

Extension and Engagement Briefing

BACKGROUND

Extension and engagement are core to Oregon State University's mission. OSU employees and volunteers actively engage with individuals, families, communities, businesses, organizations and governments statewide, nationally and beyond. This work serves to improve the health and well-being of Oregonians and communities, encourage economic development and industry innovation, co-create and share science and knowledge and create access to education for learners of all ages.

Building relationships with reciprocal benefits underpins OSU's engagement philosophy. The Division of Extension and Engagement, all colleges, administrative divisions and OSU's Statewide Public Service Programs (the "Statewides") — OSU Extension Service, Agricultural Experiment Station and Forest Research Laboratory — undertake outreach and engagement activities to varying degrees. Collectively, the Statewides focus on Oregon's needs in three areas: sustainable agricultural, food and natural resource production; natural resources science and stewardship; and community health and resilience.

Since 2010, OSU has held the [Carnegie Community Engagement Classification](#), a designation that recognizes its university-wide commitment to community engagement and engaged scholarship. The university was awarded this classification a second time in January 2020.

DIVISION OF EXTENSION AND ENGAGEMENT (DEE)

Overall leadership of OSU's engagement efforts is the responsibility of the vice provost for extension and engagement. The vice provost also serves as director of OSU Extension and provides oversight of units and initiatives housed in the Division of Extension and Engagement, including the university's professional and continuing education unit.

OSU Extension Programs

While units across the university undertake engagement activities, OSU Extension is at the core of efforts within Oregon. Even when engagement activities are not directly part of its programs, OSU's Extension infrastructure and community networks often help facilitate the work.

OSU Extension, specifically, is broadly focused on creating healthy communities and economies; resilient and productive forests and natural ecosystems; sustainable agriculture, food systems and gardening; and thriving youth, individuals and families. It operationalizes efforts through seven program areas: 4-H youth development, agriculture and natural resources, family and community health, forestry and natural resources, Open Campus/Juntos, Outdoor School and OSU Sea Grant.

OSU Extension was a \$93.1M enterprise in FY2022. As shown in Figure 1, roughly half of its financial support comes from the state of Oregon, including the lottery-funded Outdoor School. Other significant sources are county governments, grants and the federal government. The university has also provided support from Education & General (E&G) sources for personnel and programming that focus on university and college goals above and beyond the mission of the Statewides.

DEE works with the OSU Foundation and the Oregon 4-H Foundation on philanthropic efforts related to 4-H, other youth programs and initiatives, and extension. Gifts to support extension

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and engagement work also route through various OSU colleges and their designated foundation officers. Philanthropic gifts are an important and growing component of OSU Extension’s funding portfolio.

OSU Extension received \$59.3M in state funding for the 2021-23 biennium. The allocation includes restoration of the cuts made in the summer 2020 special session but was less than the university’s full continuing service level request for the Statewides. As a result, OSU Extension had limited ability to re-fill critical positions and sustain service levels statewide.

In Oregon’s 2023 legislative session, the university and stakeholders will request to maintain full base operational funding for the Statewides at \$172M (\$65.3M for Extension), which includes an increase for continued service level costs and restoration of the deficit from the 2021-23 allocation, and additional funding for strategic investments in personnel and programming to support resilient communities, food systems and natural resources in Oregon. Within this request, Extension’s focus includes economic development (including agricultural productivity) and health in rural communities; environmental, food and social systems (including college access and positive youth development) in urban communities; and Extension collaboration statewide in behavioral health and well-being.

