

Extension and Engagement Briefing

EXECUTIVE SUMMARY

Extension and engagement are core to Oregon State University's mission. Employees, students and volunteers engage with people, communities, businesses, organizations and governments statewide, nationally and overseas. This work is actively advancing all three goals set forth in OSU's Prosperity Widely Shared plan, and centered on building reciprocal, mutually beneficial relationships. All colleges, administrative divisions and OSU's Statewide Public Service Programs (the "OSU Statewides"; see Appendix A) undertake community-engaged work to varying degrees.

The Division of Extension and Engagement (DEE; see appendix A) provides collaborative leadership to support coordination and strategic alignment of OSU's engagement efforts. This structure and approach have made OSU an aspirational peer for other universities seeking to elevate and integrate their community-engaged scholarship and practice. OSU holds the [Carnegie Community Engagement Classification](#), a designation that recognizes this university-wide commitment.

Since the last briefing, OSU has named Kristopher Elliott as permanent vice provost for Extension and Engagement and director of the OSU Extension Service following a national search. OSU has also finalized a [strategic plan](#) for Extension and engagement that aligns with Prosperity Widely Shared and reflects input from communities and stakeholders. for Extension and engagement that aligns with Prosperity Widely Shared and reflects input from communities and stakeholders. for Extension and engagement that aligns with Prosperity Widely Shared and reflects input from communities and stakeholders.

This briefing presents ongoing initiatives, new efforts and relevant success indicators in context of the university's strategic actions. It also includes a summary of key challenges and strategic opportunities. Key takeaways:

- OSU is advancing public engagement and engaged scholarship as a strategic priority.
- Youth and community engagement programs drive educational access and success.
- OSU is expanding noncredit education and workforce development.
- Strategic partnerships and volunteer engagement are central to impact.
- Opportunities exist to strengthen public engagement practices and support internal coordination and data management.
- Extension and engagement funding is broad-based but vulnerable.

EXTENSION AND ENGAGEMENT FUNDING

As context, we offer a brief overview of funding sources and trends relevant to OSU's engagement work.

The OSU Statewides (Appendix A) are one of the most visible and tangible aspects of the university's community-engaged work across the state. These legislatively mandated programs are primarily funded by public tax dollars through a partnership based on federal, state and local government allocations. This model brings with it the responsibility for OSU to ensure that programs offered in a community are based on local needs and relevant to the local context.

As an example of the importance of these base capacity funds, in FY25, 61% of OSU Extension's support came from the state of Oregon, and 30% from county and local government allocations (not including lottery-funded Outdoor School).

The overall percentage of funding from state, county and local governments remained flat from FY24 to FY25. Federal capacity funding has remained relatively flat for decades. However, the increases are not keeping pace with rising costs.

In Oregon's 2025 legislative session, the OSU Statewides received \$196.6 million (7% increase) to sustain core mission programs and services. While this investment fell short of necessary base funding, we recognize that the legislature faced a particularly tight budget environment and had to balance economic uncertainty and many statewide priorities. Policy bills provided additional funding to OSU Statewides programs for specific projects.

The legislature also allocated \$48 million for Outdoor School, which is administered by OSU Extension. The allocation is 20% below the voter-approved lottery allocation and will have a direct impact on the Outdoor School experience for fifth and sixth graders throughout the state. With community and advisory council input, OSU Extension [developed a strategy](#) that aims to equitably distribute reduced funding and support outdoor school to the greatest extent possible within the funding constraints.

Local funding remains strong, with all 36 of Oregon's counties and the Confederated Tribes of Warm Springs providing Extension funding through voter-approved taxes or general allocations. Of these three sources (state, county, federal), county funding is most apt to change due to annual budget and allocation cycles, in which local government leaders have decision authority. Of note, two counties recommitted to funding partnerships with Extension for FY26 — Josephine County after a one-year pause and Multnomah County after a 23-year hiatus.

Community engagement efforts occur across all colleges, supported by OSU Extension statewide funds and by OSU Education and General (E&G) funds directed to each college for research and teaching activities. In addition, central E&G funds (\$823,380 for FY25) are allocated to support targeted efforts that leverage OSU's Extension footprint and are directly related to educational access and student success.

Grants, gifts and contracts are critical complements to this public funding, building capacity to address emerging issues and forge new partnerships and collaborations. Expenditures on grants, gifts and contracts directly tied to Extension and engagement work increased 5% from the year prior, from \$20.9M to \$21.1M.

