

# STRATEGIC PLAN

4-H Youth Development

A 2025 Vision

DRAFT

# Strategic Plan

## 4-H Vision

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

## *4-H Grows: A Promise to America's Kids*

In 2025, 4-H will reflect the population demographics, diverse needs and social conditions of the country. This vision has the elements of inclusion, caring adults, involves at least 1 in 5 youth, and the volunteers and staff reflect the population.

## 4-H Mission

4-H empowers youth to reach their full potential working and learning in partnership with caring adults.

The mission of 4-H is to provide meaningful opportunities for youth and adults to work together to create sustainable community change. This is accomplished within three primary content areas, or mission mandates - citizenship, healthy living, and science. These mandates reiterate the founding purposes of Extension (e.g., community leadership, quality of life, and technology transfer) in the context of 21st century challenges and opportunities.

The 4-H Youth Development Program is the youth outreach program from the Land Grant Universities, Cooperative Extension Services, and the United States Department of Agriculture.

# 4-H Guiding Principles

The 4-H Guiding Principles are at the base of all 4-H strategies.

## Positive Youth Development

4-H creates context and content for positive youth development, subscribing to a set of essential elements characteristic of high quality youth development.

4-H helps young people see themselves as unique, resilient, life-long learners who actively participate in their own future—setting personal goals and practicing self-determination.

4-H values results-driven educational opportunities and experiences that are based upon cutting edge youth development research and best practices proven to have impact.

## Partnerships

4-H values partnerships.

4-H is the youth development program of the US Department of Agriculture and is implemented by the cooperative extension system through 111 land-grant colleges and universities.

4-H creates connections between public and private entities, non-profits, schools, and community organizations.

4-H funds programming through a partnership of federal, state and local governments, National 4-H Council, state 4-H foundations and other private entities.

4-H connects youth and caring adults as partners in planning and striving for individual, and community change.

4-H engages well-trained, enthusiastic professional staff who lead, advise, and partner with youth and are regularly provided opportunities for personal growth and satisfaction.

4-H recognizes volunteers as critical partners and fosters relationships that lead to positive outcomes for youth and adults.

## Learn

4-H engages the broader community in supporting youth development and involves youth in building stronger communities through science, healthy living, and citizenship education.

4-H designs challenging and interesting experiences with important consideration given to the depth of the content, age appropriateness of the experience and the context in which it is delivered.

4-H integrates knowledge, skills and behaviors of formal and non-formal education strategies.

4-H builds life skills in youth and adults.

4-H youth and adults develop and evaluate intentional learning experiences.

4-H evolves to meet the interests and needs of youth and adults.

4-H staff are recognized as leaders in high quality youth development, teaching, research and evaluation.

4-H relies on the extensive network of research from the Land Grant Universities to support positive youth development and program content.

## Youth

4-H matches the needs, interests, abilities, and cultural norms of young people, their families, and their communities.

4-H believes that all young people, as members of families and communities, and citizens of a global society, should have the opportunity to reach their full potential.

4-H builds a culturally competent workforce engaging adults and youth from diverse backgrounds.

4-H is inclusive and embraces diversity.

4-H values the safety and well-being of youth and adults.

4-H conducts programs under the authority of the USDA and is committed to affirmative action.

