

Creating our Future North Carolina Cooperative Extension Community Listening Session

Craven County Extension Center, New Bern November 13, 2013

In November and December 2013, NC Cooperative Extension held 12 regional listening sessions and meetings with its employees and stakeholder groups, including county governments, commodity groups, community organizations and others. Approximately 80 people attended the Community Listening Session at the Craven County Extension Center in New Bern to provide input into the visioning initiative, *Creating our Future*. Dr. Joe Zublena, Associate Dean and Director of NC Cooperative Extension Service, welcomed the participants and shared background information on the changes Cooperative Extension is facing. The goals of the visioning initiative are:

- 1. Define and focus on our most competitive and needed programs
- 2. Strengthen our impacts and value to citizens, the counties, & North Carolina
- 3. Create a financial buffer and gain flexibility to stay aligned to priorities
- 4. Develop a staffing model that aligns to our new fiscal reality and provides competitive salaries and a better quality of life to our employees

Working in small groups at their tables, participants discussed the questions posed to them and recorded their responses onto paper templates. The instructions provided to the participants and the detailed responses to each question are included in this document.

Participants were encouraged to provide additional input and to continue to monitor the progress of the visioning initiative on the website: www.ces.ncsu.edu/vision-initiative







THE BIG PICTURE

What are the important issues in your community that brought you to this conversation today?

- Youth/4-H
- Admin Reports
- Economic Needs of Family
- Prioritization of Programs
- To Help Volunteer
- Master Gardener- Promote healthy Environment
- Relevancy
- Production Ag Economic Development
- Local Food
- Unbiased Research Applied Research
- Leadership Development
- Keep our Extension Agents







PROGRAMS & ORGANIZATION

PROGRAMS: When you think about Extension's value, where can this organization have the greatest impact in your community and the state? What are the programs/services in your county that Extension must "sow or grow" and tell us why. What are the programs/services in your county that Extension could "prune or plow" and tell us why.

ORGANIZATION: Think about how Extension will have to make organizational and staffing changes to thrive in this new reality. (How might it prune back?) Thinking about the best interests of your county/community, how can Extension partner with you in a new and different way to meet your needs? What won't work as Extension considers new and different ways to partner with your community?

*Commissioner's Table	Ideas that Work
Ideas to Sow & Grow	
- Soil health and fertility	Sharing agents between counties
- Marketing	
- Economic development	
- Education and partnership with CC	
- 4-H	
- Specialty crops	
- Animal agriculture	
- Food safety	
- Pest management	
Ideas to Prune & Plow	Ideas that Don't Work
- Aquaculture	Don't allow agents to be spread too thinly (not
- FNS - heart healthy class - selective pruning	more than 3 or 4 counties)
- Forestry	
- Lawn and garden	Don't want to lose resources that will promote
	county initiatives

Ideas to Sow & Grow	Ideas that Work
- Youth	- Face-to-face contact
- Small and medium farmers	- SHIIP
- Each county's individual needs (developing	- 4-H
programs to fit counties)	- Big Sweep
	- Pesticide recertifications
Reasons Why:	- Summer programs
- Youth are our future	- School gardens
- Farmers need the research-based info we can	
supply	





Ideas to Prune & Plow	Ideas that Don't Work
Each county needs to take inventory of their	Limited staff
needs	

Ideas to Sow & Grow	Ideas that Work
(Reasons Why in Parentheses)	(Reasons Why in Parentheses)
- Foods and nutritionfamilies-researched (obesity/hunger, local foods) - Resource management-\$ (financial help, "throwaway society," wasting time) - Youth development (our future, we need to build them) - Help for small-scale farmers (farmers unwilling to contract need research/help) - County trainings in co.—farmers (any mandatory training should be provided for farmers IN that county if there is an agent)	- CED in small counties have multiple counties instead of one (then all agent positions can be filled. Agents can handle programming and CED does just admin.) - 4-H life skills works more than STEM (more programs available that are more loved than STEM)
Ideas to Prune & Plow	Ideas that Don't Work
(Reasons Why in Parentheses)	(Reasons Why in Parentheses)
- SHIIP area agency on aging—senior centers (needs to be delegated to senior centers or AAA) - Servsafe (environmental health and community colleges can teach!)	- Certain agents having multiple counties (4-H and FCS have too much to teach that is beneficial) - Focusing on STEM over life skills (kids are not interested in workshops that don't sound fun)

