

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 the science and knowledge of the university and deliver access to education across the lifespan.

Building sound partnerships with reciprocal benefits underpins OSU's engagement philosophy. All eleven colleges and OSU's Statewide Public Service Programs (the "Statewides," including OSU Extension Service, the Agricultural Experiment Station and the Forest Research Laboratory) undertake outreach and engagement activities to varying degrees. Collectively, the Statewides focus on Oregon's critical needs in three major areas: sustainable agricultural, food and natural resource production; natural resources science and stewardship; and community health and resilience.

In January 2020, OSU was [awarded its second Carnegie Community Engagement Classification](#), a designation that recognizes the university's commitment in this domain. OSU is one of only 28 universities in the United States and its territories to earn the community engagement classification in 2020 and also hold a "very high research activity" classification, both from the Carnegie Foundation for the Advancement of Teaching. OSU has held this designation since 2010.

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 the OSU Extension Service and provides oversight of the university's professional education support unit.

OSU Extension Programs

While units across the university undertake engagement activities, the OSU Extension Service is at the core of the university's efforts within Oregon (for details, see [Appendix A](#)). Even when engagement activities are not directly part of Extension programs, OSU's Extension infrastructure and community networks often help facilitate the work.

OSU Extension was a \$75.6M enterprise in FY2020. 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 have a direct focus and impact on college access and attainment and student success. Such university support is increasingly difficult to sustain given pressures on the university's budget.

DEE maintains and is strengthening a relationship with the OSU Foundation and the Oregon 4-H Foundation. A primary focus is philanthropic efforts related to 4-H and other youth programs and initiatives. Gifts to support other extension and engagement work also route through various OSU colleges and their designated foundation officers. Philanthropic gifts will continue to be an important and growing component of OSU Extension's funding portfolio.

OSU Extension received \$56M in state funding for the 2019-21 biennium. This was an 11.5% increase from the 2017-19 biennium and included funding for three specific initiatives: fire resilience and resistance (\$2M), integrated river basin water quality (\$410,000), and organic farming programs (\$375,000). To date, OSU Extension has hired 10 employees in support of these initiatives, including a fire program manager, a state fire specialist and six regional fire specialists; a water quality assistant professor; and an organic agriculture assistant professor of practice.

In the second special session of 2020, the Oregon Legislature approved a 2.5% cut to the Statewides for the biennium, equating to a 5% cut in FY2021. OSU Extension is managing this by reducing administration and services and supplies spending, holding vacancies unfilled when possible as part of the university’s hiring freeze, and participating in the university’s temporary pay reduction program.

In Oregon’s 2021 Legislative Session, the university and stakeholders will request to maintain funding for the Statewides at \$154M, which includes the 2019-21 legislatively adopted budget plus a 7.42% increase for continued service level costs. Without this increase, the Statewides’ ability to fill critical positions and provide needed research and programming statewide will be severely limited. OSU will also seek \$4.1M for Statewides facilities support to be moved from the Public University Support Fund to the Statewides budget.