# National 4-H Strategic Plan

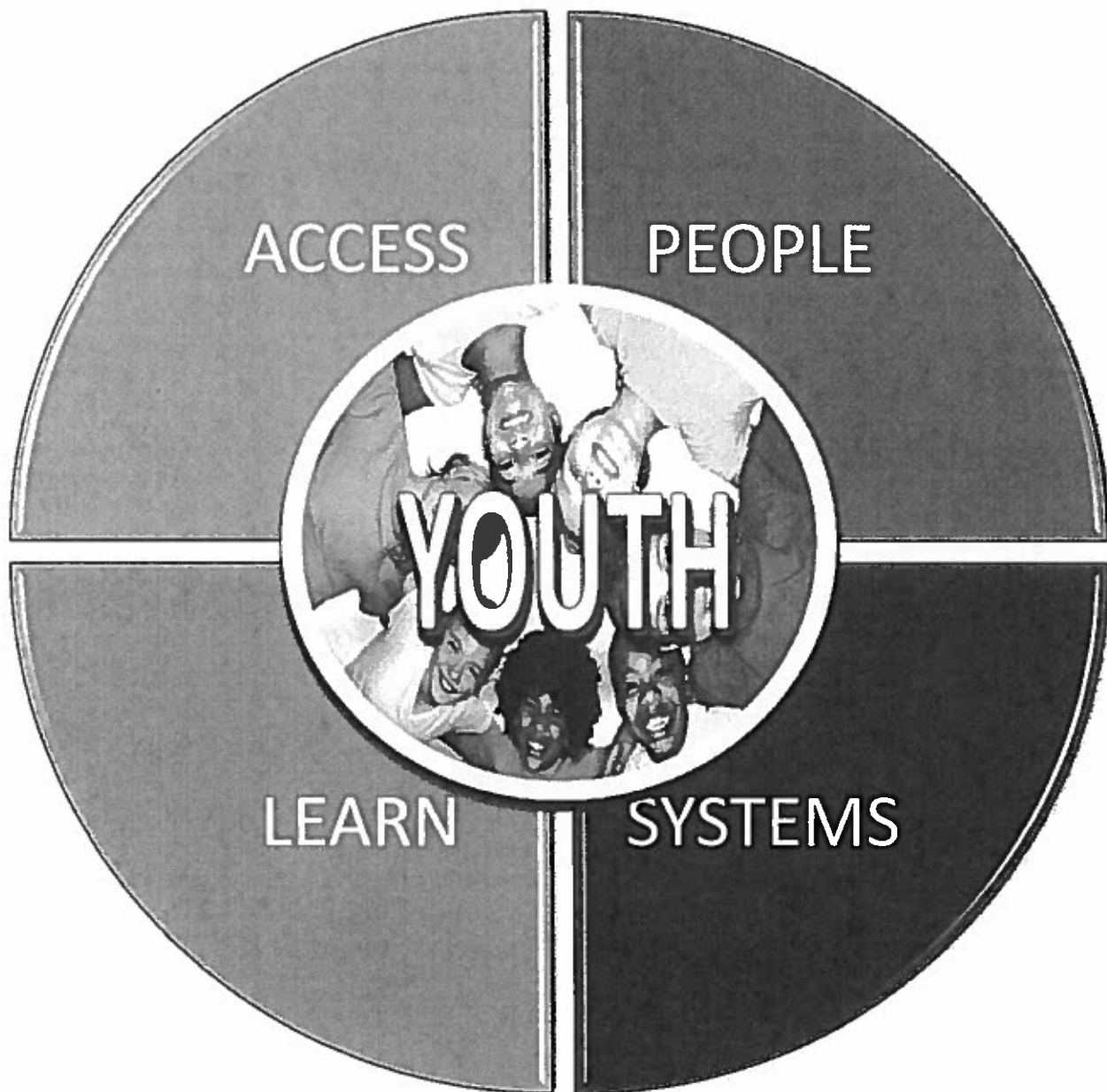
Power of Youth

Access, Equity and Opportunity

An Extraordinary Place to Learn

Exceptional **People**, Innovative Practices

Effective Organizational **Systems**



# POWER OF YOUTH

GOAL	WHERE WE ARE	WHERE WE ARE GOING
<b>Youth as Equal Partners</b>	<p>Youth participate in meaningful youth-adult partnerships.</p>	<p>Youth mentor adults.</p> <p>Youth culture is incorporated into program design and delivery.</p> <p>Youth and adults work together to plan, design and evaluate 4-H programming.</p> <p>Engage youth in 4-H program design in intentional, consistent ways.</p>
<b>Civic Engagement</b>	<p>Youth participating in community change.</p> <p>Youth engage in global, state and local citizenship efforts.</p> <p>Youth engage in service learning.</p>	<p>Engaging youth from all communities.</p> <p>Youth leading community change.</p> <p>Intentionally expand youth adult partnership education and implementation.</p>
<b>College and Career Readiness</b>	<p>System develops curriculum, training, promising practices.</p> <p>Established college and career readiness measures.</p> <p>First-generation college access.</p> <p>Exposure to career opportunities and post-secondary education.</p>	<p>Engage all youth in college and career opportunities.</p> <p>Share promising practices and extend existing opportunities to more diverse youth.</p> <p>Youth engage in activities and programs that empower positive decisions in college and career readiness.</p> <p>Prepare youth for college and/or provide learning experiences that lead to employment.</p> <p>4-H youth are work-ready and financially literate and prepared for college, career and life.</p>
<b>Life Skills Development</b>	<p>Youth engage in experiential life skills learning.</p> <p>Developed logic models universal measurements.</p>	<p>Leaders &amp; youth transfer life skills to life.</p> <p>Engage youth in 4-H program design in intentional, consistent ways.</p>

# ACCESS

GOAL	WHERE WE ARE	WHERE WE ARE GOING
<b>Ethic of Access</b>	System defines and prioritizes access and opportunity.	All youth receive the highest quality and most impactful programming opportunities.
<b>Access &amp; Opportunity for All Communities</b>	System generates resources to reach diverse audiences.	All 4-H programs are culturally relevant. Increased socio-economic levels of engagement.
<b>Skilled, Knowledgeable &amp; Prepared Staff and Volunteers</b>	Staff and volunteers access tools, curricula and competency-based training on inclusion.	Expand audiences who access 4-H Positive Youth Development training and information. Develop staff skill sets to reach additional youth. Restructure training to fit needs of target audience. Volunteers, teens and new audiences cooperate to determine needs and to develop new approaches to creating access.

