Strategic Plan

2010-2015

For UAF Cooperative Extension Service
Director’s note

For the past 80 years, the Cooperative Extension Service in Alaska has worked with families, communities and small businesses, providing them with the practical information they need while bringing their concerns to the university. Delivering these services in the huge geographic area that is Alaska — with a limited travel budget and staff — presents challenges. We developed this strategic plan to guide our efforts addressing the issues that face Alaskans and their communities, while maximizing our limited resources.

Our strategic plan started with ideas from our Extension faculty and staff from all over the state and involved members of our Cooperative Extension Service State Advisory Council. We reached out to all Alaskans with an online survey and solicited information from our current constituents during Extension programs and activities. We also polled Alaskans who are not our traditional clientele to find out what critical issues they face. A leadership committee representing the entire organization used all of this information to develop our strategic plan.

We are proud of the hard work and dedication it took to produce this plan, which will be used to realign our programming. The goal is to transform our organization into UAF’s premier conduit for outreach education and engagement and to respond to the needs of Alaskans in a timely manner.

— Fred Schlutt, Director

Vision

Cooperative Extension is UAF’s premier conduit for outreach education and engagement with Alaskans.

Mission

Cooperative Extension educates, engages and supports the people and communities of Alaska, connecting them with their university. We provide factual and practical information while bringing Alaskans’ issues and challenges to the university.

Values

- We value innovative approaches that address the needs of Alaskans in a timely manner, with a focus on our land-grant mission.
- We are respectful of one another and of our clientele and treat people with honesty and integrity.
- We connect with individuals, groups and communities in a creative and collaborative manner.
- We value customer satisfaction by delivering high quality factual and relevant information to improve the lives of Alaskans.
- We are professionals who strive for excellence.
Introduction

Cooperative Extension has been quietly helping Alaskans since 1930. Lydia Fohn-Hansen, Extension’s first home economist in Alaska, organized 4-H clubs and taught sewing and canning, while George Gasser, the university’s assistant director of agriculture, gave tips on livestock and food-growing techniques adapted for the Alaska climate.

After her first field trip around Alaska in 1930, Fohn-Hansen noted, “extension workers have an unusual opportunity to stimulate cooperative and socializing contacts, to point out methods in farming and housekeeping adapted to Alaska and to ameliorate some of the hardships of pioneering.”

Alaska Extension has helped residents face many more challenges since then, but its mission remains the same: to provide research-based, practical information to help Alaskans thrive.

What is the Cooperative Extension?

The Morrill Act of 1862 established land-grant universities to educate citizens in agriculture, home economics, mechanical arts and other practical professions. Congress created the Cooperative Extension Service in 1914 with the Smith-Lever Act. The act said extensions would be affiliated with land-grant colleges and would:

- develop practical applications of research knowledge
- give instruction and practical demonstrations of existing or improved practices or technologies in agriculture

Extension is now affiliated with more than 100 land-grant universities, including the University of Alaska Fairbanks. This nationwide educational network is supported by a partnership between the U.S. Department of Agriculture and these land-grant colleges.

Extension in Alaska originated as a department with the Alaska Agricultural College and School of Mines, which became the University of Alaska in 1935. The partnership continues today as Extension serves as the outreach arm of the university.

How does it work?

Each state or territory has a network of local or regional offices staffed by experts who generate and distribute useful public knowledge. This can take the form of publications, workshops, on-site help and a multitude of resources on the Internet. Extension operates in nine districts around the state, with offices in Fairbanks, Delta, Nome, Bethel, Palmer, Soldotna, Anchorage, Juneau and Sitka. Affiliate offices exist at Eielson Air Force Base and Thorne Bay.

From its largely rural and agricultural roots, Extension has evolved to meet current needs, including the desire to eat local foods, build an energy-efficient home and prepare youth for leadership. We’re a grassroots organization. Many of our programs come at the request of Alaskans — either through community advisory councils or in response to individuals or groups. Cooperative Extension also has an active statewide advisory council that provides direction and brings the concerns of residents to Extension.

