The mission of Cooperative Extension is “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.”
VISION STATEMENT

Cooperative 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. Cooperative 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.

FUTURES STATEMENTS
The desired future stated in present tense

- Colorado State University and Cooperative Extension faculty work together in clearly defined core technical areas (focused areas of emphasis) resulting in productive and cost effective delivery of research-based knowledge and educational programming to Colorado residents.

- We are structured as a seamless, fluid, and highly responsive educational network. Our structure has a powerful local presence that is a conduit between Colorado State University and Colorado communities.

- Cooperative Extension has strong financial partnerships that result in substantial funding for programs and personnel.

- Cooperative Extension is recognized for connecting Colorado State University and Coloradans. Employees have a shared responsibility for implementing an integrated strategic marketing plan based on the vision of CSUCE as the “front door” to CSU.

- Cooperative Extension innovatively engages Coloradans and Colorado State University through the use of state-of-the-art technology.

VALUE STATEMENTS

- We recognize the equal importance of university research, education, and outreach.
- We build the capacity of people and communities.
- We collaborate to provide education to Colorado citizens.
- We are accessible to all constituencies and honor diverse viewpoints.
- We are unbiased in knowledge shared.
- We are oriented to the future through effective innovation.
- We encourage a supportive and inclusive work environment.
- We are good stewards of public resources.
Foundation for Framework

The framework of this strategic plan is based on several building blocks that provided a foundation for the futuring work. These building blocks are listed below.

Answer the Big Question
The Futuring exercise brought to focus the need for the CSUCE system to articulate “who we are and what we do” in such a way that the entire organization and our various constituencies understand the explanation. The entire organization must be aligned and able to explain in similar terms our mission and vision. The current mission provides the foundation for the new CSUCE vision that will move our organization into the future as “the front door to CSU.”

Connect University and Community
The need to re-establish or build new conduits between campus and field endeavors is crucial to the future outreach success of CSU and CSUCE. The timing of the CSUCE Futuring efforts is critical in light of the simultaneous development of A Strategic Plan for Outreach at Colorado State University. It is a foundation of this report to feed into and build on this outreach plan.

Build in Flexibility
A core strength of CSUCE is flexibility. It seems appropriate and timely to honor this asset as we structure ourselves to be responsive to ever changing future needs.

Invest in Productive Partnerships
While funding issues are critical at this time, this strategic plan is not an immediate “fix” for the current funding crisis. The plan is designed to move CSUCE forward into the future, building on programmatic strengths and significant partnerships. It is important that we invest in new and enhance current partnerships, including those with state legislators and county commissioners. We anticipate the future result of this plan will be increased funding from a variety of sources, including local, state, and federal government sources.

Plug in Marketing and Technology
Marketing and technology plans must support “who we are and what we do” and be compatible with the other elements of the strategic plan.

Act Now
The futuring effort has brought awareness and excitement about the possibility of change. The individuals across the system who have participated in this planning effort feel a sense of ownership in the future success of Cooperative Extension. They are committed and passionate about the scope and vision of this plan. They believe that now is the time to act and are willing to become change leaders for the organization.
Alignment of Structure with Core Responsibilities

Colorado State University and Cooperative Extension faculty work together in clearly defined core technical areas or focused areas of emphasis resulting in productive and cost effective delivery of research-based knowledge and educational programming to Colorado residents.

We are structured as a seamless, fluid, and highly responsive educational network. Our structure has a powerful local presence that is a conduit between Colorado State University and Colorado communities.

Objective 1

CSUCE will implement an inclusive programming process involving field/campus staff, and stakeholders to prioritize programs, identify funding sources, and direct resources within focused areas of emphasis or core technical areas. CSUCE will form Extension agent/specialist/campus teams to support/enhance educational programming in these core technical areas.

