



**FY22 Budget for Assessments and Plan for Reserves Draw Down**  
**Cooperative Extension Section/ECOP National Leadership**  
**Approved September 15, 2021**

<b>Income*</b> See page 2.	
<b>Assessment Revenue</b> (Billing calculated by APLU VP of Food Ag and Natural Resources)	<b>\$600,000</b>
<b>Total Revenue</b>	<b>600,000</b>
<b>Expenses</b> (Calculated by Executive Director of Cooperative Extension System/ECOP with support of APLU CFO) See pages 3-4	
<b>National Office Operations</b>	<b>474,385</b>
<b>ECOP Executive Committee Activities</b>	<b>6,800</b>
<b>Strategic Priorities (Emerging/Aspirational)</b>	<b>23,915</b>
<b>Professional Development Committee (Awards)</b>	<b>17,100</b>
<b>Communications and Marketing (CMC)</b>	<b>**50,000</b>
<b>Program Committee (Award)</b>	<b>5,300</b>
<b>4-H Leadership Committee (Facilitator)</b>	<b>7,500</b>
<b>National Impact Database (becomes CMC in 2023)</b>	<b>15,000</b>
<b>Total Expenses</b>	<b>\$600,000</b>
<b>Net - Zero Budget</b>	<b>\$0</b>

\* - This budget does not include grants, a zero based budget for national meetings such as ECOP Spring Meeting or the National Extension Directors and Administrators (NEDA) Annual Meeting, or interest on reserve accounts held in TD Bank Account by APLU on behalf of the Cooperative Extension Section.

\*\* - In October of 2020, the Cooperative Extension Section voted to spend \$100,000 in FY2022 for Communications and Marketing (CMC-details of the vote are available upon request). On September 15, 2021, ECOP approved that \$50,000 come from the operating budget (see previous page) and remaining \$50,000 to be drawn down from Reserves.



*Extension Committee on Organization and Policy*

## **2022 ECOP Budget Narrative**

The ECOP annual budget exercises Zero-based budget methods. The fiscal year for the ECOP budget is January - December. The caveat to this policy in 2022 is that ECOP is addressed a strategy to draw down on a portion of their reserves that has been accumulating since 2016. The narrative below provides background and information for each budget line.

### **INCOME**

#### **Assessments**

Since 2014 the Cooperative Extension Section budget has set its budget at \$600,000. The ECOP National Leadership account covers salary and other expenses related to the ECOP National Office in Washington, DC, plus all expenses related to ECOP committees, task forces, and projects. Calculations conducted by the APLU VP of Food Agriculture and Natural Resources for billing of assessments begins with approval of an ECOP budget, then costs are divided amongst the 76 Section members as a portion of each institution's total receipt of capacity funds.

A second assessment, **Supplemental Nutrition Assistance Program (SNAP) Education**, is collected on behalf of the SNAP-Ed National Program Development Team (PDT) and is billed to institutions delivering SNAP-Ed. The total assessed amount of \$150,000 covers work of the PDT, headquartered at South Dakota State University. Based on a positive vote of the Cooperative Extension Section's Extension Committee on Organization and Policy in September 2019, this assessment is reauthorized to continue for another three years through 2022. The detailed budget for SNAP-Ed PDT is available upon request.

## **EXPENSES**

### **ECOP National Office Operations**

This budget line includes expenses related to salary and benefits, staff contract(s), meetings, travel expenses including local meetings, staff development, office supplies, technology and communications, design, printing, engraving (appreciation, reports), miscellaneous items such as subscriptions, and APLU's Indirect Cost Allocation (IDC). The IDC at 15% of 2 full-time salaries includes services like IT, DC Presence, Utilities, Human Resources, Finance, Legal. APLU Fringe Benefits package, approximately 26% of 2 full-time salaries (varies slightly based on the number of APLU employees) includes staff morale and welfare, student loan benefit, staff training and development, leave (annual, sick, and administrative leave), commuting costs (metro and parking, bus), wellness benefit, payroll taxes, medical insurance, employee assistance program, life & disability insurance, long term care, 401a contribution, employee portion of health, cell phone stipend, and bonuses.

