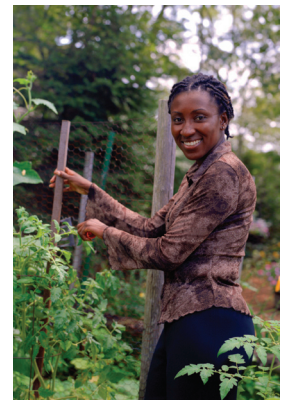
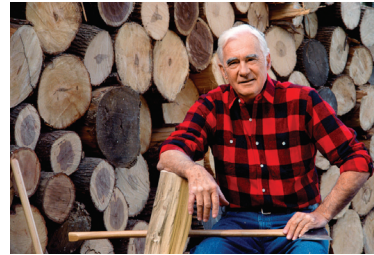


# Building a Stronger Future for UNHCE

UNHCE Re-Extension Final Report:  
*Reinvent, Reconnect and Reinvigorate*



January 2012

## From the Dean & Director

On July 1, 2011, the University of New Hampshire Cooperative Extension (UNHCE) experienced a 23 percent cut in its state allocation amounting to a reduction of \$1.7 million. Subsequently, after some staff retirements, resignations and reductions in force, we now have 23 fewer staff members, which creates serious gaps in our ability to provide priority programming throughout the state.

The University of New Hampshire (UNH) administration, in a demonstration of the value it places on UNHCE and of its commitment to outreach throughout New Hampshire, has decided to maintain our current funding for the next fiscal year through June 30, 2013. Despite this very good news, UNHCE still has a very serious long-term budget challenge.

To explore ways to handle this challenge, I appointed a team from around the state and different parts of UNH to advise me on ways to reinvent, reconnect and reinvigorate our work. Despite the tough financial situation, I challenged this Re-Extension team to find new ways to deliver our programs that were both more efficient and more effective in creating value for program participants and also for the taxpayers. While I wanted them to carefully study the lessons from other states, I asked the team to focus on the needs of N.H. and create a system to address these needs.

The team has creatively developed a unique approach for UNHCE that is both feasible and sets the stage for a strong UNHCE. This is one of the finest teams of Extension staff and supporters that I have ever had the pleasure of working with. Likewise, the constructive suggestions we received at the October regional meetings with all staff and many stakeholders were tremendously helpful in developing this plan.

This report describes the re-invented UNHCE and the benefits for N.H. residents. Counties will have a greater choice in how to participate with UNHCE, including individual offices or jointly sponsored offices. Transitioning from generalists to field specialists who work regionally will allow us to continue programming in food and agriculture, natural resources, youth and family, and community and economic development. People living in participating counties will each have a locally run 4-H program and will have access to all field specialists in UNHCE rather than just those in their county as in the past. Working more closely with UNH faculty and staff will result in stronger programs and help us to leverage our resources further.

Our *methods* of delivering programs will change  
but our *mission* will not.

Naturally, some of the new ways to work and to use Extension will call on all of us to make adjustments. As we move ahead, I will work with the County Advisory Councils, other Extension stakeholders, and all UNHCE employees to share ideas as we move forward with implementation. Working together, we can make the UNHCE one of the strongest outreach programs in the nation.



John E. Pike, Ph. D.  
Dean & Director, Cooperative Extension  
University of New Hampshire





# Building a Stronger Future for UNHCE

## UNHCE Re-Extension Final Report: *Reinvent, Reconnect and Reinvigorate*

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## Mission of University of New Hampshire Cooperative Extension

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

## UNHCE *Values:*

***Our position*** as a primary outreach unit of UNH, one of the nation's leading comprehensive land-, sea- and space-grant universities.

***Our formal partnerships*** at the county, state, regional and national levels, helping us to serve N.H. people.

***Our collaborations,*** formal and informal working relationships with University faculty, individuals and local, state and regional partners.

***Our volunteers,*** their knowledge, contributions and commitment to our mission.

***Our responsibility*** to involve citizens in identifying the needs of diverse audiences and tailoring our educational programs to meet those high-priority needs.

***Our accessibility*** to engage learners where they are and when they are available, providing diverse educational opportunities, and reaching out to new audiences.

***Our accountability*** to N.H. citizens and decision-makers, ensuring that our educational efforts remain relevant, efficient, grassroots-based and continuously evaluated.

***Our staff*** comprises well-educated, informed, resourceful professionals with the expertise and desire to work collaboratively. They are committed to accomplishing our mission through applied research, proven and innovative delivery methods, and new technologies.



## Vision Statement

*UNHCE will engage individuals, faculty, citizen groups, public agencies and key decision-makers throughout N.H. with diverse educational programs that reflect the values and requisites for change outlined in UNH's academic and strategic plans. In so doing, we envision earning statewide recognition and acclaim as the University's premier outreach arm and being a partner for life with the people of N.H.*

## Overview of UNHCE

UNHCE provides a direct link between UNH and people throughout the state. In partnership with local residents and volunteers, Cooperative Extension plans and conducts educational programs responsive to N.H. people and the issues they identify that are important to them.

