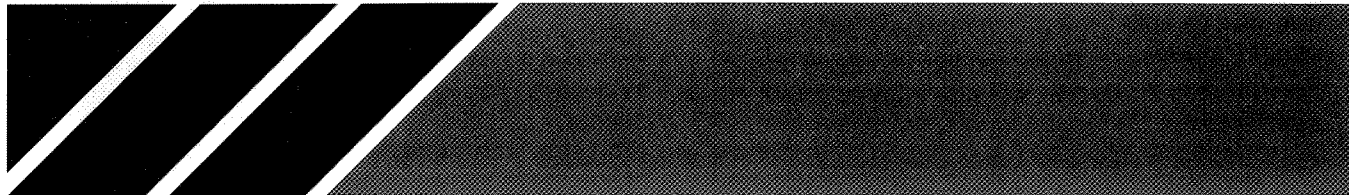




## Cooperative Extension

Colorado State University, Fort Collins, Colorado 80523



August, 1988

This fact sheet will help you understand the purpose, organization and activities of Colorado State University Cooperative Extension. We are proud of the quality educational programs we deliver to the people of Colorado and we appreciate the efforts of the several thousand volunteers who are part of our Cooperative Extension team. We would like you to become better acquainted and more involved with Cooperative Extension.

Cooperative Extension is an organization that takes great, justifiable pride in its past. For 75 years, the federal-state-local partnership linked through each state's land-grant university has had impressive accomplishments. Colorado State University Cooperative Extension has reached a broad segment of the state's population with educational programs that are research-based. Cooperative Extension has grassroots input for educational program direction from county commissioners and local advisory committees.

In the past few years there has been increased interest concerning the future direction of Cooperative Extension. Changes have come and will continue to develop as Cooperative Extension programs are shaped in response to the changing needs of clientele.

Cooperative Extension System leaders have listened carefully to the voices recommending change. There were two national studies this past year. The National Initiatives Committee looked at how Extension programs

relate to pressing national concerns; the Extension Futures Committee examined organizational structure and educational delivery options. Work by the National Initiatives Committee resulted in the Cooperative Extension System defining and describing programs in terms of vital issues affecting the economic, social and environmental progress of Americans. The Extension Futures Report recommends new emphases in mission and vision, program development, strategic planning, staffing flexibility and program delivery.

Colorado State University Cooperative Extension also initiated a strategic planning process during fall, 1986. Our challenge was to mesh the creative, strategic thinking from local, state and national networks to address our own priority grassroots issues. The review of a proposed strategic plan developed by Cooperative Extension resulted in this statewide *Plan for Future Direction* for Colorado State University Cooperative Extension.

This plan provides the basis for a new focus that will direct the organization to capitalize on its strengths and uniqueness as an outreach of the land-grant university to provide research-based educational assistance to the people of Colorado. Since we live in an era of rapid change, this plan is a "document in process" — guide and a challenge to lead us into the 1990s.

**Kenneth R. Bolen, Director**

## Cooperative Extension's Plan for Future Direction

### Mission

Colorado State University Cooperative Extension provides information and education and encourages 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

Colorado State University Cooperative Extension is an excellent, responsive, educational resource **using a systems approach to initiate action** that strengthens economic, environmental and social well-being of individuals, youth, families, agricultural enterprises and communities in Colorado.

All Colorado citizens should have access to Cooperative Extension educational information wherever they live.

## Three Goals to Achieve the Vision

**\*Cooperative Extension will use interdisciplinary systems approaches targeted to specific audiences to address critical issues.**

**\*Cooperative Extension will strive for program excellence.**

**\*Cooperative Extension will develop a more functional structure to enable effective mission accomplishment and achievement of vision.**

**\*Cooperative Extension will use interdisciplinary systems approaches targeted to specific audiences to address critical issues.**

1. Interdisciplinary task forces will address the following high priority initiatives:

- Farm/ranch/family financial management
- Agricultural production and economic efficiency
- Revitalizing rural Colorado
- Wise use of natural resources
- 4-H/youth life skills, leadership and citizenship
- Human nutrition and related health
- Adult volunteer and leadership development
- Balancing work and family

Cooperative Extension will focus on high priority issues within the scope of the land-grant system. Cooperative Extension anticipates increasing demand for research-based educational information in the following areas: environmental conservation and concerns, food safety, pesticide safety, consumer horticulture, water quality, enhancing family life skills, agricultural related concerns, and contemporary youth issues.

