

A BUSINESS PLAN

**COOPERATIVE EXTENSION
SYSTEM
NATIONAL CENTER FOR DIVERSITY
Kentucky State University
Frankfort, Kentucky**

**SUBMITTED TO
COOPERATIVE EXTENSION DIRECTORS AND ADMINISTRATORS**

November 12, 1995

TABLE OF CONTENTS

Statement of Purpose	2
Section I: Executive Summary	2
Section II: Description of the Business.....	3
Section III: Market Analysis	4
Section IV: Management and Personnel	6
Section V: Service Delivery	12
Section VI: The financial Plan	16

STATEMENT OF PURPOSE

The Cooperative Extension System National Center for Diversity Business Plan will provide direction to the Center's operations. The plan contains all data on how NCFD, with certain limited financial help, will continue to develop programs to support diversity and pluralism work within the land grant institutions. Requested from CES Institutions is \$100,000 per year support for a three year period. The Center will use these funds to develop programs that support diversity and pluralism work within land grant institutions. The goal of NCFD is to move to a fee-for-service system that will charge Extension and other organizations on the basis of services provided.

SECTION I: EXECUTIVE SUMMARY

The enterprise described in this plan is the Cooperative Extension System National Center for Diversity (NCFD). Located at Kentucky State University in Frankfort, Kentucky. NCFD serves as a diversity education and training resource center for Cooperative Extension.

Mission Statement: The CES National Center for Diversity is dedicated to facilitate diversity education, communication, and organizational change to achieve and sustain pluralism.

The center is operated through partners, associates, contributors, and an advisory council. NCFD has six staff members.

Changing demographics and multi-cultural growth in communities creates a market demand for service. Cooperative Extension institutions have paid fees for diversity services supplied by consultant organizations. Institutions have also requested the services of the Center. Within the last 18 months, NCFD has conducted over 45 on-site diversity educational programs, workshops, and presentations to over 1200 participants; hosted two national symposiums; and has operated a database which has been accessed over 12,000 times. The market and need for diversity services is growing, and demand is strong.

NCFD has six staff members--five located at Kentucky State University, and one (5. FTE) located at the University of Wisconsin. Staff members include: Dr. Joanne Bankston, Director; Gae Broadwater and Alice Meade, Diversity Training and Development Specialists; Manju Seal, Database Analyst; Janice Harris, Administrative Assistant; and Curt Gear, Associate Director, located in Wisconsin.

The Extension System is requested to support the CES National Center for Diversity in the amount of \$100,000 per year for a three year period. The purpose of the funds is to support diversity program development and delivery, material development, and national/regional workshop development. The NCFD is positioning itself to become self-sustaining within a three year period. The Center will begin to market its knowledge and assistance on a fee-for-service basis.

SECTION II: DESCRIPTION OF THE BUSINESS

NCFD Overview

The Cooperative Extension System National Center For Diversity provides:

- Specialized education and training programs to support diversity and pluralism;
- Consultation and technical assistance on diversity issues relative to staff capacity building, planning, mentor and internship programs;
- Diversity data collection on initiatives and program resources;
- Dissemination of diversity and pluralism information within the Land Grant System.

The CES National Center for Diversity began operation in 1992 as a partnership between the Kentucky State University Cooperative Extension Program, the University of Wisconsin-Extension, and the Extension Service - U.S.D.A. The Pennsylvania State University Cooperative Extension Service later joined as a partner and is providing support for database services. Partners have provided monetary and in-kind contributions.

The NCFD is operated through partners, associates, contributors, and an advisory council. Associates from land-grant institutions share their expertise with the System. A number of institutions are contributors and provide resource support for special needs.

Center staff include: a Director, two Diversity Training and Development Specialists, a Database Analyst, and an Administrative Assistant located at Kentucky State University. The Associate Director (.5 FTE) is located at the University of Wisconsin.

NCFD Mission

The CES National Center for Diversity is dedicated to facilitate diversity education, communication, and organizational change to achieve and sustain pluralism.