### **ECOP Executive Committee**

This budget line includes expenses related to meeting support (guest facilitator/speaker/other) and ECOP's memberships with other NGOs and related fees.

### **Professional Development Committee Excellence in Extension Award**

This budget line includes expenses related to awards for Excellence in Extension, a project of the ECOP Professional Development Committee, recognizes a select group/and or team of Cooperative Extension professionals who excel at Extension programming, make a positive impact on constituents served, and provide visionary leadership for the System. It is designed to focus national attention on the role of Extension - one that is fundamental to the lifelong education and development of residents in communities around the nation.

### **Program Committee National Diversity Award**

This budget line includes expenses related to the National Extension Diversity Award. The purpose of this award, a project of the ECOP Program Committee, is to acknowledge accomplishments of Cooperative Extension Professionals in achieving organizational changes that support diversity, pluralism and innovation in programs that impact our Extension audiences. The Award for Diversity is designed to focus national attention on innovative models and techniques that ensure that Extension programs equitably engage all appropriate audiences in an effective manner.

**ECOP 4-H Leadership Committee**

This budget line includes expenses related to facilitator and coordination support for the ECOP 4-H Leadership Committee. An expert in leadership education and development, is currently contracted to provide this support for the committee.

**Strategic Priorities (Directions)**

This budget line includes time-limited and new and transformational programs, including seed grants. It is intended for “start-up” purposes. Examples of time-limited investments: Civil Dialogue, Innovation, Extension Resource & Partnership Development - aka Private Resource Mobilization, and the National Behavioral Health Extension Network.

**National Impacts Database Committee**

This budget line includes expenses related to the National Impact Database website administration and Content Writing team, which is comprised of Communication Specialists who represent Extension and Experiment Station systems. Over the course of two days annually, this team writes, edits, designs and illustrates a variety of impact stories, fact sheets and video that summarize and highlight the vast array of impacts reported by the national extension and experiment station system.

**BAA Communications and Marketing Committee Strategist (CMC)**

This budget line includes expenses related to the Board on Agriculture Assembly Communications and Marketing Committee’s activities. In October 2020 the Cooperative Extension Section Voted to support the expenditure of Cooperative Extension/ECOP funds in the amount of \$100,000 per year for a period of two years, 2021 and 2022, to hire personnel (1.5 FTE salary and fringe) plus operating costs to Implement the "Strategic Communications Roadmap". In July 2021 an Assistant Vice President, Communications and Partnerships, Food, Agriculture, & Natural Resources was hired by APLU into the Office of Food, Agriculture & Natural Resources.

**Reserves**  
**ECOP National Leadership**

ASSETS, HOLDINGS, RESERVES – From January 2017 through July 2020, ECOP undertook a temporary staffing model for the National Office. The affect caused an unusual increase in the amount of reserves held by APLU in the ECOP Account. With full staffing of the national office and the anticipation of its share of Communications and Marketing contracts in 2022 and beyond, this amount will be drawn down. ECOP recommends the emergency reserve amount remain no less than six months of salary and benefits, plus the APLU Provision (IT, DC Presence, Utilities, Human Resources, Finance, etc.).