Ideas to Sow & Grow	Ideas that Work
- 4-H youth development—presentations, farm	- School enrichment programs
animal projects, summer programs	- Variety trials
- Agriculture/aquaculture/specialty crops	- pest recertification courses
- Pest education recertification	- waste, forage
- Master Gardener program	- soil reports/testing
- Small farmers	- 4-H leadership, public speaking, etc. programs
- Family and Consumer Science—food	- commercial horticulture
preservation, SHIIP program, nutrition education	- consumer " "
	- encouraging entrepreneurial family enterprises
Reasons Why:	- volunteers!**
- Community future	- integration of programs across all disciplines
- Economics food production	
- Education adult/youth for future	
Ideas to Prune & Plow	Ideas that Don't Work
- Disaster preparedness (CART)	*having multi-county agents for certain
- Summer program—programs that show viable	programs, especially 4-H
results	- missing the link between club leaders and
	proper 4-H volunteer training—for improvement
***We are 100 counties-wide with different needs	- Communication between campus and county!

Ideas to Sow & Grow	Ideas that Work
1. Find a better way to retain agents	1. Focus on agriculture awareness with research-
- pay not equitable	based info., not internet opinions and attitudes





 merit pay system needs revising 2. Promote more political lobbying by stakeholders 3. Develop stronger application of technology 4. Satellite offices within counties staffed by M.G. and ECA volunteers with IT and TRAVEL support 	2. Multi-county agents, provided modern communication technology is available
Ideas to Prune & Plow	Ideas that Don't Work
1. Eliminate handling/shipping soil/waste water samples—staff size issues - financial accountability rules—no return receipts from NCDA in Raleigh for \$ received - limited support staff in small counties (time) 2. More scrutiny on performance. Top performers need rewards. Poor " " to go!	1. Keeping funding focused at the county level on administration. Consolidate administrative duties at both the district and county level. Small counties and EXT programs could be administered by CEDs with multi-county responsibilities 2. Inexperienced agents are NOT being called by production agriculture farmers. Losing our traditional client base.

Ideas to Sow & Grow	Ideas that Work
- Education = Agriculture: commercial and public	- easier ways to access effective information
- Research: unbiased	- promote services of Extension
- Educating political leaders	- cost-effective
- Responsible agents	- teleconferences
- Actual sharing BMPs across state	
- Timing educational programs to targeted	
audience, e.g. seasonal, day vs. night (holidays)	
- Reward or recognition for good agents	
Ideas to Prune & Plow	Ideas that Don't Work
- unresponsive agents	(outdated) printed media (newspapers) youth
- ineffective ideas and programs	
	Non-specialized agents (wearing too many hats)





	out—need a farmer mentoring program - agriculture equipment—won't all go to college, need a trade/skill - positive role models for our young people Ideas to Prune & Plow	Ideas that Don't Work
•	- duplication of programs (social services, schools, welfare programs), nutrition, family planning, parenting classes Reasons Why:	- don't push off trainings to Extension that they are not here for (don't have degrees, trainings, certifications in this, like parenting classes)
	- no need to duplicate—waste of services	

Ideas to Sow & Grow	Ideas that Work
1. Unbiased research—production agriculture	Regional hubs (urban hubs and rural hubs)
2. 4-H programs	- satellite office
	- up to date technology, portable that makes
Reasons Why:	reporting by agents easier and quicker
- increased population growth	
- future support for agriculture	
Ideas to Prune & Plow	Ideas that Don't Work
1. programs that don't contribute to the economy	Closing county office because then service in area
2. reports	tends to end
Reasons Why:	
- don't do what doesn't pay	
- fewer personnel	
- nobody to read reports	

Ideas to Sow & Grow	Ideas that Work
Grow 4-H programs: Jr. Master Gardener to grow	"Day in the Yard" program—brief course (short
next generation	version of MG course) for citizens interested in
	managing their own yards
Educate small farmers and individual growers	
	Online solutions: blogs, Extension website
Ideas to Prune & Plow	Ideas that Don't Work
	Downsize staff to where programs (MG, plant
	clinics) are not supported
	Should NOT value output based on dollar value
	output because can't evaluate \$ value of 4-H/MG
	Reasons Why:
	Programs are social goods, not material ones

