# Working Cross State and Cross Institute

We live at a time of growing populations and increasing needs set against a backdrop of shrinking resources. These opposing trends require us to think innovatively to meet needs.

What Drives Broad Collaboration?

How do we address unmet needs when resources are scarce? In the following sections, we outline three options (already used in different locales). Each can be driven by either

1. **Drive for Efficiencies.** Organizations have sought alternate models in pursuit of efficiency – be it combined action, reductions in duplicative efforts and/or seeking to tap available capacity.

2. **Economic Necessity.** In some cases, reduced budgets have forced people to look for areas of common need that can be met across institutions, borders and/or regions.
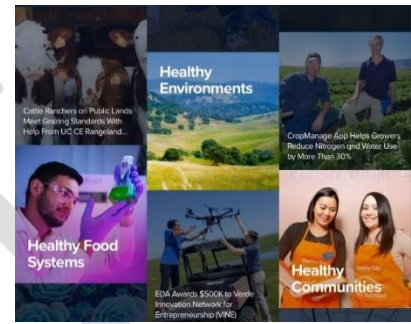
Growing populations, shrinking resources. Factors in opposition that require us to think innovatively to meet needs.

Three Types of Opportunities?

1. Sharing Capacity

In essence this is about sharing resources – be it infrastructure or individual capacities.

Examples

1. Internal UC ANR position sharing.

    a. Combining across units or locations to build positions and expand roles – e.g., Statewide office provides partial support for a county position. This provides full employment for the individual while meeting both local and state needs.

2. UC ANR access capacity based elsewhere

    a. UC ANR tap students (e.g., UC, CSUs or Community Colleges) to assist with work
    b. Community college or other institute Instructors are often very practically focused and some have 9 month appointments. As a result, there may be the opportunity to engage people in their "off" season?

3. Others access UC ANR unused capacity

    a. UC ANR RECs offer venues for practical skills. Following COVID 19, other organizations might not have or might lose their own field facilities.

4. Traditional partnerships with non-traditional partners

    a. Another option is our traditional partnerships where we partner with non-traditional organizations that offer complementary comparative advantages – e.g., perhaps a DEI and urban organization has certain advantages and we co-create projects– working with those already established in city regions.

What's Needed to Succeed?

1. **For Personnel**

   a. Funds and administrative processes and agreements that permit easy and timely recruitment and implementation.
   b. Clarity of roles and expectations.
   c. Expertise must be available when needed.

2. **For Facility Access**

   a. Easy to use protocols and guidelines to support access to facilities and the different ways of working collaboratively.
   b. Clarity of any liabilities and simple processes to handle such.

Potential Barriers

Awareness of the option and simple implementable processes in place.

2. Position Partnering

These relate to complementary partnerships where both organizations have similar mandates or missions but where they also have something the other needs. For example, one might have financial resources but not have the personnel or field presence to generate needed outputs. As such, UCANR with its broad network of partners, locations and links to UC research can provide the working environment for the UC ANR hires to achieve the shared goals of both organizations.

Examples

1. Co-funded positions – e.g., NRCS, Department of Conservation, CDFA, the Table Grape Organization. In each case, the partner organization has financial resources, but do not have the applied research, field presence or support infrastructure needed. UC ANR has these but lacks the financial resources to employ those to do the work.

What's Needed to Succeed?

1. UC ANR and the organization share common goals
2. Efforts complement and don't duplicate existing organizational skills, resources and staffing
3. The benefit to each organization is obvious.
4. Roles and expectations are clear for a win-win
   See more under "Externally Funded Positions" under "Building Support" on the Learning & Development site.

Potential Barriers

Colleagues (all organizations) not supportive of or do not understand the new model

3. Position Sharing

These are where organizations have overlapping mandates or missions and overlapping resources or skill sets. This sharing might be between organizations within a state or across state or regional lines. It means that rather than "everyone" having duplicative capacity and effort in a given theme, they combine to have positions focused in fewer (but still relevant) locations.

Examples

The concept of cross-border and cross-institute collaboration is far from new. It involves pooling resources to support shared positions across an expanded area greater than historically covered (states or regions). e.g.,

1. Washington State, Oregon State and U of Idaho have combined to produce Pacific North West handbooks for pest management.
2. In the Midwest, universities have combined cross state to support work in the areas of Poultry and swine. Michigan State and ....??

What's Needed to Succeed?

1. The expanded areas covered shares similar characteristics such that the research findings have broad application across the area. (e.g., many urban pests)
    a. ***Note:*** *while some needs might require local consideration for success, there are many areas where information is broadly applicable. E.g., global use of information generated by UC IPM.*
2. Organizations have shared goals
3. Shared recognition of what "we" are best placed to do versus comparative advantage of others
4. Mutual need & perceived benefit: Expected return greater than contributions.
5. Partners are open, willing and motivated to work together
6. Responsibilities and expectations from and by all are clear for win-win-win
7. Appropriate processes to allow funding, hiring and evaluation, etc.

Potential Barriers

1. Change can be hard. Needs a culture that accepts some things might be based elsewhere.
   Note: While people should question where is the best spot, resistance within UC might not be as strong as sometimes perceived.
2. We often see ourselves as the center – the best – this can get in the way of looking for opportunities.
3. People may want to retain content generation.
4. Concern about local relevance of findings

Exploring Options

- Brainstorm Opportunities.
    - What might we try?
    - Identify areas of commonality that run across borders
    - Explore how to tie in with or tap the national ECOP focus on DEI and Urban. Clarify the needs in urban settings in Ca (tap Keith N and Frank M; Keith T and Clare G).
    - Perhaps design and lead a large initiative. Already done multi-state projects.
    - Ask Panels how could UC ANR best position programs to better meet urban needs (DEI).
    - Consider eXtension as a national platform for information?
- Culture Shift
    - Clarify the incentives and the Drivers (Survival? Coverage?).
    - Ask "how" can we, not "can" we.
    - Explore how to "get people on the bus"? How can we help people see sharing (building bigger teams) across states or organizations as an opportunity and not a threat?
- What Exists
    - Find out about other western urban focused centers? See how we might leverage them. What are other states doing? WCMER (Western Center for urban needs) NUEL – involves all SIs Lynn to share. Tap WEDA (Wendy is our rep).
- Promote
    - Create more 2 pager "What ifs" – what do we need? What could we be? especially re: meeting DEI & urban needs