

National Strategic Plan
for
The National Collegiate 4-H Organization



July 15th, 2006

*Composed by the National Action Board
Reviewed and Edited by the Strategic Planning Committee*

Introduction

Collegiate 4-H, recognizing the need for change and action in the national organization, has developed a strategic plan. In response to wavering support for the National Collegiate 4-H Organization, the difficulties encountered by leadership and communication barriers, strategic planning is an imminent need. To ensure the success and future of Collegiate 4-H as a national organization, a strategic planning process was initiated at the 2006 National Collegiate 4-H Conference. National Collegiate 4-H leadership dedicated itself to completing this process and creating a long range, multi-year plan.

Collegiate 4-H is an integral part of the 4-H Youth Development Program. In a large, diverse system such as 4-H, Collegiate 4-H provides service to many segments of the program. By furthering the 4-H Youth Development program's mission mandate of citizenship, Collegiate 4-H is directly responding to the overall initiatives of 4-H. Our members further that mandate through leadership exemplified and service provided. Additionally, Collegiate 4-H members educate the 4-H program youth. In unique ways, Collegiate 4-H brings youth to levels capable of contributing to the program's overall success. The ability of Collegiate 4-H members to relate to youth in environments such as facilitation, role modeling, and mentoring is a result of their training, experience and perspective as young adults. These members are in a leverage position to serve as connections between youth, staff, and adult volunteers. The transitory position of Collegiate 4-H members allows them to share diverse perspective with the 4-H community.

Currently within the 4-H Youth Development Program, there is a void in the age segment that Collegiate 4-H members represent. Collegiate 4-H presents a pathway to a lifetime of service by encouraging continued involvement from 4-H alumni and welcoming new audiences to the 4-H Youth Development program. Additionally, Collegiate 4-H fulfills needs such as connecting with the 4-H youth. Activities such as facilitating open communications through round table discussions with youth at the National 4-H Conference, assisting with Operation Military Kids initiatives, and supporting state and local 4-H events are all ways which Collegiate 4-H benefits the 4-H system.

The strategic plan developed by the national leadership of Collegiate 4-H outlines the mission, vision, and goals of the organization. An encompassing view of the National Collegiate 4-H Organization defines the present position, while detailed goals encompassing organizational affairs, diversity, communication and member education, partnerships, and community service push the organization toward a successful future. The implementation of this plan outlines the value of the National Collegiate 4-H Organization and the dedication of its members and leadership.

Mission:

The National Collegiate 4-H Organization is dedicated to providing service to youth, communities, and the 4-H Youth Development Program. Further, the National Collegiate 4-H Organization is committed to providing a pathway to connect youth participation to adult volunteerism and facilitating an open line of communication at all levels.

Vision:**Collegiate 4-H is:**

- Interactively involved at the club, regional, and national levels
- Committed to being a partner in the community and a resource in the 4-H community
- A diverse organization in respect to academic endeavors and cultural/ethnic backgrounds
- Dedicated to serving the community through service and the National Service Projects of Emphasis
- A unique, devoted group of volunteers from around the country giving back to the 4-H Youth Development Program

Strategic Plan Goals:

1. Organizational Affairs
2. Diversity
3. Communication and Member Education
4. Partnerships
5. Community Service

1. Goal: Organizational Affairs

The National Collegiate 4-H Organization needs to address legal, procedural, and business affairs to take responsibility for the organization and move in a positive direction.

Organizational Affairs:

- Tax status
- National charter
- Liability & insurance
- Club Establishment Guidelines
- Define roles and responsibilities of NAB and advisors & liaisons

Tax Status¹:

Completion Date: April 1st, 2007

1. Identify contact for guidance at USDA (through Cathann) – possibly Chuck Graves
2. Seek permanent housing for organization (within a land grant institution or Council)
3. Check for previous filing of tax exempt status
4. Retrieve necessary bank statements and miscellaneous documents
5. Have mission/vision statement completed and ratified
6. Apply for EIN (Employer Identification Number)
7. Submit paperwork post-National Collegiate 4-H Conference 2007
8. File with USDA and National 4-H Council

Final Outcome: Within 9 months, the necessary documentation to apply for 501(c)3 tax exemption status will be filed for the National Collegiate 4-H Organization with assistance from USDA and the National 4-H Council.

