

INSPIRE KIDS TO DO



4-H Youth Development Program Staffing Plan

October 21, 2019



UNIVERSITY OF CALIFORNIA
Agriculture and Natural Resources

4-H Youth Development Program

Charge

Charge:

Develop a management structure for the 4-H Youth Development Program to achieve program goals.

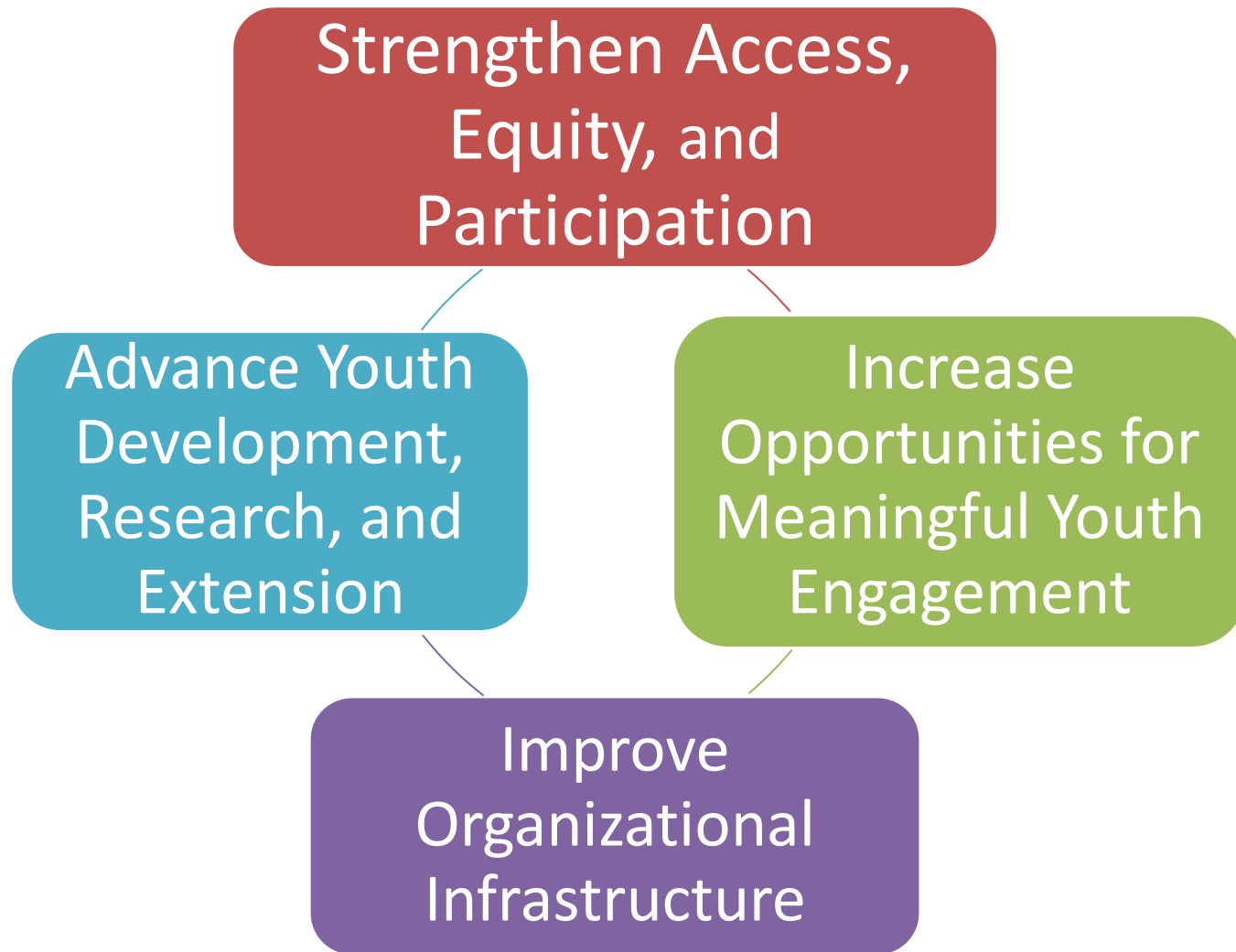
To answer the question:

"As a Flagship program of UCANR, what does the future of the program look like?"



