



June 6, 1975

ASSISTANT DIRECTORS
COUNTY DIRECTORS
YOUTH SPECIALISTS
YOUTH ADVISORS
EXTENSION ASSEMBLY COUNCIL
4-H PROGRAM REVIEW COMMITTEE
ASSOCIATE DIRECTORS, DIVISION OF AGRICULTURAL SCIENCES
STATEWIDE LEADERS' COUNCIL

Re: Administrative Response to the Report of the 4-H Program Review Committee

The following comments are our response from an administrative point of view to the Report of the 4-H Program Review Committee, dated April 1, 1975. The Committee is to be commended for its thorough and thought-provoking analysis of the California 4-H Youth Program. While we cannot endorse all of the concepts advanced in the Report the Committee's Report does focus thought and analysis on some highly critical concerns. Before commenting on specific recommendations contained in the Report a few general statements need to be made.

The Report emphasizes clearly the tremendous growth in the program which has been achieved during the last ten years with approximately the same numbers of staff. Those responsible for this growth are to be commended for they have truly shown how to bring creativeness and innovativeness to a program and produce results. The future, with respect to numbers of staff that can be paid from State and Federal Smith-Lever 3(C) funds, is limited and likely to approximate the levels of the past ten years. Hence, the future does present an even greater challenge to be more creative and innovative to prevent a reduction in our existing program. The most obvious alternative is to develop additional support from grants, endowments, and increased county funding.

The statement that increased State and Federal Smith-Lever 3(C) funds are not likely to be increased in significant amounts for program expansion should not be interpreted that the 4-H Youth Program occupies a low priority in the overall program of the University of California's Cooperative Extension. Unless the state of the economy and the energy, food, and environmental issues are satisfied quickly it is unlikely that significantly increased funds from tax-based sources will be available during the next ten years for any but specific programs of high national priorities. The nature of funding for higher education in particular, and the state of federal, state, and local revenues prevent us from being optimistic at this time. The consequence of this situation suggests that the regular funding sources must be stretched over more program demand in all areas.

Hence, the challenge before us is to be innovative, creative, and highly efficient in the use of our funds. It will mean that we will be constantly reviewing and evaluating all Extension programs, expanding those programs where the priorities are greatest and performance is high, consolidating and making adjustments in those programs which are outdated and where performance is not up to University expectations of excellence, and looking for better ways of doing things.

With this general situation in mind we wish to comment on specific recommendations contained in the Report. Our comments are not intended to be all inclusive or even final positions but rather are points that we feel must be considered in the implementation of many of the fine recommendations contained in the Report.

Administration.

We agree with the need for clear lines of administrative responsibility in the 4-H program. However, with anticipated administrative changes in Cooperative Extension to be initiated on July 1, 1975, the position of Associate Director - Youth is not plausible as only one Associate Director will be maintained. However, the 4-H Youth Leader position will be converted to the position of Assistant Director - Youth and will occupy the same status as other Assistant Directors to be established in the new administrative structure for Cooperative Extension. This position will become available July 1, 1975, and open recruitment for it will begin in the near future.

The Assistant Director - Youth will be responsible for coordination of all 4-H Youth programs in the University of California's Cooperative Extension. The 4-H Youth Specialist will be directly responsible to the Assistant Director - Youth. Programs will continue to be conducted through county offices and, hence, directly reportable to a County Director, an Assistant Director for a geographical area, and the Associate Director. The Assistant Director - Youth will recommend and effect changes in the Statewide 4-H Youth programs through the Associate Director and appropriate Assistant Directors who have county responsibilities.

Staffing.

While regionalization of all programs will likely increase in the future, the county office will still be responsible for conducting the 4-H Youth program for a given county. Each county office should have at least one person designated as being responsible for conducting the 4-H Youth program in that particular county. Additional resources will be added to a county, based upon a number of considerations including the size of the 4-H Youth program being conducted, the size in terms of population of the county, the amount of additional resources available to the University resources assigned to a county including county support, grants, etc., and the effectiveness of the program.

The University of California has customarily supplied the county-based academic personnel to form the core of its programs. Counties have been expected to provide for staff support personnel to complement University academic personnel. We feel that this arrangement is fundamental to the continued cooperative nature of all of our programs and therefore should not be altered for specific programs.

Hence, the provision of staff support personnel for county programs, as recommended in the Report, does not appear to be appropriate. Further, the Report bases its staffing recommendation on the assumption that two staff support positions can be obtained from one academic FTE. Pragmatically such a split could not be accomplished on a two for one basis; it is more nearly a three for two basis. In addition, academic FTE's are not easily obtained, and hence, extremely careful consideration must be given to their elimination to create more supporting positions. In our judgment, support funds can be more easily obtained from county and other sources than basic academic staff support from such sources. Because of these reasons we cannot accept the substitution of staff support FTE's for academic FTE's.