We have a proud history of serving people throughout the state for over a century. UNHCE state specialists and Extension educators serve as an outreach arm for UNH, providing applied research and practical education in agriculture and natural resources as well as in youth, family and community development. This programming not only helps participants but also results in many indirect benefits for non-participant taxpayers.

As a University outreach program, we have a network of professional Extension educators (UNH staff) located in 10 N.H. counties. Our staff work with local volunteers and specialists on the UNH campus to design and conduct educational programs that meet societal, environmental and economic needs.

UNHCE reaches one in four N.H. residents with information or assistance, and recruits, trains and supports over 5,000 trained volunteers who work with staff to conduct educational programs to reach a greater number of N.H. citizens (e.g., Master Gardeners, UNHCE Education Center Info Line volunteers, Lakes Lay Monitors, Marine Docents, Wildlife Coverts Cooperators, Natural Resources Stewards and 4-H Leaders).



# The Reasons for Change

Recent changes in the national economy, demographics and government funding policies have created a more unstable public funding environment. These and other societal changes have given UNHCE pause to look critically at its strengths, future capacity and programming focus.

UNHCE is a vital connector between public stakeholders and the knowledge and resources on the University campus. Extension translates the University's knowledge into applied programs that can be used and are highly valued by the public. Extension also helps in the creation of new knowledge through applied research and the application of this research to issues of public concern. Extension specialists are already formally connected to academic departments and Sea Grant Extension and are partnering on numerous externally funded projects with UNH faculty, including many that are led by Extension. Additional networks must be established to increase the breadth and depth of these networks and develop more opportunities for collaboration.

Effective July 1, 2011, the state legislature cut the University System of N.H.'s budget by 48% (\$48 million) resulting in a total cut of \$32.5 million annually to the biennial budget appropriations for UNH. UNHCE has consequently experienced dramatic budget reductions with an initial decrease of \$1.7 million on July 1, 2011, resulting in a loss of 23 positions. This report outlines a number of changes and investments that deal realistically with the difficult financial realities of this situation. This plan represents a re-imagining of the organization that will strengthen the capabilities of UNHCE staff, collaborating non-Extension faculty and dedicated volunteers to deliver meaningful programs and much needed services throughout the state in areas where efficient use of resources and high impact can be assured.

This plan will outline a different approach for the future related to issues-based programming, utilization of technology, alternative revenue generation, new funding partnerships with counties, specialization of field staff, and increased engagement with UNH faculty.



## Re-Extension Team Process

*Over the past year, UNHCE has explored ways to strengthen its delivery systems to be more focused and efficient, and to reconnect its educational programs with the strengths and emerging initiatives of the University. Starting in June 2011, UNHCE Dean and Director John Pike appointed a Re-Extension team to further develop these ideas and to explore ways to reinvigorate its relationships with the many New Hampshire residents that participate in its programs and the county governments that provide local funding (See Appendix A).*

# Goals of the Proposed Plan

While the reduced biennial budget appropriations for the University System of N.H. sparked this reinvention, it also serves as an opportunity to reinvigorate UNHCE and build a foundation for more efficient and effective delivery of programs in the future.

This plan is constructed to:

- 1.** Focus programs on issues where UNHCE can best address the critical needs of N.H. 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 the 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.** 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 extra-mural funding.
- 7.** 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.

# Goal 1: Focused and High Impact Programs

## Learning Communities

*UNHCE staff are already successful in convening people with similar or related interests and facilitating learning from all perspectives. We acknowledge and embrace the experiences and knowledge our partners bring to our programs and value what each party can teach the other. This concept of learning communities (groups of people who share common interests in learning about and addressing an issue) is vital to the future success of UNHCE.*

*Learning communities can include both lay people and experts from multiple disciplines and backgrounds. Examples of learning communities in N.H. include a local foods learning community involving (but not limited to): Extension specialists and educators, growers, farmers' market organizers, local agricultural commissions, the Department of Agriculture and UNH's College of Life Sciences and Agriculture faculty.*

*While acknowledging the need for best-practice work and research-based information, the idea of learning communities acknowledges that learning and retention happens most effectively in collaborative inquiry-based environments (as opposed to more top-down "expert" driven model).*

UNHCE prides itself on being responsive to significant issues facing people throughout the state. In order to maintain high quality and impactful programming – with budget cuts resulting in staff reductions – Extension's educational programming will continue in a much more focused manner.

The need for increased focus is required due to:

- the need to utilize Extension's human resources more efficiently;
- the desire to engage collaboratively with stakeholders and target audiences as members of learning communities;
- UNH's strategic plan to become more entrepreneurial and a partner for life with the citizens throughout the state;
- the need to invest in program quality resulting in stronger impacts; and
- a necessity for rigorous evaluation of programs to document private and public value.

A program review process began in late 2010 with each traditional program area conducting a review of current programs. Staff completed a survey regarding program priorities and each program leader identified programs with highest impact, public value, prospects for external funding and fit with UNH strengths. Members of the Re-Extension team assessed the results of program review and made a recommendation to UNHCE's leadership team regarding the highest priority programs where UNHCE could have a comparative advantage.

