Meeting Minutes
October 4-5, 2017
Presiding – Fred Schlutt, Chair

Note: Meeting start and end times are Eastern Time
Held in conjunction with 2017 NEDA and Cooperative Extension Section Business Meeting
The Essex, 70 Essex Way, Essex, Vermont

Attachments and Written Reports with page numbers:

Minutes of September 27, 2017 Meeting – URL
NIFA listening session email announcement – 8
NIFA Time & Effort Reporting – OMB Standards – URL
Health Implementation Teams Final Report Executive Summary – 9-11
Technology and Innovation Report – 12-18
Report by National Urban Extension Leaders (NUEL) – 19-20
ESCOP/ESS Diversity Catalyst Committee Report – 21
Joint Council of Extension Professionals (JCEP) Report – 22
Budget and Legislative Committee Report – 23-24
BAA - Policy Board of Directors Report – 25
Experiment Station Committee on Organization and Policy (ESCOP) Report – 26-27
Board on Human Sciences Liaison Report (BoHS) Report – 30
Journal of Extension (JOE) Report – 31
Request for Ideas for National Extension Mission Statement - 32
National Impacts Database Committee Report – 33-34
MINUTES

WEDNESDAY, OCTOBER 4, 2017, 1:00-3:00 P.M.

OPENING BUSINESS –

Attendance is recorded on pages 6-7. Fred Schlutt welcomed all guests. Mark Latimore made a motion to approve minutes of the last meeting, September 27, 2017. Bill Hare seconded and motion passed.

1. ACTION: – Fred Schlutt
   a. NIFA updates

Denise Eblen provided personnel updates. National program leaders (NPLs) have travel funds and have been instructed to make state visits as NIFA liaisons. Section members work with liaisons on agendas. Mike Fitzner suggested that these visits be opportunities to showcase Extension. NPLs should be alerting their respective institutions on funding opportunities, serve to assist those visiting DC/USDA/NIFA with support for particular requests/meetings, etc. Each NPL will be contacting their respective CES members this month. Campus coordination is encouraged, and one point of contact per institution would be helpful. Questions remain about use of data submitted from the plans of work and reports. Louie Tupas responded that they are used to respond to congressional inquiries, state success rated (similar to NSF scoring), and NIFA communications. Question raised about reports versus outcomes.

Discussion: Chuck Hibberd’s to visit DC as ECOP Chair. He is looking forward to meet with NIFA on particular topics that will be announced in advance. Could involve visits to other agencies as well as deeper contacts with NPL liaisons. These are really about mutual learning of NIFA and CES colleagues.

An Inter-agency task force has been formed to work on regulatory relief and agriculture and rural prosperity. Members looking for ideas.

NIFA is scheduled to move in 2019.

   b. NIFA call for conversations follow up

Fred Schlutt/Rick Klemme –

Tactical sciences – draft report of conversation #1 has been sent to participants with results from conversation #2 will be integrated into farm bill. Report will be sent to Sandy/Rick for distribution to the Section.

1994s – Josh Stull (NIFA) working on the Hill on 1994 funding opportunities.

EFNEP – Follow up conversation is scheduled on 10/31-11/1 (Fred Schlutt and Gina Eubanks will be there) to develop the final report. Fred Schlutt asked that the report be shared with the Section. ECOP Budget and Legislative Committee is planning a response.

Positive Youth Development – Nothing has been heard yet about follow up; small group will be convened soon. Fred Schlutt requested that report be shared with the Section.

   c. NIFA listening session engagement strategy (8)

See attachment. Data will be part of strategic investment decisions. Rick Klemme has materials from Denise Eblen. He will work with ECOP on talking points and coordination for public comment. Input can be provided through a website through 12/1/17. Asked for unfiltered investment for the future, a document – how to make it available and how it will be used.

   d. Technology and Innovation Report (12-18)

Barbara Petty presented the report with focus on recommendations (page 1 of the report). Chris Geith reported that eXtension will be engaged in working with Section leaders on the recommendations. Possible innovator award and certified innovation coordinator position and professional development were discussed. Learner engagement
was discussed as possible content for Horizon report, version 2. This activity will move forward next spring.

2. **UPDATES:** – Fred Schlutt
   a. **Health Implementation Teams Final Report** (9-11)
   Michelle Rodgers – Presentations will be made at 2018 National Health Outreach Conference. Robert Wood Johnson Foundation (RWJF) update – funds received at National 4-H Council. This partnership involves weekly meetings with Michelle and colleagues. RWJF is also connecting Cooperative Extension (CE) with other funders and other organizations that they are funding. Michelle has attended two meetings on RWJF interest in a rural initiative, where CE and the National 4-H Council are mentioned in their introductory materials about the initiative. Michelle reviewed the process for the selection of 5 pilot states. 12 states have self-funded themselves to be part of the pilot project for a total of 19 institutions. Washington State University, University of Wisconsin-Madison and University of Maryland-Columbia are also involved as support institutions. Professional development webinars will be held over the next year. eXtension will be a partner, as National 4-H Council is now an eXtension member.

   b. **APLU Engagement Initiatives**
   Jim Woodell – Council on Engagement and Outreach (CEO)- Commission on Innovation, Competitiveness, and Economic Prosperity (CICEP) Joint Summer Meeting 2018 is in Richmond, VA on June 25-28, 2018. All should consider attending. Topic will be creative place-making and a health focus.

   c. **National Impacts Database Committee**
   Karla Trautman – See attached written report (33-34)

   d. **NERAOC Planning Committee Update** –
   Gina Eubanks – The 2018 NERAOC Meeting will be held April 22-25, 2018 in Grand Rapid, MI. Sessions will be offered in the following tracks: Program Reporting and Accountability, Minority-Serving, HR/Organizational Development, Grants, Finance, and Diversity & Inclusion.

3. **Alliance and Partnership Reports** – Fred Schlutt/EDA Team
   a. **Energy Programming**
   Robin Shepard – Preliminary report (programs) became available last week.

   b. **Community Decision Making Using Big Data**
   Rick Klemme – Working with Rachel Welborn, Sally Keller, Mike Lambur, Cathie Woteki, Chris Geith. Summarizing survey results, generally, scattered resources even within states. Ed Jones – Professional Development, to take advantage of the resources. Might be integrated into the farm bill. Understanding how it became part of the push for the farm bill. Concern expressed. Jennifer Sirangelo has ideas about Foundation support.

   c. **ECOP/ESCOP New Director/Administrator Orientation**
   Fred Schlutt/Rick Klemme – Invitation has gone out to attend 13-14 of December. Sonny Ramaswamy and Jay Akridge presenting. NIFA orientation, budgets and accountability, Marshall Stewart visioning and stakeholders, dynamic platform with flexibility. Webinar is to occur the week before, will be recorded and made available.

   d. **NACo**
   Rick Klemme – Coal-reliant communities, workshop taking place in the Western Region. Sanah Baig and Arthur Scott are connecting to the Regional Rural Development Centers, Creative Place-making webinar/workshop. To acknowledging Extension as a partner.

   e. **SoAR and FFAR/NASEM Breakthroughs 2030s** (URL)
   Rick Klemme – Panel of experts in California. John Floros Kansas State University is chairing. Chuck Hibberd: impression; missed applied science.

   f. **NC-FAR: 2018 Membership and support**
Rick Klemme – Jason Henderson, Rick meeting with Tom Van Arsdall. Will need to pay attention to call for proposals for 2018 Lunch and Learn opportunity.

g. FFAR
Rick Klemme – RFA for grants; been difficult to engage to enhance communications. Attempt to meet with program manager instead of with Sally Rockey. Discussion – Chuck Hibberd will attend “science technology adoption” Chris Geith, Chuck Hibberd will both speak.

Lou Swanson – FFAR only works within consortiums, 1-1 match.

THURSDAY, OCTOBER 5, 2017, 8:00 A.M. - NOON

4. ACTION CMC/Kglobal Investment-ROI Discussion
Fred Schlutt/Bev Durgan – Charge of the Committee on Marketing and Communications is sufficient. Unknown is can goal be achieved? There is a sense that Cornerstone and Kglobal should lead. Get stuck on structure rather than the issue. Concern that the response to call to action was not effective. Implementation of the call to action needs to be better defined. Chuck Hibberd: Mobilize in time for lawmakers. 4-5 months to get organized for a system-wide response and obtain clearance. Bev Durgan will check in on level of communications between CMC and APLU CGA. Cornerstone has created their own Internal Communications unit. Report back at next Executive Committee meeting.

5. ACTION PRM Planning Oversight Committee
Tom Dobbins – See attached letter to ECOP Chair (?). May take approximately $250K-300K/Year. Before taking next step, asking for endorsement to continue. Motion made by Fred Schlutt to continue ahead. Second provided by Bill Hare and motion carried.

6. Review ECOP 2018 Budget
Fred Schlutt: An estimated $30K is to be carried over from 2017-2018. The finance report was received as information.

