



# WSU Extension Master Gardener Program

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Program, Foundation and the relationship that binds



Program/Foundation Relations

# Agenda

## Context

- Vision and Mission
- Program/Foundation Partnership

## Strategies for Success

- Hand-in-glove, differences/similarities, structures, revenues, support, branding

## Positive Impacts

- Mutually beneficial relationship



**Partnerships are key**



# Cohesive Statewide Program

Highly trained,  
competent and  
engage volunteers

- Know and understand our program's purpose
- Can explain how what they do supports the educational mission of WSU, Extension, and the Master Gardener program.
- Can tell a compelling and impactful story.
- Are a household name and a go to resource.
- Are empowered to develop, implement & evaluate mission and vision achieving programming.

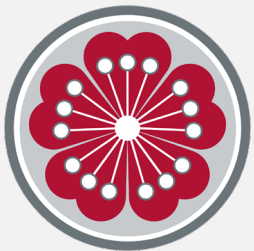


Our purpose

# Mission

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Engaging university-trained volunteers to empower and sustain diverse communities with relevant, unbiased, research-based horticulture and environmental stewardship education.







Our direction

# Vision

Highly recognized, diverse and fully supported, WSU Master Gardener volunteers are the go-to resource for communities seeking research based, innovative solutions for their ever-changing horticulture and environmental stewardship needs.





PROFESSIONAL DEVELOPMENT

# Program/Foundation Relations

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- History: Program and Foundation definitions
- Struggles and Successes
- Strategies: minimize the struggles, maximize the successes.
- Impact: the difference we can make
- MOA: contracts that describe the relationship

September 21, 2023





## DEFINITIONS

# ORGANIZATIONAL

## **WSU Extension Master Gardener Program**

Engaging university-trained volunteers to empower and sustain diverse communities with relevant, unbiased, research-based horticulture and environmental stewardship education.

## **Master Gardener Foundations**

Non-profit 501(c)3 organizations that donate funds to support the goals of another organization. Foundations support their local programs by funding outreach activities, demo gardens, program promotion, and other deliverables as agreed upon between Extension and the MG Foundation in the MOA.





## DEFINITIONS

# VOLUNTEERS

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### **WSU Extension Master Gardener volunteers**

- Trained by WSU to be community educators
- Certified to teach horticulture and environmental stewardship
- Represent WSU Extension
- Fulfill the Land-Grant mission

### **Master Gardener Foundation volunteers**

- EMG's who agree to be members of the local Foundation
- Volunteer their time to acquire assets to support the program
- Fund program mission efforts like plant clinic resources, demo gardens, farmers' markets





THE PARTNERSHIP

# RELATIONSHIP

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## Successes-the pros

- Easy access to funds
- Empowers volunteers
- Volunteer recognition
- County specific support
- County specific programming

## Struggles-the unintended cons

- Easy access to funds
- Empowers volunteers
- Foundation holds the purse-strings, so
- Foundation drives the direction of the program



# Struggles



## WSU Extension Master Gardener Perspective

- Foundations tie funds to the direction *they* want to go.
- Lack of alignment and coordination between Program and Foundation.
- Leads volunteers to "What does WSU do for us?"
- Lack of acknowledgement of the value WSU provides.

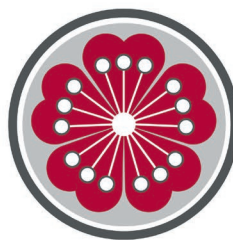
## Master Gardener Foundation Perspective

- State and county facilities, staffing and funding often do not provide sufficient support.
- Program planning process, using the Advisory Committee, does not work in all counties.
- Lack of cognition around foundation by-laws, policies and procedures, MOA's.
- Lack of acknowledgement of the value the Foundations provide.