*In an effort to provide more focused, efficient and lifelong outreach to the citizens of N.H., a set of new program teams has been established.*

These new program teams will replace existing UNHCE program areas. The work of these teams will be addressed by groups of specialized field staff, Extension faculty/specialists and UNH faculty as they work to develop and implement highly focused impactful programming across the state. This approach will emphasize the need for Extension staff and specialists to engage UNH faculty and external partners as UNHCE works with its program participants as members of dynamic and networked learning communities.

UNH faculty are increasingly working in faculty clusters (similar to our program teams) to facilitate interdisciplinary research and teaching. Breaking disciplinary (or program area) silos is critical to the success of a reorganized UNHCE as well.

With fewer staff, there is a need to focus programmatic efforts where we have a comparative advantage. These include programs that are higher quality than any others available and represent where UNHCE has the greatest uniqueness and ability to impact the people of New Hampshire. The following program teams will replace existing program areas.



# Goal 1, continued

## Food & Agriculture

UNHCE is uniquely positioned as part of the state's Land Grant University to provide educational programs and applied research to promote safe and local food production in N.H. (e.g., fruit and vegetable production, dairy and small-scale livestock and poultry production) and the state's large and diverse ornamental horticulture industry. State-wide and regional efforts will also address sustainable and organic agriculture production systems and support and promote local markets for N.H. products and processing needs for these industries. In addition, home horticulture programming will continue (mainly through the UNHCE Education Center and Master Gardener program). Food safety programming (not only for agricultural producers and markets, but also for restaurants and food service industries) will be offered. State-wide and regional programs such as the New England Vegetable & Fruit Conference, Pesticide Applicator Training, and soil and plant diagnostic services will continue and expanded programming in livestock production will be developed. Staff working in this program team will work closely with the community and economic development staff to ensure the continuation of high quality and expanded programs in agricultural business management.



## Natural Resources

Managing and protecting N.H.'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. UNHCE provides research, education and stewardship throughout the state with a "boots on the ground" approach in extending state-wide programs in forestry and wildlife, natural resource development, land and water conservation and marine fisheries. Examples include promoting "Good Forestry in the Granite State" in partnership with the N.H. Division of Forests and Lands; the "Wildlife Action Plan," a collaboration with N.H. Fish and Game; the Natural Resource Outreach Coalition, which focuses on communities within N.H.'s coastal watershed; and the Lakes Lay Monitoring Program, which is dedicated to preservation and sound management of lakes through citizen-based monitoring and research. In addition, the long-standing partnership with the N.H. Sea Grant College Program enhances the capacity of both organizations to meet the needs of coastal communities, marine resource managers and businesses, as well as address hazard resiliency and adaptation to a changing climate.



# Goal 1, continued

## Community & Economic Development

UNHCE has a long history of supporting N.H.'s economy through its agriculture, forestry and fishing industry efforts. In addition to this, UNHCE has become well-known and appreciated for our staff's ability to convene and facilitate community members and groups, helping them to develop leadership skills and make sound decisions regarding the future.

UNHCE's Community and Economic Development team (CED) will continue providing research-based education and assistance to individuals, families, businesses and communities to help them identify opportunities to enhance their competitive advantage, build upon their assets and create conditions that foster local and regional economic growth. A small number of CED staff will work collaboratively across all program teams as well as with UNH faculty, statewide agencies and organizations to address the most pressing needs facing communities. These close collaborations will ensure UNHCE is developing programs that we are uniquely qualified to implement and to build upon the strengths of UNH as a whole without being duplicative. These programs will be planned and implemented in close cooperation with other program teams and may include the Agriculture and Natural Resources Business Institute, Community Profiles, Forest Industry Development and Economic Development Planning and Impact Assessment.