Ideas to Sow & Grow	Ideas that Work
1. Alternative crop/processing	With the advent of technology, the "hub" seems
2. Research/crops. Why—benefit of industry and	applicable. It would save time and money. Farmers
future	could transmit pictures onsite as soon as noticed
	and send the information and questions ASAP.
Infrastructure	
Markets	





Ideas to Prune & Plow	Ideas that Don't Work
1. Duplication of services: evaluate what exists	
presently and determine if there are others	
performing similar services. Specifically	
children's programs. Why: can one agency do it?	
2. If the private sector is providing the service,	
should government be in competition	

Ideas to Sow & Grow	Ideas that Work
County commissioners in all counties have input in models of reorganization!!!	Why we are here: know proposed cuts—what can we combat?
	4-H: much needed
	Basics:
	- farming, farmers' market: economic
	development, way of living
	- expanded home Extension: education, leadership - youth 4-H & leadership training: leadership,
	entrepreneurship
Ideas to Prune & Plow	Ideas that Don't Work
(Reasons Why in Parentheses)	(Reasons Why in Parentheses)
- Administrative paperwork (reduce because	- Counties investing in additional agents (smaller
requires more resources)	counties have limited funds and are on an unequal
- Programs not in place when Extension was	playing field with larger counties)
formed and are not compatible with mission	- Hubs may not provide timely services for farmers
(saves money)	in small counties (farmer don't have time to drive
	50 and 60 miles to an office)

Ideas to Sow & Grow	Ideas that Work
- Production farming - 500 acres or less	- Design services by demographic hubs
- Education: historically (how did we get here,	- Collaboration between NC State and individual
improve understanding) and applications	communities
(practical, day-to-day life)	- Community-based assessment for resource
- Home economics – family assistance to	application
compensate for lost services, increase consumer	- use technology to save resources
knowledge	
- Farm land preservation!!	
Ideas to Prune & Plow	Ideas that Don't Work
	- Government subsidizing of crops that don't
	contribute to healthy lifestyle





Ideas to Sow & Grow	Ideas that Work
- Youth programs	- Extension staff impacts and dollars/economic
- Master Gardener programs	impact
- Small farmer programs	- Counties with highest focus needs
- Educating new customers to Extension	- Don't cut the field staff! Where the impacts are
- Marketing what Extension offers	made
- More responsive to social media, technology	- Needs for marketing
- Public demanding more: horticulture, youth	- Set aside funds for a lobbyist
programs, family programs/parenting/FRM	
	Reasons Why:
	Cost to county and state
Ideas to Prune & Plow	Ideas that Don't Work
- Commercial horticulture vs. consumer	Regional idea will not work! (Small rural counties
horticulture (ask which one benefits Extension in	get left out. Percent of time is not sufficient)
urban or rural counties, not a cookie cutter	
approach)	
- Public demanding more (rural & urban) food,	
food safety, family resources management	
- Livestock programs/livestock producers have	
their own integration. Sheep and cows	



HEADLINES

We want you to envision a hugely successful partnership between Extension and you and your community. Imagine it is 20 years from now, and someone is writing an article about Extension. What is the headline of that story?

Technology Makes Agents Obsolete

- 1. The online program linking consumers/citizens with answers from NCSU is easy and fully informative
- 2. FFA and 4-H kids have grown up with technology and developed the programs that answer questions for all age groups

[Headline]





1. Local led Extension

Other Comments: Decisions made locally for what programs to support

Continuing to Develop New Industries and New Commodities

- 1. Research and development of crops, technology
- 2. Increasing production through innovation
- 3. New crops, industry, technology leads to better living

Other Comments: Clarify "programs" because a program is assessed, planned, implemented, evaluated, and reworked. What you are asking is subject areas and activities that people want to support or eliminate.

NC Cooperative Extension: Ahead of Their Time

- 1. NCCES took on the challenge 20 years ago to reinvent itself. Reduced budgets and a changing society made this a must.
- 2. By prioritizing its services with more attention to high value matters, NCCES found a way to succeed.
- 3. Regional hub offices, tech education, urban and rural offices to serve diverse needs.

