



January 15-17, 2019
Airport Marriott, Atlanta, Georgia

Facilitator Training Report



A Part of the Cooperative Extension System

Purpose of the Event

To build a culture of creativity and innovation in Cooperative Extension for the ultimate purpose of increasing impact at the local level.



Intended Outcomes of the Facilitator Program

1. Facilitators will have the skills, inspiration, information and support necessary to deliver Innovation Skill Building Curriculum:
 - a. Locally in their own work
 - b. At their own institutions, including leading design teams and events
 - c. Nationally as co-facilitators in eXtension-sponsored events and at events hosted by other Extension institutions
2. Facilitators will serve as ambassadors of the Impact Collaborative for leading ideation and innovation efforts that have impactful results in their home institutions/states and in their local communities.
3. Facilitators collectively contribute to a collaborative network by offering skills, knowledge and expertise that advances their own and others' practice
4. Facilitators will demonstrate how design thinking, rapid prototyping, and lean experimentation through the Impact Collaborative innovation skill-building process helps increase program impact.

Facilitators/Staff:

- Dr. Beverly Coberly, Chief Operating Officer, eXtension Foundation (Facilitator, Class of July 2018 Training Cohort)
- Dr. Christine Geith, Chief Executive Officer, eXtension Foundation
- Ashley Griffin, Program Manager, Impact Collaborative, eXtension Foundation
- Molly Immendorf, Design Manager, Impact Collaborative, eXtension Foundation
- Dr. Annie Jones, Impact Collaborative Facilitator Manager, eXtension Foundation
- Aaron Weibe, Communications & Engagement Manager, eXtension Foundation & NPSEC
- Dr. Jason Weigle, Associate Extension Educator-University of Nebraska-Lincoln Facilitator, Class of July 2018 Training Cohort



Institutions Represented:

Twenty-seven institutions from all regions were represented at the January 2019 Facilitator Training.

- 1890's-Five represented
- North Central-Four represented
- Northeast-Five represented
- Southern-Three represented
- Western-Ten represented

Participants rated themselves on the following Impact Collaborative Facilitator Skills PRE/POST the training.¹

1. Facilitation engagement. Creates an environment for successful learning outcomes by providing meaningful personal examples and prompting participant involvement as co-learners.

	Pre-event	Post event	% Change
Usually, mostly, somewhat, occasionally	60%	70%	+10
Consistently, expertly, masterfully	24%	27%	+3
Rarely, weakly, minimally	17%	3%	-14

¹ In the January 2019 Facilitator Training pre and post-workshop instrument with 33 of 41 (80%) responding.

2. Sets goals and objectives of meeting. Checks and ensures group's understanding of goals and intended outcomes AND recognizes when group members are unclear about or disagree with goals and outcomes.

	Pre-event	Post event	% Change
Usually, mostly, somewhat, occasionally	62%	55%	-7
Consistently, expertly, masterfully	29%	45%	+16
Rarely, weakly, minimally	9%	0%	-9



3. Supporting participant activities. Effectively offers support, provides clarity, answers questions, guides, remains neutral, doesn't "do the work" for the team. Able to think "on his/ her feet."

	Pre-event	Post event	% Change
Usually, mostly, somewhat, occasionally	60%	64%	+4
Consistently, expertly, masterfully	24%	36%	+12
Rarely, weakly, minimally	14%	0%	-14
Never, did not	2%	0%	-2

4. Coaching. Uses coaching skills and techniques to improve participant products and deepen engagement.

	Pre-event	Post event	% Change
Usually, mostly, somewhat, occasionally	52%	55%	+3
Consistently, expertly, masterfully	24%	39%	+15
Rarely, weakly, minimally	21%	6%	-15
Never, did not	3%	0%	-3

5. Supports innovative thinking: Interjects concepts and activities that encourage participants to develop new approaches and expand audiences.

	Pre-event	Post event	% Change
Usually, mostly, somewhat, occasionally	57%	52%	-5
Consistently, expertly, masterfully	19%	39%	+20
Rarely, weakly, minimally	19%	9%	-10
Never, did not	5%	0%	-5

6. Facilitator challenges. Enacts practical solutions to conflict, tensions, participants violating boundaries.

	Pre-event	Post event	% Change
Usually, mostly, somewhat, occasionally	48%	73%	+25
Consistently, expertly, masterfully	17%	27%	+10
Rarely, weakly, minimally	28%	0%	-28
Never, did not	7%	0%	-7

7. Flexibility and Adaptability. Able to calmly adapt agenda to meet participant needs and address unexpected changes [environment, timing, catering, ...]

	Pre-event	Post event	% Change
Usually, mostly, somewhat, occasionally	50%	61%	+11
Consistently, expertly, masterfully	43%	39%	-4
Rarely, weakly, minimally	7%	0%	-7



8. Respectful Interactions. Listens and communicates in a respectful, supportive manner

	Pre-event	Post event	% Change
Usually, mostly, somewhat, occasionally	50%	76%	+26
Consistently, expertly, masterfully	48%	21%	-27
Rarely, weakly, minimally	2%	3%	+1

9. Helps others to listen and communicate in a respectful and supportive manner

	Pre-event	Post event	% Change
Usually, mostly, somewhat, occasionally	69%	55%	-14
Consistently, expertly, masterfully	19%	39%	+20
Rarely, weakly, minimally	17%	6%	-11

10. Fosters Inclusivity (Diversity, Equity, and Inclusion). Consistently models and encourages inclusive attitudes, language and appreciation for diversity.

