



Strategic Plan
for the Extension
Mission of the
Kansas State
University
Agricultural
Experiment Station
and Cooperative
Extension Service



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K-State Research and
Extension focuses its work
within five core areas:
Healthy Communities:
Youth, Adults, and Families;
Competitive Agricultural
Systems; Natural Resources
and Environmental Systems;
Safe Food and Human
Nutrition; and Economic
Development through
Value-added Products.*

Strategic Plan for the Extension Mission of the Kansas State University Agricultural Experiment Station and Cooperative Extension Service

For possible further updates to this document visit http://www.oznet.ksu.edu/strategic_planning/.

Overview

Kansas State University is a comprehensive research, land-grant institution first serving students and the people of Kansas, but also serving the nation and the world. Included in its overall mission, Kansas State University stresses the importance of enriching the lives of Kansans by extending to them opportunities to engage in lifelong learning and to benefit from the results of research.

Kansas State University Agricultural Experiment Station and Cooperative Extension Service (K-State Research and Extension) is committed to improving Kansans' quality of life and standard of living through integrated research, analysis and educational programs focused on building a safe, sustainable, competitive food and fiber system and to strong, healthy communities, families and youth. K-State Research and Extension values integrity, communication, scholarship, leadership and inclusion. It is dedicated to citizen involvement, entrepreneurship and a strong local presence. It is committed to sharing "Knowledge for Life."

To achieve its mission, K-State Research and Extension focuses its work within five core areas: Healthy Communities: Youth, Adults, and Families;

Competitive Agricultural Systems; Natural Resources and Environmental Systems; Safe Food and Human Nutrition; and Economic Development through Value-added Products.

Strategic Planning Process

On August 24, 2004, a 34-member planning committee was charged to look critically at the Kansas Cooperative Extension Service. They were asked to focus on one question: “What will the Kansas Cooperative Extension Service need to look like in the future to conduct relevant, sustainable, quality educational services and programming?” The committee was asked to provide a series of strategic plan recommendations and suggest actions to implement the plan for each of the following four key themes:

- Organizational Structure and Staffing
- Resource Development
- Education and Information Development and Dissemination
- Constituent Development and Marketing

On December 1, 2004, the planning committee provided the recommendations on the following pages to fulfill the extension mission of K-State Research and Extension.

Organizational Structure and Staffing

Background

The extension mission of K-State Research and Extension is governed by Kansas statutes that empower elected county councils and district governing boards with the authority and responsibility to assess needs and conduct a local educational program in cooperation with Kansas State University and the United States Department of Agriculture. A strong network of local extension professionals and volunteers linked to Kansas State University faculty, the national network of the Cooperative Extension System, and the USDA produces high-quality educational programs. This network facilitates quick communication of local needs and results in timely delivery of educational resources and expertise.

Recommendations

1. Increase the reach of extension programs to underserved and emerging audiences across Kansas.
 - Develop new partnerships with key leaders who can help reach underserved and emerging audiences.
 - Develop and maintain a diverse workforce to reach targeted audiences with culturally appropriate information and educational programs.
 - Expand program development committees to be representative of potential audiences.
2. Provide professional development opportunities to enhance the capacity of professionals and volunteers to deliver high-quality, relevant programs.
 - Design a professional development plan for each extension faculty member to address both educational excellence and subject-matter expertise.

- Commit to improving professional development in communication, program delivery methods, facilitation skills, organizational awareness and impact evaluation.
 - Provide support and incentives for staff and faculty to further their formal education and multilingual capabilities.
 - Develop mentoring opportunities that address needs of new and experienced employees.
3. Enhance cooperation among local extension boards and program development committees (PDCs) with community partners to identify relevant program needs.
- Survey potential partners to help determine local program needs.
 - Identify and cultivate individuals who will encourage PDCs and boards to improve representation of potential program recipients.
 - Develop and conduct specific training that empowers boards and PDCs to fulfill their responsibilities more effectively.
4. Eliminate boundaries that impair the delivery of high-impact educational programs.
- Form in-state and multistate partnerships and teams to deliver comprehensive subject-matter expertise.
 - Develop an expectation that all university faculty members have an extension role in the land-grant university system.
 - Place extension faculty, as appropriate, in geographic and programmatic locations to better serve program priorities and clientele needs.
 - Increase effectiveness and efficiency of local programming through greater cooperation among local extension councils and district governing bodies.
 - Recognize faculty and staff for excellence in collaboration.

Resource Development

Background

K-State Research and Extension has an obligation to provide educational programs that are available to persons living in Kansas. Federal, state and local public financial resources are vital to preserving the quality of the Cooperative Extension Service mission to provide educational programming.

