

Cross State Programming Protocol for Multi-State Program Delivery North Central CD Program Leaders – Feb 2014

“Prosperity for sustainable and secure communities will always be a matter of public interest. There is a need to enable local citizens to guide the future of their rural communities; provide resources to local decision makers to address regional and national issues; and help families, communities, farms and ranches, and businesses attain prosperity and security. NIFA helps build rural and community prosperity through research, education, and extension.”

USDA National Institute of Food and Agriculture

To fulfill the mission of our state Extension systems, we are aligning our individual state Extension system resources to more effectively address issues on a regional basis. Generating revenue through sources such as grants, contracts, gifts and endowments, and fees has become the new normal for supplementing and wisely investing public funds to support our critical mission. However, our new reality also requires new ways of partnering. Facilitating the sharing of resources by state Extension systems across state borders and across the region benefits those we serve, uses resources more efficiently and augments revenue generation. To plan for new programs, hire and direct faculty and staff strategically, and benefit from the investments made across the land grant system, the North Central Extension Community Resource and Economic Development (CRED) program leaders are working together to more effectively price, buy, sell and trade programs and expertise across the land grant system.

As a result of discussions in 2012 and 2013, CRED program leaders have developed Guiding Principles and Key Goals to provide an overall framework for multi-state programming. A ‘Take Out Menu’ webinar approach was also implemented as a way of creating a market where program ‘consumers’ and ‘suppliers’ can meet. Each of these products is described in more detail below. We hope that these products will result in more robust fulfillment of our state Extension systems’ missions and will provide more resources and collegial support for Extension educators across the North Central Region.

Guiding Principles:

1. We recognize that state systems have different cultures, needs, organizational structures, and revenue generation expectations and practices. (NOTE cultures vary within the individual state systems as well – e.g., by department, by program area, etc.)
2. We believe we can learn from one another and maintain transparency.
3. We will identify programs for sharing that have multi-state interest and demand.
4. We must identify and reduce barriers to collaboration.
5. We must recognize and reward faculty and staff for both program development and program delivery.
6. We will expect and include collection and reporting of learning and program evaluation as well as program outcomes consistent with our North Central CRED program outcomes.
7. We must maintain the concept of public good in revenue generation and sharing while encouraging a culture of revenue generation (i.e., recover programming and some staffing costs).

Key Goals:

1. Identify existing programs/curricula/training which are useful for multiple states and devise ways to share the benefit of the investment in development for use in other states.
2. Implement cost and pricing principles that fairly compensate program development and provide incentives for both program development and program use outside the originating system.
3. Focus on programs which are needed in our respective states but currently unavailable or out-of-date in our respective states.

Anticipated Outcomes:

1. Reward faculty and staff for developing areas of expertise which are valued not only in the state, but across the region.
2. Develop and capitalize on appropriate opportunities to generate revenue.
3. Expand our capacity to address areas of need within our states without additional staffing and potentially use revenue to hire additional faculty and staff.
4. Allow faculty and staff to focus on program delivery rather than program development where those programs are available from another land grant institution.

Key Terms:

1. **Home State** - state receiving the Extension program
2. **Visiting State** - state (or states) providing the program

How are we generating interest in engaging in this activity?

1. Program leaders and others should encourage participation in the 'Take Out Menu' webinars sponsored by the NCRCD.
2. Program leaders and others should reinforce the Guiding Principles during meetings and in communication with Extension professionals in their respective states.
3. Program leaders have made this a top priority for 2013-2014 and will be reviewing, revising, and discussing programming needs/opportunities during monthly program leader calls.
4. Program leaders in each state should use the Dropbox created to review, revise, and discuss programming needs/opportunities

What is the Take Out Menu webinar?

The Take Out Menu webinar is 20 minute webinar where individuals or teams might make 'sales pitch' to other Extension professionals about a program for which they are willing to travel to deliver. In 20 minutes or less, they would provide an overview of the program, what's provided by visiting state, what's expected of the home state, what is expected of the community or organization, the basic cost structure, etc. Since the webinar is recorded and archived on the NCRCD website, they should not promise a price or a delivery or response time.

Guidelines:**1. Initiating an Arrangement**

The home state is responsible for reaching out to the visiting state to discuss a programming need or opportunity. The visiting state should share how their program can address the need or opportunity. Assuming the situation warrants continued collaboration, the home state should serve as the 'host' and champion the process along within the home state.

A home state program leader has the right to “veto” the local community’s request to bring in a program from another state. This might occur for a variety of reasons, including the home state Extension staff’s need to know who among Extension colleagues are working locally; if the receiving community is ready or has issues that might preclude that work there at the proposed time; the possibility of the home state holding the bag if the program fails; if the program requires extensive follow-up that the local Extension office won’t be able to fulfill; etc. A written agreement will address the details of the deal, clarify expectations (including timeframe) for all parties (including both Extension services and the local groups), and will indirectly set parameters for conflicts of interest.

Faculty and staff in both the home state and visiting state are expected to communicate with their respective program leaders in their states as part of the initiation agreement and negotiation process.

2. Determining Price

The programming under consideration must be mission appropriate. The ‘public-private good’ spectrum should be considered when determining the level of costs recovered (e.g., operating, salary, overhead, etc.). The home state, visiting state, and community partner (if applicable) should work together in determining a program price.

3. Handling Payment

The home state or community partner (if applicable) is responsible for providing payment to the visiting state for program costs incurred.

4. Branding/Co-Branding

The participating parties should come to an agreement regarding the brand(s) displayed on program materials, descriptions of credit for the development and delivery of the program, and marketing materials. Other issues and agreements should be noted and added to the discussion as they arise. The participating parties are encouraged to be clear about responsibilities, timelines, expectations, etc when formalizing these arrangements to avoid confusion and conflict later. We realize that we will have opportunities to refine the process and agreements as we engage more in this activity.

5. Teaching Evaluation

The visiting state should feel comfortable in using their state’s teaching evaluation instrumentation. The home state should make the necessary accommodations to enable evaluation of instruction.

6. Program Evaluation

The visiting state should provide program evaluation tools as part of the program event. The home state should make the necessary accommodations to enable evaluation of the program. Each state involved may report program impact, however when reporting within the region and for the federal report, the home state should claim the impact so that impact data is not double-counted. Sharing impacts resulting from multi-state collaboration in other reports is encouraged.

Most IRB requirements will be met because these are educational programs, with evaluation data collected for educational purposes. However, if impact data are to be shared via scholarly publication, the participating parties are encouraged to investigate IRB requirements prior to initiating the program.