## WSU Master Gardener Program and Master Gardener Foundation Relations

### PARTNERING



#### **VOLUNTEERS**

- Trained by WSU
- Engage in Strategic Planning
- Partner with Coordinator in program development
- Deliver research-based education



#### **WSU EXTENSION**

- Lead and manage county programs
- Approve WSU Master Gardener activities
- Engage in strategic planning
- Partner with volunteers
- Liaise with Foundation leadership



#### **FOUNDATIONS**

- Engage in fundraising
- Provide financial support for the Program
- Participate in strategic and fiscal planning
- Provide budget oversight
- Liaise with Program Coordinator

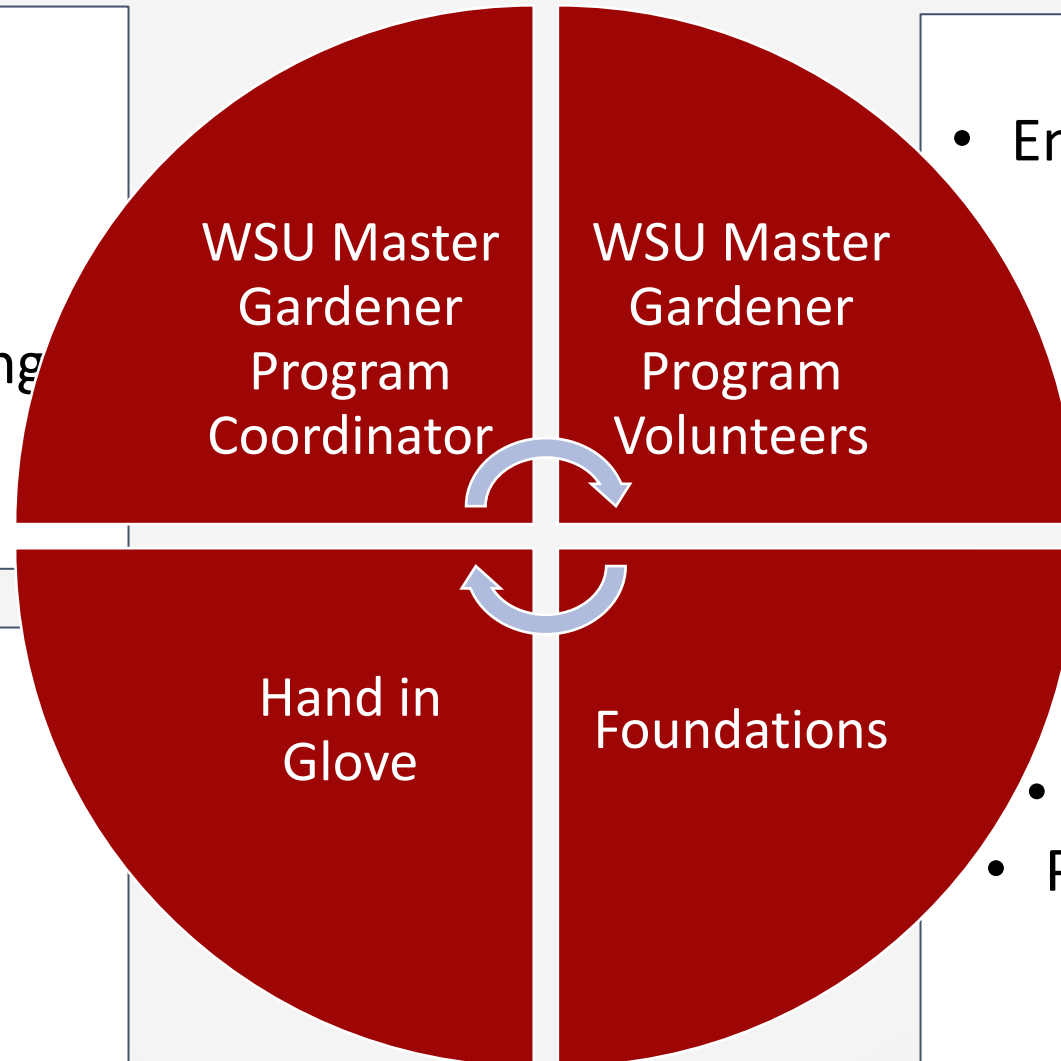




# HAND-IN-GLOVE

- Lead & manage county programs
- Approve WSU Master Gardener activities
- Engage in strategic planning
- Liaise with the Foundation

- Program develops and delivers research-based education.
- Foundations provide financial support for program



- Trained by WSU
- Engage in strategic planning
  - Engage in program development
- Deliver research-based education

- Engage in fundraising
- Provide financial support
- Participate in strategic and fiscal planning
  - Budget oversight
- Liaise with coordinator



# Differences and Similarities



## WSU Extension Volunteer

Basic/intern training

Planning for and  
delivering approved  
educational outreach.