Strategic Themes of 4-H YDP

from 2018 4-H Strategic Plan



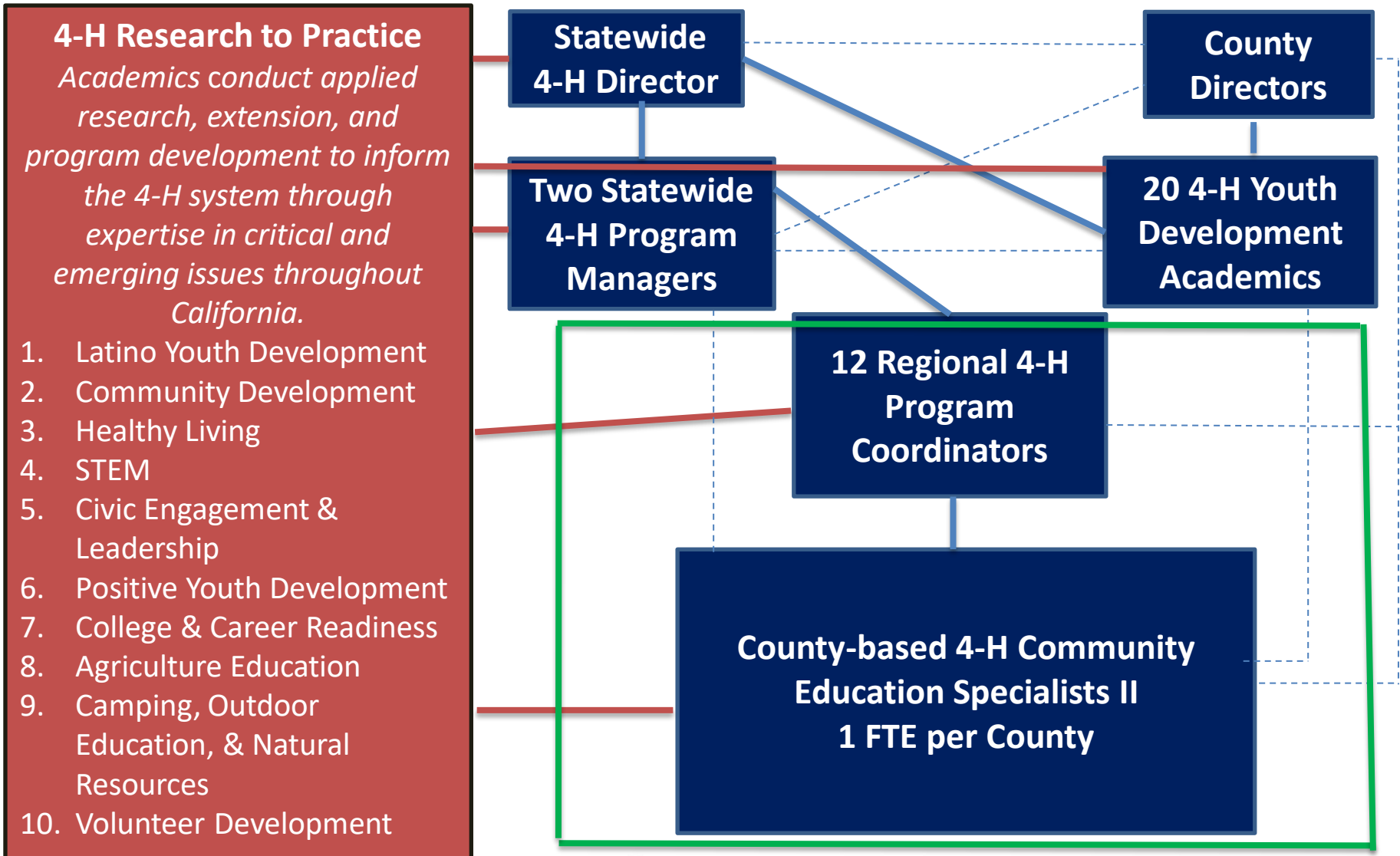
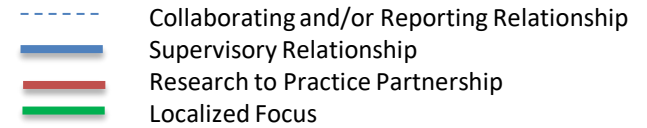
4-H Performance Criteria

