

**Iowa 4-H Youth Development Staffing Matrix**

**Description**

Iowa 4-H will focus on positive youth development. Staff will work with youth, volunteers, and professionals to plan, implement, and evaluate a progressive series of educational programs and experiences that work toward multiple life skill outcomes (leadership, citizenship, communications, personal life management and knowledge). Positive youth development programs focus on connecting young people with caring adults and involving them over an extended period of time. Our priorities include: extraordinary learning experiences and capacity building/volunteer systems for positive youth development.

	<b>Regional (100%) -ISU employee with state funding</b>	<b>Urban (100%) -ISU employee with state funding</b>	<b>County or Multi-county -ISU or County employee with Extension Council Funding (50% or 100%)</b>	<b>County Youth Coordinator for the 4-H Club program (Full-time Highly recommended for every county)</b>
<b>Position/Funding/Location</b>	Regional 4-H Youth Development Program Specialist Hired as an ISU employee with State & Federal funding located in County Extension office within region.	Urban 4-H Youth Development Program Specialist hired as State/Federal employee with ISU funding located in designated County Extension office.	County Youth Program Specialist hired as ISU employee or County Employee with County Extension Council/s funding. Located in County Extension office/s.	4-H Program Coordinator hired as county employee with county extension council/s funding located in County Extension office.
<b>Scope</b>	Serves three to six counties	Serves one designated county	Serves the county (s) funding position	Serves the county (s) funding position
<b>Responsibilities</b>	Leadership to 4-H Youth Development regional program emphasis on club.	Leadership to Urban 4-H Youth Development program	Leadership & Management of County/s 4-H Youth Development program	Manage & support 4-H Youth development program in county
Planning	Guide the needs assessments, facilitation of & use of audience data in the development of county action plans.	Provide needs assessment & identification of urban youth issues/programming.  Enhance available resources to implement county action plan.	Facilitate & guide the county action plan with county committees & stakeholders.  Enhance available resources to implement county action plan.	Assist with implementing 4-H action plan items.  Mobilize available resources to implement the county action plan.

	<b>Regional (100%)</b>	<b>Urban (100%)</b>	<b>County or Multi-county</b>	<b>CYC for the 4-H Club program</b>
Program Development & Implementation	<p>Facilitate the development for 4-H issues county programming &amp; align with national, state &amp; regional programming.</p> <p>Design systems to provide regional, multi-regional &amp; statewide 4-H opportunities. (Curriculum systems &amp; issues programming as assigned).</p> <p>Assure the planning, development &amp; implementation of quality 4-H clubs &amp; events.</p>	<p>Develop urban 4-H programming with state &amp; local partners to reach new &amp; underserved audiences to address issues.</p> <p>Provide direct training programs to community based youth development professionals.</p> <p>Assess &amp; monitors program quality of urban 4-H programming.</p>	<p>Develop county 4-H programming with community partners to reach new &amp; underserved audiences to address issues.</p> <p>Provide direct training programs to community based youth development professionals.</p> <p>Assess &amp; monitors program quality of county 4-H programming.</p>	<p>Implement programming to attract new 4-H audiences to address local youth issues.</p> <p>Manage and support 4-H program in county (Club, Clover Kids, statewide and regional events and opportunities).</p> <p>Apply program quality methods &amp; strategies to 4-H experiences &amp; clubs.</p>
Volunteer Engagement	<p>Develop &amp; assist counties with volunteer engagement systems (ISOTURE).</p> <p>Provide guidance &amp; coaching on volunteer committee development.</p> <p>Delegate responsibility &amp; authority according to volunteer's strengths &amp; interests.</p>	<p>Use the volunteer mgmt system (ISOTURE model) to recruit, screen, orient, train &amp; evaluate volunteers to exp&amp; the urban 4-H capacity to deliver 4-H programs.</p> <p>Delegate responsibility &amp; authority according to volunteer's strengths &amp; interests.</p>	<p>Use the volunteer mgmt system (ISOTURE model) to recruit, screen, orient, train &amp; evaluate volunteers to expand the county's capacity to deliver 4-H programs.</p> <p>Delegate responsibility &amp; authority according to volunteer's strengths &amp; interests.</p>	<p>Organize &amp; maintain volunteer mgmt system (identify, recruit, screen, orient, train, recognize, &amp; evaluate).</p> <p>Organize volunteer training &amp; directly train on specific county organizational tasks.</p> <p>Support volunteers &amp; committees in conducting assigned tasks &amp; programs.</p> <p>Delegate responsibility &amp; authority according to volunteers.</p>

