

Ohio State University Extension in Urban Communities



Plan of Work 2020-2025

*A guide for OSU Extension's intentional approach to
Ohio's urban influence and rural-urban interface*

DRAFT 5/27/20



THE OHIO STATE UNIVERSITY

COLLEGE OF FOOD, AGRICULTURAL,
AND ENVIRONMENTAL SCIENCES

Preface

Purpose

The size, diversity, and complexity of urban communities creates unique challenges for Land-Grant University Extension. OSU Extension commits to a focused approach to addressing Ohio's urban influence by strengthening cities and urban-rural connections.

The 2020-2025 planning objectives included:

- Better understanding and addressing the real-life context of Extension work in urban communities (scale, diversity, complexity, urban-rural interface).
- Strategically aligning with the university, college partners, communities, and the [National Urban Extension Leaders \(NUEL\) Framework](#)
 - Positioning (Awareness and Accessibility) OSU Extension locations and presence. How, to whom, and when OSU Extension markets and communicates.
 - Programs (Relevance and Impacts) The people OSU Extension reaches/doesn't reach through programs, products, events, and projects.
 - Personnel (Capacity and Alignment) How OSU Extension attracts, hires, develops, and retains talent for long-term and short-term priorities.
 - Partnerships (Connections and Resources) Types and degrees of partnerships, funding, and other resources leveraged.
- Collaboratively integrating with OSU Extension priorities along the rural-urban continuum that are relevant locally, responsive statewide, and are recognized nationally.
- Creating a Plan of Work with an understanding of the weight of the past, push of the present, and pull of the future.

Context

With 11.7 million residents, Ohio is the seventh most populous state in the nation. OSU Extension is imbedded in all 88 counties and Ohioans may experience OSU Extension where they live, work, and play. To address Ohio's urban influence and the urban-rural interface, OSU Extension initiated OSU Extension in the City in 2014, following decades of related efforts, such as an urban metro advisory team, an urban task force, and investments in positions to address Ohio's urban influence. Various perspectives influence how urban is defined. Many of Ohio's large counties include urban, suburban, and rural populations that have varying needs and interests. Refer to the Appendix for details on urban typologies and a summary of Ohio's Most Populated Counties. In addition to the national urban Extension framework, converging interests inspired the timing of this planning effort.

- Urban is woven into OSU's vision and mission. The university celebrated the Sesquicentennial with an event honoring the role of an urban-serving university.
- The College of Food, Agricultural, and Environmental Sciences (CFAES) highlighted the rural-urban interface as one of a few select grand challenges.
- Key partners launched urban-focused initiatives, such as the Urban County Farm Bureau Coalition (UCFBC), seeking to bridge the historical divide between urban and rural communities.

Planning Process

The planning process included case study research, a Summit on Extension in Ohio's Urban Communities, a series of strategy group sessions, and a "reality check" with OSU Extension leadership and OSU Extension teams serving in Ohio's urban communities. Research and planning focused on the National Urban Extension Leaders (NUEL) framework to strategically approach positioning, programs, personnel, and partnerships.

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I. Summary of Priority Goals

This condensed summary of priorities presents an initial plan to be further developed through iterative innovation, leadership guidance, and ongoing strategic alignment. Priorities and related impacts are further detailed in a plan of work with an anticipated timeline, internal partner support, and urban-suburban-rural considerations. The following interrelated goals are not necessarily sequential or in priority order, they have been numbered as a point of reference.

A. Positioning Goals (**Awareness and Accessibility**)

Create meaningful messaging and expand the presence of OSU Extension with key existing and new audiences in Ohio's metropolitan areas.

1. Leverage existing resources to diversify and improve accessibility to photos, videos, and other digital assets to reflect diversity of people and environments in urban communities.
2. Identify specific audiences and develop grassroots marketing messaging.
3. Design measurable campaigns and communication calendar for specific internal and external stakeholders.
4. Consider Extension engagement locations – physical and virtual.

B. Programs Goals (**Relevance and Impacts**)

Engage diverse audiences through strategic approaches to programming and related products, events, services, and projects.

1. Assess existing program planning processes, programs, and impacts in Ohio's urban communities. This includes data on audiences served through programs and related products, events, services, and projects.
2. Establish strategy sub-groups and intentional approaches to address OSU Extension program areas and priorities (e.g. urban agriculture).
3. Connect internal expertise with local issues by refining systems to support connections among personnel at the statewide, Columbus, and Wooster campuses for innovative transdisciplinary solutions.
4. Explore inclusive civic engagement models and create a diverse group of grassroots and grass top organizers that can promote, co-facilitate, and connect with residents in urban communities, including historically neglected populations.
5. Integrate community assessments and impact reporting into program plans of work that are relevant locally, responsive statewide, and recognized nationally.