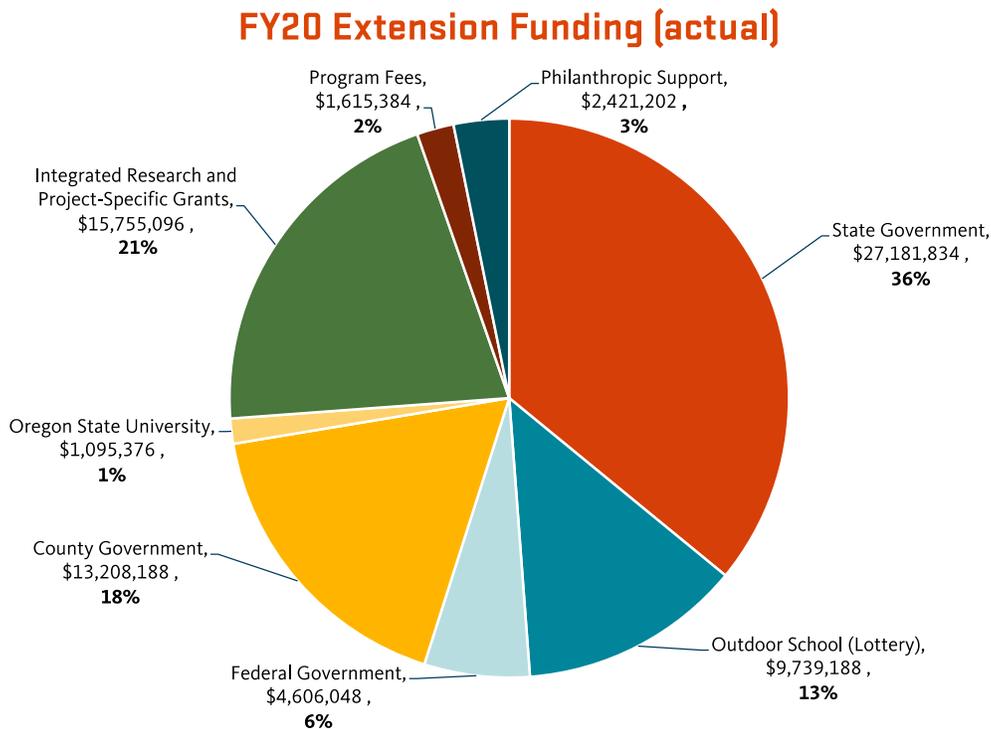


Figure 1. FY2020 Extension Funding. Integrated research and project-specific grants based on amounts awarded in FY2020 to employees with .50 or greater FTE in OSU Extension. Philanthropic support based on ending balance at foundation for the Extension Service. All amounts based on actual expenditure and revenue.

Professional and Continuing Education (PACE)

DEE oversees OSU's central professional and continuing education support unit, PACE. [PACE](#) works with OSU educators and units to engage noncredit learner audiences through online and onsite professional development. The team also collaborates with external partners (companies, agencies and nonprofit organizations) to design and deploy workforce training for their teams. PACE focuses on flexible, innovative professional development offerings and provides support in noncredit program management, instructional design, multimedia/web development, marketing and enrollment services. PACE is a self-support unit, primarily funded by grants, contracts, fees and enrollment revenue. Agreements with university partners govern revenue share for college partner-driven programs.

METRICS

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

Youth Engagement

In reporting year 2019, more than 109,000 youth participated in DEE programs, including through 4-H clubs and other activities (37,300), the Outdoor School Program (37,900), Open Campus/Juntos (1,500), and Supplemental Nutrition Assistance Program Education (SNAP-Ed) nutrition education (30,300). 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, Precollege Programs and KidSpirit.

For reporting year 2020, the number of engaged youth will be approximately 50% lower due to the pandemic. However, current data are reflecting only a 30% decrease in direct educational contacts, a strong indicator that OSU's programs and information continued to reach young people in our state at times when access to school and other resources has been severely disrupted.

In the 2019-20 school year, Outdoor School engaged 13,617 youth through traditional experiences, representing 56,612 days outdoors, with an additional 20,000 engaged via distance learning due to COVID-19. In response to the pandemic and evolving local public health conditions, the Outdoor School program in collaboration with its advisory committee and university leadership offered a variety of [response strategies](#) that provided for districts to cancel or reschedule in-person Outdoor School experiences without financial burden, shift the experience to distance learning, or make use of OSU Extension's weekly activity sets to support educators and parents with at-home learning.

DEE has begun to track matriculation to OSU of students who have participated in Open Campus programs. To date, 366 Open Campus students have matriculated to OSU, with 43 new students enrolling this 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 2019, OSU Extension reported 16,986 volunteers statewide, an 8% increase over the previous year.

Grant Funding

For FY2020, the reporting process was adjusted to reflect OSU Extension's grant-funded activity more accurately by reporting amounts awarded to employees with 0.50 or greater FTE funded by the Extension Service. The FY2020 figure is \$15,755,096, representing one-fifth of OSU Extension's funding.