	<b>Regional (100%)</b>	<b>Urban (100%)</b>	<b>County or Multi-county</b>	<b>CYC for the 4-H Club program</b>
Organizational Support	Leadership to 4-H organizational support- includes development of systems, training, & ongoing process improvement.	<p>Foster communication with county stakeholders &amp; volunteers.</p> <p>Monitor day to day operations of local 4-H programs (activities &amp; events).</p> <p>Facilitation of the start-up &amp; continued development of multiple types of 4-H clubs &amp; experiences.</p> <p>Leadership to the recruitment &amp; retention of new and existing members &amp; families.</p> <p>Market 4-H to local potential stakeholders.</p>	<p>Facilitate communication with county stakeholders &amp; volunteers.</p> <p>Monitor day to day operations of local 4-H activities &amp; events.</p> <p>Facilitation of the start-up &amp; continued development of multiple types of 4-H clubs &amp; experiences.</p> <p>Support county efforts in the recruitment &amp; retention of new and existing members and families.</p> <p>Market 4-H to local community and potential stakeholders.</p>	<p>Communicate effectively with members, families, volunteers &amp; other staff.</p> <p>Organize &amp; deliver county &amp; multi-county 4-H events &amp; activities with volunteers.</p> <p>Recruitment &amp; support of new and existing members &amp; families.</p> <p>Promote 4-H club, Clover Kids &amp; regional &amp; statewide 4-H events &amp; activities.</p> <p>Manage/oversee 4-H data.</p> <p>Identify potential audiences &amp; market 4-H opportunities.</p>
Partnerships	<p>Provide expertise &amp; assistance to counties in developing or strengthening partnerships to grow the 4-H program.</p> <p>Collaborate with other Extension program areas to address multidisciplinary issues &amp; national 4-H mission mandates.</p> <p>Develop partners to support statewide 4-H issues &amp; curriculum programming.</p>	<p>Develop partnerships with relevant public &amp; private organizations in joint program efforts that grow the county 4-H program.</p> <p>Represent county 4-H on community boards &amp; committees supporting 4-H opportunities. Identify individuals &amp; groups whose support is important to the future of the county youth program.</p>	<p>Develop partnerships with relevant public &amp; private organizations in joint program efforts that grow the county 4-H program.</p> <p>Represent the county 4-H on local boards &amp; committees supporting 4-H opportunities.</p> <p>Identify individuals &amp; groups whose support is important to the future of the county youth program.</p>	<p>Build positive relationships with program partners, stakeholders &amp; clients to build the program.</p> <p>Develop partnerships with relevant public &amp; private organizations in joint program efforts that grow the county 4-H program.</p>