NC Retiree Communities Demand Locally Grown Foods Through Work of Cooperative Extension

- 1. Local farmers participation at farmers markets at record high. Attributed to Cooperative Extension support and education.
- 2. Juvenile crime shows major decrease due to Cooperative Extension restitution program.
- 3. Fishing and oyster beds health improved by less pesticide use. Reason? IPM taught by Cooperative Extension

Environmentally Healthy Environment

- 1. Consumers and farmers educated and committed to practices that generate a healthy and abundant food supply.
- 2. Promote the use of renewal and/or sustainable resources, including habitat preservation
- 3. Educate and support the next generations in continuing improving the above.





Extension Revitalized

- 1. It should tell the people what they can have or do, not what they can't do.
- 2. Supply people and information to help the people succeed in what they want to accomplish.
- 3. With the success of these, we will benefit the people and NC State along with Extension programs.

Other Comments: People need to help each other more and forget the negatives. If we work together we can accomplish anything. Predetermined questions and leading questions are not conclusive to good ideas.

Small Farms Thriving Amidst Growing Pressure from Urbanization

- 1. Master Gardener programs have more volunteers and have helped more citizens than ever before.
- 2. 4-H program participation has grown through intensive efforts at recruiting 4-H leaders to accommodate the growing numbers of kids interested in programs.
- 3. Small farms have increased in numbers and in diversity of product offerings and new avenues for marketing the products to consumers are wildly successful.

Other Comments: We have a backlog of kids in our county who are interested in participating in 4-H clubs but a lack of club leaders and no 4-H agent!

NC Back to Reality—Extension Provides Education and Resources to Keep Food on Your Table

- 1. Farmers and livestock producers continue to improve on quality and quantity of resources with research through Extension and universities.
- 2. Extension is invaluable to bridge generational gaps by teaching new technologies with hands-on training and mentoring.
- 3. Young farmers look forward to the future of food and fiber production in NC.

Other Comments: Extension agents are a few of the finest role models we have in our county. They not only answer our needs in the fields and the barns, but INVEST in our children. Although not required, character is an important reason to keep our agents in their own counties, in the positions in which they were hired. If they are too stretched, their quality will surely suffer.

Extension Volunteer Leadership Greatest N.C. Asset

- 1. Extend info essential to community development
- 2. Specific county focus
- 3. Providing focus on state leadership, county commissioners, legislators





Youth of America Thanks 4-H

- 1. Communities report violence down 95%
- 2. High school graduation up to 100%
- 3. 4-H alumnae in Congress

Cooperative Extension Makes a Difference!

- 1. Built and continues to build productive citizens who make positive changes in our state, local, and world.
- 2. Conserving natural resources and promoting sustainable agriculture
- 3. Educating local communities on ways to live more healthy and be great leaders

Other Comments: Teaching children about resource management, money management, and making future leaders to take care of our future resources

Bumper Crops to Feed the Nation

- 1. Due to increased research at NCSU in crop production
- 2. New ideas spread through Extension

Cooperative Extension Spearhead Solving Our Nation's Shrinking Food Supply

- 1. Revolutionizes agriculture production to meet food supply needs
- 2. Educates consumers and producers on how to better utilize local food production
- 3. Educates and employs youth to research production and implement findings

Other Comments: Integrated programming, e.g local foods

Cheyenne Pike First Female President

1. Cheyenne started public speaking at the age of 5. She is not a bashful person. Because of her





- enthusiasm for being at the top of everything, she knew at an early age she wanted to become president.
- 2. Cheyenne has become an amazing leader through her 4-H experiences. She started teaching younger kids how to take care of and show goats. She has enjoyed sharing her knowledge with youth and adults.
- 3. Cheyenne learned how to set her goals because she did a lot of Project books. They helped her set her goals.

[Headline]

NC is so diverse and each county has different unique needs, so maybe offering counties a list of possible programs and letting them choose would be an answer. I feel CEDs could serve multiple counties if they only have admins, however, are we not delegating the DED position? Some agents could serve multiple counties, but not 4-H.

Extension Leads State, Meeting Education Needs

1. 130 years of research-based education bolsters county economies.