OSU is committed to continue serving all Oregonians to the greatest extent possible with the resources available to us and will continue to pursue efforts to secure additional funding through partnerships and other collaborative endeavors.

PWS ACTION 1 – DEGREE COMPLETION, STUDENT SUCCESS

OSU is a recognized leader in positive youth development, including USDA's 2023 designation of OSU Extension as a National Center of Excellence for Youth Development as part of a five-year, \$10M grant. Participation in youth programs is often a first contact with the university and an opportunity to improve educational access early in the pipeline, fostering readiness, confidence and persistence before students reach OSU. Engagement-centric, community-oriented youth programs including 4-H, Open Campus and Juntos, and Precollege Programs are working to help increase Oregon students' learning outcomes, graduation rates, and college and career readiness. These efforts are also part of OSU's system of support for degree- and transfer-seeking students at Oregon community colleges.

Ongoing Initiatives and Success Indicators

Relevant metrics for the domain include program reach/participation, educational outcomes and knowledge/behavior change.

As a measure of statewide reach, the university tracks participation trends in youth programs delivered primarily off-campus through the OSU Extension network. In reporting year 2024, over 85,700 youth participated in these programs, including through 4-H clubs and activities (21,948); Outdoor School (35,488); Open Campus/Juntos (2,694); OSU KidSpirit (2,464) and Supplemental Nutrition Assistance Program Education (SNAP-Ed) (22,182). These data represent an approximate 8% decrease from the previous year. The decline resulted from staffing challenges in selected counties and programs, impacting both outreach activities and reporting. However, some programs (e.g., 4-H clubs, 4-H special interest activities, KidSpirit) showed a considerable increase during the same timeframe.

4-H is the signature youth development program delivered through land grant university Extension services in partnership with the U.S. Department of Agriculture. The National 4-H Index Study investigates the relationship between 4-H participation, program outcomes and positive youth development. Of Oregon respondents in the 2024 study, 57% said 4-H is influential in their desire for community engagement and 45% said 4-H helped them be prepared for college and career.

Since 2018, the Juntos program has served over 5,700 Juntos students for a total of 9,000 participants including families. These students have a more than a 90% high-school graduation and college-going rate. Since 2019, Open Campus has engaged over 4,000 students in programming and served over 650 community college students. Since 2020, 705 students across Juntos and Open Campus have matriculated to OSU, with 66 in the last year.

Another hub of youth engagement is the Office of Precollege Programs, which supports and oversees a wide range of activities for students and teachers designed to increase college access and academic preparation for Oregon's youth. These programs engage more than 11,000 students annually. This work also fosters institutional and community partnerships to advance STEM youth education and the impact of STEM research in society.

Since its launch in 2023, Access OSU has deepened partnerships in the Portland Metro region by convening higher education, K–12, and community partners and providing community-centered programming. Metrics of note:

- 4,000+ students in grades 4–12 engaged.
- 1,500+ students participated in campus visits.
- Launched Summer Stays for middle and high school students.
- Received Oregon Department of Education's Black Student Success Grant.

Progress Highlights

OSU continues to offer new and expanded programming to meet student and community needs, grounding these efforts in evidence-based practice and cultural relevance and tracking outcomes related to college and career access. Examples include:

- Indigenous Youth Summer Camp brings high school students to Corvallis for a weeklong residential experience focused on higher education and careers in natural resources. Parents and students alike reported a stronger connection to OSU and a clearer vision of how to pursue postsecondary education.