NCFD Strategic Objectives

- The CES National Center for Diversity (NCFD) links, supports and enhances relevant multi-cultural resources and research within the Land Grant system.
- The NCFD serves as a consultant to the Cooperative Extension System on program and staff requirements and concerns.
- The NCFD is a focal point within the Cooperative Extension System for coordinating and sharing information and activities related to diversity and pluralism.
- The NCFD is a convener/facilitator of conferences, institutes, seminars and workshops using traditional and distance learning technologies.

- The NCFD provides tailor-made and generic education and training programs at host institutions.
- The NCFD provides resource lists of consultants, print and audio-visual materials.
- The NCFD serves as a resource and consultant for staff recruitment and retention procedures, processes, and related resources.

The Center capitalizes on the expertise of staff, Associates, and other individuals within the land grant system. Other NCFD strengths include: collaborative efforts and partnerships with other institutions and organizations; internal and external networks; and the demand and need for services. At the same time, the uncertainty and instability of funding are inherent weaknesses.

III. MART ANALYSIS

Overview of the Market

Changing demographics and multi-cultural growth in communities creates a demand for CES institutions to be diverse and multi-cultural. Analysis of the market for diversity education and training indicates a strong demand for services in Cooperative Extension; a strong demand from other non-profit agencies, and a strong demand in the private sector.

Demand for diversity services at land grant institutions is illustrated below. The limited survey of selected programs revealed that fees ranging from \$1,000 to \$30,000 were paid by institutions for diversity educational consultants and private consultants for services rendered.

GROUPS/DESCRIPTION	# OF PARTICIPANTS	TIME	FEE*
Visions - Private consultants, trained in the field of Psychology	University-wide diversity committee	16 days	\$30,000
Fact to Face - Diversity performance group (3 members)	60 participants	3 1/2 hours	\$2,400
Private Consultant YWCA - Race Relations	45 - 50 participants	2 days	\$3,000
University Professor - Cultural Experience Seminar - African American Community	135 participants	2 1/2 hours	\$1,500
4 Diversity Program Consultants	50 faculty & administrators	1 day	\$1,000 (\$250 ea.)
2 University Consultants on Communication and Gender Issues	130 participants	1 day	\$2,400

*Fees do not include expenses for travel, lodging and per diem

Demand for services applied by the CES National Center for Diversity are evident by the activities listed below that were generated by requests from the states. Within the last 18 months

- NCFD conducted over 45 on-site diversity educational programs, workshops and presentations to over 1200 participants in:

Ohio	Kansas
Oklahoma (3 events)	Iowa
Maryland (2 events)	Michigan
Wyoming	Indiana
West Virginia	Washington, D.C.
Kentucky (21 events)	Vermont - N.E. Regional NELD

- Hosted 2 national symposiums
- Provided technical assistance and consultations (10-15 per month)
- Provided numerous educational packets
- Database has been accessed over 12,000 times
- Diversity forum, an electronic discussion groups, has 160 subscribers

Potential Customers

Potential markets for NCFD diversity services external to Extension include:

- **Educational institutions**

Example: Universities and Public School Districts

- **Non-profit agencies**

Example: YWCA

- **Governmental agencies (State and Federal)**

Example: U.S. Forest Service & State Departments of Human Resources and Health Services

- **Trade and Professional Associations**

Example: National Association of Counties

- **Private Sector Organizations**

Promotion

NCFD utilizes marketing and promotion strategies within the Extension system that include: national telephone surveys, and communications with state diversity contacts; newsletters; national symposiums; database and diversity network; advisory council; associates; communications with national and regional committees, and other personal contacts.

The Center will begin to target other potential customers on a fee-for-service basis to generate revenue. Marketing and promotion strategies will include: direct mailings; advertising in “Cultural Diversity at Work” magazine; use of the diversity network; through associations such as the American Society for Training and Development, and personal contacts.

IV. MANAGEMENT AND PERSONNEL

The CES National Center For Diversity is operated through 5 staff members employed by Kentucky State University and 1 staff member (.5 FTE) employed by the University of Wisconsin. NCFD Associates and an Advisory Council are also part of the organizational structure.

