

Finding Your Funding Model: Webinar Series on Creative Strategies for ATE Leaders Seeking to Move Beyond the Grant

KNOW YOUR AUDIENCE, THE REST WILL FOLLOW:

A DEEPER DIVE INTO AUDIENCE ASSESSMENT

[**CLICK HERE TO WATCH THE RECORDING**](#)

Nancy Maron, BlueSky to BluePrint

Rachael Bower, ATE Central

April 19, 2016

1pm Eastern

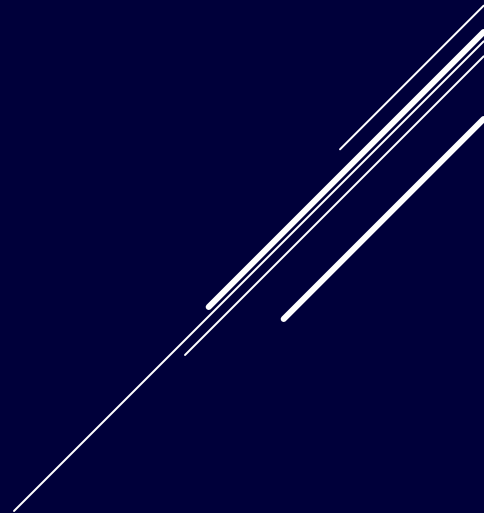
TODAY'S PRESENTERS



Nancy L. Maron
Founder, BlueSky to BluePrint, LLC



Rachael Bower
University of Wisconsin-Madison
PI, ATE Central



SPECIAL GUESTS



Marilyn Barger, Ph.D, P.E.

Executive Director, Principal Investigator
Florida Advanced Technological Education
Center (FLATE)




Tom Smith


Associate Director, Institute of Agricultural
Technology, Michigan State University
Co-PI, VESTA

POLL QUESTION #1


I would describe myself as:

- A. Affiliated with an ATE grant
 - B. Affiliated with a TAACCCT grant
 - C. Not currently funded, but writing an ATE grant
 - D. Other
- 
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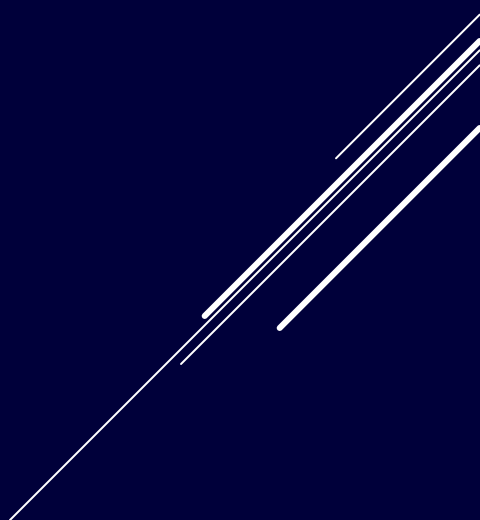
GOALS OF TODAY'S WEBINAR

- Encourage participants to see audience and stakeholders as central to sustainability
 - Offer a framework to use push farther in analyzing audience needs
 - Share examples of how ATE grantees have used a deep understanding of audience and stakeholders to grow
- 

AGENDA

- INTRODUCTIONS
 - THE ROLE OF “AUDIENCE” IN SUSTAINABILITY PLANS
 - WHAT DO YOU KNOW ABOUT YOUR AUDIENCE?
 - WAYS TO CONSIDER LEARNING MORE (AND WHY)
- 

INTRODUCTIONS



ADVANCED TECHNOLOGICAL EDUCATION (ATE) PROGRAM

- **Education** of science and engineering **technicians** for high-technology fields that drive the nation's economy.
- **Community colleges** in leadership roles
- **Partnerships:** Industry and Economic Development Agencies, secondary schools, 4-yr institutions
- **Pathways:** 7-12, 2- and 4-yr

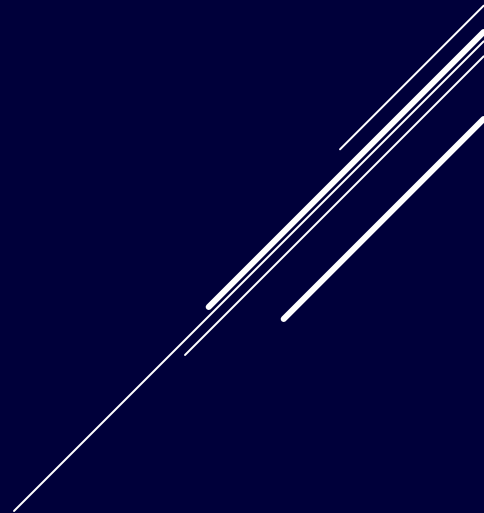


ATECENTRAL

<http://atecentral.net/>

Primary Purpose: Amplify the Impact of ATE

- Information Hub and Portal
- Resource Collection
- Services and Tools
- Outreach and Dissemination



SUSTAINABILITY SUPPORT

- ATE Central: community driven
- *ATE Community Needs Survey* (2011)
- Significant need: sustainability support
- Workshops + webinars



Our Vision



FLATE will be Florida's leading resource for education and training expertise, leadership, projects, and services to promote and support the workforce in the high performance production and manufacturing.

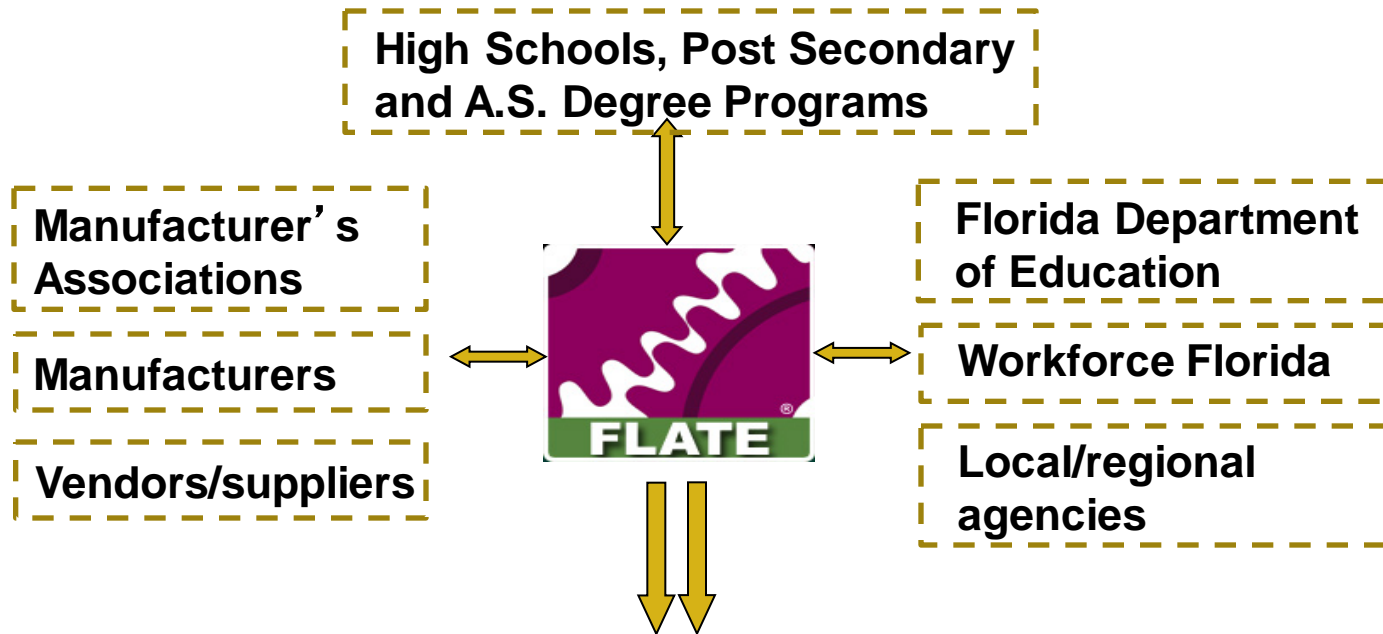
Impact locally. lead nationally.