**\*Cooperative Extension will strive for program excellence.**

2. Deliver specialized expertise to priority issues through increased staff specialization and in-service training.

3. Increase applied/adaptive research to become a major source of applied research.

4. Improve the program development process to anticipate emerging issues and to develop responsive programs.

Cooperative Extension, throughout the local, state and federal partnership levels, must emphasize a balanced system of planning that encourages the organization to anticipate emerging issues and to develop responsive programs.

The **county** partner must see that critical local needs are met. It does this through open communication with clientele by initiating local anticipatory planning to identify and articulate essential local needs, setting program priorities,

building coalitions with local organizations and cooperating with the state partner in applied research and program evaluation studies.

The **state** partner must see that the most important state needs are met. Through open communication with the county and the federal partners, it provides leadership in anticipatory innovative planning on state issues. It conducts or supports counties in conducting educational programs with impact that address priority needs. It builds coalitions with other universities and organizations. It ensures that state-level cooperative research has components designed to meet Cooperative Extension's future applied-research needs.

The **federal** partner must see that high priority national needs are met. Its responsibilities include the nationwide level of functions listed for the county and state partners. It must guarantee high standards of research-based educational content in state programming. It must assume responsibility for relations with Congress, recognizing national trends, and provide first-line response to calls for accountability. It needs to provide a national database for high priority issues.

The land-grant university's three-part mission — resident instruction, research and Cooperative Extension — is part of a modern, research-based, comprehensive university system. The university-based structure of Cooperative Extension strengthens its ability to program effectively. Colorado State University Cooperative Extension will deliver high-quality educational programs targeted to priority issues.

5. Improve program evaluation and accountability to document program impacts.

6. Allocate resources to support program priorities and areas of priority need.

7. Increase use of electronic technology for efficient and effective program delivery.

8. Develop an appropriate program advisory structure to assist in addressing priority issues.

9. Facilitate more significant involvement of local advisory committees in identification and articulation of local needs, setting program priorities and evaluating programs.

10. Provide opportunities for more volunteers to assume more significant responsibility for planning, implementation and support of programs.

**\*Cooperative Extension will develop a more functional structure to enable effective mission accomplishment and achievement of vision.**

11. Clarify the administrative structure to provide leadership focused on issue-based programming.

12. Foster cross-county cooperation and facilitate multi-county networks to strengthen program delivery.

Colorado Cooperative Extension will cultivate current and establish new multi-county networks among field operations, allowing appropriate staff specialization. These networks may be informal or formal depending on local needs. In some cases informal networks may be established between or among counties, encouraging Extension agents to work across county lines to provide greater specialty assistance to clientele and to maximize resources. In other cases these networks may be formalized with memoranda of understanding with county commissioners. There are a number of models in Colorado that assist counties working together.

13. Define roles of each participant in the program development process.

14. Increase budget flexibility to respond to priority programs.

15. Undertake special efforts to increase private sector support of Cooperative Extension programs.

16. Carefully manage vacant positions, strengthen high priority positions and allow the organization to gain needed budget flexibility.

**Reaching Out**

Cooperative Extension staff use a variety of teaching methods to reach Coloradans with educational information. During the 1987 program year, they

- presented information at 9,344 public meetings and workshops.
- provided more than 700,000 Service in Action educational fact sheets to clientele.
- wrote 1,814 feature articles and prepared 5,991 news releases.
- made 2,609 presentations for radio and 519 TV appearances.
- involved more than 4,000 families as volunteer participants on program advisory committees.
- prepared 15,726 educational newsletters.
- taught adults and youths in 1,797,803 contacts through public meetings, office visits, phone calls, personal letters and visits to homes and workplaces.

**Challenge**

The challenge is how do we continue doing what we do best, and at the same time how do we adapt to an era of rapid change? For the past 75 years we have provided research-based information and objective educational programs. This is our mission; this is our strength.

We recognize priority issues will change. When working with people and their ongoing needs, an organization needs to be dynamic, flexible and responsive to change. To accomplish that, anticipatory planning is critical; open, responsible discussion is vital; decisive action is necessary. For three quarters of a century, we have been change agents. Our challenge continues to be to help the people of Colorado adapt to change.

**4-H Facts and Figures**

The facts and figures below summarize the current 4-H participation from county 4-H enrollment reports.