National Charter Permanency:

Completion Date: April 1st, 2007

1. Identify contact for guidance at USDA (through Cathann) – possibly Chuck Graves (July 20th, 2006)
2. Research necessary procedures for permanent chartering
3. Have draft of mission statement reviewed by Byron and Council or USDA for additions/corrections (August 31st, 2006)
4. Have mission/vision statement completed and ratified (2007 National Meeting)
5. Send mission/vision statement to USDA (with all necessary documents) immediately following the 2007 National Collegiate 4-H Conference

Final Outcome: Within 9 months, the National Collegiate 4-H Organization's strategic plan, mission, and vision statements will have been reviewed and revised into a final format and submitted to the proper USDA representatives for permanent charter approval.

¹ Currently Collegiate 4-H is using the non-profit status of National 4-H. The National Collegiate 4-H Organization would like to be independent in terms of tax status.

Address and Solve Liability and Insurance Issues²:

Completion Date: January 2008

1. Identify contact for guidance at USDA (through Cathann) (August 31st, 2006)
2. Research current locations for liability
3. Identify necessary liability coverage and funding
4. Select and purchase necessary insurance and draft organizational policies

Final Outcome: Within one and a half years, the National Collegiate 4-H Organization will have a risk management plan in place complete with the purchase of liability insurance.

Club Establishment Guidelines:

Completion Date: May 2007

1. Establish database for storage of collected information from the Club Establishment Guidelines
2. Enter all currently held data (November 15th, 2006)
3. Draft amendments to documents and present at 2007 National Business meeting
4. Create establishment guidelines for members-at-large and present at 2007 National Business meeting.
5. Collect club establishment guidelines at 2007 National Conference
6. Follow-up with non-compliant clubs (May 1st, 2007)

Final Outcome: Within 10 months, the National Collegiate 4-H Organization will have a near-complete inventory of chartered Collegiate 4-H clubs and at-large members, complete with data for a club directory database.

Define Roles and Responsibilities of NAB / Liaisons / Advisors:

Completion Date: June 2008

1. Define roles and responsibilities of NAB. Create position descriptions and member handbooks. (2007 National Collegiate 4-H Conference)
2. Define roles and responsibilities of NAB committee liaisons. Create position descriptions and member handbooks. (2007 National Collegiate 4-H Conference)
3. After addressing liability issues, define roles and responsibilities of national liaisons. Create position descriptions and member handbooks. (June 2008)
4. After addressing liability issues, define roles and responsibilities of national advisors. Create position descriptions and member handbooks. (June 2008)

Final Outcome: Within 2 years, the National Collegiate 4-H Organization will have created member handbooks for all officers, liaisons, and advisors of the NAB and have more defined roles and position descriptions for all of NAB as well.

² Collegiate 4-H is seen as a liability to USDA and National 4-H.

2. Goal: Diversity

The National Collegiate 4-H Organization needs to increase member and service diversity on a national level.

Diversity:

- 1890 and 1994 Institutions
- Increase Club Diversity
- Urban Youth
- National Conference Diversity Activity

Establish 5 New Collegiate 4-H Clubs at 1890³ & 1994⁴ Institutions

Completion Date: 2012 National Collegiate 4-H Conference

1. Establishing one new club each year
2. Regional Presidents should begin contacting student organization offices/extension offices at 1890 and 1994 institutions by the 2007 National Collegiate 4-H Conference, and attempt to recruit on campus (club fairs, flyers, events). If possible pair the school with a local existing Collegiate 4-H club.
3. A report should be given at each National Collegiate 4-H Conference until 2010

Final Outcome: Within 5 years, the National Collegiate 4-H Organization will have established 5 new Collegiate 4-H clubs at 1890 and 1994 institutions through promotion by regional presidents and pairing schools with existing Collegiate 4-H clubs.