The Florida Plan for Technical Education



FLATE is a *Collaborative Lifestyle*



INNOVATION in Technical Education



The VESTA National Center of Excellence is:

a National Science Foundation (NSF)–
Advanced Technological Education (ATE)
Program grant to create and implement an
educational program designed to develop an
educated workforce that will meet the needs
of the grape and wine industry through a
National partnership of higher education
institutions.



Rigorous and Comprehensive Educational Program

- **41 online courses hosted by one of seven partner institutions**
 - Students seamlessly transfer earned credits and distribute financial aid between course hosting institutions and the students' home (degree granting) institution.
- **Knowledgeable and respected national teaching faculty**
- **3 educational tracks – viticulture, enology, and wine business entrepreneurship.**
- **Multiple educational paths**
 - Individual courses
 - Technical Certificate
 - Associate of Applied Science
 - Bachelor of Science
 - Masters
- **Curriculum that is industry driven and supervised by notable emeritus professors and industry**
- **Dedicated Instructional Designer**
 - Synchronous and Asynchronous distance educational technologies
 - Mobile compliant for the student on the go
- **Centralized Program Front Door**
 - www.vesta_usa.org
 - Serves as the front door to the VESTA program.
 - Timely and current information regarding classes, workshops, events and learning resources.
 - Online registration with common Joint Admission/Registration form
 - Course payment, change of schedule, transcript request forms



I T H A K A

ITHAKA is a not-for-profit organization that helps the academic community use digital technologies to preserve the scholarly record and to advance research and teaching in sustainable ways.



JSTOR is a not-for-profit digital library of academic journals, books, and primary sources.



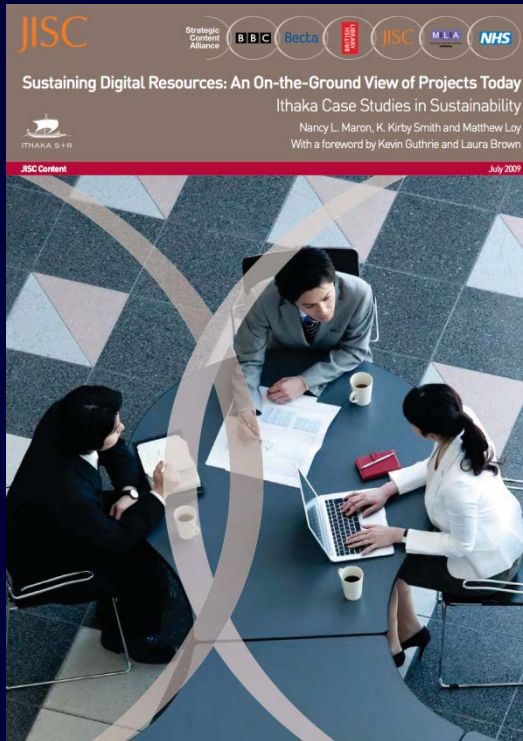
Ithaka S+R is a not-for-profit research and consulting service that helps academic, cultural, and publishing communities thrive in the digital environment.



PORTICO

Portico is a not-for-profit preservation service for digital publications, including electronic journals, books, and historical collections.

CASE STUDIES AND GUIDES TO BEST PRACTICE



- ▶ Includes briefs on each model with real-world examples and tips on how to decide if the model is right for you.

Available at: http://www.sr.ithaka.org/wp-content/uploads/2015/08/SR_Report_Sustaining_Digital_Resources_On_Ground_View_Projects_Today0709.pdf



- Strategy, consulting, research and training
- Focus on business models in academic and cultural heritage settings, all disciplines
- Case studies, reports and tools freely available on the Ithaka website, and ours
- Customized training and workshops for project teams


[HTTP://BLUESKYTOBLUEPRINT.COM/](http://blueskytoblueprint.com/)

THE ROLE OF AUDIENCE IN SUSTAINABILITY PLANS

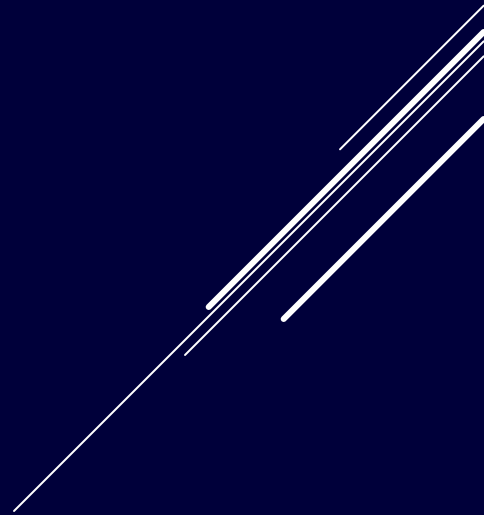


POLL QUESTION #2

In terms of sustainability, the most important issue is...

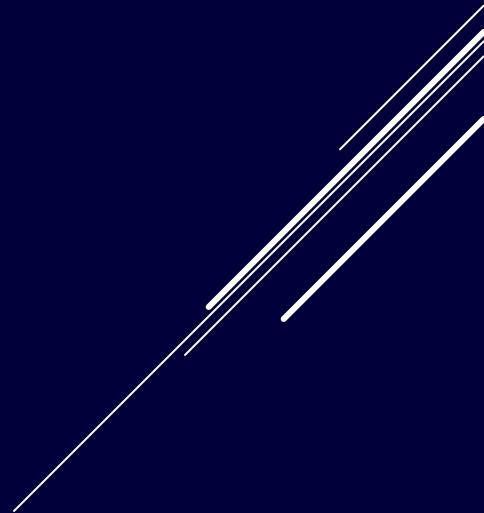
- A. Identifying reliable funding sources
 - B. Understanding our students/faculty and what they need most from us
 - C. Deepening my ties to my host institution
 - D. Depositing the materials we have developed into ATE Central once we are done
 - E. Other
- 

First, there is...



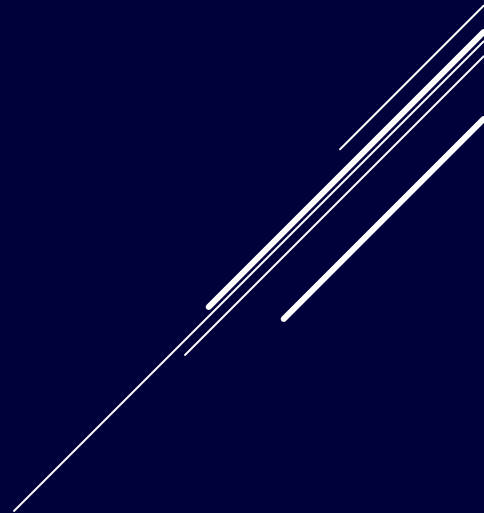
There are forces that may help you refine that idea...

EXTERNAL FACTORS



With project aims clarified, how to achieve them?