	Pre-event	Post event	% Change
Usually, mostly, somewhat, occasionally	57%	52%	-5
Consistently, expertly, masterfully	29%	48%	+19
Rarely, weakly, minimally	14%	0%	-14



11. Receiving Feedback. Open to applying feedback. Can explain how it will be used.

	Pre-event	Post event	% Change
Usually, mostly, somewhat, occasionally	55%	58%	+3
Consistently, expertly, masterfully	33%	42%	+9
Rarely, weakly, minimally	12%	0%	-12

12. Providing Feedback: Respectfully uses "I" statements that focus on successful outcomes.

	Pre-event	Post event	% Change
Usually, mostly, somewhat, occasionally	48%	48%	0
Consistently, expertly, masterfully	26%	45%	+19
Rarely, weakly, minimally	21%	6%	-15
Never, did not	5%	0%	-5

Event Evaluation Summary²

I will recommend the Impact Collaborative Innovation Facilitator Training event to others.

- 94% said yes

I will serve as an ambassador of the Impact Collaborative in my home institution/state and/or local community.

- 94% said yes

I can facilitate all or portions of the IC Innovation Kit process.

- 97% said yes

I will contribute to the network of Impact Collaborative Innovation facilitators by offering skills, knowledge, and expertise.

- 100% said yes



² In the January 2019 Impact Collaborative Training & Development Event Evaluation instrument with 35 of 41 (85%) responding.

Were you satisfied with the following pre- event activities in terms of your preparation?

Introduction to Extension 3.0 video	86% satisfied
Impact Collaborative Story video	86% satisfied
Change Formula and Tipping Points video	77% satisfied
Change or Die article	74% satisfied
Design Thinking for Every Endeavor video	71% satisfied
Purpose + Passion = Innovation video	77% satisfied
ECOP Innovation Task Force Report	73% satisfied
Your Role In Innovation Depends On Where You Sit article	74% satisfied



I am available to be a facilitator/coach/key informant/helper (as designated) for the following 2019 events (check all that apply):

- 25% available for the IC Summit-October 14-18
- 25% available for state event (not my own, TBD)
- 21% available for the Facilitator Training Design Team (TBD)
- 21% available for the Impact Collaborative Summit-April 29-May 2, 2019
- 8% unable to attend either event

Which aspects of the Impact Collaborative Innovation Facilitator Training event did you find most helpful?

Content

- Content was good
- The zen statement process, the pop up poster portion, the 3 min presentations, the idea portion and measuring.
- Doblin 10 types canvas
- Poster session
- The process. While the training stated the process is not necessarily linear, it was presented as such and I appreciate that.
- Going through the process and I really enjoyed the poster session. I think that is where I learned the most about each project.
- Ideate
- The scenario worked very well for me, as it is a real and applicable proposition.
- Canvas, provided clear map of the elements and helped us see how it all fit together
- The vetting your idea and asking questions on the idea.

Activities

- Taking ideas, fleshing them out collaboratively with/thru a team, and developing a solid/workable plan.
- The opportunity to practice and debrief each activity.
- The think tank aspect.
- Networking and discussion
- The coaching helped with a lot of issues or questions.
- The content and processes are there and pretty solid. The network of people and seeing how people are using it. Annie and Jason were really good.
- Interaction and discussion
- Coaching other teams
- Practicing, observing and debriefing application of learning activities.
- The action activities
- Hands on practice- PLAN activity
- The work in groups especially the why zen statement and canvas. Also the feedback from the judges and listening to other pitch statements.
- The interactive components and the ability to serve in coaching roles. We were able to become immersed in the action!
- Discussions about how to facilitate and coach. Opportunities to practice coaching, and opportunities to interact with other teams- level 4 &5.
- coaching/facilitator skills

Insights

- Going through the steps a second time
- The actual insights into facilitation offered by Jason, Molly, and Annie
- Details behind delivering and outcomes of each section
- Experiencing how teams work through the process and to zoom out to facilitator tips/tricks/outcomes. Interaction with other states to understand context. Seeing some common themes in the pitches innovation ideas - suggests these are clear priorities for Extension everywhere

Other

- Meeting and learning from staff members
- Meeting new folks and gaining new skills.
- Learning from other states—and engaging with the team



Which aspects of the Impact Collaborative Innovation Facilitator Training event did you find most challenging?

Content

- The somewhat abstract scenario was difficult to work with and made some activities difficult or frustrating.
- Creating a meaningful program for a made up scenario
- Going through the process with a project I was not passionate about. It was hard getting enthusiastic about a needs assessment. In hindsight, I think it the idea process should have a measurement for passion.
- Using a more abstract or big picture idea as the prompt for the process

- Sometimes clarity in what we were supposed to be doing, when our roles were participant vs facilitator, and the scenario that didn't provide enough buy in from groups to feel real
- Not using real life situations that I am passionate about. It still worked but would be better if I would have been with my peers.
- Ideate
- Scenario, was way too broad and abstract, couldn't connect easily to my own context and needs
- Having team work on a giant big picture issue that they didn't have time to think about in advance.
- I also struggled with the broad topic based on your prompt. It was difficult finding the right path forward when it wasn't a project that I might have the ability to impact.