C. Personnel Goals (**Capacity and Alignment**)

Attract, hire, develop, and retain talent for long-term and short-term priorities.

1. Increase prioritization of diversity, equity, and inclusion efforts.
2. Build capacity by increasing the number, types, and diversity of personnel.
3. Provide relevant and innovative professional development resources and experiences based on types of positions and learning readiness.
4. Launch systems to support networking and communications among personnel working with urban communities.
5. Initiate recognition in ways that support promotion. Address career pathing with different types of positions.

D. Partnership Goals (**Connections and Resources**)

Expand the types and degrees of partnerships, funding and other resources leveraged.

1. Create and share an inventory of urban partnerships to include type, purpose, duration, relationship exchange, etc. Include points of pride and lessons learned.
2. Expand partnerships through strategic portfolio development that builds on inventory analysis and local, state, and national strategy.
3. Support a functional structure for connecting local issues and partnership opportunities.
4. Improve external partner capacity by building urban advocates.

II. Executive Summary

[write this last]

To contribute to Ohio State University Extension as a learning organization,

Energy, focus, and strategic approach

Building a learning organization in an increasingly complex environment takes deliberate action (Leuci, 2012; Rowe, 2010).

Strategy guides OSU's intentional approach to Ohio's urban influence and rural-urban interface

Strategy is the continuous co-aligning of the organization and its environment (Thompson, 1967).

Advances a strategic and integrated plan of work with internal partner support

Urbanization and urban-rural interface

Relevant Locally, Responsive Statewide, Recognized Nationally

Urban context – scale, diversity, complexity, urban-rural interface

Strategic alignment with university, NUEL, JCEP, Partners, the literature

Naturally, recommendation intersect with ... rural and suburban

Developed through case study research, a statewide planning Summit, strategy work groups, and final "reality check" with diverse stakeholders.

Internal partners are essential to the plan of work vision and implementation. OSU Extension leadership, operational support, and partners at the college and university levels collaborate with the steering council and colleagues across the state.

Internal partners include OSU Extension Leadership, Operations, CFAES External Relations, and other university connections. A summary of internal partner connections is included in the Appendix

The OSU Extension leadership team supports next steps based on research findings, recommendations from the Summit, and Steering Council guidance,

III. Plan of Work

This plan of work represents a starting point to be built upon between 2020-2025. The focus revolves around strategy for positioning, programs, personnel, and partnerships, as introduced by the National Urban Extension Leaders (NUEL).

A strategy group was established for each focus area. Each group created a section of the plan which includes the strategy context, priority goals, resources, and other relevant notes.

Two key elements of each strategy area highlight what is unique in the urban context and how the priorities strategically align with The Ohio State University (OSU), the National Urban Extension Leaders (NUEL), the Joint Council of Extension Professionals (JCEP), partner priorities, and the literature.

A strategy summary brings it all together and the Appendix provides easy access to data and planning resources.

URBAN CONTEXT

Scale

Add

Diversity

Add

Complexity

Add

Urban-Suburban-Rural Interface

Add

STRATEGIC ALIGNMENT

- **The Ohio State University (OSU)**
- Add
- **The National Urban Extension Leaders (NUEL)**
- Add
- **The Joint Council of Extension Professionals (JCEP)**
- Add
- **Partner Priorities**
- Add
- **Literature**
- Add

A. Positioning (Plan of Work)

The National Urban Extension Leaders (NUEL) refers to positioning as “how Extension is positioned at the local, state, and national levels.” In this plan of work, considerations include Extension’s communication and marketing, as well as office locations and presence throughout the community. Positioning influences **awareness and accessibility in metro areas**.

Context

OSU Extension is based in the College of Food, Agricultural, and Environmental Sciences (CFAES). All Extension communications follow university and college branding guidelines. With multiple local, state, and national partners, navigating issues related to positioning presents both opportunities and challenges. In counties with large populations, there’s tremendous opportunity for diverse populations to have a first-time Extension experience through effective positioning. For those who are familiar with Extension, predominantly perceived images are generally limited to commodity agricultural and county fairs. When considering accessibility, the location of county offices is not always centrally located or in close proximity to bus routes and highways. To support Extension positioning in urban communities, it’s imperative to engage internal and external partners and to improve personnel’s working knowledge of Extension in the urban context.

Callout Box - Urban Context

Scale

Large number of competing interests, many with large marketing budgets & expertise

Diversity

Need diverse imaging and multiple languages

Complexity

Positioning co-mingles with multiple partners

Urban-Suburban-Rural Interface

When communicating what is uniquely urban, there is also value in recognizing connection

Goals (Awareness and Accessibility)

Create meaningful messaging and expand the presence of OSU Extension with key existing and new audiences in Ohio’s metropolitan areas.