**Numbers Participating in**

Organized 4-H clubs	16,011
Special interest programs	17,486
School enrichment programs	15,033
Individual study	55

**Number of Participants**

Boys	19,790
Girls	25,456

**Percentage by Age**

Preteens (8-11 years)	61.9%
Early teens (12-14 years)	22.3%
Middle to upper teens (15-19 years)	15.8%

**Percentage by Residence**

Farm	18.0%
Rural and towns under 10,000	33.0%
Cities of 10,000-50,000	12.0%
Suburbs of cities over 50,000	5.0%
Cities of 50,000+	32.0%

**Other Facts**

Percent of Colorado youth age 8-19 years in 4-H	11%
Number of organized 4-H clubs	1,078
Number of special interest groups and school enrichment groups	194
Number of volunteer adult club leaders	5,931
Number of volunteer teen leaders	1,304
Number of other volunteer leaders	11,515

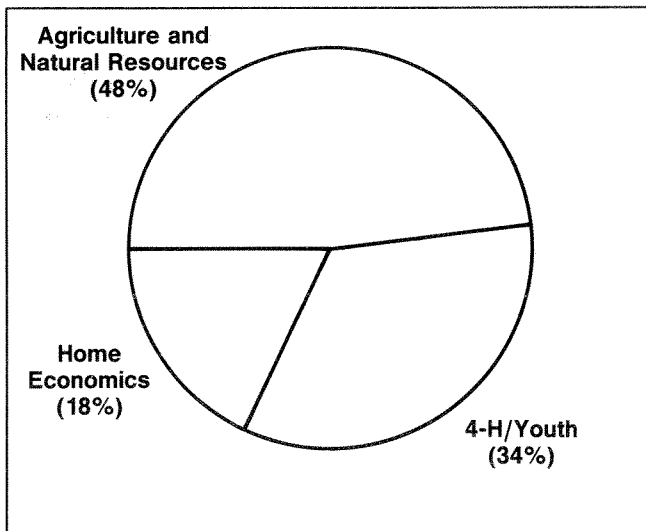


Figure 1: Distribution of program effort.

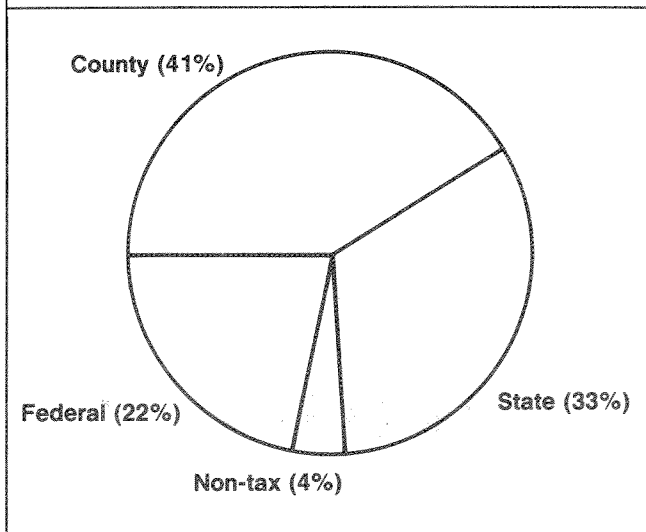


Figure 2: Funding of Colorado State University Cooperative Extension.

Cooperative Extension in Colorado is the off-campus educational arm of Colorado State University. The Cooperative Extension System, a nationwide educational network established by Congress in 1914, is an integrated partnership of federal, state and county levels of government and the private sector. The Smith-Lever Act established state Extension Services as a third program branch, along with teaching and research, of the designated land-grant university in each state. The term "Cooperative" refers to the partnership between the United States Department of Agriculture, the land-grant university in each state, and the boards of county commissioners or other local governing bodies.

In 1915, the Colorado legislature accepted the Cooperative Extension Service as a part of what is now Colorado State University. In 1979, the Colorado Cooperative Extension Service Act was passed by the legislature, which states "...primary responsibility for statewide programs of educational non-credit, informal extension conducted through cooperative federal, state and county relationships ... shall continue to lie with the Colorado State University Cooperative Extension Service."

Colorado State University Cooperative Extension's mission 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.

Issued in furtherance of Cooperative Extension work, Acts of May 8 and June 30, 1914, in cooperation with the U.S. Department of Agriculture, Kenneth R. Bolen, director of Cooperative Extension, Colorado State University, Fort Collins, Colorado. Cooperative Extension programs are available to all without discrimination.

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