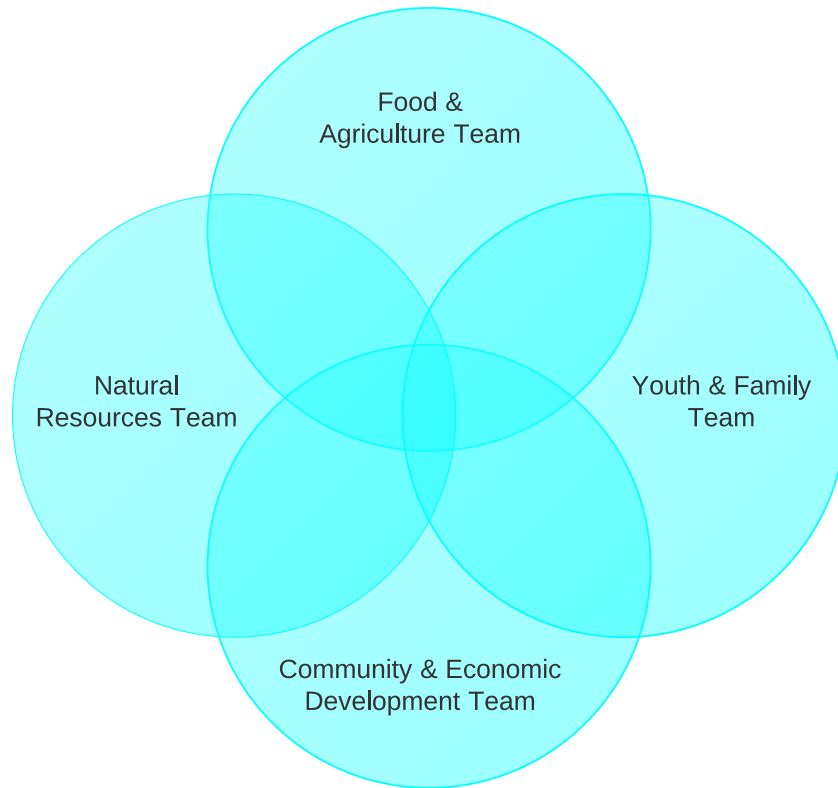


## Youth & Family

Preparing youth to become caring and productive citizens is critical to N.H.'s future. We will pursue this goal through community-based positive youth development, utilizing the 4-H program as a primary vehicle. UNHCE has always been well-known and is highly regarded for nutrition education programs for families and children across the state. Federal funding from USDA provides resources for continued support to programs that focus on the specific needs of limited resource families (Supplemental and Nutrition Assistance Program and the Expanded Food and Nutrition Education Program). We will address high priority issues including obesity as both a personal health and public health/economic issue. Educational resources for parents and families will be provided through creative delivery mechanisms, including web-based outreach, e-newsletters and train-the-trainer programs. UNHCE will provide N.H. citizens with research-based education and information, enhancing their ability to make informed decisions that strengthen families.



# Goal 1, continued



*With a goal of strong and sustainable communities, program teams in four key focus areas will work collectively and collaboratively to provide N.H. citizens with research-based education and information, enhancing their ability to make informed decisions that strengthen youth, families and communities, sustain natural resources, and improve the economy.*

## **Process for Selecting Issues to be Addressed and Programs to be Delivered**

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. The new program teams have been designed to address areas where UNHCE can have the greatest impact. Upon formation of teams, further decisions will need to be made to discontinue some programs and encourage N.H. residents 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 Appendix B).

## **State Extension Administrative Changes**

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. A new structure will provide each program team flexibility and support to make decisions regarding specific programs based on needs assessment, capacity, research-base and best practices in technology. All of this needs to occur with a new emphasis on being more engaged with campus and more entrepreneurial in seeking external funding and in conjunction with key stakeholder groups. A new structure that is more efficient, encourages interdisciplinary work, and makes better use of UNH campus resources and support will be implemented.



# Goal 2: Enhancing the Economic, Social and Environmental Impacts of Extension Programs

To increase the economic, social and environmental impacts of UNHCE programs, a number of steps will be taken to improve the efficiency and effectiveness of the programs themselves.

High quality, relevant educational programs require:

- well-done needs assessments;
- determination of whether the programs are available from other sources;
- field testing and revisions with participant feedback;
- a network of cosponsors who can help publicize and sponsor educational events;
- excellent communications materials and strategy;
- well-trained staff to deliver the events and to handle the follow-up inquiries; and
- careful evaluation of the private and public value of the events and overall program.



*In the Internet age, where information is easily accessed online, the public still needs and wants a trusted source of information and educational programs.*

Extension is an organization that helps to make information useful and practical, and convenes both university and local people to share ideas and learn together to address N.H.'s high priority issues and needs.

The following steps will be taken to improve program quality:

1. Extension educator positions will become more specialized and will work across counties so they have time to focus on specific disciplinary topics and will be referred to as Extension field specialists.
2. A minimum program investment fund of two percent of the total UNHCE budget will be set aside to fund innovations in program support (such as information technology, program development and evaluation, communications, private resource development, etc.).
3. All program teams will create professional development and training programs for staff that focus on both effective outreach methods and technical aspects of their respective areas of expertise.
4. Support will be provided to help program teams to assist with needs assessment and rigorous evaluations of programs, with input from key stakeholders and county advisory council members.
5. Additional support will be provided to program teams so they can develop high quality educational materials and better communicate with external collaborators, partners and stakeholders.
6. External stakeholders will be regularly engaged to provide input on needs and programs.



# Goal 3: Greater Effectiveness through Enhanced Technology

UNHCE has always been on the leading edge of using electronic technologies to communicate with colleagues and to deliver timely information to citizens throughout the state. UNHCE plans to enhance its capabilities by expanding the use of existing as well as new and emerging technologies to reach a growing audience often too busy to participate in face-to-face meetings.

Clearly, the Internet is now deeply embedded in group and organizational life in America. For example, a large percentage of social media users (Facebook, Twitter, YouTube) expect companies to interact with them through social media sites.