7. Committee Reports
   a. Executive – Fred Schlutt
Motions and updates from Executive Committee:
   ● JCEP – to make a one-year bridge funding of $5,000 to defray the cost of a Virtual Town Hall Meeting in 2018. Approved.
   ● $5,000 commitment from ESCOP and ECOP to cover expenses of the 2018 National Impact Database Content Writing Team to develop marketable stories in key areas based on impacts submitted to the National Impacts Database. Approved.
   ● Change of the passing of the gavel to occur at NEDA rather than at APLU Annual Meeting. Approved.
   ● Committee assigned to review CES Rules of Operation and ECOP Operating Guidelines. Lou Swanson, Mark Latimore, Ron Brown
   ● Recently received a request for using ECOP funds to pay for indirect costs for money meant for a program. Executive Committee denied the request.
   ● Will undertake a review of the role of liaisons associated with ECOP. Waiting to see the BoHS recommendation.

b. Personnel – Bev Durgan
Bev Durgan – The committee intends to survey to people that pre-registered for the Orientation at NEDA.

c. Program
Chris Boerboom – Help provided by Regional Rural Dev. Centers and EDA Team. Review of Rapid Response Protocol and to organize a webinar on Opioid Addiction help facilitate distribution of resources. Suggestions – May have volunteers for rapid response by former Health Implementation Action Team, NIFA Funding, Economic
Research Service is also investing, other contributor may include Ohio State, Roger Rennekamp and Prosper (Penn State, Iowa State). Civil Dialogue update, one day session following PILD for Professional Development and train the trainer workshop in April, separate from PILD.

Want to make better recognition of other candidates – reporting to impact database, CARET, Letter to Director/Administrator.

8. Other
   a. **NUEL** (19-20)
      Patrick Proden – Recap from 2017 Conference. Update on development of Regional Caucuses. Next meeting Dec. 10-13; focus on building representation across all states. Relationship strengthening between CES and NUEL. Professional Development Action Team is very active. Integrate caucuses and action team to generate more opportunities for learner engagement activity/programs. Question: Building capacity for urban Extension programming when there is no staffing and infrastructure. Lou Swanson – Denver as an example, 4-H Center is being developed by the local communities. Ways to communicate with urban leaders through municipalities/opportunity for best practices. Continue to use and input in the National Impacts Database. Geographic local of land-grant university to urban environment play a role. Michelle Rodgers – Requested resources about the interdependence of rural and urban. Simple talking points. Chris Boerboom: Director/Administrator support for the regional caucuses. Connect EDA Team with Caucus Chairs. Patrick will add EDA Team to Regional listserv.

   b. 1994 Institutions
      Brian Kowalkowski – Suggests a liaison position on ECOP, if there is genuine interest in building the relationship. DC meeting FALCON, will take Nov. 4-6, 2017.

   c. **National Extension Mission Statement** (32)

   d. Board on Human Sciences (BoHS)
      Linda Kirk Fox – Cathie Woteki will receive highest award from the BoHS, outstanding engagement award for state specialists, University of MN.

   e. eXtension Foundation Award
      Chuck Hibberd – purpose to move the CES Agenda “impactful innovation award”. Sponsored by ECOP at APLU, funded by eXtension, individual or teams, work with Personnel Committee, process and timeline. To be explored.

**ADJOURN**
ECOP Membership

Voting Members
✓ Fred Schlutt, Executive Committee Chair, University of Alaska
✓ Chuck Hibberd, Executive Committee Chair-elect, University of Nebraska
✓ Michelle Rodgers, Executive Committee Past-chair, 2017 NEDA Planning Committee Chair, and Chair of ECOP/ESCOP Health Implementation, University of Delaware
✓ Chris M. Boerboom, Program Committee Chair, North Dakota State University
✓ Tom Dobbins, Personnel Committee & Private Resource Mobilization Program Oversight Committee Chair, Clemson University
✓ Beverly Durgan, Personnel Committee Chair, University of Minnesota Extension
✓ Bill Hare, Program Committee, University of District of Columbia
✓ Ed Jones, Executive Committee, 4-H Leadership Committee Co-chair, Virginia Tech
✓ Mark Latimore, Executive Committee, Fort Valley State University
✓ Gary Lemme, Program Committee, University of Kentucky
✓ Scott Reed, Program Committee, Oregon State University
✓ Vonda Richardson, Personnel Committee, Florida A&M University
✓ Louis Swanson, Personnel Committee, Colorado State University
✓ Chris Watkins, Personnel Committee, Cornell University
✓ Carolyn Williams, Program Committee Vice-Chair, Prairie View A&M University

Ex-officio/Non-voting members
● Louie Tupas, Denise Eblen, Mike Fitzner USDA-NIFA
● Doug Steele, Chair, ECOP Budget and Legislative Committee & Policy Board of Directors
● Rick Klemme, Executive Director, Cooperative Extension/ECOP

Liaisons to ECOP
● Vernon Jones, eXtension Foundation Board Chair, Langston University
  ○ Susan Crowell, Council for Agricultural Research, Extension and Teaching
● Linda Fox, Board on Human Sciences, University of Georgia
● Chris Geith, CEO, eXtension Foundation
● Jennifer Sirangelo, National 4-H Council
  ○ Clarence Watson, Experiment Station Committee on Organization and Policy (indefinite)

Executive Director/Administrator (EDA) Team
● Ron Brown, Southern Region
● Lyla Houglum, Western Region
● Rick Klemme, DC Office
  ○ L. Washington Lyons, 1890 Region
● Sandy Ruble, DC Office
● Robin Shepard, North Central Region
  ○ To be determined, Northeast Region
Guests

- Brian Kowalkowski, College of Menominee Nation
- Karla Trautman, South Dakota State University
- Patrick Proden, Oregon State University
- Dennis Calvin, Penn State Extension
- Jim Woodell, APLU
- Barbara Petty, University of Idaho
- James Trapp, Oklahoma State University
- Albert Essel, Lincoln University
- John Lawrence, Iowa State University
- Kathleen Tweeten, Joint Council of Extension Professionals
- Casey Mull, Joint Council of Extension Professionals
- Aufa’i Areta, American Samoa Community College
- Chuck Ross, University of Vermont
- Michael Gaffney, Washington State University
- Gina Eubanks, Louisiana State University

Back to Minutes
From: Eddie Gouge
Sent: Friday, September 15, 2017 4:43 PM
To: Eddie Gouge <egouge@aplu.org>
Subject: Further Information on NIFA’s Listening Sessions on Priorities in Research, Education, and Extension
Importance: High

TO: Boards on Agriculture Assembly, Human Sciences, and Veterinary Medicine Section on Forestry Resources
Council for Agricultural Research, Extension, and Teaching (CARET)
Other Interested Individuals……..

FROM: Eddie G. Gouge
Senior Associate Director, Federal Relations – Food and Agricultural Sciences and Executive Director, CARET and the Board on Human Sciences, Inc.

DATE: September 15, 2017

SUBJECT: Further Information on NIFA’s Listening Sessions on Priorities in Research, Education, and Extension

Earlier today, I forwarded to you an announcement about the upcoming listening sessions being sponsored by the National Institute of Food and Agriculture (NIFA) at the U.S. Department of Agriculture (USDA).

In today’s Federal Register (82 FR 43325, September 15, 2017), additional information that may be useful to you appeared.

The text of the NIFA announcement can be found at the following link:

All questions about this announcement should be directed to the point of contact listed in the NIFA announcement.

Please do not hesitate to contact me whenever I can be of any assistance.

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Eddie G. Gouge
Senior Associate Director, Federal Relations – Food and Agricultural Sciences,
Executive Director, Council for Agricultural Research, Extension, and Teaching (CARET),
and Executive Director, the Board on Human Sciences, Inc. (BoHS)

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Health Implementation Teams (see next 2 pages)

CES-RWJF Creating Healthy Communities Partnership

“The focus on rural America is not a new strategy for the Foundation, but a new intentionality in understanding the broader the context for our ongoing strategies, communications, research, and programming. It also reflects that Foundation’s emerging approach to partnership and the need to cultivate new relationships that help us reach and engage with rural communities and leaders, like our evolving collaboration with the 4-H Council and the national Extension Service.”

Where we are

- 5 States selected for pilot:
  - Utah State University,
  - South Dakota State University,
  - University of Minnesota,
  - University of Tennessee,
  - University of Maryland Eastern Shore
- 1 Professional Development-Washington State Univ. (consortium of institutions)
- Supporting Contracts-MO-dashboard WI-coaching, eXtension-platform
- Self Funding option for applicants not selected
- Professional Development
  - Developing plan for readiness for all states
  - Webinars and Face to Face for Self Funded (December)

One Month Reflection on Private Foundation Partnership in PRM

- Partnership with Council-their role, FTE’s in support of effort
- RWJF-True Partner-communications team weekly calls on media outreach and telling the story, weekly communications with senior program officer
- Update on media Coverage That we have
- RWJF connections to other potential partners-SEC universities, Catalyst for change on Health Insurance, others....
Executive Summary

**Action Teams Advance Health and Wellness Course**

In years 2014-2017, five Action Teams made up of 48 professionals from Cooperative Extension and Experiment Station Sections at 28 land-grant universities have:

- Conducted 5 assessments and/or reviews of curriculum
- Created one on-line course with another course in the making
- Expanded partnerships
- Used multiple electronic channels to communicate and disseminate products
- Compiled a list of professional development ideas for the CES-RWJF Culture of Health Culture of Initiative.
- Demonstrated scholarship of dissemination with 36 presentations, 1 journal article published, 1 journal article pending, and 1 policy brief
- Negotiated a special edition of the *Journal of Human Sciences and Extension* to be released in May 2018 featuring an expected 10 articles from each action team

Their work was acknowledged at the 2017 National Health Outreach Conference in Annapolis for being “Cooperative Extension Pioneers of Health and Wellness.”
Action Teams were authorized, appointed and funded by Extension Committee on Organization and Policy (ECOP) for a period of 3 years. The purpose of the teams was to stimulate action toward fulfilling the 2014 ECOP Health and Wellness Task Force Framework shown left.