When serving on  
Program advisory  
committees and/or  
leadership teams, and  
when doing strategic  
planning

## Foundation Volunteer

Planning for and  
delivering fundraising  
events-plant sales,  
garden tours

When serving on the  
Foundation board,  
when representing  
the Foundation on a  
Program committee

## Blurred Spaces

Planning for and  
delivering an  
educational event  
that is also fundraising

Foundation structure  
used to plan an activity



# Supporting Structures

Responsible for planning and approval of activities



- Program Coordinator
- Advisory Team

Responsible sharing plan and activities with Foundation



- Program Coordinator
- Advisory Team

Responsible for raising money and providing dollars to support the plan



- Foundation Board & Members

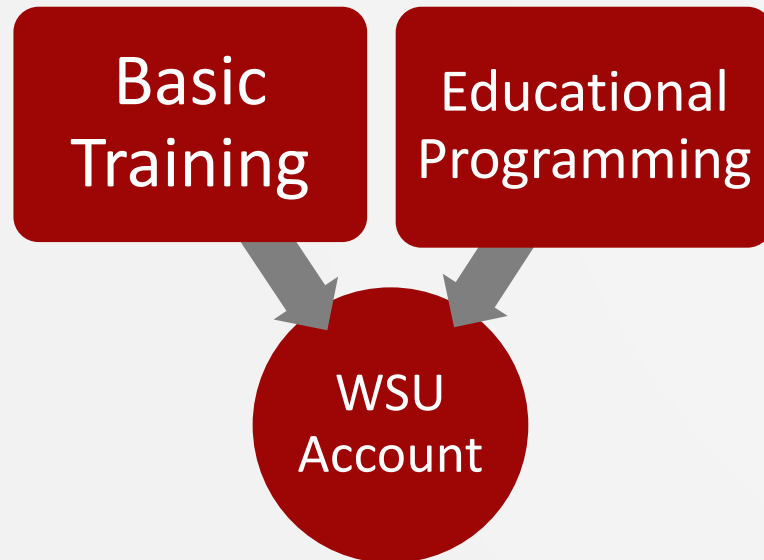




# REVENUE-DEPOSIT ACCORDINLY



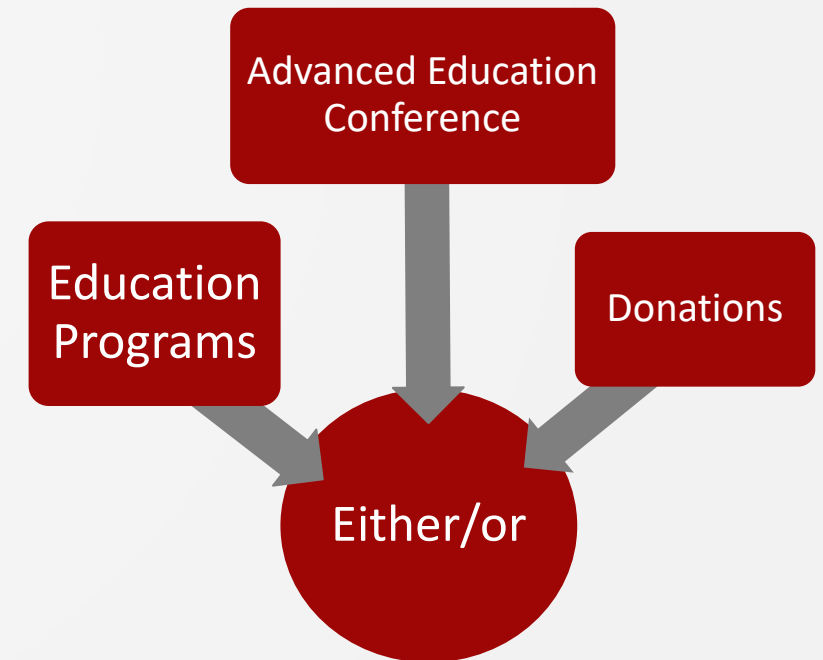
Revenue generated from WSU delivered programs