This amount includes grants from the National Science Foundation, 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 the U.S. Department of Agriculture: the SNAP-Ed program, in partnership with the Oregon Department of Human Services, and the Expanded Food and Nutrition Education Program (EFNEP).

Noteworthy grants awarded to date in FY2021:

- \$7.3M from USDA Food and Nutrition Service: Second year of a three-year plan that designates OSU as the sole implementing agency for SNAP-Ed in Oregon.
- \$289,000 from USDA-NIFA New Beginnings for Tribal Students program: A partnership between OSU Extension Open Campus; Southwestern Oregon Community College; and the Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians focused on college access.
- \$1M from USDA, a rapid response grant for innovative proposals addressing the agricultural education needs of students during the pandemic: A partnership of OSU Precollege Programs, the SMILE Program, and OSU Extension 4-H Youth Development.
- \$1,415,000 from the Oregon Farm to School Bill supporting OSU Extension's involvement in local educational programs, technical assistance, training and resources that will help build Oregon's statewide capacity to implement and evaluate Oregon Farm to School program over the long-term.
- Two OSU Extension projects among only eight selected nationally for funding through [the New Technologies for Agricultural Extension Fellowship](#) from the eXtension Foundation: the OSU Extension Fire Program and a [project focused on helping western rangeland managers use GIS and remote sensing tools](#) to develop land management plans promoting functional sagebrush steppe.

Professional and Continuing Education

There were 51,712 individual students enrolled in PACE-supported programs in FY2020, a fivefold increase over FY2019. Total course enrollments were 71,338. OSU's online vegetable gardening course, which experienced [skyrocketing enrollment](#) early in the pandemic, accounted for 56% of enrollment. The remaining enrollments totaled 31,346 — more than three times the prior year.

PACE highlights:

- 130+ publicly available course offerings.
- 20 active or pending external clients and strategic partners.
- 30 active or pending college-based program partnerships across eight colleges.
 - \$800K gross revenue from college partner-driven noncredit programs (FY2021, thru Oct. 31, 2020) — the bulk distributed to college partners via revenue share.
 - This represents a 68% increase from the comparable period in FY2020.
- 5+ strategic university service partnerships.

- Support for OSU's role in the national [Data Science for the Public Good initiative](#) (See additional details in the initiatives section below).

Most colleges at OSU offer professional and continuing education programs at some level, although some do so using their own internal support infrastructure. Those colleges partnering with PACE include Agricultural Sciences, Education, Forestry, Liberal Arts, Public Health and Human Sciences, and Science. Several administrative units, centers and institutes also utilize PACE support, including OSU Extension, INTO OSU, the Linus Pauling Institute, the Center for Genome Research and Biocomputing, and the Office of Human Resources. Current external clients managed by PACE include the Materials Technology Institute, the Oregon Bureau of Labor and Industries, the Oregon Department of Revenue, the Oregon Home Care Commission, Iowa State University, the University of Virginia, and the US Air Force, among others.

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. Overall, the percentage of OSU Extension's workforce is higher by four percentage points for self-identified white, non-Hispanic or Latino respondents, and is lower in all other race and ethnicity categories. The biggest discrepancy is the category of individuals identifying as Hispanic or Latino (7.6% vs. 12.7% in Oregon). There was some progress in 2020. Of 20 new hires supported by county, state and federal funds, 70% identified as white, non-Hispanic or Latino and 10% as Hispanic or Latino, which is trending closer to parity. These data do not include employees funded by grants or other fund sources, such as SNAP-Ed, Outdoor School and PACE. In the coming year, DEE will further analyze data to produce a more complete picture of its workforce.

