

It is important to acknowledge the utility of a shared vision and strategic planning in supporting programs for children, youth and families at risk.



1

COMPONENT

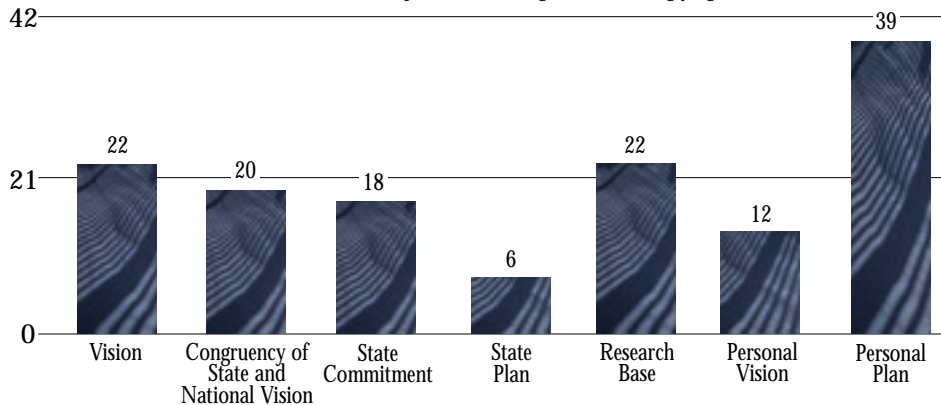
THIS COMPONENT WAS ADDRESSED BY SEVEN QUESTIONS ABOUT:

1. STATES' VISIONS FOR CHILDREN, YOUTH AND FAMILIES AT RISK;
2. CONGRUENCY OF THE STATES' VISIONS WITH THE NATIONAL VISION;
3. STATEWIDE COMMITMENTS TO CHILDREN, YOUTH AND FAMILIES AT RISK;
4. STATEWIDE STRATEGIC PLANS TO EXPAND AND STRENGTHEN CYFAR PROGRAMMING;
5. WHETHER A RESEARCH BASE UNDERGIRDS THEIR CYFAR PROGRAMS;
6. WHETHER RESPONDENTS PERSONALLY HAVE A CLEAR UNDERSTANDING OF THE STATE VISION;
7. WHETHER RESPONDENTS PERSONALLY WORK FROM A STRATEGIC PLAN THAT ADDRESSES CYFAR PROGRAMMING GOALS.

Develop and implement a common vision and strategic plan for programming for children, youth and families at risk.

SHARED VISION AND STRATEGIC PLANNING

Number of states in which half or more Extension professionals "agree" or "strongly agree"



THE BIG PICTURE

The figure above shows the number of states in which half or more of the Extension professionals agreed or strongly agreed to each question. Several trends are evident from this data. Most professionals work from a personal strategic plan that addresses CYFAR programming, while few reported having a clear understanding of state plans. It is encouraging that about half the states report that their state vision is congruent with the national vision, that they have a long term commitment to CYFAR, and that they use programs undergirded by existing research.

A CLOSER LOOK

The percent of respondents who agreed or strongly agreed to each question was computed for each state and then states were divided into quartiles. The table below shows the means, standard deviations and the range of percentages for each quartile. For example, regarding the first variable, an average of 51% agreed or strongly agreed that their states have a clear vision relative to CYFAR. In the top quartile, between 62% and 78% supported this statement. In contrast, only 24% to 38% of respondents in the bottom quartile agreed or strongly agreed that their states have a clear vision.

SHARED VISION AND STRATEGIC PLANNING: QUARTILE RANGES OF STATE PERCENTAGES*

| ITEM | BOTTOM QUARTILE | THIRD QUARTILE | SECOND QUARTILE | TOP QUARTILE | MEAN | STANDARD DEVIATION |
|---|-----------------|----------------|-----------------|---------------|-------|--------------------|
| States' Vision | 24-38% | 39-53% | 54-61% | 62-78% | 51.29 | 15.24 |
| Congruency of State and National Visions | 27-38% | 39-47% | 48-58% | 59-74% | 48.95 | 12.02 |
| Statewide Commitments | 16-38% | 39-47% | 48-55% | 56-87% | 46.83 | 14.52 |
| Statewide Strategic Plans | 8-24% | 25-36% | 37-45% | 46-73% | 36.88 | 14.99 |
| Research Base | 27-45% | 46-50% | 51-60% | 61-80% | 51.50 | 12.77 |
| Respondents' Personal Understanding of State Vision | 19-32% | 33-42% | 43-50% | 51-73% | 42.14 | 12.76 |
| Respondents' Personal Work from a Strategic Plan | 35-55% | 56-64% | 65-75% | 76-90% | 65.45 | 12.58 |

*Percent of respondents within each state who "agree" or "strongly agree" with each item. State percentages are included in state reports.