The Future Vision of the CA 4-H YDP

1. 4-H contributes to the development of a qualified workforce, healthy people and communities, and an inclusive and equitable society.
2. More than 3% of the youth population in California are engaged in 4-H programs.
3. The program is in parity with all racial and ethnic groups.
4. To meet the needs and interests of young people, 4-H offers a variety of programs.
5. Measure and achieve high levels of volunteer satisfaction and retention.
6. Measure and achieve high levels of staff and advisor job satisfaction and retention.
7. Every county has access to youth development research and expertise.
8. Address emergent and critical issues affecting California's youth, families, and communities.
9. Sufficient funding is available to sustain, strengthen, and grow 4-H.
10. Ensure effective coordination and consistency of program administration and management.



Staffing Model Concept 2 *(edited 9/28/19)*



-Minimum of 1.0 FTE for each county CES II
 -County-based Advisors & Regional 4-H Program Supervisor housed in select counties



Role and Responsibility: State Director

State 4-H Director: 1 FTE

- Program Authority and Monitoring
- Academic Program Oversight, Vision and Leadership
- Supervise the Statewide Managers
- Programmatic supervision of 4-H Youth Development Advisors



Role and Responsibility

County Director:

- Authority to direct local programming.
- Remedy personnel / interpersonal issues among CES and employees in the office.
- County Oversight, Advisor Administrative Supervisor and Authority.
- County Leadership and Promotion with External Stakeholders.



Role and Responsibility

4-H Advisor: 20 FTE

- Physically situated in a county UCCE Office.
- Statewide academic expertise in critical and emergent issues.
 - All counties have access to expertise regardless of geographic location.
- Direct applied research and program development aligned with Statewide and Division Priorities.
- Curriculum development and selection.
- Professional development of CES around academic expertise in critical and emergent issues.



Role and Responsibility

Statewide 4-H Program Managers: 2 FTE *(CE Supervisor 2)*

- Collaborate with the Statewide 4-H Director and Regional 4-H Program Coordinators on short/long-term planning.
- Conduct needs assessments to ensure alignment of statewide programming delivered at the local level to increase consistency and efficiencies.
- Provide direct leadership and supervision to the Regional 4-H Program Coordinators through training and support.
- Manage the delivery and development of the 4-H Youth Development Program, including professional/volunteer development, evaluation, policy, and enrollment.
- Work with CE academics to implement applied research and programs statewide.



Role and Responsibility

Regional 4-H Program Coordinators: 14 FTE *(CE Supervisor 1)*

- Responsible for growth and development of the program in consultation with State Director and State 4-H Program Managers.
- Provide direct leadership and supervision to CES II positions through training and support.
- Be the conduit between the advisors' work and CES' work (i.e., research to practice / practice to research).
- Manage conflict resolution and policy interpretations.
- Lead in planning and local implementation of programs in the geographic area.
- Develop and manage budgets to support staffing costs and program needs.



Role and Responsibility

Regional 4-H Program Coordinators: Cont.

- Support staff in ongoing program delivery, program expansion and development, volunteer recruitment, conflict management, policy and compliance.
- Increase consistency and efficiencies across the region.
- Professional Development for CES 2's on policy, execution of mission, delivery models.
- Appropriate authority given for oversight of finances, name and emblem, use agreements, policy decisions, etc. to reduce CD and Advisor involvement.
- Ensure County Directors and Advisors are informed of changes in policy.



