



# UC 4-H Strategic Plan 2018-2028



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# INTRODUCTION

The University of California 4-H Youth Development Program (UC 4-H) is one of 12 statewide programs and institutes administered by the UC Agriculture and Natural Resources (UC ANR) and delivered locally through the University of California Cooperative Extension (UCCE) System. UC 4-H began around the start of the 20<sup>th</sup> century as a way to introduce new agricultural technology into communities through youth education. Over the last 100 years, UC 4-H has continued to evolve, along with youth and community needs, expanding its focus to include leadership and civic engagement; healthy living; and science, technology, engineering, and mathematics (STEM). UC 4-H retains strong roots and impact in rural communities; and, as the population has shifted to more suburban and urban areas UC 4-H has continued to evolve and expand to serve California's diverse youth, families, and communities.

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Source: University of California 4-H Youth Development Program. (2018, September). UC 4-H strategic plan 2018-2028. Davis, CA: University of California, Agriculture and Natural Resources.





4-H is a model for the program and practice of positive youth development. 4-H promotes positive outcomes for young people through the direct delivery of programs (e.g., 4-H clubs and 4-H camps) and through other formal and nonformal settings (e.g., schools and military installations). 4-H also provides training to practitioners and educators, and extends research-based information and educational content to the community to enrich and enhance the lives and well-being of young people in other settings. In addition, 4-H academics contribute to the knowledge base through conducting applied research in the areas of positive youth development, science education, healthy living, civic engagement, leadership development, college and career readiness, inclusivity, volunteer development and management, and professional development for staff and volunteers.

UC 4-H engages the ANR network and has statewide reach. The 14 program staff (11.67 FTE) and 3 affiliated staff, located at the UC ANR Headquarters in Davis, work with 24 UCCE 4-H and Youth, Families and Communities (YFC) Advisors, 60 career 4-H staff, and 2 affiliated UCCE Specialists across California to conduct research, extend research-based information into the community, and develop and deliver programs at the county, area, state, and national level.

**UC 4-H has ties to every county in California**



Quality of program delivery is maintained by the statewide program through trainings and dissemination of resources on positive youth development programming, research-based teaching practices, adaptability of content, and program evaluation; offering, recommending, and updating curriculum; and mandating professional development related to intercultural competence, positive youth development, and risk management.

As a result of these efforts, UC 4-H contributes to the development of a qualified workforce for California through improving college readiness and access, increasing scientific literacy, increasing civic engagement, developing effective public leaders, and improving workforce competencies. The program also promotes healthy people and communities. Finally, UC 4-H helps develop an inclusive and equitable society through increasing diversity, inclusiveness, and cultural competency in California's workplaces.

This strategic plan focuses on key areas that emerged through the planning process and were identified by stakeholders as opportunities for increased impact. Importantly, culturally relevant engagement practices, while called out specifically in one strategic theme, underlie implementation of all actions. The key strategic themes that emerged are:



The Strategic Plan will be reviewed on an annual basis and priorities determined at the action level given changing conditions, budgets, and staffing. The review team will be comprised of Statewide 4-H Director, UC ANR Program Team leaders for Positive Youth Development and Science Literacy, Healthy Families and Communities Strategic Initiative leader, California 4-H Management Board, and State Ambassadors.

# STRATEGY FRAMEWORK

## UC ANR Vision Statement

UC ANR envisions a thriving California in 2025 where healthy people and communities, healthy food systems, and healthy environments are strengthened by a close partnership between the University of California and its research and extension programs and the people of the state. The University remains connected and committed to the people of California, who enjoy a high quality of life, a healthy environment, and economic success in a global economy.

## UC 4-H Vision Statement

A world in which youth and adults learn, grow, and work together as catalysts for positive change.



## UC 4-H Mission

The University of California 4-H Youth Development Program engages youth in reaching their fullest potential while advancing the field of youth development.

The UC 4-H mission is to provide meaningful opportunities for all youth and adults to work together to create sustainable community change. This is accomplished within three primary content areas, or mission areas – civic engagement and leadership, healthy living, and STEM.

## PRIMARY MISSION AREAS



These mission areas reiterate the founding purposes of Cooperative Extension through agriculture (e.g., community leadership, quality of life, and technology transfer) in the context of 21<sup>st</sup> century challenges and opportunities.

# STRATEGIC PLANNING PROCESS

## Guiding Principles

The strategic planning process was designed to be **inclusive** and **utilization-focused**. The process actively engaged the program's stakeholder groups to capture diverse perspectives as a means to identify what UC 4-H can do best to engage youth in reaching their fullest potential while advancing the field of youth development. Internal and external stakeholders informed the strategic plan via a comprehensive assessment and a representative strategic planning committee.

The strategic plan sets direction over the next 6-10 years within a flexible framework. This plan is a "living document" and may change as the environment, funding, and/or priorities change. The strategic plan links broad strategic themes to actionable goals and deliverables to enable assessment of progress over time. The strategic plan aligns with ANR Strategic Vision 2025, the 2016 ANR Strategic Plan, and the United States Department of Agriculture (USDA) 4-H Youth Development Strategic Plan, while at the same time providing a connecting framework between the UC 4-H Strategic Plan and work of the Advisory Committees, California 4-H Management Board, and UCCE 4-H staff and academics.



A core leadership team comprised of 4-H leadership and 4-H and YFC Advisors, two of whom serve as County Directors, was formed at the outset to develop and implement the strategic planning process, develop draft documents, and provide input throughout the process (see table below for committee members).