Seven states (Arkansas, Delaware, Iowa, Nebraska, North Carolina, Puerto Rico and Texas) consistently ranked in the top quartile on at least five of the seven questions. All seven states ranked in the top quartile for questions regarding whether the state had articulated a clear vision relative to CYFAR and whether the state had a long term commitment to programming for CYFAR. When these states did not rank in the top quartile, they usually ranked in the second quartile. None of these states ranked in the bottom quartile on any of the seven questions. These states are characterized by clearly articulated visions which are congruent with the national vision for CYFAR, a long term commitment to CYFAR programming, statewide strategic plans, programming supported by existing research, and employees who under-

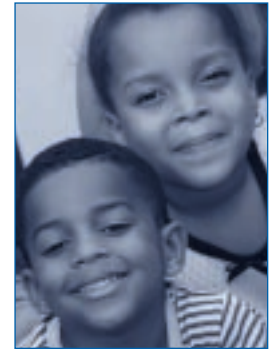
stand the state vision and work from a personal strategic plan. Another striking feature of states doing well in Component 1 is the apparently effective dissemination of information. These states have few respondents who indicated they are "not sure" of the status of the item in their states.

Unfortunately, eight states ranked consistently in the bottom quartile on five of the seven questions. All eight states scored in the bottom quartile on items regarding the states' visions, the congruency of state and national visions, and statewide commitments to CYFAR programming. While few respondents agreed or strongly agreed with the items, many were not sure of the current status of these questions in their states. Good communication relative to CYFAR appears to be critical to the movement of the state organization.



2 COMPONENT

Administrative and campus support, availability of and participation in training and the accessibility and utilization of technological resources, including the internet, facilitate Extension professionals' work with children, youth and families at risk.



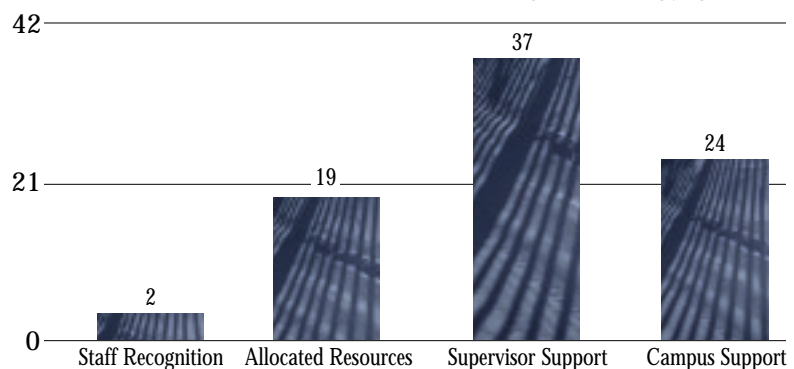
THIS COMPONENT WAS ADDRESSED BY EIGHT QUESTIONS ABOUT:

1. RECOGNITION AND PROMOTION FOR OUTSTANDING WORK AMONG PAID STAFF;
2. STATE EXTENSION ALLOCATION OF FINANCIAL RESOURCES SPECIFICALLY FOR WORK WITH CYFAR;
3. SUPERVISORS' SUPPORT FOR RESPONDENTS' ALLOCATIONS OF TIME AND PRIORITIES TO CYFAR WHEN THERE ARE CONFLICTING DEMANDS;
4. CAMPUS-BASED FACULTY SUPPORT FOR CYFAR EFFORTS;
5. PARTICIPATION IN ELEVEN TRAINING TOPICS;
6. SUFFICIENCY OF TRAINING RECEIVED IN ELEVEN TRAINING TOPICS;
7. OVERALL QUALITY OF TRAINING AND STAFF DEVELOPMENT OPPORTUNITIES;
8. INTERNET USE.

Train, support and reward Extension salaried and volunteer staff for implementing programs which accomplish the CYFAR mission.

ADMINISTRATIVE AND CAMPUS SUPPORT

Number of states in which half or more Extension professionals "agree" or "strongly agree"



THE BIG PICTURE: ADMINISTRATIVE AND CAMPUS SUPPORT

Figure above shows the number of states in which half or more of the Extension professionals agreed or strongly agreed to each question. Nationally, it is apparent that good work in this area is not being recognized. On the other hand, most states reported strong support from supervisors regarding the allocation of time and priorities when there were conflicting demands. About half were doing well allocating financial resources and giving support from campus-based faculty.