Increase Club Diversity Through Recruiting Non-Traditional Audiences

Completion Date: 2010 National Collegiate 4-H Conference

1. Create and distribute a membership form online including number of total club members, gender, ethnicity, majors, and prior 4-H experience by National Collegiate 4-H Week of each year.
2. Documentation including club numbers submitted to the business manager each year with the Club Establishment Guidelines.
3. By 2007 National Collegiate 4-H Conference, we will have compiled necessary data to determine a reasonable annual percentage increase goal to achieve by the year of 2010.
4. Encourage clubs at 2007 National Collegiate 4-H Conference to host annual open house meetings to recruit members from other diverse organizations and non-agricultural majors.
5. Encourage clubs at larger universities to recruit on non-agricultural campuses.

Final Outcome: Within 4 years, the National Collegiate 4-H Organization will have encouraged clubs to recruit from audiences that bring diversity to the

³ 1890 Institutions: "The seventeen traditionally black land-grant institutions in the southern states" that are part of the land-grant system (Seevers, Graham, Gamon, & Conklin, 1997, p.236).

⁴ 1994 Institutions: "The addition in 1994 of twenty-nine tribal community colleges" to the land-grant system (Seevers, et al, 1997, p. 236).

organization, in respect to academic concentration as well as cultural/ethnic background, and level of 4-H experience.

Increase Involvement with Urban Youth Through Service Projects

Completion Date: 2009 National Collegiate 4-H Conference

1. Change National Club of the Year application by adding a category for recording the number of diversity service projects that the club completed prior to 2007 National Collegiate 4-H Conference.
2. Beginning at 2008 National Collegiate 4-H Conference, collect data from all clubs on number of diversity service projects completed in the previous year.
3. Following the 2008 National Collegiate 4-H Conference, this diversity service project data would be tracked on an annual basis to measure progress of the programs.

Final Outcome: Within 5 years, the National Collegiate 4-H Organization will have encouraged community service with urban youth by recognizing those participating club's efforts through the National Club of the Year award.

National Conference Diversity Activity

Completion Date: 2012 National Collegiate 4-H Conference and continuing

1. National Conference Planning team should consider providing at least one activity or speaker promoting diversity when choosing keynote speakers, workshop topics/presenters, and tours for the National Collegiate 4-H Conference.

Final Outcome: Effective immediately the National Collegiate 4-H Organization will implement a National Collegiate 4-H Conference Diversity Activity carried out at the annual national conference to increase member diversity awareness.

3. Goal: Communication and Member Education

The National Collegiate 4-H Organization needs to increase communication at the regional and national level and provide improved member education.

Communication and Member Education:

- Club Database
- Accurate and Up-to-Date Website
- Media and Promotional Resources
- Partnership Between NAB and the National Collegiate 4-H Conference Planning Committee

Create an Online Club Directory Database

Completion Date: 2012 National Collegiate 4-H Conference and continuing

1. The Club Directory Database will be an online dynamic directory containing club contact information and number of active members for each Collegiate 4-H club.
2. Make contact with the USDA and National 4-H Council for assistance in maintaining the Club Directory Database.
3. By 2006 National Collegiate 4-H Week, the Club Directory Database will be functional and available online.
4. Clubs will be able to update information online.
5. Web Team will monitor club updates.

Final Outcome: Within 1 year, the National Collegiate 4-H Organization will have a minimum of 65% of all known Collegiate 4-H clubs registered in an online club directory database with a projected increase in participation every year. The database will allow for the tracking of Collegiate 4-H clubs and membership numbers.

Maintain an Accurate and Up-to-Date Website

Completion Date: September 2007

1. Maintain an ongoing website.
2. Provide quality content about the National Collegiate 4-H Organization.
3. Provide regional and club information provided by regional presidents.
4. Update news on a biweekly basis during the school year with coordination from NAB and the Advocacy Team.
5. NAB information such as contact information, meeting agendas, and minutes will be available as dictated by the constitution.
6. Overall Plan of Action from Web Team in regards to completion of specific website pages.
7. Explore opportunities for sponsorship of web hosting, domain name, and related fees (Currently \$185/year).

Final Outcome: Within 1 year, the National Collegiate 4-H Organization will have a bi-weekly updated website complete with NAB information, regional and club news, and documents. The website will increase awareness of Collegiate 4-H events and encourage participation at all levels.