Beginning Reserve Balance 1/1/2022, after reconciliation of FY21	<b>748,347</b>	
<b>Amount Approved by ECOP to Draw Down Reserves in FY22</b>		
Communications and Marketing	* (50,000)	
Program Committee DEI PAT	(10,000)	pages 6-9
Program Committee Urban PAT	(10,000)	
Program Committee Climate PAT	(80,000)	
Program Committee Work Force PAT	(10,000)	
Program Committee Health PAT	(12,000)	
4-H Leadership Committee Facilitator Increase	(3,500)	pages 10-13
4-H Leadership Committee Director	(100,000)	
<b>Total Draw Down</b>	<b>(275,500)</b>	
<b>Strategic Priorities Reserves Balance on 12/31/2022</b>	<b>472,847</b>	
Emergency Reserve (6 mos. Salary/Fringe/ICA)	238,000	
<b>End of FY2022 Balance for Strategic Investment</b>	<b>234,847</b>	

Key: Estimates are in GREEN

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**Justifications Review for ECOP Program Committee Budget Request for 2021-2022**  
**Assumed only for 2022 – Listed in PRIORITY ORDER**

**Diversity, Equity, and Inclusion Program Action Team** **\$10,000**

[Details on page 7.](#)

Fellow 40-50% FTE - experienced Extension professional who understands the system

Note: Total of \$50,000 for this position with \$10,000 from ECOP, \$15,000 from Robert Wood Johnson Foundation (Health Initiative), and \$25,000 from EXF/NTAE

**Urban Extension Program Action Team** **\$10,000**

[Details on page 8.](#)

Combined with funds from EXF/NTAE, this will provide funds for an Urban Fellow and/or Administrative Support

**Climate Program Action Team** **\$80,000**

[Details on page 9.](#)

Program Coordinator (50% FTE) and Admin. Asst. (20% FTE) - \$40,000

Climate Fellows \$20,000

Grant writing support, conferences, meeting support \$20,000

Note: Catalyst will be provided by EXF/NTAE (\$25,000)

**Workforce Development** **\$10,000**

This, along with \$25,000 from EXF/NTAE, will be used in support of staff for Workforce Development, e.g., a Fellow or other support

**Health Program Action Team** **\$12,000**

To support a face-to-face organizational meeting of the Health PAT and to administer Health Extension Director contract and visibility at the national office

## **Diversity, Equity, and Inclusion – ECOP Program Committee Working Group**

Co-Chairs: Vonda Richardson & Rachel Welborn

**Proposal:** Funding of a DEI Fellow to support this working group

### **Principles Guiding the Work:**

- DEI must stay at the forefront of Extension (and all LGU) efforts and must be embedded within each program area, while still maintaining a “front and center” presence of its own. We have lots of great starts, but then tend to move on to the next big thing. DEI work isn’t going away. It needs to remain a priority. We must be committed to this endeavor and not be deterred by voices of opposition. Donors and others will make demands of us to stop certain changes that will come of our efforts. BUT we will need to push beyond that and stay on point.
- DEI must move beyond Civil Rights Compliance to truly providing a sense of welcoming and belonging.
- Several great efforts related to DEI are underway. Thus, collaboration should be built as appropriate. (Examples: ECOP Advocacy Priorities, ECOP Working Group formed after L4L event, 4-H Equity Design Committee, Well Connected Communities, Coming Together for Racial Understanding’s Extension and research efforts).
- All regions need to be engaged in each level of conversation, from data gathering to sharing of resources.
- Engaging Extension Directors and Administrators and feedback on findings is crucial to progress forward.
- A clear focus is needed on program and outreach efforts (outward focus of DEI) in addition to professional development (inward focused).

### **Initial Priorities for Fellow in Full Collaboration with the ECOP DEI Working Group:**

- **Develop an information sharing system** for posting resources such as peer-reviewed policies, procedures, best practices, and examples across the system that advance the efforts, working with Extension Foundation to host.
- **Establish metrics** to measure changes in awareness, behavior, and actions toward the goal of system, institutional and program transformations advancing DEI. Help establish a baseline starting point from which we can gauge success.
- **Identifying a few promising programs** to support as national initiatives – focus on a few things we can do well together, models that work on the programming level.
- **Identifying collaborations that work among 1862/1890/1994** – what works, what could be improved? What could set up our system for collaboration rather than competition?
- **Develop an Extension DEI community** acting on system-wide, institutional, and program actions identified by ECOP and its members using the Extension Foundation platform: Connect Extension.