Role and Responsibility

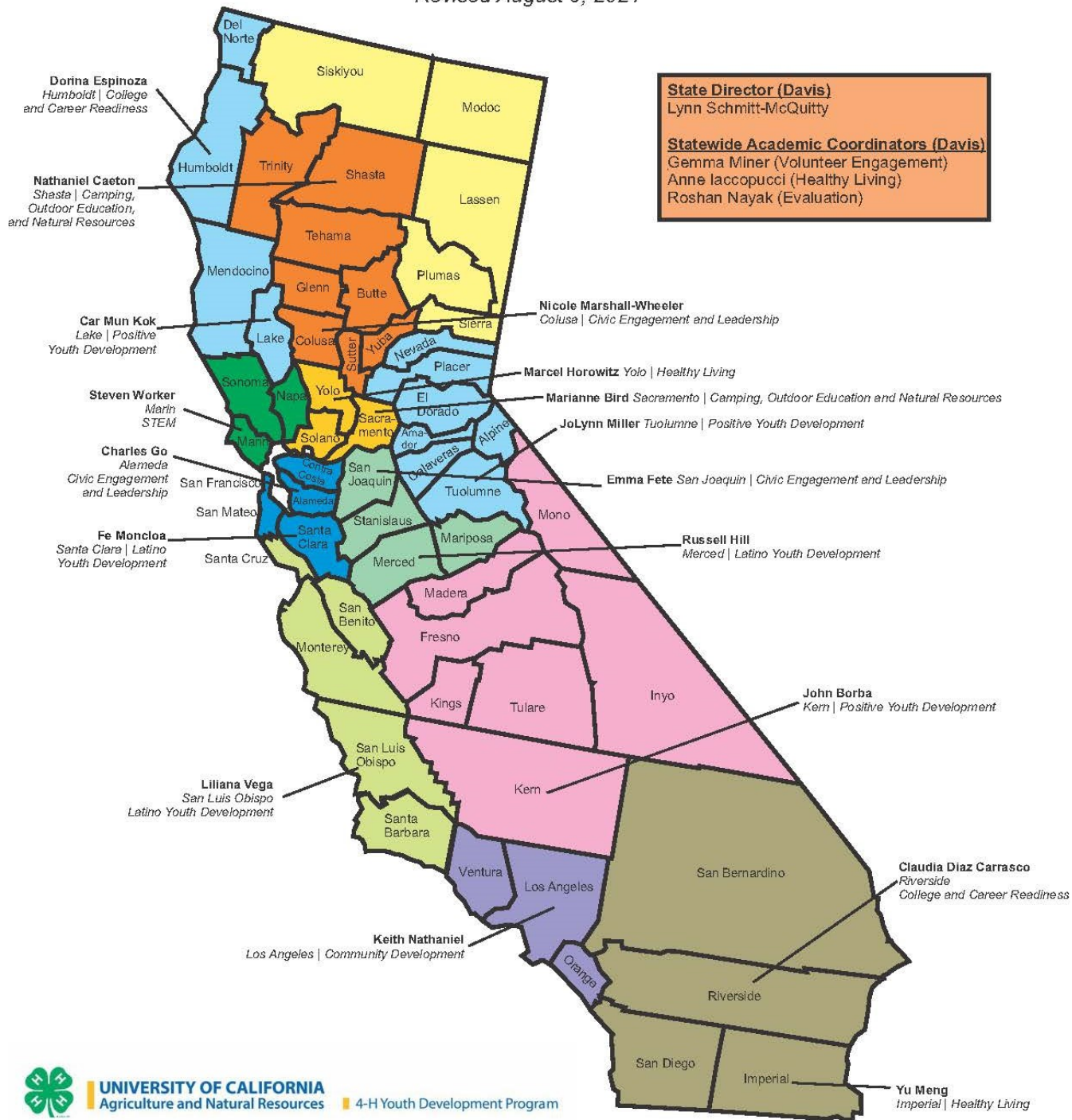
County Community Education Specialist 2: 58 FTE

- County level focus.
- Responsible for growth and development of the program in consultation with Regional 4-H Program Coordinator.
- Recruiting, developing and supporting program extenders (volunteers) to provide education/programs to youth.
- Move beyond club delivery with 25 % of FTE focused on program growth and development with outreach to new audiences via expansion.
- Liaison between UC programming and new partners to facilitate information and provide resources.