A CLOSER LOOK: ADMINISTRATIVE AND CAMPUS SUPPORT

To gain another perspective, the percent of respondents who agreed or strongly agreed to each question was computed for each state and then the states were divided into quartiles. Table below shows the means, standard deviations and range of percentages for each quartile. Among states in the top quartile, most reported a great deal of perceived support in all areas, except staff recognition.

ADMINISTRATIVE AND CAMPUS SUPPORT: QUARTILE RANGES OF STATE PERCENTAGES*

| ITEM | BOTTOM QUARTILE | THIRD QUARTILE | SECOND QUARTILE | TOP QUARTILE | MEAN | STANDARD DEVIATION |
|---------------------|-----------------|----------------|-----------------|---------------|-------|--------------------|
| Staff Recognition | 14-29% | 30-34% | 35-40% | 41-53% | 34.57 | 9.25 |
| Allocated Resources | 19-34% | 35-47% | 48-55% | 56-67% | 44.55 | 13.49 |
| Supervisor Support | 46-53% | 54-60% | 61-67% | 68-83% | 60.81 | 9.48 |
| Campus Support | 12-36% | 37-51% | 52-67% | 68-87% | 51.76 | 18.58 |

*Percent of respondents within each state who "agree" or "strongly agree" with each item. State percentages are included in state reports.

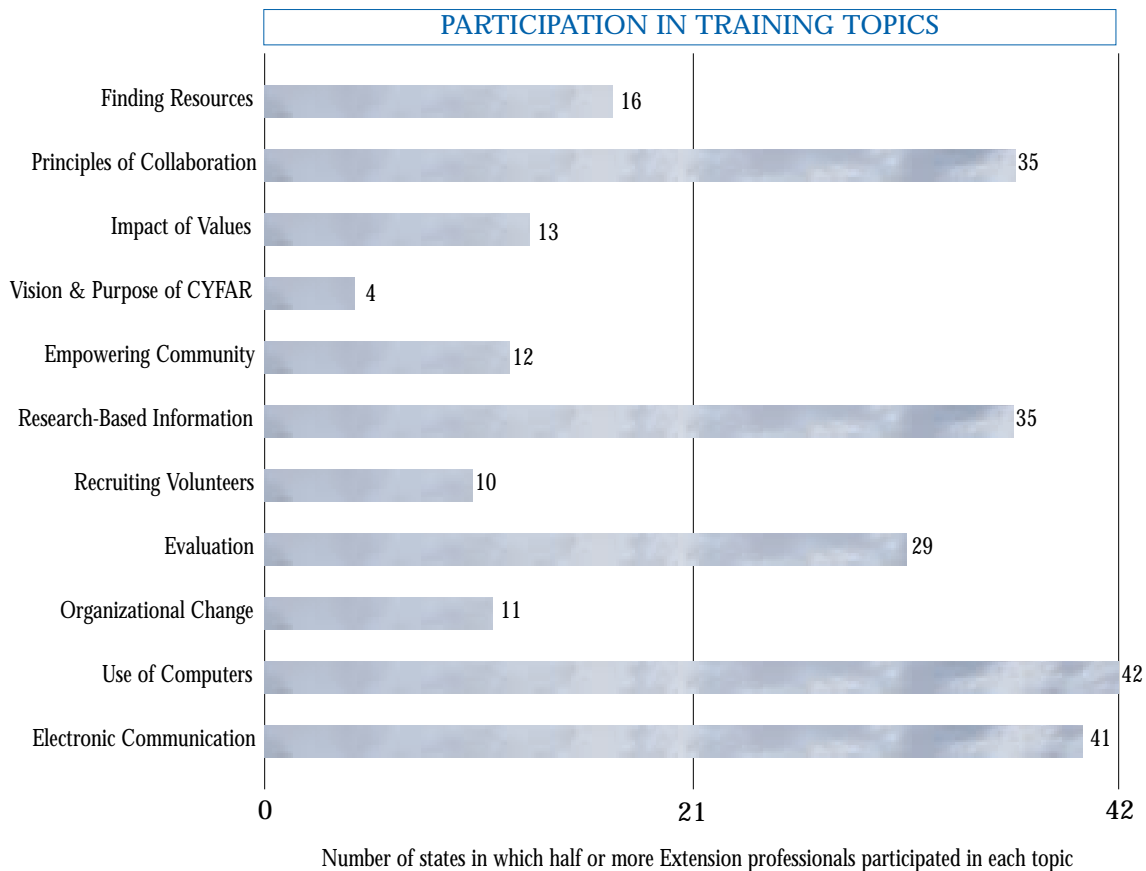
Two states (Iowa and Wisconsin) consistently ranked in the top quartiles in at least three of the four questions and on the fourth question, missed the top quartile by only one percent. These states demonstrate a high degree of administrative and campus support for CYFAR programming. However, five states ranked in the bottom quartile in at least three of the four questions. These states were in the bottom quartile for allocation of resources and support from campus-based faculty, while some were in the third quartile for staff recognition or supervisors' support. None ranked in the second or top quartile for any item. Four of these five states also ranked consistently low in Component 1 concerning a shared vision and strategic plan.