	<b>Regional (100%)</b>	<b>Urban (100%)</b>	<b>County or Multi-county</b>	<b>CYC for the 4-H Club program</b>
Grants, Contracts & Fundraising	Develop grants & contracts for statewide issues/curriculum	Develop grants & contracts for local programming with community partners.	Develop grants & contracts for local programming with community partners.	Secure public & private support through fundraising & local grants.
Evaluation & Reporting	Design evaluations & reports impact	Designs program evaluations & reports impact	Design local use evaluations, reports impact & administer statewide or regional evaluations & promotes results.	Administers evaluations & shares impact reports with clients. Gather & prepare information to submit to media regarding events, activities & members.
Authorizing Agent	Serve as the authorizing agent for the use of the 4-H name & emblem as designated by the State 4-H Program Director			
Policies	Train county staff & monitor statewide 4-H policies.	Adhere to statewide policies & trains/monitors urban 4-H program staff & partners.	Local oversight for county, state & national 4-H policies & procedures.  Trains volunteers (club, boards, etc.) on state & county policies.	Implement all 4-H programs using statewide policies & assists with sharing with volunteers & community partners.
Resource Assurance	Coordinates with REED to assure adequate financial & staffing resources are secured for a strong county 4-H program.	Coordinate with REED to assure adequate financial & staffing resources are secured for a strong urban 4-H program.	Coordinate with Regional Specialist & County Extension Council to assure adequate financial resource are secured to carry out the county 4-H program.	Coordinate with County 4-H Program Specialist or Regional Specialist & County Extension Council to assure adequate financial resource are secured to carry out the county 4-H program.
Alignment	Promote alignment of 4-H programs across county & regional boundaries. Quality Assurance	Collaborate with other urban, regional & campus specialists to advance 4-H program.	Collaborate with other county, regional & campus specialists to advance 4-H program.	Collaborate with other CYCs, & 4-H program specialists to advance the 4-H program.
<b>Memorandum of Understanding items</b> needed between County Extension Council & State 4-H Program Director/ISU Extension	MOU for Office Space/ Secretarial support	MOU for Office Space/ Secretarial support/supervision/	MOU for Program alignment/supervision/professional development	MOU for program alignment/supervision

## **Regional 4-H Youth Development\* (4-H) Program Specialist**

### **Description**

Iowa 4-H will focus on positive youth development. Staff will work with youth, volunteers, and professionals to plan, implement, and evaluate a progressive series of educational programs and experiences that work toward multiple life skill outcomes (leadership, citizenship, communications, personal life management and knowledge). Positive youth development programs focus on connecting young people with caring adults and involving them over an extended period of time. Our priorities include: extraordinary learning experiences and capacity building for positive youth development.

### **Responsibilities**

#### ***Leadership for Issues Programming and Curriculum Development***

- Facilitate the development of county issues programming and align with national, statewide and regional issues programming.
- Collaborate with other Extension program areas to address multidisciplinary issues and national 4-H mission mandates.
- Apply research based educational methods, strategies and approaches to facilitate learning.
- Assure the planning, development and implementation of quality 4-H events and clubs.
- Design systems to provide regional, multi-regional, and statewide 4-H opportunities.
- Develop grants and contracts for statewide issues/curriculum.
- Design evaluations and report impact and accomplishments.
- Provide expertise and assistance to counties in developing or strengthening partnerships to grow the 4-H program.

#### ***Leadership for Volunteer Systems, Staff Development, and Accountability***

- Assist in the hiring, supervision, support, professional development and evaluation of the 4-H county staff in concert with local County Extension Councils as determined by Memorandum of Understanding.
- Develop and assist counties with volunteer engagement systems (ISOTURE).
- Provide guidance and coaching on volunteer committee development.
- Delegate responsibility and authority according to volunteer strengths and interests.
- Assure county staff promotes 4-H statewide educational experiences.
- Facilitate and encourage positive working relationships with REED, county staff, campus staff, volunteers and stakeholders.

#### ***Leadership for Program Policy Direction***

- Serve as the authorizing agent for the use of the 4-H name and emblem as designated by the State 4-H Program Director.
- Assure diversity and equal access through planning, program development and implementation efforts that make clubs and other 4-H opportunities available to youth.
- Train county staff and monitor statewide 4-H policies.
- Establish monitoring, evaluating and reporting systems on the implementation and impact of 4-H Youth Development Programs.
- Guide the needs assessments, facilitation of and use of audience data in the development of county action plans.

- Coordinates with REED to assure adequate financial and staffing resources are secured for a strong county 4-H program.
- Promote alignment of 4-H programs across county and regional boundaries.
- Leadership to 4-H organizational support including development of systems, training, and ongoing process improvement.
- Provide expertise and assistance to counties in developing or strengthening partnerships to grow the 4-H program.

