



NATIONAL 4-H
COUNCIL

Strategic Plan
FY 2016-2018

June 17, 2015



OUR BOLD GOAL: 10 MILLION 4-H YOUTH THAT REFLECT AMERICA

Kids ready for life today—and ready for careers tomorrow.

National 4-H Council (Council) is dedicated to a future where millions more young people are engaged in Cooperative Extension's high-quality 4-H positive youth development programs; one where 4-H youth, volunteers, and staff are representative of the diverse population of our nation. The importance of building system capacity, reaching untapped rural, urban and multicultural audiences with 4-H programming cannot be overstated.

COUNCIL'S MISSION

Increase investment and participation in high-quality 4-H youth development programs.

ENSURING 4-H GROWS

America's youth are facing unprecedented challenges. Many youth in America face significant barriers to development—and to fully participating in an increasingly connected and complex global community.

The divide between kids **with** opportunity and those **without** is bigger than ever in America, and widening every day. According to the Annie E. Casey Foundation, 23 percent of all youth live in poverty in the U.S.—an increase of four percent in less than 10 years. The Urban Institute's Opportunity and Ownership Project reports that individuals under 30 will be the first generation **not** to be better off than their parents.

Rapidly shifting demographics are contributing to these challenges. The U.S. population is increasingly concentrating in cities and urban areas—today, half of all young people live in just nine states. Racial and ethnic diversity is also increasing—all youth population growth from 2000 to 2011 was either Latino or Asian. Social and educational systems are struggling to keep up—70 percent of urban, low-income and minority young adults leave high school without a path toward either a post-secondary degree or a livable wage.

Rural youth are not doing any better; fewer resources mean they experience the highest poverty, unemployment, high school dropout, obesity and teen pregnancy rates in America.

All kids in America are confronted by a life skills gap that they must overcome in order to enjoy future economic prosperity. According to a survey of Fortune 500 companies, young people need a range of technical and social skills coupled with the ability to apply them. Statistics indicate that they are lacking these skills. The employment rate for youth has fallen by 12 percent, and labor force participation is at its lowest point in 40 years.

Delivered by more than 100 public universities and available in every county in the U.S., 4-H's life-changing programs are clearly in need. But it is also clear that if 4-H is to continue its history of preparing youth to reach their full potential and contribute to our nation's prosperity, the terms "welcoming" and "inclusive" need to be as much a part of the 4-H brand as "rural" is now.

The call for growth and transformation is resonating with Council partners and stakeholders at all levels. Cooperative Extension leadership has recognized the need for organizational renewal and has asked Council to play a leadership role in change management and in the development of a long-range plan to reach new urban and multicultural audiences, while continuing to invest in and protect our rural and agricultural roots.

THE NUMBERS ARE STAGGERING

- 66% of US youth are not proficient in reading by 4th grade;
- 33% are overweight or obese;
- Half of youth in grades 4-12 reported being bullied by other students at school.
- For the first time in at least 50 years, the majority of U.S. public school students are living in poverty;
- 50% of all teens report they do not have the skills needed to navigate the transition from adolescence to adulthood.

THE VALUES DRIVING OUR STRATEGY

1. WE BELIEVE IN THE POWER OF YOUTH.

We see young people as individuals who have unique strengths and significant influence to improve the world around us. Moreover, we believe youth empowerment starts with learning-by-doing—giving young people the guidance, tools and encouragement, and then putting them in the driver's seat.

2. ALL YOUNG PEOPLE DESERVE AN OPPORTUNITY TO REACH THEIR FULL POTENTIAL.

With 6 million youth involved nationally, 4-H is the largest youth development program in the U.S.—but could serve millions more. Of the 53 million school age youth in the U.S. today, 4-H and its peer organizations only serve 18 million in out-of-school time with positive youth development. This leaves out 35 million youth who could benefit from positive youth development. The aspiration to reach millions more youth, especially in the face of dramatic demographic changes, represents challenge as well as opportunity for Cooperative Extension, USDA/NIFA and Council.