- In 2025, Access OSU successfully mapped out an individual or organization’s journey through each phase of engagement with OSU, providing a more nuanced understanding of engagement pathways and shedding light on gaps and barriers for students/families, community-based organizations, and internal OSU partners.
- Academia Juntos (Juntos Academy) is a five-day college, career, and identity exploration summer camp hosted annually at OSU's Corvallis campus. This camp is an application-based opportunity offered to statewide incoming 9-12th graders to engage in a snapshot of college life and pathways to higher education. Forty campers attended the third year of this camp. Participants reported leadership growth (95% said they gained confidence meeting new people and working in groups; improved familiarity with college admissions, financial aid and student support services; and shifts in postsecondary plans with more students interested in attending 4-year universities).
- A new resource called College STEPS | PASOS Colegiales is available to guide students seeking to attend college after high school, transfer from a community college to a university, or enter a trade.
- Recognizing the critical role of career and technical education in student pathways, OSU hired a cross-program youth workforce development and a career and technical education (CTE) specialist to coordinate efforts statewide. This program recently secured a \$200,000 grant from the Oregon Department of Education to expand career exploration events in rural communities and increase faculty capacity to support local youth in building college and career readiness.
- Oregon 4-H is participating in the National 4-H Beyond Ready campaign, which aims to double the number of youth participating in 4-H over the next several years. This initiative emphasizes preparing young people not only for college and careers but also for leadership, civic engagement, and lifelong success.
- OSU continues to offer camps and events throughout the state and on campus to engage students of all ages in college and career exploration. Examples include Natural Resources Career Day in Grant County and Summer Academy at OSU-Cascades.

PWS ACTION 3 – ENTERPRISE APPROACH TO KNOWLEDGE TRANSLATION, INNOVATION, AND PARTNERSHIPS

Relevant metrics for the domain include noncredit enrollment and revenue, grant and sponsored program funding, and measures of internal and external collaboration and partnership.

Noncredit Education and Workforce Development

OSU’s noncredit landscape spans multiple units, with offerings tailored to both niche and general audiences. The table below highlights key units operating in this space in 2024, though several other programs exist to serve discipline- or industry-specific audiences.

Looking ahead, a university-level committee is actively working to recommend institution-wide quality standards and protocols for noncredit education — including workforce/professional development, microcredentials, continuing education and lifelong learning.

Unit/Program	# of Learners	Course Offerings	Revenue (if applicable)
PACE (Extension & Engagement)	17,736	234	\$2.1M*
CPE (College of Business)	3,225	119	\$715K**
CWE (Educational Ventures)***	1,800+	-	-
CORE (Educational Ventures)****	500	-	-

*PACE, a self-support unit, distributed \$1.1M back to college partners to support and expand educational initiatives.

**In FY25, CPE invested in key infrastructure improvements and partnered with organizations such as the Hospital Association of Oregon, Entek, OnPoint Community Credit Union, TriVista and Weyerhaeuser to support corporate training and workforce development.

***More than 11% of OSU online enrollment hailed from employer-sponsored students through the Corporate and Workforce Education (CWE) unit. More than 125 organizations have teamed up with OSU.

****The Center for Outdoor Recreation Economy (CORE) has reached learners in 18 states.

OSU Extension, as a member of the national Economic & Workforce Development Program Action Team, is collaborating with the Extension Foundation and USDA-NIFA staff to form AgriProspects, a dynamic marketplace to organize and share Extension's adult workforce development (AWD) offerings for the agricultural sector. Additionally, OSU will contribute significantly to a planned summit of national Extension leaders in January 2026. The summit will focus on Cooperative Extension's Role in Workforce Development: A National Conversation & Vision for the Cooperative Extension System's Future in Workforce Development.

Grants and Sponsored Program Funding: Allocated and Awarded

OSU has prioritized an increase in annual research expenditures, with an increased emphasis on transdisciplinary and community-engaged research. DRI's Office of Research Advancement saw a successful second year of the Transdisciplinary Research Seed Fund Program, awarding \$700,000 to 16 new transdisciplinary teams, involving 85 faculty members and their external collaborators. These projects continue to exemplify the power of transdisciplinary research in addressing complex challenges and advancing knowledge that benefits OSU community and beyond. Emphasis was given to projects that invest in developing thoughtful, positive, equitable and enduring partnerships with community groups or organizations that represent, directly serve or engage, minoritized and/or underserved populations, minority serving institutions of higher education, or tribal governments.

Many research grants across OSU also help support transdisciplinary and engaged scholarship. Examples include:

- The [nationally recognized Whale Entanglement Project](#), which started with an initial investment of \$173,000 from university and external partners and led to \$1.4M in federal funding to support ongoing whale distribution research to inform fisheries management.
- VETS-UP Program (College of Engineering): \$1M grant from Oregon HECC, Partnership with Analog Devices Inc. Supports veterans in semiconductor careers through training in processing, electronics, and robotics.
- Asp3ire Initiative (College of Health): \$3.67M NIEHS grant over five years. Focuses on reducing environmental risks to children. Five pilot projects funded in 2024–2025 includes youth media on wildfire preparedness and SmokeReadyGorge.org supported by OSU Extension; 8,000+ materials distributed.
- Extension & Engagement (FY24): \$21.8M in expenditures (1% increase); \$25.9M in total grant funding across partnering colleges, with \$7.2M routed through the division.