FY22 Extension Funding (actual)

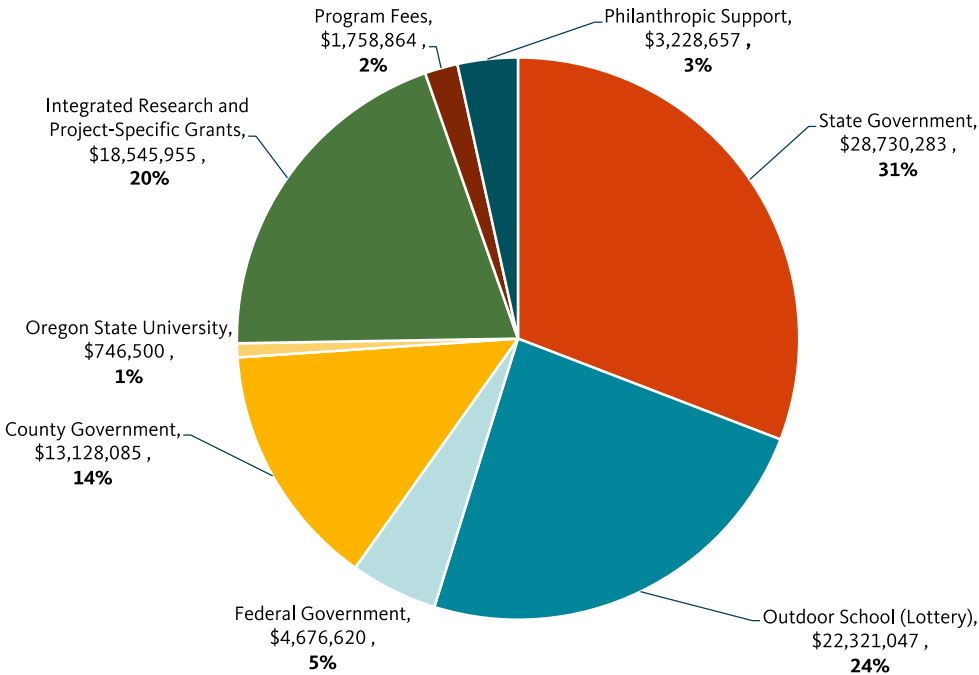


Figure 1. FY2022 Extension Funding. Integrated research and project-specific grants based on amounts awarded in FY2022. Philanthropic support based on ending balance at OSU Foundation for Extension, including 4-H Foundation. All amounts based on actual expenditure and revenue.

Professional and Continuing Education (PACE)

DEE oversees OSU's central professional and continuing education unit, PACE, which provides support for DEE programs and selected colleges (some colleges have developed their own internal noncredit professional and continuing education support capacity). The [PACE](#) team collaborates with OSU educators and units to engage noncredit learners through online and onsite professional development. The team also collaborates with external partners (companies, agencies and nonprofit organizations) to design and deploy workforce training. PACE focuses on flexible, innovative professional development offerings and provides support in noncredit program management, instructional design, multimedia/web development, marketing and enrollment services. As a self-supporting unit, PACE is primarily funded by grants, contracts, fees and enrollment revenue. College partners receive the bulk of revenue generated by their respective programs.

METRICS

OSU currently uses the following metrics to assess the reach and impact of extension and engagement efforts.

Youth Engagement

In reporting year 2021, more than 64,000 youth participated in DEE programs, including through 4-H clubs and other activities (16,268), the Outdoor School Program (34,596), Open Campus/Juntos (1,282), KidSpirit (1,168) and Supplemental Nutrition Assistance Program Education (SNAP-Ed) nutrition education (11,402). DEE also collaborates closely with other OSU units to directly serve youth or support youth programs. Key collaborators include the Office of Youth Safety and Compliance and Precollege Programs.

For most programs, these data represent a 2020-21 reporting period (calendar, academic or other basis). As such, some data reflect lingering effects of the COVID-19 pandemic. We are seeing indicators that suggest that engagement will trend upward. For example, in the 2020-21 school year, Outdoor School engaged 34,596 youth through traditional or hybrid outdoor school experiences, representing 116,695 equivalent days outdoors. This 100% increase from 2019-2020 pandemic participation levels was an excellent response by Oregon's schools to OSU's call to renew their commitment to outdoor school. Pre-pandemic, more than 100,000 youth were typically engaged in DEE programs annually.