Goal	Action Steps, Deliverables & Timeline	Measures/Indicators
1. Leverage existing resources to diversify and improve accessibility to photos, videos, and other digital assets to reflect diversity of people and environments in urban communities.	Partner with Advancement/Marketing and Extension Leadership to clarify and advance a system to support digital asset diversification and exchange. Partner with LOD to access professional development for capturing, contributing, accessing, and using digital assets (personnel).	Digital asset inventory – access and diversity Professional development resources, participation, and impact
2. Identify specific audiences and develop grassroots marketing messaging.	Partner with OSU Extension Communications and CFAES Advancement/Marketing to identify and assess audiences and test messaging	Message testing

	<p>(including usage of the OSU/CFAES/Extension brands in communities inside and outside of central Ohio) - (programs and partnerships).</p> <p>Partner with LOD and CFAES Department of Agricultural Communication, Education, and Leadership (ACEL) for professional development to improve individual marketing competency and team marketing capacity (personnel).</p>	<p>Professional development resources, participation, and impact</p>
<p>3. Design measurable campaigns and communication calendar for specific internal and external stakeholders.</p>	<p>Partner with OSU Extension Communications and CFAES Advancement/Marketing to explore, develop, and measure targeted campaigns to advance local and statewide goals for increasing awareness, relevance, engagement, and impact (programs)</p>	<p>Awareness and accessibility</p> <p>Platform for video to broadcast metro highlights across network and externally?</p>
<p>4. Consider Extension engagement locations – physical and virtual.</p>	<p>Partner with the CFAES unit for contracts/legal and PARE to develop resource to assist OSU Extension Area Leaders and PARE personnel to have a working knowledge of the real estate process as it related to OSU Extension office and event locations.</p> <p>Convene a short-term group to consider intentionally establishing a presence in virtual locations - what this means, what is needed to support the effort, and what impacts will be measured (programs).</p>	<p>Resource completion, access, and impact (improve knowledge, improve contract speed and satisfaction</p> <p>Expanded physical and virtual presence in urban communities</p> <p>Defined by short-term group.</p>

Sources and Resources

Steering Council Liaison: Tony Staubach

Contributors: Pat Bebo, Emily Kahrs, T (Teresa) McCoy, Tony Staubach, Jackie Wilkins

Literature:

[America's Changing Urban Landscape: Positioning Extension for Success](#)

[Urban Extension: Aligning with the Needs of Urban Audiences Through Subject-Matter Centers](#)

[Urban Extension—Reflections on the Past—A Look to the Future](#)

[Hot Shots and Project-Based Extension: Setting a National Model by Reinventing Extension in Urban areas](#)

Callout Box – Strategic Alignment

- **The Ohio State University**

OSU is an urban serving university and OSU Extension's urban-serving teams can align with this positioning, recognizing the unique characteristics of each community with the substantial presence of other urban serving universities.

- **The National Urban Extension Leaders (NUEL)**

“Define and delineate Extension’s unique niche in urban centers.”

- **The Joint Council of Extension Professionals (JCEP)**

Add

- **Partner Priorities**

Farm Bureau established and Urban County Coalition. Food system partners [add]

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B. Programs (Plan of Work)

The National Urban Extension Leaders (NUEL) refers to programs as “how Extension addresses the multitude of issues and priorities in the city.” Programs are defined many ways throughout Extension, ranging from a single event to an issue-specific initiative, or Extension’s primary program areas of 4-H youth development, agriculture and natural resources, community development, and family and consumer sciences. This section of the plan of work addresses the people OSU Extension reaches or doesn’t reach through programs and related products, events, services, and projects. Intentional programming influences **Extension’s relevance and impacts**.

Context

Addressing the multitude of issues and priorities in densely populated communities requires OSU Extension to leverage the breadth and depth of university and community resources to catalyze discovery and innovation. OSU Extension’s current priorities link with the National Urban Extension Leaders (NUEL) focus areas and Extension’s integrated program areas.

OSU Extension Priorities	NUEL Focus Areas	Program Areas
Health and Wellness	Improve our Health	Family and Consumer Sciences (FCS) 4-H Youth Development (4-H) Agriculture & Natural Resources (ANR) Community Development (CD)
Workforce Development	Enrich Youth	
Thriving Across the Lifespan		
Sustainable Food Systems	Feed the Future	
Engaged Ohioans, Vibrant Communities	Strengthen Communities	
Environmental Quality	Protect the Environment	

Callout Box – Urban Context

Scale

Reach

Diversity

Relevance

Complexity

Issues – transdisciplinary solutions

Urban-Suburban-Rural Interface

Ohio’s most populated counties include urban, suburban, and rural communities with similar issues, but differing contexts which requires different solutions.

