



2015-18

Innovation and Commitment:
The NEW eXtension

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Presented to the ECOP Board
October 15, 2014
Lexington, Kentucky

Member Benefits

Gateway to *The NEW eXtension*

The NEW eXtension is intended to help Cooperative Extension administrators, faculty and staff, and strategic partners adopt new and emerging technologies to enhance their educational programs. *The NEW eXtension* will focus on two primary areas: professional development and innovative opportunities.

Through *The NEW eXtension*, Cooperative Extension faculty and staff can create, attend, track, document, and promote professional development, both personally and professionally. Professional development through *The NEW eXtension* will be intentional, based upon learning plans, and designed to meet the needs of the twenty first century Extension professional.

Innovative opportunities, often surrounding emerging issues, usually present themselves via government agencies, non-government agencies, charitable foundations, and private sectors. With its primary focus on education, Cooperative Extension is an entity with characteristics that appeal to all of these groups. Cooperative Extension is networked, pervasive, trusted, distributed, diverse, and entrepreneurial. The challenge for interested parties is how to access the system to propose innovative projects. *The NEW eXtension* will provide the much-needed easier access.

The NEW eXtension leadership will seek and monitor funding opportunities and work proposals from government agencies, non government agencies, charitable foundations, and private industry. *The NEW eXtension* will seek partners from within its premium membership to lead, develop, innovate, and implement projects to benefit clients, institutions, and the public.

By working with an Innovation Strategy Team, *The NEW eXtension* watches the horizon for new technologies that have potential applications for Cooperative Extension educators. Team members would engage in learning opportunities focused on new and innovative technology applications for delivering education. This team sets no more than five technology based project priorities per year. Partnering with government agencies, non-government agencies, charitable foundations, and private industry on these topics, *The NEW eXtension* members will examine and resolve how these are used in Extension programming, research, and ultimately new outreach.

Annual Membership

Participation in *The NEW eXtension's* exciting opportunities is based solely on membership. Two choices are offered: Premium and Basic.

The 2015 annual membership is based on the 2014 assessment: Premium Membership is 75% of the previous assessment and Basic Membership is 60% of the previous assessment.

Consulting
MoodleCourse Development
Prototyping
Innovation Tanks
Learning Networks
Fellowships
First Right of Refusal
Partnerships and Funding
Innovation Hubs

Professional Development – Learn	•
Board Position	•
Sponsored Conferences	•
Evaluation and Reports	•

Targeted Communities of Practice	•
Ask an Expert	•
Learn	•
Teach	•

STANDARD BENEFIT	BASIC MEMBER	PREMIUM MEMBER
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• additional benefits, • standard benefits

Premium Membership

Connect with ease to **The NEW eXtension** through premium membership. Experience core benefits of Learn, Search, Ask an Expert, and reports that contribute to future services. Reduced rates to **The NEW eXtension** sponsored conferences will be made available. Plus, discover three additional categories of benefits as a Premium Member. They are: Emerging Issues, Professional Development and Capacity Building.

1. Emerging Issues - The NEW eXtension fosters opportunities for innovation by connecting appropriate faculty/staff in premium member institutions to organizations working in new technologies and working in new ways.

Innovation Hubs

Involvement in Innovation Hubs, exploring the "front" of the shark fin on emerging issues/technologies.

Example: As **The NEW eXtension** or premium members investigate new technologies or applications, premium members will have opportunities to participate in discovery, exploration, and development of application to Cooperative Extension and its clientele. Currently **The NEW eXtension** is working in the areas of Big Data, Unmanned Aerial Systems (drones), and Wearable Technology. These opportunities can include prototype development, as well as training exclusively to institutions involved, or when appropriate, roll-out to Cooperative Extension as a whole.

Strategic Partnerships and Funding

Access to new partners and funds generated via new relationships.

Example: **The NEW eXtension's** new relationship with USDA's Climate Hub project involve new resources and a new relationship. Only premium members would be approached to lead such a project.

Project Right of Refusal

First right of refusal on projects/grants.