Create Media and Promotional Resources

Completion Date: 2007 National Collegiate 4-H Conference

1. In conjunction with the Advocacy Team and other national partnerships, NAB will develop media and promotional resources for local member recruitment and other strategic issues of the organization.
2. By 2007 National Collegiate 4-H Conference, a public service announcement radio script and template flyers will be available online for local club use.
3. A pilot promotional kit will be available for the 2006 National Collegiate Collegiate 4-H Week. The kit will be re-evaluated in future years and updated as needed.
4. Following 2006, the promotion kit will be available at minimum four weeks prior to National Collegiate 4-H Week to provide clubs with ample time to plan awareness and promotional activities.

Final Outcome: Within 2 years, the National Collegiate 4-H Organization will have created a media kit for National Collegiate 4-H Week and made promotional materials available for download from the national website. These promotional materials will increase awareness of Collegiate 4-H in the local and 4-H communities.

Partnership Between NAB and the National Collegiate 4-H Conference Planning Committee

Completion Date: 2012 National Collegiate 4-H Conference and Continuing

1. NAB and the National Conference Planning Committee will work together to develop successful conferences in reference to member training and development and increased attendance.
2. Members will leave conference with a toolkit of knowledge, skills, and abilities to identify resources available to Collegiate 4-H clubs, increase participation at the local 4-H level, and a commitment to community service.
3. NAB will identify educational goals and long range educational initiatives for the National Collegiate 4-H Conference.
4. Successful conferences will aim to encourage increased member participation above the club level.
5. The National Collegiate 4-H Conference will continue to occur on an annual basis.
6. Each year, NAB and the National Conference Planning Committee will devote combined meetings to successful conference planning.
7. NAB will facilitate a new member orientation at the National Collegiate 4-H Conference to include items such as history, voting, leadership and awards. NAB will be responsible for identifying a coordinator for the orientation.
8. NAB, in conjunction with the hosting region, will ensure the National Collegiate 4-H Conference is hosted in a logistically appropriate location by a capable host school or group.

9. NAB and the National Conference Planning Committee will explore avenues for funding from external, corporate sources, and especially from within the 4-H system including, but not limited to, National 4-H Trust, National 4-H Council, and USDA to allow participation and attendance of Collegiate 4-H partners. This support would also fund conference speakers and workshop presenters that will support the educational initiatives of both 4-H and Collegiate 4-H.

Final Outcome: Within 5 years, the National Collegiate 4-H Organization will have formed a partnership between NAB and the National Conference Planning Committee to facilitate more successful conference coordination and planning. The National Collegiate 4-H Conference will serve to develop better trained leaders for the National Collegiate 4-H Organization and the National 4-H Youth Development Program as a whole.

4. Goal: Partnerships

The National Collegiate 4-H Organization needs to create stronger ties to other programs and organizations within the 4-H Youth Development program.

Partnerships:

- United States Department of Agriculture (USDA)
- National 4-H Council
- Extension Committee on Organization and Policy (ECOP) 4-H Taskforce
- National Association of Extension 4-H Agents (NAE4-HA)
- National 4-H Trust
- Consortium of Collegiate Agricultural clubs
- Presence on national committees

USDA

Completion Date: 2012 National Collegiate 4-H Conference

1. Maintain a liaison at the USDA with active participation and knowledge of the Collegiate 4-H program with continuing effort during the next five years.
2. Increase the flow of communication between USDA, to the NAB, and on to the general membership with continuing effort during the next five years.
3. Create a resource library held with the USDA liaison for continuity of corporate history with continuing effort until a permanent home is found.
4. NAB will send update reports to the USDA liaison in the absence of his/her attendance at NAB meetings within the next month.
5. Approach the USDA 4-H representatives to establish a designated point of contact for assistance with web database maintenance within the next year.
6. Increase participation of USDA 4-H representatives at national and/or regional Collegiate 4-H events within the next 6 months.
7. Work towards and get approved the permanent charter of the National Collegiate 4-H Organization within the next year.
8. Encourage the USDA's use of Collegiate 4-H members as facilitators and assistants in programming matters within the next 2 years.

Final Outcome: Within 5 years, the National Collegiate 4-H Organization will have created a solid partnership with USDA that links the Collegiate 4-H organization to the National 4-H Youth Development program to share resources and expertise.