**Implementation Co-Chairs**

**2014-2016**
Rick Klemme, University of Wisconsin
Celivia Stovall, Alabama A&M University

**2016-2017**
Bonnie Braun, University of Maryland
Michelle Rodgers, University of Delaware

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**Cooperative Extension’s National Framework for Health & Wellness**

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**Action Team Members and Institutions**

**Chronic Disease Prevention and Management (pp.1-2)**
David Byus (chair), Mississippi State University
Linda Cronk, Michigan State University
Valerie Duffy, University of Connecticut
Julie Garden-Robinson, North Dakota State University
Betty Greer (retired 2015), University of Tennessee
Marcel Horowitz, University of California
Bernestine McGee, Southern University
Cindy Nelson, Utah State University
Suzanne Prevedel, Utah State University
Marla Reicks, University of Minnesota
Dan Remley, Ohio State University
Tamara Warren, Alabama A&M University

**Health Insurance Literacy (pp.3-4)**
Virginia Brown (chair), University of Maryland Extension
Mary Jo Katras, University of Minnesota
Elizabeth Kiss, Kansas State University
Joan Koonce, University of Georgia
Ken Martin, Ohio State University
Denis Wise, University of Tennessee

**Health Literacy (pp.5-6)**
Lisa Barlage, Ohio State University
Sarah Bercaw, University of Delaware
Laura Bitner, New Mexico State University
Nancy Crevier*, University of Wisconsin Extension
Jatun Gibson, Auburn University
Sonja Koukel, (chair), New Mexico State University
Belinda Letto, University of Tennessee

**Health in All Policies Education (pp.7-8)**
Carolyn Bird, North Carolina State University
Marion Ceros, Oregon State University
Sarah Eichberger, Michigan State University
Deborah John, Oregon State University
Andrea Morris, Alabama A&M
Rachel Novotny, University of Hawaii
Nicole Peritore, University of Kentucky
Roberta Riportella, (chair), Oregon State University
(formerly Kansas State University)
Laura Stephenson, University of Tennessee
Suzanne Silhka, South Dakota State University
Michele Walsh, University of Arizona

**Positive Youth Development for Health (pp.9-11)**
Matthew Devereaux, University of Tennessee
Anne M. Incopucci, University of California
Elaine Johannes, Kansas State University
Karen Johnston, University of Delaware
State University
Martha Ravola, Alcorn State University
Carol Smathers (chair), Ohio State University
Maureen Toomey, University of Idaho
Sekai Turner*, North Carolina A&T State University
Lisa Washburn, University of Arkansas

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*Co-chair and member through May 2017
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ECOP Technology and Innovation Ad Hoc Committee Report

September 29, 2017

Extension plays a significant role in rural, urban, and suburban life with offices located in most of the nation’s 3,000-plus counties. If we are to continue to provide solutions to problems and improve the quality of life in the 21st Century, we need to continually change and adjust. In other words, Extension must continue to innovate.

As a result of the 2016 ECOP Innovation Task Force Report, ECOP (Extension Committee on Organization and Policy) charged the eXtension Foundation with leading a short-term committee to (1) examine the technology aspects of innovation, and (2) recommend ways to implement and use the Horizon Report along with any further ECOP actions. The Committee’s objectives were to address the three recommendations from the ECOP Innovation Task Force addressing technology and innovation: (1) promote innovation in Extension leadership; (2) create a culture of innovation; and (3) innovate learner engagement.

The Committee used the definition of innovation from the ECOP Innovation Task Force Report: “Innovation is the process of improving, adapting, developing, or creating a new product, system, service, or process, large or small, to deliver better results, create value for people, or move an organization forward.”

The primary conclusion of the Committee is that technology does not result in innovation. Adding technology without also changing organizational culture creates a “bolt-on” model of innovation that does not create the intended transformation, and ultimately increases costs with no return on investment. The Committee recommends four strategies for Extension leadership and the eXtension Foundation, and proposes one recommendation for ECOP action.

RECOMMENDATION #1: Extension Leaders: Foster and Reward Internal Innovation
RECOMMENDATION #2: Extension Leaders: Address Priority Cultural Barriers to Internal Innovation
RECOMMENDATION #3: Extension Leaders: Focus on Learner Engagement
RECOMMENDATION #4: eXtension Foundation: Strengthen the Horizon Report

RECOMMENDATION FOR ECOP ACTION: Charge eXtension with using its Impact Collaborative to help Extension leaders implement this report’s recommendations.

The Committee’s recommendations for Extension leaders, the eXtension Foundation, and ECOP are the result of deliberations on three objectives from the 2016 ECOP Innovation Task Force Report addressing technology and innovation. The Committee met between June 2017 and September 2017 over the course of four virtual meetings with online collaboration on meeting notes and the final report.

Objective 1: Promote Innovation in Extension Leadership
What makes it difficult to innovate in Cooperative Extension?
Many of the barriers to innovation identified by the Committee are indicative of an efficiency culture in Extension. Tim Brown, in his book *Change by Design*, states that cultures of efficiency (which is what we currently have in Cooperative Extension) have a difficult time providing the time and the budget for exploration and creativity. As a result, our Extension system may only engage in incremental improvement on what is already being done. It is not enough to have a few creative people or innovators. Instead, devoting time and budget into activities across the organization that may, or may not, lead to doing things better should become a priority for Cooperative Extension Leadership. While new innovations may fail, failure should be viewed as an opportunity to learn from mistakes and build for the future even if it is not viewed as efficient. Clayton Christensen supports this view of the barriers within efficient organizations and recommends that innovation take place in separate business units, operating outside the core business model.

**RECOMMENDATION #1: Extension Leaders: Foster and Reward Internal Innovation**
Inside our organizational cultures of efficiency, the Committee’s priority issue is that Extension Leadership foster and reward internal innovation. We defined internal innovation as measureable change in the growth and learning of co-workers that fosters the desire and capacity for innovation and positively affects external impact. In other words, we must make innovation count internally. Technology itself is not going to change out dated mindsets. The culture must change first, and that begins with both leadership and grassroots change. Visionary leaders must be the force to drive and encourage innovation and provide a broad, visionary framework in which Extension professionals are encouraged and rewarded for a variety of innovative actions. Vision involves being able to see “what’s coming next” in the external environment and being able to adapt, change, and innovate.

**Objective 2: Create a Culture of Innovation**

**RECOMMENDATION #2: Extension Leaders: Address Six Priority Cultural Barriers to Internal Innovation**
We prioritized six Extension processes and values that are barriers to internal innovation and developed potential top down and bottom up solutions for overcoming each one:

1. **Performance Measures Rewarding Innovation.** Committee members shared a prevailing perception that innovation activities are not counted in Extension career advancement, promotion, and tenure. Suggestions for addressing this cultural barrier include:
   a. Making innovation activities count in career advancement, promotion, and tenure as part of existing activities, not as a stand-alone or add-on measures.
   b. Ensuring peer review recognizes digital scholarship. Digital scholarship is the use of digital evidence, methods of inquiry, research, publication and preservation to achieve scholarly and research goals.
   c. Integrating digital activities into reviews, such as social media metrics, and using reports from eXtension’s Learn application to report on webinars delivered and taken.
   d. Defining “impact” to include innovation and finding new ways to measure impact that make innovation count.
   e. Encouraging innovation professional development at all phases of the career lifecycle.
   f. Including innovation in stakeholder evaluations of Extension, such as evaluations conducted by local Extension Advisory boards.
2. **Modes of Thinking/Mindsets.** Organizational culture is made up in large part by mindsets, habits, and ways of thinking. The Committee observed that innovation is seen as an “add-on” activity in Extension organizations. Suggestions for changing this include:
   a. Making innovation a stated value in the organization.
   b. Promoting a work culture where professionals’ failures are accepted as part of the learning process. Extension could consider models such as FailFests - day-long celebrations of failures built on the idea that innovation and success are possible because of our failures.
   c. Making creative fun and play, which are part of innovative work cultures, a demonstrated value and a work outcome.
   d. Making it a priority to spend time dabbling or exploring what’s possible as part of a culture of innovation.
   e. Hiring and rewarding motivated people who are not afraid to take risks.
   f. Encouraging professionals to seek continuous learning opportunities rather than requesting training.