## Urban 4-H Youth Development Program Specialist

### Description

Iowa 4-H will focus on positive youth development. Staff will work with youth, volunteers, and professionals to plan, implement, and evaluate a progressive series of educational programs and experiences that work toward multiple life skill outcomes (leadership, citizenship, communications, personal life management and knowledge). Positive youth development programs focus on connecting young people with caring adults and involving them over an extended period of time. Our priorities include: extraordinary learning experiences and capacity building for positive youth development.

### Responsibilities

#### ***Leadership for 4-H Youth Development\* (4-H) Program Development and Delivery***

**Provide educational and training programs to community based youth development professionals that advances the field of positive youth development**

- Provide needs assessment and identification of urban youth issues/programming.
- Develop urban 4-H programming with state and local partners in conjunction with other 4-H specialists to reach new and underserved audiences.
- Collaborate with other Extension program areas to address multidisciplinary issues and national mission mandates.
- Apply research based educational methods, strategies and approaches to facilitate learning.
- Collaborate with other urban and regional specialists to advance the 4-H Youth Development program and curriculum.
- Provide direct training programs to community based youth development professionals.
- Assess and monitor program quality of urban 4-H programming.
- Design program evaluations and report impact and accomplishments.
- Provide expertise for national, statewide, regional, and county urban issues programming.
- Facilitate the start-up and continued development of multiple types of urban 4-H clubs and experiences.
- Leadership to the recruitment and retention of new and existing members.
- Coordinate with REED to assure adequate financial and staffing resources are secured for a strong urban 4-H program.
- Market 4-H to local community and potential stakeholders.

#### ***Leadership for Partnership Development***

**Build and nurture relationships that strengthen and advance the 4-H Youth Development program**

- Develop partnerships with community wide coalitions, boards and committees to develop educational programs that encourage long term, sustainable growth of the Iowa 4-H program.
- Identify individuals and groups whose support is important to the future of the county youth program.
- Facilitate communication with county stakeholders and volunteers.
- Represent county 4-H on community boards and committees that support 4-H opportunities.
- Identify individuals and groups whose support is important to the future of the county youth program.
- Facilitate communication with county stakeholders and volunteers.
- Represent county 4-H on community boards and committees that support 4-H opportunities.

### ***Supervision of Paid 4-H Staff and Volunteers***

#### **Lead and Manage staff and volunteers to advance the urban 4-H Youth Development program**

- Assist in the hiring, supervision, support, professional development, and evaluation of the 4-H county staff and volunteers in concert with local County Extension Councils as determined by Memorandum of Understanding.
- Enhance available resources (staff, volunteers and financial) to implement county action plan.
- Use the volunteer management system (ISOTURE model) to recruit, screen, orient, train and evaluate volunteers to expand the urban 4-H capacity to deliver 4-H programs.
- Delegate responsibility and authority according to volunteer strengths and interests.
- Monitor day to day operation of urban 4-H programming, i.e., activities and events.
- Adhere to statewide policies and train/monitor urban 4-H program staff and partners.
- Facilitate and encourage positive working relationships with REED, county staff, volunteers and stakeholders.

### ***Leadership for Development and Management of Grants and Contracts***

#### **Develop the capacity of Iowa's 4-H Youth Development program in the urban areas**

- Identify funding sources that align with 4-H mission mandates and local community needs that promote the urban 4-H program.
- Develop grants and contracts for local programming with community partners.
- Provide program reporting and evaluation in compliance with grant performance expectations.

## **County or Multi-county 4-H Youth Development Program Specialist**

(ISU employee or County employee with County Extension Council (s) funding)

### **Description**

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A Memorandum of Understanding will be developed between the State 4-H Program Director and the county or multi-county Extension Council (s).

### **Recommendations**

If hiring a half-time position Management of Volunteers and Staff will be delivered.

If hiring a full-time position Management of Volunteers and Staff and Program Development will be delivered.

