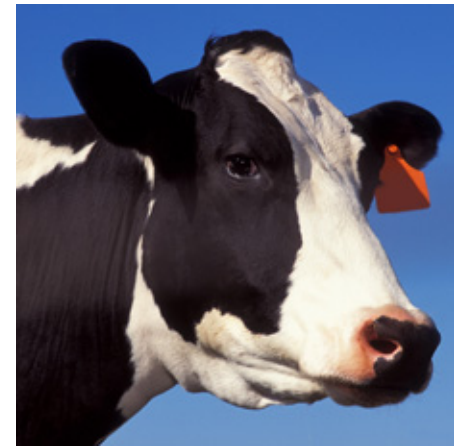
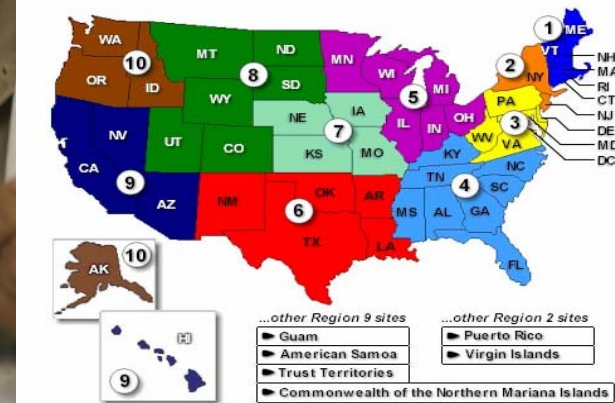




The Challenges of Collaboration and Integration



Grantsmanship
Workshop



Lessons Learned

State and Federal Lessons Learned & Examples



CSREES
INTEGRATED
PROGRAMS

Lessons Learned

“The primary objective must be the collective performance, rather than the elusive notion of merely working together better.”

Katzenbach and Smith. The Wisdom of Teams

Lessons Learned

Katzenbach's Three Litmus Tests (for Real Teams):

- Clear collective work products dependent on the joint application of multi-person skills.
- Shifting leadership roles to be filled by different people at different stages of the effort.
- Mutual (as well as individual) accountability for the group's overall results.

Katzenbach, Teams at the Top

The Forces of Change

Catalysts at the federal, state and local levels.

- ▶ **Institutional regionalization**
- ▶ **Ecological regionalization**
- ▶ **Recognition of systems complexity and a need for strategic “systems thinking.**
- ▶ **Calls for greater accountability (budgets & performance).**
- ▶ **Competition versus collaboration.**
- ▶ **Decentralization, downsizing and privatization.**
- ▶ **Changes of leadership.**



The Essence of Collaboration

"Individual commitment to a group effort, that is what makes a team work, a company work, a society work, a civilization work."

Vince Lombardi

A close-up photograph of a person's face, looking down with their hand resting on their chin, suggesting deep thought or contemplation. The image is partially obscured by a dark blue banner at the top.

The Essence of Integration

“Research, extension and education components must complement one another and be truly necessary for the ultimate success of the project.”