CES National Center for Diversity Staff

Director	<i>Dr. Joanne Bankston</i> Kentucky State University
Associate Director	<i>Curt Gear</i> University of Wisconsin
Diversity Training and Development Specialists	<i>Gae Broadwater</i> Kentucky State University <i>Alice M. Meade</i> Kentucky State University
Database Analyst	<i>Manju Seal</i> Kentucky State University
Administrative Assistant	<i>Janice Harris</i> Kentucky State University

NCFD Associates

NCFD Associates, are faculty of land-grant institutions who share their diversity expertise within the Extension System. NCFD Associates are listed below.

Dr. Maria M. de Colon
University of Maryland

Ms. Kim Alexander
The Clemson University

Dr. Nancy Hicks
Cornell University

Dr. Mabel Crimes
University of Missouri-Columbia

Dr. Shirley O'Brien
University of Arizona

Dr. Paul Gutierrez
Colorado State University

Dr. Charles Williams
University of Minnesota

NCFD Advisory Council

The Advisory Council provides the Center with advice on it's mission and objectives, program activities for effectiveness and impact; new program directions; and on-going finding possibilities. The NCFD Council is made up of a diverse group of persons from around the states and territories. Below is a listing of the Council membership and their representation status:

Mr. Jon Mapp
Private Sector - Toyota Motor Manufacturing

Dr. James L. Smith
Auburn University
Southern Region Representative

Mrs. Dorothy Freeman
Virginia Technology University
PODC

Dr. Fred Harrison, Jr.
Ft. Valley State University
ECOP Liaison

Dr. Leonard Small
Private Sector - Proctor & Gamble Co.

Ms. Beverly Watts
State Government - Kentucky
Ky Commission on Human Rights

Dr. Mary Jane Willis
Northeast Region Representative
Rutgers, The State University of New Jersey

Dr. Leodrey Williams
Southern University
1890 Representative

Mr. Juan Marinez
Michigan State University
North Central Region Representative

Dr. Doss Broadnax
Southern Rural Development Center

Mr. Clint Jacks
Oregon State University
Western Region Representative

Dr. Harold Benson
Kentucky State University - Partner

Curt Gear

University of Wisconsin- Partner

Dr. Diane Brown

The Pennsylvania State University - Partner

Dr. Mary L. Smith

President

Kentucky State University - Partner

Dr. Walter Walla

Kentucky Cooperative Extension Service

Dr. Myron Johnsrud

Representative - National Association of
State Universities and Land Grant Colleges

Mr. Paige Baker

University of Minnesota

Under-represented Groups

Dr. Edith Thomas

USDA Liaison

Ms. Yuri Morita

University of California

Under-represented Groups

RESUMES OF THE DIVERSITY TEAM

JOANNE BANKSTON, Ph.D.

Director

BACKGROUND SUMMARY

Over 20 years as an educator--6 years, public school system; 15 years in the design, development, and implementation of Extension education programs; 3 years experience in the founding, development, and management of the CES National Center For Diversity.

SPECIFIC AREAS OF EXPERTISE

Extension and Adult Education Program Design and Implementation

Extension Administration

Programming with Diverse Audiences

Program Design For Limited Resource Audiences

Family Economics and Management Educational Program Design

EDUCATION

B.S. - Vocational Home Economics, Morehead State University

M.S. - Family Economics and Management, Southern Illinois University

Additional coursework: University of Louisville, University of Kentucky, and Virginia

Polytechnic Institute and State University

Ph.D. - Extension Education; Minors: Family Resource Management Research, The Ohio State University

Participant in numerous workshops, seminars, and professional development activities. Author of 15 Extension publications, 2 published research articles (related to diversity), and numerous presentations.

CURT GEAR
Associate Director

BACKGROUND SUMMARY

Over 35 years of experience in educational program development and university and human service administration. Currently serves as Assistant to the Dean for Diversity, Cooperative Extension, University of Wisconsin.

SPECIFIC AREAS OF EXPERTISE

Community Development
Resource and Economic Development
Human Resources and Social Welfare
Diversity Education
Program Administration
Community Leadership

EDUCATION

A. B., Liberal Arts, Adelbert College, Case Western Reserve University
M.S.S.A., School of Applied Social Sciences, Case Western Reserve University
Advanced course work in Continuing and Adult Education, and Urban and Community Development, University of Wisconsin-Madison.