EXTERNAL FACTORS



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EXTERNAL FACTORS

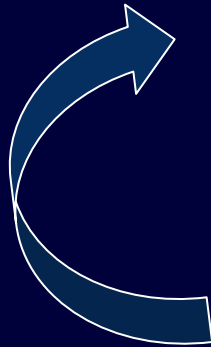


INTERNAL FACTORS



A reliable, recurring cycle of investment and value

EXTERNAL FACTORS



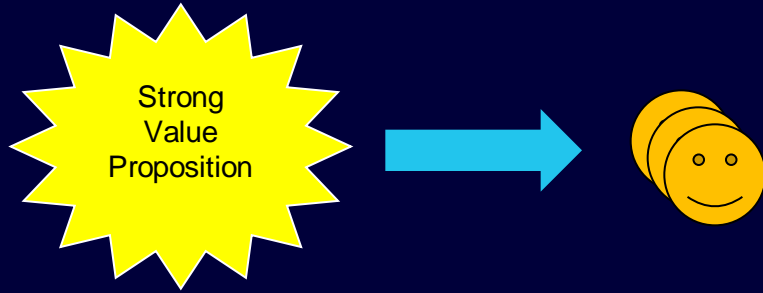
INTERNAL FACTORS



A reliable, recurring cycle of investment and value



ROLE OF AUDIENCE IN SUSTAINABILITY



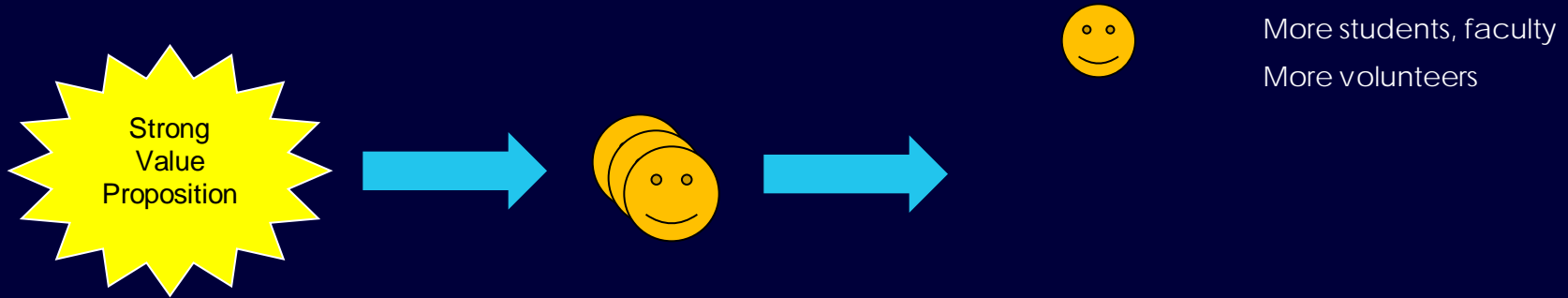
Meet needs

Help their beneficiaries
do something they
could not do otherwise

Do it in a way that is
enjoyable, satisfying

Do it better (cheaper,
faster) than others

ROLE OF AUDIENCE IN SUSTAINABILITY



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ROLE OF AUDIENCE IN SUSTAINABILITY



More students, faculty
More volunteers

Evidence of greater impact
Strengthens reputation of host
Leads to grants, in-kind support

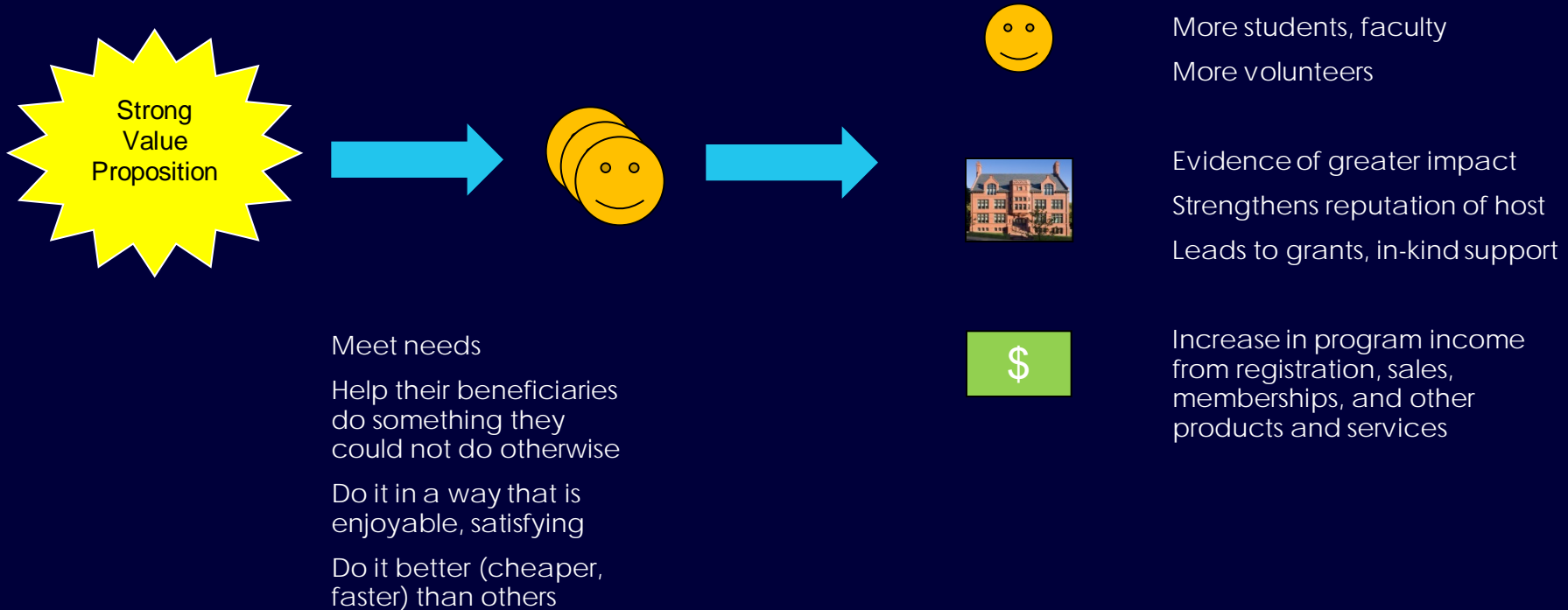
Meet needs

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ROLE OF AUDIENCE IN SUSTAINABILITY



AN EXAMPLE OF HOW THIS WORKS

- A citizen—science project originally focused on generating birding observations for use by ornithologists
- Birders more interested in their lists, than in feeding a database
- Better focus on birders' needs = huge increase in observations

eBird



DEEP USER KNOWLEDGE

- Huge increase in user base and in their birding observations



More observations leads to greater value for scientists and amateur visitors.



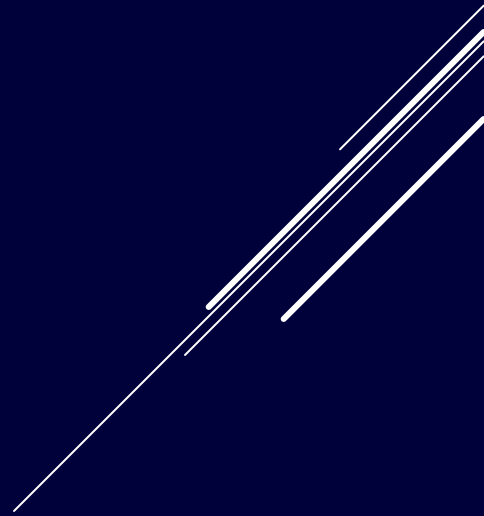
International reputation is a huge benefit for host university, which offers \$\$ support.