Revenue generated from Fdn delivered events



Examples of blurred areas

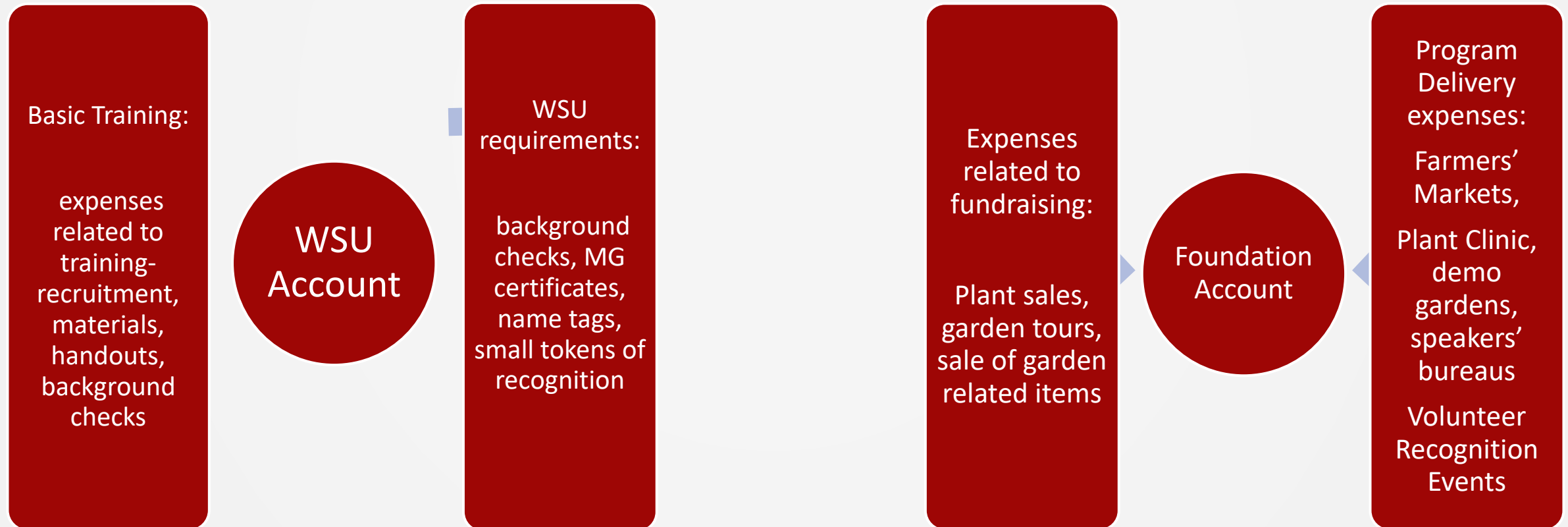




# Supporting Volunteers

WSU Accounts Pay for:

Foundation Accounts pay for:





# Branding-hosting, sponsoring

## WSU Extension Branded

Basic Training

Educational  
Outreach

## Co-Branded

Educational  
Outreach  
Gardening  
Workshops

Plant Sales?  
Garden Tours?

## Foundation Branded

Plant Sales  
Garden Tours

Events not  
approved by  
WSU

## Determining Brand

- Does the activity serve the Program mission?
- Is the activity WSU EMG Coordinator approved?
- Do volunteers enter time in GivePulse?





## Case Study

# Educational Workshop

Butch T Cougar County Master Gardener **Foundation** hosts an educational workshop series each year. Hundreds of people purchase tickets to attend generating nearly \$10K. The series is entirely educational. Volunteers use the structure of the Foundation to plan the event and the Foundation receives the revenue generated. The event is billed and branded with Foundation marks only.

Follow-up surveys indicate attendees were satisfied with the event, learned new things and plan to put new techniques into practice in their gardens.

Event evaluation found that better planning and coordination between the **Program** and Foundation would result in a stronger event.

- Is this a Foundation event or a Program event? Why?
- How might the way this event is billed and branded change?
- How might the Program be involved in the planning and implementation of event?
- What is the Foundation's role in planning and implementing this event?




## Case Study

# Strategic Planning

WSU Butch T Cougar County Extension Master Gardener **Program** recently worked to update their mission and vision, then create a strategic plan. They held meetings in their service area with community partners, local elected officials, and other experts who serve the horticulture community. The questions they asked were simple: how do you view our organization; what do you believe to be our greatest successes, services, and assets; and how can we further improve the delivery of our mission?

