

Outreach and Engagement Briefing

BACKGROUND

OSU faculty and staff actively engage with citizens, businesses, non-profit organizations, and governments statewide with the aim of making the university's knowledge and expertise widely available to Oregonians; bringing communities' knowledge and experience into the university; and collaborating to address challenges and opportunities for the purposes of enhancing prosperity and quality of life across Oregon. OSU's engagement work also extends beyond Oregon's borders to the rest of the United States and abroad.

All eleven colleges and the Statewide Public Service Programs undertake outreach and engagement activities to varying degrees. Much of the activity focuses on supporting the sound stewardship of agricultural, ocean and forest ecosystems and related industries; making education accessible to all; improving the well-being and development of youth, individuals and families; facilitating wise development of the built environment; and supporting economic development. University-community partnerships and the principle of reciprocity underpin OSU's engagement philosophy.

Since 2010, OSU has held the Community Engagement Classification awarded by the Carnegie Foundation for the Advancement of Teaching. The classification, which has been earned by approximately 360 U.S. colleges and universities, recognizes institutions that partner in significant ways with the public and private sectors to "enrich scholarship, research and creative activity; enhance curriculum, teaching and learning; prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good."¹ In 2019, OSU submitted its application for renewal of this designation. Results from Carnegie's review of our application are expected early in 2020.

LEADERSHIP OF OUTREACH & ENGAGEMENT

Overall leadership of OSU's outreach and engagement effort is the responsibility of the vice provost for outreach 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 (Professional and Continuing Education—PACE).

The OSU Extension Service serves all 36 counties and the Confederated Tribes of Warm Springs, providing information and expertise to help meet local challenges and provide services that help every Oregonian thrive. Together with the other two Statewide Public Service Programs—the OSU Agricultural Experiment Station and the Forest Research Laboratory—the Extension Service focuses on Oregon's critical needs in three major areas: sustainable agriculture, food, forest, and fisheries production; natural resources science and stewardship; and community economic development, health, and resilience.

PACE works with OSU colleges, schools, departments and faculty to extend professional education opportunities to a noncredit audience and serve external partners such as companies, agencies, and non-profit organizations. PACE focuses on empowering individual learners and organizations with flexible, innovative professional development offerings. It provides support in online design and development, website development, enrollment and learning management systems, planning and facilitation of on-site learning opportunities, and multi-media development.

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EXTENSION SERVICE PROGRAMS AND FUNDING

As noted above, outreach and engagement activities are undertaken by units across the university, and are supported by a wide variety of funding sources. However, the OSU Extension Service is at the core of the university's engagement effort within Oregon. Even when engagement activities are not part of a formal Extension Service program directly, Extension Service infrastructure and community networks often help facilitate the work.

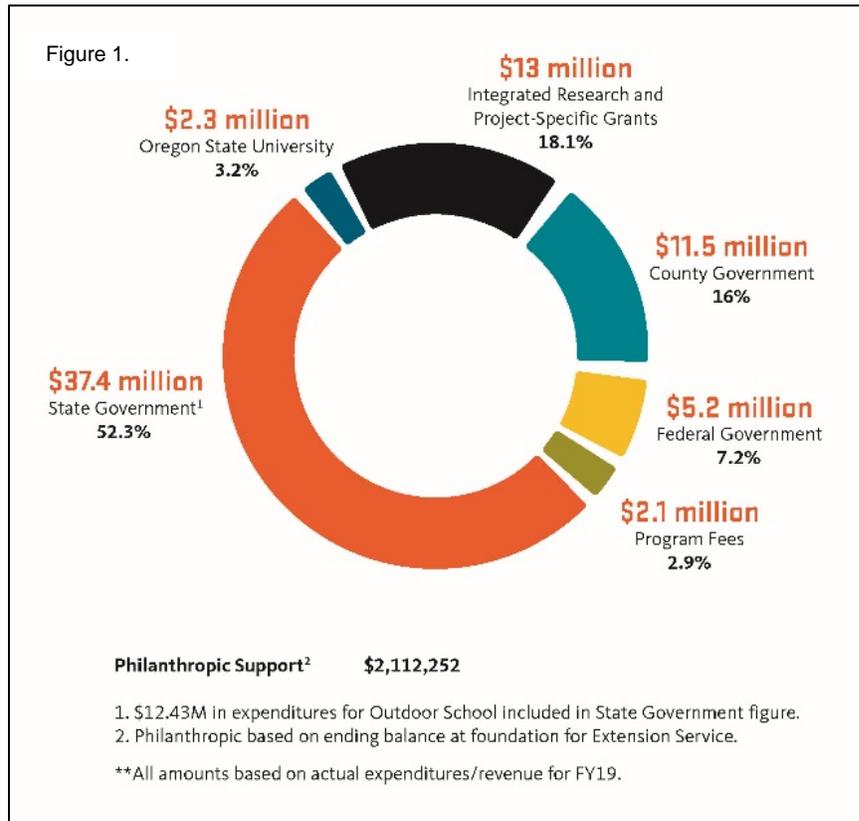
The Extension Service's activities center on seven program areas. Within each, a diverse network of educators and professionals provides practical, research-based information, engages learners, and collaborates with partners and volunteers in all 36 counties across Oregon.