We also bring the challenges of Alaskans to the university. When pilots complained about the damage to their planes caused by landing on gravel airstrips, we teamed up with the Matanuska Experiment Farm to teach airstrip owners how to establish and maintain grass airstrips.
Because of the need for cheaper energy, particularly in rural areas, we have offered information and education on the best type of wood stoves and how to reduce emissions.

Responding to the interest of many residents who wish to eat local foods, we have helped sponsor or support the creation of community gardens around the state, trained hundreds of master gardeners and have offered additional outreach to gardeners. Extension also teaches preservation of many foods, including those indigenous to Alaska — everything from canning and preserving salmon to kelp pickles and walrus.

Our programming also reflects five topics of national concern identified by our federal sponsor, including global food security and hunger, climate change, sustainable energy, childhood obesity and food safety.

We work with a variety of partners — youth agencies, school districts, health, energy and farming organizations, communities and tribal entities and others — to improve our effectiveness and to avoid a duplication of services. Alaska Extension’s support comes from the federal government, the State of Alaska, University of Alaska funds, private donors and a variety of grants.

**Strategic planning process**

As the needs of Alaskans change, Extension regularly reevaluates the programs it offers. As part of a larger effort to set our course for the next five years, we gathered information and input from all Extension faculty and staff, current partners and constituents, and Alaskans through two online surveys and a statewide poll conducted by telephone. We also reviewed the University of Alaska Fairbanks Strategic Plan 2010 and UAF Vision 2017 to see that Extension fulfills its role within the university mission.

A couple of messages from survey participants came loud and clear — the desire for programs in many different areas of Alaska and the need for diverse delivery modes to do that. Many respondents wanted Extension to improve the availability of our information electronically. The poll also indicated that our clients want Extension to focus on pocketbook issues such as energy efficiency and conservation and economic and resource development.

The comments were weighed and the plan adjusted. This process resulted in a revised mission and overall vision for Extension, which focused our work in six major theme areas — food safety and security, health, climate change, energy, youth, family and community, and economic development.

While Cooperative Extension is limited by resources, the goals, objectives and strategies listed in our strategic plan themes provide a road map for meeting our mission. Please feel free to tell us how we’re doing and to suggest programs you’d like to see.

*Definitions of planning terms are provided on page 19.*
Food Safety and Security Theme

Issue Statement

Alaskans are vulnerable to food shortages because a high percentage of Alaska’s food is imported. This results in high food costs, little or no control over food quality or quantity, and the risk of disrupting the food supply chain and stopping food imports into the state. Extension offers programs that improve local food production and Alaskans’ access to a healthful, adequate and culturally appropriate food supply.

Goals

1. Promote safe and healthy foods for Alaskans that will assist in increasing Alaska’s food security and decreasing imported foods.

2. Enhance agricultural opportunities in Alaska.

Goal 1: Promote safe and healthy foods for Alaskans that will assist in increasing Alaska’s food security and decreasing imported foods.

Objective 1: Provide programming that increases consumer knowledge about affordable and healthy foods.

   **Strategy 1:** Incorporate local food production and food-gathering information into Extension’s nutrition education programming.

   **Strategy 2:** Increase collaboration with federal, state and local agencies, tribal organizations and other partners to promote wild and locally produced foods.

Objective 2: Improve harvest and post-harvest food storage techniques, food preservation and safety, and quality of stored wild and domestic food.

   **Strategy 1:** Provide education aimed at increasing proper food storage in Alaska households and communities.

   **Strategy 2:** Provide educational opportunities aimed at increasing adoption of safe food preparation and preservation practices.

   **Strategy 3:** Provide educational opportunities to improve harvesting and post-harvest handling techniques, increase product quality and reduce losses.

Objective 3: Increase the number of home and community gardens in Alaska to increase local food production.