Extension, the Farmer, and the Family

- 1. Every child is introduced to agriculture and given education.
- 2. All programs work to educate families and farmers to be more efficient.
- 3. Social media works for communication between people, closed group, etc. Ex: Private groups used by Extension Agents to discuss what is working and what is not.

NCCE Finds Focus on Specific Program Areas and Makes a Difference Within Budget

- 1. Understanding you can't be everything to everybody. There are too many "important" needs in society today.
- 2. Input from all groups was considered, but a "need" will arise...is that need NCCE's strength?

Other Comments: Every group here today is passionate about their area (master gardener, 4-H, ag., etc.). No one understands the other's program. A need for individual (and separate) meetings will find more solutions.





County Extension Leads the Way!

- 1. No need for County jail!
- 2. Families grow physically and mentally!
- 3. Employment rates less than 4%!

[Headline]

- 1. Abundant, locally grown, organic food available 9 months a year. Updates of availability sent out electronically to all.
- 2. Latest agricultural research available to all 24/7 over electronic media.

Production Agriculture Will Be Served from Regional Centers

- 1. Research and testing
- 2. Technology
- 3. Production information

CES Unites County

- 1. New leadership programs from Extension
- 2. Technology changes people's lives
- 3. Master Gardeners lobby legislature for Extension growth

Farms, Food, and Families Strengthened and Sustained by Extension

- 1. Easy access to online education designed for each region
- 2. Face-to-face help from an expert on key issues
- 3. Local government shares the costs and citizens reap the benefits

NC Cooperative Extension Wins Nobel Peace Prize

- 1. Food excess for NC
- 2. NC schools and students excel
- 3. NC water quality best in nation





Cooperative Extension Still Here to Serve and Help You

Master Gardeners

- Growing in numbers!
- 2. Volunteering is up in numbers

Other Comments: I do not feel I can "judge" programs I am not familiar with in Cooperative Extension. Having said this, I am familiar with the Master Gardener program, being an MG for 15 years. In the future I would love to see people waiting on a chance to take this program so they could learn to be self-supporting to an extent—growing their own foods, being advocates of a cleaner and safer environment through choices they make having been instructed correctly. I would love to see a "chain of command" for Agents and get rid of the "good ole boy" system now in place. There are very good agents in our state...and some who are working on their own agenda and not even recognizing Cooperative Extension.

North Carolina Residents Health Improves Due to Extension Leadership in Producing Healthier Food and Cleaner Environment

- 1. More locally grown food being consumed.
- 2. Pesticide use dropped significantly in state.
- 3. Fewer family farms closing down.

Other Comments: Counties have different needs. Urban programs may not work in rural counties. Introduce efficiency programs in counties where they have best opportunity of success. Promote technology in urban areas.

Extension Services Now Include Medical

- 1. Master Gardeners promote victory gardens
- 2. Extension technicians give vaccinations
- 3. Basic medical coverage provided at county rural office

Other Comments: Be careful that you don't push uniformity to the point when independence is lost. Otherwise, you might be getting direction from Washington D.C. on how to operate. Leave room for choice!





Cooperative Extension: 130 Years and We're Still Here!

- 1. Organizational changes meet shifting community priorities
- 2. Research-based info and connections to NCSU faculty stronger than ever
- 3. Funding for Extension programs grows 50% in last 30 years

Other Comments: County partners and needs assessments are critical. Targeted efforts need to be made to ensure county governments understand what we do. Education, education, education targeted toward all citizens about what we do.

Extension Creating Our World's Top Leaders!

- 1. 4-H □ well-rounded political leaders who know how to lead and be a team player!
- 2. Agriculture □ the most successful farmers in our world with leading products to feed the populations
- 3. Resource Management □ the most resourceful companies led by Extension members who learned how to make necessities while respecting nature

Other Comments: By allowing at least one of every agent to be present in each county, the focus of all Extension programs can be specific and empowering. Having CEDs share admin responsibilities across counties gives agents the chance to focus on only programs to make a positive impact on all people associated with Extension.

People Helping People

- 1. Affordable, abundant food supply to meet the demand of a growing population.
- 2. Technology to help people work smarter and more efficiently.
- 3. Continued research to continue to meet the demands of the future.