A Strategic Response



Research

The creation of science-based knowledge

Extension

Dissemination of knowledge for decision-making

Education

Training future generations

A Strategic Response

Research

Basic Science and Empirical Models

Applied Principles

Adaptive Management

Extension

Non-formal instruction

Public Outreach

Demonstration

Public Engagement

Planning and Strategic Thinking

Education

Formal & Semi Formal Instruction

Strong Emphasis on Curriculum

Internship/student research/degrees/certificates

CSREES
INTEGRATED
PROGRAMS

Integrated Project Characteristics

Stakeholder Driven

Problem Focused

Outcome Oriented

USDA- CSREES – Section 406

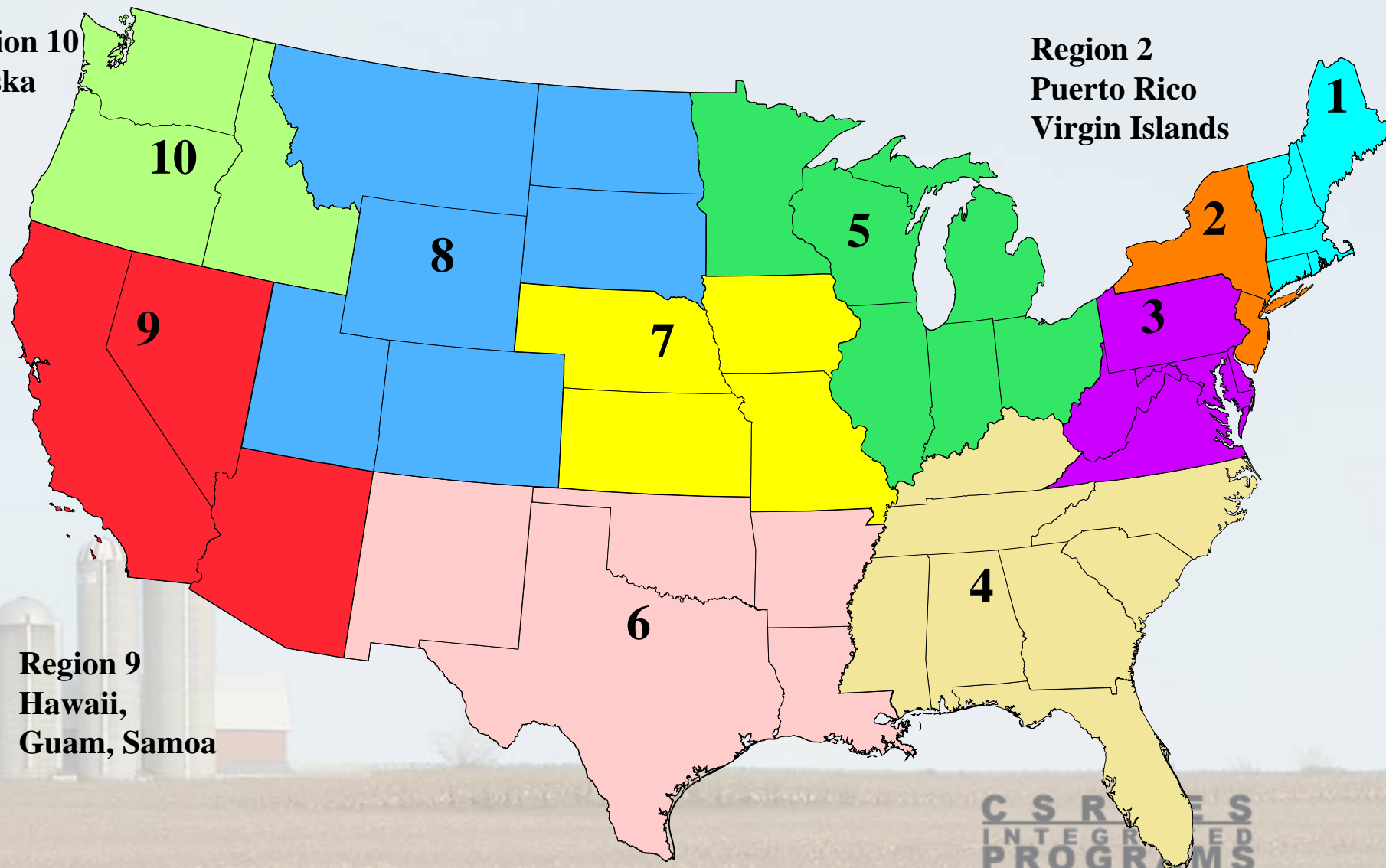




CSREES Regional Water Coordination Projects

Region 10
Alaska

Region 2
Puerto Rico
Virgin Islands



Region 9
Hawaii,
Guam, Samoa



Great Lakes Regional Coordination



CSREES
INTEGRATED
PROGRAMS

Coordination Goals

- Regional coordination of research, education, and extension/outreach efforts
- Cooperation and collaboration across state lines
- Strategic planning on a regional scale
- Build continuing education and professional development programs
- Serve as an entry point for external partners to access Land Grant resources
- All within six priority themes