Since 2015, the *OSU Faculty Handbook* makes clear that all faculty members are responsible for contributing to OSU's diversity, equity and inclusion goals. Since 2016, all faculty position descriptions have incorporated these expectations. With leadership from DEE, the university has added the ability to identify DEI-related activities in the Digital Measures reporting platform, which is used by several colleges and units for faculty reporting and accountability. Twenty-six of the thirty-six data input screens available in Digital Measures now accept inclusion data. Examples include non-credit instruction, publications and impact statements. Standard reports generated from the system, such as faculty CVs, highlight these activities. This is providing the university with a mechanism to better report, evaluate and elevate the visibility of DEI efforts. There are currently 2,850 DEI-related records in Digital Measures, with 1,915 (67%) from OSU Extension.

Digital Access and Engagement

In addition to direct education through programming and services, OSU's outreach and engagement efforts extend to the digital environment. Standard analytics on OSU Extension's main web and social platforms reflect general increases in access and engagement (e.g., views, shares). Select digital engagement highlights from 2020 include:

- 10,173 questions to date answered through the Ask an Expert online service (up 64% from 6,203 in 2019).

- 620,370 indirect contacts through Food Hero social marketing.
- A catalog of more than 1,000 free or low-cost peer-reviewed educational publications and videos, with 70 newly published or revised in 2020.

Building on the pandemic-fueled surge of interest in home horticulture, PACE and OSU Extension communications began collaborating to enhance PACE’s existing monthly gardening e-newsletter. Enhancements include cross-promoting content from both units and offering a “subscribe” option via the OSU Extension website. Results include increased open rates (from 12.7% to 32.3%), 1,230 new subscribers, and increased traffic to promoted OSU Extension website content. The e-newsletter also offers a platform to extend related information (e.g., wildfire preparation, food safety, other noncredit courses), thus increasing this receptive audience’s awareness of and engagement with OSU’s resources.

COVID-19 AND WILDFIRE: DEE RESPONSE, ADAPTATION AND INNOVATION

At a time when other community services were reduced or slowed due to COVID-related restrictions, OSU Extension shifted nearly its entire workforce to remote work over the course of a week while maintaining public access through email, phone, web meetings, the Extension website and the online Ask an Expert service. As state and university guidance and local public health conditions have evolved, OSU Extension responded by:

- Developing a [statewide Extension Service resumption plan](#), in alignment with state executive orders, university policy and OHA guidance.
- Contextualizing plans and operations for parallel actions within counties.
- Initiating and adapting remote and modified programming and services across all program areas and locations.

Creative remote and virtual program delivery have helped maintain connection and expanded access to critical information, helping OSU Extension serve a critical role in community resilience. In all corners of the state, OSU Extension educators have responded quickly with collaborative outreach to address emerging needs while continuing ongoing work. Examples:

- [Extension helps distribute KN95 masks, hand sanitizer to Oregon's agricultural and farmworker communities](#) (Note that this initial distribution was so successful that Oregon Department of Agriculture partnered with OSU Extension on three subsequent distributions, resulting in a total of 1.5M KN95 masks distributed.)
- [Lincoln County Extension builds coalition to inform Latino and indigenous communities about COVID-19](#)
- [Sea Grant Extension partners on campaign to boost state's seafood industry](#)
- [Facing down health and economic concerns, Extension helps deliver successful Oregon cherry harvest in Wasco County](#)
- [OSU Extension creates youth education resources webpage for families and educators](#)
- [Extension babysitting training fulfills a need in Oregon's child care 'deserts'](#)
- [Extension 4-H livestock shows adapt to restrictions, deliver for youth](#)
- [Texts, College Talk Tuesdays keep Juntos families informed during COVID-19](#)
- [OSU Extension adult exercise programs keep Oregonians active](#)
- [OSU Extension helps launch long-needed Boardman Food Pantry](#)

OSU Extension also played a critical role in emergency response and continues contributions to recovery and resilience efforts in communities affected by the September wildfires and related air quality issues, including:

- Providing curated, trusted, credible online resources for [fire](#), [family emergency preparedness](#), [food safety](#) and [small farms](#).
- [Serving on county and local emergency response teams](#).
- Assisting with [livestock evacuation and shelter efforts](#).
- Coordinating a [statewide hay and feed donation and distribution program](#).
- [Expanding the new OSU Extension Fire Program and shifting programming](#) from prevention to recovery and resilience.