There are instances of OSU Extension programs in Ohio’s largest counties being relevant locally, responsive stateside, and recognized nationally. However, there remains opportunity for proactive program planning that addresses the urban context. Local needs don’t always align with programming familiar in suburban and rural areas. For example, water is an issue across the state, but water quality from rural farms and storm water in urban communities involves different partners and different solutions. Youth development in community clubs is similar, and yet different to positive youth development with partners in urban communities. With national funding, statewide support, and local partnerships, community nutrition programs make significant impact in Ohio’s largest cities.

The shift to working with diverse audiences in large communities requires support from local, state, and national efforts. To better understand the status, effectiveness, and progress of programs, OSU conducted a series of program reviews in 2019-2020. A multi-stage approach with internal and external stakeholder engagement provided insight for individual program areas and common themes across all

programs. Findings from the program reviews and the case study research in urban communities provided a number of insights.

Program planning and evaluation

- depend on community input or needs assessments to determine programming priorities and needs
 - wished the state were involved in the county office more in the process of developing and collecting data for the assessments
- frustration with the state office's evaluations and reporting processes
- multiple models for planning and evaluation– urban context
- Disjointed customer experience, ...
- Limited pricing models
- Impact reporting – would like by jurisdiction

Program resources

- Resources/curricula designed for rural audiences and may not be relevant to urban audiences
- difference in urban 4-H in comparison to that of rural 4-H, from spin clubs to afterschool programming
- Limited/non-existent bilingual resources
- There's not a good mechanism for sharing resources with peers, which means agents end up recreating programs rather than tailoring existing programs.
- eLearning – website and social media restrictions for engagement

Campus and community connection

- feel there is a lack of understanding of the urban communities by the state office which leads to underfunding, understaffing, and underprioritizing in comparison to the size, complexity, and population of the counties
- desire to have state specialists visit their counties more often

Advisory councils

- The approach may be different in an urban context. Volunteers serve on a number of other boards/committees in the community (which Extension is also involved in)

Goals (Relevance and Impacts)

Engage diverse audiences through strategic approaches to programming and related products, events, services, and projects.

Goal	Action Steps, Deliverables & Timeline	Measures/Indicators
<p>1. Assess existing program planning processes, programs, and impacts in Ohio's urban communities. This includes data on audiences served through programs and related products, events, services, and projects.</p>	<p>Partner with LOD and Knowledge Exchange (KX) on community assessments</p> <p>Partner with LOD on the assessment process, programs, and impacts. Begin identifying to what extent programs represent the needs of residents in urban communities, including historically neglected populations. Evaluate what approaches are working and which ones aren't working.</p> <p>Partner with OSU Extension Publications and other units who can provide insight into product and program interactions with residents from urban communities.</p> <p>Partner with Area Leaders to reflect on and evaluate current program advisory committees (level of engagement, knowledge of processes and programs, demographics, etc.).</p>	<p>Actionable community data utilized in planning at local and state levels.</p> <p>Improved understanding of the current status at local and state levels</p> <p>Processes rely on data and transparency to ensure accountability for both the well-being of clients and performance of programs</p> <p>Data by county shared by units with Area Leaders</p> <p>Advisory committees reflect the diversity of the community and their role in program advisory is clear</p>
<p>2. Establish strategy sub-groups and intentional approaches to address OSU Extension program areas and priorities (e.g. urban agriculture).</p>	<p>Partner with the Department of Extension and Assistant Directors to establish and support strategy sub-groups. Define and frame terms and related priorities (e.g. "urban agriculture") (positioning)</p> <p>Partner with Area Leaders and Assistant Directors to identify and address emerging issues of importance to urban communities (positioning).</p> <p>Partner with Assistant Directors, teams, task forces, OSU Extension Publications, LOD, partners, others to develop and evaluate relevant programming with related products, events, publications, services, and projects (partnership).</p> <p>Partner with LOD and Assistant Directors to provide opportunities for professional development focused on sub-group priorities (personnel).</p>	<p>Strategy sub-group plans of work modeled after the outline in this plan</p> <p>Data and systems incorporated into strategy sub-group plans</p> <p>Assessment of program portfolio and impacts</p> <p>Professional development resources, participation, and impact</p>
<p>3. Connect internal expertise with local issues by refining systems to support connections among personnel at the</p>	<p>Partner with LOD, IT, the Department of Extension, and Assistant Directors to develop formal and informal systems for accessible connections. Consider what</p>	<p>System established and evaluated for accessibility, value, and satisfaction</p>

