

# Re-Extension of UNHCE:

*Reinvent, Reconnect, and Reinvigorate*



## Draft Summary

## Mission of University of New Hampshire Cooperative Extension

*UNH Cooperative Extension (UNHCE) provides New Hampshire citizens with research-based education and information enhance their ability to make informed decisions that strengthen youth, families, and communities, sustain natural resources, and improve the economy.*

Our **mission** will not change,  
but the way we deliver **programs** will.

## Why the Change?

- Effective July 1, 2011, the state cut the University System of N.H.'s budget by 48% (\$48 million) resulting in a cut of \$32.5 million to the University of New Hampshire. UNHCE has consequently experienced dramatic budget reductions with an initial decrease of \$1.7 million (23%) on July 1, 2011, resulting in a drop of 22 positions. There may be additional reductions in FY13.
- Reduced funding does not allow for current staffing levels.
- State and county leaders are asking for lower costs with greater efficiencies in the system.
- Rapid changes in technology require UNHCE to use and integrate new methods for offering programs and information.

# Goals of the Proposed Plan

- 1.** Focus programs on issues where UNHCE can best address the critical needs of New Hampshire people by building on the strengths of UNH initiatives and research.
- 2.** Enhance the economic, social, and environmental impacts of Extension programming by investing in program quality.
- 3.** Expand the use of enhanced technology learning tools and management tools to increase efficiency and reach of UNHCE.
- 4.** Secure sustainable funding for UNHCE by expanding alternative non-appropriation revenues and by reaffirming its accountability as a documented public value provider.
- 5.** Provide statewide access to quality programming by increasing the specialization of local Extension educators and by developing statewide teams in key areas.
- 6.** Develop new partnership and funding arrangements with counties to keep a local presence, to give counties choices in local programming, to allow more effective utilization of county-based staff, and to increase system efficiencies.
- 7.** Become more engaged with UNH through collaborations between faculty and UNHCE for the purpose of strengthening research, enhancing outreach and engagement, and increasing opportunities for extramural funding.

# New Program Teams

Unfortunately, the reductions in staff mean that UNHCE cannot continue to program in all areas. Although arguably all current programs have made valuable contributions, it has been necessary to consider the comparative advantage of each. New program teams will be formed to address areas where UNHCE can have greatest impact. Upon formation of teams, further decisions will need to be made to discontinue some programs and encourage N.H. residences to explore eXtension (a national web-based educational resource for Extension programming) resources and those provided by other groups.

At the individual program level, the decisions to continue, drop, or add programs will be made by Extension administration and new program teams, based on the program business plan process (see page 6).

Given a new focus on program teams and specialized educators, a new administrative structure is required and will be determined to ensure high quality and focused programs.

*In an effort to provide more focused, efficient, and lifelong outreach to the citizens of N.H., a set of new program areas (now called program teams) is being proposed.*

These new program teams will replace existing UNHCE program areas. The work of these teams will be guided by groups of specialized educators (referred to as field specialists), Extension faculty/specialists, and non-extension faculty as they work to develop and implement highly focused impactful programming across the state.

The following program teams have been proposed by the re-Extension team and fully endorsed by UNH Cooperative Extension leadership.

## Community & Economic Development



Expanding community and economic development initiatives throughout New Hampshire will be the hallmark for a reorganized UNH Cooperative Extension. By leveraging resources maintained in campus-based community development initiatives such as the Green Launching Pad, Small Business Development Center, and Carsey Institute, UNH Cooperative Extension will provide outreach and technical assistance to communities, businesses, and economic sectors vital to growing New Hampshire's economy. Areas of focus will include local and regional economic development, community decision-making, entrepreneurship, workforce skill-building, and natural resource-based industry development.

# Food & Agriculture

With linkages to COLSA and the Sustainability Academy, UNHCE will provide educational programs and applied research to promote safe and local food production in New Hampshire and support the state's large and diverse landscape and horticulture industries. Food safety programming to farms, institutions, and restaurants will fall under this program team. State-wide and regional efforts may also address sustainable and organic agriculture production systems and support and promote local markets for New Hampshire products (fruit/vegetable production, dairy and small-scale livestock, local seafood markets, and processing needs for these industries).