Recommendations

1. Support priority programs through adequate base funding, extramural funds and revenue generation.
 - Enhance and develop grant proposal writing skills among faculty.
 - Encourage and prepare faculty to serve on grant review committees.
 - Explore expanded potential federal funding sources, both within and beyond the USDA.
 - Seek expanded funding opportunities with local and state agency partners.
 - Develop funding opportunities with foundations, corporations, benefactors and constituent organizations.
 - Build continuing revenue streams through patents and contracting.
 - Develop system-wide understanding of revenue generation policies.
2. Enhance local and state stakeholder/ leadership relationships with K-State Research and Extension.
 - Educate faculty on civic involvement strategies that facilitate an appreciation and understanding of governing processes.
 - Identify, build relationships and develop communication strategies with leaders, stakeholders and partners.
 - Design and implement a plan to receive communication through constituency listening sessions.

3. Expand educational approaches to address priority issues through collaborations and partnerships with external organizations.
 - Organize approaches to constituent advocacy for programs and funding.
 - Gather grassroots support and advocacy for K-State Research and Extension.
 - Raise awareness among policy makers of the organization's importance and value.

Education and Information Development and Dissemination

Background

The integration of research, technology transfer and extension educational programming provides a sustainable model to fulfill the mission. The integrated network of local, regional and campus-based expertise is vital to the quality and relevance of applied research and timely information delivery. The ultimate outcome of K-State Research and Extension programs must be to improve Kansans' quality of life and standard of living.

Recommendations

1. Enhance grassroots communication to guide extension programs that address relevant local issues and reach new audiences.
 - Formalize a process to improve utilization of PDCs.
 - Empower PDCs to expand partnerships with other organizations.
 - Develop processes for needs assessment and feedback from community members.
2. Optimize delivery of educational programs by using appropriate technology.
 - Balance face-to-face educational experiences with distance learning.
 - Produce Web-based educational programs.
 - Market and provide educational experiences in locations appropriate for the targeted audience.
 - Provide in-service education/certification opportunities for professionals.
 - Create learning centers in locations convenient to diverse audiences.
 - Help communities improve access to technology and expand its use.

3. Encourage staff to participate in discussions of community-based issues.
 - Increase civic involvement of professional staff.
 - Educate the community about the organization's potential to aid in local problem-solving.
 - Increase volunteer involvement in reaching diverse audiences.
 - Increase involvement in the development of local community leaders.
4. Create partnerships to ensure that targeted programs reach appropriate audiences and achieve the intended results.
 - Involve community partners in planning and improving programs.
 - Evaluate effectiveness of partnerships in program delivery and results.
 - Create partnerships within K-State and with other research institutions to expedite delivery of applied research results.
 - Increase rapid response capability to address broad citizen interests and needs.

Constituent Development and Marketing

Background

The K-State Research and Extension brand should convey quality, research-based, relevant information and educational programs that enhance Kansans' quality of life and standard of living. Kansans expect opportunities for personal development through extension programs provided by local volunteers, agents, specialists, the land-grant university system and USDA.

Recommendations

1. Enhance the public image of K-State Research and Extension as a premier information and educational resource.
 - Structure the K-State and K-State Research and Extension Web sites for easy access from local organizational offices.
 - Establish an “answer center” via e-mail or Web site.
 - Use standardized header/footer on public electronic communications.
 - Conduct market research about the organization's public image, awareness and utilization.
 - Develop and implement a plan to standardize office signage.
 - Promote K-State Research and Extension at all university events.
 - Increase contact with governmental and political supporters through local stakeholders.
2. Create or increase program delivery to nontraditional, underserved, diverse audiences.
 - Hire personnel with diverse experiences and backgrounds.

- Recruit and utilize skills of volunteers with diverse backgrounds.
 - Identify and engage in nontraditional public event opportunities to promote K-State Research and Extension.
 - Conduct audience research to determine program needs and appropriate educational approaches to serve diverse audiences.
 - Identify opportunities for conversational language courses through distance education.
 - Involve schools in establishing and enhancing educational programs.
3. Enhance communication of program impacts.
 - Educate faculty, staff and PDCs to evaluate and communicate program impacts.
 - Communicate impacts through condensed reports to community leaders, stakeholders, county commissioners, legislators and congressional leaders.
 - Train volunteers to enhance advocacy for K-State Research and Extension.
 4. Communicate to staff the importance and relevance of their contributions, and clarify the necessary teamwork to fulfill the organization's comprehensive mission.
 - Recognize and reward teamwork accomplishments of faculty, staff and volunteers.
 - Train new and experienced professional staff in team-building skills.
 - Use the five-year program plan to develop program delivery teams.
 - Provide communications across the system to emphasize the importance and relevance of high-performance teams.
 5. Seek opportunities to collaborate with external constituents.
 - Create opportunities to communicate with other groups.
 - Encourage faculty and staff participation in community and civic organizations.

Strategic Planning

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*“Knowledge
for Life”*

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**Kansas State University Agricultural Experiment Station
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