Example: Throughout each year, as **The NEW eXtension** identifies potential partners, grantors or funders, premium members will have the first opportunity to decline participation.

Learning Networks

In the forefront, leading Learning Networks.

Example: **The NEW eXtension** will continue to bring together groups to address specific needs and look for faculty to lead these groups. Two current learning networks are: The Women in Agriculture Learning Network and the Educational Technology Learning Network.

Fellowships

Annual funding for one to five fellowships to address emerging needs, interests, and opportunities.

Example: Premium members will have the opportunity for selected individuals to work on specific projects that support Cooperative Extension as well as the individual. Projects are broad in scope and have implications across Cooperative Extension.

Core Benefits for Premium Members

Search

Easy search access to Cooperative Extension resources

Learn

Online learning opportunities with a focus on professional development

Ask an Expert

Opportunity to find out what the public is interested in learning by answering questions and answers

Targeted Communities of Practice

High-functioning collective learning groups will foster emerging issues and technology priorities

Innovation Tanks

Participation in Innovation Tanks, "sandboxes" in which faculty and staff can create with low risk.

Example: A faculty/staff member from a premium member has an interest in exploring how Oculus Rift might improve programming for the institution's clientele. With seed funding from **The NEW eXtension**, the premium institution, or an outside funding source, or with a combination of such funds, the faculty/staff member will work in a low-risk space for exploration and testing.

Prototyping

The opportunities above offer organizations or other institutions access to a group of networked professionals to prototype and pilot technologies for real-world application. Prototyping will be done by experts from premium member institutions. Research, data, and new and innovative ideas are shared with partnering organizations to further the use of that technology.

2015

Technology Priorities

Big Data

Wearable Technologies

Unmanned Aerial Systems (drones)

2016

Technology Priority Considerations

Artificial Intelligence

Internet of Things

2. Professional Development - The NEW eXtension will provide targeted, relevant professional development on prioritized emerging issues and technologies. Premium member institutions will, based on available resources, have available to them prioritized offerings, opportunities to customization services, and use of the system to provide courses for faculty, staff, clientele and others.

Customized Professional Development

Example: Office personnel are the front lines for Cooperative Extension locally. The NEW eXtension in cooperation with premium members will develop targeted Online Information Broker Training for those staff at the scope and scale of need and available resources.

Sponsored Virtual and Face-To-Face Conferences

Participation at a reduced rate in virtual and/or face-to-face conferences sponsored by The NEW eXtension.

Example: The NEW eXtension will host either virtual or face-to-face professional development conferences every year. Premium members will attend at a minimum registration rate.

Personal Learning Portfolios for Educators

Example: Premium members will be able to track their participation, course offerings, attendance, impact, and other vital data as they build and implement personal learning portfolios.

Course Development System, such as, Campus/Moodle

Example: A premium institution develops training around the use of drones for increasing crop yields. While the training and all the resources supporting the training will be listed in Learn, the same training can be developed into a Moodle course that tracks and assesses students' learning around the topic. The NEW eXtension's learning management environment (and potential successors) will be available ONLY to premium members.

3. Capacity Building – The NEW eXtension is committed to its members and their specific needs. High-quality services will be delivered at optimum scope and scale for the nonprofit and the member institutions. The following benefits address innovation, coaching and leadership.

Enhanced Training

As enhancements are made to eXtension's Search, Learn, and Ask an Expert tools and applications, premium members will receive priority access to training on the use and implementation of these enhancements.

Specialized Tools

The NEW eXtension provides training support and access to tools found useful across member institutions.

Onsite Consulting

Consulting on emerging issues, special projects, innovation needs, and new technology work, available at an appropriate scope and scale. The NEW eXtension staff will provide consultation based on needs and applicability to Cooperative Extension and other premium member priorities.

Board of Directors

Representing the membership with the opportunity to serve on the Board of Directors.

Basic Membership

Basic Membership provides easy access to core services of Learn, Search, and Ask an Expert. Basic member institutions will access the following additional benefits:

Evaluation and Reporting

Access to Ask an Expert and Learn reporting that includes response rate data, services provided, and profile of custom services to provide educators information about existing programs and input for future decisions. Standard evaluation support for institutions' Learn events will be provided.