DEE has begun to track matriculation to OSU of students who have participated in Open Campus programs. To date, 395 Open Campus and Juntos students have matriculated to OSU, with 43 new students enrolling last fall.

Volunteer Engagement

Volunteer engagement extends OSU Extension's capacity to deliver robust and impactful programming in 4-H; master programming in gardening, food preservation, woodland management, natural resources and beekeeping; and in Juntos family programming. In 2020 and 2021 combined, OSU Extension reported 21,641 volunteers statewide.

OSU Statewides Funding and OSU Extension Grant Funding

Dollars leveraged per appropriated dollar for Statewides (SWPS) research is a university-tracked strategic metric. For 2020-21, this figure was \$1.93, up slightly from \$1.82 the year before.

For FY2022, OSU Extension's grant-funded activity was \$18.5M, representing one-fifth of its funding. This percentage has remained relatively consistent for the past three years.

This amount includes grants from the National Science Foundation, the National Institutes of Health and the USDA National Institute of Food and Agriculture. It also includes funding awarded to OSU to administer two national nutrition education programs funded by USDA: the SNAP-Ed program, in partnership with the Oregon Department of Human Services, and the Expanded Food and Nutrition Education Program (EFNEP).

Noteworthy grant-funded work with engagement components and OSU Extension personnel involvement include:

- \$797K from the Bureau of Land Management to develop education on wildland fire, involving co-learning by degree-seeking students and professional land managers.
- \$10M from USDA-NIFA to define economic opportunities for hemp in the western United States, with special focus on rural communities and Tribal communities.
- \$490K from USDA to support equity work and climate change resilience in Oregon's food production sector and form training cohorts for socially disadvantaged producers.
- \$665K from CDC/National Institute for Occupational Safety and Health to sustain and expand capacity for fishermen first aid and safety training.
- \$1.3M from USDA and Substance Abuse and Mental Health Services Administration (SAMHSA) for the [Coast to Forest](#) project, which aims to promote mental health and prevent substance use disorders in Oregon through training and community education.
- \$224K to improve vaccine confidence and uptake among priority populations in Oregon through [EXCITE](#), an initiative of the Extension Foundation, U.S. Department of Agriculture National Institute of Food and Agriculture and the Centers for Disease Control and Prevention.
- \$30,000 through Danone Institute's "One Planet. One Health." initiative for Juntos en el Jardín (Together in the Garden), a community-driven project in Lincoln County focused on creating an inclusive and culturally competent food gardening system.

Professional and Continuing Education

The number of noncredit professional and continuing education courses delivered is a university-tracked strategic metric. For 2021-21, this count was 873 for offerings supported by the PACE unit specifically, up from 539 (62%) the year prior.

In the wake of the pandemic, PACE adopted an efficient, agile approach to address surging demand for accessible noncredit education. Over the past three fiscal years, PACE programs have seen more than 120,000 enrollments — a fourfold increase relative to the prior three-year period. Through a focus on scalable online course design, targeted marketing and responsive student support, PACE met this demand with roughly one-third fewer employees (relative to the pre-pandemic period). During the fiscal year that ended June 30, 2022, PACE hosted more than 1,200 courses through its platform. Through a select number of PACE programs that issue certificates, 2,000 learners earned certificates during this time.

PACE highlights:

- **175 publicly available program/course offerings.** Notable career development programs include technical writing, e-learning instruction, wildfire preparedness and dairy management.

- **15 active or pending projects with external clients and strategic partners**, including a partnership with the Oregon Home Care Commission to provide a workforce development platform and programming to the statewide care worker population overseen by the agency (approximately 50,000 workers).
- **30 active or pending college-based program partnerships across eight colleges.** For FY2022, public enrollments in PACE programs generated \$1.23M in revenue for college partners (38% increase from FY2021).
- **Strategic partnerships within the university to leverage PACE expertise and infrastructure**, including providing OSU Human Resource's required critical training modules for all employees and hosting registration, course content and reporting for most other OSU employee training.

