of Applied Human Sciences.

Current work teams include:

- family economic stability;
- Colorado healthy homes;
- growing strong Colorado families

6. **Support the economic vitality of Colorado** through sustainable community development programs that increase resident's capacity to build communities. This will facilitate the development and transfer of technologies developed at CSU resulting in new businesses, jobs and tax revenues.

Campus partners include the College of Applied Human Sciences, College of Agricultural Sciences and College of Natural Resources.

Current projects include:

- land use planning and evaluations;
- assessment of industry and natural resource issues;
- public/private finance in economic development;
- social and human capital development
- agritourism

New initiatives:

Program planning, implementation, and reporting structures are designed to be fluid and accommodating of initiatives identified by advisory committees and/or Extension staff. A strategic initiative team is currently organizing for Clean Energy, to:

- educate a core group of Extension agents about renewable energy options and energy efficiency, and
- broadly educate all extension agents on the basics of renewable energy so they know where to turn and where to find resources. Ultimately, they will become general information brokers--not experts- so that they can effectively answer to the needs of their communities in regard to energy issues.

Appendix

Foundation:

This strategic plan is based on several building blocks:

- Framework for the future: a strategic plan for Cooperative Extension (March 2004).
- Annual surveys of county commissioners (2007 and 2008)
- Survey of state and nation, conducted by NASULGC (November 2008)
- University Strategic Plan (2005)
- Progress report and update of University Strategic Plan (2007)
- CSREES (federal) Plan of Work (2007)
- Analysis of county comprehensive plans for 28 counties (2008)
- Input from:
 - Office of Outreach and Strategic Partnerships
 - County and Area Advisory Committees.
 - State Extension Advisory Council
 - Extension plans of work and program prioritization