Corp. sponsors
Licensing to local nature centers and int'l birding organizations


QUESTIONS?

WHAT DO YOU KNOW ABOUT YOUR
AUDIENCE ?



POLL QUESTION #3

We have a firm understanding of...

- A. How many people attend our events, use our materials
 - B. The demographic make-up of our users
 - C. The range of ways in which people benefit from our materials, courses, etc...
 - D. What people find to be the greatest value in what we do
- 

WHO IS YOUR "AUDIENCE?"

- Direct
 - Students
 - Teachers
- Indirect beneficiaries/stakeholders
 - Industry Partners
 - Funders
 - Your Host Institution

Primary Focus

- ▶ Students
- ▶ Faculty

Other key stakeholders

- ▶ Industry partners
- ▶ My host institution
- ▶ My funder(s)
- ▶ Corporate sponsors

CONSIDER ALL STAKEHOLDER GROUPS

Too general

- ▶ Faculty

Better!

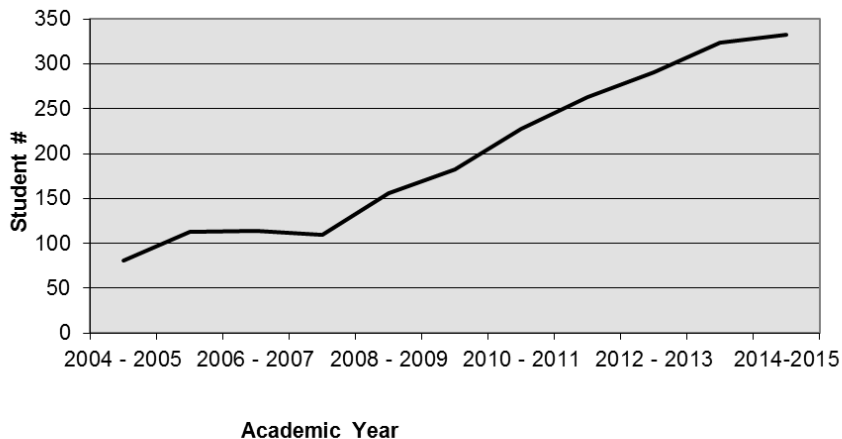
- ▶ Faculty in these courses...
- ▶ Faculty at our institution (and other institutions?)
- ▶ Is it also useful for high school instructors? Which ones? At which schools?

BE SPECIFIC!



DRAMATIC GROWTH IN STUDENT ENROLLMENT

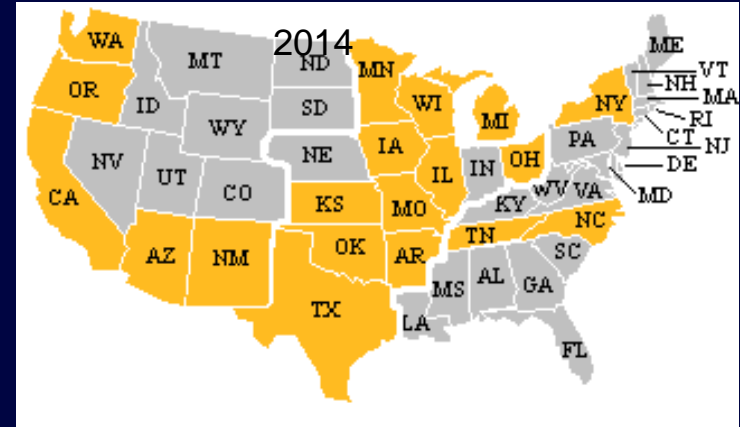
Student Enrollment by Year - Unduplicated



- ▶ VESTA enrollment in the 2004 academic year consisted of 35 students from 7 states.
- ▶ Total student participation of 1500 students from 45 states and 5 foreign countries since 2003.
- ▶ The 2014-2015 academic year found the total consortium enrollment, a combination of online and on-ground students of more than 1200 students (now over 1600).



PARTNERHIPS WITH EDUCATIONAL INSTITUTIONS



- Arizona** - Yavapai Community College **
- Arkansas** – Arkansas Tech University – Ozark
- California** – Sonoma State University
- Illinois** – TBD
- Iowa** – TBD
- Kansas** – Highland Community College - Wamego
- Michigan** – Michigan State University
- Michigan** - Northwestern Michigan College**
- Michigan** - Southwestern Michigan College**
- Minnesota** - Central Lakes College
- Minnesota** – South Central College**
- Missouri** – Missouri State University

- Missouri** – Missouri State University – West Plains
- New Mexico** – TBD
- New York** – Niagara County Community College
- North Carolina** - Surry Community College
- Ohio** – Kent State University – Ashtabula
- Ohio** – Clark State Community College**
- Oklahoma** – Redlands Community College
- Oregon** – Umpqua Community College
- Tennessee** – Nashville State Community College**
- Texas** – TBD
- Washington** – Yakima Valley Community College
- Wisconsin** – Northeast Wisconsin Technical College

** Affiliates



INDUSTRY PARTNERS

- ▶ Industry representatives are always engaged in VESTA's two major events each year: the annual meeting (held in conjunction with a major industry conference) and the curriculum retreat
- ▶ VESTA has successfully launched new educational offerings in the area of entrepreneurship based on communicated industry and student need and interest.
- ▶ VESTA is also increasing its impact on the industry through groundbreaking work in defining occupational competencies for the Grape and Wine Industry.
- ▶ And on a student level, engages with industry via required course practicums arranged with local vineyards and wineries.

WHAT VALUE DOES EACH SEGMENT GET?

WHAT VALUE DOES EACH SEGMENT *OFFER*?

HOW LARGE IS EACH SEGMENT?

AND IN WHAT WAY DOES IT CONTRIBUTE TO
SUSTAINABILITY?

An example
from MATE

MARKET SIZE

22 million students in grades 5-12*

500,000 K-12 math & science teachers in the U.S.*

More than 500,000 students participate in robotics competitions.

And many more do a robotics activity.

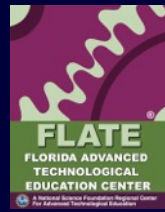
If 5,000 (1%) of teachers participate in UW robotics and...

If the average sale of kits, lab resources, curriculum, and/or PD is \$500...

Revenue Goal: 5,000 x \$500 = \$2,500,000

*Source: <http://nces.ed.gov/>

FLATE GOALS



GOAL 1. To ensure that FLATE's mission is **sustained**.