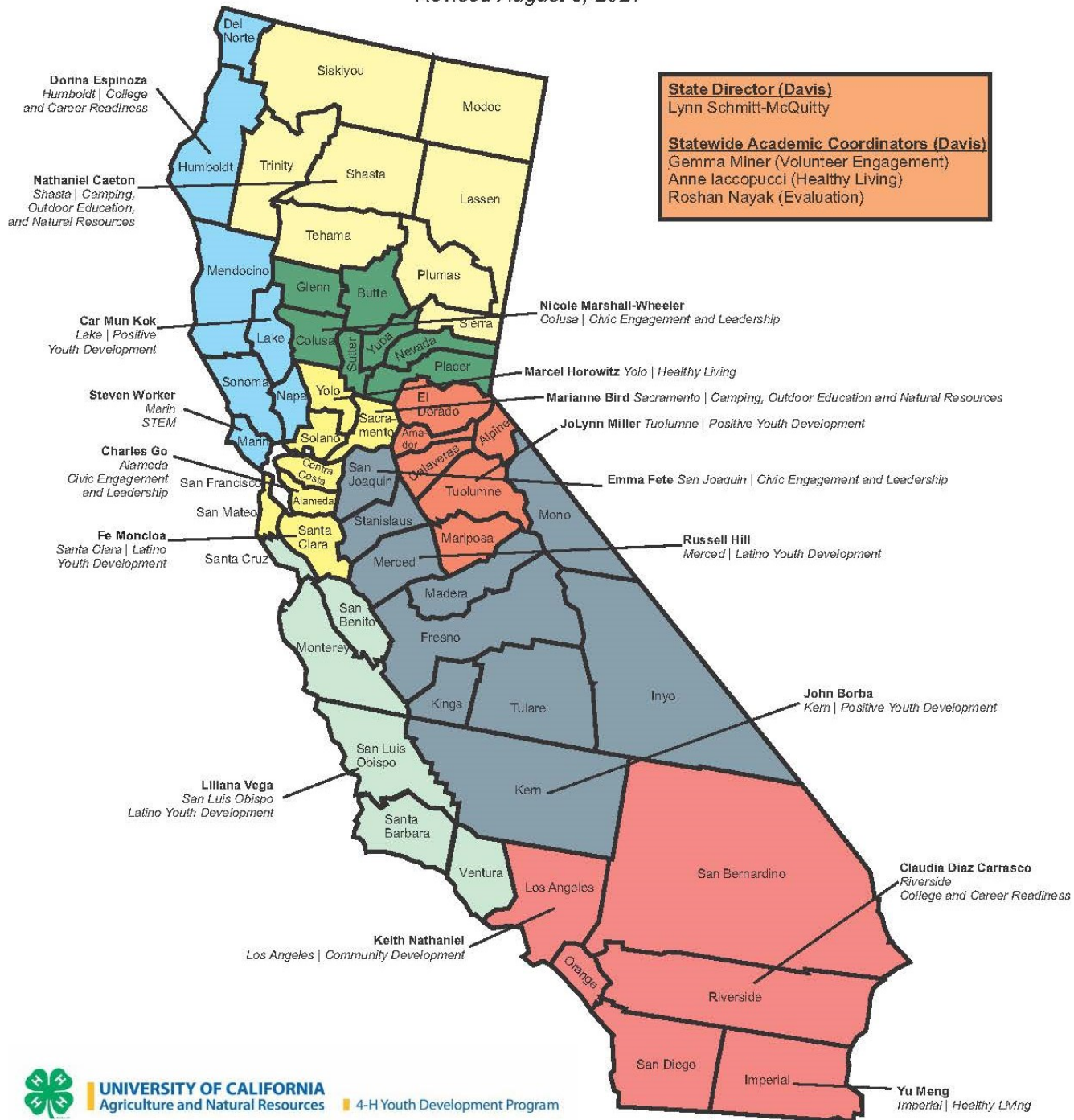
Academic Expertise and Regional Teams

Option One: 12 regions



Academic Expertise and Regional Teams

Option Two: 8 regions



4-H YDA and YFC Position Matrix

(8.1.2021)

Critical and Emergent Issue	# Advisors	# Academic Coordinators	# Specialists	Needs
1. Latino Youth Development	3			
2. Community Development	1			Advisor & Specialist
3. Healthy Living	2	1		
4. STEM	1			Advisor & Academic Coordinator
5. Civic Engagement & Leadership	3			
6. Positive Youth Development	2		1	
7. College & Career Readiness	2			
8. Agriculture Education	*			Advisor
9. Camping, Outdoor Education & Natural Resources	2			
10. Volunteer Development		1		Advisor

Does not account for two Advisors with .15FTE academic appointments.