INITIATIVES AND PROJECTS – UPDATES

Progress on DEE initiatives and actions from the past year include:

- The Division of Outreach and Engagement was renamed the Division of Extension and Engagement in order to make the focus of the unit clearer to external stakeholders and to foreground the central role of the OSU Extension Service.
- A search for the permanent vice provost for extension and engagement, who will also serve as director of the OSU Extension Service is underway.
- The reporting line for the 4-H Youth Development program leader shifted from the dean of the College of Public Health and Human Sciences to the director of the OSU Extension Service. This brought all OSU Extension youth programs (4-H, Open Campus, Outdoor School) into alignment, paving the way for more collaborative youth programming and innovation, improved operational and administrative efficiencies, and coordinated philanthropic efforts. A search for the permanent 4-H program leader is underway.
- Following the OSU Extension budget rebasing and priority staffing planning process described last year, a comprehensive analysis of DEE's central services is underway, including administrative support, communications and marketing, DEI, HR, Finance, IT and regional operations. The purpose is to ensure appropriate foci and to realign where necessary.
- OSU's [Outdoor Recreation Economy Initiative](#) (OREI), which was catalyzed through the [Impact Studio](#), has garnered over \$600,000 in private sector support to date. OREI works in collaboration with the nation's leading industry associations and large organizations like REI, VF (The North Face), and the National Park Service. Three pilot programs (foundations course, lift technician training, and outdoor industry leadership certificate) are wrapping up, and OREI is preparing a pilot phase report and proposal for the scale-up phase for consideration by university leadership. The initiative is seeking to take a leadership role nationally within this sector, obtain significant long-term new net revenue for the university, and to re-imagine how Oregon State approaches both corporate engagement and professional education program development.

INITIATIVES AND PROJECTS – 2021

OSU is prioritizing the following extension and engagement actions in 2021.

Legislative and Stakeholder Engagement

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

Stakeholder engagement and advocacy was critical to the outcomes of the summer 2020 legislative special session, which resulted in a lower-than-expected budget reduction for the Statewides.

In preparation for the 2021-23 legislative session and biennial budget process, leadership of the Statewides has been regularly convening together with OSU leadership and stakeholders. OSU Extension completed a strategic assessment of the Extension Community Advisory Network (ECAN) membership and filled vacant positions while ensuring a broader diversity of geographic, programmatic and stakeholder representation. This group has advisory and advocacy functions. The vice provost meets regularly with the ECAN steering committee, and an advocacy workshop was held in fall 2020 for the full ECAN membership plus OSU Extension's program, regional and county leadership.

Key strategies in 2021 will include:

- Continuing stakeholder engagement in the 2021-23 biennial budget process in terms of informing university priorities and advocating on behalf of the Statewides and OSU.
- Implementing a database and mechanisms to track and report on engagements by OSU Extension employees and stakeholders with elected officials. Key partners in this effort include the Office of Government Relations (OGR), and University Information and Technology.
- Co-coordinating with OGR virtual advocacy by stakeholders around signature events, such as "Statewides Day" and "OSU Day at the Capitol."
- Introducing new communication tools and strategies, including an Extension e-newsletter for state elected officials, an increased focus on stories highlighting local relevance and impact, and support for local and regional stakeholder engagement activities.

College Access and Attainment

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

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

School partnerships: In fall 2020, OSU Extension surveyed school and district contacts statewide to assess needs and gathered input from employees to develop a comprehensive view of our youth-serving efforts across all programs. Results are being used to coordinate internal efforts and align Extension's expertise with educators' needs to develop local, thoughtful and collaborative solutions to each community's learning challenges.

OSU Extension Open Campus and Juntos: These programs are a cornerstone of the university's efforts to provide access to education. Open Campus provides local access to education through community-based partnerships and unique programming, meeting needs of the Oregon communities. Activities include:

- College access programs and transfer student support.
- High school student and family programs, including OSU Juntos programming for Latino families.
- K-12 programs, including STEM camps and other summer programming.