Activities

- Rapid pace in moving from one process to the next.
- Being a coach.
- Some of the activities needed a little more explanation.
- Some areas for project work were not fully clear when initially given
- Presentation and voting for teams
- Pitch development.
- Sometimes too much time and others not enough
- Working swiftly on the various components of the kit
- Time
- Applying the process to an abstract thought
- As random coaches I didn't feel I had any training on what our roles were so I wasn't as effective as I could have been.
- Limited time to experience the process. Will need more clarification on parts we skipped over. Serving as a coach on the spot was tricky and not sure it was as impactful. Would like to see more emphasis on the impact measurement that we are all struggling with.

Insights

- The big picture problem to solve at first seemed daunting but became easier as the days went on.
- This is perhaps more a reflection on me than the training, but I like to "reverse engineer" things; that is - I would have liked to have seen an example at the beginning of where could have ended up (knowing full well that the very nature of this program means there is no real way of knowing where we will end up).

- This *this* was my greatest "challenge" is a testament to just how well developed a training this has been.
- The delivery was confusing, especially with settings up why we are here and what we can do with this afternoon the training at the very beginning.
- It was unclear when we were just experiencing the curriculum as a participant and when we were supposed to be learning how to facilitate it.
- The pitch and discerning from the process and trying to come up with a product. Don't feel it's fair to reward products when we are learning the process.
- The participation in the process overwhelmed the insights into facilitation of the process. There was not enough emphasize on the facilitation task, how to make it work better, what pitfalls could happen at this step, etc.
- Everything had a good flow.
- Completely thinking through some of the concepts of the skill building kit. However, with more time and practice, these uncertainties could be alleviated.
- The time constraints and not working on a serious topic. I wish our state team all sat on the same table we might have been able to make something we can work on.
- investing in the hypothetical - it was ok as an exercise to reacquaint me with the kickbox process - but not so helpful to have better insight into coaching/facilitating

Other

- Not because I wouldn't have used it but if you ask us to bring a laptop please find a meaningful way to use it as part of our training
- Sometimes too much low-key talking/presenting, or reviews or resources or initiatives that could have been shared electronically.
- Also the lack of non-pork/fish/ vegetarian options and the lack of seltzer water



For future Impact Collaborative Innovation Facilitator Training events, what should facilitators or coaches START doing?

Content

- Facilitation tips are always good
- Focus on training and equipping the facilitator
- Include more guidance/training on facilitation basics
- Anne was great. Start explaining more about how participants can facilitate the section of the process from the beginning. Start explaining on the first day the people you sit with are your team for the whole training. Start having participants practice with facilitating sections
- More regarding intent and approach to the training experience.
- Continue to engage—and share stories
- Start with end in mind- examples of what facilitators have gone on to do at their states and the impact
- Participants buy into the activities and process pretty quickly but always seem frustrated when they haven't bought into the scenario. What about giving the scenario in advance and giving trainees the option to connect and propose issues within the scenario and form teams before arriving at training. It would take more logistical planning, but might be a more satisfying experience for some. If it's not possible, I'd say the way it was done with this training (providing the scenario up front, making it an issue for which eXtension could support ideas, and offering support as a prize is a good second best).
- Set up with evolution of the process - up to now - and know it will be different "tomorrow " in order to demonstrate innovation in action and dispel confusion
- Provide opportunity for role playing/practicing facilitating aspects of the IC process. More than coaching at tables. I'll add that they coaching we did was particularly challenging because of stepping into teams who were already deep in their process, and only having a few minutes to get up to speed.

Facilitation/Coaching Activities

- More report back from tables
- Before asking participants questions create short buzz groups so they can think through the question
- Spend more time modeling coaching themselves being positive
- Move from table to table as soon as directions are given to the group to more effectively orient the teams.
- Coaching tables at exercises

- Communicate with teams more during group work....check in
- Preparing materials and repeat the questions or tasks to clarify. Have another person read before presentation or workshop.
- Continue connecting with the participants right away and during lunch, join a different table daily to encourage conversation.
- Moving around the room was extremely helpful, and engaged the room from physically different perspectives.
- Start going to each table after giving instructions to make sure each group understands the parameters of activity

Insights

- More facilitation from Annie or Jason, more clarity on HOW to facilitate, make sure people experience a summit, designathon, or individual experience using the process BEFORE they can attend the facilitator training. That context as a true participant is so important. Find ways to mix us up more. I sat down on day one not knowing this would be where I sat for the next 3 days.
- I don't know how this could be done, but get us out of the room, get some fresh air in our lungs, stretch and move around.

Pre-work

- Working with extension leaders who sent us to define their vision and support
- Doing more pre-work . I am a visual learner so the more videos the better.
- encourage teams to enroll, present a more specific hypothetical, i.e. dwindling enrollment in a historically successful program.
- I think there could be even more of a flipped classroom model. Instead of just sending out looks, it would be nice to have some sort of question or prompt either before or after the video/article to give you feedback and help us know what you're objective were. I know it's difficult to have participants work on something they care about, but I think you could have participants send in ideas about three ways they think Extension could be more innovative and then possibly break into the teams and have people chose their first and second options. Once they are put into groups then you can send them their teammates contact info as well as the issue they are working on so that we could be a little more prepared

For future Impact Collaborative Innovation Facilitator Training events, what should the facilitators or coaches STOP doing?