Participated in professional development educational workshops, seminars and trainings related to areas of expertise, including international training. Developed and coordinated international study tours to Jamaica, Ghana, and Senegal.

GAE BROADWATER
Diversity Training and Development Specialist

BACKGROUND SUMMARY

Over 15 years experience in the design, development, and implementation of educational and training programs.

AREAS OF EXPERTISE

Diversity Education and Multicultural Issues
Meeting Facilitation
Community Education Planning
Audience Development
Action Planning and Program Development
Participatory Methods

EDUCATION

M.S., Indiana University, School of Education.

Adult Education (administration and program development).

B.S., Indiana University, Division of Allied Health Sciences. Public Health Education. Advanced course work in educational administration, research methodology, and adult development at Rutgers, The State University of New Jersey.

Participation in numerous workshops and training programs for on-going professional development.

ALICE M. MEADE Diversity and Staff Development Specialist

BACKGROUND SUMMARY

Over 20 years of experience in program development, youth and adult education, cultural diversity and human service administration.

SPECIFIC AREAS OF EXPERTISE

Diversity Training

Cultural Competence

Teaching

Human Service Administration

Grant Writing and Proposal Development

Community Mental Health

Substance Abuse Prevention : Youth and Women

Behavioral Therapist

Certified Judge (15 Divisions) Wisconsin Department of Agricultural and Consumer Science

Demographics

Community Development

EDUCATION

B.S., Sociology, Michigan-State University

M.S. W., University of Wisconsin-Madison

Within 25 years participated in over 300 professional development educational workshops, seminars and trainings related to areas of expertise, including international training. Principle author of five publications in professional journals.

JANICE HARRIS
Administrative Assistant

BACKGROUND SUMMARY

Over 20 years of experience in the area of administrative office management and support service.

SPECIFIC AREAS OF EXPERTISE

Office Management
Computer Software Systems
Organizational Management
Resource Management

EDUCATION

Presently seeking an Associate Degree in Applied Science in Administrative Support Service at Kentucky State University

1983 Graduate (3 month course) Shelby County Area Technology Center

Major: Computer Technology Training

1979 Graduate of Shelby County High School

1979 Graduate of Shelby County Area Technology Center

Major: Business and Office Studies

In the past three years have participated in over 30 professional development trainings, workshops and seminars on the local and national scale, and assisted in the Center's delivery of diversity educational training.

MANJU SEAL
Database Analyst

BACKGROUND SUMMARY

Over 3 years experience in the formation, development, implementation, and maintenance of the NCFD diversity database on PENpages.

SPECIFIC AREAS OF EXPERTISE

Technical Support and Development
Proficient in BASIC
Proficient in Paradox 4.0, Microsoft Word, WordPerfect, QuatroPro, Excel, Pagemaker
Extensive user of DOS and Mac Operating Systems
Development of computer systems to meet organizational needs
Workshop facilitation skills, computer systems, team building, and diversity communication

EDUCATION

B.S. Mathematics - Minor: Statistics and Physics - Applied Component
Group: Computer Programming, St. Xavier's College, Bombay, India
M.A. Mathematics - Wake Forest University
M.A. Ethnomusicology - University of Wisconsin

Participation in several professional development educational workshops and seminars.

V. SERVICE DELIVERY

As a national resource, NCFD has an established track record of developing an educational response to diversity issues. Collaborative partnerships, resources, and networks facilitate Center efforts. The following educational approaches have been developed and implemented:

Diversity Education and In-service Training workshops customized with sponsoring institutions and presented to more than 1,200 participants;

Plenary Presenters and Panelists for numerous regional, national, and international conferences reaching more than 1,000 individuals;

Newsletters with a circulation of over 1,000;

On-line Database catalogues books, videos, curricula, Extension resources, and external consultants specializing in diversity programs and training;

National Symposiums (two) focusing attention on diversity initiatives developed and implemented throughout the Extension System with a third scheduled for June 1997;

Technical Assistance and Consultation to institutions and groups on program and training design, educational resources; and assessment strategies;

Associates Program provides talented and committed individuals (who are faculty and staff of land-grant institutions) to extend the capacity of the Center in responding to specific requests from the System;

Workgroups examining specific diversity work around Stakeholders; Recruitment, Selection, and Retention of Diverse Staff; Assessment and Monitoring; and Programming for Diverse Audiences;

Display and Material Resources to supplement educational endeavors;

Resource Library housing current literature, books, journals, curricula ideas, and other print and video materials to support diversity education initiatives and for individual study and research on diversity and pluralism topics.