3. **Space and Reward for Working Collaboratively.** Organizations that value innovation also value collaborative work. We acknowledged that the prevailing way that work is done in Extension is individuals working alone in their home counties, not in collaboration with others. Suggested solutions to this include:
   a. Hiring professionals with a demonstrated, effective ability to collaborate and work on teams, in person and virtually.
   b. Providing organizational structures and evaluation that rely on effective collaboration and teamwork; not enabling isolated islands at the county level.
   c. Investing in, and using, physical spaces and processes that co-locate and foster co-creation, and the blending of traditional roles and tasks with designers, innovators, leaders, researchers, specialists, and implementers. For example, project spaces and team rooms; spaces where project artifacts like flip charts and post-it notes can stay on the walls until the project is finished; technologies such as virtual whiteboards that enable people at a distance to participate in the collaboration space.
   d. Creating virtual venues for collaboration to foster co-creation and the breaking down of silos. For example some are using Yammer, Slack, and Basecamp.com for small group discussion and collaboration. The Southern Region Information Technology group, the University of Florida and the University of Georgia use Zoom for collaboration, not just for presentations. Fort Valley State University Cooperative Extension agents use Google Docs for collaboration and document sharing. University of Wisconsin uses Google Hangouts for 400-500 hangouts per month. Purdue use Facebook groups and Facebook pages for internal communication to share ideas and ask questions, and schedules virtual sandbox sessions five times per month. This way faculty and staff can drop in and see what each other is doing related to new or existing technologies. Cornell University has a horticulture specialist available on Google Hangouts or on Zoom. Some of these platforms can be sources for process analysis for research and scholarship.
   e. Holding frequent informal and engaging events and interactions, other than traditional conferences, to encourage collaborative innovation. Examples include hackathons, designathons, unconferences, and demo days to promote and support social learning.
University of Tennessee Extension hosts annual Family and Consumer Sciences (FCS) "showcases" across its three regions where FCS Agents and Specialists have opportunities to share how they're working in innovative ways.

f. Utilizing processes that iteratively generate ideas, build consensus around them, and support implementation (and continuously repeat this process - not always in a linear fashion). For example, Kickbox and Innovate Extension events were piloted by the eXtension Foundation, The Ohio State University and Utah State University, and then were delivered to North Dakota State University, Oregon State University, and the University of Delaware.

4. Shared Knowledge and Practices. Innovative organizations make it easy to build on the shoulders of others by sharing ideas, successes and failures, new ways of working, promising models, and up-and-coming solutions. It is easier for something to catch on when there is a demonstration of impact that shows that the innovation can be successful and benefits community members. The Committee saw a need to overcome barriers to awareness and adoption of potential solutions and innovations by better sharing those that exist internally and across the Extension system. Solutions include:

a. Promoting particular methods or resources once return on investment has been "validated" by early adopters. Later adopters would consider these a reliable source on which to base decisions about trying new methods. The forthcoming "Special Issue on Innovation" of the Journal of Extension, sponsored by the eXtension Foundation, is one example of using a formal publication to validate and share promising and proven practices. There may be a need for a new journal, such as an Extension Journal of Innovation, that would document innovation with peer-reviewed and published articles, recognize innovators, and provide incentive to continue to advance and to share with others. In a regional example, Tuskegee University, Fort Valley State University, and North Carolina A&T, are in the process of piloting monthly technology innovations and tips for the 1890 Region beginning in 2018 to demonstrate innovative ways of incorporating technology in the workplace.

b. Creating short-forms for sharing such as Tip of the Day; a 15-minute coffee break webinar series offered by the American Evaluation Association; and 3-Bullet Thursdays like the Ed Tech Learning Network offers.

c. Showcasing innovative practices that are in the early phases: sparks and “a-ha moments” that others can build upon.

d. Promoting “living out loud,” inspired by John Stepper’s book Working Out Loud, which is learned through 12-week Learning Circles fostered through the eXtension Foundation.

e. Passively capturing what is done repeatedly and turning it into a resource that can be discovered and used. One example is the collection of answered questions in eXtension’s Ask an Expert application. Another example is the University of Tennessee’s archived webinars on its internal website for commonly requested content such as mental health resources and parenting resources.

f. Encouraging and rewarding faculty and staff to document their processes, not just their results.

g. Curating digital collections of resources, such as Cornell University’s one-stop website for FCS people with recorded webinars, program documentation and agenda-planning; University of Maryland’s one-stop shop on a wiki for agents; the resource toolkit on the web created by the ECOP Rapid Response Team for Civil Dialogue; the University of Tennessee Extension’s digital asset database of crowdsourced royalty-free images and related content. These web resources can also provide data on usage.
h. Considering new roles, activities, and partnerships or collaborations for professional associations in promoting innovation.

i. Partnering to learn and implement new ways of doing things with people and organizations outside of Extension.

5. **Daily Work that Fosters a Culture of Internal Innovation.** The Committee acknowledged that habits and norms of how work gets done on a daily basis limits innovation processes in Extension. Solutions include all those listed above, and these additional items:

a. Using meeting structures that are open-ended around a shared focus or outcome, or that enable collaborative work and “thinking outside the box” rather than a task-oriented agenda. Meeting facilitation training may be needed, particularly for doing this in virtual environments.

b. Allowing and rewarding time for reflection, exploration, and creative thinking. For example inner-life teaching cohorts where three hours each month are spent reflecting with colleagues; accountability-partner check-ins, including meeting with those that work outside of a person’s field of expertise.

c. Allowing and rewarding time to experiment and time to implement an innovation. Time has to be invested in professional development and training. Mini-sabbaticals of two weeks are just one example of what can be offered to accelerate the adoption of innovations.

d. Promoting a culture of learning, instead of a culture of training. Creating a culture of individual responsibility for seeking out new information, learning opportunities, and formal professional development, rather than asking for system-created resources, and promotes both continuous learning and divergent thinking. Both are critical aspects of a culture of innovation and place less burden on organizational development units.

e. Utilizing people and organizations outside of Extension, and outside of colleges and universities, for new thinking and for professional development. For example, attending the annual Consumer Electronics Show for ideas and new products.

6. **Financial Investment and Commitment from Leadership.** The Committee recognizes that financial investment and social “lifting up” by leadership is a strong signal for what an organization truly values. Potential ways to use this to promote internal innovation include lifting up the previous solutions and these additional items:

a. Funding dedicated to innovation-support personnel (this can be a shared resource across institutions, or an internal investment).

b. Funding a design thinker to serve on the leadership and administrative team.

c. Busting through the barriers of existing workload and human capital constraints.

d. Officially communicating internally and externally about innovation processes and innovative work, failures and success stories, using the failures to illustrate how learning is expanded.

e. Being strategic and politically savvy in keeping traditional clientele happy, while also bringing in new audiences and innovations.

f. Using innovation instruments to determine meaningful progress on innovation indicators (for example, the IDEO Creative Difference instrument or the Innovation Strengths Preferences Indicator (ISPI)).
Investing in innovative ideas. For example, the North Carolina Cooperative Extension Service offers Innovative Grants each year on a competitive basis, allowing selected innovative proposals to be realized on the county level. This permits bottom-up innovation to be funded and implemented that likely would not be accepted or practical to attempt on an organizational level without first being piloted. One such grant in the mid-1990’s permitted development of the first documented Extension Distance Diagnostic Lab with Internet microscopy. This is an application of technology that has now become a standard practice in counties and Extension systems nationwide, and has had significant, widespread impact on Extension plant pathology and entomology in many states.

**Objective 3: Innovate in Learner Engagement**

**RECOMMENDATION #3: Extension Leaders: Strengthen Focus on Learner Engagement**
In addition to the six priority cultural barriers to innovation, are barriers to product and service innovation. The Committee focused on learner engagement as its top priority to address changing and diverse audience needs and rapid-expansion of digital learning venues. It suggests these solutions:

1. Defining engagement, developing appropriate metrics, and evaluating for true engagement. University of Maryland, for example, plans to have a new “counting” system in place in 2018 to measure engagement and reach through many of the social media platforms.
2. Inviting co-creation and collaboration, and client contributions, not just expert-to-novice interactions. Examples include Utah State University’s Founders Weekend event and Oregon State University’s Global Campus.
3. Utilizing models like Implementation Science and Community Based Participatory. An example is the University of Tennessee’s work with the Center for Disease Control 1415 grants translating community-based participatory research into practice via meaningfully-engaged community coalitions.
4. Listening deeply to existing and to new audiences, and engaging them in planning; not presuming that they don’t use or don’t want to use technology, or that they don’t have access to technology.
5. Enabling new forms of engagement that go beyond what is possible by one person with no support. For example, online learning and mobile learning can be huge opportunities but we need people dedicated to producing learning for these platforms. Developing online courses (and for mobile formats) takes time and money for the appropriate talent, and/or creative team designs to staff the variety of roles. University of Maryland Extension, for example, is now using the tools and support that the University offers its for-credit students.
6. Speeding up decisions on choices for platforms. Waiting for a consensus-based campus decision delays innovation in Extension. Enable piloting and testing while the campus decisions are being made. eXtension Innovation Fellowships and Innovation Projects are venues to consider for exploring new technology applications and shortening the development timeline.