<p>statewide, Columbus, and Wooster campuses for innovative transdisciplinary solutions.</p>	<p>internal faculty, staff, and administrators benefit from communicating about their research, teaching, and engagement.</p> <ul style="list-style-type: none"> • Establish a tool to engage all players in frequent and structured open communication. • Identify common agendas between existing projects led by the personnel at all campus to solve problems through agreed-upon actions. 	<p>Quick Guide of Extension personnel including roles/jobs/expertise - Easy to identify leaders in priority/impact areas</p> <p>Collective responsiveness to emerging issues, with shared impact demonstrated at local and state levels</p>
<p>4. Explore inclusive civic engagement models and create a diverse group of grassroots and grass top organizers that can promote, co-facilitate, and connect with residents in urban communities, including historically neglected populations.</p>	<p>Partner with the CFAES Diversity, Equity, and Inclusion (DEI) leader and taskforce, HR, OSU's Office of Institutional Equity, and Extension leadership to explore models and strategies for inclusive engagement. Add LOD for professional development.</p> <p>Community members and Extension personnel collaborate to develop specific community-responsible programming based on community priorities:</p> <ul style="list-style-type: none"> • Identify personnel and community champions • Prioritize unique community priorities and align existing neighborhood-based efforts around common solutions • Extension staff and community champions co-design projects and future programs 	<p>Increased bi-lingual programming and related products</p> <p>Increased diversity of program participants</p> <p>Checklist and other resources for program accessibility</p> <p>Professional development resources, participation, and impact</p> <p>Public is informed and engaged in OSU Extension initiatives</p>
<p>5. Integrate community assessments and impact reporting into program plans of work that are relevant locally, responsive statewide, and recognized nationally.</p>	<p>Partner with LOD and Assistance Directors to explore how to better conduct community assessments, program planning and, impact measures with new audiences.</p> <p>Partner with LOD and Assistant Directors to offer Collective Impact training and Results Based Accountability resources (personnel).</p> <p>Address impact measurement with the volume of people engaged and the types of work urban communities, such as facilitating community dialogue or engaging in community collaboration.</p>	<p>REG data</p> <p>Collective impact framework, resources, and support (across the state)</p> <p>Inputs and outcomes are included in reporting to capture "non-teaching" events that foster community engagement, partnership development, and product contributions</p>

Sources and Resources

Steering Council Liaisons: Whitney Gherman
Urban Ag: Mike Hogan and Jacqueline Kowalski
Urban CD: Susan Colbert
Urban 4-H:
Urban FCS: Patrice Powers Barker

Contributors: Eric Barrett, Sophia Buggs, Stacie Burbage, Whitney Gherman, Bobbilyn Kasson, Elliott Lawrence, Gavin Luter, Gage Smith, Robin Stone, Andy Wapner

Resources:

National Urban Extension Leaders (NUEL) Focus Areas

OSU Extension Priorities and Program Areas - <https://extension.osu.edu/about/vision-mission-values/osu-extension-priorities-and-program-areas>

References:

The University of Minnesota Leadership and Civic Engagement Model

<https://extension.umn.edu/leadership-and-civic-engagement/leadership-approach-and-models>

Collective Impact Readiness Assessment & Report – Ohio State Marion County Extension

Community Driven Approach: Promotora Model <https://www.latinohalthaccess.org/the-promotora-model/>

[Urban Extension–Reflections on the Past–A Look to the Future](#)

[Tampa Bay Extension Agents’ Views of Urban Extension: Philosophy and Program Strategies](#)

[Extension Stakeholder Engagement: An Exploration of Two Cases Exemplifying 21st Century Adaptions](#)

[Kentucky’s Urban Extension Focus](#)

[Urban Extension Programs](#)

Callout Box – Strategic Alignment

- The Ohio State University

Add

- The National Urban Extension Leaders (NUEL)

Add

- The Joint Council of Extension Professionals (JCEP) Add
- Partner Priorities

Add

C. Personnel (Plan of Work)

The National Urban Extension Leaders (NUEL) refers to personnel as “how Extension attracts, develops, retains, and structures competent talent.” In this plan of work, the term personnel encompasses administrative leaders, faculty, staff, students, and volunteer community members. Personnel investments influence **capacity and alignment of talent** for long-term and short-term priorities.

Context

Across Ohio personnel are funded through local, state, and national funding. Grants, such as community nutrition programs, support additional personnel. In addition, a diversified funding portfolio supports local priorities.

The number and types of Extension positions in large Ohio counties varies. Each metropolitan area presents unique context and history of Extension investments. Generally, the team size is larger and more diverse in many ways.