### **Position Description:**

- An experienced Extension professional is needed – someone who understands the system
- 40-50% FTE for one year, to be expanded in subsequent years

### **Year One Funding:**

\$25,000	Extension Foundation
\$15,000	Robert Wood Johnson – Health initiative
<u>\$10,000</u>	<u>Requested from ECOP</u>
\$50,000	Total Funding

### **Future Funding Model Past Initial Year:**

- Approach other LGU entities (ES-COP, National 4-H, ACOP, etc.) for advancing this effort in year 2 and beyond to foster true system-level change
- Explore how this position can and should link with NIFA

## Urban Extension Request (Brent Hales, Marie Ruemenapp)

Marie and I are requesting an additional \$10,000 to support the key priority areas around urban Extension. Specifically, the \$10,000, combined with the NTAE support is proposed to do the following:

The Fellow and/or Admin Support person would work with ECOP and NUEL to:

- Help identify and contact potential members for the new ECOP Urban Food Systems Team and provide support to the team to help the Team get up and running, specifically helping them to:
  - Complete asset mapping of current Extension urban food systems programming/projects (which would be done by collecting this information in the Extension Foundation new online Registry of Programs)
  - Review information about potential national project/program opportunities in this area collected during the Leading Edge Dialogue (LED) session around food access and security on May 20, 2021 at the National Urban Extension Summit, identify a national program/project or two that the team could move forward with, and support the team's efforts to launch the national program/project(s)
  - Review the information about possible partnerships and funding also collected during the LED session at the Summit, prioritize opportunities most relevant to support the national program/project(s) identified, and support the team's efforts to secure funding and build partnerships around the identifies national program/project(s)
- Work with NUEL and ECOP to assess how to incorporate the other identified urban priorities (urban climate & sustainability, social-emotional-mental wellbeing of urban residents, and urban youth development) into the other six ECOP priority areas
- Support NUEL's efforts to enhance the communications and networking of Extension staff working in the largest cities across the U.S., by utilizing the Extension Foundation Connect Extension platform and enhancing NUEL's website hosted by the Extension Foundation, along with examining other potential communication and networking methods
- Provide support to NUEL's efforts to move issues & concerns of Extension's urban based workforce forward to ECOP and Extension directors/administrators nationally, particular around DEI issues

Please let us know if you have any further questions or items that we should clarify. It is our intention to seek a host site (possibly Penn State or Michigan State) to host this effort. We appreciate your consideration.



## Climate PAT Request (Jason Henderson)

The goal and responsibilities of these Program Committee Action Team is to identify program priorities and system-wide capacities underneath these initiatives to provide the talking points to drive funding opportunities for Extension nationally. Then the Action Team works with ECOP, BLC, and Foundation to identify potential funders for conversation. The Action Team does not have the conversation with funders, that is the job of ECOP/BLC, especially if it is NIFA, and Extension Foundation. If the group is other agencies or philanthropic organizations then the Action Team works to identify who has the bandwidth in the collaboration to have the conversation - Foundation and/or ECOP/BLC depending on relationships, groups etc.

Total request: \$80,000

The funding would support a part-time Program Coordinator (50%) and Administrative Assistant (20%) for the Priority Action Team - \$40,000. Combined with additional funding from NTAE these individuals would serve as the connective tissue for the Priority Actions team from a project leader and logistics standpoint.

Another \$20,000 would be used to support Climate Fellows, which would be faculty specialists focusing on climate. They would each lead a specific initiative that would be identified at climate visioning sessions that are schedule for later this summer with Extension groups (NECI, EDEN, NUEL, ...) and potential funding partners in the federal government (NIFA, NRCS, NOAA) or foundations.

Another \$20,00 would be used to purchase additional grant writing support and provide funding for conferences and meeting support.