Professional Development

Access to all Learn webinars and virtual professional development events.

Training

Access to Ask an Expert and Learn training along with opportunities for Question Wrangler training and other tool use.

Sponsored Virtual and/or Face-To-Face Conferences

Participation at a reduced rate in virtual and/or face-to-face conferences sponsored by The NEW eXtension.

Board of Directors

Representing the membership with the opportunity to serve on the Board of Directors.

The NEW eXtension: Business Profile



The NEW eXtension strategically decided to become a Director/Administrator member-based nonprofit to help Cooperative Extension accomplish its mission.

As the pace increases for technology and demand for learning networks and other emerging learning options intensifies, **The NEW eXtension** will be more flexible and positioned to align more nimbly with private and public sectors to accomplish its vision and mission.

Sustaining **The NEW eXtension** member-based nonprofit rests on providing high-quality products and services, maintaining a focus on advancing the Cooperative Extension mission advancement, and assuring that multiple sources of revenue are in place.

The purpose of this **Business Profile** is to connect **The NEW eXtension's** scope (programs, membership, etc.) with its economic success (the means by which it structures and pays for itself). Financial decisions large and small will ultimately increase or decrease stress on **The NEW eXtension's** open business model. This profile guides decisions to anticipate these dynamics.

The Shark Fin¹ - Central to **The NEW eXtension's** agility and flexibility in making decisions that keep pace with change, are its abilities to identify emerging markets/needs, to know when to invest in technologies, and to recognize when to reinvest or sunset programs and services.

This fluid and dynamic process depends on keeping ahead of the traditional bell curve. The "Shark Fin" is the new market curve where the nonprofit will focus its work. Continual interfacing with members and learners positions **The NEW eXtension** closer to internal and external markets.

The Business Profile frames **The NEW eXtension's** transformation from a public service assessment model to a nonprofit, led and operated by its member base.



¹ Downes, L., Nunes, P. (2014). Big Bang Disruption. Accenture

Three-Year Transition

Based on secured and projected resources and confirmed and projected expenses, *The NEW eExtension* conservatively forecasts its resource re-investments.

ASSUMPTIONS	RESOURCE STREAMS		
	Fiscal Calendar Year		
	2015	2016	2017
Memberships			
15 Premium Members @ 75% of 2014 Assessment	\$345,000	\$255,000	\$368,000
50 Base Members @ 60% of 2014 Assessment (Average 2014 Assessment - \$30,667)	1,012,000	1,042,000	1,074,000
Federal			
New Technologies for Agriculture	1,488,000	1,488,000	1,488,000
Fees for Services			
Moodle Course (25% of Course Revenue)	2,500	3,000	3,500
Projected New Services		25,000	50,000
Strategic Partners			
Agriculture and Climate Learning Network (30% of Project Resources)			
Secured Source: USDA - Office of the Chief Economist	200,000		
Farm Bill	75,000		
Projected new partner resources		100,000	250,000
Fund Development (Grants)			
Women in Agriculture Learning Network (25% of Resource)			
(Confirmed - CHS Foundation)	250,000		
Projected new resources		100,000	100,000
TOTAL RESOURCES Secured and Projected	\$3,172,500	\$3,113,000	\$3,431,500
ASSUMPTIONS	EXPENSES		
	2015	2016	2017
Talent (Staff) contracted	\$1,850,000	\$1,925,000	\$1,972,000
Program Priorities	988,500	1,075,000	1,049,000
Agriculture and Climate Variability Learning Network	90,000		
TOTAL EXPENSES Projected	\$2,928,500	\$2,930,000	\$3,021,000
TOTAL Resource re-investments	\$122,500	\$183,000	\$410,500

The *NEW extension*'s open business model is based on:

- Engaging Cooperative Extension institutions as members who, along with strategic partners, focus on expanding distribution of science-based education to a much wider learner base than currently being reached; and
- Growing an innovative environment that generates new ways for Cooperative Extension and strategic partners to apply technology for delivering education and solutions.