UNHCE will work to expand the use of social media tools across all program teams to empower staff to interact with clientele through their desktops, laptops, tablet devices, smartphones or other preferred technology. This will greatly help clientele access the information they need to make informed decisions in a timely fashion. All program teams will be expected to spend significant time developing and delivering educational programs and materials using social media and enhanced technology learning tools. While every program staff member will be encouraged to develop these skills, the requirement will be at the program team level, recognizing that some individuals have greater skills and abilities in this area.

Broadband technologies through UNH's Network New Hampshire Now (NNHN) initiative will also play an important role in ensuring UNHCE can reach more people through strategic uses of electronic technologies. NNHN is designed to provide broadband connectivity that is symmetrical and capable of delivering current and next generation services that are comparable to the rest of the country. The end result will enable many social service, non-profit and commercial organizations to receive reliable service at a reasonable cost. NNHN will help overcome the obstacles that impinge our ability to attract potential businesses and investment so that N.H. can become more competitive

UNHCE will use its enhanced broadband capacity to:

- share resources, including large databases, high resolution images, research information, videos, etc.;
- increase access to informal distance learning opportunities in rural areas, including access to workshops and educational resources located throughout the state, region, nation and world;
- increase access to archival and storage services, including streaming video playback;
- increase access to University on-line and hybrid courses, including degree and certificate programs;
- increase access to learning modules, including resources that focus on the diverse applications broadband technologies enable;
- reduce costs for clientele who will not have to travel great distances to attend workshops;
- reduce costs for specialists and staff who save time lost in travel when traveling to remote locations to teach;
- allow staff and clientele to meet face-to-face over the network when time and distance would prohibit them from meeting otherwise;
- generate and participate in professional development activities;
- partner and collaborate with organizations located both in and out of state to work on key issues and large-scale projects; and
- conduct webinars and two-way interactive video meetings enabling educators to interact directly with audiences while neither the educator nor the audience has to spend time and money on travel.

## Goal 3, continued

UNHCE has actively been involved with the national eXtension project since its inception. eXtension is an interactive learning environment delivering the best, most researched knowledge from the land-grant university system. UNHCE will increase collaboration with other national Cooperative Extension systems through more active participation in the eXtension initiative, including increased membership and leadership roles within eXtension Communities of Practice, adoption of the eXtension Ask an Expert system, participation in and delivery of online Professional Development sessions, and promotion of eXtension resources. eXtension is an initiative that enables subject-matter experts, most from land-grant universities, to collaborate in developing educational materials and programming, and to make that information accessible online. UNHCE will benefit from the wide range of expertise of partner institutions, while being able to contribute our own unique knowledge on issues of broad importance.



UNH has launched an initiative to expand dramatically the number of on-line and hybrid courses offered at UNH. UNHCE will work with UNH and UNH Information Technology (IT) to expand the number of non-credit and credit course offerings available through distance education technology. For example, UNHCE delivers its Healthy Schools course using e-learning technologies. Program teams will assess which existing and new UNHCE “courses” and certificate programs might be delivered using these on-line tools. Evaluation of UNHCE’s role in new eUNH initiatives will be conducted and each team will make decisions regarding how they might support these efforts.

In order to accomplish this goal, program teams will need to evaluate tools, in conjunction with IT and Leadership Team staff, to determine the combination they need to collaborate with colleagues, communicate effectively with clientele, and deliver timely information and programs to a growing number of citizens seeking assistance throughout the state. Once determined, resources will be allocated to acquire the network/hardware/software and training necessary for continued success.

# Goal 4: Secure and Sustainable Funding

Achieving the changes outlined in this report and continuing to effectively serve the state well depends on a stable and sustainable source of funding. Given decreases in traditional sources of funding at the federal, state and county level, it is critical to increase alternative sources of revenue. Alternative revenues include grants and contracts, gift and endowment income, program user fees and sales of publications and materials, tuition and private resource development. Our goal is to increase alternative sources of revenue over the next five years (currently 35% of projected revenue for FY 12).

Increased revenue from non-traditional sources is possible but will require a number of changes, including greater specialization by field specialists, more focused programming so that UNHCE develops the reputation of being the best educational delivery system in specific areas of work, closer working relationships with campus units that share UNHCE's outreach interests, and closer working relationships with stakeholders in learning communities.

Extension will provide additional support to program teams that are writing grants to help them improve the number and quality of grant proposals written, submitted and secured. Special training will be provided to a cohort of new grant writers who exhibit interest and talent in this area. Extension will also seek opportunities to lead and participate in large UNH external funding initiatives, interacting and engaging with UNH faculty. In addition, Extension will expand its efforts working with UNH Foundation development staff to increase private resource development and explore the feasibility of development staff working specifically for Cooperative Extension.

New policies and procedures for program fees and cost recovery are being developed. Program fees and cost recovery are necessary to cover expenses that have been provided by traditional funding sources such as room rental, supplies, etc. For example, an "event sponsorship model" will be encouraged as often as it is feasible. In this model, a sponsor funds an event's fees and often covers room rental and meals.