- *4-H Youth Development.* Empowers young people with the skills to lead 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, school enrichment 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, ES provides fiscal, programmatic and administrative responsibility for the Outdoor School program in collaboration with school districts, partners and communities.¹

The OSU Extension Service was a \$71.5M enterprise in FY2019, supported by a mix of revenue sources. As shown in Figure 1, roughly half of the Extension Service’s support comes from the State of Oregon (including for the Outdoor School). However, other significant sources are county governments, research grants, the federal government, and program fees. The university has also provided support from E&G sources, in part to make up for state support falling short of continuing service level costs. Such university support is increasingly difficult to sustain given pressures on the university’s budget and importance of limiting tuition increases.



OSU Extension Service received a \$53.2M biennial budget from the state legislature for the 2019-21 biennium, which is an additional \$5.5M (11.5% increase) from the 2017-19 biennium. In addition to this support, the legislature provided Extension Service with biennial funding for fire resilience and resistance (\$2.0M), integrated river basin water quality (\$410K), and organic farming programs (\$375K). Outdoor School also received a \$45.3M biennial allocation which is an additional increase of \$21.3M. In total, the state allocation for FY2020 is \$49.6M assuming 49% biennial allocation in the first fiscal year of the biennium. In addition to state support, in 26 of Oregon’s 36 counties, citizens have voted to support county-based Extension programs with local taxes, estimated at approximately \$26M for the biennium.

METRICS

Because the university’s outreach and engagement activities are so extensive and diverse, they are challenging to track. The following are key metrics OSU currently uses to assess the impact

¹ For more information, visit <https://outdoorschool.oregonstate.edu/about-us/the-story-of-measure-99/>.

of the university’s outreach and engagement efforts. The university is working on strengthening its outreach and engagement metrics.

Youth Engagement

Extension Service youth programs are serving over 120,000 youth annually, approximately 75,000 in 4-H, 4,000 in Open Campus, and the remainder in Outdoor School and. 4-H programming is diverse. In 2018-19, students participated in seven different activity areas: family and consumer science (38%), animal science and agriculture in the classroom (18%), communications and expressive arts (12%), earth, plant and biological sciences (12%), health and personal safety (9%), leadership and personal development (6%), and technology and engineering (5%).

Outdoor School continues to expand. During the 2018-19 year, schools in all 36 Oregon counties participated and, of the 504 schools receiving funding, 197 offered the program for the first time, a 140% increase over the previous year. It is anticipated that approximately 43,400 students will attend Outdoor School this school year, increasing the participation rate to 94% and the cumulative number of days youth will spend outside to 173,515. Research related to the Outdoor School program focuses on how to better serve students who historically have not had access to the outdoors. This will better inform the program’s outreach campaign to schools with high numbers of students from historically marginalized groups.