The NCFD developed a diversity framework around which all diversity work is organized. The framework consists of the following components:

- ▶ Organizational diversity assessment
- ▶ Benefits to the institution and the individual
- ▶ Programming for working with diverse audiences
- ▶ Staffing processes to recruit, select, and retain staff and volunteers from diverse backgrounds
- ▶ Monitoring for organizational progress toward diversity and pluralism based on assessment

Diversity education workshops are offered by the Center to support the framework. A variety of workshops are custom tailored to meet the needs of participants. Course descriptions for currently developed workshops are listed below:

Assessing and Understanding the Dynamic of Diversity in Your Organization

Description: Many organizations and institutions are undertaking diversity assessments, or audits, as a way of increasing participation of under-represented groups in their programs, policy development, and staffing. In this workshop, participants will (1) gain commitment and support for conducting an assessment; (2) clarify the purpose of an assessment; (3) determine data needed; (4) identify appropriate data collection methods and instruments; (4) learn how to recognize latent issues emerging through data collection; (5) build an action plan based on feedback obtained in the assessment. It is recommended person responsible for developing and conducting an assessment include members of their diversity teams or committees in this training. *Time Required:* 1 1/2 days

Breaking Free — Living Free in a Multicultural World

Description: Humans are diverse and complex systems. Understanding our diversity helps us live freely and productively in a multicultural world. Participants will: (1) examine one's own culture and heritage as well as those of other groups; (2) review racial identity development models; (3) learn ways to recognize and interrupt negative behaviors for one's own development as an anti-racist; (4) develop individual action plans to work in partnership with diverse groups in their local communities; and (5) acquire resource materials and techniques for developing programs for diverse audiences. *Time Required:* 2 days

Worldviews: Global Forms of “Being” Through Indigenous Knowledge

Description: The worldviews of all humankind have evolved out of our uniqueness and intelligence. Every culture of humankind involves a way of viewing the world, a perspective for interpreting the universe of human experience. Participants in this workshop will: (1) Explore the concepts of diverse worldviews on the macro level (culture) and micro level (individual); (2) Learn the importance of “worldviews” as a specific way to understand and address solutions for transforming educational programs; (3) Use experiential learning methodologies to stimulate individual and group self-knowledge; (4) Assess the education implications worldviews have for the creation of multicultural Extension Programs. (5) Identify how diverse worldviews can benefit and the support the “mission” and goals of a pluralistic organization. *Time Required:* 2 days

“In-Reaching” to Diverse Audiences and Communities

Description: Getting started in a new community or with a different group can be exciting and at the same time intimidating. It is no longer an academic exercise. It is now your job! How do you know where to go? Whom do you need to meet? What are the first steps you need to take? What tools are available to help you? In this workshop participants will: (1) gain understanding about their own comfort and assumptions about working with diversity; (2) examine models used to conduct a community diagnosis and needs assessment; (3) learn strategies for identifying social networks in a community or neighborhood; and (4) develop skills for entering a new community and working in collaboration with diverse audiences. Each participant will build an action plan for working with a diverse audience identified in this workshop.

Time Required: 2 days.

Understanding Learning Styles to Enhance Teaching and Program Development

Description: The application and utility of learning styles have re-emerged in the educational arena. Attention to and significance of the learning cycle has come in part from multicultural programming. Understanding the application and limitations of various learning theories can help in the development of educational objectives, goals, and outcomes. In this workshop, participants will learn: (1) How the learning cycle can be used in the development of curriculum, lesson plans and evaluation of community programs; (2) How to assess instructional activities that support different aspects of the learning cycle; (3) The importance of cultural learning styles including intra culture and inter culture communications; (4) How to use in context the human, cultural, and unique individual experiences for enhanced learning experiences.