In order to justify and secure public funding, better documentation of the effectiveness of each UNHCE program is essential to convey to decision makers and taxpayers who are evaluating the tradeoffs between many pressing public needs.

Program business plans will be required of each program team. A business plan includes program plans as well as financial models that clearly articulate how local, state and federal money will be allocated, revenue generation plans (through user fees or other mechanisms), and plans for pursuing extramural funding to support programs. The planning process will be done by teams that include both field specialists, state specialists in UNHCE and non-Extension UNH faculty as appropriate. For an outline of a business plan, see Appendix B.

*Extension programs have both private and public value. Private value is the value that each program participant receives from the program. However, indirectly, many non-participants also benefit as a result of the programs. This is called "public value."*

## **Public Value of Extension's Lakes Lay Monitoring Program**

*— This program helps improve the quality of lakes and benefits the participants who value the quality of the water in their local lakes. In addition, non-participants benefit from this program in several ways. Businesses that rely on recreation and tourism benefit with higher quality lakes, lakeshore property owners benefit with higher property values, which in turn reduces the tax burden for property owners who do not have lake frontage.*





# Goal 5: New Specialized Roles for Extension Staff

As previously outlined, the most strategic way that UHNCE 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., as well as 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 UNH faculty, Extension faculty and similar 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 as we transition to Extension field specialists.

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, 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 N.H. 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 Specialist** — Specialized educator positions will be located in county offices. 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.



## Areas of Expertise

*The Areas of Expertise (AoE) concept will be an important component of the new, re-invigorated UNHCE. Extension campus and field specialists will be organized into small teams based on a shared "area of expertise" so that they can specialize in a focused area. Each new program team (Food & Agriculture, Natural Resources, Youth & Family, and Community & Economic Development) will house a number of these AoEs. While some campus-based specialists may span multiple AoE's, the majority of specialists will be assigned or hired to work in a given AoE within each of the new program areas. UNHCE is committed to developing a nimble and flexible structure that supports staff from across program teams and AoE's to develop interdisciplinary projects and partnerships that allow Extension to better meet community needs and to better attract funding.*



## Goal 5, continued

**Program Coordinators** — These individuals will work primarily at the county level to support the work of local programs such as the 4-H club program, Master Gardeners, Nutrition Connections or other program teams. Unlike the Extension field specialists, these program coordinators will have limited regional or statewide responsibilities (such as 4-H state events).

**Support Staff** — Currently there are 22 support staff in the 10 county offices for 53 educators and program coordinators. This is a ratio of one support staff for every 2.4 professional staff. In reality many of these staff members perform duties far beyond basic support staff duties (e.g., advanced communications/social media coordination, webpage development, direct program coordination, etc.). New ratios between professional staff and support staff FTEs will need to be established and additional strategic duties performed by support staff will be classified as such. In order to accomplish this and allow for the UNHCE system to share the time and skills of these staff in the most efficient way possible, all support staff will be transitioned from county to UNH employees. Recognizing the difficulties this might create due to different retirement and health insurance systems for some staff, UNHCE will work with counties to allow grandfathering of support staff where appropriate.

**Multi-State Staffing** — UNHCE currently works regionally in New England, taking advantage of expertise from our neighboring states in a variety of ways. An agricultural engineering consultant retired from the University of Connecticut periodically makes site visits and presentations; the agronomist from the University of Vermont has worked in partnership with border counties on crop presentations and grants; and we have developed an on-line planning and reporting system in partnership with the University of Vermont, the University of Maine and the University of Massachusetts. UNHCE is well represented on the Northeast Extension Directors group and other regional Extension programming teams (e.g., Northeast Integrated Pest Management Center, regional marine aquaculture and fisheries) and we will be exploring additional ways to expand our current sharing of state specialists with neighboring states.

# Goal 6: Enhance Mutually Beneficial Collaborations between UNH and UNHCE

A critical goal of UNHCE is to be more engaged with UNH through collaborations between faculty and Extension specialists for the purpose of strengthening research, enhancing outreach and engagement, and increasing opportunities for extramural funding.

To enhance collaboration with UNH faculty, UNHCE state specialists and field specialists will develop innovative network opportunities specifically designed to share resources and information with tenure-track, research and clinical faculty. The goal is to create and improve two-way exchange so that Extension's work is enhanced through participation in research about current and emerging problems that fall within the scope of Extension's mission. Faculty research is also enhanced through access to Extension's knowledge, experience and direct connections to public constituents.

*UNHCE is a vital connector between public stakeholders and the knowledge and resources on the University campus.*

Extension can translate the University's knowledge into applied programs that can be used and are highly valued by the public. Extension also helps in the creation of new knowledge through applied research and the application of this research to issues of public concern.