They received excellent feedback and collected important information during their process. They now need to identify next steps, including how this work influences and guides the **Foundation** that provides their financial support.

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- What are the three next steps you would recommend to the Program?
  - In what ways should the Foundation be involved in the process?
  - How might the information collected change Program processes?
  - In what way might Foundation practices change?



# Strategies for Success

1. Understand the Hand-in-Glove
2. Differentiate the HAT you're wearing when
3. Implement supporting structures.
4. Receive and deposit revenue into appropriate account
5. Support volunteers with WSU accounts
6. Brand and co-brand as appropriate






# Implementation of Strategies

How would our relationships be improved if:

- everyone exhibited the best hand-in-glove practices?
- everyone could easily differentiate the volunteer roles played in the Program and the Foundation?
- our revenue streams and how they're to be used were clearly documented?
- volunteers felt supported by WSU Extension?
- everyone understood how to brand our activities and all of our projects were branded appropriately?
- there were documented and easily understood structures and processes in place that support a mutually beneficial relationship?



How might implementation of strategies improve the Program and Foundation Relationship?





IMPLEMENTATION IMPACT

# STRATEGIES WILL MAKE A DIFFERENCE

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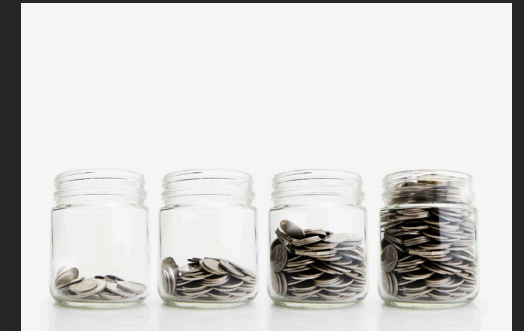
## HAND IN GLOVE

- PC's, volunteers and staff will have a better understanding of the puzzle
- Structures and processes in place to support a healthy hand in glove relationship and succession plans



## VOLUNTEER HATS

- Volunteers will learn to and slowly understand the different roles they serve
- Volunteers will have an understanding for all that WSU does for the Program



## REVENUE STREAMS

- Provide funding to serve MG volunteers
- Mitigate the 'what does WSU do for me' mantra



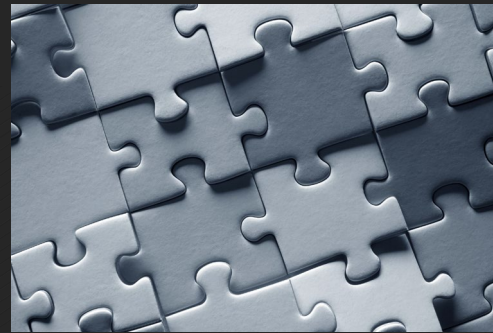
## IMPLEMENTATION IMPACT

# STRATEGIES WILL MAKE A DIFFERENCE



### BRANDING

- Provide much needed exposure for the WSU Extension Master Gardener Program
- Align volunteers with WSU Extension
- Accurately depict the Program/Foundation partnership



### STRUCTURES

- Advisory team will engage volunteers in program planning
- Program will lead educational outreach events and activities
- Foundation will lead fundraising activities



### COMBINATION

- Will send a consistent message that WSU Extension is fully supportive
- Volunteers will see WSU as an institution that provides them with what they need
- A positive, healthy culture is the ultimate impact






## Memoranda of Agreements

# Exchange of Resources

- WSU Extension Volunteers
- WSU publications, fact sheets.
- WSU faculty for teaching and outreach
- Coordinator time to act as liaison
- Office Support staff time to help with Foundation administration
- Use of office equipment
- Office space
- County Director time when extra help is needed to navigate the relationship
- Use of WSU Extension Logos and graphics



A written contract or MOA is required when University resources are exchanged with another entity. The MOA is signed by a University officer who is a delegated authority from the Board of Regents or the President





# Summary

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- Historical factors
- Relationships
- Shared missions
- Shared passions
- The whole is greater than the sum of its parts!
- Cultivating Plants, People and Communities since 1973!

September 21, 2023