- Cultural events and curriculum.
- Adult, parent, workforce and lifelong learner support.
- Leadership development.
- Community engagement, development and partnerships.

Since 2011, more than 4,800 students and families have been served by OSU's Juntos program, which provides culturally relevant programming for 8th-12th grade students and their parents. Across Oregon, more than 150 Juntos cohorts in over 34 communities are at work preventing youth from dropping out of high school and encouraging families to work together to gain access to higher education. Juntos has experienced remarkable success with nearly a 100% high school graduation rate and 92% of participants pursuing post-secondary education.

New Beginnings for Tribal Students: A three-year \$289,000 grant to OSU; Southwestern Oregon Community College; and the Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians seeks to make college more accessible to Oregon's Indigenous populations through purposeful collaborations with tribal communities. Programs and support will be offered through OSU Extension and Oregon State Ecampus. The project will focus on outreach to pre-college Indigenous youth to improve access and understanding of steps toward college entry and tuition, and remove systematic barriers to community college and university completion.

Pathways to OSU: Using the Impact Studio process, OSU is exploring ways to build better trust and long-term relationships in support of students of color, with a focus on Black and Indigenous students, and students who are the first in their family to complete a bachelor's degree. The concept currently being developed is focused on providing culturally responsive and student-focused engagement with students and families starting in sixth grade and continuing through high school graduation to post-secondary, and into their career and alumni experience. A team has prepared a pilot phase proposal for consideration by university leadership that will include three specific pre-college programs in Multnomah County and a backbone structure to support scaling in the Portland metro area and then statewide. Partners include the divisions of Extension and Engagement, Enrollment Management, and Student Affairs, as well as the Office of Institutional Diversity.

Inclusive Excellence

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

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. Focus areas include:

- People: Building capacity and supporting professional development.
- Work environment: Creating and sustaining an inclusive organizational culture.
- Programs: Expanding access to OSU Extension programs.

The Division's [DEI unit](#) (which consists of a specialist and a coordinator) provides leadership, coordination and consultation, and facilitates collaboration with other OSU partners including the offices of Institutional Diversity, Equal Opportunity and Access, Disability Access Services, and Diversity and Cultural Engagement, as well as the Search Advocate and Social Justice Education Initiative programs.

Significant progress has been made in the past year in each area. Selected highlights include:

- OSU Extension's leadership team helped pilot the Leading Change for Diversity, Equity and Inclusion curriculum developed by OSU's Office of Institutional Diversity (fall 2020).

- OSU Extension leadership implemented a revised Diverse Search Rule that addresses the development of search committees, following the OSU Search Advocate Program and its best practices.
- Division leadership commits a portion of each Quarterly Conversation (a division-wide, all-employee meeting) to a DEI topic.
- The vice provost uses her [First Monday video blogs](#) to highlight programs and partnerships that are expanding access to diverse and underserved audiences.
- OSU Extension established social justice and racial equity programming as one of three main themes for the 2020 Extension Annual Conference. The all-virtual conference format increased access and participation, drawing more than 450 Extension employees from across the state.

Progress will continue in 2021 through:

- Continuing to grow the Diversity Champions program.
- Launching an Extension-wide DEI curriculum for all volunteers.
- Collaborating with OSU Office of Institutional Diversity on the “Creating Inclusive Communities” training for faculty and staff.
- Designing and hosting listening sessions focused on how to better support OSU Extension’s employees who identify as people of color and from historically marginalized groups.
- Infusing an intentional equity and social justice lens in the 2021 [Leadership Development Program](#) experience, and opening the program to employees at all levels in DEE and the College of Agricultural Sciences.
- Conducting OSU Extension’s Civil Rights Reviews to ensure that all reasonable efforts are being made to deliver and provide equal access and opportunity to OSU Extension programs and services (off-campus offices are reviewed on a three-year rotational basis).
- Analyzing DEI data from Digital Measures to identify progress, gaps and other insights and developing dashboards to help leadership easily access and use this data/

In addition, the university will continue to emphasize access to diverse and underserved audiences across all programs and locations, in collaboration with community partners. Of note is that OSU Extension is engaged in co-creating programming and sharing expertise with all nine federally recognized tribes in Oregon and other Indigenous communities.

