Re-Envisioning
Kentucky Cooperative Extension

FOR NEARLY 100 YEARS, EXTENSION HAS MADE A POSITIVE DIFFERENCE IN THE lives of Kentuckians through its research-based educational programs. In February 2002, a process of re-envisioning Extension began. Its aim was to maintain the high quality programs and service while flattening the administrative structure. The goal was to enable us to better use resources and become more flexible and responsive to rapidly changing needs. Here are the key results of the re-envisioning process:

Goals

- **Strengthen support for local programming** by improving linkages between campus specialists, other faculty, and county agents.
- **Strengthen the advisory council system**.
- Develop and put into use a new administrative structure that **streamlines Extension** administration.
- **Broaden Extension's scope** so that working relationships and partnerships with other parts of campus and other agencies and organizations are strengthened, while continuing to support base programs, and
- Throughout the process, allow for a re-envisioned Cooperative Extension system which is **more flexible, adaptable, and responsive to rapidly changing issues and needs**.

Programming

Regional Programming
- Create regional committees to address important issues and program needs in eastern, central, or western Kentucky or in the state as a whole.
- So important issues can be addressed jointly, link field agents with specialists, faculty, associates, and administrators at UK and KSU main campuses and field stations.
- Identify issues using input from county Extension councils (which strengthens county councils).
- Develop programming priorities on a regional basis (programs may cut across regions).
- Focus resources on high-importance issues, with agents drawing on resulting programs as appropriate for individual counties.
- Allow other colleges within UK or KSU to better focus their own outreach efforts through Extension's network regionally.
- Use Extension to strengthen community and economic development efforts.

Statewide, Regional, or Multi-County Work Groups/Teams
- Work groups/teams formed to address high-importance issues.
- Teams may be formed within a region, cut across region(s), or encompass the state.
- Regional program and development coordinators and state Extension administrators seek funding and resources to support priority issues or program work teams.
- Along with Extension personnel, team members include volunteer stakeholders, faculty from other colleges at UK and KSU or other universities, and, when appropriate, additional agency personnel.
- Counties may join together to form work groups/teams to carry out programs that may not be a priority focus for the region.

County Programming
- Directed by agents and county Extension councils in each county.
- Draws on regional or multi-county programming when appropriate.
- Gains stronger communication with main campus through regional focus.
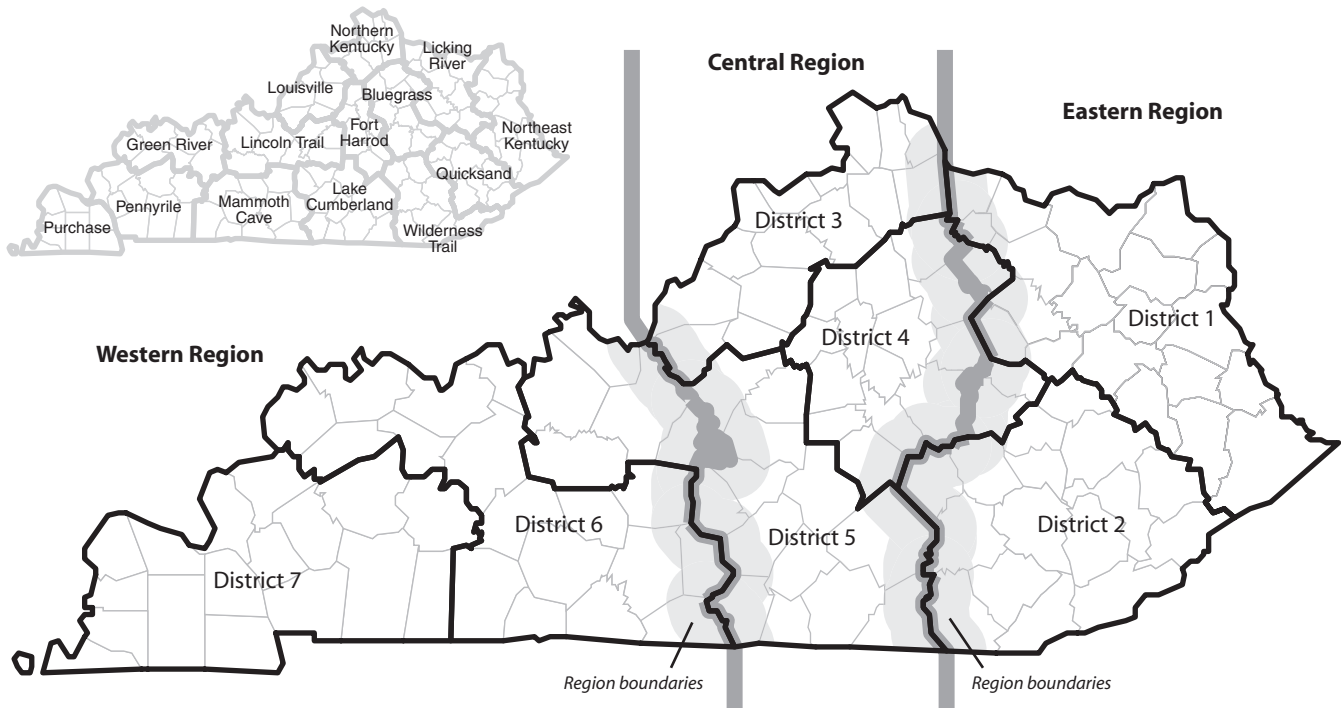
Geography