   **Strategy 1:** Identify, adapt and create educational resources on growing vegetables, fruits and herbs, including organic approaches.
**Objective 4**: Increase food policy issue visibility and public involvement in state, regional and local food security policy.

**Strategy 1**: Collect, prioritize and disseminate most recent educational resources for policy makers, communities and citizens on local agricultural production and subsistence foods contributions to Alaska food security.

**Strategy 2**: Collaborate with partners to develop/co-sponsor engagement venues with clientele concerning food security policy.

**Strategy 3**: Collaborate with state, federal, community and tribal entities to develop assessment tools to help communities determine their food security potential and their community food needs.

**Goal 2**: Enhance agricultural opportunities in Alaska.

**Objective 1**: Increase use of modern production practices on Alaska farms and greenhouse operations.

**Strategy 1**: Identify technologies applicable for optimum production for Alaska agriculture.

**Strategy 2**: Provide educational opportunities in optimum production practices in crops and livestock in collaboration with partners internal and external to the University of Alaska Fairbanks.

**Strategy 3**: Incorporate integrated pest management (IPM) education into classes, conferences and publications.

**Objective 2**: Provide tools that assist in improving profitability of commercial agriculture in Alaska.

**Strategy 1**: Increase education in farm management and agricultural economics.

**Strategy 2**: Provide educational opportunities in areas such as enterprise budgeting techniques, marketing, product pricing, etc.

**Objective 3**: Protect Alaska’s crops, livestock and natural food sources from invasive species.

**Strategy 1**: Provide education to individuals and community groups on invasive species identification and control.

**Strategy 2**: Provide information to the horticulture industry to stop the importation, sale and transport of invasive species and identify alternative species.

**Strategy 3**: Collaborate with state, federal and local partners on invasive species education.
Health Theme

Issue Statement

Social and environmental conditions in Alaska create barriers to leading healthy lifestyles. The current lifestyle of many Alaskans is affecting their health and quality of life, resulting in higher health-care costs and decreased life expectancy. A high percentage of Alaska youth and adults are overweight or obese, potentially leading to issues such as diabetes, heart disease, cancer and high blood pressure.

Goals

1. Promote healthy food choices among Alaskans.
2. Increase the number of Alaskans engaged in regular physical activity.
3. Reduce the burden of living with chronic health conditions.
4. Reduce health risks related to unsafe drinking water, waste management and solid waste.

Goal 1: Promote healthy food choices among Alaskans.

Objective 1: Assess barriers to healthy food choices.

  Strategy 1: Complete ongoing needs assessment in communities to identify barriers to healthy food choices.

Objective 2: Develop programs to overcome barriers to healthy food choices.

  Strategy 1: Identify, adapt or create programming materials that address barriers to healthy food choices.

  Strategy 2: Identify, adapt and create general nutrition education programs to increase knowledge of nutritional value, food quality and purchasing power. Incorporate these factors into existing programs such as EFNEP, ANEP, etc.

Objective 3: Increase knowledge of healthy food choices and incorporate into existing educational Extension programs.

  Strategy 1: Connect with collaborators such as public health, public school nutrition programs and community-based youth outreach services to offer nutrition educational programs about healthy food choices.

  Strategy 2: Implement culturally appropriate educational programs in healthy food choices.
Goal 2: Increase the number of Alaskans engaged in regular physical activity.

Objective 1: Assess barriers to physical activity.

   **Strategy 1:** Complete ongoing needs assessment in communities to identify barriers to physical activity.

Objective 2: Develop programs to overcome barriers to physical activity.

   **Strategy 1:** Identify, adapt or create programming materials that address barriers to physical activity.

Objective 3: Increase knowledge on the benefits of regular physical activity.

   **Strategy 1:** Connect with collaborators to offer educational programs about the benefits of physical activity.

   **Strategy 2:** Implement appropriate educational programs in physical activity.

Goal 3: Reduce the burden of living with chronic health conditions.

Objective 1: Identify, adapt and create programs that provide guidance for living with chronic health conditions.