Actions Steps:

1. Initiate a five-year program planning process. Responsibility: Associate directors and regional directors.

   a. In the Spring/Summer of 2004, conduct needs assessment utilizing decade planning process, local/regional advisory committees, Institute for Public Policy, conversations between specialists, campus faculty, and agents to prioritize issues, needs, and audiences.

   b. By October 1, 2004, utilize data collected in the needs assessment process to identify areas of emphasis or core technical areas and form teams of agents/specialists/resources/partners around these areas based on:
      - Can we have impact?
      - Do we have the capacity to respond?
      - Is it cost effective/revenue producing?
      - Is there political support/criticism for the effort?
      - Who is the audience?
      - Who are our allies and competition? Are others doing the work?

   c. By October/November, 2004, identify team leadership and develop formal plan of work (POW) utilizing the logic model - including technical expertise, funding opportunities, delivery methods, expected evaluation/impacts, potential partners/resources, such as Division of Continuing Education (DCE), K-12, or university departments.
d. By **December 1, 2004**, align E-POWER with team and individual POWs and expected impacts. **Responsibility: Associate directors and technology unit.**

e. By **March 1, 2005**, teams and individuals begin reporting on program enhancement/support, including financial plan. **Responsibility: Team leaders who communicate monthly with director, associate directors, regional directors.**

**Objective 2**

*CSUCE will develop strong partnerships to support core technical areas.*

**Action Steps:**

1. Maintain and strengthen local/county financial and program support.
   
   a. By **Spring/Summer, 2004**, provide opportunity for advisory committee’s input to and education from decade planning process. **Responsibility: County and regional directors.**
   
   b. By **October 1, 2004**, review current advisory committee structure and responsibilities to determine need for any system changes in local and/or regional committees. **Responsibility: Regional directors.**
   
   c. By **December 1, 2004**, provide training in advisory committee roles and responsibilities. **Responsibility: Human Resource Coordinator, regional and county directors.**

2. Establish sustainable communication among Cooperative Extension, Agricultural Experiment Station, and departmental applied research at county and regional levels to enhance both education and research.

   a. By **August 1, 2004**, establish communication between director, AES director, and department heads (applied research) to identify goals, outcomes, dates, locations of at least three statewide meetings (one/region) that will enhance education with research. **Responsibility: CSUCE Director, AES Director, and department heads.**

3. Develop a working relationship with the Division of Continuing Education (DCE) and other colleges, departments, and agencies in order to take advantage of a broader range of educational methods/delivery techniques to enhance both target audience access to information/education as well as staff development opportunities.
a. **By July 1, 2004,** begin to promote CSU as a comprehensive provider of lifelong learning opportunities for Coloradoans. **Responsibility: Marketing Advisory Committee.**

b. **By October 1, 2004,** establish a memorandum of understanding between CSUCE and DCE, (including operating procedures and revenue sharing) for program promotion and delivery. Communication between entities will occur at the county level so customers’ needs are identified and addressed. **Responsibility: Directors of Cooperative Extension and Continuing Education.**

c. **By November 1, 2004,** communicate identified action plans within regions. **Responsibility: Regional directors.**

d. **By December 1, 2004,** promote pertinent CSUCE distance education opportunities at the county level. **Responsibility: CSUCE county personnel.**

e. **By December 1, 2004,** identify other CSU professionals who have expertise/knowledge that communities need/want and facilitate bringing services/knowledge to local communities through CSUCE offices. **Responsibility: Area of emphasis or core technical teams.**

f. **By January 1, 2005,** offer distance education classes in county offices where appropriate. **Responsibility: CSUCE county personnel.**

4. Establish CSUCE as a viable educational interface/access point complementing and supporting K-12 education statewide. **Responsibility: 4-H/Youth Development Unit.**

   a. **Immediately** begin to label K-12 efforts as CSUCE product.

   b. **By May 1, 2004,** identify and communicate current K-12 efforts internally.

   c. **By September 1, 2004,** identify those products CSUCE will support as K-12 efforts in partnership with CSU School of Education to incorporate best practices.
      
      (1) Align future K-12 offerings with Colorado standards and guidelines to enhance acceptance by school districts.
      