NSF Work Streams

FLATE

PROFESSIONAL

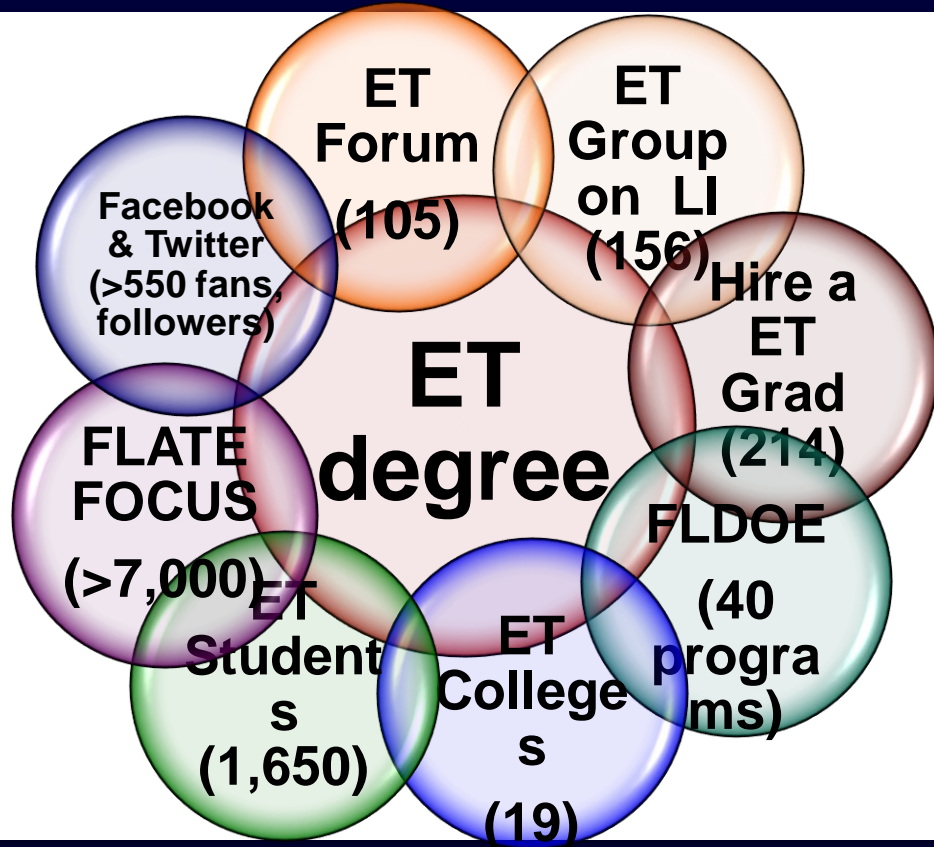
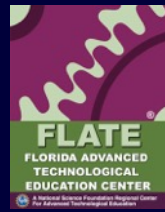
CURRICULUM

NSF

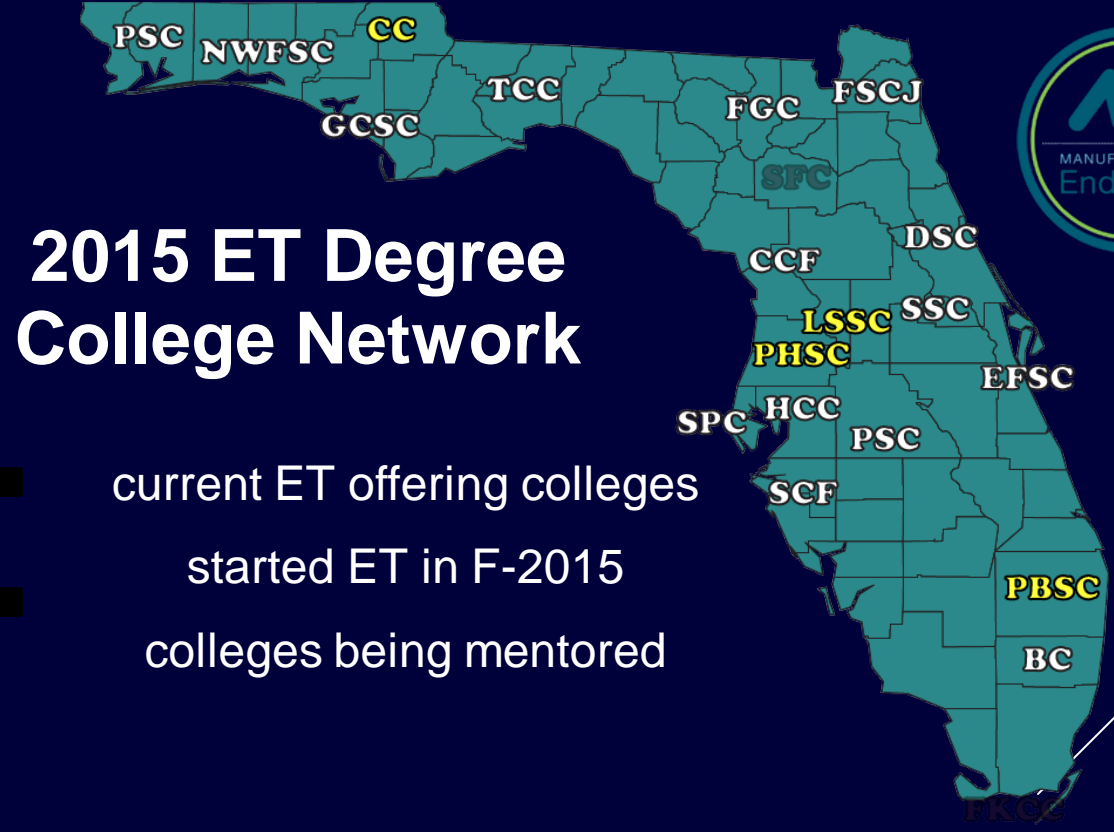
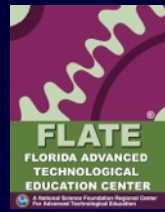
Work Streams

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ET Degree & Community



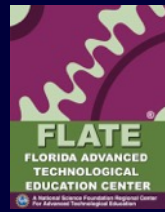
ET Degree & Community



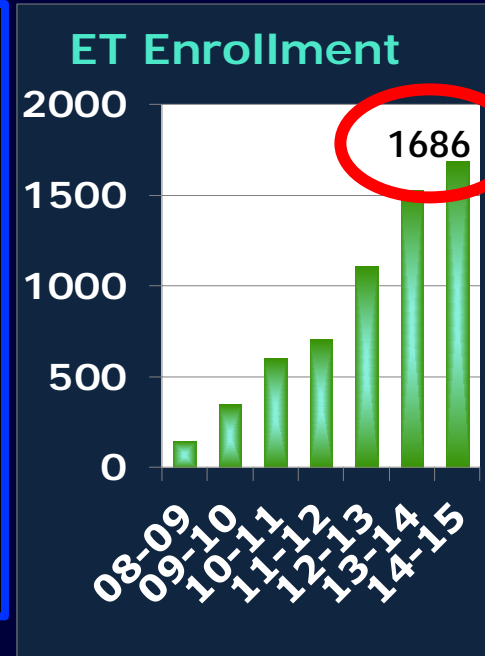
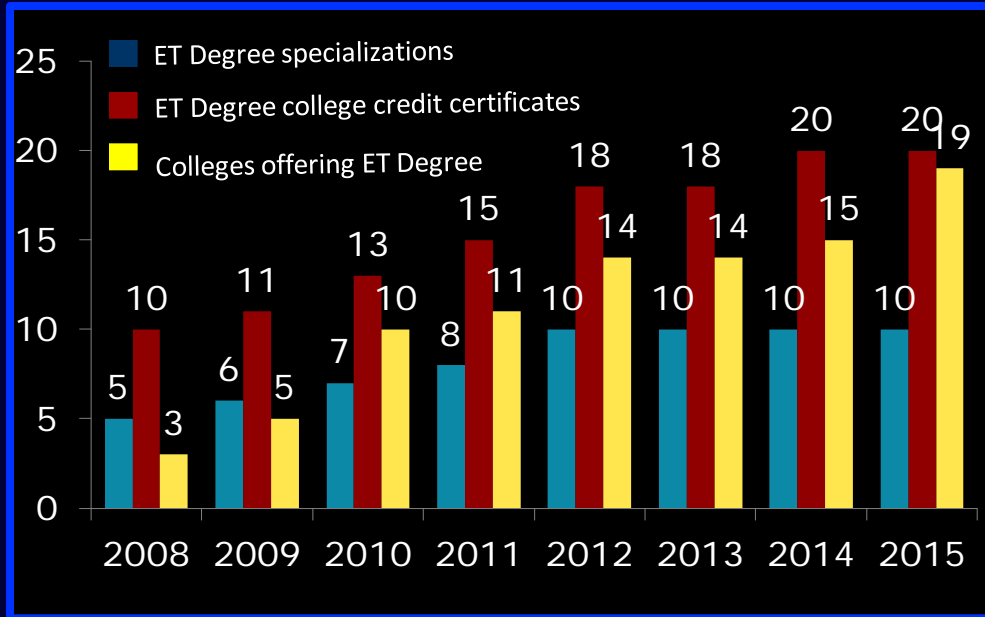
2015 ET Degree College Network