Content

- I feel as though there were too many stories from participants. I understand this is an opportunity for us to get know each other/relate to each other, but I feel we spent too much time hearing stories we have all been thru.
- I would have valued spending that time sharing personal stories ("Can someone share a time when ____?") walking around, having mini-group walk and talks. Perhaps having those personal stories shared while walking.
- The pitches instead have participants practice elements of the process in from of others
- Innovation matrix after our pitch- I think we will all rate our ideas as overly innovative
- Listing off resources or initiatives. If it's a list, share it in a document, with links.
- Stop only designating a half hour for writing a pitch, or let us get to it first thing, some couldnt concentrate on the feedback discussion after being interrupted from pitch discussion
- Personally I don't think we need to celebrate getting our certificates. It's sort of the 4-H thing of everyone getting a ribbon.
- Making a competition out of the pitch.
- Shorter lunches.....

Facilitation/Coaching Activities

- Doing nothing
- Many times, discussion from the front continues when the group is trying to understand the directions.
- Focusing on leading the group through the process, expecting them to glean facilitation techniques and insights as it progresses.
- Too much talking at the audience
- sometimes the coaches personal experiences could be shorter

Pre-work

- Stop trying to have participants use scenarios and instead go to a summit or design-a-thon before coming to the training or do a one day pre-training to give them a taste of participating so the training can be focused on how to facilitate it

Insights

- Not everyone can/should facilitate. Also not as much emphasis on selling eXtension to us throughout all three days.
- I think the training was excellent
- This eval is too long to complete right now. Will complete the 4 question version after getting home. Not sure the afternoon activities were structured responsively today- folks freaked out about TSA and the closing maybe didn't need the celebration aspect with sticky notes and songs/dancing. I like it but noticed anxiety



How do you plan on implementing what you have learned back in your state?

- We have a team and I will be more active on this team. We are planning our event already.
- First talk with Ivory and move from there.
- Sharing with my colleagues within my department/local community partners not only the lessons learned, but also take the model presented and work with/thru these people to bring about impactful change.
- Discuss feasibility of holding a local event. Get permissions.
- Work with the other IC facilitator to come up with an implementation plan.
- Support teams from design-a-thon
- Many ways.. multiple programs can benefit from this.
- Working on an event in our state to bring together our 1862 and 1890
- With my own program and the state level with colleagues.
- Will work with Ryan to establish an innovation training and program in our state.
- ???
- Use it in my leadership class and apply it to my work I. Appreciative inquiry and the community capitals framework

- Using it pun programming, working with other trained facilitators to offer innovation training and guidance to peers
- Local, regional, state
- Working with my leadership team to select the best approach
- I will meet with our administrators to get a commitment from them. Then I will form a design team to identify potential areas in need of innovation.
- We will use this approach with our programming issue teams, new employee orientation, supervisor training and Extension 2025 strategic priorities teams.
- I will include my co-workers in this innovation design process.
- Start with innovation team and ELT
- I will implement within the Extension program before approaching and collaborate with the school/college and the university office of outreach and engagement
- Sharing first with the administration—and with the department chairs within the school
- Have a training at the annual conference or a separate training.
- Will implement the process at some level, small or large
- The plans are still in the planning phase. Maybe considering how this can assist with program development teams
- Starting in with some existing projects!
- I am going to create an event with the Rutgers team. We are scheduling a meeting with our director and I will also prepare a proposal for NEAFCS
- I am hoping to connect this with our next round of strategic planning to help educators imagine how the next five years can be more innovative than the past five
- Hoping to get California to pilot your online component. Also hoping to work with Lisa from Nevada and eXtension and folks at UC ANR to develop a bottom up path that leads to innovative idea.
- We have scheduled a meeting with the director of Extension at Rutgers to debrief and plan for a Rutgers event
- I'll confer with the other 3 who have gone through the process and look at possible opportunities.
- Not sure - will debriefing leadership team on Wed 1/23 and then meeting with others to decide how to proceed
- Report back with recommendation for building the process into what is already going on around strategic planning and DEI work.

How prepared do you feel to lead a state Innovation Skill Building experience in collaboration with eXtension?

Very prepared

- Bring it on.
- Very prepared.
- Very
- Very but mostly because I already do a lot of this type of work.
- Pretty good
- Confident
- Well prepared!
- Pretty much.
- Very prepared!
- I am confident that I could help co-lead a skill building event at Rutgers
- Most of the materials are parts of other facilitation tools I've had so it was fairly easy to adapt once I knew what the process and expectations were. So, I feel pretty confident.

Prepared

- Mostly prepared. This is my second event and I plan to debrief and further ingest the concepts involved in the 6 steps/modules.
- Moderately well prepared
- Yes mostly
- Pretty prepared.
- I feel as if I would be willing to try after a little more practice.
- Good
- Prepared as I have had high level leadership training before.
- I think with a little support from eXtension we can make it happen.

Somewhat prepared

- Fairly prepared. Very glad this was my 2nd experience with the process. Not sure I would feel prepared if this was my first experience.
- Fairly well prepared. I would want to study the resources more.
- Somewhat prepared
- I feel fairly prepared
- I feel ok. With some more personal prep I'll be okay. And with help from the larger team.

- Somewhat prepared
- This is new to me. I'm not completely comfortable at the moment leading one. I can assist in scheduling and prep
- Moderately
- Some polishing needs to happen but I feel comfortable
- Half prepared. Need to review everything and hear more examples.
- Somewhat - I have a lot of facilitation experience so would be able to lead through a process. My biggest limitation is only one year of Extension experience

Not prepared

- Not very prepared but with more practice I hope to be.
- Not very.
- Still feeling tentative
- I feel I could help support or coach, but am not prepared to facilitate.