   **Strategy 1:** Implement programming, including train-the-trainer models that provide guidance for living with chronic health conditions.

Goal 4: Reduce health risks related to unsafe drinking water, waste management and solid waste.

Objective 1: Identify, adapt or create programs that promote safe drinking water for households and nonpublic water systems.

   **Strategy 1:** Provide information and programming on safe drinking water for households and nonpublic water systems.

Objective 2: Identify, adapt or create programs that promote waste management for households.

   **Strategy 1:** Provide information and programming on waste management for households.

Objective 3: Identify, adapt or create programs that promote solid waste management for households and small communities.

   **Strategy 1:** Provide information and programming on solid waste management for households and small communities.
Climate Theme

Issue Statement
Climate change is significantly impacting the social, economic and physical environment of Alaskans and their communities. Failure to understand and respond appropriately to climate change impacts may result in catastrophic impacts to Alaska’s social and economic structure and physical environment. Alternatively, failure to understand climate change impacts may result in missed opportunities that would serve to strengthen Alaska’s economic structure.

Goals

1. Collaborate and communicate regularly with Alaska-related climate change researchers to maintain and expand current scientific information and transfer to the public.

2. Facilitate the transfer of up-to-date, relevant, research-based climate change information on impacts to Alaska communities.

3. Involve Alaskans in risk assessment and appropriate adaptation to climate change impacts on systems critical to our communities.

Goal 1: Collaborate and communicate regularly with Alaska-related climate change researchers to maintain and expand current scientific information and transfer to the public.

Objective 1: Facilitate dialogue with University of Alaska, State of Alaska, Alaska-based federal climate change researchers, citizens with traditional knowledge, nongovernmental organizations and Extension climate change faculty and programmatic staff.

Strategy 1: Form a climate change team made of Extension professionals for implementation of climate change programming.

Strategy 2: Host at least two electronic, distance-delivered roundtable discussions each academic year between Alaska-related climate change researchers and climate change team.

Strategy 3: Host two meetings with UAF social scientists annually to identify appropriate outreach education strategies to generate public deliberation and positive action on climate change impacts.

Strategy 4: Invite key Alaska-related climate change researchers to work as collaborators to identify and address critical climate change issues facing Alaska ecosystems, human health and food security.
Objective 2: Collaborate within Cooperative Extension Service and other entities in the UA system to develop outreach education projects for climate change-impacted resources, communities, residents and businesses.

**Strategy 1:** Meet in 2010 with faculty and staff to integrate climate change topics developed for youth audiences.

**Strategy 2:** Serve as a resource for Extension programs, faculty and staff to integrate climate change education.

**Strategy 3:** Meet with faculty and staff of entities such as the Alaska Center for Climate Assessment and Policy, the Marine Advisory Program and Scenarios Network for Alaska Planning who work with coastal communities’ climate change issues to learn from their activities and to foster ongoing sharing between projects.

**Strategy 4:** Arrange a climate change and forest ecosystems workshop in 2010 with representatives from UAF departments such as the Department of Forest Sciences and the Department of Biology and Wildlife to identify strategic climate change issues potentially impacting Alaska forest ecosystems. The climate change team encourages and assists other communities of practice to develop similar strategies.

**Goal 2:** Facilitate the transfer of up-to-date, relevant, research-based climate change information on impacts to Alaska communities.

Objective 1: Respond to requests and/or initiate contact with communities (described as communities of place, interest, or other grouping) having forest ecosystems, human health or food security potentially impacted by climate change.

**Strategy 1:** Collect, prioritize, and disseminate most recent climate change research to Extension professionals.

**Strategy 2:** Work with Extension personnel to identify future research needs to be shared in collaborative venues identified in strategies listed under Goal 1, Objective 1.

**Goal 3:** Involve Alaskans in risk assessment and appropriate adaptation to climate change impacts on systems critical to them.

Objective 1: Work with interested communities (described as communities of place, interest, or other grouping) to identify climate change risks to them and to identify adaptation strategies to those weaknesses within 24 months.