As a member-based nonprofit, Cooperative Extension's target to engage a wider range of learners through the use of technology will be scalable with the potential for growth. Member and strategic partners' resources will be leveraged and multiplied.

This business model describes the rationale of how *The NEW extension* creates, delivers, and captures value through nine basic building blocks that align with the need to be close to internal and external learners – the "customers." *The NEW extension* is purposeful about its products, services, and capacities to deliver quality, and financial sustainability.



Open Business Canvas (cont.)

1. Key Members, Partnerships and Investors – network of suppliers and partners that make the nonprofit business model work

- Cooperative Extension members and Federal partners (NIFA, for example) and are **The NEW eXtension** cornerstones. In addition to fiscal investments, non-monetary assets including content, local place-based educators, and contracted talent optimize the allocation of resources.
- Collaborations with targeted federal and private sector partners provide expertise and capital will in turn receive value for their investments. Strategic alliances will support the potential for licensing income and other specific resources and/or activities.
- Strategic alliances with national and international philanthropic and public grant sources help reduce competition while reaching new audiences, and position the nonprofit on behalf of its members, to secure funding otherwise potentially inaccessible.

2. Key Activities –most important programs and services the nonprofit must do to make this business model work

- Collaboration - Building on member resources, (content, talent, identification of learner needs, etc.), the nonprofit will annually identify three to five priority program areas based on technology advancements, learner needs, and innovation. Additionally, innovation hubs and tanks – teams developing, prototyping, and delivering content using technology – will expand Cooperative Extension's content to a broader range of learners.
- Professional development – Trainings and workshops, personal learning networks, and customized course development frame a wide range of professional development options.
- Fellowships - Each year **The NEW eXtension** will fund from one to five fellowships to address emerging needs, interests, and opportunities.
- Strategic partnerships – Partnerships will be cultivated within the land grant system outside Cooperative Extension and among private and other public organizations/agencies that result in leveraged human, capital, and content resources.
- Resource development – Public and private grants, fees for services, and contracts will be sought to support development and delivery of online-based learning innovations.
- Evaluation and reporting – As a member-based and learner focused nonprofit, **The NEW eXtension** routinely engages learners, educators, and members in determining new markets, sunseting of programs, and tapping emergent technologies.

3. Value Proposition – description of products and services that create value for customers/audiences

The NEW eXtension adopts innovative user-driven methods that provide online access to Cooperative Extension information and solutions for broader segments of society. **The NEW eXtension** will enhance Cooperative Extension's ability to engage people—where the nonprofit “listens as much as it talks and learns as much as it creates environments to teach” while growing the number of learning networks.

To be successful **The NEW eXtension** will establish a chain of online resources that enhance effectiveness of Cooperative Extension educators. Through innovative application of technology, **The NEW eXtension** will contribute to member institutions and their educators to develop relevant approaches where learners, educators, partners, and networks interact with each other and with technology as a means of creating and providing access to content.

4. Member Relationships – types of relationships that will be established with **The NEW Extension** membership

Focus is placed on assisting member institutions and partners with their efforts to engage a wider range of learners with Cooperative Extension's learning opportunities via local and online-based resources. Such relationship building will include endeavors such as the following:

- Exploring and engaging membership in discovering innovative ways to meld online technology with content generated by Cooperative Extension.
- Co-creating and reviewing effective use of technology to access and transfer content.
- Cultivating resources needed to develop products and services.

5. Membership Priorities – identification of groups and organizations *The NEW eXtension aims to reach and serve*

The NEW eXtension creates value for three interdependent multi-sided markets:

- Cooperative Extension needs a large and diverse base of learners who use learning networks and other online formats to gain information and knowledge.
- Cooperative Extension needs a larger base of highly skilled educators using open networked learning and other forms of online-based teaching resources.
- Strategic partners invested in accessing, providing, and receiving education resources need networked learning avenues to engage online learners.

6. Key Resources – most important assets

Member institutions are critical to this business model. Members bringing science/researched-based content and highly skilled local educators with capabilities to apply learning to real-life issues are the most valued resources for *The NEW eXtension*.