<b>LEARN</b>		
<b>GOAL</b>	<b>WHERE WE ARE</b>	<b>WHERE WE ARE GOING</b>
<b>Research &amp; Practice</b>	<p>PYD Impact Study</p> <p>Journal of Youth Development</p>	<p>Research agenda</p> <p>Integrated, national reporting systems.</p> <p>Identify and agree upon national impact data systems and reporting.</p>
<b>Educational Models</b>	<p>Review PYD frameworks.</p> <p>Logic models.</p>	<p>Describe effective 4-H experiences.</p>
<b>Program Delivery</b>	<p>Youth centered learning</p>	<p>Focus our efforts on the most impactful opportunities.</p> <p>Provide high impact experiences that are sustainable and transferable.</p> <p>Engage youth in planning their own learning.</p> <p>Refine the role of the learning facilitator.</p>
<b>Data</b>	<p>Common Measures used at local and State levels.</p>	<p>Base programming in research based best practices.</p> <p>Collect national-level impact data – roll up from State and local levels.</p> <p>Identify and agree upon national impact data systems and reporting.</p>
<b>Program Quality and Accountability</b>	<p>Created rubric for PYD frameworks.</p> <p>Name &amp; Emblem usage review and approval.</p> <p>Common Measures</p>	<p>Ensure all programming is consistent and aligned with evidence-based PYD framework.</p> <p>Ensure system-wide impact reporting is consistent and aligned with Common Measures.</p> <p>PQA Task Force</p> <p>Common Measures training</p> <p>Improved, integrated reporting systems</p> <p>System-wide alignment on national reporting protocol and metrics.</p>

<b>PEOPLE</b>		
<b>Goal</b>	<b>WHERE WE ARE</b>	<b>WHERE WE ARE GOING</b>
<b>Staffing</b>	<p>Large variety of staffing and funding structures throughout system</p> <p>Educational requirements, location, type of positions are also varied.</p>	<p>Hire to the PYD profession.</p> <p>A trained professional youth development staff reflecting each state's population</p> <p>Retention and recruitment strategies that lead to increasing program capacity</p> <p>System develops new strategies about staffing patterns, diversity and training.</p>
<b>Volunteer Delivery Systems</b>	<p>Competency and training framework in place.</p>	<p>Mobilize a volunteer workforce that reflects society demographics and volunteer needs.</p> <p>System provides volunteer opportunities that are appealing and relevant to the volunteer and the program.</p>
<b>Professional Development</b>	<p>Competency framework in place.</p>	<p>PYD becomes focus of professional development.</p> <p>Provide consistent baseline training.</p> <p>Align role, experience and training.</p> <p>Focus on sustained transferable learning.</p>
<b>Advance Positive Youth Development</b>	<p>Federal, State and local leaders in PYD work collaboratively to advance field.</p> <p>Provide leadership on PYD with government and private partners.</p> <p>Develop and engage in a research agenda that advances PYD.</p>	<p>Seen as leader in PYD in U.S.</p> <p>External stakeholders know what PYD means and links 4-H brand to that definition.</p> <p>PYD approach embodies inclusivity.</p> <p>Foster collaborations within and among LGUs.</p> <p>Foster collaborations with other youth serving organizations and the larger PYD research community.</p>



# SYSTEMS

TOPIC	WHERE WE ARE	WHERE WE ARE GOING
Shared Leadership	<p>MOU between 4-H National Headquarters / ECOP / National 4-H Council</p> <p>ECOP committee on 4-H and 4-H Program Leadership Working Group</p>	<p>The MOU will be reviewed and revised every five years.</p> <p>The ECOP committee on 4-H will engage in regular and substantive discussion about issues of national importance related to the LGU Cooperative Extension System Implementation of the 4-H program, including issues of organization and policy.</p>
Partnerships	Community partner engagement.	Develop and foster innovative internal and external partnerships.
Capacity Building	Sustainably-funded programs	Continue to build system capacity in order to meet the 2025 promise.
Resource Development		
4-H Brand	"4-H Grows" Brand recognition	<p>Continue the trust in the clover.</p> <p>Speak with one voice. Refine communication tools.</p>