Diversity, Equity and Inclusion (DEI)

In support of the university's commitment to inclusive excellence, DEE has increased its focus on tracking metrics associated with diversity, equity and inclusion in various aspects of its work.

As part of its effort to recruit and retain a diverse workforce and maintain a supportive workplace culture, especially for employees of color and those from historically marginalized communities, DEE evaluates annually the race and ethnicity distribution of the OSU Extension workforce compared with the Oregon population. In 2021, the percentage of OSU Extension's workforce self-identifying as white and non-Latino was higher than the Oregon population average by 2.2 percentage points, and lower in all other race and ethnicity categories. The biggest discrepancy is in the category of individuals identifying as Latino (8.1% in DEE vs. 12.7% in Oregon), though that is up from 7.6% in 2020. The data for white, non-Latino and Latino categories are trending closer to parity with Oregon's population. These data include employees supported by appropriated state, federal and county funds but do not include employees funded by grants or other fund sources. DEE is working to further analyze data to produce a more complete picture of its workforce.

As noted in the 2021 extension and engagement briefing, the university is able to identify DEI-related activities in the Faculty Success (formerly Digital Measures) reporting platform, which several colleges and units use for reporting and accountability. This provides OSU with a mechanism to better report, evaluate and elevate the visibility of DEI efforts. There are currently 6,038 DEI-related records, with 5,105 (84.5%) from DEE. There were 1,673 total DEI records entered in 2021, a 12% increase from the year prior, continuing an upward trend.

Carnegie Community Engagement Efforts

The university's classification requires periodic renewal and reporting. Several colleges and units use Faculty Success to document community-engaged activities, including research and creative activities, teaching and learning and service and practice. As for DEI, this platform can provide the university with greater visibility of community-engaged efforts. There are currently 1,316 Carnegie-related records, with 1,239 (94% from DEE). There were 499 records entered in 2021, a 67% increase, continuing an upward trend.

Digital Access and Engagement

In addition to direct education through programming and services, OSU's outreach and engagement efforts extend to the digital environment. Select digital engagement highlights include:

- 765 followers on a new OSU Extension Instagram account, launched in summer 2021.

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- 2,821 users and 4,454 sessions (indicating repeat visitors) on Spanish pages of the OSU Extension website in the first two months since the translated website launched.
- 7,934 questions answered in 2021 through the Ask Extension online service, down slightly from a pandemic-fueled surge of 10K+ questions in 2020 as interest in home gardening and food preservation soared.
- 46,000 digital followers for OSU Extension's Food Hero, a social marketing campaign aimed at increasing fruit and vegetable consumption among limited-income Oregonians.
- A catalog of more than 1,100 peer-reviewed educational publications, with 72 newly published or revised in 2021. Many are available in free, accessible online formats.

Research, scholarship and creative activities/outcomes that provide collaboration with communities and stakeholders

Documenting activities that further the university's extension and engagement mission and align with the university's goals takes many forms, including sharing stories of such work with public, media and internal audiences. Such stories are made available on the [OSU Extension website](#), on the [Stawidewes Our Impact](#) website and repurposed in social media and myriad other ways.

INITIATIVES AND PROJECTS – UPDATES

Leadership

DEE has a new senior leadership team. Ivory W. Lyles began serving as vice provost for extension and engagement and director of the OSU Extension Service in September 2021. Two leaders were hired in summer 2022: an associate director for OSU Extension and an associate vice provost for engagement. These positions filled a vacancy in what was formerly a joint associate vice provost/associate director role and provide for greater focus and accountability in each domain. DEE also partnered with College of Agricultural Sciences to support an associate dean for international programs position to provide strategic leadership for international efforts.

Strategic alignment

DEE completed a [strategic alignment framework](#) to articulate overarching distinctions, aims and strategies that align with university goals and guide program and unit plans.