Extension specialists are already partnering on numerous externally funded projects with UNH faculty, including many that are led by Extension. Additional networks will be established to increase the breadth and depth of these networks and develop more opportunities for collaboration. Examples of ways in which networks between UNHCE and

UNH faculty can be strengthened include:

1. Instituting a series of issue-focused seminars where Extension and UNH faculty from targeted colleges, centers and institutes can exchange ideas and identify opportunities.
2. Continuing participation in UNH programs such as the Research and Engagement Academy, Research Leveraging, Sustainability Academy collaborative groups and other university-wide programs.
3. Identifying opportunities to enhance UNH faculty-led research and initiate dialogues to build awareness about Extension programs and resources.
4. Identifying specific ways that Extension can add value with research-active faculty who, in order to compete, must implement significantly stronger, broader impacts and are interested in bringing UNHCE's knowledge forward from the outset of proposal planning.
5. Providing opportunities for faculty to utilize aggregated data collected through UNH Extension programming (e.g., Marine Docents, Lakes Lay Monitoring, Community Profiles Visioning, etc.)
6. Identifying and engaging with UNH faculty who are interested in serving as "Extension Faculty Fellows." These fellows will work on specific projects for a defined period of time, including leading proposal teams that submit proposals for extramural funding.

# Goal 7: New Partnership and Funding Arrangements with New Hampshire Counties

UNHCE will develop new memorandums of understanding (MOUs) reflecting new partnership and funding arrangements with counties to keep a local presence, to give counties choices in local staffing, to allow greater specialization of educators, and to increase system efficiencies. This new partnership will build on the rich history and strength of UNHCE's relationship with N.H.'s counties. This new partnership will continue to benefit the people of N.H. while acknowledging the need for cost efficiencies.

Cooperative Extension is the primary outreach arm of UNH and the goal of reaching people throughout the state remains unchanged. However, the methods for achieving this goal will depend on counties continuing to play important partnership roles. Traditionally, every county has had a local office and this will continue to be possible as long as the county provides sufficient funding. If counties are interested in consolidating offices or sharing certain staff to reduce costs, this new system makes this option feasible as well. However, if a county does not fund either an individual office or one jointly with a neighboring county, the programs available to its residents will be very limited.

In the past, UNHCE has provided one educator in each of four traditional program areas for each county. With current reduced funding, this level of support will no longer be possible. We will need to reduce our staffing, and it will be necessary for educators to work beyond county lines. As mentioned earlier, educators located in the counties will each have a specialty. This will also increase the efficiency of the system by allowing educators to focus on a more limited set of areas. To reach people throughout the state, the new structure will include the following features:

- New Extension field office configurations
- New funding arrangements with counties
- Continuing importance of county advisory councils

## New Extension Field Office Configurations

1. The new field offices will have a basic configuration consisting of a county office administrator (who also assumes a field specialist role), one or more additional field specialists, a federally funded nutrition connections staff, and support staff. Additionally, in counties without a youth field specialist, a local 4-H program coordinator will be included as part of the basic configuration. Local program coordinators could also be hired to support any other program team and would work primarily at the county level, while regional field specialists will have work responsibilities in and outside of the county.
2. The county office administrator will serve as liaison to the county Extension Advisory Council, county commissioners, legislative delegation and other key local stakeholders.
3. Due to the current financial situation, the number of field specialists which UNHCE can afford to place in the field has been reduced. Regardless of the number of field specialists located in a local office, a county will be served by the field specialists across the state.
4. Program coordinators will have different responsibilities and backgrounds than field specialists.
5. Technical assistance and one-on-one information requests delivered through landowner/farm visits have been and will continue to be an important part of Extension work. While these will continue in the new system, they may be limited due to a reduced staff. Local program coordinators may be hired to augment this type of work in a county, but the majority of the cost will be borne by the county.
6. UNHCE will continue to maintain and strengthen the volunteer management system (e.g., volunteers at the UNHCE Education Center).

# Goal 7, continued

## New Funding Arrangements with Counties

1. In order to make the funding for county programs more equitable, each county will have costs determined on a per-staff basis by averaging salary, fringe and support costs across the state.
2. Under the new funding arrangement, UNHCE will provide the financial services for all expenses and the county will be billed on a monthly or quarterly basis or as arranged with each county.
3. Because all of the field specialists will work throughout the region and not be restricted to a particular county, UNHCE will cover 75% of the costs of each position located in the county.
4. Since program coordinators will work primarily in the county, the county is asked to cover 75% of the costs of these positions.
5. Support staff are based strictly in the county and will continue to be covered 100% by the county.
6. The number of staff in a given county will depend on the level of county support.
7. Each county's budget is based on a per-staff average salary of all current county educators, program coordinators or support staff. For example, for personnel expenses, a county with three field specialists, one 4-H program coordinator and one support staff would pay (3 x avg. salary/fringe of field specialists x 25%) + (1 x avg. salary/fringe of program coordinators x 75%) + (1 x avg. salary/fringe of support staff x 100%).