Time Required: 2 days

Using a Cultural Competence Approach to Enhance Family Wellness

Description: Building family strengths has become a challenge to many professionals, particularly in this time of change and transition in American society. Within the last 7-10 years, cultural competence has gained respect as an alternative paradigm to traditional linear programming for families in “crisis.” The cultural diversity within families including “mainstream” also can benefit from a wholistic perspective that allow for a variety of issues to be addressed and solved. In this workshop participants will learn: (1) What is cultural competence and how elements of the model can be used with family “diseases”; (2) How to develop their own competence skills to help families create and build on their strengths to claim their own empowerment; (3) Explore the “myths” associated with “value-free” and “objective” research; (4) Cultural environmental dynamics that affect groups of people in the society. ***Time Required:*** 2 days

Recruitment and Retention of a Diverse Staff for CES

Description: This workshop is designed as an in-depth dialogue and will focus on the role which faculty and administrators play in supporting a diverse staff in CES. It will also include several critical issues that continue to surface in the organization and have serious program implications for Extension as a public-funded program. Administrators, program directors, human resources managers, stakeholders/volunteers and educators will: (1) Learn the impact of historical and chronological events within CES that continue to serve as barriers despite proactive efforts to increase diverse staff; (2) Identify institutional-specific strategies within the social environment that can be supportive once new staff is hired; (3) Clarify recruitment and retention efforts, leadership commitment and resource identification for planning purposes; (4) Develop strategies that can create and nurture different worldviews as an essential element of multicultural and pluralistic organizations. ***Time Required:*** 1 1/2 days, or 1 day plus follow-up 1 day 3 months later

Building a Culture of Inclusion: Organizational Change and Diversity in the Cooperative Extension Service

Description: The challenge of creating a vital and responsive organization requires its leaders to do more than recognize and value differences and diversity. Creating an environment that actively seeks and incorporates diversity into its decision-making, staffing, and program development is the hallmark of a pluralistic organization. Administrators, directors, program managers, and educators will: (1) learn current trends that support the need for diversity education; (2) explore the dilemmas and opportunities presented by organizational change efforts; (3) clarify and develop personal responses to diversity issues; and (4) learn how to be an effective partner in creating a culture of inclusion. **Time Required:** 1 1/2 days, or 1 day plus follow-up 1 day 3 months later

Customized Workshops

The CES NCFD staff has expertise and access to other resource persons for the following topics. These can be developed upon request and custom tailored for a specific audience or program interest. Examples: Culturally-specific programming for Latinos/ Hispanic populations, and African American populations, Community Mental Health, Youth Development, Community Partnerships, Volunteer Leadership, Gender Issues, Race Relations, Native Indigenous populations, Wholistic Programming for Diverse Audiences, Sexual Orientation and Classicism.

VI. THE FINANCIAL PLAN

The NCFD budget for the 1995-96 year and the projected budget for the two following years appear below:

CES NATIONAL CENTER FOR DIVERSITY BUDGET

	1995-96	1996-97 x 1-05	1997-98 x 1.05
Staff Salary and Benefits -Director -Diversity Specialists (2) -Database Analyst -Administrative Assistant -Works Study Students (2)	\$307,020	\$322,371	\$338,490
Staff Support and Expense	\$21,200	\$22,260	\$22,373
Special Equipment	\$6,000		
Material Development - Estimated Expenses	\$14,900	\$15,645	\$16,900
Telecommunications/Other	\$21,700	\$22,700	\$23,835
Subtotal	\$370,820	\$382,976	\$401,598
ESTIMATED IN-KIND CONTRIBUTIONS			
University of Wisconsin- Extension (Staff & support services)	\$50,000	\$50,000	\$50,000
The Pennsylvania State University (Projected value of the database infrastructure and services.)	\$145,000	\$145,000	\$145,000
GRAND TOTAL	\$565,820	\$577,976	\$596,598

1995-96 Source of Funds

- Kentucky State University Cooperative Extension Program - \$320,820
- USDA-CSREES -\$50,000

Looking Ahead

NCFD has short and long range goals. The immediate short term goal focuses on securing System fiscal support to help stabilize Center operations over the next three years. Other short term goals are programmatic in response to diversity and pluralism needs identified by CE institutions. The key long range goal is to position the Center to be self supporting by 1999.