All DEE youth programs (4-H, Open Campus/Juntos, Outdoor School and KidSpirit) are aligned under leadership of the vice provost. Work is underway to increase collaborative youth programming and innovation, improve operational and administrative efficiencies, and coordinate philanthropic efforts. The 4-H program leader position was filled and a search for a permanent Outdoor School program leader is underway.

Innovation

Extension and engagement continue to be important elements of initiatives under development within the OSU Impact Studio. Two active initiatives in which DEE is a partner are:

- The [Center for the Outdoor Recreation Economy](#): Incubated as the Outdoor Recreation Economy Initiative and formally launched as a university center in May 2021, the center is a partnership between DEE, College of Forestry and OSU-Cascades.
- [Access OSU](#) (formerly Pathways to OSU), described in further detail below.

Inclusive Excellence

In alignment with its mission to serve all Oregonians, DEE continues to prioritize a commitment to using a social justice and DEI lens in all efforts. The division's [DEI unit](#) oversees efforts focused on capacity building/professional development, organizational culture and expanding

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access. The unit provides leadership, coordination and consultation, and facilitates collaboration with DEE units and employees, OSU partners, state and national extension peers and, when appropriate, external agencies and organizations.

Accomplishments since the previous briefing include:

- Conducted listening sessions, in English and Spanish, in spring 2021 focused on how to better support DEE employees who identify as people of color and from historically marginalized groups. Results are informing strategic actions.
- Launched an Extension-wide [introductory DEI training for volunteers](#), open to all and piloted with Master Gardener volunteers.
- Developed a curriculum on “Extension Civil Rights: What is Extension professional’s role in expanding access?” that is now licensed by two other states.
- Underwent a comprehensive periodic USDA-NIFA Civil Rights Review rights review to evaluate OSU Extension programs and activities for compliance with applicable federal civil rights laws, rules and regulations. Received a report of commendable practices, observations and recommendations.
- Continued to offer the Diversity Champions professional development program. Approximately 160 champions have participated since the program began in 2018.
- Launched a Spanish translation version of the OSU Extension website in July 2022. OSU Extension’s Outdoor School program also has a fully bilingual (Spanish/English website) with options for automated translation to other languages.

A notable indicator of progress toward the university’s commitment to inclusive excellence is the degree to which DEE programs are intentionally grounding their work in DEI. Examples include:

- Four cultural workgroups — African Heritage, Indigenous Peoples, Latinx and Pasifika (Micronesian and Pacific Islanders) — in OSU Extension’s nutrition education program provide guidance in the development, implementation and evaluation of culturally relevant nutrition and physical activity education and social marketing strategies.
- [OSU Extension’s Master Gardener program has embedded DEI values](#) into curriculum, recruitment, audience and the experience of volunteers.
- The OSU Extension Small Farms program is working with numerous partners, networks and coalitions to [support small-scale and historically marginalized farmers](#).
- In the 2020-21 school year, the OSU Extension Outdoor School program issued 26 equity, diversity and inclusion (EDI) grants. This grant program distributed over \$5M to school districts and outdoor school providers/sites to improve equity in outdoor school curriculum; the equity, diversity, access and inclusion awareness of their staff; and/or the accessibility of their sites for outdoor school students.

Of note is that the university, often through OSU Extension, is engaged in co-creating programming and sharing expertise with all nine federally recognized tribes in Oregon and other Indigenous communities.

Public awareness

In April 2022, OSU Extension conducted a [representative public opinion survey of Oregonians](#). Similar research has been conducted every six to nine years since the 1980s. Each survey has sought to understand the awareness and use of OSU Extension, prioritization of extension education topics and use of communications tools and technology. Along with the university-

level public and alumni research conducted in fall 2021, these data inform strategic planning and support data-informed decisions about programming, outreach and communications.

INITIATIVES AND PROJECTS – 2022-23

OSU is prioritizing the following extension and engagement areas of focus in the coming year.

Expanding access

SP4.0 Goal 2: Transformative education that is accessible to all learners

Through youth-serving programs, initiatives and partnerships, the university is reaching learners across the lifespan and supporting multiple pathways for access to higher education.