8. Travel, supplies and other support costs for field specialists will be paid 75% by UNHCE and 25% by the county. These costs for program coordinators, including nutrition staff, will be paid 25% by UNHCE and 75% by the county.
9. Following current practice, counties will be expected to provide office space for the local Extension program.
10. Some counties might find it practical from an economic standpoint to work jointly and form multi-county offices with neighboring counties in an effort to reduce costs. If counties wish to join together, UNHCE will work with them to develop appropriate funding and staffing arrangements.
11. Future county budget increases will be based on general economic indicators such as the rate of inflation.

This new funding arrangement takes into consideration resource constraints at every level of government, while at the same time recognizing the critical importance of county funding to ensure a local presence throughout the state.

## Continuing Importance of County Advisory Councils

County advisory councils will remain 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 government to decide such matters as whether two counties may want to combine efforts or hire additional staff (beyond basic staffing). In cases where counties decide to combine efforts, there would be representation from each county on a joint council.



# Goal 7, continued

## Benefits to Counties, Participants and Taxpayers of the New Delivery Model

- Counties can choose to have an office in their county or to share an office with a neighboring county to leverage resources.
- Counties can choose how to use savings generated from this model for purposes such as additional local positions.
- Counties will have greater access to statewide programming, being able to use the expertise of all Extension field specialists and state Extension specialists/faculty.
- With a larger team of specialized field educators, counties will be able to jointly collaborate with stakeholders to cosponsor major in-depth educational events.
- The new funding model provides greater certainty on the level of funds needed from a county. It also treats counties fairly by making the historical differences that have evolved from the more complex system more equitable.
- The new emphasis on documenting the public value of programs will help demonstrate the value and merits of continued funding for Extension in future years.
- The new system, through the efficiencies of regional delivery, increases the rate of return for each dollar invested in Extension.
- Specialization by Extension field specialists and regional delivery by program teams ensures that UNHCE can deliver high quality programs in the new program areas throughout the state with fewer resources.
- The development of statewide program teams to work on major issues allows closer collaboration and relationship with stakeholders in learning communities, a highly effective way to successfully develop and deliver high impact outreach educational programs.



# Appendix A: Re-Extension Process

The Re-Extension team included a broad cross section of individuals within the organization as well as external representatives. It included Extension educators (from across the state) and state specialists, individuals from each of the program areas, two representatives from the State Advisory Council and a representative of UNH administration. Dean and Director John Pike and Assistant Director Lisa Townson participated in all of the sessions so they could hear the feedback directly. George Morse, professor emeritus of the University of Minnesota, provided background research on changes made in other states and helped to facilitate the deliberations of the Re-Extension team. UNH faculty members participated in one of two listening sessions to gain input on the plan as well.

The Re-Extension team met on six occasions in day-long workshops to explore the options for changes. Subcommittees were formed to explore changes in 11 other states (Alabama, Iowa, Maryland, Michigan, Minnesota, Ohio, Vermont, Georgia, Virginia, Nevada and South Dakota). The intent of exploring other states was to learn from their successes and failures in making several adjustments. However, Dean and Director Pike told the group that he expected that they would need to create a system which is unique due to the many unique aspects of N.H.

Upon completion of a draft plan, a summary was shared with staff in mid-October 2011. Three listening sessions provided the opportunity for staff, agency partners and advisory council members to hear details of the draft and provide input. More than 200 people attended and 120 responded to an online survey with suggestions and questions. In addition, dozens of letters and emails came from interested stakeholders regarding the draft.

After the release of the draft plan, 35 UNH faculty members participated in a series of focus groups and provided input on their past and potential work with Extension and they provided important feedback, particularly about how UNHCE can be more proactive in partnering on grants and projects. Select members of University leadership (provost, senior vice provosts and deans) were personally interviewed and their feedback regarding the plan was shared with the reorganization team prior to completion of the final report.

The final plan was approved by President Mark Huddleston and Provost John Aber on Dec. 2, 2011.

## Re-Extension Team Members:

**Heidi Barker**, Nutrition Connections, Coos County

**Anna Boudreau**, Chair of State Extension Advisory Council

**Sharon Cowen**, Family and Consumer Resources, Hillsborough County

**Tim Fleury**, Forestry and Wildlife, Merrimack County

**Charlie French**, Extension Faculty, Community Development

**Ken La Valley**, Associate Director, N.H. Sea Grant, & Program Leader, Sea Grant Extension, Water Resources and Communities

**John Pike**, Dean and Director, UNHCE

**Jeff Schloss**, Extension Faculty, Water Resources

**Becky Sideman**, Extension Faculty, Sustainable Horticulture

**Chris Streeter**, Vice Chair of State Extension Advisory Council and UNH's representative on the national Council for Agricultural, Research, Extension and Teaching.

**Lisa Townson**, Assistant Director, Programs

**Catherine Violette**, Extension Faculty, Food and Nutrition

**Julie Williams**, Senior Vice Provost, Engagement and Academic Outreach

**Michael Young**, 4-H Youth Development, Rockingham County

# Appendix B: Program Business Plan Outline

- Required for major statewide programs
- Must include a needs assessment, program plan, financial plan, and 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 in 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 is to maximize participation in the short-run and ensure high quality programs with long-term financial viability.



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