- current ET offering colleges
- started ET in F-2015
- colleges being mentored

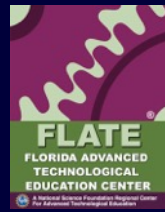
ET Degree & Community



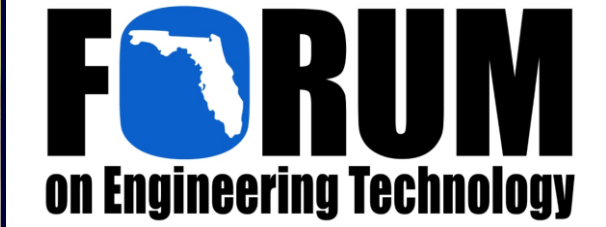
2015 ET Degree Milestones



ET Degree & Community



Spring 2015 @ FKCC



Excellence in engineering technology education



Fall 2015 @ Valencia



BRAD JENKINS
ET Forum Chair 1996-2015

Sustainability and Scale

OUTREACH				
PROGRAM	Partner/s	Partner Role	Progress	Post-Its
FLATE Awards	FACTE, FAITE & sponsors. Florida Association of Career and Technical Education (FACTE) and Florida Association for Industrial and Trade Education (FAITE)	FAITE, a division of FACTE, will take over and “host” the FLATE awards – keeping the FLATE name.	Initial phase of move to FACTE is complete. FLATE awards to be given at 2016 FACTE annual conference. There were no 2015 FLATE Awards since FACTE is 1/2 year off cycle.	FAITE will be the new host of award process. FLATE is working closely with FACTE/FAITE this year to transition the 2016 awards. FLATE recruited sponsors; FACTE has added FLATE to its awards pack; both will recruit nominees and judge. Final transition in 2017.
	None at this time. Possibly parts will be maintained by FAITE or FloridaMakes. Important documents archived on ATE Central.	Website to host and maintain all/some of resources.	Initial conversations about some content being maintained by FAITE/FACTE and FloridaMakes.	Nothing confirmed to date. Requires resources.
“Made in Florida” DVD/Video	Possibly FloridaMakes	Maintaining current posting of 2015 Video on YouTube and a Florida website as well as maintain master video.		Plans currently include distribution of the MIF DVD copies until current stock is gone. Video will be archived on ATE Central.
FLATE Summer Robotics Camps @ HCC	HCC Continuing Education and Brandon Campus	Host camps and take over the ownership of the robot hardware. Take over organizing and incorporating with their own summer camp programs.	Engage conversations after summer 2015. Transfer ownership by 2017.	FLATE Robotics camps at HCC have been very successful and popular. Transition to HCC summer programs will have issues as they need to make a profit (we operate camps close to cost). Cost will go up; integrity down. 2015 published camp curriculum will help.
FLATE Summer Robotics Camps @ other locations	Many colleges, schools, and community organizations.	Host and run camps using FLATE curriculum and its surveying tools. Maintain equipment.	Publishing standard camp curriculum for intro and intermediate levels. Update Camp Guide in 2016 and archive revisions.	Continue to support existing camps with curriculum, processes and student and parent surveys. Camps should continue un-interrupted. Will lose statewide data comparisons.

Sustainability and Scale

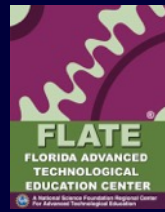


FLATE partner organizations on www.fl-ate.org

The collage displays a variety of partner organizations and their descriptions, including:

- Florida High Tech Center:** The state's first center for high-tech education and workforce development.
- CORRIDOR:** A statewide network of advanced manufacturing and technology centers.
- FloridaMatters:** A statewide coalition of business and industry leaders focused on workforce development.
- FloridaSTEM:** A statewide network of STEM education and workforce development programs.
- NCATC:** A statewide network of advanced manufacturing and technology centers.
- National STEM Consortium:** A national network of STEM education and workforce development programs.
- Manufacturing Institute:** A national network of manufacturing industry and workforce development programs.
- Mentor Connect:** A national network of mentorship and workforce development programs.
- The Scientific League:** A national network of scientific and technological education and workforce development programs.
- USF College of Engineering:** A leading college of engineering and technology at the University of South Florida.
- Florida TRADE:** A statewide network of trade and workforce development programs.
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Sustainability and Scale



We have moved the FLATE Awards!

- Continue to be known as FLATE awards for manufacturing education
- Annual award presentation at FACTE award ceremony (July) at the FACTE Annual Conference

2016 FLATE Award Sponsors



Distinguished Manufacturing Secondary of the Year

Ted Norman
Gil Burlew
Jim Mathews
David Lintner
Greg McGrew
Steve Portz
Bruce (Dale) Toney
Russell Henderlite

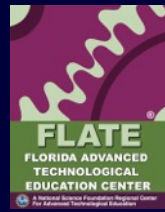
Distinguished Manufacturing Post-Secondary of the Year Award

Meer Almeer
Ed Niespodziany
Norm Brahs
Dean Eavy
Robert Deckon
Adrienne Gould-Choquette
Alessandro Anzalone
Aubri Hanson

Distinguished Manufacturing Partner Service Award

Steve Lezman
Anthony Fedd
Mike Ennis
Art Hoelke
Mark Snyder
Peter Buczynsky
Roy Sweatman-SMT
Ken Jurgensmeyer