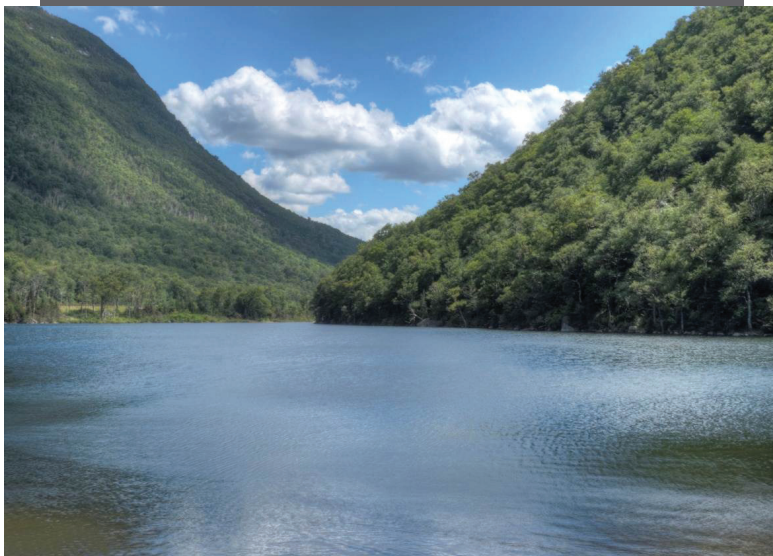
# Nutrition



UNH Cooperative Extension is well known and regarded for nutrition education programs for audiences across the state. Nutrition programs will address food security issues and obesity prevention in New Hampshire and will work closely with faculty from COLSA, CHHS, and the Carsey Institute. Federal funding from USDA provides resources for continued support to these programs (SNAP-ed and EFNEP).

# Natural Resources

Managing and protecting New Hampshire's natural resources is critical to a healthy environment, our quality of life, and the tourism industry, as well as for current and future economic opportunities. UNH Cooperative Extension is a well know and highly respected provider of non-biased information and applied research about New Hampshire's natural resources and their stewardship. These programs, in collaboration with faculty and staff on campus and with the N.H. Division of Forests and Lands, the U.S. Forest Service, N.H. Fish and Game, numerous land and water conservation organizations, the forest products industries, the National Oceanic Atmospheric Administration, and UNH's Sea Grant and Marine programs, will provide non-formal education and technical service in forest stewardship, land and water conservation, water quality, marine science, and wildlife conservation.



# Youth Development



Preparing youth to become caring and productive citizens is critical to New Hampshire's future. UNH Cooperative Extension pursues this goal through community-based positive youth development and utilizes the nationally recognized 4-H program as its primary vehicle. Through hands-on non-formal education, UNHCE and 4-H youth development will provide opportunities for youth to practice and learn critical skills that prepare them for the workforce and beyond (e.g., communication, leadership, science literacy, decision making, and civic engagement). Partnerships with UNH, including the Education Department, the Recreation Management Department, and the Leitzel Center, provide youth with university-driven opportunities in experiential education, community service, and science and technology.

# Program Business Plans

- Required for major statewide programs
- Must include a needs assessment, program plan, financial plan, & evaluation plan
- Will require input from program participants and county advisory committees