## PHASE 1: Assessment – Situational Analysis Activities and Online Survey

Situational analysis activities were conducted throughout the state from August to November 2017 to understand internal and external stakeholder perceptions on UC 4-H's strengths, challenges, and opportunities. The activities were held during regional focus groups, 4-H Advisory Committee meetings, and a California 4-H Management Board meeting; a total of 107 individuals provided input. Individuals were asked to brainstorm as many strengths, challenges, and opportunities as possible, then group ideas into clusters with a name. Summary of participation:

- California 4-H Management Board = Eight participants
- Seven Advisory Committees conducted activities via existing meetings (one adaptation, two combined) = 61 participants
- Two Advisory Committee chairs provided SWOT input on behalf of their committee due to scheduling constraints

Situational analysis findings were incorporated into the development of a close-ended survey focused on prioritizing opportunities. Surveys were administered to all 4-H staff, volunteers, youth and families, donors, other State 4-H Program Directors, external stakeholders invited to focus groups, and UC ANR administrators, including County Directors and statewide program and institute directors. Surveys were sent to 21,918 email addresses and responses were received from 1,334 individuals (6.1% response rate). Survey findings were shared with the Strategic Planning Committee.

## PHASE 2: Strategy Formulation – Strategic Planning Committee and Stakeholder Input

A strategic planning committee was formed to represent internal and external stakeholders (see Table below). The committee convened three times between February and April 2018. The first meeting focused on reviewing findings from the online survey, which were used to develop the Strategic Themes of this plan. The second meeting focused on developing the goals and actions associated with each Strategic Theme.

After the meeting, committee members contacted their colleagues for input on the draft strategic plan.

The facilitator and core leadership team also obtained input on the draft strategic plan from individuals that participated in the Assessment Phase activities. Furthermore, individuals from the USDA National Institute for Food and Agriculture (NIFA) 4-H Headquarters, National 4-H Council, and California Department of Food and Agriculture (CDFA) provided input.

The final meeting focused on understanding and incorporating stakeholder feedback into the draft plan. After review by the core leadership team the new draft was circulated for comment among internal and external stakeholders as well as UCCE senior leadership and Program Council. Input was incorporated into a final draft and sent to the strategic planning committee for final review and input.

The resulting strategic plan represents 20 months of planning led by the core leadership team and facilitator based on input generated from the strategic planning committee and stakeholders who are passionate about 4-H and its future direction.

# STRATEGIC PLANNING COMMITTEE

<b>Name</b>	<b>Role/Organization</b>	<b>Additional Stakeholders Contacted</b>
Keely Bosler	Governor's Office, Cabinet Secretary	
Jeff Davis	California Afterschool Network (CAN), Executive Director	<ul style="list-style-type: none"> <li>▪ Colleagues at CAN</li> <li>▪ Ten Strands</li> </ul>
Juan Novello	Hispanic Chamber of Commerce, Senior Vice President	<ul style="list-style-type: none"> <li>▪ Professor Emerita at Department of Linguistics and Asian/Middle Eastern Languages and Rhetorical and Writing Studies San Diego State University</li> <li>▪ Teacher at San Diego Unified School District</li> </ul>
Claudia Martinez	UC Office of the President (UCOP), Diversity and Engagement, Executive Director of Educator Programs	<ul style="list-style-type: none"> <li>▪ Community Engagement Executive Director at UCOP Diversity &amp; Engagement</li> <li>▪ Education Pipeline Programs Executive Director at UCOP Diversity &amp; Engagement</li> </ul>
Suzanne Morikawa	UC Agriculture and Natural Resources (UC ANR), Marketing and Communications Specialist for Youth, Families, and Communications (YFC)	<ul style="list-style-type: none"> <li>▪ 4-H adult volunteers</li> </ul>
Katie Panarella	UC ANR, Director of Nutrition, Families and Consumer Sciences	<ul style="list-style-type: none"> <li>▪ Colleagues at UC ANR</li> </ul>
Julie Rinard	Girl Scouts of Central CA, Director of Recruitment and Strategic Partnerships	<ul style="list-style-type: none"> <li>▪ Colleagues at Girl Scouts</li> </ul>
Todd Roberts	Los Angeles Southwest College, Department Chair of Natural Sciences, Health, and Kinesiology	<ul style="list-style-type: none"> <li>▪ Colleagues at Middle College</li> <li>▪ Chancellor of Community Colleges</li> </ul>
Trish Sowers	UC ANR, Director of California 4-H Foundation	
Mark Tassin	Louisiana 4-H Youth Development, Program Leader	<ul style="list-style-type: none"> <li>▪ 4-H alumna and graduate students at Louisiana State University AgCenter</li> <li>▪ Regional 4-H staff in Louisiana</li> </ul>