### **Responsibilities**

#### **Management of Volunteers and Staff (50%)**

- Provide administrative management to the full range of 4-H programs in the county. Review and use community needs data, past program evaluations and other resources.
- Assist in the supervision and support of county paid staff doing 4-H youth development work in concert with the local Extension Council as determined by Memorandum of Understanding.
- Facilitate and guide the county action plan with county committees and stakeholders.
- Coordinate with Regional Specialist and County Extension Council to assure adequate financial resources are secured to carry out the county 4-H program.
- Enhance available resources to implement county action plan.
- Use the volunteer management system (ISOTURE model) to recruit, screen, orient, train, and evaluate volunteers to expand the county's capacity to deliver 4-H programs.
- Delegate responsibility and authority according to volunteers' strengths and interests.
- Day to day management of the development, carryout and evaluation of local 4-H activities and events.
- Direct delivery of local and statewide volunteer training including project training, fair judges training, other training.
- Assess and monitor program quality of county 4-H programming.
- Represent the county 4-H program on local boards and committees supporting 4-H development opportunities. Example: county fair board, youth committee, joint extension-agency committee.
- Local oversight for county, state and national 4-H policies and procedures.
- Trains volunteers (club, boards, etc.) on state and county policies.
- Collaborate with other county, regional, and campus specialists to advance the 4-H youth development program.

- Facilitate communication with county stakeholders and volunteers.

### **Program Development (50%)**

- Implementation of critical issues and new innovative programs as identified by county needs (ESET, School enrichment, camping, afterschool, conservation, youth obesity, youth money management, teen pregnancy, healthy lifestyles, citizenship, etc.).
- Develop effective partnerships with community entities.
- Provide direct training programs to community based youth development professionals.
- Identify individuals and groups whose support is important to the future of the county youth program.
- Implement research based educational methods, strategies and approaches to facilitate learning.
- Develop county 4-H programming with community partners to reach new and underserved audiences and local youth issues.
- Facilitation of the start-up and continued development of multiple types of 4-H clubs and experiences.
- Market 4-H to local community and potential stakeholders.
- Support county efforts in the recruitment and retention of new and existing members, families and volunteers.
- Design for local use evaluations, reports impact and administers statewide or regional evaluations and promotes results.
- Develop grants and contracts for local programming with community partners.
- Partner with relevant public and private organizations in joint program efforts that grow the county 4-H program.

### **Recommended Educational Preparation**

B.S. degree M.S. degree preferred in a discipline or program relevant to working with adults and systems that work with youth. Examples include: Youth Development, Education, Psychology, Sociology, Family consumer sciences.

Mileage and professional development paid by county Extension Council (s).

## County Youth Coordinator

### Description

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### Responsibilities

#### *Program Planning and Implementation*

- Manage and support 4-H Youth Development program in county.
- Assist with implementing 4-H action plan items.
- Mobilize available resources to implement the county action plan.
- Implement programming to attract new 4-H audiences to address local youth issues.
- Apply program quality methods and strategies to 4-H experiences and clubs.
- Communicate effectively with members, families, volunteers and other staff.
- Promote 4-H club, Clover Kids and regional and statewide 4-H events and activities.
- Recruitment and support of new and existing members and families.
- Identify potential audiences and market 4-H opportunities.
- Organize and deliver county and multi-county 4-H events and activities with volunteers.
- Build relationships with program partners, stakeholders and clients to build the program.
- Secure public and private support through fundraising and local grants.
- Administer evaluations and share impact reports with clients.
- Gather and prepare information to submit to media regarding events, activities, and members.
- Implement all 4-H programs using statewide policies and assist with sharing with volunteers and community partners.
- Coordinate with County 4-H Program Specialist (if applicable), Regional Specialist and County Extension Council to assure adequate financial resources are secured to carry out the county 4-H program.
- Collaborate with other CYCs and 4-H program specialists to advance the 4-H program.
- Manage/oversee 4-H data.
- Develop partnerships with relevant public and private organizations in joint program efforts that grow the county 4-H program.