Professional and Continuing Education

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

With the economy still reeling, conversations with government partners, employers and university colleagues focus on the need for new approaches to upskilling and reskilling programs — at a speed and scale land-grant universities are uniquely well-equipped to provide. Many of our benchmark peers are innovating on this front through non-credit offerings to support economic resilience among our most vulnerable populations, such as the one-third of low-wage workers in Oregon still suffering unprecedented job loss.

Data Science for the Public Good

OSU SP4.0 Goal 1: Preeminence in research, scholarship and innovation

The [Data Science for the Public Good initiative](#) is a three-state, five-university collaboration involving OSU's Center for Genome Research and Biocomputing and OSU Extension with the University of Virginia, Iowa State University, Virginia Tech and Virginia State University. It is funded by separate \$1M grants from USDA-NIFA and the Bill and Melinda Gates Foundation.

An overall goal of this work is to promote economic mobility and address issues in rural communities through use of data science. Community Learning Through Data Driven Discovery is the non-credit wing of the project, focused on engaging the public and professionals to learn about data science and introduce basic skills to inspire learning and more data driven thinking in our communities.

OSU's role includes a focus on:

- Engaging students and stakeholders in [projects](#) that advance data-driven solutions for rural communities and introduce rural students to careers in the knowledge economy.
- Building core competencies for Extension professionals, thus enabling use of the Extension Service as a platform to provide data science awareness and resources to Oregon stakeholders.

OSU Extension Fire Program

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

The one-year-old [Fire Program](#), which was formed with an allocation of \$2M by the Oregon Legislature for the 2019-21 biennium, is mandated to facilitate land management priorities, as well as create a healthy understanding and respect of fire through education and outreach to adults and K-12 youth. In 2020, the program hired a manager, a state specialist, and six regional specialists strategically placed in areas of greatest risk and need.

In September when wildfires affected much of Western Oregon, the team quickly pivoted from educating people about preventing fire to helping landowners recover from devastating loss. Programming related to recovery, resilience and preparation will continue. In addition, the team is working on a fire curriculum for K-12 students and a curriculum for private landowners on the value of prescribed burning as a land management tool.

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.

Building climate change resilience in crops, livestock, seafood systems, forests, and managed and natural landscapes

The university's extension and engagement efforts are in collaboration with researchers and stakeholders and include adapting to a carbon-based economy; accelerating the development of resilient crop varieties; expanding and improving the use of precision technologies to increase efficiency and resource conservation in managed ecosystems; and creating and maintaining forested and natural landscapes that provide ecosystem services in urban, peri-urban and rural communities. Success in the area requires better data on the rates of carbon emission or sequestration by Oregon's agricultural production and forest management systems and the built

environment. Achieving this success also requires that OSU research and Extension professionals develop and deploy innovative technologies and tools.

Integrated pest management (IPM)

The university continues to focus research and extension activities on providing cost-effective strategies and reducing pesticide inputs in urban, agricultural and forest environments. Areas deserving greater emphasis include programs in urban IPM (with targeted Spanish-language options), production agriculture and forestry IPM, school and agency IPM, pesticide safety education, and pollinator health.

Coordinated emergency response

Regardless of the size or impact, all disasters are local events and thus it falls on the local community and organizations to manage events when they occur. The results from a disaster cause destruction at the individual, neighborhood and community level that deeply affect communities. Within existing state and local emergency management systems, assistance from other trained and ready organizations is a much needed and welcome addition to emergency preparedness, response and recovery efforts. Through the pandemic and recent wildfires, the university has demonstrated and experienced the value that our statewide footprint and expertise can bring to partnerships with state and local emergency management efforts. However, this occurred ad hoc. A unified, coordinated and integrated plan for OSU and OSU Extension's role in community emergency response is needed.