2019 Personnel Snapshot					
County	Population*	Total FTEs & People**	Types of Positions**	Volunteers 4-H, MG***	Notes
Franklin (Columbus)	1,316,756	27 Employees 25.242 FTE	8 Educators 4 Program Staff 2 Office Staff 12 Community Nutrition	448 4-H 192 MG	Campus Office University District Office; LiFEsports Area Leader 1 County
Cuyahoga (Cleveland)	1,235,072	23 Employees 21.36 FTE	5 Educators 5 Program Staff 2 Office Staff 10 Community Nutrition	214 4-H 191 MG	Metroparks Agri-Science in the City All 4 program areas Area Leader 1 County
Hamilton (Cincinnati)	817,473	10 Employees 9.68 FTE	2 Educators 2 Program Staff 1 Office Staff 4 Community Nutrition	376 4-H 127 MG	Agri-Science in the City Area Leader 2 counties
Summit (Akron)	541,013	8 Employees 7.3 FTE	2 Educators 1 Office Staff 5 Community Nutrition	113 4-H 126 MG	Area Leader 3 counties
Montgomery (Dayton)	531,687	13 Employees 12.16 FTE	3 Educators 1 Program Staff 1 Office Staff 8 Community Nutrition	265 4-H 82 MG	County Office + Adventure Central Area Leader 3 counties
Lucas (Toledo)	428,348	12 Employees 12.01 FTE	3 Educators 2 Office Staff 6 Community Nutrition	42 4-H 145 MG	County Office + Satellite Horticulture Area Leader 2 counties
*US Census Population as of July 2019 **Data from September 2019 ***Total volunteers for 2019; 4-H includes adult and youth					

Number and Types of Positions

- In OSU Extension, county teams are led by Area Leaders who serve various numbers of counties, while maintaining a portion of their programmatic duties. However, in the urban counties of Franklin, Cuyahoga and Lucas-Wood County Area Leaders are full-time administrative.
- In addition to educators, program staff, community nutrition personnel, and office staff; term, seasonal, and temporary positions provide part-time or full-time project personnel to address local needs.
- With the large number of residents and key stakeholders in Ohio's most populated counties, Extension professionals invest a great deal of time working on collaborative initiatives rather than primarily developing or implementing existing programs they deliver themselves.
- **For authentic community engagement, community organizers may receive a stipend.**
- Volunteers can help fill a gap in staff capacity, but volunteer structures and systems may need to be adjusted to support this. For example, many community members are looking for short-term volunteer opportunities rather than a long-term commitment (e.g., helping with a 4-H event rather than serving as a club leader). With a large number of volunteers, recruitment and management could be a full-time job in urban areas.

Professional Development

Personnel in urban communities may need assistance building specific skills or competencies, such as:

- Cultural competency
- Inclusive community engagement and facilitation
- Resourcefulness and networking across multiple settings
- Navigating complex systems, multiple partnership agreements, and strategic relationships
- Grant-writing/reporting
- Evaluation (how to track impact when working with partners)
- Using technology/social media to engage diverse audiences
- Urban-rural interdependence and interface

The urban context could be incorporated into all professional development and offered throughout the state, not just in Columbus.

Extension personnel serve many roles, which become magnified in urban communities as **multiple organizations have marketing departments, grant writing specialists, and budgets to support communications**. Working with internal partners is essential when exploring how to better attract, develop, provide relevant performance feedback, compensate, retain, recognize, promote, structure, and support diverse talent.

Callout Box – Urban Context

Scale

The ratio of personnel to residents and key stakeholders challenges engagement strategies

Diversity

Parity

Complexity

Human resource policies and performance measures ...

Urban-Suburban-Rural Interface

The cost of living makes it tough for Extension professionals to live where they work. Philanthropic market saturation. Competing with entire organizations devoted to work in one OSUE program area.

Goals (Capacity and Alignment)

Attract, hire, develop, and retain talent for long-term and short-term priorities.

Goal	Action Steps, Deliverables & Timeline	Measures/Indicators
<p>1. Increase prioritization of diversity, equity, and inclusion efforts.</p>	<p>Partner with LOD, HR, Office of Institutional Equity (OIE), and the CFAES DEI leader and task force to create a better understanding of urban context and explore implications from attraction to retention.</p> <p>Partner with LOD to create videos of seasoned and diverse staff sharing their Extension story/path with new personnel</p>	<p>Best personnel practices demonstrated and shared with the national Extension network</p>
<p>2. Build capacity by increasing the number, types, and diversity of personnel.</p>	<p>Develop a plan to diversify funding streams and generate sustainable, undesignated dollars for increased personnel.</p> <p>Partner with Extension leadership to assess and reorganize current staffing structure/roles to better fit metro needs and growth</p>	<p>Increased personnel numbers by type of position and diversity</p> <p>Staffing strategic plan created, including position descriptions with Career Roadmaps</p>
<p>3. Provide relevant and innovative professional development resources and experiences based on types of positions and learning readiness.</p>	<p>Partner with LOD to</p> <ul style="list-style-type: none"> • Create training resources to illustrate “what is urban” • Develop a first-year guidebook for all staff nuanced to urban office/work • Connect with NUEL to align professional development • Explore ways to foster connection between personnel serving in Ohio’s urban, suburban, and rural communities. Start at the leadership level. An urban-rural Extension exchange program allows the rural community Extension professionals to see what it’s like in urban areas and vice versa - to help better educate everyone about the various aspects of Extension. • Link to emerging programs such as Day one, onboarding, mentoring, etc. <p>Collaborate with all strategy group leaders to prioritize professional development topics and develop multi-year plan that includes an annual Summit hosted in various cities throughout Ohio.</p>	<p>Document application of learning - Extension employees use training in real life</p> <p>Professional development resources, participation, and impact</p> <p>Measurement protocols established for urban-rural impact</p>
<p>4. Launch systems to support networking and communications</p>	<p>Convene a small group to</p> <ul style="list-style-type: none"> • clarify the types of support valued, 	<p>Network analysis</p>