Sustainability and Scale

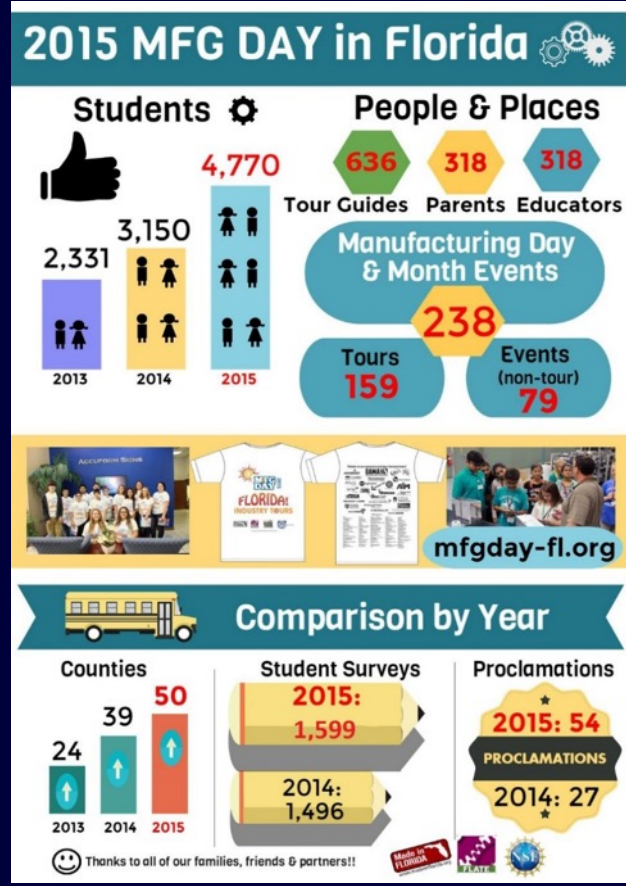


MFG DAY

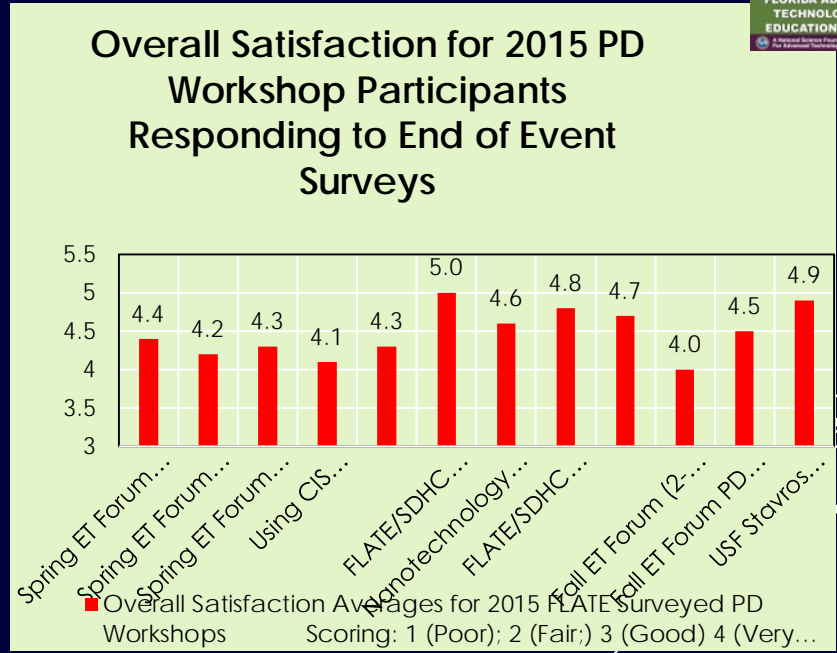
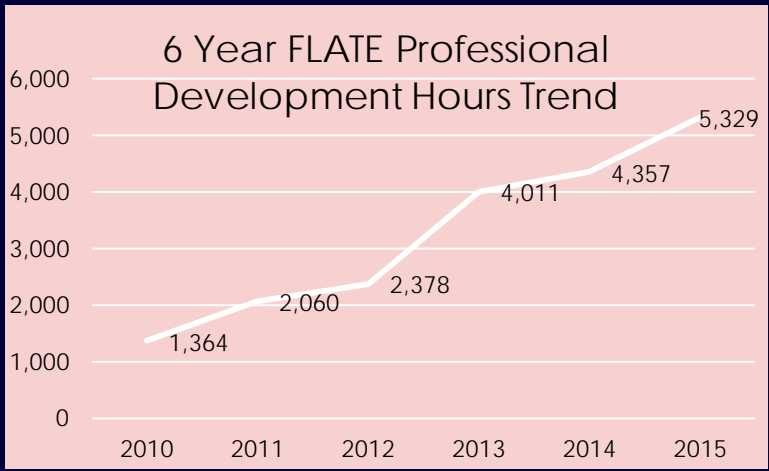
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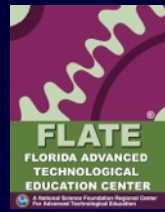
**JOIN US
in 2016!**



Sustainability and Scale



Sustainability and Scale



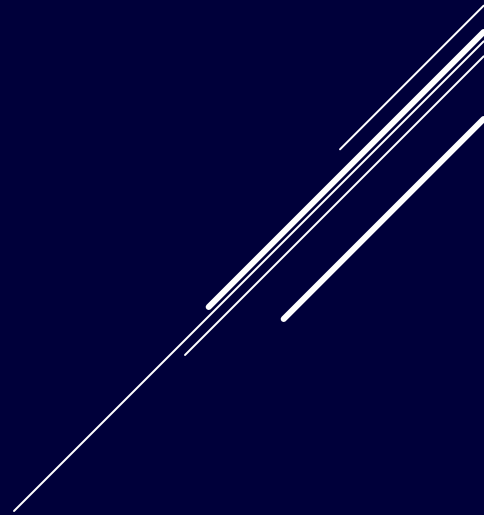
Professional Development Venues

- 1-5 day workshops
at colleges or conferences
- District professional days
 - Webinars
 - Presentations
 - Courses
 - ET Forums




QUESTIONS?

SOME TIPS FOR GETTING STARTED



POLL QUESTION #4

To understand our audience, we regularly ...

- A. Gather quantitative data on usage and engagement
 - B. Conduct in-depth interviews with members of our core audience(s)
 - C. Survey our audience(s)
 - D. Other
- 
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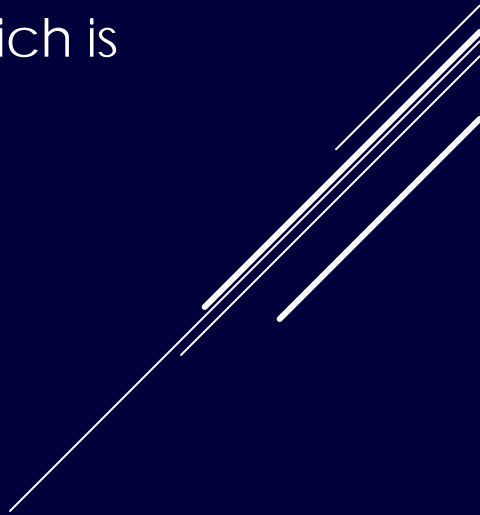
Audience Segmentation Template



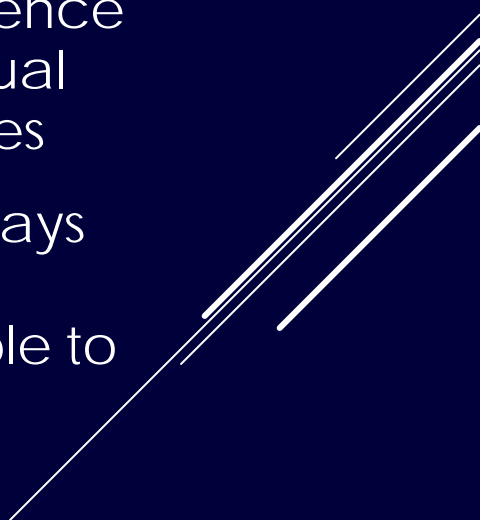
	Description General characteristics	Value What do you think they value most about your ATE project or center?	Contribution to sustainability How do they help support your project or center? (impact? revenue? content?)	Communications channels How will you reach them?	How Large Is the Segment?	Centrality to Mission Rate 0-5
End Users <i>(e.g. students, faculty, partner institutions)</i>						
Industry Partners						
Host Institution						

GETTING STARTED


- Sketch out your answers on the form.
- Which of those is based on hard data, and which is just a good guess?
- How can you firm that up?