National 4-H Council

Completion Date: March 2008

1. Create and maintain a liaison at the National 4-H Council with active participation and knowledge of the Collegiate 4-H program within the next 6 months.
2. Increase participation of the National 4-H Council representatives at national and/or regional Collegiate 4-H events within the next 6 months.

3. Approach the National 4-H Council to establish a designated point of contact in the marketing department for assistance with promotional materials, specifically in working with the Advocacy and Web Team within the next 3 months.
 4. Encourage the National 4-H Council's use of Collegiate 4-H members' involvement in programming matters within the next 2 years.
- Final Outcome: Within the next 2 years, the National Collegiate 4-H Organization will have created a partnership with the National 4-H Council that links the Collegiate 4-H organization to the National 4-H Youth Development program to share resources and expertise.

ECOP 4-H Taskforce

Completion Date: July 2007

1. Approach the ECOP 4-H Taskforce to establish a designated point of contact between the ECOP 4-H Taskforce and NAB/Collegiate 4-H within the next 6 months.
 2. Extend invitations to the ECOP 4-H Taskforce to participate in Collegiate 4-H events at the regional and/or national level within the next 6 months.
 3. Keep ECOP apprised of the Collegiate 4-H organization's events, activities, and concerns with continuing efforts during the next 5 years.
 4. Solicit the support and backing of the ECOP 4-H Taskforce during the next year.
- Final Outcome: Within the next year, the National Collegiate 4-H Organization will have created a partnership with ECOP 4-H Taskforce to keep an informed, open line of communication.

NAE4-HA

Completion Date: October 2010

1. Approach NAE4-HA to establish a designated point of contact between NAE4-HA and NAB/Collegiate 4-H within the next 6 months.
 2. Work with the contact to develop a way to share resources between the two organizations within the next 9 months.
 3. Create a joint marketing campaign between Collegiate 4-H and NAE4-HA within the next year.
 4. Approach NAE4-HA about giving Collegiate 4-H members a discount on the NAE4-HA student membership rate within the next year.
 5. Work to create a professional development opportunity for Collegiate 4-H members during the NAE4-HA National Conference within the next four years.
- Final Outcome: Within the next 4 years, the National Collegiate 4-H Organization will have created a partnership with NAE4-HA that provides a connection to network professional resources.

National 4-H Trust

Completion Date: January 2007 and continuing

1. Approach the National 4-H Trust to establish a designated point of contact between the National 4-H Trust and the NAB/Collegiate 4-H within the next 6 months.
2. Keep the National 4-H Trust apprised of the Collegiate 4-H organization's events, activities, and concerns.

Final Outcome: Within the next 6 months and with continuing efforts, the National Collegiate 4-H Organization will have created a partnership with the National 4-H Trust to keep an informed, open line of communication.

Consortium of Collegiate Agricultural Clubs

Completion Date: February 2007

1. Have Collegiate LifeKnowledge training conducted for the general membership within the next 7 months.
2. Communicate to the general membership what the benefits and purpose of organizational membership in the Consortium of Collegiate Agricultural clubs is, preferably during regional conferences within the next 5 months.
3. Decide if organizational membership in the Consortium of Collegiate Agricultural clubs is advantageous for the National Collegiate 4-H organization and approve dues if supported within the next year.
4. Explore marketing opportunities between member clubs of the Consortium of Collegiate Agricultural clubs within the next two years, pending the decision to continue organizational membership in the program.

Final Outcome: Within the next 7 months, the National Collegiate 4-H Organization will have created a partnership with the Consortium of Collegiate Agricultural clubs to increase communication between other collegiate clubs with related objectives.

Presence on Committees

Completion Date: 2012 National Collegiate 4-H Conference

1. After establishing points of contact with USDA, National 4-H Council, NAE4-HA, the ECOP 4-H Taskforce, and the National 4-H Trust, Collegiate 4-H should evaluate the need for Collegiate 4-H member representation within 5 years.

Final Outcome: Within 5 years, the National Collegiate 4-H Organization will have investigated the potential for representation of Collegiate 4-H by Collegiate 4-H members on 4-H related committees

5. Goal: Service

The National Collegiate 4-H Organization needs to create stronger ties to other programs and organizations within the 4-H Youth Development program.