<p>among personnel working with urban communities.</p>	<ul style="list-style-type: none"> • explore a framework for connectivity and communications, • outline resources on Extension dynamics to help communicate with and develop relationships with colleagues across CFAES's 3 campuses and the NUEL network, • Outline a plan to connect with other colleges to exchange specialized information, resources, and expertise – and build relationships. <p>Partner with LOD and the peer mentoring group a</p> <p>Evaluate the existing website, blog, team communications, and interactions to improve connectivity and peer-to-peer-support.</p>	
<p>5. Initiate recognition in ways that support promotion. Address career pathing with different types of positions.</p>	<p>Partner with HR and Extension Leadership to advance this goal.</p>	<p>Career Roadmap-movement List of recognition opportunities</p>

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Sources and Resources

Steering Council Liaison: Holly Ball

Contributors: Amy Stone, Kirk Bloir, Beau Ingle, Steve Brady, Betty Wingerter

Sub-group: Area Leaders (resource development sub-group)

Resources: Gallup Employee Engagement, Disney Institute, Census Bureau

eXtension - add

References:

Literature:

[Urban Extension–Reflections on the Past–A Look to the Future](#)

[What is Unique About Extension Personnel in the City?](#)

[Urban Extension: Aligning with the Needs of Urban Audiences Through Subject-Matter Centers](#)

Callout Box – Strategic Alignment

- **The Ohio State University**

Substantial support from internal partners including CFAES Human Resources; OSU Extension’s Operations unit and Learning and Organizational Development team; and OSU’s Office of Institutional Equity.

- **The National Urban Extension Leaders (NUEL)**

NUEL partnered with eXtension on an eFieldbook with vast professional development resources.

- **The Joint Council of Extension Professionals**
Professional development committees are active in national and Ohio professional associations.
- **Partner Priorities**
- **Literature**

Add...

D. Partnerships (Plan of Work)

The National Urban Extension Leaders (NUEL) refers to partnerships as “how Extension collaborates to leverage resources for collective impact.” The planning process addressed the types and degrees of partnerships. Partnerships influence **connections and resources**.

Context

Partnerships are critical to Extension’s success when missions are aligned, roles are distinct, reciprocal resources are leveraged, and impacts are shared. Partnerships support programming and communications.

In urban communities, the number, size, and scope of the partnerships amplify both opportunities and challenges. Urban areas have a wealth of organizations and agencies to partner with, but it can be challenging to efficiently navigate. Rather than competing for the same funds or audiences, collaborative efforts can make real impact in communities throughout urban counties.

Extension excels at county, state, and federal partnerships. In urban counties, strategies to support city partnerships add value. For example, six of Ohio’s cities are larger than the population of 68 of Ohio’s 88 counties. Cities often have shared interests with counties and can provide different funding streams.

Callout Box – Urban Context

Scale

Urban counties have thousands of organizations, from neighborhood groups to county and city government agencies; not-for-profits and philanthropic foundations; libraries and metroparks; schools, and universities; hospitals, financial institutions, and consulting companies.

Diversity

Striking a balance between consistency across units that is desirable with larger partners while maintaining a unique local identity that adds value to the community and reduces redundancy

Complexity

Multiple partnerships with multiple project timelines and reporting commitments with varying partnership stages from mature to beginning

Urban-Suburban-Rural Interface

Clarity of messaging

Goals (*Connection and Resources*)

Expand the types and degrees of partnerships, funding, and other resources leveraged, and improve external partner capacity for supporting Extension partnerships

Goal	Action Steps, Deliverables & Timeline	Measures/Indicators
1. Create and share an inventory of urban partnerships to include type, purpose, duration, relationship exchange, etc. Include points of pride and lessons learned.	Define data to include in an inventory such as type of partner, scope, status, mutual value, and other factors. Partner with LOD to create survey and discuss implementation plan and then launch – distribution specifically to urban AL’s to manage but broad message to All-Ext on how to connect if desire?	Inventory created and used to drive informed decisions and highlight points of pride and lessons learned with other urban units/Extension