<b>Name</b>	<b>Role/Organization</b>	<b>Additional Stakeholders Contacted</b>
Curtis Ullerich	UC ANR, Chair of California 4-H Management Board	<ul style="list-style-type: none"> <li>▪ 4-H Management Board members</li> </ul>
4-H Core Leadership Team	<p>Shannon Horrillo, Chair and Statewide 4-H Director - sjhorrillo@ucanr.edu</p> <p>Lupita Fabregas, Assistant Director of 4-H Diversity and Expansion - lfabregas@ucanr.edu</p> <p>JoLynn Miller, 4-H Youth Development Advisor in the Central Sierra Multi-County Partnership</p> <p>Keith Nathaniel, 4-H Youth Development Advisor and Director of Cooperative Extension in Los Angeles County</p> <p>Katherine E. Soule, Director of Cooperative Extension and Youth, Families &amp; Communities Advisor in San Luis Obispo and Santa Barbara Counties</p> <p>Steven Worker, 4-H Youth Development Advisor in Napa, Marin, and Sonoma Counties</p>	<ul style="list-style-type: none"> <li>▪ 4-H staff, adult leaders, youth, advisory committees, and management board</li> <li>▪ UCCE Specialists, Advisors, County Directors, and senior leadership</li> </ul> <p>Colleagues from the following organizations/agencies</p> <ul style="list-style-type: none"> <li>▪ 48th District Agricultural Association</li> <li>▪ Amador Tuolumne Community Action Agency</li> <li>▪ CA Department of Education</li> <li>▪ CA Department of Food and Agriculture</li> <li>▪ Expanded Food and Nutrition Education Program</li> <li>▪ Los Angeles Air Force Base</li> <li>▪ Migrant Education</li> <li>▪ Mt. San Antonio Community College</li> <li>▪ National 4-H Council</li> <li>▪ Public Health Institute</li> <li>▪ Reedley College</li> <li>▪ Solano County Administration</li> <li>▪ Tuolumne County Probation</li> <li>▪ UC CalFresh Nutrition Education Program</li> <li>▪ UC Davis Center for the Advancement of Multicultural Perspectives on Science</li> <li>▪ USDA Graders</li> <li>▪ USDA NIFA</li> <li>▪ Youth Leadership Institute</li> </ul>
Staff Support	<p>Kit Alviz, Facilitator and Analyst, Program Planning and Evaluation</p> <p>Kellie McFarland, Program and Event Specialist, Program Support Unit</p>	

## STRATEGIC THEME #1: Strengthen access, equity, and participation

California is the most diverse state in the nation. As one of the largest youth organizations, 4-H is positively positioned with its geographic reach, ties to every county in CA, and depth and breadth of programming to deepen and expand its roots in local communities for greater impact. Recent efforts to engage more diverse youth and families has resulted in many successes. However, sustaining engagement continues to be a challenge and there are still areas of our state and segments of our population that are not being reached by 4-H. Building upon our successes and strengths presents great opportunity to create inclusive spaces and programming that is welcoming and accessible to all the youth, families, and adults in California.

### Goal #1: Ensure all youth have access and opportunities to be involved in high-quality programs

*Intended Outcome: 4-H is accessible to all youth in California.*

Actions	Implementation Responsibility	Deliverables
1.1A. Expand assessments of geographic service areas and identify underserved areas and opportunities to engage new youth and families	Director	<ul style="list-style-type: none"> <li>▪ Repository for new and existing tools for needs assessment and community mapping</li> <li>▪ Updated online training “Building Successful Expansion and Review Committees”</li> <li>▪ Develop templates and resources to support Expansion and Review Committees</li> <li>▪ Updated online training “4-H County and Club Affirmative Action and Outreach”</li> <li>▪ Develop templates and resources to support clubs’ outreach efforts</li> <li>▪ # of trainings for academics and staff</li> <li>▪ % of counties using new tools</li> </ul>
1.1B. Develop state level partnerships	Director in consultation with Strategic Planning Committee	<ul style="list-style-type: none"> <li>▪ Develop a list of government, corporate, non-profit agencies and institutions for higher education</li> <li>▪ Identify agencies mandated to educate K-12 by some means</li> <li>▪ # of new partnerships developed</li> </ul>

<b>Actions</b>	<b>Implementation Responsibility</b>	<b>Deliverables</b>
1.1C. Ensure all counties have an Expansion and Review Committee	Director in partnership with UCCE academics and staff	<ul style="list-style-type: none"> <li>▪ # of counties with Expansion and Review Committees</li> <li>▪ Increase in the number of active Expansion and Review Committees</li> </ul>
1.1D. Increase access to fee waivers for youth from low-income families	Director in partnership with the 4-H Policy Advisory Committee	<ul style="list-style-type: none"> <li>▪ Identify current barriers to accessing fee waivers</li> <li>▪ Revise the fee waiver process</li> <li>▪ Disseminate to staff</li> </ul>
1.1E. Develop a 4-H Spanish and English Public Website	Youth, Families and Communities (YFC) Marketing and Communications Specialist	<ul style="list-style-type: none"> <li>▪ Sites developed</li> <li>▪ # of visits to websites</li> <li>▪ # of visitors to websites</li> <li>▪ Increased time spent on sites</li> </ul>
1.1F. Achieve 4-H growth goals to serve 3% of the youth population in CA by 2025	Director in partnership with UCCE academics and staff	<ul style="list-style-type: none"> <li>▪ Annual progress tracked</li> <li>▪ # of counties making progress</li> <li>▪ # of counties reaching goal</li> <li>▪ Increased programming in urban areas</li> <li>▪ # of counties with multiple program deliveries</li> </ul>

**Goal #2: Ensure 4-H is inclusive to all members of the community**

*Intended Outcome: 4-H volunteers, youth leaders, and staff are skilled and knowledgeable in engaging with all members of their community.*