**Strategy 1:** Secure funds for community risk assessment and distribution of relevant adaptation information.

**Strategy 2:** Identify community opinion shapers, leaders and elders in target communities and partner with them for community risk assessment.

**Strategy 3:** Report back to community on hazard risk assessment and adaptation options.
**Strategy 4:** Make contact with governmental and nongovernmental organizations to inventory events, trainings, and experts on climate change issues.

**Strategy 5:** Identify gaps in climate change information/education.

**Objective 2:** Work with forest and natural resource managers to identify climate change-related risks critical to forest ecosystem components such as biological, economic and cultural systems and their adaptation options.

**Strategy 1:** Convene a meeting with state and federal and other forest managers following the forest ecosystem workshop (See strategies listed with Goal 1, Objective 2) to highlight critical climate change forest ecosystem effects.

**Objective 3:** Increase climate change risk awareness and develop appropriate responses among Alaskans on food security and human health-related issues.

**Strategy 1:** Increase awareness among Alaskans about opportunities and threats that climate change may place on safety and security of food obtained through traditional resources and imports.

**Strategy 2:** Increase awareness of changes in pest populations and invasive species resulting from climate change that may adversely impact human health and food security.
Issue Statement

Alaska families and communities are facing rising energy costs, negatively impacting family budgets and threatening the existence of some communities. Energy efficiency is not always employed in construction and transportation. Energy resource uncertainty and volatility threaten Alaska families, businesses and communities.

Goals

1. Educate Alaskans about the benefits and methods of increasing energy efficiency.

2. Educate Alaskans about fossil fuels, renewable and alternative energy systems and technologies.

Goal 1: Educate Alaskans about the benefits and methods of increasing energy efficiency.

Objective 1: Identify, appoint and train an Extension-supported energy efficiency team to educate clientele on best practices for energy efficiency for Alaska’s varied climates, geography and economies.

   Strategy 1: Survey interests and expertise of Extension faculty and staff concerning their knowledge and willingness to provide energy-efficiency programming (ongoing activity for new employees).

   Strategy 2: Form and train the Extension-supported energy efficiency team based on the interest and expertise identified.

   Strategy 3: Collaborate with willing partners at the local, state and national level to develop/share educational materials concerning energy efficiency.

   Strategy 4: Provide outreach and educational opportunities for youth and adults on energy efficiency technology.

Goal 2: Educate Alaskans about fossil fuels, renewable and alternative energy systems and technologies.

Objective 1: Develop and maintain an ongoing Extension-supported energy resources team that identifies individuals and communities willing and capable of effectively utilizing alternative energy systems and technologies.

   Strategy 1: Survey interests and expertise of Extension faculty and staff concerning alternative energy Extension programming (ongoing activity for new employees).

   Strategy 2: Form and train the Extension-supported energy resources team based on the interest and expertise identified.
Strategy 3: Develop and maintain collaborations with entities such as Alaska Center for Energy and Power, School of Natural Resources and Agricultural Sciences, Institute of Northern Engineering, etc. for shared public educational opportunities and technical assistance on alternative energy systems.

Strategy 4: Provide outreach and educational opportunities for youth and adults on alternative energy technology.

Objective 2: Work with communities, private landowners and government land managers to maximize Alaska’s renewable energy resources such as wind, geothermal, forest and hydro appropriate to the varied climates, geography and economies.

Strategy 1: Identify Alaska’s renewable energy natural resources and their sustainable management.

Strategy 2: Identify partners and collaborators engaged in renewable energy resource management and their sustainable management.

Strategy 3: Educate landowners and managers to improve and sustain local renewable energy resources.

Objective 3: Engage Alaskans in public policy deliberation regarding energy policy.

Strategy 1: Collaborate with partners in energy policy to develop/share educational materials concerning energy policy.