      (2) Explore funding opportunities from local school districts for school enhancement and after school programs.

   d. **By December 1, 2004,** evaluate and report impacts both internally and externally.
Objective 3

CSUCE will deliver timely, high quality, relevant, and cost effective programs and materials in accessible formats through a technically competent and professional staff.

Action Steps:
1. On a continuing basis, hire new faculty, based on identified needs in the county/area/region, who model the values of the organization. **Responsibility:** Human Resources, regional directors, and search committees.

2. On a continuing basis, provide staff with opportunities for ongoing professional development and retraining, if necessary. **Responsibility:** Human resources unit and regional directors, and core technical teams.

3. On a continuing basis, reward staff who model organizational values in their work through the performance review process. **Responsibility:** Regional/county directors and department heads.

4. Continuously evaluate costs and benefits of all programs in terms of impacts, funding, resources necessary, etc. **Responsibility:** Associate directors, regional directors, and core technical teams.

Objective 4

CSUCE will develop a staffing plan (including volunteers, para-professionals, and professionals) to create a strong local presence that provides the front door to the university and also increases multi-county specialty response in core technical areas.

Action Steps:
1. By **November 1, 2004**, with input from the core technical teams, develop a staffing plan which uses retraining of existing human resources when possible to meet personnel needs. **Responsibility:** Directors Administrative Council.
Diversity of Funding

Cooperative Extension has strong financial partnerships that result in substantial funding for programs and personnel.

Objective 1

CSUCE will increase revenue through contract and grants
- an additional $1 million dollars by July 1, 2006 over current funds from these sources.
- an additional $10 million by July 1, 2009 over current funds from these sources.

Actions Steps:

1. Align with Business Office Consolidation plan to hire full-time pre- and post award professionals to assist CSUCE program/issue teams in identifying sources, writing proposals and grant management. The plan is scheduled for implementation in Summer 2004.

2. By July 1, 2004, form an advisory group to assist the pre- and post award professionals in developing an administrative and communication process in securing revenue from grants, contracts, and foundation sources. The advisory group will consist of CSUCE professionals who have demonstrated success at obtaining revenue through large contracts and grants, a Regional Director, Associate Director of Programs. Responsibility: Associate directors.

The advisory group, in cooperation with the pre- and post-award professionals, will:

a. Identify core competencies required to successfully receive contract and grant income.

b. Identify currently emerging core technical teams ready to move forward quickly and match these with appropriate substantial funding sources for each. Begin to build relationships with those funding sources and market CSUCE. Additional teams may be identified from decade planning process or in response to the CSU outreach plan which includes K-12; children and families; economic development and workforce preparation; agriculture, food production and food safety; and environment and natural resources. Additional targeted funding efforts would include identified centers such as the Institute for Public Policy and Family and Youth Institute.

c. Design and provide 3-day grant-writing workshops for entire core technical teams. Funding for travel and workshop paid for by indirect cost recovery fees returned to CSUCE.
Objective 2

CSUCE will increase revenue through local and state user fees
   - an additional $150 to $300 thousand by July 1, 2005.
   - an additional $250,000 by July 1, 2007.

Action Steps:

1. By April 1, 2004, establish the User Fee Task Force. Composition of the committee will include representatives of the fiscal office, regional directors, county/area directors, specialists and field professionals. **Responsibility: CSUCE Director.**

2. By July 1, 2004, develop strategies for fiscal management, administrative coordination and implementation of state and local user fees. **Responsibility: User Fee Task Force.**

   a. Review current cost recovery guidelines and other states’ policies regarding user fees.

   b. By September 2004, provide training via technology (PowerPoint, conference calls, websites) for fiscal management and implementation strategies. Provide additional training at Extension Forum in December of 2004, with ongoing training at new agent orientation, county/area director conferences, regional meetings.

   c. By October 1, 2004, implement user fee structure and fiscal management.
Marketing

Cooperative Extension is recognized for connecting Colorado State University and Coloradans. Employees have a shared responsibility for implementing an integrated strategic marketing plan based on the vision of CSUCE as the “front door” to CSU.