<b>Actions</b>	<b>Implementation Responsibility</b>	<b>Deliverables</b>
1.2A. Provide professional development utilizing the Intercultural Development Inventory to staff, volunteers, and youth leaders on inclusiveness and intercultural competence	Director, 4-H Volunteer Engagement Academic Coordinator, and Volunteer Development Program Representative, in partnership with UCCE academics and staff	<ul style="list-style-type: none"> <li>▪ Inclusion of these topics in personnel and volunteer onboarding process</li> <li>▪ # of trainings delivered and outcomes measured</li> <li>▪ New methods of training used</li> <li>▪ # of people participating in training</li> <li>▪ # of new resources/tools available for use</li> </ul>
1.2B. Provide professional development to staff, volunteers, and youth leaders to ensure programs are welcoming, open, and support youth with special needs	Director, 4-H Volunteer Engagement Academic Coordinator, and Volunteer Development Program Representative, in partnership with UCCE academics and staff	<ul style="list-style-type: none"> <li>▪ # of trainings focused on increasing knowledge and awareness on these topics</li> <li>▪ # of new resources/tools available for use</li> </ul>
1.2C. Develop mentoring program for staff and volunteers focused on intercultural competence, inclusiveness, and program expansion	Director in partnership with UCCE academics and staff	<ul style="list-style-type: none"> <li>▪ % of counties with established mentoring program</li> </ul>
1.2D. Develop resources for staff and volunteers to help prepare them to engage with diverse youth and communities	Director in partnership with the Diversity in Youth Development Workgroup	<ul style="list-style-type: none"> <li>▪ Promising practices document(s) or compilation of documents, including culturally-relevant practices for target groups</li> <li>▪ Promising practices and resources shared with other UCCE statewide programs</li> <li>▪ Program model toolkits</li> </ul>

<b>Actions</b>	<b>Implementation Responsibility</b>	<b>Deliverables</b>
1.2E. Revise hiring practices to better recruit UC personnel that reflect the diversity of California	Director in partnership with Human Resources	<ul style="list-style-type: none"> <li>▪ Recommendations provided to Human Resources</li> </ul>
1.2F. 4-H volunteers represent the racial and ethnic diversity of the community	Director, 4-H Volunteer Engagement Academic Coordinator, and YFC Marketing and Communications Specialist, in partnership with UCCE academics and staff	<ul style="list-style-type: none"> <li>▪ Identify promising practices for recruiting diverse volunteers</li> <li>▪ Template volunteer recruitment materials developed</li> <li>▪ Resources shared with counties</li> <li>▪ Increased number of ethnically and racially diverse volunteers</li> <li>▪ # of counties with increased racial and ethnic diversity of volunteers</li> </ul>

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### **Goal #3: Increase ethnic and racial diversity in 4-H programs**

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*Intended Outcome: 4-H youth reflect the demographics of California.*

<b>Actions</b>	<b>Implementation Responsibility</b>	<b>Deliverables</b>
1.3A. Achieve parity for demographic groups that are underserved by UC 4-H	Director in partnership with UCCE academics and staff	<ul style="list-style-type: none"> <li>▪ Growth goals established for all underrepresented groups</li> <li>▪ Increased number of ethnically and racially diverse youth participants</li> </ul>
1.3B. Identify and scale up successful local strategies	Director and Diversity in Youth Development Workgroup, in partnership with UCCE academics and staff	<ul style="list-style-type: none"> <li>▪ Identify geographic areas where membership mirrors the general population and analyze what is working</li> <li>▪ Compile a report of promising practices and strategies</li> <li>▪ Distribute information to all county programs</li> <li>▪ # of counties adopt new strategies</li> </ul>

<b>Actions</b>	<b>Implementation Responsibility</b>	<b>Deliverables</b>
1.3C. Increase integration among UCCE statewide programs	Youth, Families and Communities Program Integration Coordinator in partnership with Directors, UCCE academics and staff, and Healthy Families and Communities Strategic Initiative leader	<ul style="list-style-type: none"> <li>▪ Promising practices, resources developed, adopted, and shared among programs</li> <li>▪ # of trainings</li> <li>▪ Increased number of youth and adults from underserved populations served by collaborations</li> <li>▪ Efficiency documented</li> <li>▪ Increased 4-H participation</li> </ul>
1.3D. Partner with after-school programs and in-school programs in geographic areas less/not served by 4-H	Director and UCCE academics and staff	<ul style="list-style-type: none"> <li>▪ At least one in-school/after-school program in each county</li> <li>▪ Create an online resource with forms, MOU's, programs, marketing materials, and models</li> </ul>
1.3E. Create new marketing materials targeted to reaching underserved audiences to increase visibility of 4-H and UC	Director and YFC Marketing and Communications Specialist	<ul style="list-style-type: none"> <li>▪ New culturally relevant marketing materials developed</li> <li>▪ Dissemination of recommended marketing strategies from youth retention study</li> <li>▪ % of counties implementing marketing materials</li> <li>▪ % counties implementing marketing strategies</li> </ul>
1.3F. Adopt and develop 4-H programs that are culturally relevant	Director and Diversity in Youth Development Workgroup, in partnership with UCCE academics and staff	<ul style="list-style-type: none"> <li>▪ # of new programs serving and engaging diverse youth and families</li> <li>▪ # of counties adopt programs</li> </ul>
1.3G. Translate documents for parents, families, and the public into Spanish	Director	<ul style="list-style-type: none"> <li>▪ Materials identified</li> <li>▪ # of materials/trainings translated and culturally adapted</li> </ul>

## STRATEGIC THEME #2: Increase opportunities for meaningful youth engagement

4-H has a proven record of developing positive youth development outcomes that lead to a successful transition to adulthood marked by health and well-being, economic stability, and civic engagement. Inherent in the 4-H model are meaningful opportunities for youth to lead, govern, make decisions, and engage as equal partners. However, 4-H participation is the highest among younger youth with marked declines in the teen years. There is an incredible opportunity to retain and increase teen membership through meaningful program content, opportunities, and engagement.