The Open Campus program has begun to track matriculation to OSU of students who have participated in Open Campus programs. Thus far, 276 Open Campus students have matriculated to OSU, with 72 new such students enrolling this fall.

Volunteer engagement

Volunteer engagement enables the Extension Service to deliver robust and impactful programming in 4-H; master programming in gardening, food preservation, woodland management, naturalists and beekeeping; and in Juntos family programming. The number of volunteers continues to grow across the state. In 2018-19, the total number of trained volunteers statewide was 15,656, an increase of 6% over the previous year.

Grant Funding

Grant funding for Extension Service programming has been declining over the last five years (see Table 1). The National Science Foundation, National Institutes of Health, USDA-National Institute of Food and Agriculture and others provided nearly \$11M in grant funding awarded to the Extension Service in FY2019. The decline is primarily attributed to reductions in grant funding to extension programs in Public Health and Human Sciences.

| Fiscal Year | Amount |
|-------------|---------------|
| FY2015 | \$ 15,251,848 |
| FY2016 | \$ 14,548,231 |
| FY2017 | \$ 10,563,519 |
| FY2018 | \$ 12,342,494 |
| FY2019 | \$ 10,970,455 |

Professional and Continuing Education

A total number of 9,314 students enrolled in PACE supported programs in FY2019. Colleges and administrative units undertaking professional and continuing education at OSU include the colleges of Agricultural Sciences, Education, Forestry, Liberal Arts, Pharmacy, Public Health and Human Sciences and Science; the Extension Service; the Linus Pauling Institute; the Center for Genome Research and Biocomputing; and the Office of Human Resources. Current

external clients managed by PACE include Oregon Department of Revenue, Oregon Employer Council, Oregon Department of Transportation, and Oregon Home Care Commission. PACE is also assisting in the development of the professional education programming under the Outdoor Recreation Economy Initiative.

Other Impacts

Additional impacts related to sustainable agriculture, food and natural resource production; natural resources science and stewardship; and community health and resilience can be found at <https://ourimpact.oregonstate.edu/>.

INITIATIVES & PROJECTS

OSU is prioritizing the following outreach and engagement actions in 2020.

Strengthened Focus and Communications

The Division of Outreach and Engagement will be renamed to the Division of Extension and Engagement, a change intended to make the focus of the unit clearer to external stakeholders and to foreground the central role of the Extension Service. A search for the permanent vice provost for extension and engagement, who will continue to serve as the director of the OSU Extension Service, will be launched in January.

Extension Service Needs Analysis and Hiring

Following a comprehensive analysis of the Extension Service budget and spending, individual program area budgets were re-based and the funding distribution was adjusted to meet the highest priority programmatic, administrative, service and supply needs. This is a shift from a funding distribution model used since 2006 in which programs received an allocation based on a block grant formula. The latter model made it difficult to adjust to changing priorities expressed by communities and stakeholders and created barriers to collaboration among Extension Service programs.

A formal staffing planning process was also established to evaluate statewide needs holistically. Criteria for assessing staffing needs included consideration of community and civic needs; legislative priorities; economic, social, and environmental considerations; safety and compliance; volunteer engagement and supervision needs; relation to university strategic priorities; potential to leverage other funding sources; and geographic and demographic factors. A total of 24-25 employees will be hired by the end of this fiscal year from funding obtained in the last legislative session and to fill recent critical vacancies.

Alignment of Extension Service Youth Programs

For a number of years, the director of the 4-H youth program has reported to the dean of the College of Public Health and Human Sciences, consistent with the youth development focus of 4-H. However, while the core of 4-H is youth development, the program draws on expertise across multiple colleges as well as support from Extension Service offices across the state. To better facilitate coordination of the program, the 4-H director will report to the director of the Extension Service, with a secondary reporting line to the dean of the College of Public Health and Human Sciences. The appointments of faculty serving the 4-H program will be unaffected by this change. This change is motivated by a general effort to better align youth programs; the two other youth programs under the Extension Service—the Outdoor School and Open Campus—also report to the director of the Extension Service. The alignment will enable

collaborative youth programming and innovation and improve operational and administrative efficiencies.