What do you need to move forward with sharing and facilitating the Innovation Skill Building experience?

Time

- More time to process
- more time to discuss with the other Rutgers attendees

Practice

- Just getting home to take first steps
- I need to re read the materials and to look at the videos (the event videos included) with fresh and more informed eyes.
- More opportunity to practice.
- More practice at facilitating- perhaps in an online or virtual setting of facilitator training.
- More exposure or practice

Support

- Opportunity!
- Buy-in, endorsement from Extension Director
- A team.
- A team

- Just time and admin support.
- Support
- Cooperation from staff & administration
- A bit more experience.
- We might need Chris and Beverly to help us discuss goals with our extension director when he's ready to talk

Additional Content

- The evolving toolbox of activities, etc. will be helpful!
- Please share all the videos/materials from Flying Squirrels if you haven't already, that was a specific example that is closer to our everyday context
- A better understanding of the logical progression/expectations from here
- How do the summits, state events and other trainings/opportunities flow from one to the next?



Do you have any additional thoughts, comments, or feedback you would like to share?

- Great job eXtension Team
- Keep up the good work!!
- Great concepts
- Thank you
- This is such a valuable process. I really want it to keep getting better and better and attracting the best and brightest in Extension.
- Thank you! It was my first time at something like this and I am not usually a fan of planning. Or process. I'm more of a jump in and do it and figure things out along the way. But this process was helpful and I can see how going through it with my own programs will be useful. Thank you for giving me the opportunity to be here.

- Provide a different space to eat in from where we work. It was hard to sit with other people because our stuff was everywhere which also meant it was difficult to network because we worked just with our team for 3 days. I apologize if any of this comes off as super critical. It's not intended. Just think this could be elevated from good to a really great training with some modifications!
- For a next time more focus on the facilitator thinking and prep. I found it difficult to focus deeply on the project while thinking through what I would be doing at a facilitator
- Thank you
- Valuable time
- Great experience—I thoroughly enjoyed everything—great training
- I felt it was very interactive.
- Long survey!
- Please have healthier options especially consider high protein foods for vegetarians and pescatarians
- Thanks :-)
- I really enjoyed it! Thank you for all of your tireless work and flexibility to constantly improve and respond to feedback.
- an evening event would be a nice addition
- I don't know what it would mean exactly to serve as an ambassador, so I selected "no".
- I feel that I came away mostly with an understanding of the IC process, rather than the skills to facilitate it.
- I can't answer whether I would be able to participate in the upcoming events at this time.



Team Outputs

The Facilitator Training included many opportunities for the participants to work and learn together in small teams so that they could experience the Innovation Skill Building Experience as well as learn how to coach and facilitate events in their own educational programming and state events. The teams created their own Why, Zen, Canvas and Pitches using the following scenario:

"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."

- ECOP's *Extension Innovation Taskforce Summary Report*

<http://bit.ly/ECOPInnovationReport>

As our world changes, Extension needs to change along with it, utilizing new ways of learning, new technology, new teaching methods, and new ways to educate.

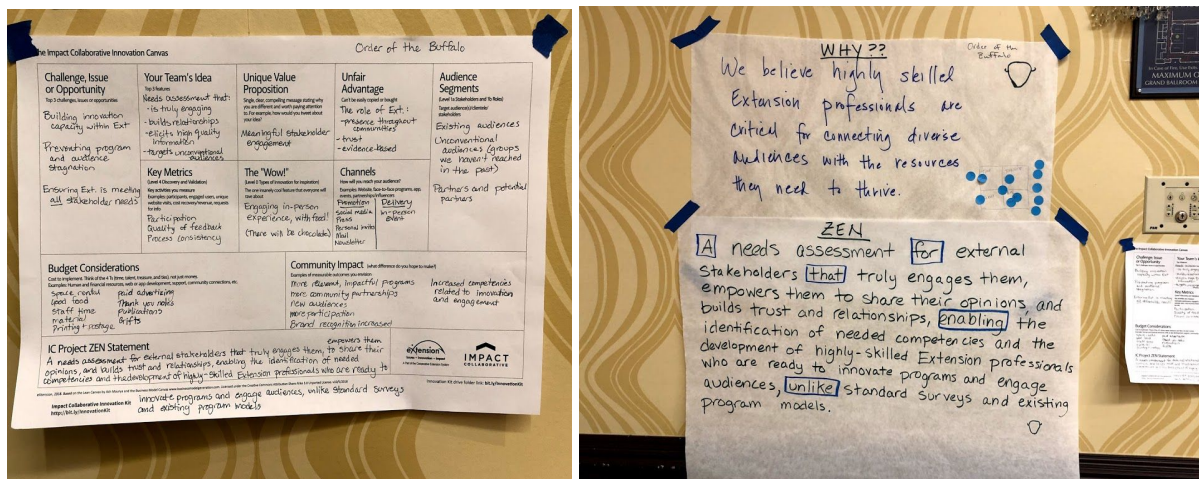
Your team has been brought together to develop a strategy for Cooperative Extension professionals to develop their competencies for innovation and engagement.

Following are the team outputs that they created using the scenario as their starting point.