### Goal #1: Expand programming for teenagers

*Intended Outcome: a) Increased teen participation in 4-H; b) Increased teen retention in 4-H.*

<b>Actions</b>	<b>Implementation Responsibility</b>	<b>Deliverables</b>
2.1A. Increase programming options for older youth	Director and youth, in partnership with 4-H Advisory Committees and UCCE academics and staff	<ul style="list-style-type: none"> <li>▪ # of youth involved in planning and assessment process</li> <li>▪ # of new 4-H roles, projects, curriculum, and programs for teens</li> </ul>
2.1B. Increase opportunities for peer-led education and “teens as teachers” programming	Director in partnership with the 4-H Incentives and Recognition Advisory Committee, 4-H Healthy Living Academic Coordinator, 4-H STEM Academic Coordinator, and 4-H Leadership and Civic Engagement Program Representative	<ul style="list-style-type: none"> <li>▪ Standardized curriculum training/promising practices for peer-led education and “teens as teachers”</li> <li>▪ # of counties offering peer-led and teens as teachers programming</li> <li>▪ Junior/teen leader role strengthened via revised job descriptions and training for project leaders and youth</li> <li>▪ Increased number of youth volunteers</li> <li>▪ Outcomes measured</li> </ul>
2.1C. Conduct a collaborative assessment to identify areas where youth would like increased voice	Director and youth, in partnership with the 4-H Leadership and Civic Engagement Program Representative	<ul style="list-style-type: none"> <li>▪ # of youth involved in planning and assessment process</li> <li>▪ Report with findings compiled and disseminated to counties</li> </ul>

<b>Actions</b>	<b>Implementation Responsibility</b>	<b>Deliverables</b>
2.1D. Identify solutions for teen retention	Director in partnership with the Youth Retention Study	<ul style="list-style-type: none"> <li>▪ Conduct literature review on teen attrition in youth programs</li> <li>▪ List of recommendations and options to increase retention</li> </ul>
2.1E. Recruit and meet the needs of teens	Director and YFC Marketing and Communications Specialist, in partnership with UCCE academics and staff, youth, and volunteers	<ul style="list-style-type: none"> <li>▪ Marketing plan to attract new and diverse teens utilizing findings/promising practices from youth retention study</li> <li>▪ Increased number of teens</li> <li>▪ Increased retention of teens</li> </ul>
2.1F. Deliver trainings to support youth and adults working together	Director in partnership with the 4-H Volunteer Development Program Representative and UCCE academics and staff	<ul style="list-style-type: none"> <li>▪ Standardized content for positive youth development (PYD) and youth adult partnership (YAP) trainings for youth leaders, volunteers, and staff</li> <li>▪ # of staff, volunteers, and youth trained</li> <li>▪ Outcomes measured</li> </ul>
2.1G. Expand college and career readiness programming	Director in partnership with UCCE academics and staff and Healthy Families and Communities Strategic Initiative leader	<ul style="list-style-type: none"> <li>▪ # of curriculum developed and/or identified</li> <li>▪ # of new programs and events developed</li> <li>▪ Revised project sheets to include career integration</li> <li>▪ Integrate exposure to college and/or career opportunities into events, projects, and programs</li> <li>▪ Outcomes measured</li> </ul>
2.1H. Increase opportunities for 4-H youth to collaborate with other youth in area, state, national, and international events and conferences	Director, 4-H Healthy Living Academic Coordinator, and 4-H Leadership and Civic Engagement Program Representative	<ul style="list-style-type: none"> <li>▪ Increase youth participation at existing state and national events and conferences</li> <li>▪ Re-evaluate participation in National Congress</li> <li>▪ Re-evaluate participation in States' International Exchange Program</li> </ul>
2.1I. Review existing program opportunities to identify those with greatest impact and/or potential	Director in partnership with State 4-H Office staff/academics, California 4-H Management Board, Ambassadors, and UCCE staff and academics	<ul style="list-style-type: none"> <li>▪ Hold planning retreat</li> <li>▪ Implement plan</li> </ul>

<b>Actions</b>	<b>Implementation Responsibility</b>	<b>Deliverables</b>
2.1J. Obtain A-G course credit for high school students that take courses using approved 4-H curriculum	Director in consultation with Strategic Planning Committee Members	<ul style="list-style-type: none"> <li>▪ Proposal developed and submitted</li> </ul>
2.1K. Obtain college course credit for 4-H project work	Director in consultation with Strategic Planning Committee Members	<ul style="list-style-type: none"> <li>▪ Proposal developed and submitted</li> </ul>

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**Goal #2: Increase access to and relevance of 4-H learning experiences related to mission mandate areas**

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*Intended Outcomes: a) 4-H curriculum is accessible, attractive, relevant, and meaningful; b) 4-H staff/volunteers deliver high-quality experiential learning experiences.*