It does not seem feasible at this time to develop the regional specialist concept. We firmly believe that increasing regionalization of programs will take place in the future. An efficient use of our resources will not permit a duplicate staffing pattern in terms of all subject matter qualifications of advisors for each county office. It does appear to be feasible, however, to identify within a given region and in certain counties some subject matter specialties that are essential and basic to all 4-H Youth programs and to develop a number of cross-county working relationships involving two or more counties. It also appears to be feasible to have non-4-H Youth Extension staff devote a portion of their time to the 4-H Youth program when their subject matter specialties are needed. Hence, we can endorse the Report's recommendation that other staff members give greater support to the program. County Directors, in evaluating their programs, will be asked to give greater consideration to utilizing all of their FTE's in the county as inputs into the 4-H Youth program as needed. The Assistant Director - Youth working with the other Assistant Directors will be responsible for achieving this coordinated program.

Advisory Organizations.

The Report's recommendation on establishing Regional and State Advisory Councils to incorporate the present Regional and State Leader's Councils and the State 4-H Advisory Committee appears to be sound with certain modifications. At first glance it appears that an unnecessary amount of people would be involved in these advisory councils. However, on closer examination such an organization would involve about the same people as now being utilized, and if better communication results, the numbers are worth the price. Hence, we endorse the idea but will leave the implementation to the new Assistant Director - Youth.

California 4-H Foundation.

It appears that in order to meet the future challenges that lie ahead a strengthened California 4-H Foundation must be encouraged, and we endorse the Report's recommendation in this regard. In addition, we also endorse the development of a 4-H alumni organization which in our opinion should be a part or play a part in the California 4-H Foundation. Such an alumni organization would not only be

important in raising funds, but also would be an excellent source for the volunteer leaders so important to the Program. It is our belief that the California 4-H Foundation needs a full-time Director and its Board of Directors needs to be composed of representatives from the 4-H Advisory Councils and perhaps other non-University personnel. Specific recommendations on this matter will be a responsibility of the Assistant Director - Youth.

Funds.

A strengthened California 4-H Foundation can, if properly implemented, provide a source of funds to support youth work in Cooperative Extension. However, other funds should be tapped, and in particular more support should be obtained from county governments. In addition, aggressive effort must be undertaken to seek out and obtain grant funds from various sources.

Policy - Goals and Objectives.

The reendorsement of the current goals and objectives poses no problem for us, nor does the objective of innovating and demonstrating new methods, programs and organizational patterns in carrying on youth work. However, because of our limited resources, as much as we would like to make available our 4-H Youth program for all youth in California, we cannot conduct or plan a program that has as its goal all youth. We need a sharper definition of the target group of youth for our program than "all youth of California." In addition, the recommendation to train lay and staff leadership for 4-H as well as other youth-serving organizations and agencies is an objective that needs further consideration. We are not opposed to the concept, but we feel it is unrealistic and a bit presumptuous to assume that we alone have the only key to leadership training for youth workers.

Personnel.

The development of staffing patterns for counties and regions is a shared responsibility between the counties who determine local priorities and the state office that reviews county programs in light of total state needs. We endorse the idea that staffing patterns and recommendations should be developed at the local level with the understanding that they will be reviewed and evaluated at the state level consistent with overall priorities and that final decisions will be made at the Associate Director and Director level.

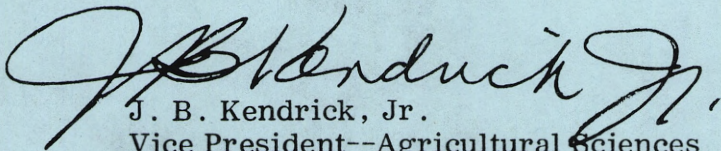
We agree that specialists and advisors in other program areas such as agriculture and family and consumer sciences be requested and expected to assist with the 4-H Youth program where appropriate. We know that much of this kind of assistance is now practiced, but we endorse the view that staff members who contribute in this way be recognized appropriately for their input into the 4-H Youth program.

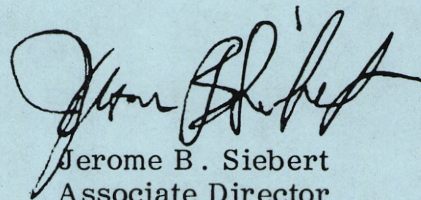
Finally, in our view a peer review process must be developed to provide additional input into our present personnel evaluation system. Such a review process already exists for state specialists. However, this peer review process should be expanded so that county advisors in agriculture, family and consumer sciences, and 4-H Youth are evaluated in a similar manner.

Program Review.

A review process must be developed so that 4-H Youth programs are reviewed every three to five years. This goal has a high priority within the Cooperative Extension new administration and will be a part of the review procedure for all programs. If such a review process is properly executed it should eliminate many of the concerns which necessitated the special review of the 4-H Program just completed.

We invite your comments to both the Report and our commentary on its recommendations. Please address your replies to Dr. Jerome B. Siebert.


J. B. Kendrick, Jr.
Vice President--Agricultural Sciences
Director Designate--Cooperative Extension


Jerome B. Siebert
Associate Director
Cooperative Extension

Enclosure

1. Assistant Director - Youth
2. County determined programs -
3. ^{AT LEAST} ONE Youth Advisor/ County
4. Support Funds - County - Grants - etc.
5. Regional concept may be developed - 10 years
6. Greater Support to 4-H from other staff
7. Regional + State Advisory Councils - Leaders
8. cannot have goal To Reach ALL youth
9. Cross County work -
10. Peer Review process
11. Review Process for Programs