- Partners' financial investments leverage a broader base of learners, content, talent, and the potential to open doors to delivery channels.
- Talented individuals and partners with commitment, expertise, and experience can lead innovative efforts supporting nonprofit programs and services.
- The nonprofit's agile infrastructure, member-based governance model, and leadership structure can be aligned with high functioning, flexible, and engaging work environments.

7. Channels – means by which *The NEW eXtension* *communicates with and reaches its membership segments to deliver its value proposition*

As a member-based nonprofit, *The NEW eXtension* initially will implement the following mix of channels, which are crucial to its value proposition:

- Flexible global online platforms – Cooperative Extension and partner content resources, education delivery on multiple devices, and evaluation feedback in real-time, will be delivered through online technology.
- Learning networks – individuals and groups will gain awareness of and access to a wide range of online-based Cooperative Extension content and personnel, providing an the opportunity for the creation of feedback and a platform for retention. Learners and learning networks will recognize information originating from member institutions. Member institutions have direct access to services depending on their level of membership.

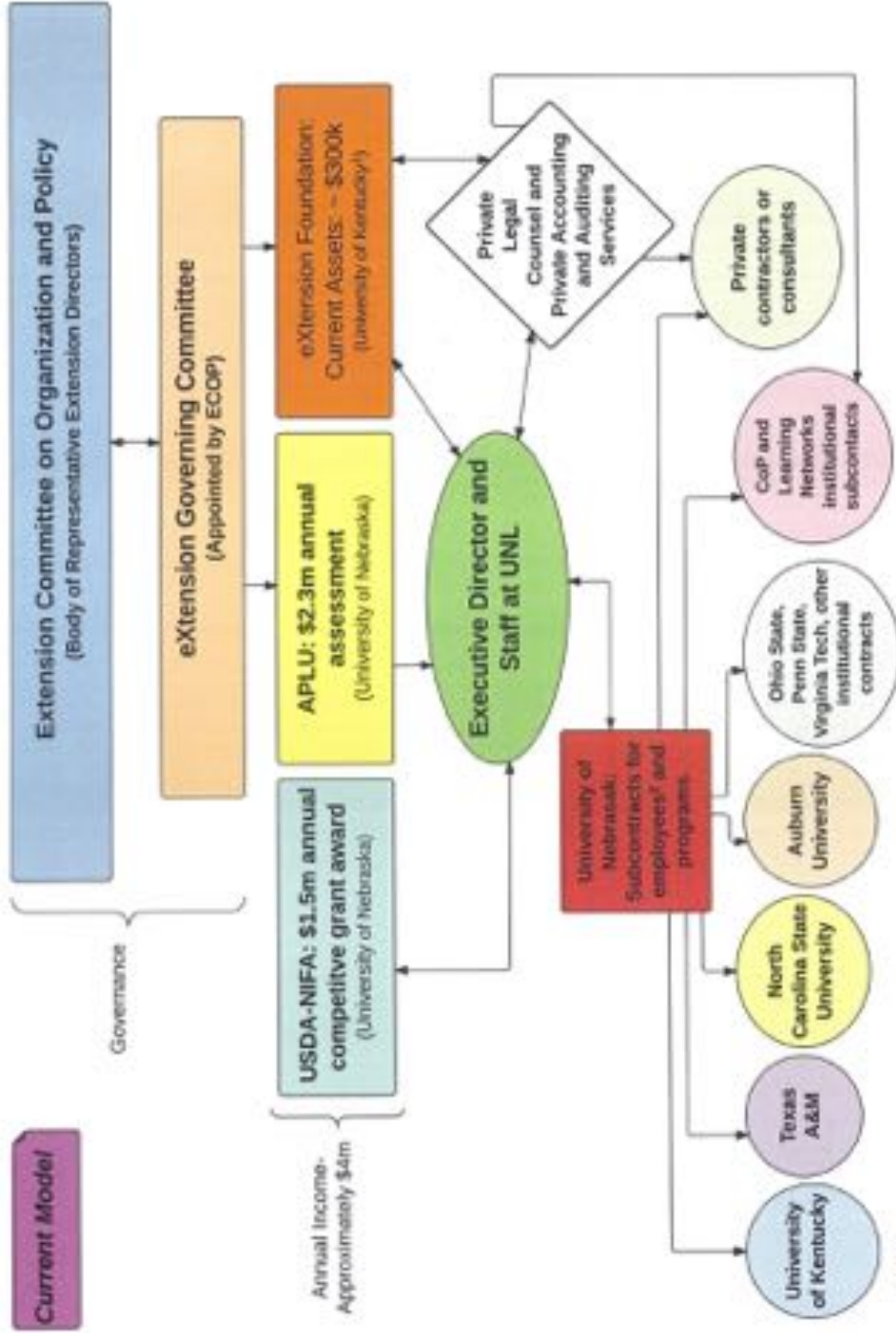
8. Cost Structure – categories of costs incurred to operate the nonprofit