<b>Actions</b>	<b>Implementation Responsibility</b>	<b>Deliverables</b>
2.2A. Redesign State 4-H Resource website to make locating research-based curriculum and educational resources easier	YFC Marketing and Communications Specialist	<ul style="list-style-type: none"> <li>▪ Site developed</li> <li>▪ # of visits to website</li> <li>▪ # of visitors to website</li> <li>▪ Increased time spent on site</li> <li>▪ Increased use of research-based materials by volunteers</li> </ul>
2.2B. Provide staff and volunteer development to increase utilization of research-based teaching practices	Director in partnership with the Youth Scientific Literacy and Curriculum Development CE Specialist, UCCE academics and staff, and Healthy Families and Communities Strategic Initiative leader	<ul style="list-style-type: none"> <li>▪ # of staff and volunteer trainings</li> <li>▪ # of staff and volunteers trained</li> <li>▪ Outcomes measured</li> </ul>
2.2C. Deliver trainings on adaptability of content	Director in partnership with the Youth Scientific Literacy and Curriculum Development CE Specialist and Healthy Families and Communities Strategic Initiative leader	<ul style="list-style-type: none"> <li>▪ # of staff and volunteer trainings</li> <li>▪ # of staff and volunteers trained</li> <li>▪ Outcomes measured</li> </ul>

<b>Actions</b>	<b>Implementation Responsibility</b>	<b>Deliverables</b>
2.2D. Develop a system for updating and developing curriculum based on approved guidelines (e.g., tied with common core)	Director in partnership with the Youth Scientific Literacy and Curriculum Development CE Specialist in consultation with ANR Associate Editors	<ul style="list-style-type: none"> <li>System developed and adopted</li> </ul>

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### **Goal #3: Increase STEM opportunities for youth**

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*Intended Outcomes: 4-H increases youth scientific literacy.*

<b>Actions</b>	<b>Implementation Responsibility</b>	<b>Deliverables</b>
2.3A. Expand programming in the areas of nutrition, gardening, environmental education, animal science, and computer science	4-H STEM Academic Coordinator in partnership with the 4-H Healthy Living Academic Coordinator, 4-H Advisory Committees, Project Learning Tree (PLT) Academic Coordinator, Science Education and Extension Workgroup, and UCCE academics and staff	<ul style="list-style-type: none"> <li># of trainings offered in content areas</li> <li># of new programs</li> <li>% of counties implementing new programs</li> <li>Increased project participation</li> <li>Outcomes measured</li> </ul>
2.3B. Conduct collaborative assessment of youth STEM interests	4-H STEM Academic Coordinator in partnership with the 4-H Healthy Living Academic Coordinator, 4-H Advisory Committees, PLT Academic Coordinator, and Science Education and Extension Workgroup	<ul style="list-style-type: none"> <li>Needs assessment and recommendations</li> </ul>
2.3C. Identify and develop curriculum that matches youth needs	4-H STEM Academic Coordinator in partnership with the 4-H Healthy Living Academic Coordinator, 4-H Advisory Committees, PLT Academic Coordinator, Science Education and Extension Workgroup, and Youth Scientific Literacy and Curriculum Development CE Specialist	<ul style="list-style-type: none"> <li>List of curriculum on State 4-H Resource Website</li> </ul>

## STRATEGIC THEME #3: Improve organizational infrastructure

4-H is uniquely positioned as part of a public-private partnership with the U.S Department of Agriculture, the University of California, local county government, and non-profit support. 4-H has a dual mission to conduct and extend research-based information to the public. As such, UCCE 4-H and YFC Advisors have a responsibility for both research and extension, and develop and deliver programs in partnership with local staff and 4-H adult volunteers. Within a nested organization of this scope, communication and connectedness is always a challenge. Furthermore, strengthening and streamlining training and procedures, and increasing individual and program capacity will help achieve other goals in the strategic plan.

### Goal #1: Increase volunteer capacity

*Intended Outcomes: a) 4-H adult volunteers serve in leadership roles; b) 4-H adult volunteers have the competencies needed to succeed; c) Local program delivery needs are met by a robust volunteer network.*

Actions	Implementation Responsibility	Deliverables
3.1A. Improve and increase volunteer training	4-H Volunteer Engagement Academic Coordinator, in partnership with the Developing Volunteer Competencies Workgroup, and 4-H Volunteer Development Program Representative in consultation with the 4-H Volunteer Development Advisory Committee	<ul style="list-style-type: none"> <li>▪ Training plan and content developed</li> <li>▪ # of trainings</li> <li>▪ Competencies measured</li> </ul>
3.1B. Expand the Volunteer Middle Management System (VMMS) model	4-H Volunteer Engagement Academic Coordinator	<ul style="list-style-type: none"> <li>▪ Evaluate existing VMMS for successes and challenges to develop promising practices</li> <li>▪ Identify interested counties</li> <li>▪ # of trainings</li> <li>▪ # of counties with a VMMS</li> </ul>
3.1C. Identify opportunities within existing structures to allow volunteers to assume responsibilities	4-H Volunteer Engagement Academic Coordinator in consultation with the 4-H Volunteer Development Advisory Committee	<ul style="list-style-type: none"> <li>▪ Analysis of opportunities</li> <li>▪ Proposed plan to statewide program should be bulleted</li> <li>▪ List of episodic volunteer opportunities</li> </ul>