* In recruitment



How plan supports

The Future Vision of the CA 4-H YDP

1. 4-H contributes to the development of a qualified workforce, healthy people and communities, and an inclusive and equitable society.
 - a. 4-H academics (Advisors, Specialists and Academic Coordinators) work will be guided by critical and emergent issues facing young people in California.
2. More than 3% of the youth population in California are engaged in 4-H programs.
 - a. Adding additional positions reduces workload for everyone, therefore allowing for all individuals in the 4-H YDP to develop a niche / expertise which will create opportunities for greater program growth and impact.
3. Increase ethnic and racial diversity in 4-H programs.
 - a. Program extenders and participants reflect the demographic make-up of the counties they are in.
4. Ensure all youth have access and opportunities to be involved in high quality programs.
 - a. The work of academics around critical and emergent issues facing young people in California will be aligned to Regional Program Managers and County CES positions to link research and practice such that 4-H programs become our living laboratory for information transfer.



How plan supports

The Future Vision of the CA 4-H YDP

5. Measure and achieve high levels of volunteer satisfaction and retention.
 - a. Volunteers in each county will have access to:
 - i. 4-H CES II at 1.0 FTE.
 - ii. More coordination and training .
 - iii. Better access to Advisor expertise and applied research (i.e., curriculum).
6. Measure and achieve high levels of staff and advisor job satisfaction and retention.
 - a. Allows Advisors to focus on Research and Extension.
 - b. Allows for professional growth of CES 2's.
 - c. Allows all employees to develop expertise and focused work.
7. Every county has access to youth development research and expertise.
 - a. By eliminating county boundaries, 4-H Advisors will be situated to better address critical and emergent issues for all of California.
 - b. Helps Advisor expand / scale programs to wider audience.



How plan supports

The Future Vision of the CA 4-H YDP

8. Address emergent and critical issues affecting California's youth, families, and communities.
 - a) 4-H academics (Advisors, Specialists and Academic Coordinators) work will be guided by critical and emergent issues facing young people in California:
 - i. Latino Youth Development
 - ii. Community Development
 - iii. Healthy Living
 - iv. STEM
 - v. Civic Engagement & Leadership
 - vi. Positive Youth Development
 - vii. College & Career Readiness
 - viii. Agriculture Education
 - ix. Camping, Outdoor Education, & Natural Resources
 - x. Volunteer Development



How plan supports

The Future Vision of the CA 4-H YDP

9. Sufficient funding is available to sustain, strengthen, and grow 4-H.
 - a. Invest in State Program Manager and Regional Program Manager positions.
 - i. Investment allows redistribution of work.
 1. Redistribution of work allows for additional time and effort to focus on program growth and development.
10. Ensure effective coordination and consistency of program administration and management.
 - a. Consistency across State in areas of administration and policy.
 - b. Releases administrative burden of County Directors for the 4-H YDP.
 - c. Supervision, reporting, and program administration works with or without an Advisor located in the area.
 - d. Allows for better communication across the continuum.
 - e. Technology would not require anyone to relocate.



Committee Membership

- Shannon Horrillo, Statewide 4-H Director (Co-Chair)
- Lynn Schmitt-McQuitty, Statewide 4-H Director (Co-Chair)
- Keith Nathaniel, 4-H Youth Development Advisor and County Director in Los Angeles County (Co-Chair)
- Morgan Doran, County Director in the Capitol Corridor
- Betsy Karle, County Director in Glenn County
- Darren Haver, County Director in Orange County and South Coast REC Director
- Katherine Soule, Youth, Families and Communities Advisor and County Director in San Luis Obispo and Santa Barbara
- Russell Hill, 4-H Youth Development Advisor in Merced, Madera, and Mariposa Counties
- Jacki Zediker, 4-H CES II in Siskiyou / 4-H CES III (lead) in Siskiyou, Modoc, Plumas/Sierra, and Lassen Counties
- Stephanie Barrett, 4-H CES II in San Bernardino and Riverside Counties
- Kim Ingram, Academic Human Resources Business Partner
- Bethanie Brown, Associate Director, Human Resources