THE BIG PICTURE: TRAINING

Two questions were asked about participation in eleven training topics and about the overall quality of training and staff development experienced in the last 12 months. In some states, more than half the respondents participated in nine or ten of the eleven topics, while in others, more than half participated in between two and five topics. The mean was six. Regarding quality of training, between 55% and 74% of those in the top quartile and between 21% and 40% of those in the bottom quartile responded "good" or "excellent." The national average was 48%. Again, Wisconsin ranked in the top quartile in both of these items. Six states fell into the bottom quartile in both items, indicating both low participation in and low quality of staff training.

Figure below shows the number of states in which over half the respondents reported they participated in each of the eleven topics within the preceding 12 months. Four states reported participation in training on the vision and purpose of the CYFAR Initiative, while 42 and 41 states reported participation in training on the use of computers and the use of electronic communication, respectively. There was considerable variability across the topics. Several questions might be raised about the need for future training. Do low numbers of participants indicate a need for training or saturation? What are the relationships between training and perceived knowledge and skill?



A CLOSER LOOK: TRAINING

Figure below shows the means, standard deviations and the range of percentages for each quartile regarding each training topic. Three states (Iowa, Wisconsin and Texas) ranked in the top quartile in at least seven of the eleven topics. All three states had top rankings in training in finding resources, empowering the community, using research-based information, and facilitating organizational change. Five states were in the bottom quartile in at least eight of the eleven topics. Regarding the sufficiency of training in each topic, little variation was noted, with most respondents indicating trainings to be adequate or very close to adequate.

PARTICIPATION IN TRAINING BY TOPIC AREA: QUARTILE RANGES OF STATE PERCENTAGES*

| ITEM | BOTTOM QUARTILE | THIRD QUARTILE | SECOND QUARTILE | TOP QUARTILE | MEAN | STANDARD DEVIATION |
|------------------------------------|-----------------|----------------|-----------------|---------------|-------|--------------------|
| Finding Resources | 21-40% | 41-47% | 48-55% | 56-70% | 46.95 | 11.59 |
| Principles of Collaboration | 32-51% | 52-57% | 58-64% | 65-84% | 57.00 | 11.21 |
| Impact of Values | 5-42% | 43-46% | 47-53% | 54-80% | 46.19 | 13.07 |
| Vision and Purpose of CYFAR | 11-23% | 24-32% | 33-39% | 40-69% | 32.95 | 11.90 |
| Empowering Community | 17-36% | 37-41% | 42-50% | 51-66% | 42.38 | 10.32 |
| Research-Based Information | 25-54% | 55-64% | 65-71% | 72-83% | 62.45 | 12.64 |
| Recruiting Volunteers | 23-35% | 36-41% | 42-49% | 50-84% | 42.71 | 12.47 |
| Evaluation | 26-47% | 48-56% | 57-64% | 65-84% | 55.62 | 14.34 |
| Organizational Change | 21-30% | 31-40% | 41-50% | 51-64% | 40.52 | 11.33 |
| Use of Computers | 53-68% | 69-74% | 75-84% | 85-94% | 76.36 | 9.41 |
| Electronic Communication | 29-59% | 60-70% | 71-75% | 76-86% | 68.26 | 11.52 |

*Percent of respondents within each state who said they participate in each topic. State percentages are included in state reports.



A CLOSER LOOK: INTERNET USE

Although the majority of respondents received training in the use of computers and the use of electronic communication (see Figure on pg. 18), very few reported using these resources. No differences were noted between respondents who report that they work at the state level and those of the total sample. Figure below presents the means of state averages of percent of respondents who reported they access each electronic resource never or once a week. Interestingly, "other" internet resources are used quite often in comparison to Extension resources. While this survey did not tap reasons for the use or non-use of these websites, we do know that 84% report they have a computer on their desk, 94% have access to e-mail, and 88% have access to the world wide web.



AVERAGE OF STATE MEAN PERCENTAGES OF RESPONDENTS WHO REPORT THEY ACCESS ELECTRONIC RESOURCES "NEVER" OR "ONCE A WEEK"