DESK RESEARCH

- Great for
 - Digging up quantitative data on your audience segments. Try organizational websites, annual reports, promotional materials, press releases
 - Even if websites and public records do not always yield the answers you need, you may at least identify the names of people who might be able to help.
- 

SURVEYS

- A great tool, if
 - the information you seek is fact-based
 - you can easily identify and reach the target audience
 - Online (often free) survey tools abound and set up is easy
 - The real art is in wording the questions... poorly worded questions can yeild unhelpful results
- 

INTERVIEWING – IN PERSON OR BY PHONE


- A great tool for...
 - Learning more about user/stakeholder attitudes
 - Addressing more complicated issues, like workflow, career aspirations, obstacles faced
 - Identify assumptions (what needs to be true)
 - Develop questions to address practices, attitudes
 - Open-ended questions
 - Look for patterns, unmet needs
- 



- ▶ What activities does VESTA undertake on a regular basis to stay in touch with what its stakeholders need?
 - ▶ **Tools & Tactics** - program and course evaluations, surveys, direct industry and student communication by state coordinators and VESTA management team, event participation (National Summit), identification of industry needs (educational competencies), student engagement (practicums, internships and employment), student and industry workshops

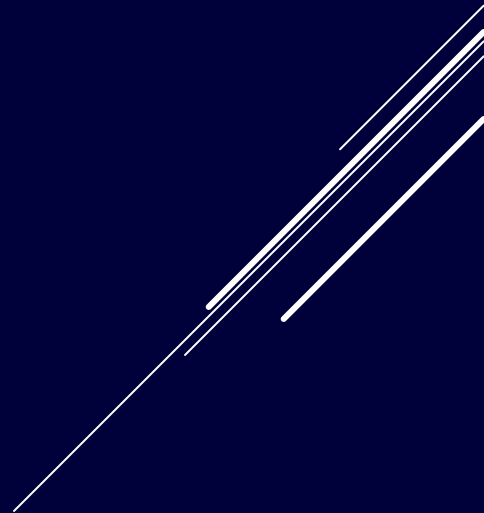
TOOLS & TACTICS

SUMMING IT ALL UP

- Your audience and stakeholders are central to your success
 - Understanding and addressing their needs is the key to your sustainability
 - Delivering value to users (stakeholders) can pay off in many ways, from delivering on MISSION, to generating REVENUE.
- 

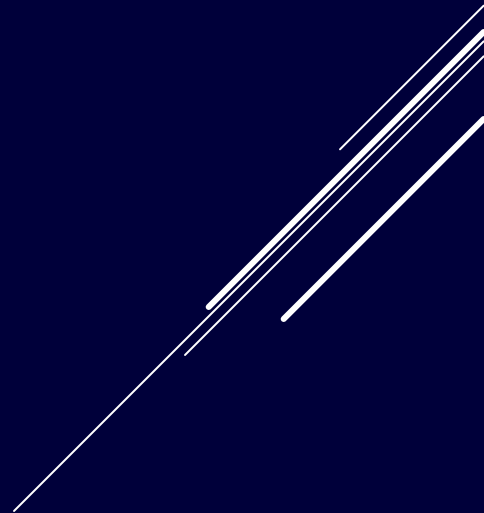
KEY STEPS TO SUSTAINABILITY

- **Define your long-range goals** for the project/center. **What do you really want to sustain?**




KEY STEPS TO SUSTAINABILITY

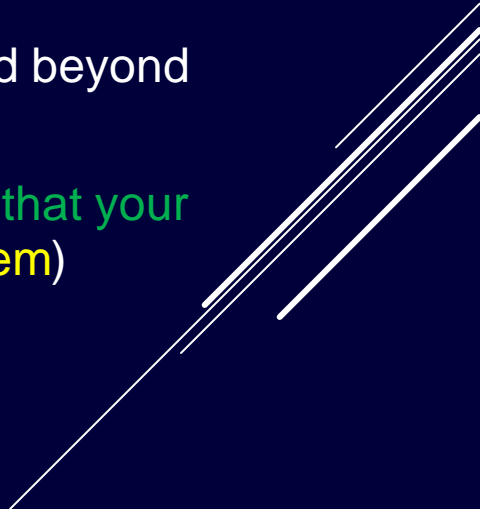
- **Define your long-range goals** for the project/center.
- **Carefully assess all elements you will need to continue delivering value**



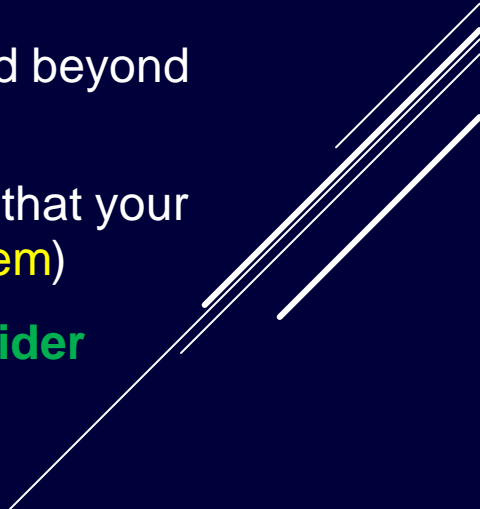
KEY STEPS TO SUSTAINABILITY

- **Define your long-range goals** for the project/center.
 - Carefully assess all elements you will need to continue delivering value
 - **Develop a budget**– What will it cost during the grant and beyond to keep up the activities you think are most important?
- 

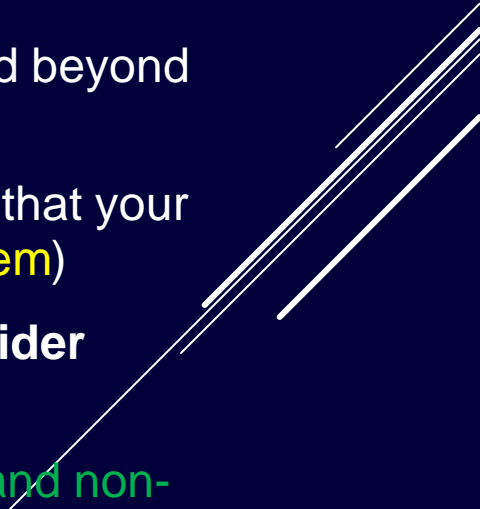
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 - **Assess the value to direct and indirect beneficiaries** that your project or center offers. (**Define assumptions and test them**)
- 
- A decorative graphic consisting of several parallel white lines of varying lengths, slanted diagonally from the bottom right towards the top right, located in the lower right quadrant of the slide.

KEY STEPS TO SUSTAINABILITY

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 - **Assess the role your project or center plays in the wider landscape** (Define assumptions and test them)
- 

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 - **Determine all possible sources of support** (financial and non-financial) (**Define assumptions and test them**)
- 

KEY STEPS TO SUSTAINABILITY

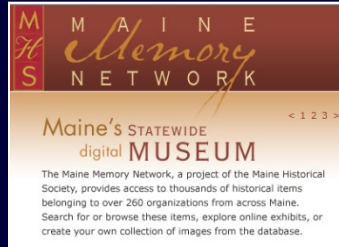
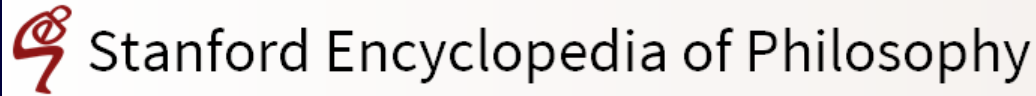
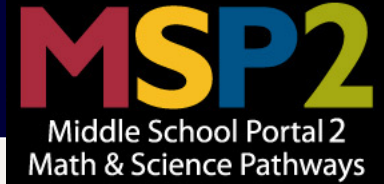
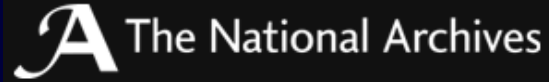
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Value proposition

- **Determine all possible sources of support** (financial and non-financial) (**Define assumptions and test them**)

CASE STUDIES IN SUSTAINABILITY (20+)



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