3. COOPERATIVE EXTENSION IS THE WORLD'S PREEMINENT YOUTH DEVELOPMENT PROVIDER.

More than 3,000 trained Extension 4-H professionals work with more than 500,000 volunteers to deliver the research-backed 4-H experience. Extension's youth development model includes caring adult relationships; hands-on, skill-building experiences; and meaningful leadership opportunities. This is the 4-H positive youth development model that is proven to cultivate important life skills.



THE PATH TO GROWTH

COUNCIL IS BUILDING A FOUNDATION FOR TRANSFORMATIONAL GROWTH IN THREE PHASES:

Proof of Concept (2016-2018) involves measuring/testing key planning assumptions in early executional stages, across all areas of strategic focus. Communicating effectively across the 4-H movement is critical to ensure that there is clarity of vision, access to new resources, incentives to engage and a simple action plan that produces results and learning.

Mobilize Resources (2019-2021) focuses on leveraging outcomes developed during phase one to mobilize additional resources. This phase will rely heavily on quantitative and qualitative data collected from Extension partners.

Bring to Scale (2022-2025) where early successes reach a tipping point and early adopters transition into early majority. With increased capacity/infrastructure and proven programmatic initiatives in place, this is when significant growth will occur.

HOW COUNCIL SERVES COOPERATIVE EXTENSION PARTNERS

Convene the Movement

Council exists to support the thousands of adult professionals and volunteers who deliver high-quality 4-H programming through the nation's 100-plus land-grant universities and Cooperative Extension's presence in every county and parish in the U.S. Council acts as a convener and accelerator in scaling proven programs throughout Cooperative Extension. Council works in coordination with USDA/NIFA to support the 4-H system's efforts to grow its people, develop new learning products and mobilize resources.

Tell the 4-H Story

Council provides leadership around designing and establishing a comprehensive brand position and message for 4-H nationally, including building consistent, authentic and effective brand experiences across multiple communications channels. Council leverages the power of trusted brand messengers and 4-H advocates, to extend reach and create relevance with investors.

Create Public-Private Partnerships

Council generates financial support nationally from corporations, foundations, individuals and non-USDA/NIFA appropriated or reimbursable sources at the federal level on behalf of 4-H, and in support of the collective goals of Cooperative Extension 4-H programs at land-grant universities. This includes collaborating with partners to develop plans to support national and state 4-H program priorities, goals and outcome measures.

THE ESSENTIAL ELEMENTS OF COUNCIL'S 3-YEAR STRATEGY

Our strategy focuses on leveraging the unique role that National 4-H Council plays in the 4-H movement, as well as our core strengths. We will increase the impact of our core operations while developing new products, services and approaches that help build bridges between Cooperative Extension, the Federal Government, 4-H families and alumni, third party investors and the general public.

The next three years will see National 4-H Council lay a foundation for a new and sustainable business model—one that leverages Extension innovation and growth in new markets, invests in the long term health and relevance of the 4-H brand and focuses business development on creating new or enhanced streams of capacity-building revenue.

Convene the 4-H Movement

Accelerate Extension's Efforts to Engage More Youth In 4-H

Council will act as a catalyst for collective action around our bold goal to bring high quality 4-H programs to millions more young people—wherever they live. Success in the next three years will involve increased support within the 4-H movement for innovations in program delivery, the establishment of action plans and quantifiable objectives in priority geographies and consensus among internal stakeholders of Council's role and value.

Tell the 4-H Story

Strengthen 4-H Brand Relevance through Alumni Engagement

Outreach to 4-H alumni will be implemented at multiple levels—national media, social media and local activation. In three years, priority stakeholders (alumni, investors) will increasingly see 4-H as an important and relevant organization; internal stakeholders will see Council as a valuable asset and partner. In addition, marketing investments will directly generate capacity building revenue through contributions and/or earned income channels such as the National 4-H Conference Center and 4-H Supply.

Create Public-Private Partnerships

Increase capacity building investments that support national 4-H growth strategies.

While moderate revenue growth (3% annual) is expected over the next three years, we expect to see an increase in national, multi-year, multi-million dollar partnerships that leverage high-quality Extension outcomes and help bring 4-H programming to new audiences. In addition, we plan to establish new capacity-building revenue streams focused on events and alumni over this period.

Build a Healthy Council Culture

Increase Associate Engagement in our Mission and in our daily work.