Districts
- District is primary organizational unit for county staff support, coaching, and supervision.
- Seven districts created, each generally consisting of two of the current areas.
- Fair balance among districts considering agent numbers within each region, transportation, and geographic similarity.

Regions
- Region is primary organizational unit for issues and programs.
- Flexibility offered in development of regional issues or program teams/task forces, providing options for multiple counties, regions, multiple regions, and state groups to function.
- Three regions: West, East, Central.
- Districts won't fit exactly within regions, but since agent numbers don't need to be comparable by county or area for regional programming, adherence to districts is less critical. For example, see the split of District 5 (former Lake Cumberland and Lincoln Trail areas) on the map on the next page; and portions of District 4 for regional programming.
- Extension emphasis on regional development provides a natural link to regional thrust of community/economic development.
- Lines are intentionally blurred at map boundaries of Extension regions because many counties will work on programs across regional lines and some issues will cut across all three regions.

Areas
- Previous areas receive no formal administrative support under the new structure for staff supervision, etc.; all are folded into districts.
- Some current area activities and structures (such as homemaker councils and 4-H horse councils) may continue to function as desired for multi-county activities and programming.
- Districts contain the "old" areas; however, since some districts overlap programming regions, old areas not necessarily intact for programming.

Northern Kentucky
Licking River
Louisville
Bluegrass
Green River
Lincoln Trail
Fort Harrod
Northeast Kentucky
Purchase
Pennyrile
Mammoth Cave
Lake Cumberland
Quicksand
Wilderness Trail

Central Region
Eastern Region

District 3
District 4
District 1

Western Region

District 6
District 5
District 2

District 7

Region boundaries
Region boundaries

Administration

District Directors (7)

- Report directly to Extension administration, not to regional program and development coordinator.
- Responsibilities include coaching, mentoring, and primary evaluation of agents.
- More focus on staff support, less on programming and issues.
- Continue to work on developing county council.
- More autonomy transferred to agents for clerical supervision and facilities with district directors still backing them up.

Regional Program and Development Coordinators (3; new positions)

- Regional coordinators report to Extension administration.
- Administer committees for regional issues and programming.
- Committee chair selected by the committee; regional coordinator is executive director.
- Assistant directors from all program areas and KSU on each regional committee.
- Regional coordinators handle administrative operations.
- Work closely with assistant directors and district directors; administrative team approach needed.
- Develop and coordinate regionwide initiatives.
- Responsible for funding and resource development, grants.
- Coordinate agent training at regional level (teaming with district directors and regional issues and programming committees).
- Provide focus and coordination of Community and Economic Development (CED) programming with assistant director for CED; join core of existing CED planning group.

Timeline

- Process begun February 2002.
- Agents, specialists, administrators, and stakeholder representatives included in transition team that developed concepts.
- Report to Dean Smith and Dr. Turner provided August 2002.
- Proposed structure and programming details developed October 2002.
- Council structure development to be focus of state council meeting in January 2003.
- Full implementation of new structure July 1, 2003.