**RECOMMENDATION #4: eXtension Foundation: Strengthen the Horizon Report**
We recognize the first [Horizon Report for Cooperative Extension](#) as valuable to the Extension system and we believe it can be made even stronger with the following additions:

1. Increasing awareness that the Horizon Report exists.
2. Helping readers see the path forward for each of the Horizon technology items:
a. Finding and including more examples in Cooperative Extension and beyond so the trends are more actionable.
b. Adding a readiness section to each of the Horizon items. Some of the technologies are perceived as “too far out.”
c. Adding resources that support the how-to process to encourage trying and adopting these new ways of working.
d. Identifying new skills and talents needed to implement the Horizon items along with recommendations as to where and how to develop these skills.

Conclusion

RECOMMENDATION FOR ECOP ACTION: Charge eXtension with using its Impact Collaborative to help address this report’s four recommendations for Extension Leaders.

Over fifteen years ago, eXtension was created by Cooperative Extension directors and administrators for the system to build its own innovation capacity. In the early 2000’s, the focus was on tools for digital publishing and collaboration through Communities of Practice. Today, the eXtension Foundation facilitates innovation through its new model - the Impact Collaborative. This unique flagship program includes innovation fellows, innovation projects, and learning networks, while also developing new resources and partnerships. The eXtension Foundation’s most important role today is successfully fostering working differently to achieve local impact through the Impact Collaborative. Extension leadership at all levels can leverage this unique system-wide capacity even more by using the Impact Collaborative process to foster the values, processes, and grassroots changes needed to accelerate innovation in their organizations. As a separate business unit with a different business model embedded within the Cooperative Education System, the eXtension Foundation can serve an even stronger capacity-building role for the system as Clayton Christensen’s research suggests.

This report is respectfully submitted by the ECOP Ad Hoc Technology and Innovation Committee

Co-Chairs:
Barbara Petty, University of Idaho
Christine Geith, eXtension Foundation

Members:
Patricia Dawson, Oregon State University, JCEP
Thomas Dyson, North Carolina State University
Greg Johll, University of Wisconsin
Teresa McCoy, University of Maryland
Nancy Ooki, University of Hawaii
Daphne Richards, Texas A&M
Vonda Richardson, Florida A&M University, ECOP Personnel Committee
Jamie Seger, Ohio State University
Jeff Sherman, Oregon State University
Jamila Simon, Cornell University
Heather Wallace, University of Tennessee
Terrence Wolfork, Fort Valley State University
Ryan Wynkoop, Purdue University
National Urban Extension Leaders (NUEL reports to ECOP Program Committee)

Report

Submitted by Patrick Proden
Metro Regional Administrator, Oregon State University
NUEL Chair

Summary of Accomplishments

1) Regional Caucuses Establishment
NUEL established regional caucuses in the five ECOP regions. Each region has a regional caucus leader expected to foster collaboration throughout the region to address the needs of urban centers in the five NUEL focus areas. The regional caucus leader will also solicit submissions of impact stories for the NUEL website and the national land-grant university impact database.

2) Organized Regional Urban Extension Conferences
The Northeast Regional Caucus held an Urban Extension Conference in late November 2016 in Newark, New Jersey to highlight research and projects that are helping to build more resilient, sustainable, and healthy urban communities. The Southern Regional Caucus and the 1890s Regional Caucus also hosted an Urban Extension Conference in August 2017 in Chattanooga, Tennessee. This conference was the first-ever convened between the two Caucuses and was designed for urban Extension professionals to explore the changing demographics of the region and to share innovative program models with successful partnerships. Continued connection through In-person, Zoom and other meetings are planned over the course of the next several months in respective regions.

3) Coordinated the Journal of Human Sciences and Extension: Urban Extension Special Issue
NUEL coordinated a special edition of the Journal of Human Sciences and Extension that focused on urban Extension (Volume 5, Number 2). The articles were based upon the National Urban Extension Framework published in 2015 and decades of applied research. The invited authors addressed the distinct aspect of Extension in urban settings through meaningful examples of research, practice, and theory related to Extension positioning, programs, personnel, and partnerships.

4) Developed a platform for sharing Urban Extension Impacts
NUEL has been successful at adapting and modifying the NUEL success story format so stories can easily be submitted to the Land-Grant University Impacts Database. A protocol has been established to accept success stories for the NUEL website that provides the author with information about how to submit stories to the land-grant university impacts database using the keyword “urban.”

5) Prepared a document “Engage the National Urban Extension Network”
This document is intended to help market Extension’s as part of the overall CES with work in urban communities to potential project partners.

6) Developed a one-pager for a “Green Stormwater Infrastructure Initiative”
NUEL prepared this one-pager as an example of an urban Extension initiative that began as a regional effort and can easily be expanded into a national initiative aligned and branded within CES.

7) Prepared eXtension Urban Extension County Director Competency Guidelines
NUEL released a pilot competency framework for urban county Extension directors through eXtension that is based on competency-based education programs designed to align resources and training with the needs of Extension professionals.

8) “Leadership in the City”
Led by Ohio State University Extension Service’ Associate Professor; Julie Fox, a new comprehensive professional development program was developed to learn about leadership, networks, innovation, and management. This online program prepares the Extension professional to be relevant locally, responsive statewide, and recognized nationally. The program was developed based on a foundation of entrepreneurial theory and urban Extension practice and builds upon existing leadership experiences, management training, and Extension professional development.

9) The Joint Council of Extension Professionals (JCEP) Leadership Conference, Orlando, Florida
The JCEP Leadership Conference Planning Committee invited NUEL to present a poster to share our expertise in the future of Extension. NUEL focused on increasing awareness of goals and initiatives of NUEL across regions. The poster also helped to discuss ECOP’s national urban initiative.

Upcoming Plans
1) NUEL’s semi-annual meeting is scheduled December 10-12, 2017 in Nashville, TN. Regional Caucus’ and SC are highly encouraged to attend. Chris Geith, CEO, eXtension has been invited to explore collaboration and partnership opportunities with the Impact Collaborative, NUEC etc.
2) An invitational Urban Summit focused on ‘Green Infrastructure’ is being planned for the Portland metro region of Oregon in February 20-22, 2018. This effort places an emphasis on building greater relationships with municipalities and other partners. It also demonstrates NUEL’s effort to convene ‘off year’ urban conference opportunities that elevate Extension's work in urban areas aligned with the ‘Green Infrastructure’ initiative paper.
3) Further growth in NUEL engagement at the Regional Caucus level.

Associated Documents
Green Stormwater Infrastructure Initiative for Urban Extension_ECOP_9_17

Request of ECOP

Additional Comments
• Executive Director engagement with Extension Directors and Administrators identifying three nominees per the ECOP regions to serve on the 2019 NUEC planning committee. Nominations are appreciated by October 9, 2017.

• Engagement with NUEL on aligning urban Extension initiatives and programming into longer term strategic priorities and approaches to keep urban efforts connected to the larger system.

• Seek support and partnership opportunities from ECOP, USDA, NIFA, HUD, EPA, NaCo etc. to assist and fund urban Extension as part of Cooperative Extension overall. Encourage active participation from ECOP to also help create strategic linkages.

• Encourage & support a national research agenda for urban Extension.
ESCOP/ESS Diversity Catalyst Committee Report
Submitted by Brian Raison
Assistant Professor & Leadership Specialist, Ohio State University Extension
Liaison to ECOP

Summary of Accomplishments
Highlights: 2017 has seen more ‘diversity’ activities taking place. 1) The Diversity Catalyst Committee (DCC) organized successful three-component sessions during the CARET/AHS meeting in March 2017. 2) Bret Hess, ESCOP Chair, participated in a panel at the Joint COPs meeting representing the DCC where all sections were invited to describe their diversity activities, and 3) at the Fall ESS meeting in Philadelphia, there will be two sessions prompted by the DCC: a national overview of compliance and Best Practices by Norm Pruitt and Latoya Hicks (EEO NIFA) and a session on the IDI by Pamala Morris and Patreese Ingram where the ESS/ARD group profile as well as five regional profiles will be collectively discussed. All of these activities are derived from the initial Research Leadership Task Force report. A 2-page “ESCOP/ESS DCC brief” from Karen Plaut and Jeff Jacobsen (attached) provides some additional detail if interested.

Upcoming Plans
DCC zoom meeting being scheduled for October 2017.
Agenda: Reengage our commitment to DCC. Review progress to date on subcommittee action items. Delineate priority tasks for target action with target dates. Discuss how to achieve longer-term and systematic impacts.

Associated Documents
DCC_ESS_Agenda_Brief_20170927.docx

Request of ECOP
Thank you for continued support and collective efforts to advance high quality diversity activities across our system nationally.

Additional comments
Thank you.
Joint Council of Extension Professionals (JCEP) Report
Submitted by Kathleen Tweeten
JCEP President, Joint Council of Extension Professionals
Representing JCEP

Summary of Accomplishments
2017 PILD evaluation:
https://tableau.tamu.edu/t/Agrilife/views/PILD2017Evaluation/PILD2017Evaluation?:embed=y&:showShareOptions=true&:display_count=no&:showVizHome=no

Upcoming Plans

Associated Documents
https://www.dropbox.com/s/24m90lyxqu0v5me/JCEP%20Report%20to%20ECOP%20October%202017.docx?dl=0

Request of ECOP
Requests to the ECOP board:
1. The JCEP board formally requests that the ECOP board assign/elect a new representative as liaison to the JCEP board by November 1, 2017.
2. Sponsorship for the 2018 JCEP Virtual Town Hall Meeting
The 2017 JCEP executive board requests your support to continue the widely successful Virtual Town Hall Meeting held concurrently with the JCEP Leadership Conference in Orlando last February, as led by University of Arkansas Extension and supported by University of Florida IFAS Extension. The Virtual Town Hall Meeting garnered 305 on-line registrants, of whom 226 virtual participants attended the town hall for a 74% participation rate. Along with those present at the conference, the Town Hall was attended by a total of 520 Extension participants.