Earlier Legislative Request Planning Process

In preparation for the OSU SWPS budget request to the Higher Education Coordinating Commission, the university has moved up the schedule for assessing the continuing service level funding that will be required to meet programmatic Extension Service needs and priorities for the 2021-23 biennium. Guided by early conversations with stakeholders, focused and collaborative legislative investments are being developed by leaders of the SWPS in anticipation of the 2021-23 legislative session. By accelerating the budget planning process, the university is seeking to engage stakeholders and communities more actively and systematically in forming a request that best serves Oregon's needs and priorities.

Outdoor Recreation Economy Initiative (OREI)

The Outdoor Recreation Economy Initiative (OREI) is an effort to create workforce development and professional education programs to complement OSU's existing outdoor-related degree programs and respond to the industry's fast-changing workforce needs. The project is led by the vice provost for outreach and engagement and was initially conceived with the help of the OSU Impact Studio.² Ecampus, PACE, the colleges, and OSU-Cascades are involved in the effort to develop a holistic and robust portfolio of non-credit and for-credit educational opportunities. More broadly, OREI may inform new approaches to supporting diverse learners, lifelong learners, and alternative pathways to credentials and degrees.

Pathways to OSU

The Extension Service is exploring the development of an Urban Youth Center housed at the OSU Portland Center that would serve as a hub for OSU youth and family extension programs in the Portland metro area including 4-H, Outdoor School, Open Campus, and Family and Community Health.³ The aim is to expand access to pre-admission and engagement programs for low-income and underserved Portland-area middle and high school students and families, and to develop trusted relationships with prospective college students and families in the Portland area that ultimately results in increased access to higher education, whether at OSU or other institutions.

OPPORTUNITIES AND THREATS

The following are some of the most significant opportunities and threats facing Oregon communities and for 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 outreach and engagement efforts are

² Impact Studio is an office developed and launched in 2018 to accelerate the rate of institutional innovation at OSU. Units across campus may bring ideas that have both academic and financial value for OSU to Impact Studio for systematic vetting, advice, and start-up/launch guidance. In addition to OREI, examples of projects that have been supported by the Impact Studio include the Gateway Initiative that eventually informed new practices in transfer student support in the Division of Enrollment Management; a capacity-based pricing pilot being tested in College of Forestry admissions; and an Engineering and Design for Society project being developed in a partnership of the College of Engineering, Honors College, College of Liberal Arts, and College of Business.

³ This project idea is also being vetted through Impact Studio.

developing new varieties and management systems that provide resilience to climate change for managed and natural landscapes, agricultural and forest ecosystems and coastal fisheries. This includes accelerating the development of resilient crop varieties; expanding and improving the use of precision technologies to increase efficiency and resource conservation in livestock and managed ecosystems; and creating and maintaining landscapes that provide ecosystem services in urban, peri-urban and rural communities.

Integrated pest management. The university is working to systematically develop and extend integrated pest management (IPM) programs to provide cost-effective strategies and reduce pesticide inputs in urban, agricultural and forest environments. Opportunities 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.

Community and workforce development and security. The university is seeking to enhance economic opportunity and ensure all students will succeed by providing equitable access to workforce education, and engaging in community and youth development across Oregon. Efforts include programs focusing on enhanced youth development, including 4-H and college and career readiness and fostering skills development in Oregon's rural workforce in the growing data science and outdoor economy sectors.

Community health and resilience. The university is working to enhance community health and resilience by leveraging expertise and partnerships to help build social cohesion and address complex community challenges, including programs focusing on poverty and underemployment, health and nutrition, food insecurity and lack of resilient community food systems and growing opioid and mental health challenges in rural communities.

University engagement. Should the university's Carnegie classification as an Engaged University be renewed, a roadmap and action plan will need to be developed across the university to maintain momentum and enhance engagement.