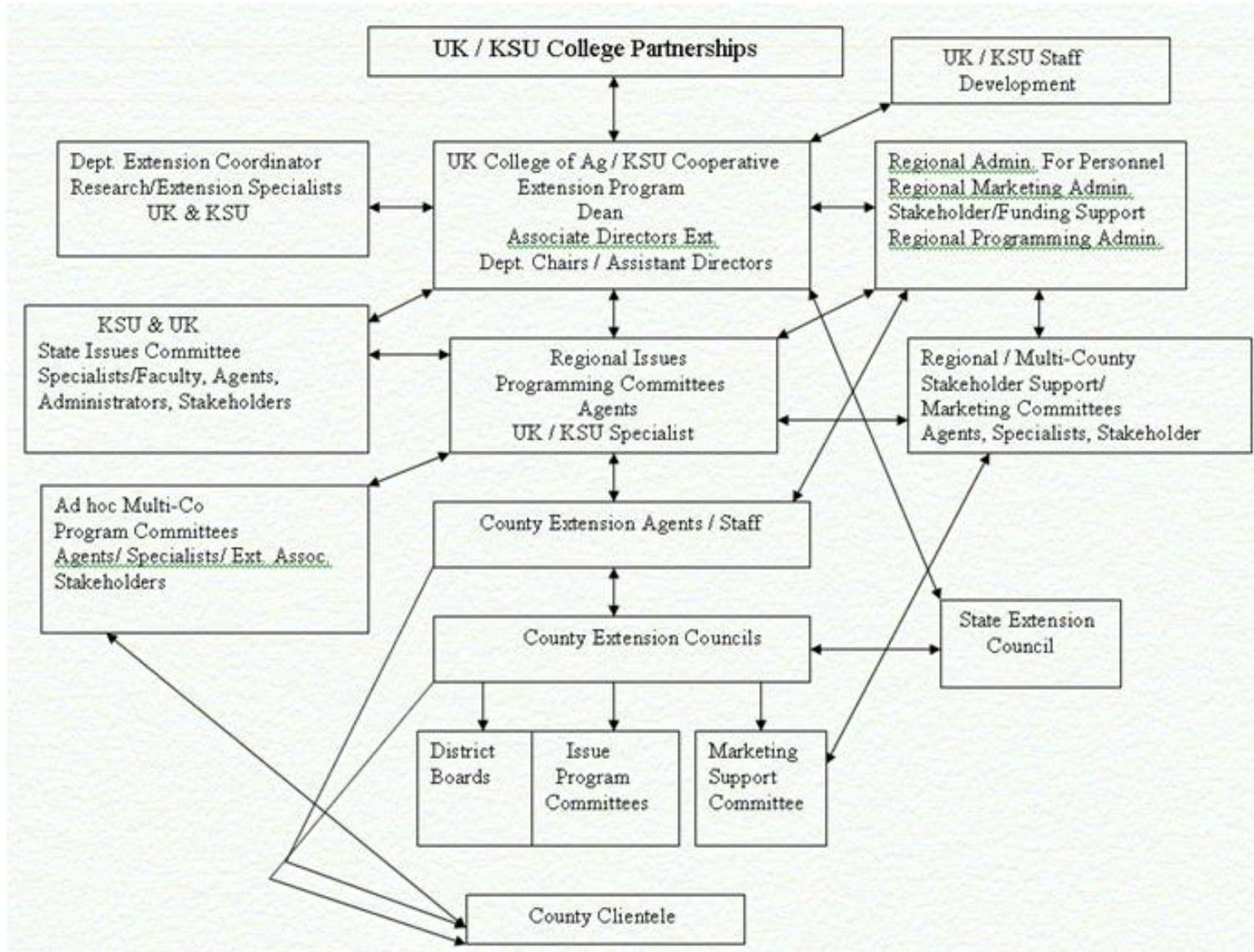


Re-Envisioning the Cooperative Extension Service

Programming Organizational Structure



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Programming/Organizational Structure Scenario Description

The mission of Kentucky Cooperative Extension is as relevant today as when Extension was begun. Our mission statement is:

“The Kentucky Cooperative Extension Service serves as a link between the counties of the Commonwealth and the state's land grant universities to help people improve their lives through an educational process focusing on their issues and needs.”

To fulfill our mission, the approach to Extension programming we use is a critical component of how we “do” Extension to accomplish our mission. The Re-Envisioning Team developed a potential programming approach from which the appropriate organizational structure can be developed to ensure we fulfill our mission and focus on issues and needs of clientele. The accompanying chart and following text describe this general approach. The text items correspond to major blocks within the programming chart presented to describe the functions of each component in our Extension programming effort.

UK/KSU College Partnerships – Broader connections to the total Universities’ college/departments’ resources would support Extension educational programming including subject directories for agent use with clientele inquiries via office visit/telephone/e-mail and possible future clientele WEB access system. University-wide partnerships would focus on issue programming areas for more effective use of resources

UK college of Agriculture/KSU Cooperative Extension Program

Dean, Associate Directors, Assistant Directors and Department Chairs – This administrative group would provide leadership in facilitating University and internal College of Ag/KSU partnerships, along with external partners, to provide critical applied research and educational resources/support for proactive issue-based programming. By developing a stronger internal communication network and increased accountability expectations, a stronger linkage between research and extension delivery would result in the impact necessary to increase funding support from local, state and federal sources by responsively meeting clientele needs. Better communications

and accountability between UK and KSU regarding issue program resource development would avoid ineffective use of resources through program duplication. **Department chairs and Extension Departmental Coordinators would coordinate and direct accountable applied research and specialist resource support to extension program delivery.** Assistant Directors and Regional Administrators would work extensively with Staff Development to provide agent support, including in-service training, new agent training, and grantsmanship in the future.