The Division of Extension and Engagement (DEE) had a 35% increase in submitted proposals (60 to 81) and 114% increase in requested funds (\$16.2M to \$34.7M) from FY24 to FY25. Of the 81 proposals submitted in FY25, 50 have been funded for \$19.6M, 17 are still pending, and 14 proposals were unfunded. The scope of DEE sponsored programs work with engagement components includes:

- \$1.7M in College of Agricultural Sciences for efforts in small farms, crop and soil science, food science and technology, horticulture, and animal and rangeland sciences.

This is due in part to the robust partnership with the network of experiment stations at 14 locations across the state.

- \$419,807 in College of Forestry for Extension forestry and natural resources programs.
- \$10.6M in College of Health for Extension programs benefitting individuals, families and communities, including the \$9.2M USDA-funded SNAP-Ed (nutrition education) program in partnership with the Oregon Department of Human Services.
Of note, federal funding for SNAP-Ed ends on September 30, 2025, due to passage of HR1 (see also, “Opportunities and Threats” section).
- \$7.2M across DEE and OSU Extension in funds supporting Extension work at county offices, in Warm Springs and for 4-H youth development.
- \$4.5M from the Oregon Department of Education to help ODE carry out its Farm-to-School program in 16 counties around the state.

OSU's Economic Development and Industry Relations (EDIR) is building partnerships that drive economic growth, innovation and workforce development across Oregon and beyond, serving as a connector to cutting-edge research and faculty expertise. As part of the EDIR strategy, OSU recently applied for the Innovation and Economic Prosperity (IEP) designation, reflecting a commitment to enhancing economic development and community well-being. This is a direct complement to OSU's existing Carnegie Community Engagement classification.

Volunteer Engagement

Volunteers are crucial partners in OSU's community engagement mission. They extend reach and impact, allowing OSU to serve a wider audience and provide more comprehensive support to communities. Longstanding and well-known Extension programs, such as Master Gardeners, Oregon Naturalists and 4-H, rely on more than 8,000 volunteers who act as a vital link between OSU and the community, bringing local knowledge and expertise to the forefront while fostering a sense of community ownership and participation.

In the past year, OSU Extension volunteers reported contributing more than 193,542 hours to their communities, valued at more than \$7M (source: independentsector.org, [2024 state value of volunteer time](#)).

Additionally, more than 400 community stakeholders serve on 59 OSU advisory councils at county, regional and state levels, demonstrating a commitment to continuous improvement of programs and services in the true spirit of reciprocity and mutual benefit.

Volunteers are critical to other colleges and units as well. For example, in 2025, the College of Agricultural Sciences' Food Safety and Environmental Stewardship (FSES) Program processed 1,594 samples and ran 2,187 analytical assays, yielding 1.56M chemical data points. The External Advisory Council (EAC), composed of experts from across Oregon's food safety and environmental stewardship community, convenes annually to identify emerging issues, recognize research and education needs, and prioritize programmatic efforts. With guidance from DEE and the EAC, FSES has forged partnerships with numerous organizations — including Portland Fire & Rescue and the Swinomish Indian Tribal Community — to align hands-on monitoring initiatives with stakeholder priorities and amplify its statewide impact.

Since the last briefing, OSU has continued to make progress on implementing Volunteer Hub, a centralized online platform that will enhance OSU's ability to effectively track and support volunteers, resulting in smoother operations and a significantly improved volunteer experience.

Digital Literacy, Access and Artificial Intelligence (AI)

The 2025 OSU AI Week event offered free AI education to faculty, students, researchers and the public, with more than 1,000 attendees and 30 sessions recorded for public access.

As a complement to the university's focus on building foundational research strength in artificial intelligence, Extension and engagement efforts focus on expanding broadband access, digital literacy, and AI education and practical applications for employees and communities. These initiatives help close the digital divide, support workforce development and position OSU as a national leader in AI innovation across economic, social and environmental domains.