Expected outcomes: one national conference for Extension professional on climate change, at least two large grants or funding proposals focused on national Extension initiatives in climate related initiatives. My request is \$80,000 from ECOP. NTAE will provide \$25k to also support from an administrative perspective and provide a catalyst. Given the current push at the federal level for funding, wanting to get ahead of this movement. Trying to piece meal funding for a dedicated full-time project manager for 1 year.

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# ECOP 4-H Leadership Committee Fiscal Year 2022 Budget Proposal

## Summary

The ECOP 4-H Leadership Committee provides leadership for Extension's 4-H Positive Youth Development Program, by convening national partners on policy issues of national importance, facilitating systematic responses to critical challenges, coordinated implementation of national priorities, and by making timely recommendations to ECOP that inform collaborative efforts.

In service of this mission—and in support of Extension's stated goal to reach millions more youth that reflect the demographics, needs and social conditions of the country—the Committee has set out an ambitious agenda:

- **Engaging more youth** through initiatives such as the 4-H Pathways institute, DEI Strategic Plan, *4-H at Home* online resource, and innovative community approaches.
- **Ensuring good governance and alignment** between partners through regular dialogue
- **Marketing** the 4-H program through local support of National 4-H Council national efforts around Opportunity4All, cause marketing and reputation management.
- **Generating new resources** in partnership with National 4-H Council and ECOP BLC Subcommittee for 4-H
- **Modernizing** national management of the 4-H Name & Emblem

Fiscal resources are needed to provide staffing support for programs and initiatives of the ECOP 4-H Leadership Committee, and to ensure positive impact for the 4-H program nationally and locally. At this moment, increased capacity is essential to maintaining the significant progress and momentum achieved in recent years, to respond quickly to the current environment, and to mitigate the mental health, education, and employability challenges that American youth now face.

## Request 1: Expand Current Operational Support of Committee Work

The committee typically requests \$7,500 per fiscal year for a contractor to provide direct support to the co-chairs, provide facilitation for meetings, and input to a strategic planning process. This is a critical service which was approved to be expanded by \$3,500 in FY2022.

## **Request 2: Capacity Investment to Support Growth & Current Initiatives**

The ECOP 4-H Leadership Committee has set an ambitious agenda, based on system priorities/requests as well as anticipated needs of the 4-H program for 2021 and beyond. Initiatives involving program design, data collection and professional development seek to fundamentally improve institutions' ability to deliver the 4-H program with quality and equity. To move these forward, additional capacity is needed. The National 4-H Leadership Committee requests a one-time investment from ECOP to add this capacity for 18 months, with the intention to make it self-sustaining beyond that period.

The Committee envisions establishing a National Director for the 4-H program—to move forward key Extension initiatives and responsibilities under the National Partners' MOU, with direction from the ECOP 4-H Leadership Committee Co-chairs. The National Director will report to the ECOP 4-H Leadership Committee Co-chairs and be located at APLU as part of the Extension/ECOP Executive Director's Office.

### **National Director, Extension 4-H Program scope of work:**

- Build partnerships and connections to elevate Extension in the youth development dialogue and help CES address national programmatic issues by enhancing collaboration and supporting policy development.
- Provide strategic leadership and evaluation of initiatives of the ECOP 4-H Leadership Committee set in the annual Plan of Work, initially including: the 4-H Pathways Leadership Institute, 4-H at Home, reputation and brand management, federal civil rights review issues, federal advocacy, 4-H alum engagement including Congressional 4-H Caucus, legislation for management of the 4-H name and emblem, and coordination of PLWG work including data collection and chartering activities.
- Partner with National 4-H Council and NIFA to increase on-going investment/resources that support the Extension 4-H youth development program across all Land-grant institutions.
- Promote the 4-H mission and collaborate with NIFA to evaluate progress toward the achievement of national youth development goals.
- Determine the most pressing youth development needs in the country to be addressed by the resources of the 4-H program.
- Facilitate statewide and regional sharing of best practices to improve the success of the 4-H program, identifying barriers and opportunities, and developing joint strategies for facilitating success.