Primary Element	Description
Executive Summary	Educational objectives and audience Public and private value Delivery methods, locations, and price Why Extension? Key contact and website
Program Team Members	Identification of field specialists and campus-based state specialists on team and any interested non-Extension UNH faculty, community, and field collaborators.
Educational Goals	Description of the changes in outputs, outcomes, and impacts expected from the program.
Target Audience	Clear identification of the program's primary target, including estimates of size.
Market Research on Target Audience Needs	Identification of audience needs, availability of non-Extension UNH or other programs to address these needs, feasibility of developing and delivering a program, and Extension's comparative advantage in doing a program (reasons why Extension should do it).
Promotional Plan	What tools will be used to encourage a high level of participation?
Logic Model and Research Base	What is the educational theory that links inputs to outputs, outcomes, and impacts? What is the research base for the materials being taught?
Technology Plan	What appropriate technologies will be used to meet the educational goals and expand the audience?
Public and Private Value	Private value, the value to the participants, is essential for ongoing participation. Public value, the value to non-participants, is essential for taxpayer support.
Implementation Plan	Who plays which roles, when and where? Types of events and delivery methods?
Evaluation Plan	Types of output, outcome, and impact evaluations completed and planned.
Professional Development Plan	What areas of training do team members need to improve the quality of the programs?
Financial Plan	Goal of these plans was to maximize participation in the short-run and to ensure high quality programs with long-term financial viability

# New Specialized Roles for Extension Staff

The most strategic way that UNHCE can continue to provide access to programs in all counties is to have specialized educators who work on a regional basis. The benefits of this model to our participants and stakeholders include increased responsiveness to the changing needs of N.H. and enhanced program development, delivery, and quality by providing an interdisciplinary team of staff that are highly qualified and have technical expertise. A specialized staff will also be better positioned to work collaboratively with non-Extension, Extension faculty, and like-organizations to identify funding opportunities and generate external funding. Since close ties with university research is the hallmark for Extension outreach programs, this is a critical element. Many UNHCE county extension educators already work informally as specialized educators and share their expertise across the state, and this model will be expanded and formalized. There will no longer be county extension educators working exclusively in single counties as has been the case in the past.

UNHCE will have the following mix of specialized staff: state Extension specialists/faculty, Extension field specialists, program coordinators (e.g., 4-H, Master Gardeners, etc.), support staff, and other local positions.

**State Extension Specialists/Faculty** - One of Extension's sources of public value is that its programs are research-based and reflect the latest available research. The role of state Extension specialists is to provide leadership in translating the research related to their programs into useful and practical information and educational programs for New Hampshire residents. To effectively play this role they participate actively in the work of academic departments, collaborating on research projects with non-Extension faculty and occasionally teaching on-campus classes. Both of these help keep the Extension specialists current and add value to their efforts.

**Extension Field Specialists** - Specialized educator positions will be located in offices around the state. Each of these field specialists will do educational programs throughout the state related to their program focus. They will be selected based on their training and experience. While the Extension Field Specialists will work on issues that have high priority statewide, the actual program delivery will occur locally in counties throughout the state.

**Program Coordinators** - These individuals will work at the county level to support the work of local programs such as the 4-H club program or Master Gardeners. Unlike Extension Field Specialists, these program coordinators will not have regional or statewide responsibilities but rather will be specific to a county.



# New Partnerships & Funding Arrangements with Counties

- Funding for field offices (county or merged) will guarantee access to the services of field specialists located locally and in other counties. With the addition of state specialists, this greatly expands the programming available statewide.
- Each county will have a 4-H coordinator and Nutrition Connections staff who work only within the county.
- A county configuration will include two or more field specialists, one or more program coordinators, a Nutrition Connections staff, a COA (part-time), and support staff.
- Counties will have new choices (individual office or jointly with another county, additional local positions, types of local positions, level of funding).

## Continuing Importance of County Advisory Councils

County advisory councils will continue to be an important part of UNHCE. Councils will continue to be actively engaged in identifying local needs, establishing program priorities, assessing impacts, and hiring and evaluating staff. In the proposed new system, councils will work in collaboration with county commissioners to decide such matters as whether two counties may want to combine efforts into one office and whether additional staff (beyond basic staffing) will be hired. In cases where counties decide to join forces, there would be representation from each county on a joint council.

## UNHCE Campus/Specialist Role

UNHCE state specialists and faculty members will be the foundation of each program team. Campus-based specialists will be critically involved in business plan development and program area implementation and evaluation, as well as in extramural fund generation. Campus specialists will also act as an important liaison between tenure track faculty at UNH and Cooperative Extension, thus enhancing program delivery and engagement with the university community.