Progress highlights include:

- A Tribal AI Education Partnership, co-developed with the Confederated Tribes of Siletz Indians, developed curriculum that integrates generative AI with indigenous storytelling and cultural identity. Future expansion will include other tribal and rural communities via train-the-trainer model.
- The K-12 AI Education Collaborative, convened under the OSU-led Oregon Broadband Equity Coalition (OBEC), has more than 100 active participants across Oregon school districts in monthly meetings with educators, administrators, tech specialists and parents that focus on AI literacy, professional development and resource sharing.
- Annual faculty development workshops for Extension professionals have demonstrated increased AI adoption in agriculture, youth development and community programming. Additionally, OSU recently hired a Technology in Natural Resources Extension Specialist, who supports agriculture and forestry sectors with emerging tech, including AI, with the goal of enhancing AI integration in natural resource management and public outreach.
- OSU's Dr. Kristopher Elliott is co-leading the National Digital Extension Education Team (NDEET). Following a July strategic planning convening, the team announced three priority focus areas for research and content development: Economic Development, Artificial Intelligence (AI) & Emerging Technology, and Cybersecurity. Cross-university teams for each will work to strengthen Cooperative Extension's capacity to serve communities in a rapidly evolving digital landscape.
- OSU partnered with HazAdapt, a free emergency and disaster guide app, to expand public access to critical safety information from OSU Extension including webpages and publications related to earthquakes, wildfires and tsunamis. HazAdapt is a Corvallis-based startup created by OSU graduate students that seeks to transform emergency preparedness through inclusive, community-centered technology.

Expanding Reach and Relevance for Urban Audiences

Numerous OSU activities are geared toward sustaining a vibrant presence and creating positive impact in Portland and other urban centers.

Specifically, OSU's new Portland Action Task Force is engaging with community leaders and collaborators to guide a comprehensive, coordinated approach to the university's work in and around the city. From OSU's Food Innovation Center and Portland Center facilities in the heart of downtown, through expanded Extension work for farmers in Multnomah County to the new Tualatin Mountain Forest outside northwest Portland, the university is poised to be of even greater service and benefit to students, families and businesses.

More broadly, OSU's involvement in the National Urban Extension Leaders community and League of Oregon Cities provide forums to advance promising practices for urban Extension and connect with Oregon leaders statewide to co-create solutions and bring the full scope of university resources to bear on local needs and emergent opportunities.

PWS ACTION 4 – BUILD FACULTY EXCELLENCE

Relevant metrics for the domain include recognition, scholarship, professional development, and employee engagement.

Strengthening Community Engaged Scholarship and Practice

Beginning in 2022, the university placed renewed emphasis on a strategic approach to define and operationalize public engagement and engaged scholarship. OSU has made progress on foundational efforts and been recognized for exemplary work. Recent highlights include:

- The annual [OSU Engagement Conference and Awards of Excellence](#) - The creation of this localized platform has since enabled the winners from the last two years to enter and win the regional W.K. Kellogg Foundation Community Engagement Scholarship Award and compete for the nationally recognized C. Peter Magrath Award, sponsored by the Association of Public and Land Grant Universities (APLU). This pipeline of recognition has also elevated OSU's visibility among peers as an engaged university.
- Launched in January 2025, the *Engagement@OSU* online certificate, developed specifically for the OSU community, fosters a shared understanding of community engagement and engaged scholarship. Learners provide feedback, which informs continuous improvements to content.
- The Research Advancement Academy, now in its third year, is a professional development program for faculty from across OSU to develop transdisciplinary research leadership skills and to support faculty fellows in leading large transdisciplinary proposals & funded research programs.
- Early efforts are underway to draft promotion and tenure guidelines that formally recognize engaged scholarship across research, teaching, and outreach and engagement. OSU is also revising faculty assessment tools, including the Citizen Evaluation of Teaching (CET) for Extension Professors of Practice, to complement the Student Learning Experience (SLE) survey used by for-credit instructors.

Outcomes from efforts to institutionalize engagement at OSU have garnered interest among peer institutions and requests to share our public engagement framework. Most recently, University of Kentucky invited OSU to facilitate their Engagement Leadership Academy, coaching UK Land-Grant Engagement leaders to a better understanding of how to strengthen the university's relationship with their Extension colleagues.

