

Seeding Success

Module 7: Finding Financial Support for Program Enhancement Bibliography

Adams, C.C., D.A. Butler. 2017. Empirical Questionnaire Methods for Fund-Raising Campaign Preparedness in Extension. *JoE* 55(2).

Abstract: Amid waning public financial support for Extension program offerings, highly strategic and professional fund-raising practices are necessary for gaining momentum among private philanthropists and closing the fiscal gap. University of Missouri Extension conducted a precampaign survey that invited feedback from stakeholders to inform Extension leadership on how to execute fund-raising initiatives tailored to the audience. As a result, University of Missouri Extension is better positioned to serve the needs of its constituents by recruiting significant private financial support according to donors' unique interests.

Angima, S., L. Etuk, D. King. 2014. Using Needs Assessment as a Tool to Strengthen Funding Proposals. *JoE* 52(6).

Abstract: In an increasingly competitive funding environment, Extension Services nationwide seek to diversify their funding bases to conduct successful programming and communicate impact to stakeholders. In this article we suggest the use of the Proposal Enhancement Tool, a needs assessment based approach of determining the gap between the current situation and the desired situation, as it applies to a defined audience. This approach requires principal investigators to engage communities in defining the existing problems, determining causes of those problems, and collectively developing solutions to address them. When followed, this approach increases the potential for more successful grant proposals.

DeYoung, B. 1988. What's Relationship Marketing? *JoE* 26(3).

Abstract: Amid the survival frenzy of dealing with decreased funding, Extension professionals are being encouraged to aggressively market their programs and organizations. The reaction of Extension field staff to increased marketing efforts is mixed. Some staff arriving at marketing training workshops are hopeful that increased "media visibility" will increase their leverage with funding sources. Other staff express fear that subsequent marketing efforts may be "too successful." They foresee vast new audiences overloading limited Extension programming time and resources. Experience indicates that both expectations are unrealistic given the nature of marketing. Marketing success requires more than increasing our media visibility, and, long-term Extension survival won't require vast new media-generated audiences!

Gould, R., G. Ham. 2002. The Integration of Research and Extension: A Preliminary Study. *JoE* 40(4)

Abstract: How are Research and Extension integrated in land-grant systems throughout the United States? This question was answered by Directors of Agriculture Experiment Stations and Cooperative Extension who completed an online survey. Ninety-two individuals responded to the survey; 53% were with AES, and 47% were with CES. Interaction tended to occur through joint appointments and cohousing of faculty. Best-integrated practices revolved around a commodity or specific issue such as water quality. Funding was a common catalyst for collaboration in the form of competitive RFPs, internal grants, or special accounts.

Hill, P., E. Swadley, K. Esplin. 2017. Crowdfunding in Extension: Leveraging Relationships to Offset Declines in Traditional Funding. *JoE* 55(2).

Abstract: Crowdfunding is a new tool available for Extension professionals and their clients to use to creatively offset the abatement of traditional funding sources. A fund-raising campaign can be set up in minutes, as demonstrated by the work of the 4-H members profiled in this article. Whether there is

a need for new equipment or added help for a special event or some other financial requirement, crowdfunding can be a proactive way to ask people for financial assistance. Moreover, crowdfunding can provide validation for ideas; on the other hand, if funds fail to come in, it may be time to conclude an endeavor.

Hogan, M. 1994. Effective Public Relations in Extension. JoE 32(3).

Abstract: Communicating the impacts and accomplishments of Cooperative Extension programs is vital for the continued support of these programs by legislators, community leaders, and the general public. This article outlines the steps which one county office followed in developing and implementing a proactive public relations program, which resulted in a 116% (\$75,000) increase in local support for the office. Included in the article are some simple, low-cost ideas which almost any county Extension office could implement.

Hughes, K.N., L.D. Ledbetter. 2009. Creating an External Funding Strategy: How to Thrive. JoE 47(6).

Abstract: Seeking external funding for Extension programs is an important investment in our future. Integral assets to Extension agents as they seek external funding are: understanding the relevance of their programming to the community, ensuring their reliability to conduct successful programming, and having the ability to communicate impact to stakeholders. An external funding strategy allows agents to speak their needs in the language of funders. Through this article, agents can examine strategic questions and logical reasoning and the theory behind them to refine an external funding proposal plan. The packaging checklist will ensure that each proposal is compiled for success!

Page, S.P., M A. Kern. 2018. Creating and Implementing Diverse Development Strategies to Support Extension Centers and Programs. JoE 56(1).

Abstract: Declining government funding for higher education requires colleges and universities to seek alternative revenue streams, including through philanthropic fund-raising. Extension-based subject matter centers and other programs can benefit from the thoughtful supplementation of traditional revenue sources with individual, corporate, and private foundation philanthropy. In this article, we examine funding strategies identified in existing Extension literature and then describe the development strategy created for the William D. Ruckelshaus Center as a case study, emphasizing the importance of strong board leadership and cultivation of a diverse mix of income streams.

Stiehl, R.E., B.A. Bessey, V.L. Schmall. 1992. On the Hunt for "Fiscal Fuel." JoE 30(4).

Abstract: As Extension staff, we not only have to develop and deliver quality educational programs to meet the changing needs of the communities we serve, but now we're sent into the woods to hunt for the "fiscal fuel" we need to keep our fires burning.

Zotz, K.L. 2004. Communicating Impacts. JoE 42(5).

Abstract: This article addresses the need to share Extension program impacts with our constituencies and groups that fund our programs. The article reviews the literature surrounding the need for communicating impacts with decision makers. It also identifies two reporting mechanisms used in one state, County Narrative Reports and the Extension Accountability Reporting System (EARS), that are successfully working to share program impacts with county commissioners, legislators, and the general public. The success of these two reporting systems is based on level or increased funding we have received at the county and state level since the implementation of these two systems.