State Issues Committee- An interdisciplinary committee of agents from all program areas, research and extension specialists/faculty, administrators and stakeholders, designed to increase communications and accountability between the University and Extension agents concerning state program needs. Similar to the national Extension Program Leadership Committee (PLC) group, a key function of this committee would be to identify emerging issues and propose regional or state issues for action by issues committees.

Regional Issues Committees- An interdisciplinary committee of agents from all program areas, research and extension specialists, Dept. Extension Coordinators, designed to increase communications and accountability between the University and Extension agents concerning regional program needs. Interdisciplinary approaches related to specific issues affecting clientele would result in research connections, educational resources as well as agent training and professional development localized for rapid response, stronger program delivery and greater program impact for diverse clientele groups. **Regional Programming Administrators** would coordinate all issue group efforts with the state Administration leadership group. Prioritized lists of issues from counties in a region would be used as a basis for securing resources for **Individualcounty** programming as well as the formation of **Multi-county Ad Hoc Program Committees.** These multi-county ad hoc program committees would be formed with agent, specialist and stakeholder representation to ultimately deliver regional, multi-county and/or niche educational programs. This type of program development and team implementation would provide for a more effective concentrated use of resources resulting in larger program impact in counties with similar need.

County Extension Agents/Staff, working with **County Extension Councils** and **County Clientele, partnerships and coalitions,** would identify emerging issues affecting local communities for Extension educational programming. Specific resource needs would be communicated to **Regional Issues Committees.** County Extension Councils would be strengthened to provide more leadership in issue identification, program development and local delivery as well as marketing and funding support/acquisition. Area Extension Councils would be eliminated with county or regional representatives serving on a revised **State Extension**

Council. Representative delegates would serve on the *State Initiative Committees*, along with representative agents, specialists and administrators, to facilitate programming delivery needs with state-wide application.

Regional/Multi-County Marketing/Stakeholder Support committees would be formed to provide a state network designed to secure legislative support on the state and federal level. County leaders, Extension agents and specialists would serve on committees aligned with state and congressional legislative districts to market issue based program impact to elected officials on an ongoing, proactive basis. This regionalized approach would demonstrate the effectiveness of the Cooperative Extension Service to positively affect constituent quality of life and would result in stronger legislative support. Efforts would be coordinated by *Regional Marketing, Stakeholder Support & Funding Administrators* along with state administrative leadership.

County Extension Agents/Staff would work cooperatively with Regional Program Administrators for Personnel on staff issues, hiring, new agent orientation, training and other issues related to internal staff office management.

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Programming/Organizational Structure Scenario Discussion

The Re-Envisioning Team developed the programming model described above and in the accompanying chart as a possible approach for improving our programming. This approach could then lead to developing appropriate supporting organizational structure(s). We would like your input on the key points as outlined:

- A. Pros/Cons of General Programming Approach Described
- B. Regional Issues Committees as a means of programming
- C. Regional/Multi-County Marketing/Stakeholder Support committees for marketing Extension and securing support
- D. State Issues Committee for identifying emerging issues

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Possible Regional Approaches to Organizational Structure for Discussion at Area Staff Conferences

In any organizational structure, either the current area structure or some form of regional structure, three key functions must be coordinated by leader/managers:

- A. **Personnel** – evaluations, professional development, etc.
- B. **Funding and Support** - Stakeholder/leader relationships, public officials and decision makers, marketing of Extension
- C. **Programming** – county programming and regional programming (potentially use regional issues committees)

The Re-envisioning Team is presenting the following three possible scenarios (in no particular order) to stimulate discussion and form a basis for input on structural organization to accomplish the Extension mission and the key functions listed above:

1. **Six Regions**
 - a. 1 leader/manager per region for funding and programming
 - b. 1 leader/manager per 1-2 regions for personnel
2. **Four Regions**
 - a. 3 person leader/manager team per region
 - b. Each leader/manager has 1/3 of counties for personnel and local funding
 - c. Shared leadership for support and programming
3. **Redraw area lines; 7-10 areas**
 - a. Fewer, larger areas
 - b. 1 leader/manager per area for all functions

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Pros and Cons of Scenarios/Approaches to Council Systems for Discussion at Area Staff Conferences

The Re-Envisioning Team has discussed several issues related to our Council Structure and system. We would like your input on the following issues in the form of pros and cons for each possible suggestion:

- E. Elimination of Area Councils
- F. Emphasize County Councils
- G. Consolidate Councils from current structure to a single council at the county and state levels
- H. Expanded State Council in conjunction with elimination of Area Councils
 - a. One representative per county or some number of representatives per region
 - b. Identify state priorities, may have subcommittees addressing specific program areas - e.g. Agriculture, 4-H/youth, FCS, CED
 - c. Meet more often at different times and locations to encourage participation
 - d. CES be more responsive to input and address issues raised

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County-related Issues for Discussion at Area Staff Conferences

The Re-Envisioning Team has discussed several issues related to county agent roles and county issues. We would like your input on the following issues for each possible suggestion:

- I. Agent Titles
 - a. Drop program descriptions from official titles? [yes, no, comments]
- J. Approaches to increase accessibility to county offices and programs
- K. Flexible schedules for:
 - a. Office
 - b. Support staff
 - c. Agents
- L. Approaches to better securing support at all levels
- M. How can we work more as a team to do more interdisciplinary programs
- N. What do you need to improve technology?