### **Deliverables for the pilot period will include:**

- Consistent and comprehensive communication—with ECOP, the ED&A team, the Extension Section, and PLWG and through regional leadership groups.
- Improvement in implementation and application of programs and policies across Extension.
- Drive data collection improvements, documenting 4-H impacts for marketing/advocacy purposes.
- Stronger connections with university administration and engagement efforts.
- Seek partnership and funding opportunities for 1862, 1890, and 1994 4-H programs.
- Develop sustainable funding stream to support ECOP 4-H staffing/capacity beyond the initial pilot.

<b>National Director, Extension 4-H Program (18-months)</b>	Year 1: 12 mo.	Year 2: 6 mo.
Salary	\$150,000	\$75,000
Travel Expenses (10% of total salary)	\$15,000	\$7,500
Employee Benefits (25% of total salary)	\$37,500	\$18,750
<b>TOTALS</b>	<b>\$202,500</b>	<b>\$101,250</b>
<b>ECOP CONTRIBUTION REQUESTED ON 9/15/2021</b>	<b>-\$100,000</b>	
<b>BALANCE – COVERED BY RWJF</b>	<b>\$102,500</b>	

## Funding Plan for Sustainability

A core deliverable of the Director will be to pursue revenue generating opportunities to support committee staff and initiatives beyond the initial 18-month phase. Potential opportunities for exploration include but are not limited to:

### Merchandise Partnership with National 4-H Council Supply Service (6-12 mo.):

- Gauge interest/wish list of programs and participants
- Develop product concepts with Council (Shop 4-H)
- Business Plan profit share/expected revenue

### Federal Funding (12-24 mo.):

- Coordination with APLU/ECOP and National 4-H Council advocacy efforts and advocacy partners (Cornerstone and Ferox Strategies) to develop funding proposals for staffing and capacity needs.
- Work with NIFA to identify potential funding to support impact evaluation, data collection, and positive youth development research, including STEM, workforce development, mental health, and employability.

### Membership Dues (12-24 mo.):

- Outline process/current situation
- Feasibility study
- Concept Paper/Rationale/regional communications
- Define use of funds

#### 4-H Proposal to ECOP – Strategy 2 - Submitted by Co-chair Jon Boren

1. We are at a critical point in time—and **there is a need to build capacity to capitalize on the momentum built by the ECOP 4-H Leadership Committee** to move forward key Extension initiatives, including the 4-H Pathways Leadership Institute, 4-H at Home, Equity Design Plan, Reputation and Brand Management, 4-H Alum Engagement including Congressional 4-H Caucus, and Coordination of PLWG work including data collection and chartering activities. This is all centered around the goal of engaging significantly more youth in Extension’s 4-H Program—and building a diverse program and professional staff.
2. This capacity must be sustained/and grown for us to be successful—and **we have a number of good avenues for building new revenue streams for our 4-H programs**—as other youth development organizations have done. The Committee believes that the potential is much larger than a single staff position—but that we should be actively developing those options now. I believe there are two primary concerns with the current proposal—first, the long-term sustainability of the investment and second, \$202,500 impact on ECOP’s budget—that we can address.
3. **We have explored some alternatives to the proposal as written**, and as a friendly amendment to the ECOP 4-H Leadership Committee’s proposal, I would like to request a \$100,000 from ECOP—in addition to our proposed \$3,500 increase for our facilitator (\$7,500 to \$11,000)—that would be matched through a new funding opportunity with 4-H Council through the RWJF, to begin to develop new opportunities for resources and to continue to make progress on our objectives. We would envision using these funds to engage a contractor—rather than a staff position—for the development and implementation of a revenue model with various partners. This will generate new streams of revenue and will sustain the investment to support the current and evolving initiatives of the ECOP 4-H Leadership Committee.

The “contractor” would be an individual retained through these funds to pursue the short-term objectives as outlined but also to develop a longer-term sustainability platform.

The arrangement would be between Council and the individual.