Objective 1

CSUCE will market to CSU faculty and administration to increase pride in and commitment to CSU and CSUCE.

Action Steps:

1. Articulate what we do.
   
   a. By July 1, 2004, the Vision and Values Statements in the Futuring Report are accepted and shared with CSUCE and CSU.  **Responsibility: CSUCE Director and Directors Administrative Council.**

   b. By July 1, 2004, a Marketing Advisory Committee is established. Members will include representatives of University Relations, campus and field CSUCE faculty, department-based specialists and other faculty, and external marketing professionals. Staffing, strategy, and key messages will be identified and recommended.  **Responsibility: CSUCE Director and associate directors.**

2. Maintain high standards, expectations, and accountability to affirm CSUCE position as a partner in the University mission. Support outreach credit in promotion and tenure process.
   
   a. See Alignment of Structure and Core Responsibilities, Objective 3.

3. Listen to campus needs and respond promptly to demonstrate commitment to communication and collaboration.
   
   a. See Alignment of Structure and Core Responsibilities, Objective 2, Action Step 2.

4. Show how faculty’s work is being applied by Coloradans.
   
   a. On a continuing basis, starting **October 1, 2004**, CSUCE faculty will share with supervisors case studies indicating application of CSU faculty research/involvement and how it has been utilized by Coloradans.  **Responsibility to collect case studies: County and regional directors.** These stories will be collected and shared with CSU faculty and
administrators starting December 1, 2004. Responsibility to share with CSU faculty/administrators: Director, associate directors, and Marketing Advisory Committee.

5. Introduce CSUCE’s role in the land-grant philosophy through effective presentation at CSU departmental new staff orientations. Annually, starting in Fall, 2004. Responsibility: Director and associate directors.

Objective 2

CSUCE will market to funders to increase program support and revenues.

Action Steps:

1. Articulate what we can do for them.
   b. See Marketing, Objective 1, Action Step 1b.

2. Deliver what we promise.
   a. See Alignment of Structure with Core Responsibilities, Objective 4.

3. Provide impact/outcome data that are focused, current, accurate, and relevant and share impact/outcome data to document our success.
   a. See Alignment of Structure with Core Responsibilities, Objectives 1, Action Step 1c, and Objective 4, Action Step 1.

4. Involve staff locally to maintain CSUCE presence, relationships, professional image.
   a. See Alignment of Structure with Core Responsibilities, Objective 4.
Objective 3

CSUCE will market to Coloradans to offer information, increase awareness of services among citizens, increase demand for services, and increase number of participants in programs.

Action Steps:

1. Articulate how the CSU connection helps them on a continuing basis.
   a. See Marketing, Objective 1, Action Step 1b.
   b. Approval to display and wear the Ram logo for identification. **Responsibility:** CSUCE Director and University Relations.
   c. List ourselves in the phone book where we can be easily found. **Responsibility:** University Relations and county directors.
   d. Keep marketing and program materials current, relevant, high quality. **Responsibility:** University Relations, marketing specialists, CSUCE faculty and staff.

2. Continue to put more “routine” information on AnswerLink and the CSUCE website for 24/7 accessibility (e.g., information on food safety, food preservation, youth development, family budgeting and financial planning, health, etc.). **Responsibility:** Technology Unit and CSUCE specialist.
Technology

Cooperative Extension innovatively engages Coloradans and Colorado State University through the use of state-of-the-art technology.

Internal Objectives

Objective 1

Cooperative Extension will work with county/area partners to equip its staff with hardware and software needed to function in today’s information age and meet tomorrow’s challenges.

Action Steps:

1. By **June 2004**, conduct a technical capability survey of every CSUCE agent, specialist and support staff to help identify problem areas throughout the state and on campus related to high speed access, technical equipment, software, support, technical comfort level, training issues, and any other area lacking for technology. **Responsibility:** Technology Unit.