Short Term Goals:

- Maintain NCFD operation to exclusively serve the needs of CE institutions.
- Begin positioning the Center to become self sustaining

Long Term Goal:

- Market NCFD knowledge and assistance on a fee-for-service basis to land grant institutions and other organizations.

The Extension System is requested to support the Center in the amount of **\$100,000 per year for a three year period**. During the next 3 years NCFD will position its operations to cultivate fees and external funds. A summary of financial needs appears below:

SUMMARY OF FINANCIAL NEEDS

**CES National Center for Diversity
requests \$100,000 for:**

Diversity Program Development and Delivery

- Programming to support the Comprehensive Diversity Framework components
 - Assessment
 - Benefits
 - Programming
 - Staff Recruitment and Retention
 - Monitoring
- Stakeholder Issues
- Material Development
- National and Regional Workshop Development

Sustainability

Long term survival of the Center will require fees, however, Cooperative Extension will be the primary target for the Center's activities.

Cultivation of external funds is important in preparation for the future, and fee-for-service discussions are underway with several organizations. For example, Kentucky's Department for Health Services is seeking approval to pay for a diversity workshop series. The U.S. Forest Service has expressed an interest in diversity work on a pay-for-service basis. Project proposals are being developed for Foundation funding. These experiences and contacts with other organizations support the Center's projection that by 1999 significant revenue will be provided by fees, grants and contracts.

In order to move in that direction, NCFD is developing several strategies that will move the Center into a cost recovery mode.

NCFD STRATEGIES FOR GENERATING A REVENUE FLOW OF \$100,000 WITHIN 3 YEARS:

- Grants
- Fee-for-Service Contracts
- Consultant Fees
- National and Regional Conference Registration Fees
- Sale of Materials

MARKET SURVEY

Moving to a fee recovery system for services requires information on fees charged by diversity organizations with similar services and personnel. To structure NCFD fees, market information was gathered in two arenas-- registration fees charged for workshop and conference participation, and consultant fees charged by organizations for their services.

A survey of seven organizations offering diversity education programs indicated that workshop registration fees ranged from an average of \$105.00 per day per person to \$400.00 per day per person. Tulin Diversity Team Associates charges a registration fee of \$1600 for a four day workshop, while Diversity Works charges \$525.00 for a five day workshop. A chart listing registration fees for selected organizations appears below.

Registration Fees from Selected Organizations Offering Diversity Education Programs

PROGRAM DAYS*	1	2	3	4	5	6
Total Fee/Per Day Rated◆						
Multicultural Institute (Corporate rate)		\$405.00/ 202.50		\$790.00/ 197.50		
Multicultural Institute (Non-profit rate)		\$350.00/ 175.00		\$620.00/ 155.00		
Equity Institute					\$895.00/ 179.00	
NTL (National Training Labs) +			\$895.00/ 223.75			\$1095.00/ 182.50
Diversity Works +	\$500.00/ 500.00^ (consultation)				\$525.00/ 105.00	
Intercultural Communication Institute						
New Leaders Institute		\$995.00/ 497.50				
Tulin Associates (Corporate)				\$1600.00/ 400.00		
Tulin Associates (Non-profit)				\$1280.00/ 302.00		
* At sponsor's rate ◆ Does not include travel + Prices varied slightly from individual courses ^ This figure not included in average						
Average Daily Fee \$177.53						

In the area of consultant fees, recent research has revealed that the average consultant fee is \$2,000 per day. A survey of two diversity organizations indicated the following: The fee charged by National Multicultural Institute is \$1200 - \$1500 per day, per trainer (not including expenses); Equity Institute suggested that workshop fees fall in the range of \$2,000 - \$4,000 (not including expenses); and the Intercultural Communication Institute fees are negotiable.

The NCFD fee structure for workshops and consultation will be developed in consultation with the Advisory Council at the upcoming meeting on November 30, 1995.

**The CES National Center For Diversity
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