Stakeholder Driven - Problem Focused - Outcome Oriented

- Regional Water Quality Leadership Team (RWQLT)
- Regional Liaison
- Theme Teams
- Flagship programs
- State, Regional, and Special ad hoc Advisory Groups
- National citizenship (Program evaluation and reporting)

Status

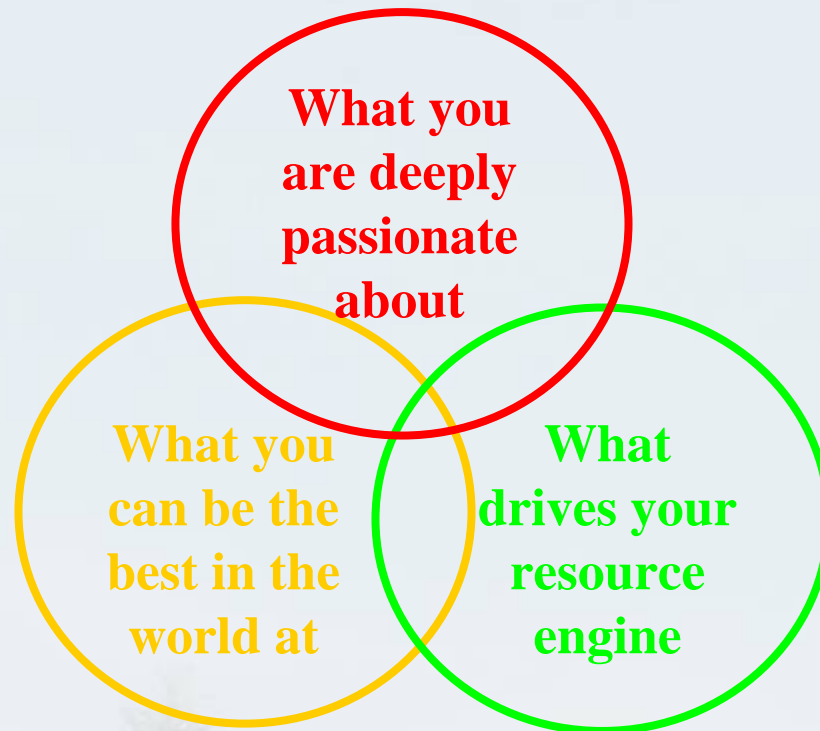
- Six years in operation
- Funding
 - CSREES Regional \$2,340,000 + \$1,200,000
 - Leveraged funding \approx \$20,000,000
 - Bulk of leveraged funds are from internal sources and state environmental agencies (51%)
 - Team alone has brought over \$5 million in NIWQP funding into the region.

Status

- Six Thematic Areas: Programs and projects – 13 ongoing – several more completed during the first four years.
- Top-of-the-fold multi-state project successes
 - Manure haulers
 - Volunteer water quality monitoring
 - Ag 101
 - Social indicators

Tools That Foster Integration

Hedgehog Concept In Action



Tools That Foster Integration

Cooperative Extension

PD&E **Program Development and Evaluation**
University of Wisconsin - Extension

HOME SITEMAP CONTACT SEARCH

Program Development

- [PD Model](#)
- [Logic Model](#)

PD&E Specialty Areas

- [Evaluation](#)
- [Evaluation Reports](#)
- [Program Planning](#)
- [Situational Analysis](#)
- [Priority Setting](#)
- [Teaching & Learning](#)
- [Self Leadership](#)
- [Diversity in Educational Programs](#)

Curriculum/Courses

Special Projects

[UWEX Planning and Results System](#)

LOGIC MODEL

- [Examples of logic models](#)
- [More logic model information >>>](#)