Broadband access

Oregon has many areas with insufficient access to broadband, which limits access to critical digital services including telehealth, education, telework and more. Oregon is investing in expansion of broadband coverage and has an advisory council and an office that serves as a coordinating body. A gap exists in program delivery and mechanisms for local action and engagement. OSU is well-suited to help address this gap due to our statewide footprint, existing relationships with state, county and local leadership, and active relationships with local leaders across the state.

Ecosystem of platforms

Technological solutions are vital for successful constituent relationship management; transparency, accountability, and tracking compliance requirements; and enrollment management of volunteers, youth, and noncredit learners. Partners working to address this include University Information and Technology, Human Resources, and Student Affairs.

APPENDIX A: OSU EXTENSION AT A GLANCE

OSU Extension fast facts:

- 630+ OSU employees supported with some level of Extension funding (two-thirds work outside Corvallis).
- 13,000+ volunteers extend and build community capacity.
- 109,000+ youth engaged annually, including through 4-H, Outdoor School, Open Campus/Juntos, SNAP-Ed nutrition education and other activities.
- Physical presence in all 36 counties and on the Confederated Tribes of Warm Springs (6 administrative regions support statewide operations).
- 26 counties supported by voter-approved taxes (service districts/levy).

OSU Extension is broadly focused on creating healthy communities and economies; resilient and productive forestry and natural ecosystems; sustainable agriculture, food systems, and gardening; and thriving youth, individuals and families.

OSU Extension activities are centered on seven [program areas](#). Within each, a diverse network of educators and professionals provides practical, research-based information, engages learners and collaborates with partners and volunteers.

- *4-H Youth Development*. Empowers young people to learn and succeed for a lifetime. Activities focus on hands-on learning in a positive environment with guidance from caring adult mentors. The activities are delivered in clubs, camps, schools and short-term experiences.
- *Agriculture and Natural Resources*. Helps grow Oregon's economy, sustain resilient working and managed landscapes, and support safe and sustainable food and water systems. Examples of areas of foci include: the Center for Small Farms and Community Food Systems; Master Gardener and community horticulture; Master Beekeeper; agricultural technology; cropping and farming systems; food innovation, safety and processing; livestock and range management; pollinator health; integrated pest management; wildlife management and conservation; and water and irrigation management.
- *Family and Community Health*. Partners with families and communities to enhance health and wellness through evidence-based programs at every stage of life and address upstream, social determinants of health. Some programs include physical activity (e.g., Better Bones and Balance), nutrition education (including SNAP-Ed), parenting education and food preservation and safety.
- *Forestry and Natural Resources*. Partners with landowners, land managers and communities to ensure resilient forest ecosystems. With new funding from the legislature, a new fire resilience statewide program is under development. Additional programming includes Tree Schools, Citizen Fire Academy, Master Woodland Manager, Master Naturalist, "Ties to the Land", forest health, forest management, timber management, and non-timber forest products.
- *Open Campus*. Provides local access to learning to address the unique educational needs of Oregon's communities in a community-based education partnership. Examples of programs include high school student and family coaching (including Juntos), college access programs, transfer student support, STEM camps and summer programs, cultural events, and curriculum development.

- *Oregon Sea Grant*. Supports thriving coastal communities and ecosystems through an integrated program of research, outreach and education. Part of the national network of NOAA Sea Grant College Programs, Oregon Sea Grant emphasizes ecological, social and economic aspects of coastal development; adaptation to coastal hazards; human and natural dimensions of coastal/marine fisheries; and cultural beliefs, learning and valuation of coastal/marine issues.
- *Outdoor School*. Provides a transformative outdoor education experience for Oregon's fifth and sixth graders. As entrusted by voters and directed by Oregon law, the OSU Extension Service provides fiscal, programmatic and administrative responsibility for the [Outdoor School program](#) in collaboration with school districts, partners and communities.