<b>Actions</b>	<b>Implementation Responsibility</b>	<b>Deliverables</b>
3.1D. Develop volunteer position descriptions for potential opportunities	4-H Volunteer Engagement Academic Coordinator in consultation with 4-H Volunteer Development Advisory Committee	<ul style="list-style-type: none"> <li>Volunteer position descriptions developed</li> </ul>
3.1E. Increase volunteer recognition opportunities	4-H Volunteer Engagement Academic Coordinator in consultation with the 4-H Incentives and Recognition Advisory Committee	<ul style="list-style-type: none"> <li>Increase participation in current recognition opportunities</li> <li>Expand opportunities available</li> </ul>
3.1F. Create new culturally relevant volunteer recruitment and engagement strategies	4-H Volunteer Engagement Academic Coordinator in partnership with YFC Marketing and Communications Specialist	<ul style="list-style-type: none"> <li>New strategies developed</li> <li>New volunteer recruitment materials developed</li> <li>Strategies and resources shared with counties and other UCCE statewide programs</li> <li>% of counties implementing new strategies</li> <li>Increased volunteers</li> </ul>
3.1G. Obtain college/internship credit for volunteer opportunities	4-H Volunteer Engagement Academic Coordinator in consultation with Strategic Planning Committee Members	<ul style="list-style-type: none"> <li>Proposal developed and submitted</li> </ul>

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## **Goal #2: Modernize administrative procedures**

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*Intended Outcomes: a) 4-H volunteers and personnel are informed and connected; b) Information is easier to access; c) Increased efficiencies in administrative processes.*

<b>Actions</b>	<b>Implementation Responsibility</b>	<b>Deliverables</b>
3.2A. Improve communication across the organization within and across all levels (e.g., club/unit, county, and state)	YFC Marketing and Communications Specialist	<ul style="list-style-type: none"> <li>Assessment of communication strategies and needs</li> <li>Plan/proposal developed and submitted</li> </ul>

<b>Actions</b>	<b>Implementation Responsibility</b>	<b>Deliverables</b>
3.2B. Simplify and integrate administrative procedures for 4-H Club Leaders	Director and 4-H Efficiency Committee in consultation with existing club leaders	<ul style="list-style-type: none"> <li>▪ Areas for improvement identified and implemented</li> <li>▪ Merged packet of forms/paperwork</li> <li>▪ 4-H Club Leader Checklist developed and disseminated</li> </ul>
3.2C. Streamline procedures for chartering new 4-H clubs	4-H Policy Analyst and 4-H Efficiency Committee in consultation with 4-H programs in other states	<ul style="list-style-type: none"> <li>▪ Areas for efficiency identified</li> <li>▪ New procedures developed and disseminated</li> </ul>
3.2D. Establish consistent and biannual process for the release of new UC ANR/4-H state policies and programmatic procedures	4-H Policy Analyst in consultation with the 4-H Policy Advisory Committee	<ul style="list-style-type: none"> <li>▪ Timeline for release of new policies/procedures identified and implemented</li> </ul>
3.2E. Streamline event and fee collection at all levels through online systems	4-H Policy Analyst	<ul style="list-style-type: none"> <li>▪ Capacity of current systems evaluated</li> <li>▪ Recommendations presented to the Director</li> <li>▪ Feasible changes implemented</li> </ul>

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### **Goal #3: Increase UCCE staff and advisor capacity for research and extension**

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*Intended Outcome: 4-H has a staffing and organizational structure that supports local and academic programs.*

<b>Actions</b>	<b>Implementation Responsibility</b>	<b>Deliverables</b>
3.3A. Develop staffing plan	Director and Human Resources in partnership with UCCE academics and staff	<ul style="list-style-type: none"> <li>▪ Staffing plan developed</li> <li>▪ Staffing plan implemented according to timeline</li> </ul>
3.3B. Develop a comprehensive financial plan that sustains and grows UC 4-H	Director and Executive Director of the 4-H Foundation in partnership with UCCE academics and staff	<ul style="list-style-type: none"> <li>▪ Financial plan developed</li> <li>▪ Financial plan implemented according to timeline</li> </ul>
3.3C. Implement a branding strategy to increase recognition of 4-H's connection to UC	Director and YFC Marketing and Communications Specialist in partnership with UCCE academics and staff	<ul style="list-style-type: none"> <li>▪ % of counties utilizing "UC" on county and club websites and materials</li> </ul>

## STRATEGIC THEME #4: Advance youth development research and extension

4-H has a rich history of being a leader in positive youth development experiences for more than a century. Local, state, and national partners look to 4-H for expertise in positive youth development. 4-H academics have a responsibility to continue to advance the field of youth development, and UCCE advisors, staff, and volunteers extend research-based information into the communities. Enhancing consistency, quality, collaboration, and dissemination strategies will improve the collective impact of 4-H research and extension activities.