Program Action - Logic Model

Inputs	Outputs	Outcomes - Impact
	Activities Participation	Short Term Medium Term Long Term
What we invest Staff Volunteers Time Money Research base Materials Equipment Technology Partners	What we do Conduct workshops, meetings Deliver services Develop products, curriculum, resources Train Provide counseling Assess Facilitate Partner Work with media	Who we reach Participants Clients Agencies Decision-makers Customers Satisfaction
Situation Needs and assets Symptoms versus problems Stakeholder engagement	Priorities Consider: Mission Vision Values Mandates Resources Local dynamics Collaborators Compellers Intended outcomes	What the short term results are Learning Awareness Knowledge Attitudes Skills Opinions Aspirations Motivations
		What the medium term results are Action Behavior Practice Decision-making Policies Social Action
		What the ultimate impact(s) is Conditions Social Economic Civic Environmental

Assumptions **External Factors**

Evaluation
Focus - Collect Data - Analyze and Interpret - Report

Tools That Foster Integration

Scenario Planning

- Strategic planning method used to make flexible long term plans in the face of uncertainty.
 - Identify the drivers for change/assumptions
 - Prioritize the drivers
 - Write strategies that reflect the “what if” scenarios
 - Identify the issues arising from group discussion of scenarios
- Shared understanding of the factors important to addressing a strategic question (e.g., What actions can we take to maintain resources for multi-state collaboration on water quality issues?)
 - More informed and effective decisions that anticipate future needs

Former Panel Manager Perspectives:

- **Proposal Merit**
 - The manner in which critical questions are addressed.
 - Originality of the work, or building on existing science.
- **Relevance to problem/issue/situation**
 - Does it fit the spirit of a category?
 - Does it address a thematic area?
 - Does it address specific issues or problems?
 - When it calls for integration, are you following the letter AND the spirit?
- **Investigator & Institutional Capacity**
 - Credentials of the personnel.
 - Prior work and contributions.

Accountability

While there is no way of actually measuring the success of this project, we believe it can be successful.

Paraphrased from an Water Outreach Project Proposal

Former Panel Manager Perspectives:

Fatal Flaws

- Clear lack of merit within stated goals of the RFA (such as no Extension Programming).
- No attention to community relevance, impacts, and/or cost-benefit analysis.
- Skirting the proposal preparation standards (such as no signatures).
- Asks for more money than specified in the RFA.
- When it comes down to type-face and margins – you've got big problems!

Success “flies” in The Sum of The Parts

“Wild ducks make a lot of noise, but they also have the sense to benefit from occasionally flying in formation.”

Author: unknown

The Keys to Integrated Project Success

- A sense of common purpose.
- A Flow “among” Research, Extension and Education.
- Partners share accountability and performance measures.
- Address bio-physical and social/human dimensions.
- Role definition of partners.
- Attention to building local capacity to implement programs.
- The institution responds structurally.
- Right people, right place, right time (Chemistry and Luck)

Former Panel Manager Perspectives:

The Basics

- **Read the RFA!**
- Concepts stated in the RFA are important (if it says “integrated” it means integrated).
- Well written proposals get funded.
- Research panels often have a strong orientation toward the physical sciences, but not exclusively. **And, this is changing!**
- Vitas matter.
- How are stakeholders involved in the project, and do the letters of support “demonstrate” real support.
- Make sure your partners are truly on board.
- Proposals are read with a conservative “eye” and between the lines is “out-of-bounds!”
- **Read the RFA!**

Former Panel Manager Perspectives:

The Basics

- **Read the RFA!**
- Project summaries are very important. (Write it first and re-write it last, and check it twice.)
- How does this project define its success:
 - ✓ Is It relevant?
 - ✓ Is it realistic?
 - ✓ Is it connected to the proposal's objectives?
 - ✓ Is it measurable?
- Beware of FAT budgets!
- Call a NPL, get to know them, a little refreshment may help?