Service:

- National Service Project of Emphasis
- National Service Project of Emphasis Day
- Community Service Database
- Community Service Funding

National Service Project of Emphasis

Completion Date: 2012 National Collegiate 4-H Conference and continuing

1. Post National Service Project of Emphasis (NSPE) guidelines and contact information online and send out via regional email lists by March 15th of each year.
2. Redistribute materials by September 1st of each year.
3. Encourage participation in the NSPE by all clubs at the local level.

Final Outcome: The National Collegiate 4-H Organization will maintain a National Service Project of Emphasis and will encourage participation by all clubs at the local level.

National Service Project of Emphasis Day

Completion Date: 2012 National Collegiate 4-H Conference and ongoing

1. Designate the Saturday of National Collegiate 4-H Week as NSPE Day.
2. Encourage all Collegiate 4-H Clubs to participate in the NSPE and partner with youth 4-H clubs when appropriate.
3. Request that each Collegiate 4-H Club document the number of members participating and report with the Club Establishment Guidelines each year.

Final Outcome: Allow for large participation in the National Service Project of Emphasis on a common day across the nation. By 2010 National Collegiate 4-H Conference, 700 Collegiate 4-H members will be participating in the National Service Project of Emphasis Day.

Community Service Database

Completion Date: 2008 National Collegiate 4-H Conference and continuing

1. Create and distribute a community service including description of the service project, number of participants, and contact information to be made available online.
2. Request clubs to submit community service forms each year at the National Collegiate 4-H Conference.
3. Maintain an online database of submitted community service projects.

Final Outcome: Collegiate 4-H Clubs across the nation will have access to a database of community service projects providing new ideas and increased opportunities for community service events.

Community Service Funding

Completion Date: 2008 National Collegiate 4-H Conference and ongoing

1. Budget \$200 to be available for Collegiate 4-H Clubs to request to aid in their community service projects with a maximum of \$100 per club.
2. Explore grants and corporate sponsorships to aid clubs in their community service efforts.

Final Outcome: Local Collegiate 4-H Clubs would be able to receive funding to assist in their efforts to participate in community service activities.

Implementation Timeline

Year	Goal
Immediately	National Conference Diversity Activity
Immediately	Involvement by NAB at Conference
2006	Club Database
2006	Pilot Promo. Kit Available
2007	Add \$200 in NAB budget for community service grant
2007	Club Est. Guidelines
2007	National Charter Permanency
2007	Partnership with National 4-H Trust
2007	Partnership with ECOP
2007	Tax Status
2007	Template Flyers and Radio Script Available on-line
2007	Website Content Approval System
2008	60 service projects on National website
2008	Address and Solve Liability and Insurance
2008	Define roles
2008	Partnership with Consortium of Collegiate Agricultural Clubs
2008	Partnership with National 4-H Council
2008	Solid Partnership with USDA
2009	Urban Youth
2010	700 Collegiate 4-H members participate in NSP Day
2010	Increase Club Diversity
2011	1890's and 1994's
	Investigate representation of Collegiate 4-H by Collegiate 4-H
2011	members on 4-H related committees.
2011	Partnership with NAE4-HA

Conclusion

This Strategic Plan has outlined five initiatives of the National Collegiate 4-H Organization for the next five years. The National Action Board, with input gathered from stakeholders, has put this plan together, hoping that it will guide the organization to the changes that need to take place for Collegiate 4-H to realize its vision—to better serve the 4-H community.

In order for the national organization to better serve its stakeholders, this year's National Action Board, as well as future boards, must be committed to working on and carrying out the plan. NAB must also be committed to including and involving Collegiate 4-H clubs and members from around the nation, and other 4-H partners, as well.

It should be noted that the commitment does not stop at NAB. The 4-H community and Collegiate 4-H at all levels must support and commit to achieving the goals outlined in the plan. We are appreciative for the support our local members give the national organization. Additionally, we are appreciative of the support that our 4-H partners, namely, the National 4-H Council and USDA have given the National Collegiate 4-H Organization. However, the support and commitment of resources and guidance to Collegiate 4-H is needed if the plan is to materialize and if the National Collegiate 4-H Organization is to realize its full potential.

Collegiate 4-H, at all levels, is capable of rising to the challenge and achieving this strategic plan.