The JCEP executive board believes that the impact and outreach of the Town Hall was significant enough to conduct another Virtual Town Hall Meeting at the JCEP Leadership Conference next year in Orlando on February 14 & 15, 2018. We are fortunate that University of Arkansas Extension is again offering to provide the service to conduct the Virtual Town Hall Meeting in 2018. JCEP, however, will have to absorb the cost this time. We believe this event provides an ideal opportunity to mutually further the outreach and goals of ECOP/NEDA with the JCEP Virtual Town Hall Meeting, and at the same time keep registration costs as reasonable as possible.

The planning committee proposes the theme of “Responding to a Changing World”, in that we can continue and expand the outreach of ECOP’s initiatives concerning civil dialogue and Extension as a rapid responder to critical national issues. While we would intend to design the Town Hall agenda with you and with your input, our initial thoughts include inviting Chuck Hibberd to participate as the moderator, and to invite Sonny Ramaswamy and Doug Steele to be panelists.

Motion to submit to ECOP by the JCEP Leadership Conference Committee and approved unanimously by the JCEP board

We estimate the budget for the JCEP Virtual Town Hall Meeting to be in the range of $10,000. We would greatly appreciate your consideration to partner with us to conduct this event as described above, and to contribute a sponsorship of $5,000 to help defray the costs.

Your deliberation of this request is greatly appreciated.

Sincerely,
2017 JCEP Executive Board

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Budget and Legislative Committee Report
Submitted by Douglas Steele
Director, Texas A&M AgriLife Extension
Committee Chair/Co-chair

Summary of Accomplishments
Primary Responsibility
Communicate the top priorities of Extension capacity funds (Smith-Lever 3(b) &c) and 1890 Institutions Extension. The primary role of the BLC is to: Within the ECOP core themes and annual goals, establish a federal legislative, budget, and advocacy agenda for CE; Represent Extension priorities to the Budget and Advocacy Committee (BAC) and Committee on Legislation and Policy (CLP); Work with the advocacy firm engaged by the BAA Policy Board of Directors to identify strategies for moving the BAC and other Extension federal authorization and appropriations agendas forward; and Recommend the formation, coordination, monitoring, and discharging of task forces related to national funding priorities.

2017 Schedule
a. Meet four times per year, 4:00 p.m. ET via Zoom before the 3rd Tuesday (BAC meets) – February 14, May 9, September 12, November 7
b. Meet face-to-face with ESCOP B&L in March during CARET-AHS
c. Face-to-Face meeting at NEDA (October 3; Noon – 1:15 pm)

Communications and Relationships with:
BAA-Budget and Advocacy Committee
Cornerstone Government Relations
BAA-Committee on Legislation and Policy
ESCOP Budget and Legislative Committee

Accomplishments
Worked with ESCOP to engage university government relations staff on issues related to communications and advocacy and Farm Bill (there was a disconnect in communications). Deferred maintenance is still a major issue for most institutions and Extension is supportive of the potential of federal funding for projects that have already been identified. Provided workshop for Directors/Administrators during the PILD conference on April 2. Outline included: overview of ECOP and committee structure; an overview of the budget and legislative process and how priorities are determined; highlights of the 2018 Farm Bill discussions; update on the One Ask federal funding strategy; and overview of JCEP. Closely monitoring potential Farm Bill priorities being advocated by SoAR and other ag groups. Selected draft priorities include:
1) Establish $6 billion (in FY 2019 dollars) as the intent of Congress for food and agricultural research over FY 2019-2024, effectively doubling the baseline of each Research, Education and Economics (REE) agency prior to the date of Farm Bill enactment.
2) Renew and make permanent USDA competitive grant programs currently receiving direct Farm Bill funding.
3) Eliminate matching requirements for competitive grants programs within NIFA currently selectively applied on some institutions in order to increase the competitiveness and quality of applications.
4) Continue the current law designation of the REE Under Secretary as the Chief Scientist of the Department.
5) Establish a Strategic Investment Fund (SIF) to be under the direction of the REE Under Secretary / Chief Scientist to improve collaboration in addressing emerging opportunities with respect to pressing social challenges, especially those requiring urgent emergency responses, those that may be high risk but with extraordinary potential impact, or those that require interdisciplinary systems approaches that involve more than one agency.
6) Establish enhanced stakeholder engagement opportunities on a no less than annual basis to strengthen the functioning and utility of the National Agricultural Research, Education, Extension, and Economics Advisory Board (NAREEEAB) and reinvigorate engagement of researchers and end users

**Extension Farm Bill Priorities (DRAFT)**

1) Reauthorize all lines
   a. As is the case with appropriations, growth in authorization amounts of competitive lines and capital improvement (e.g. deferred maintenance) lines should not come at the expense of capacity lines.

2) Maintain or grow Capacity funding
   a. First priority is for Smith-Lever and 1890 Capacity Funding to grow
   b. EFNEP; the Protection/Pest Management Program; and Ag Risk Management Program follow roughly in order as priorities, but with little difference in priority

3) Priority New Initiatives (None of these new initiatives are to be done at the expense of priorities #1 and #2 above and, with the exception of youth development, there is no strong preference for any of the four listed, rather we are flexible to see what fits with other groups and where opportunities arise)
   a) Grow the 4-H program with emphasis on urban ag and urban and minority youth development
   b) Address mission creep at USDA. In other words, determine how Extension can be THE educational arm of USDA. NRCS is one good example.
   i) We would like to cultivate relationships with other USDA agencies similar to the relationships developed with FSA for Farm Bill Education – NRCS would appear to be a good candidate.
   d) Water security
   e) Culture of health

**Upcoming Plans**

Need to clearly establish national priorities for Extension and the Farm Bill. It is essential to evaluate the funding lines in the Farm Bill and determine if they are prioritized and support the strategic mission. Working with ESCOP BLC and the Committee on Legislation and Policy, continue efforts on Farm Bill programs and potential opportunities for new funding lines.

It's time to conduct a longitudinal study on the loss of Extension FTE's over the 4 decades, but the continuing reliance on Extension to maintain current levels of programming and expanding to focus on rural areas (leadership development, economic developing, community viability). The number of county based extension faculty FTEs reduced 30% between 1980 and 2010. This includes multi-county directors, multi-county program leaders, multi-county agents, county directors, county coordinators/leaders, county program leaders, and county extension agents. This represents a reduction of 3467 FTE over that 30 year period.

SNAP ED and EFNEP funding and program outcomes will be a focal point of discussions and potential major changes in the next Farm Bill. Need to continue to closely monitor.

**Associated Documents**
[ECOP BLC Directory](#)

**Request of ECOP**

Need to appoint a Vice Chair for the BLC to assist with leadership and future transition to Chair.
BAA - Policy Board of Directors Report
Submitted by Douglas Steele
Director, Texas A&M AgriLife Extension
ECOP Representative to Other Organization

Summary of Accomplishments
The Policy Board of Directors (PBD) of the Board on Agriculture Assembly (BAA) takes appropriate action on key matters affecting the interests of the member institutions and of the Assembly and is responsible to APLU for the management of Assembly affairs. The PBD has two standing committees, and they are: (1) Budget and Advocacy Committee (BAC) and (2) Committee on Legislation and Policy (CLP).

Unanimously accepted, amended, and approved the recommendation from the BAA Budget and Advocacy Committee as follows:
(1) a “single ask” request for Fiscal Year 2018 appropriations as proposed in Option A for a $200-million increase;
(2) further study and consideration of adjusting the proportional distribution of funds in Fiscal Year 2019 as recommended by the 1890 institutions; and,
(3) adopted the suggested Fiscal Year 2018 One-Pager APLU request with added emphasis of support for increased funding for additional programs including Academic Programs.

Approved the proposed Implementation Strategy of the Healthy Food Systems, Healthy People Initiative and requested that the Implementation Team bring back a proposal to the BAA Policy Board of Directors and the Board of Directors of the Board on Human Sciences, Inc. on how to move this effort forward; it was suggested that the Implementation Team review the path taken by the Antimicrobial Resistance Initiative by the Association of Public and Land-grant Universities and the Association of American Medical Colleges.

Discussed how to further implement all of the reports being developed by the Board on Agriculture Assembly and APLU and who might synthesize these various initiatives into a cohesive action plan; one suggestion was that the AHS-CES-ESS Communications and Marketing Committee might be able to help marshal the land-grant system on these issues (Durgan and the Communications and Marketing Committee).

Adopted, as amended (to include a box in the reporting document to document key initiatives planned for the coming year by each section/entity), a motion to move to a new reporting system for the BAA Policy Board of Directors. The deadline for directors to submit their respective reports would be October 1 of each year so that each report could be compiled into an annual report for the BAA Policy Board of Directors. Each section report, as well as the final annual report, would be posted on the APLU website as is currently done.