Strategy 2: Collaborate with partners in energy policy to develop/co-sponsor engagement venues concerning energy policy that involve clientele.
Youth, Family, and Community Theme

Issue Statement

The strength and future of Alaska is in its youth, families and communities. Many Alaska youth lack basic life skills and opportunities necessary to be productive members of their communities. This deficiency of positive life skill development is likely to lead to problems with the future growth and development of the state.

Many families face difficulties in providing for their daily needs. Alaska has some of the highest rates in the nation of child abuse and neglect, domestic violence and violence against women, teen pregnancy and suicide.

Community development is enhanced through civic participation and active leadership of youth and adults, which is lacking in many communities. All communities whether urban or rural strive for growth, cultural vibrancy, self-reliance and local governance, however, a general lack of understanding of the processes in place for local participation often results in political and economic decisions being made in the urban areas of the state.

Goals

1. Strengthen positive youth development in Extension’s outreach to families and communities.

2. Teach life skills to adults and families and prepare them for success in the home, workplace and community.

3. Strengthen the health and resiliency of Alaska’s communities.

Goal 1: Strengthen positive youth development in Extension’s outreach to families and communities.

Objective 1: Increase the number of 4-H and youth development experiences for Alaska youth and their families.

Strategy 1: Establish and maintain informed programming groups (e.g., advisory councils) in each district or locality as appropriate, with balanced representation of the communities actively involved in planning, implementing and evaluating programs.

Strategy 2: Identify and build partnerships and coalitions with other agencies, organizations and institutions to address youth issues and extend coalition-building assistance to localities.

Strategy 3: Adapt current processes of involving caring adults without compromising safety of youth.

Strategy 4: Provide a variety of training options and ongoing support for adults in working with youth.
Strategy 5: Promote the value of 4-H and positive youth development across the state through increased marketing efforts such as an enhanced web presence and other contemporary communication tools.

Objective 2: Increase youth access to research-based curricula and programs that emphasize positive youth development through the essential elements of 4-H: mastery, independence, generosity and belonging.

- **Strategy 1:** Identify, adapt and create curricula and programs that emphasize positive youth development through the essential elements of 4-H.
- **Strategy 2:** Develop surveys and evaluations that document the need for and measure the impact of programming.
- **Strategy 3:** Partner with Extension colleagues and others in developing local, regional and state learning experiences emphasizing positive youth development in all Extension programs.

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**Goal 2:** Teach life skills to adults and families preparing them for success in the home, workplace and community.

Objective 1: Provide opportunities to families to attain healthy living.

- **Strategy 1:** Identify, develop and create programs and curricula on healthy living.
- **Strategy 2:** Help adults and families develop life skills by identifying and engaging in lifelong learning opportunities.
- **Strategy 3:** Identify integrated and multistate opportunities that increase Extension’s effectiveness in delivering family programs.

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**Goal 3:** Strengthen the health and resiliency of Alaska’s communities.

Objective 1: Increase citizen participation in developing and sustaining healthy communities.

- **Strategy 1:** Provide technical assistance and/or skill training in facilitation, planning, needs assessment and project evaluation.
- **Strategy 2:** Provide small cities, villages and unincorporated communities with technical support and training in resource development, project management, technology, public policy and public administration.
- **Strategy 3:** Partner with local, state and federal agencies and nongovernmental organizations (NGOs) to enhance awareness of opportunities and resources that strengthen community resiliency.
Objective 2: Increase work-force readiness of youth and adults (See Goal 2, Economic Development).

**Strategy 1:** Provide training opportunities on the basics of getting and keeping a job.

**Strategy 2:** Help communities develop mentoring, job shadowing and other relevant opportunities to apply life skills to the work environment.

**Strategy 3:** Collaborate with public and private sectors to provide hands-on experiences (work and volunteer opportunities) to build work-force skills.

Objective 3: Engage with local government leaders and others, especially in underserved areas, to develop leadership and capacity-building programs for youth and adults.