Communicating a clear vision for growth—both organizational and personal—will be critical to ensuring we achieve our mission. Success will be measured by Council Associates' active and positive engagement with the organization and their colleagues, supported by a vibrant culture that values recognition of excellence, continuous learning, diversity and inclusion, as well as the contributions of young people.

FY 2016 - 2018 OUTCOMES

Convene the 4-H Movement Accelerate Extension's Efforts to Engage More Youth In 4-H

Tell the 4-H Story Strengthen 4-H Brand Relevance through Alumni Engagement

Create Public-Private Partnerships Increase Capacity Building Investments that Support National 4-H Growth Strategies.

<h3>Resource Development</h3>	<ul style="list-style-type: none"> • Increase corporate and foundation support for Extension/USDA priorities: STEM, Healthy Living • Increase Council's customer service rating by grantees • Develop program evaluation data to support national and local resource development 	<ul style="list-style-type: none"> • Establish new Council revenue streams focused on events, alumni • Deepen existing—and establish new—cause marketing campaigns • Build a national events strategy 	<ul style="list-style-type: none"> • Grow unrestricted revenue by 3% annually • Diversify and grow the Federal grant portfolio. • Diversify and grow individual giving/major giving portfolio • Raise Board contribution to 40% of overall RD revenue goal
<h3>Marketing & Brand</h3>	<ul style="list-style-type: none"> • Establish customer perception baseline; achieve 10% growth by FY 2018 • Minimum of 25 states utilizing Council's full suite of branded, customizable 4-H materials and tools • Develop and complete 3-year LGU action plans co-created in key growth markets 	<ul style="list-style-type: none"> • Increase alumni perception of 4-H relevancy by 15% • Increase social media/digital footprint of 4-H by 15% YOY (\$2.6M in value) • Increase earned media value by 25% YOY (\$20M in value) • Establish baseline of Extension's valuation of Council services in FY16; Increase 5% YOY 	<ul style="list-style-type: none"> • Increase Council alumni and consumer database by 250% • Generate \$1.5M in revenue via field marketing partnerships • Drive 15% increase in traffic to 4-H Mall
<h3>4-H Youth Conference Center</h3>	<ul style="list-style-type: none"> • Raise revenue/participation in mission-driven Center events (Citizenship Washington Focus, STEM and Healthy Living Summits) by 3% YOY 	<ul style="list-style-type: none"> • Phased renovation of guest rooms and public spaces • Develop financial strategy to support Campus Master Plan 	<ul style="list-style-type: none"> • Increase occupancy by 5% by 2018
<h3>Supply (4-H Mall)</h3>	<ul style="list-style-type: none"> • Grow Curriculum Affiliate Partners program with LGUs to 15 products • Grow Curriculum to 30% of Supply revenue 	<ul style="list-style-type: none"> • Increase brand awareness of 4-H Mall; grow active customer base to 25,000; grow 25 Mall2Go partnerships to 25 	<ul style="list-style-type: none"> • Increase annual revenue to \$5.3 million • Deliver 19% margin for a total of \$1M

Build a Healthy Council Culture

Increase Associate Engagement

Mission Support

Our Mission Support teams, which include Talent & Culture, Finance, and Business Technology, support all elements of Councils' 3-year strategy.

- Increase Associate Engagement Score by 5% YOY

- Performance-based Compensation Plan in Place

- Develop technology investment recommendations for Content Management, Ecommerce

- Maintain current financial stewardship ratings/measure

- Set Council productivity and technological capability baseline

- Center and Digital Asset Management

- Comprehensive Leadership Development and Succession Plans in Place

- Launch Associate-owned Cultural Development Plan in FY16 and maintain through FY18

STRATEGIC PLANNING AD HOC SUB COMMITTEE

John F. Amaya

Chief Development Officer, Lipman Produce

Martha Bernadett M.D., MBA

Executive Vice President, Research and Innovation, Molina Healthcare, Inc.

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MARCH 30, 2015 STRATEGY SUMMIT ATTENDEES

John F. Amaya

Chief Development Officer, Lipman Produce

Chris Boleman

Assistant Director, State Leaders for 4-H Youth Development, Texas A&M AgriLife Extension Service

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Learn more about 4-H at www.4-H.org.



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