Upcoming Plans
Continue work on Farm Bill priorities and provide support and direction to the various committees and groups leading those efforts.

Provide leadership and direction to APLU and Cornerstone in the development of "One-Page" proposals.

Most recent example: The Association of Public and Land-grant Universities (APLU) supports a $200 million increase in federal funding for the National Institute of Food and Agriculture for Fiscal Year 2018. APLU supports increases for these six strategic priorities that support research, education and extension efforts at America’s Land-grant universities and related institutions.

Continue to provide leadership to the "One Ask" approach and effectively communicate this strategy to the national system.

Request of ECOP
None identified.
ESS Section meeting: The ESS/ARD section Meeting and Workshop will be in Philadelphia September 25-28, 2017. Bret Hess (WY) is the ESCOP Chair, and Gary Thompson (PA) is Chair-Elect.

ESCOP met July 18, 2017 in Kananaskis, Alberta, CA.

Multistate Research Award for Excellence: The following regional winners were selected for the 2017 National Multistate Research:

- **NE1227**: Ovarian Influences on Reproductive Success in Ruminants
- **W3112**: Reproductive Performance in Domestic Ruminants
- **S1065**: Sustainable Practices, Economic Contributions, Consumer Behavior, and Labor Management in the U.S. Environmental Horticulture Industry
- **NC1186**: Water Management and Quality for Ornamental Crop Production and Health

The winner (NC1186) was recognized at the APLU meeting in Washington, DC in November.

ESCOP Website: Good progress is being made in the development of the new ESCOP website (http://escop.info/). We are currently working with the Clemson University group who developed the new NIMSS website to develop the new ESCOP website. Work is well underway populating areas in the new website. Regional offices will assume responsibility for specific pages, e.g. S&T, B&L etc.

The Budget & Legislative Committee: The ESCOP B&L Committee met on March 6 in conjunction with the AHS-CARET meetings. The ECOP B&L Committee chair was also in attendance. Discussions focused on advocacy for the single increase budget request for NIFA, Farm Bill efforts; exploring ways to coordinate the activities of the respective B&L committees; identifying needed “work products” that haven’t already been generated (pre-review documents); and creating broad-based support of major BAA initiatives such as the water security initiative. ESCOP B&L supports the BAC long-standing policy of “do no harm” to existing efforts.

National Research Support Program: The National Research Support Program (NRSP) provides off the top funding in support of research. For FY 2017, there are seven NRSPs funded for a total of $1.97 million. Current NRSP projects (Termination date):

- **NRSP-1**: National Information Management and Support System (NIMSS) (2017)
- **NRSP-3**: The National Atmospheric Deposition Program (NADP) (2019)
- **NRSP-4**: Enabling Pesticide Registrations for Specialty Crops and Minor Uses (2020)
- **NRSP-6**: The US Potato Genebank: Acquisition, Classification, Preservation, Evaluation and Distribution of Potato (Solanum) Germplasm (2020)
- **NRSP-8**: National Animal Genome Research Program (2018)
- **NRSP-9**: National Animal Nutrition Program (2020)
NRSP-10: Database Resources for Crop Genomics, Genetics and Breeding Research (2019)

The NRSP committee will meet June 7, 2017 in Atlanta to review new proposals and conduct midterm reviews. A new NRSP-1 proposal is to be voted on at the ESS/ARD meeting.

Diversity and Inclusion:
ESCOP participated in a Diversity and Inclusion Workshop, March 6, 2017 in Washington, DC. Pamala Morris, Assistant Dean/Director of Office of Multicultural Programs for the Purdue College of Agriculture conducted the workshop. ESCOP members were administered the Intercultural Development Inventory (IDI) tool prior to the workshop and the results of that survey served as the basis for the discussion. Two additional sessions were provided on March 7 and were open to the larger membership of BAA. An additional session on diversity and inclusion, is planned for 2017 ESS/ARD workshop Philadelphia.

Breakthroughs 2030:
ESCOP has contributed $5000 toward the development of the Breakthroughs 2030 effort to develop a compelling strategy for food and agricultural research for the next decade and beyond sponsored by the National Academies of Sciences, Engineering, and Medicine’s Board on Agriculture and Natural Resources.

Action Requested: Information Only

National 4-H Council Report
Submitted by Jennifer McIver
Vice President, Field Marketing and Partnerships, National 4-H Council
National 4-H Council staff

Accomplishments:

National 4-H Council’s Board Transformation Complete: National 4-H Council’s board transformation to increase its fundraising power for Extension’s 4-H programs is complete thanks to the leadership and support of Extension. The new board’s 21 voting members, including representatives from three advisory groups (ECOP, youth and Federal Liaisons), are as follows:

- 17 corporate members (Chairman-Landel Hobbs, LCH Enterprises; Vice-Chair and Treasurer- Jenn Whitlow, Lockheed Martin)
- University president (Dr. Gordon Gee, West Virginia University)
- ECOP 4-H Leadership Committee representative (Dr. Edwin Jones, Virginia Tech)
- A representative from the Federal Liaisons (Dr. Muquarrab Qureshi, USDA-NIFA).
- A representative from the Youth Advisory Committee (Sergio Martinez-Beltran)

At its September, 2017 board meeting, the Board elected three new Trustees: Mark Berven, President and COO, Nationwide; Mary Snapp, Vice President, Microsoft, and Sergio Martinez-Beltran, the representative from Council’s new Youth Advisory Committee. Chair Landel Hobbs thanked several departing Trustees: Tim Amerson, AgFirst Bank, Teresa Paulsen, University of Nebraska-Lincoln, and former Secretaries of Agriculture Dan Glickman and Ann Veneman—both of whom will serve on the CEO’s Advisory Council.

4-H’s Consumer Reach Continues to Grow: 4-H’s growth and the Grow True Leaders Campaign continue to garner major, positive, national media coverage. The campaign has reached an audience of 3.9 million.
The value of this earned media coverage to the system, along with the free placement of 4-H’s public service announcement (PSA) as well as the benefits from media partnerships is $22 million. Ohio, Texas, and Wisconsin are the three states which have garnered the greatest PSA airplay.

In July, 4-H was the cover story in the *Chronicle of Philanthropy*, the leading publication for the U.S. non-profit industry read by major foundation and corporate donors, philanthropists and influencers as well as non-profit leaders. Other major national outlets that have covered 4-H this year include Fast Company, USA Today, People Magazine, NPR and the Wall Street Journal.

**Cooperative Extension Co-Invests with Council to Build the 4-H Brand:** Council appreciates the investment and engagement of 29 land-grant institutions to expand 4-H’s reach and relevance through the 4-H Grows: The Engagement Campaign. 4-H Grows is a comprehensive national marketing plan and capacity building program aimed at strengthening the 4-H brand, engaging more alumni and increasing financial support for 4-H programming at the national, state and local levels. Results from the program’s first year include:

- Custom marketing plans, dashboards and dedicated marketing expertise for investor institutions
- 34,000 alumni contacts delivered to investor institutions along with engagement tips and strategies
- Enhanced local marketing capacity through in-person and virtual marketing trainings as well as custom marketing materials with land-grant co-branding.
- Pro-bono media priority for investor institutions
- A communications infrastructure to support effective networking, information sharing and accountability between National 4-H Council, the ECOP 4-H Leadership Committee and investor institutions.

**More Alumni Raise Their Hand for 4-H:** Extension’s co-investment in the Grow True Leaders Campaign is a major success factor as we engage alumni across the country. The outcome of the Raise Your Hand alumni promotion is proof. Thanks to state and local 4-H programs’ social media and other outreach efforts, nearly 60,000 alumni raised their hands in all 50 states, plus Washington, D.C. and Puerto Rico during a four-month period. Congratulations to the winners of the promotion: Ohio (1st place), Indiana (2nd place) and Texas (3rd place). These states earned $20,000, $15,000 and $10,000 respectively to support their 4-H programs.

**4-H Luminaries Support Growth Goals:** National 4-H Council is also engaging influential alumni to join an exclusive group of Luminaries to help raise awareness and generate revenue for 4-H. The inaugural group of Luminaries --- 46 from 22 states – was announced and introduced at the 8th annual 4-H Legacy Awards in March. Their role is to advocate, engage, connect and invest in 4-H. Council looks forward to continued partnership with state 4-H programs on engagement opportunities for the Luminaries.

**Growing Resources for Extension’s 4-H Program:** Progress with the brand and alumni engagement are significant and have led to more financial support for Extension’s 4-H youth development program. In fiscal year 2017, National 4-H Council raised over **$22 million**. New investments and renewals include the following:

**Microsoft:** A $3 million grant over 3 years to invest in youth-led digital literacy programs in rural communities.

**Subway:** A new cause-retail partnership and “Sundays at Subway” in-store pilot promotion which took place this summer in six states.

**Target:** Renewed its support of 4-H healthy living programs with a $500,000 commitment --- five times the investment made in 2016.

**The S. D. Bechtel Jr., Foundation:** $2.6 million grant to continue growing the Common Measures evaluation tool.
Google: A $1.5 million grant to establish a computer science program (CS) that will empower more than 100,000 young people across 22 states in its first year.