### Goal #1: Strengthen research and extension

*Intended Outcome: 4-H is recognized as an expert in youth development, locally, statewide, and nationally.*

Actions	Implementation Responsibility	Deliverables
4.1A. Increase the number of professional development opportunities provided to 4-H volunteers and partnering organizations to improve capabilities in delivering high-quality positive youth development programs	Director and UCCE academics and staff	<ul style="list-style-type: none"> <li>▪ % of counties providing trainings</li> <li>▪ # of trainings</li> <li>▪ # of personnel trained</li> <li>▪ # of youth impacted</li> <li>▪ Outcomes measured</li> </ul>
4.1B. Provide or deliver educational content to other community youth development organizations, groups, and schools	Director and UCCE academics and staff	<ul style="list-style-type: none"> <li>▪ % of counties</li> <li>▪ # of youth reached</li> <li>▪ Outcomes measured</li> </ul>
4.1C. Increase dissemination of research	Director, Associate Director of Research, 4-H Evaluation Academic Coordinator, YFC Data Analyst, Healthy Families and Communities Strategic Initiative leader, and UCCE academics and staff	<ul style="list-style-type: none"> <li>▪ White paper for UCCE academics on opportunities</li> <li>▪ New dissemination methods</li> <li>▪ New audiences</li> </ul>
4.1D. Increase dissemination of research and practical applications to 4-H volunteers	Director in partnership with 4-H Volunteer Development Program Representative, YFC Marketing and Communications Specialist, Healthy Families and Communities Strategic Initiative leader, and UCCE academics and staff	<ul style="list-style-type: none"> <li>▪ Develop a method to share research with volunteers</li> </ul>

## Goal #2: Ensure high-quality 4-H programming

*Intended Outcomes: a) 4-H programs meet a high standard of quality and accountability; b) 4-H participants experience positive outcomes.*

<b>Actions</b>	<b>Implementation Responsibility</b>	<b>Deliverables</b>
4.2A. Design programming to be consistent and aligned with evidence-based positive youth development	Director in partnership with 4-H Volunteer Engagement Academic Coordinator, 4-H Evaluation Academic Coordinator, Healthy Families and Communities Strategic Initiative leader, and UCCE academics and staff	<ul style="list-style-type: none"> <li>▪ Thriving Model for 4-H Youth</li> <li>▪ Development Programs adopted</li> <li>▪ # of trainings</li> <li>▪ % of counties implementing common measures</li> <li>▪ % counties using program quality assessment tools</li> <li>▪ Increased program quality</li> <li>▪ Increased positive youth outcomes</li> </ul>
4.2B. 4-H programs reflect evidence-based educational models	Director in partnership with the Science Literacy and Curriculum Development CE Specialist and UCCE academics and staff	<ul style="list-style-type: none"> <li>▪ Effective 4-H experiences are described and outlined</li> <li>▪ # of trainings</li> <li>▪ Outcomes measured</li> </ul>
4.2C. Improve research and evaluation competencies of 4-H academics	Associate Director of Research and 4-H Evaluation Academic Coordinator in partnership with Director	<ul style="list-style-type: none"> <li>▪ # of trainings delivered</li> <li>▪ Competencies measured</li> </ul>
4.2D. Provide evaluation tools for local use	4-H Evaluation Academic Coordinator	<ul style="list-style-type: none"> <li>▪ Evaluation tools distributed statewide</li> <li>▪ % of counties using new evaluation tools</li> </ul>

### Goal #3: Leverage university resources to address locally identified youth and family needs

*Intended Outcomes: California issues are addressed by 4-H collaborations and leveraged resources.*

<b>Actions</b>	<b>Implementation Responsibility</b>	<b>Deliverables</b>
4.3A. Institutionalize procedures for creating and supporting study groups to address applied research projects	Director and the Associate Director of Research, in partnership with UC ANR Workgroups, UCCE academics, and Healthy Families and Communities Strategic Initiative leader	<ul style="list-style-type: none"> <li>▪ Study group procedures developed and implemented</li> <li>▪ # of study groups and outputs</li> </ul>
4.3B. Obtain seed funding for study teams to travel, meet, and conduct research	Director, UCCE academics, and Healthy Families and Communities Strategic Initiative leader	<ul style="list-style-type: none"> <li>▪ Requests made through UC ANR budget call</li> <li>▪ Proposals developed and submitted</li> </ul>
4.3C. Link study teams with UC, CSU, and community college students	Director, Associate Director of Research, and UCCE academics	<ul style="list-style-type: none"> <li>▪ # of undergraduate and graduate students working with study teams</li> </ul>
4.3D. Strengthen links among the State 4-H Office, UC ANR Program Teams, workgroups, UCCE Specialists, and Advisors	Director, Healthy Families and Communities Strategic Initiative leader, and UCCE academics	<ul style="list-style-type: none"> <li>▪ # of new collaborations</li> </ul>
4.3E. Provide organized opportunities to improve 4-H/YFC Advisors' capacities to conduct social science research and evaluation	Director, Associate Director of Research, and 4-H Evaluation Academic Coordinator in partnership with Healthy Families and Communities Strategic Initiative leader	<ul style="list-style-type: none"> <li>▪ Research Institute implemented on an ongoing basis</li> <li>▪ # of trainings</li> <li>▪ # of personnel trained</li> <li>▪ # of reporting changes in knowledge, skills, and confidence</li> <li>▪ # of UCCE Advisors participating in ongoing research project</li> </ul>
4.3F. Identify high-priority research questions in annual 4-H/YFC Research Summit	Director, Associate Director of Research, Program Team Chairs, and Healthy Families and Communities Strategic Initiative leader in partnership with UCCE academics	<ul style="list-style-type: none"> <li>▪ List of high-priority research questions</li> <li>▪ # of new research projects started</li> <li>▪ Research findings, and promising practices/recommendations identified and disseminated</li> </ul>

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**May 2015**

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**UNIVERSITY OF CALIFORNIA**  
Agriculture and Natural Resources

University of California 4-H Youth Development Program

2801 Second Street  
Davis, CA 95618-7774

530-750-1334 • [4h.ucanr.edu](http://4h.ucanr.edu)