OPPORTUNITIES AND THREATS

Sustainable Funding

While changes in the primary public fund sources for Extension and engagement work (federal, state, county/local) have always occurred, these now have the potential to happen more quickly and to a greater degree as government at all levels seeks to prepare and respond to challenging economic forecasts and policy shifts. Proactively planning for and countering this uncertainty requires balancing long-term strategic staffing and program planning with the flexibility to adapt quickly to changing circumstances coupled with ongoing work to raise awareness among funders of the return on their investment in OSU Extension and engagement work. Strategic relationship-building with elected and appointed leaders as well as organizations like the Association of Oregon Counties is essential. When budget changes necessitate staffing, operational or programmatic adjustments, community input and transparency in the decision-making process are imperative.

Public Perception and Relationship Building

To ensure OSU remains a preferred partner for communities across Oregon, it is essential to maintain relationships grounded in trust, respect, and reciprocity. However, there is a risk of damage to these relationships if OSU's efforts are perceived as transactional, sporadic or extractive. This challenge presents an opportunity to strengthen strategic partnerships — particularly with local governments as well as community and industry organizations. Continued investment in community-led advisory councils, targeted marketing to build awareness and brand linkage, implementation of public engagement best practices and a consistent focus on evidence-based, mission-driven programming will help reinforce OSU's role as a trusted, responsive partner.

Coordination and Collaboration

OSU offers an array of entry points for individuals and organizations to access its expertise and resources — a clear institutional strength. However, the absence of centralized internal systems and coordination mechanisms to monitor and support these relationships is a challenge. While Extension often serves as a primary conduit, many other units also engage externally, creating a complex landscape that can confuse stakeholders and potentially diminish the quality of their experience. Externally, OSU is perceived as a unified entity which presents a powerful opportunity to align internal processes and systems to meet that expectation. Doing so will enhance responsiveness, improve impact and ensure a more seamless and consistent experience for community partners.

Data and Reporting

Ready access to complete, accurate data about Extension and engagement work is increasingly important for accountability, compliance and strategic decision-making. While OSU continues to refine data collection and reporting systems to provide a comprehensive picture of the community-engaged work occurring across all mission areas, increased emphasis on and commitment to centralized and/or integrated data hubs will be beneficial. This would also streamline and strengthen future Carnegie and IEP applications, accreditation processes, identification of strategic priorities and broader impact reporting and storytelling. Centralized data management also supports an enterprise approach to lifelong engagement with individuals, inclusive of their youth participation, credit enrollment, noncredit learning, and other connections (alum, donor, volunteer).

APPENDIX A: OSU STATWIDES AND DIVISION OF EXTENSION AND ENGAGEMENT

OSU Statewides

The OSU Statewide Public Service Programs — OSU Extension Service, Oregon Agricultural Experiment Station, and the Oregon Forest Research Laboratory — serve Oregon with Extension programming in every county and many Tribal nations and Indigenous communities, a network of 14 agricultural experiment station locations and ten research forests.

These programs are mandated by separate, long-standing federal and state legislation. The OSU Statewides are largely funded through public dollars, including federal, state and local government allocations. The state portion is allocated by the legislature as a line item in the Higher Education Coordinating Commission's budget and is a critical component to access the other funding sources.

Division of Extension and Engagement (DEE)

Through DEE, OSU coordinates and advances engaged work in [three complementary areas](#): community engagement, partnerships and cooperative extension.

Community Engagement: With input from the OSU Engagement Council, which has representation from each college, OSU-Cascades and other relevant units, DEE provides collaborative leadership to build internal capacity for community engaged scholarship and promising practices for public engagement. This work serves to better support OSU colleges, divisions and community partners to connect and find mutually beneficial solutions to real-world issues. DEE oversees a professional and continuing education unit, [PACE](#), which works with internal and external partners to engage noncredit learners.

Partnerships: DEE helps support OSU's student success priorities by partnering with other OSU units to strengthen and grow partnerships with community colleges and school districts, enhance support for pre-transfer students, and develop new initiatives that support college access. DEE also collaborates to facilitate partnerships that support targeted, local community development efforts.

OSU Extension: While units across OSU work in and with communities, [OSU Extension](#) is integral to these efforts in Oregon, through direct programming as well as a connector and convener. OSU Extension is broadly focused on creating healthy communities and economies; resilient and productive forests and natural ecosystems; sustainable agriculture and food systems; and thriving youth, individuals and families. Extension operationalizes efforts through [six administrative regions](#) and [10 program areas](#).