Future Plans:

Fundraising for 4-H Continues on an Upward Trajectory: Fiscal year ’18 is off to a strong start thanks to the outcomes of Extension’s 4-H program. Renewals and new partners include:

- **Robert Wood Johnson Foundation**: A two year, $4.6 million grant to partner with Cooperative Extension to build a culture of health in 1,000 communities across the nation.
- **Walmart**: A $2.5 million grant to support nutrition work in vulnerable communities across 31 states. With this grant, Walmart’s lifetime giving to 4-H exceeds $10 million.
- **Monsanto**: $275,000 to support the Ag Innovators Experience
- **Jo-Ann Fabrics**: A new cause-partnership to include a $1 and $4 Paper Clover promotion this winter as well as a loyalty card with discounts for the 4-H community.

The **Paper Clover** promotion at Tractor Supply Company and Dell’s stores nationwide runs from **October 5-16th**. Funds raised benefit local 4-H programs.

4-H National Youth Science Day Brings Visibility to 4-H Science Programs Nationwide: Now in its tenth year, 4-H National Youth Science Day will take place on October 4th. The 2017 design challenge, *Incredible Wearables*, developed by the University of Nebraska-Lincoln, will empower youth to build a functional wearable health monitor. Thanks to Cornell Cooperative Extension’s 4-H Youth Development Program for partnering with National 4-H Council to host this year’s flagship event in Brooklyn, NY.

4-H Grows – The Engagement Campaign Begins Second Year: Four new land-grant institutions have invested in the second and third year of the program, bringing total participation to 33 institutions. We welcome the University of Arkansas Pine Bluff, University of Georgia, University of Hawaii-Manoa and Clemson University. Growing alumni engagement, expanding 4-H’s relevance through the media and building fundraising capacity will be priorities in year two. On October 17th and 18th, state marketing representatives will join National 4-H Council staff for the second annual 4-H Brand Summit at the National 4-H Youth Conference Center.

Youth in Action Awards Spotlight True Leaders: The 4-H Youth in Action Awards Program gives youth the chance to share their stories of how 4-H has changed their lives and brings valuable visibility to their 4-H programs. The awards honor four young people who embody 4-H youth empowerment and leadership in each of the four 4-H Pillar Areas: Agriculture, Citizenship, Healthy Living and STEM. Applicants for the 4-H Youth in Action Awards should be 4-H’ers or recent alumni ages 16-19, and the program is open to youth of all types of 4-H programs. The application deadline for the 2018 awards program is October 23, 2017. Learn more at [www.4-H.org/parents/4-h-youth-in-action](http://www.4-H.org/parents/4-h-youth-in-action).

Action or Discussion Needed by ECOP: None at this time.
Summary of Accomplishments
BOHS Board of Directors met in July at Joint Summer meeting, Kananaskis, Alberta, Canada.

Newly elected BOHS Directors effective after APLU meeting in November:
- John B. Buckwalter, Kansas State University
- Carolyn Dunn, North Carolina State University
- Laura E. Stephenson, University of Tennessee, Knoxville

And Non-Land-Grant Member
- Michael D. Delp, Florida State University

The following motion was adopted by the Board of Directors of the Board on Human Sciences, Inc. BoHS will allocate funds to provide stipends to three (3) BoHS social media interns ($1,000 each) for the 2017-2018 academic year to be paid in $500 allotments each semester. This commitment will be for one year at which point the social media presence will be evaluated to determine whether additional funding will be allocated for the 2018-2019 academic year. These interns will help increase the BoHS social media presence on Twitter and act under the direction of the Social Media Task Force empowered by the BoHS Board of Directors.

Upcoming Plans
Four (4) nationally recognized individuals will be recognized at APLU. The press release will be the first week of October. These awards are:
- Ellen Swallow Richards Public Service Award
- Lifetime Achievement Award
- Outstanding Engagement Award
- Undergraduate Research Mentor Award

Perhaps there is an excellent opportunity for some cross-border collaborations.

Linking Agriculture, Food and Wellness for the Benefit of Canadians (2011)
http://www.cfavm.ca/fileadmin/fichiers/fichiersCFAVM/PDF/Food_and_Health__6_Oct_2011.pdf. This paper seems to be a complimentary effort to our Healthy Food Systems, Healthy People Initiative

Request of ECOP
No request for discussion at this time.
Journal of Extension (JOE) Report
Submitted by Ami Smith
Associate Vice President for Public Service and Director of Extension, West Virginia State University
ECOP Representative to Other Organization

Summary of Accomplishments
The Extension Journal, Inc board met for their second face-to-face meeting of the year in Bozeman, Montana September 19-21, 2017. During this meeting the board continued efforts on development of a strategic plan.

Upcoming Plans
The EJI board will meet again on November 16, 2017 via conference call and will begin the process of finalizing the strategic plan. The board will also be focusing some efforts towards financial sustainability of both the Journal of Extension and the Job Bank by pursuing potential partnerships with stakeholder organizations.

Back to Contents
Greetings,

Assuming Fred might give me 15-20 minutes this morning (if that doesn’t work, please consider this the first in an e-mail dialogue), I would like to begin gathering input and ideas around Cooperative Extension’s mission and core values (the national view). My intent is to draft these key messaging formats for further input by our membership.

Here are a few sound-bites around mission (please add to the list or edit):
1. A core mission of our nation’s land-grant universities
2. Innovative teaching and learning
3. Evidence-based knowledge and solutions
4. Learner engagement
5. Demand-driven
6. Technology/knowledge diffusion
7. Knowledge adoption
8. Making a difference
9. Change in behavior and/or practice
10. Co-learning and co-discovery

Core values:
1. Demand-driven
2. Big ideas
3. Return on investment
4. Evidence-based
5. Innovative
6. Learner-centered
7. Result-oriented
8. Responsive
9. Proactive
10. Collaborative
11. Team-oriented
12. Entrepreneurial

Thanks,

Chuck

Chuck Hibberd, Dean & Director
Nebraska Extension
402-472-2966
hibberd@unl.edu
Summary of Accomplishments:

After five years, the National Impact Database has 2,144 statements in the system. 2014 and 2015 had the peak submissions (approximately 600 impact statements each year) while 2016 saw just 324 statements added.

While there are some outstanding examples of strong, high-impact programs/projects in the database, many entries are not as well written or lack demonstrated impact.

As a result, a Content team was initiated, composed of two (2) communication writers from each region who have experience in writing impact statements. The content team has met three (3) times; once in 2015, 2016 & 2017. ECOP and ESCOP have provided funding for the team to meet. This team reviews impact statements that have been entered by the states and edits them into high-quality impact statements. These statements are used under the “Areas of Impact” section on the front page of the website.

Over the last year, a national team of impact writing experts created an online training that is available through eXtension, and groups of content committee members have presented several regional impact writing trainings upon request. At last count, more than 700 individuals had completed the online training, but only 28 of the 303 editors, who actually input statements into the NIDB, have completed the training. The Content Team has noted that the quality of impact statements from the 1890 institutions has increased significantly over the past year, attributed in part to a face-to-face training that was held with the 1890 institutions this past year.

Upcoming Plans:
The committee has taken action on the following points:

1. Discussion about moving the site to a different platform:
   - Two primary concerns:
     - Security concerns exist with the current web platform being used:
       - Suggestions have been made that the platform be moved to a web-based system (i.e. Word Press) or move the site to a third-party host.
     - Front-end user perspective:
       - Currently, viewers see the search area first (at the top).
       - Currently the content is at the bottom of the page.
       - Discussion to move the content portion to the top.
       - Discussion to create format of impact statements for usability at time of download (engaging format, pictures, printable to “take and use”).
     - A new design for the front-end can be developed when the platform is changed.
2. **Analytics:**
   - Strong desire for analytics on the site – primarily how many visits; what are users searching for; how long are users on the site; where are the users from.
   - Statements are added fairly consistently throughout the year with a small spike in January and February.
   - Google Analytics were added to the site effective August 1st.

3. **Quality of Impact Statements:**
   - The committee has prioritized the importance of training in writing impact statements at the institutional level.
   - Suggestion was made to hold regional, in-person training sessions on how to write impact statements; perhaps held in conjunction with other meetings. Another option might be to have a National Impact Writing Summit at a central location. Also encourage participation in the eXtension impact training module.

4. **Database Management:**
   - Approximately 2,300 statements currently in database; wide range in quality.
   - Committee has discussed the possibility of hiring a writer on a temporary basis to review last two years of impact statements and either edit the existing impact statement, work with the institution to rewrite and improve the quality, or remove/archive the impact statement.
   - Committee has discussed the suggestion to archive and remove from public view all impact statements from 2015 and earlier. This would leave approximately 400 impact statements in the database which have been reviewed by the writer on temporary assignment.
   - Committee has discussed the potential of developing a review process for all new impact statements entering the database.

5. **Still to Explore:**
   - Guidance relative to linking NIDB with NIFA Reporting System.
   - Guidance relative to utilizing NIDB with national initiatives and/or programs.
   - Guidance relative to clarifying the purpose of NIDB and then identifying the correlating outreach of NIDB.

**Request of ECOP:**

None at this time.