Access OSU is envisioned as a collection of OSU services and programs for Portland-area K-12 students and their families that supports access to higher education, college graduation and career attainment, especially targeting participation by BIPOC communities. It is a partnership of the divisions of Extension and Engagement, Student Affairs and Enrollment Management and Office of Institutional Diversity. OSU hired a Director of Community Diversity Relations within OID who will also direct Access OSU and, in the coming year, build a team to support communities and programs in Portland.

New Beginnings for Tribal Students: Supported by USDA-NIFA funding, work continues on a partnership between OSU, Southwestern Oregon Community College, and the Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians focused on making college more accessible to Oregon's Indigenous populations through purposeful collaborations with tribal communities. Programs and support will be offered through OSU Extension and Ecampus. To date, the program has provided scholarship and internship support to 29 students, and over 200 mentors have participated in cultural awareness and mentor trainings.

OSU Extension Open Campus and Juntos: These programs are a cornerstone of the university's efforts to provide access to education. By conducting locally based needs assessments, cultivating partnerships and housing coordinators statewide, Open Campus is able to support learners of all ages and develop community-specific, equitable programming and access. Since 2012, more than 6,000 students and families have been served by OSU's Juntos program, which provides culturally relevant programming to empower Latino students and families around education. Across Oregon, Juntos is serving more than 100 schools in 34 communities across 21 counties. Participants have a more than 90% high school graduation and post-secondary education access rate.

The Ford Family Foundation partnered with Open Campus and Juntos for a three-year, \$810,000 project to expand Juntos and other Spanish-language programming in rural Oregon. Continued research and scholarship will provide data back to communities around removing barriers for students and families, high school graduation rates, postsecondary enrollment, family engagement and discrimination faced within schools and communities. Programming is expanding in Washington, Marion, Polk, Umatilla, Morrow, Klamath and Lake counties.

Engaged university

SP4.0 Goal 1: Research, creative work and engaged scholarship

With leadership from DEE, the university is pursuing a strategic approach to defining engaged scholarship at OSU and refreshing approaches to coordinate and track engagement activities. Plans include re-establishing an engagement council with university-wide representation and planning for signature engagement events, such as speaker series or symposia.

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Excellence in youth development

SP4.0 Goal 3: Significant and visible impact in Oregon and beyond

Lead exploration of a national center for youth development, strengthening collaboration among OSU's established programs and building on our reputation for leadership and innovation in research-based, culturally relevant and equity-focused youth programs.

Urban agenda

SP4.0 Goal 3: Significant and visible impact in Oregon and beyond

Partner in developing an urban agenda for OSU that strengthens relationships, increases awareness and establishes a vibrant presence in Portland and surrounding metro areas. Establish and strengthen relationships to build awareness of and re-establish local financial support for OSU Extension in Multnomah County.

Statewide Public Service Program (SWPS) funding and advocacy

SP4.0 Goal 3: Significant and visible impact in Oregon and beyond

Stakeholder engagement and advocacy are critical to achieving the university's legislative priority of sustaining adequate base funding for the Statewides to maintain program and service levels and securing increased investment to support expanded Statewides' work in resilient food systems, communities and natural resources. This work is done in collaboration with OSU's government relations team, the Beaver Caucus and others. Key strategies in 2022-23 include:

- Meeting regularly with stakeholder coalitions to receive feedback.
- Activating the new director's advocacy cabinet, which complements an existing state-level Extension program advisory group. A joint meeting is planned for October 2022 and will include a briefing on the university's legislative priorities and provision of advocacy training and resources.
- Continued use of digital tools to support tracking and monitoring of legislative engagements and communication with elected officials.

Philanthropic development

Inclusive of all SP4.0 goals

Collaborate with OSU Foundation and university leadership to coordinate the pursuit of philanthropic and donor engagement opportunities in support of OSU's extension and engagement priorities and fully integrate 4-H into the division's development portfolio. With OSU Foundation, DEE is establishing a development council to engage in framing and supporting DEE development strategies and building relationships with potential donors.