Team One-Order of the Buffalo

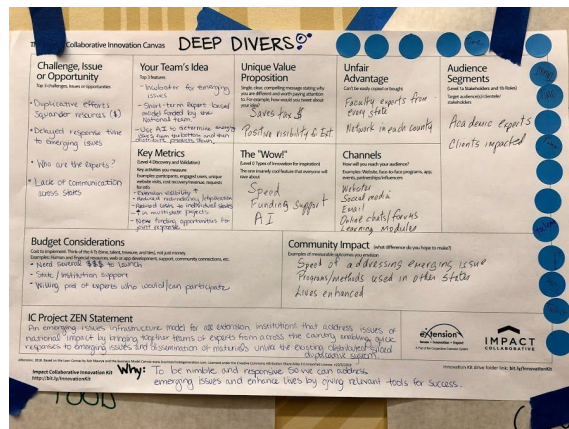
- Michele Bakacs, Rutgers University
- Elizabeth Gregory North, Mississippi State University
- Ashley Kent, Montana State University
- Alison Nihart, University of Vermont Extension
- Hannah Swanbom, University of Wyoming

A needs assessment for external stakeholders that truly engages them, empowers them to share their opinions, and builds trust and relationships, enabling the identification of needed competencies and the development of highly-skilled Extension professionals who are ready to innovate programs and engage audiences, unlike standard surveys and existing program models.



Team Two-Deep Divers (Pitch "winner": potential for eFieldbook/Fellow)

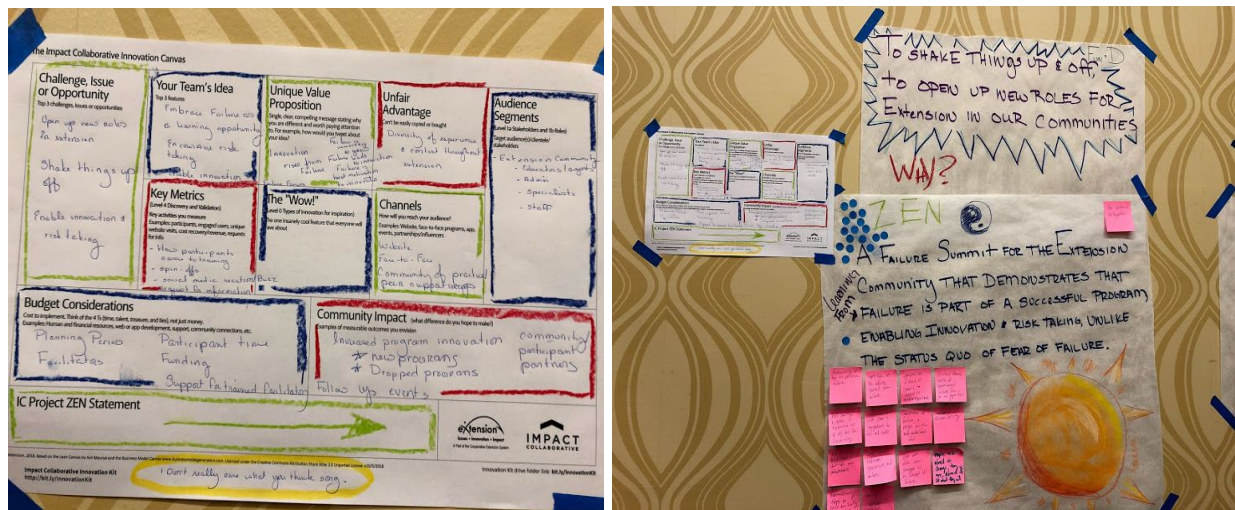
- Jennifer Caron-Sale, University of California
- Mark Platten, Colorado State University
- Francine Sulinski, University of Maine, Cooperative Extension
- Stacy Wang, North Dakota State University
- Beth Welbes, University of Illinois



Team Three-FUND Innovators (Pitch "winner": potential for inclusion in the Impact Collaborative Summit)

- Kittrane Sanders, North Carolina A&T State University
- Talaysha Lingham, Delaware State University
- Karin Bump, Cornell University
- Danielle Hautaniemi, Cornell University
- Joy Hazell, University of Florida

A Failure Summit for the Extension community that demonstrates that failure is part of a successful program enabling innovation and risk-taking unlike the status quo of fear of failure.



Team Four-Creative Collaborative Cornerstone (Pitch "winner": potential for Engage and Empower Online)

- Craig Dart, Utah State University
- Sara Elnakib, Rutgers University
- Matthew Newman, Rutgers University
- John Porter, University of Nebraska, Lincoln
- Lisa K. Taylor, University of Nevada, Reno

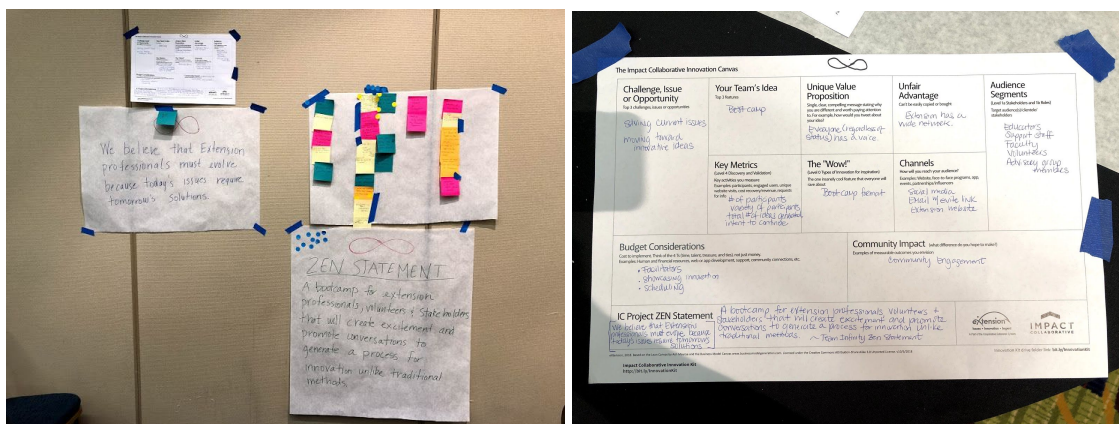
A nationwide self-proclaimed program for Extension professionals that cultivate cultural change and innovation enabling knowledge and skill building through learning modules, mentorship and learning circles unlike current localized professional development offerings.