**Strategy 1:** Increase Extension’s capacity to help communities develop and retain leaders and engage citizens.

**Strategy 2:** Increase citizen participation in identifying, planning, implementing and evaluating community development activities.

**Strategy 3:** Help identify and build upon existing community assets for positive community engagement.

**Strategy 4:** Collaborate with organizations to offer youth mentorship/internship experiences in leadership and governance.

**Strategy 5:** Increase awareness of the benefits and value of involving youth in community leadership.
Economic Development Theme

Issue Statement

Alaska has abundant natural resources that can generate consumptive and nonconsumptive economic opportunities. Our economy is dependent on external forces and limited local value-added processing. Alaska’s economy lacks diversity and resilience resulting in limited sustainable income opportunities, particularly in rural Alaska. Many Alaskan communities are isolated and limited in their ability to generate business and economic stability. Many potential small business owners lack the skills in business start-up and sustainability.

In addition, the high cost of living in Alaska increases the importance of personal financial management. Poor financial management results in economic uncertainty for individuals, families and businesses.

Goals

1. Encourage and support partnerships that increase Alaskans’ ability and access to entrepreneurial opportunities and connect entrepreneurs with small business resources.

2. Collaborate with industry and business in training and work-force development for youth and adults.

3. Increase financial literacy for Alaskans.

Goal 1: Encourage and support partnerships that increase Alaskans’ ability and access to entrepreneurial opportunities and connect entrepreneurs with small business resources.

Objective 1: Educate individuals and facilitate informed decision making for small business entrepreneurs and identify resources for small business employment.

   Strategy 1: Identify groups and agencies that offer support for entrepreneurship.

   Strategy 2: Develop a matrix that will help Extension personnel refer small businesses to appropriate resources.

   Strategy 3: Train Extension personnel on small business development and entrepreneurial skills.

   Strategy 4: Provide in-service activities in small business development for Extension employees.

   Strategy 5: Collaborate with identified groups and agencies to create conferences and workshops.
**Goal 2:** Collaborate with industry and business in basic training and work-force development for youth and adults.

Objective 1: Train potential employees in job performance expectations and work ethic.

- **Strategy 1:** Conduct or access existing work-force skills needs assessments for targeted Alaskan communities.
- **Strategy 2:** Coordinate programs with Youth, Family and Community Development goals (See Goal 3, Objective 3b, Youth, Family and Community).

**Goal 3:** Increase financial literacy for Alaskans.

Objective 1: Develop and expand programs to educate youth and adults about personal financial management skills.

- **Strategy 1:** Survey Extension personnel to discover what financial education products are currently used in teaching classes.
- **Strategy 2:** Survey Extension personnel to determine needs for additional products.
- **Strategy 3:** Develop or adopt materials from other states to meet needs of clientele.
- **Strategy 4:** Provide programming on personal financial management skills.

Objective 2: Create a master volunteer group with a focus on personal or household financial management.

- **Strategy 1:** Develop or adapt materials for training master volunteers, including financial materials, listening skills and volunteer management.
- **Strategy 2:** Train master volunteers for delivery of financial programming.

Objective 3: Teach entrepreneurs techniques for financial management of businesses.

- **Strategy 1:** Identify appropriate programming for small business financial management.
- **Strategy 2:** Identify appropriate delivery methods and offer training to the small business community.
Definitions of planning terms

**Vision:** statement of a preferred future state, the overall destination.

**Mission:** a statement of the organization’s basic purpose or reason for being.

**Values:** what the organization stands for and believes in.

**Thematic Issue:** an opportunity, problem, factor, trend, etc., that has overarching significance to the organization or its customers.

**Goal:** a broad statement of intent that provides context for setting objectives. (Often worded “to improve, increase (or decrease), maintain, provide, foster, sustain.”)

**Objective:** a concise statement of what needs to be done to move toward meeting a goal (action or product). This is a statement of what will be accomplished, how much or to what extent, and by when.

**Strategy:** a specific course of action to achieve an objective.

Strategic planning leadership team

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