#### *Volunteer Engagement*

- Organize and maintain volunteer management system (ISOTURE).
- Recruit and screen volunteers for various roles and activities.
- Organize volunteer training and directly train on specific county organizational tasks.
- Support volunteers, youth committee, and project committees in conducting assigned tasks and programs.
- Recognize and evaluate the contributions of volunteers, youth committee, and project committees.
- Delegate responsibility and authority according to volunteer strengths and interests.

## WELCOME

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



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## Comments from REED Interviews

- “We must maintain as much as possible”
- “Anything progressive in our community involved Extension”
- “...feel abandoned by ISU”
- “how can we deliver programs to the best of our ability”
- “We must deal with the cards dealt”



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## 4-H Restructuring Plan Principles

- Enhance all parts of the program (county, region, campus). -Delivery, Quality, Growth, Volunteer support and Increase Access.
- All youth should have equitable access to the 4-H program.
- Shore up roles and responsibilities of CEEDs that are necessary for a strong 4-H program.



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- Use best practices and lessons learned from other states and youth programs.
- Shore up neglected 4-H issues/curriculum development.
- Increase the total youth who participate
- Expand volunteer roles to allow for necessary staff role changes.



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## Involvement

- Mgmt Team, Leadership Council and YFSs and YCEEDs (at bi-annual staff meetings)
- Focus groups with selected Urban CEEDs and Youth Field Specialists.
- Extension Administrative Team (Payne, Holz-Clause, Stoll)
- IACEC representative, Iowa 4-H Foundation Board representative, OA, and CYC.
- North Central Region Directors and contacts.
- Boy and Girls Scouts and Boys and Girls Clubs.
- Alignment with Iowa 4-H Strategic Plan.
- Alignment with Urban Task Force Report.
- Alignment with previous Program Assistant Task Force Report.
- Alignment with underlying principles.
- Alignment with National 4-H PRKC.



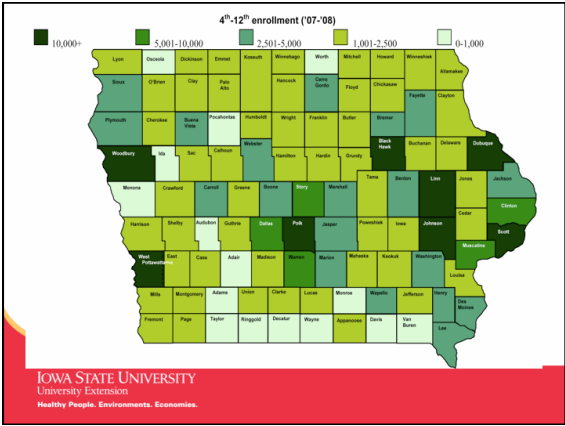
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## Lessons Learned

- Local county delivery is a must.
- Focus on youth and volunteers.
- Growth and high quality is attainable.
- Strong programs have control over quality, delivery design, volunteer systems, and equitable access.
- Strong programs have a statewide system of curriculum development.
- 4-H program specialist position is not comparable to other Extension program specialists.
- Pay attention to where youth live.



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## Proposed Plan Specifics

**Region:** 21 maximum Regional Program Specialists (one per region)

**Urban:** 8 maximum

**County:** Job descriptions for new county positions  
Highly recommend adding a full-time CYC in every county for greatest success  
Highly recommend adding either a county or multi-county 4-H program specialist

**Campus:** Will be developed soon to support county programs.




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### Job descriptions of Regional, County and CYCs

- Includes:
- Distinct differences in responsibilities
- Attention to clubs, program issues, and curriculum

**Current Youth Field Specialists are receiving:**

- **Employment Interest Inventory**
- Choice of regions and urban counties
- Choice of issues-based and curriculum programming
- Decisions and announcement made by July 1



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## Opportunities

- Supervision
- Housing
- Secretarial
- Chance for enhanced programming



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## Strategies for Implementation

Based on what we have heard we would like to help meet your needs.

Once REED in place we look forward to working with you on these future opportunities.

As we work through these decisions we must remember what is important; our youth.



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