Team Five-Team Infinity

- Amy Davidson, University of Vermont Extension
- Eugenia Gwynn, North Carolina A&T State University
- Kurt Mantonya, University of Nebraska, Lincoln
- Jennifer Oppenlander, Oregon State University
- Shannon Wiley, North Carolina A&T State University

A bootcamp for Extension professionals, volunteers and stakeholders that will create excitement and promote conversations to generate a process unlike traditional methods.



Team Six-S.A.N.E. Innovators

- Edwin Duke, Florida A&M University
- Alda Norris, University of Alaska, Fairbanks
- Nancy Shelstad, University of Idaho
- Suzanne Street, University of Maryland, Eastern Shore

A process to develop team supported proposals of innovative programs for extension personnel that puts their project in front of university stakeholders enabling support and further development of the program, unlike traditional program planning that maintains status quo

The Impact Collaborative Innovation Canvas

S.A.N.E. INNOVATORS

Challenge, Issue or Opportunity Top 10 challenges, issues or opportunities - TO MOTIVATE A PARADIGM SHIFT - TO BUILD INNOVATION CAPACITY - TO STAY RELEVANT & ACCESSIBLE TO 21 ST CENTURY COMMUNITIES	Your Team's Idea Top 10 ideas - BUILD INNOVATION TEAMS - DEVELOP PROJECT PROPOSAL PROCESS - ENGAGE UNIVERSITY STAKE HOLDERS Key Metrics (Level: Observed and Validated) Key metrics you measure Examples: Number of projects, number of users, unique website hits, cost recovery/venue, requests for info - INNOVATION MATRIX	Unique Value Proposition Single clear, compelling message stating why your offering is different and worth using/gaining Ex: Extension is the only way to reach rural communities "NOT THE EXTENSION YOU USED TO KNOW!" The "Wow!" Smart? Sexy? Different? To be expected? The one uniquely cool feature that everyone will love about - ALLIGATOR CROSS - - "GROWING" TEAMS - - "BE CREATIVE!"	Unfair Advantage Can no one else copy it or buy it? EXTENSION IS ALREADY HERE! Channels How will you reach your audience? Examples: Website, face-to-face programs, app, events, partnerships, etc. - COMBINATION OF "WAYS" - - "GO FISHING"	Audience Segments Small, well-defined and reachable Large, undifferentiated Broad, generic - EXTENSION PERSONNEL - UNIVERSITY FACULTY - EXTENSION DEPT.
Budget Considerations Costs of operation: What if it fails? Expenses: salaries, equipment, and facilities not yet met Examples: Human capital, physical resources, web, social media development, support, community connections, etc. INITIAL INVESTMENT OF \$20K (50% BY 4 PARTNERS) FOR TRAVEL AND TIME EXPENSES TO INNOVATION TEAMS AND WORKING AND INNOVATIVE WORK PROPOSALS		Community Impact (What difference do you hope to make?) Examples: Increased economic activity - NEW GROUPS REACHED - - PROGRAMMING LOOKS DIFFERENT - - MORE FIRST-TIME PARTICIPANTS -		
IC Project ZEN Statement A PROCESS TO DEVELOP TEAM SUPPORTED PROPOSALS OF INNOVATIVE PROGRAMS FOR EXTENSION PERSONNEL THAT PUTS THEIR PROJECT IN FRONT OF UNIVERSITY STAKEHOLDERS, ENABLING SUPPORT AND FURTHER DEVELOPMENT OF THE PROGRAM, UNLIKE TRADITIONAL PROGRAM PLANNING THAT MAINTAINS STATUS QUO				

Impact Collaborative Innovation Kit
http://bit.ly/ImpactCollabKit

SANE. INNOVATORS -

TO FACILITATE A PARADIGM SHIFT THAT BUILDS INNOVATION CAPACITY IN EXTENSION, MAKING IT RELEVANT & ACCESSIBLE TO 21ST CENTURY COMMUNITIES.

Team Seven-The MIND

- Jean Fischer, University of Nebraska, Lincoln
- Maifan Silitonga, University of Maryland, Eastern Shore
- Jennifer Volk, University of Delaware
- Ryan Wynkoop, Purdue University
- Jan Zientek, Rutgers University

A community engagement training program for Extension professionals that builds competencies in innovation and engagement enabling them to be better address community needs unlike current university training programs.