Extension Saves the World

- 1. Through agriculture development to feed our nation and the world and delivers it to our country.
- 2. Helps promote science in our schools and creates youth interest in science that evolves into scientific discoveries that save and feed millions in healthy ways.
- 3. To promote knowledge now before its too late to save and preserve our natural resources. Instead of wishing we have by year 2034.

Other Comments: To promote healthy eating in our growth and give them the knowledge of where that food comes from and what it takes for it to be produced so that it is available and affordable to our nation's citizens. Most important to promote our natural resources so that the United States can remain as independent as possible for our food sources.





For Agriculture Extension, Less is More

- 1. Use of new technology to deliver programs in urban areas hold costs down while reaching more clients.
- 2. Reduced paperwork increase Agents' "on-the-ground" time and improves agricultural numbers and cost
- 3. Less money forces more focused research and programming

Other Comments: Extension should strive to work cooperatively with related groups with similar objectives and programs. Budget cuts tend to make folks very protective of their programs and funding sources and to compete with those related groups for the same dollar.

Agriculture in the Eastern Part of the State is Stronger Than Ever!

Extension Helps Keep Agriculture in North Carolina #1

- 1. They have cut out some red tape, i.e. paperwork
- 2. They have started paying agents more
- 3. They have cut out all their duplicate programs

Extension #1 Supporter of Agricultural Industry in NC

- 1. Agriculture brings in \$500 million to North Carolina's industry.
- 2. Livestock brings in 70% of agricultural industry in North Carolina.
- 3. Largest exporter of meat in the U.S.

Other Comments: Go back to agricultural Extension service so people will know who we are!

Community Connectedness Forged by Extension

- 1. Home economics teach families fiscally sound, healthy lifestyle.
- 2. Environmental balance and sustainable practice taught and implemented by Extension's local, state, and university collaborations.
- 3. Youth programming through Extension and community efforts reduces risk levels for local children.





Cooperative Extension Helps Society Meet Their Everyday Needs

- 1. Provided educational programs delivered directly to the citizen.
- 2. Retooled historical mission to allow more linkage between urban and rural.
- 3. Helps avoid food riots caused by underproduction of food.

Other Comments: These are tough times. Tough times call for great vision and leadership.

Organic Produce Farming Brings a Bonanza to Eastern N.C.

1. Producers credit their county Cooperative Extensions for success

Cooperative Extension Promotes Entrepreneurship

- 1. Farmers markets provide citizens with healthy, locally grown foods, including fruits, vegetables, poultry, pork and beef.
- 2. In smaller counties when jobs are scarce, you people create their own jobs with relationship to agriculture.
- 3. 4-H clubs foster young entrepreneurs in the areas of gardening and craft sales.

Other Comments: Having been associated with Cooperative Extension since the '60s, I am a firm supporter of the programs offered. I realize reorganization is necessary but sincerely hope smaller counties do not get lost in the shuffle. I do believe there need to be programs for women, such as "Healthy Eating for Low-Income Families."

Entrepreneurship Through Cooperative Extension

- 1. Critical thinking seminars partnered with the community college small business center.
- 2. Learning the correct effective way to start an entrepreneurial, enterprising farm operation.
- 3. Managing your entrepreneurial idea with a local community college course.

Other Comments: I think with all the budget cuts being discussed, the NC Cooperative Extension Service should seriously look at partnering with the community college system for assistance in providing critical training for entrepreneurs and/or identify needs of the particular community, such as support for "4-H," "Farmers Market Development," and technical training for local farmers.





Back to the Basics

- 1. Farming and agriculture back on top
- 2. 4-H and youth very important

Other Comments: We got back to the basics. Cooperative Extension is back to Agriculture Extension. Farmers and productivity are important to us again. 4-H: our youth are being taught leadership skills through educating them on our environment and importance of our land and farming. Get back to the basics.

Cooperative Created and Birthed Leaders for Today Some 20 years Ago

- 1. Elected official—community leaders—for today's economy.
- 2. "Childhood education pays off"
- 3. Agricultural Education through Extension helps feed the world.

[Headline]

- 1. How are you distinguishing a highly urban from an agriculturally dependent area?
- 2. Small farmers need Extension (urban and rural)
- 3. Growing need for farmers markets (urban)
- 4. Agriculture (commercial) production