2. On an **ongoing** basis, pursue high speed connections for all. Meet with CSU Academic Computing Networking Services (ACNS) and telecommunications to determine how CSUCE can benefit from GRID computing grant provided by Colorado Information Technology. **Responsibility:** Technology Unit with input from ACNS.

3. By **July 2006**, upgrade technology hardware and software to equip staff with tools necessary to function in information age. Hire additional technology FTE’s to provide support with efficiency and effectiveness as need increases. **Responsibility:** Technology Unit, CSUCE Director, CSUCE associate directors.

Objective 2

Cooperative Extension will provide training and support to ensure that all Cooperative Extension staff are well-versed in the information technologies needed for their particular jobs and make use of them when appropriate and cost effective.

Action Steps:

1. **Annually**, provide face-to-face training to all staff, which is enhanced by other delivery models, such as CD’s and online support. Continue use of CSU Computer Training and Software Services (CTSS) for training, when appropriate. Provide updates and communication through quarterly electronic newsletter, *C&T News*. **Responsibility:** Technology Unit.
2. By **June 2004**, increase efficiency and functionality of current data bases by incorporating all county/staff/specialists data into one database with several functions, such as: personnel directory (updated by county personnel), ethnicity info, technical expertise, human resource information, and other data relevant to this main information source. **Responsibility: Technology Unit, Administrative Staff, Human Resource Director.**

3. Continue to provide training related to reporting software, such as Blue Ribbon, e-Power. Achieve standardized reporting process for indicators and continue to enhance and improve upon current program. Implement by **December, 2004**. **Responsibility: Technology Unit, CSUCE Director, CSUCE associate directors.**

**Objective 3**

*Cooperative Extension will implement a more aggressive marketing and cost recovery system for services and educational materials and programs.*

**Action Steps:**

1. By **July 2005**, initiate push marketing through current AnswerLink technology. **Responsibility: Technology Unit, marketing specialists.**

2. By **July 2005**, use Cooperative Extension Resource Center (CERC) customer information to do target marketing. **Responsibility: Technology Unit, marketing specialists, CERC.**

3. By **December 2005**, develop customer database each county can use to do local and target marketing. **Responsibility: Technology Unit, marketing specialists, CSUCE faculty.**

**Objective 4**

*Cooperative Extension will continue to share resources with other outreach agencies with appropriate cost-sharing among the participating agencies.*

**Action Steps:**

1. On an **ongoing** basis, collaborate with partners such as Division of Continuing Education, Agricultural Experiment Station, CSU library, Forest Service, USDA and others where appropriate to share equipment and costs of equipment. **Responsibility: Technology Unit.**
External Objectives

Objective 1

Cooperative Extension will continue to incorporate technology to bring the expertise of the University to the citizens of Colorado. It will continue to incorporate distance learning into appropriate programming to increase audience participation. Cooperative Extension will capture and archive materials electronically to facilitate their use in the development of materials for multiple media delivery.

Action Steps:

1. By Fall 2004, create and implement the 4-H certification online training pilot. 
   Responsibility: Front Range 4-H Agents and Technology Unit.

2. By December 2004, make the Agriculture image database available to both the staff and public with a possible charge for public use. Continue to generate revenue for this project through grant funds. Responsibility: Howard Schwartz, Mark McMillan and Technology Unit.

Objective 2

Cooperative Extension will broaden client base through providing access to information in a variety of formats and media.

Action Steps:

1. On an ongoing basis, provide support for AnswerLink with financial and personnel resources. By December 2005, explore the possibility of regionalization of the product to incorporate regional specific data. Work closely with RightNow to develop cost effective best product. Responsibility: Technology Unit, marketing specialists and associate directors.

2. By December 2004, redesign CSUCE website to bring current look/feel without losing ease of use and functionality. Provide mechanism for consistent look/feel of ALL county websites. Responsibility: Technology Unit.
This report was generated through the work of the Futuring Task Forces and Steering Team with input from the Futuring Conference held in July 2003 and other sources as submitted.

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