Impact Collaborative Innovation Canvas **== MIND ==**

Challenge, Issue or Opportunity What is the problem, issue or opportunity? What is the impact, scope or opportunity? What is the time & resource?	Your Team's Idea What is the idea? What is the impact, scope or opportunity? What is the time & resource?	Unique Value Proposition What is the unique value? What is the impact, scope or opportunity? What is the time & resource?	Unfair Advantage What is the unfair advantage? What is the impact, scope or opportunity? What is the time & resource?	Audience Segments What is the audience? What is the impact, scope or opportunity? What is the time & resource?
Budget Considerations What is the budget? What is the impact, scope or opportunity? What is the time & resource?	Community Impact What is the community impact? What is the impact, scope or opportunity? What is the time & resource?	IC Project ZEN Statement A community engagement training program for Extension Professionals that builds competencies in innovation & empowerment building teams to better address community identified needs using current university training programs.		

and trusted

The MIND

To be relevant collaborators that address community defined needs and improve its vitality.

Team Eight-The Mighty Innovators

- Kristi Farner, University of Georgia
- Sam McCollum, Purdue University
- Rochelle Sapp, University of Georgia
- Dave Varner, University of Nebraska, Lincoln

A team design thinking experience for Extension professionals and learners that build capacity and empowerment enabling co-creation of innovative solutions to solve wicked challenges unlike traditional Extension approaches to addressing problems.

The Impact Collaborative Innovation Canvas **The Mighty Innovators**

Challenge, Issue or Opportunity What is the problem, issue or opportunity? What is the impact, scope or opportunity? What is the time & resource?	Your Team's Idea What is the idea? What is the impact, scope or opportunity? What is the time & resource?	Unique Value Proposition What is the unique value? What is the impact, scope or opportunity? What is the time & resource?	Unfair Advantage What is the unfair advantage? What is the impact, scope or opportunity? What is the time & resource?	Audience Segments What is the audience? What is the impact, scope or opportunity? What is the time & resource?
Budget Considerations What is the budget? What is the impact, scope or opportunity? What is the time & resource?	Community Impact What is the community impact? What is the impact, scope or opportunity? What is the time & resource?	IC Project ZEN Statement A team design thinking experience for Extension professionals and learners that build capacity and empowerment building co-creation of innovative solutions to solve wicked challenges unlike traditional Extension approaches to addressing problems.		

We believe in building capacity and empowering Extension professionals to actively engage learners in co-creating innovative solutions to solve wicked challenges.



the mighty innovators

Team Nine-The 3 Picos

- Monica Esquivel, University of Hawaii, Manoa
- Gerald Jones, Alcorn State University
- Donna Schwarting, University of Idaho

An innovation celebration for Extension audiences that showcases and highlights breakthrough projects enabling a cultural shift and encouraging a change in focus unlike conventional methods for reporting project impact.

Impact Collaborative Innovation Canvas **3 Picos**

Challenge, Issue or Opportunity Top 3 challenges, issues or opportunities Status quo is accepted Fear of failure Innovation is needed for Extension to thrive Needs from extension are dynamic - need to be trained to give educationally responsive solution Budget Considerations Cost to implement, think of the 4 T's (time, talent, treasure, and ties), not just money. Examples: Human and financial resources, web or app development, support, community connections, etc. Time - people to take photos & video - editing, creating posts \$ for an innovation award? IT/communications support IC Project ZEN Statement	Your Team's Idea Top 3 features • Share success to celebrate • Virtual & face to face outreach • Dissemination through multiple platforms - leverage social media Key Metrics Level 4 (Discovery and Validation) Key activities you measure Examples: participant, engaged users, unique website visits, cost recovery (revenue, requests for info) - Views, hits - Follow-up draws - # innovative programs & nominations	Unique Value Proposition Single, clear, compelling message stating why you are different and worth paying attention to. For example, how would you tweet about your idea? Pioneering approach to changing culture around innovation. The "Wow!" Level 2 (Types of innovation for inspiration) The one insanely cool feature that everyone will rave about → Design + aggressive delivery - Spinning - Short, concise, informative, fun way to report	Unfair Advantage Can't be easily copied or bought - Extension is present in all counties, state, national - leveraging existing network Channels How will you reach your audience? Examples: Website, face-to-face programs, app, events, partnerships/influencers websites newsletters events YouTube	Audience Segments (Level 3a Stakeholders and 3b Roles) Target audience(s) (clientele/stakeholders) - Extension personnel - University & leadership - State holders - Potential "customers" & students - State legislators - PR people - tourism, etc.
Community Impact (what difference do you hope to make?) Examples of measurable outcomes you envision: - Changing culture - Model for other C.B.O. to innovate - Funding generation			 	

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 Impact Collaborative Innovation Kit
<http://bit.ly/impactcollabkit>
 Innovation Kit drive folder link: bit.ly/innovationkit

We believe that extension will have a positive, Sustainable impact on families & communities if they have the Resources to adapt to the changing needs of stakeholders.

An innovation celebration ~~for~~ extension audiences that showcases & highlights breakthrough projects enabling a cultural shift and encouraging a change in focus unlike conventional methods for reporting project impact.

Conclusion

Overall, the January 2019 Facilitator Training was a valuable learning experience for participants. Evaluative comments indicated many areas of strength and some areas for improvement that will be used to improve the training experience for our March 2019 cohort of facilitators. The process of conducting the evaluation also provided valuable insights to eXtension for improving the evaluation instrument itself. In future evaluations, eXtension would like to gather more targeted information around facilitator competencies and preparedness for particular aspects of innovation and design thinking. Additionally, eXtension will incorporate an evaluation specifically for co-facilitators who are conducting the facilitator trainings so that we can gauge their experience and gather their suggestions for improvement. eXtension strives for continuous improvement of participant and member experiences, stay tuned!