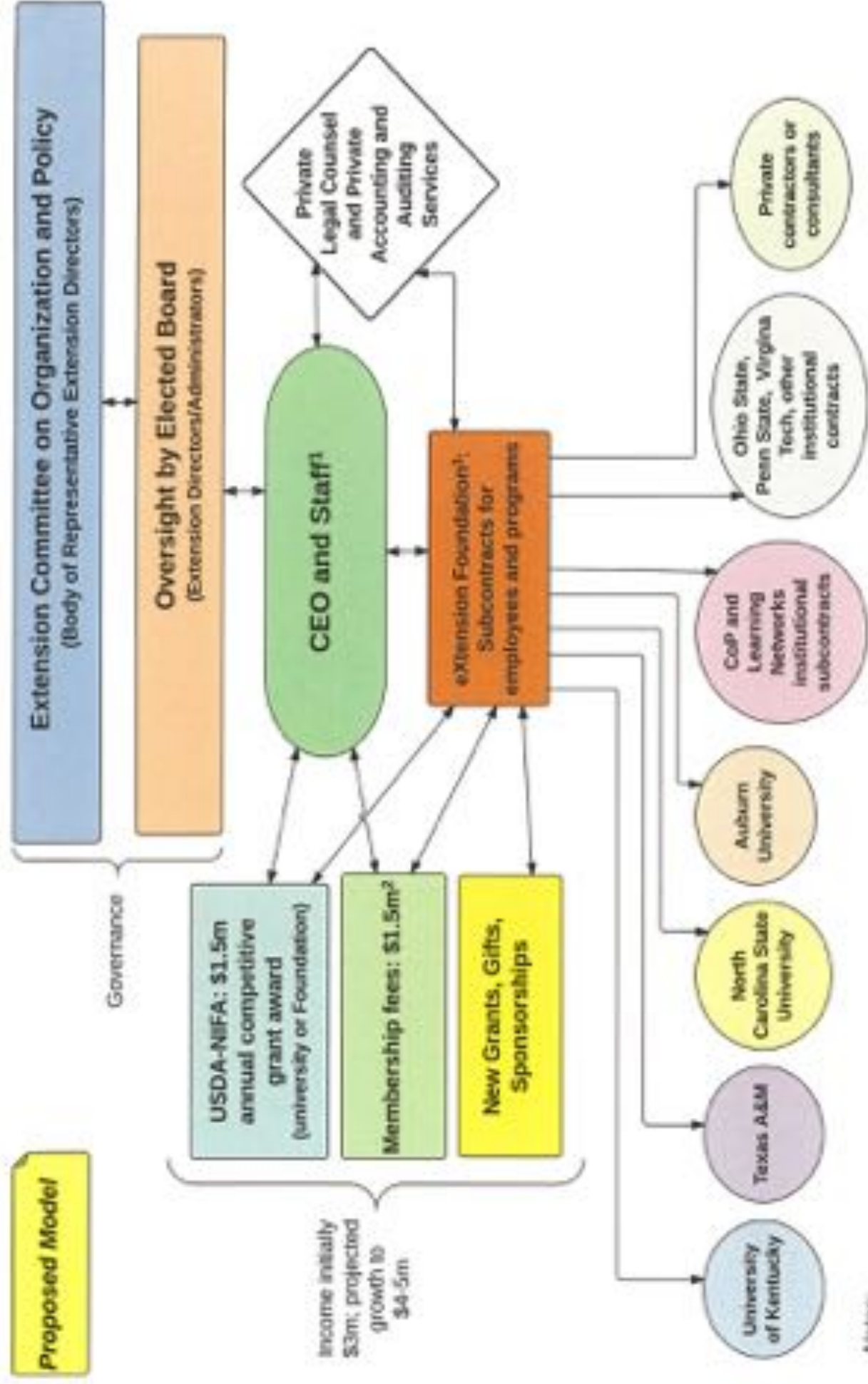
Lean management practices will be applied using low-cost value propositions, contracting, and outsourcing. Some costs will vary proportionally with the volume of open networked learning demands and personalized services required. Cost advantages will emerge as the scope of engaging with currently underserved or unserved customers/audiences increases. Distribution channels support multiple learning platforms. Primary costs structures involve the following activities:

- providing technology and member generated content fulfillment;
- engaging talent pools; and
- networking and partnering.

9. Resource Streams – financial resources generated to support and sustain the nonprofit

Five revenue streams will be cultivated – memberships at two levels, strategic partnerships, grants from private and public sources, contracts, and fees for services. Additionally, the feasibility for licensing and advertising fees will be explored during the first three years of operation.





Notes:

1. Most/all eXtension employees are hired by/workfor/paid by the Foundation directly.
2. Corresponds to APLU Annual Assessment in Current Model.
3. Foundation chartered in Missouri; bank in Kentucky; licensed to do business in Kentucky, Missouri and Nebraska.

Proposed timeline and action for the transition of eXtension to the new model.

Date	Action	Repo
October 15, 2014	<p>Offer a motion with two components:</p> <ol style="list-style-type: none"> 1. Stop the current assessment. 2. Move to the proposed membership model. The motion would be something like: Abolish the old system of eXtension assessments and move to a new membership fee-driven model of funding beginning Jan. 1 2015 with implementation of a basic and premium membership fee structure. <p>The Governing Committee will provide ECOP a voting process for electing new Foundation Directors, indicating only members would vote on Foundation Board Candidates.</p>	ECOP National office
October 16-31, 2014	Assuming ECOP approves the proposed motion, Keith Smith via ECOP National Office will distribute the materials assembled by the Strategic Planning Committee and then offer a webinar for the directors and administrators.	ECOP National office
November 3-14, 2014	<p>A ballot should be sent to all the directors/administrators asking them to vote yes or no on each of the two items:</p> <ol style="list-style-type: none"> 1. on stopping assessments, and 2. going to the new model. 	ECOP National Office
November 17-December 5, 2014	Assuming a positive vote, a poll is sent asking directors/administrators if they are going to be a member and if so, at what level.	eXtension
December 5- 19, 2014	Regional Extension Chairs will solicit Foundation Board candidates from their respective regions.	ED&A Team (facilitated by ECOP National Office)
January 5, 2015	The ECOP approved board member election process is initiated.	ECOP National Office
January 15, 2015	Member invoices are sent.	eXtension
February 1, 2015	Newly elected board is in place and begins hiring process for new CEO. eXtension Governing Committee and existing Foundation board sunsets.	eXtension

Proposed Voting Procedures to Elect New Board Members

- Each region may have up to 3 candidates.
- Candidate's institution must be a member of the Foundation and indicate membership level, basic or premium.
- Candidates need to prepare a ½ page, outlining two items:
 - Why they want to serve on the board
 - What skill set they bring to the board
- Only institutions that have indicated they will be members will receive a ballot
- The ballot will list all candidates
- Voting members get to vote on a candidate from each region
- Five directors will be elected by the membership
 - The board members will make decisions
 - Keep ECOP engaged/informed
 - Make future decision regarding selection of other board members
- Existing eXtension Governing Committee and Foundation Board will sunset after the new board is elected.