Professional and Continuing Education

SP4.0 Goal 2: Transformative education that is accessible to all learners

A national search is underway for a director to lead the PACE unit, along with collaboration with other university units to establish a shared vision and strategic direction for noncredit professional and continuing education that aligns with university goals and the dynamic needs of learners.

Inclusive Excellence

SP4.0 Goal 4: A culture of belonging, collaboration and innovation

Building on current efforts, areas of focus for the coming year include:

- Responding to recommended actions from the OSU Extension USDA-NIFA Civil Rights Compliance Review. This work continues efforts to ensure Extension program statewide efforts are accessible and relevant to all Oregonians. This work includes developing a

formal statewide language access plan and ensuring advisory board members reflect service populations, specifically underserved groups.

- Continuing to use a DEE Diverse Search Rule that covers development and operation of search committees, following OSU Search Advocate Program best practices.
- Continuing to grow the Diversity Champions professional development program.
- Expanding the Extension-wide DEI curriculum to all volunteers, including 4-H.
- Analyzing DEI data from Faculty Success to identify progress, gaps and other insights and developing dashboards to help leadership easily access and use this data.
- Piloting the Gallup® Q12 Employee Engagement platform within DEE to improve strategic employee engagement and supervisor development.

OPPORTUNITIES AND THREATS

The following are some of the most significant opportunities and threats facing Oregon communities, which OSU's engagement efforts are working in partnership to address.

Threats

Appropriated funding is becoming increasingly earmarked for new areas and special initiatives. Sustaining adequate capacity funding for base programs is essential to maintain OSU's statewide footprint, retain stakeholder support, leverage other funding and sustain the foundation that provides for responsiveness to emerging issues and opportunities.

Climate, pest and market challenges threaten the sustainability of Oregon's agricultural, forest and coastal ecosystems. Oregon's communities seek to enhance economic opportunity, create resilient food systems and support young people. And as Oregonians face growing behavioral health challenges, it is imperative to address social determinants and systemic inequities.

Opportunities

OSU's focus on enhancing resilience of Oregon communities through engaged work includes support for industry and community economic development, thriving social and environmental systems and collaboration in community health and well-being.

Strategies to enhance economic mobility and prosperity in rural and urban communities:

- Building climate change resilience in crops, livestock and seafood systems with new management practices, resilient crop varieties and precision technologies.
- Supporting agricultural producers with research and outreach focused on all aspects of production and marketing for Oregon's diverse crops and commodities.
- Developing continuing education offerings in priority areas; examples include the outdoor recreation economy, food industry and public health sectors.
- Closing the digital divide through continued collaboration with a statewide networking partnership, Link Oregon, and community engagement through Extension networks.

Strategies to help close the opportunity gap for youth:

- Expanding 4-H and other positive youth development programs to more equitably serve all youth and enhance collaboration among OSU youth-serving enterprises.
- Support access to higher education, degree completion and career attainment for students and families of color through new and expanded culturally relevant programs.

Strategies to address the complex challenges of sustainability in a changing climate:

- Serving Oregonians statewide with garden-based education focused on sustainable gardening, food access, pollinator health and climate-adaptive landscapes.
- Helping people safely manage pests by providing cost-effective strategies that reduce toxins in the environment and education for residents, schools and producers.
- Creating fire-adapted communities and landscapes with pre-fire response efforts to reduce fuel loads, outreach that directly supports land managers and communities, and partnerships to mitigate risks and improve forest health.

Strategies for helping meet goals in Oregon's statewide health improvement plan:

- Expanding the network of Extension educators who support individual, community and systems-level changes in nutrition, mental health and physical well-being.
- Expanding existing, effective Extension community mental health promotion and substance use programming.
- Scaling healthy aging and gerontology programs to promote mental, physical, social and emotional well-being.
- Launching Extension capacity to mitigate detrimental health effects of houselessness with research, evidence-based information and community convening.