2. Expand partnerships through strategic portfolio development that builds on inventory analysis and local, state, and national strategy.	Partner with Extension leadership on setting priorities and exploring resource to support the effort – completed after the partnership inventory is completed (positioning).	External dollars and other resources leveraged Increased number of strategic partnerships
3. Support a functional structure for connecting local issues and partnership opportunities.	Collaborate with LOD, Advancement, Government Affairs, and the Grant Development Support Unit to utilize existing data sources (or new systems) for staff and partner expertise/needs (positioning).	Process/system created # of connections made
4. Improve external partner capacity by building urban advocates.	Utilize professional development, systems, strategies, and communications to identify and cultivate local external partners' capacity. Identify potential urban advocates from inventory of urban partnerships (personnel).	# of urban advocates

Sources and Resources

Steering Council Liaison: Nate Arnett

Planning Summit Participants: Nate Arnett, Patrice Powers-Barker, Jacqueline Kowalski, Valerie Hura, Kristen Eisenhauer, Meredith Cameron, Sheila Speights, Carla Ford

Resources:

References:

[Extension in the City: Meeting the Challenges of Scale](#)

[University Extension and Urban Planning Programs: An Efficient Partnerships Partnerships](#)

Callout Box – Strategic Alignment

- **The Ohio State University**

Add

- **The National Urban Extension Leaders (NUEL)**

Add

- **The Joint Council of Extension Professionals (JCEP)** Add
- **Partner Priorities**

Add

IV. Strategy Summary (Recap, Reflection, and Moving Forward)

A. Strategic Approach

B. Timeline

C. Summary of Internal Partner Connections

D. Alignment and Integrations

E. Urban-Suburban-Rural Considerations

F. Relevant Locally, Responsive Statewide, Recognized Nationally

G. Pull of the Future, Push of the Present, Weight of the Past

H. Measure of Progress and Impact

DRAFT

A. Strategic Approach (Recap, Reflection, and Moving Forward)

Intro

	Positioning	Programs	Personnel	Partnerships
Relevant Locally				
Responsive Statewide				
Recognized Nationally				

DRAFT

B. Timeline (Recap, Reflection, and Moving Forward)

Early stage of planning process

Priorities & Progress	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
Positioning	Develop grassroots marketing message.				
Programs	Create a diverse group of grassroots and grass top organizers that can promote, co-facilitate, and connect historically neglected populations.				
Personnel	Increase prioritization of Diversity, Equity, and Inclusion efforts.	Develop first-year guidebook for all staff (program and support) nuanced to urban office/work.	Build capacity through increasing staff numbers.		
Partnerships	Professional development for capacity and skills when creating partnerships.				
Other (planning process priorities)					

C. Summary of Internal Partner Connections (Recap, Reflection, Moving Forward)

While the framework for urban Extension includes a focus on partnerships, the primary emphasis has remained on external partners. The added value of internal partners is essential for all elements of the framework, including positioning, programs, personnel, and external partnerships. Not only do internal partners enable OSU Extension to be more relevant locally, responsive statewide, and recognized nationally, benefits include greater resource access, operational efficiencies, and a unified strategic approach to Extension in urban communities.

Internal Partner	Support
OSU Extension Leadership	
Cabinet	
Strategic Initiatives & Urban Engagement	
Associate Director of Programs and four Program Area Assistant Directors	
Learning & Organizational Development (LOD)	
OSUE Publications Unit	
Communications	
Leadership Team (Area Leaders)	
Department of Extension	
Operational Support	
Grant Development Support Unit	
IT – OCIO	
Business Office	
Human Resources	
PARE – Real Estate	
CFAES External Relations	
Government Affairs	
Advancement/Marketing	
Partnerships Unit	
Other College and University Connections	
CFAES (Dean’s Administrative Cabinet; Department Chairs; Unit Leaders; Diversity, Equity & Inclusion)	
Other OSU Colleges & Units (Center for Urban and Regional Analysis, Public Health, EHE, ...)	
University (Outreach & Engagement, Urban Mission Group)	

D. Alignment (Recap, Reflection, and Moving Forward)

(ADD NUEL award, regional... conference,)

DRAFT

E. Urban-Suburban-Rural Considerations (Recap, Reflection, and Moving Forward)

ADD

DRAFT

F. Relevant Locally, Responsive Statewide, Recognized Nationally

(Recap, Reflection, and Moving Forward)

- 1. Relevant Locally** (cities, counties, areas)
- 2. Responsive Statewide** (Extension, CFAES, university)
- 3. Recognized Nationally** (networks, multi-state regions)

DRAFT

G. Pull of the Future – Push of the Present – Weight of the Past Summary

(Recap, Reflection, and Moving Forward)

During the Summit on Extension in Ohio's Urban Communities, attendees used World Cafe Roundtables divided into the 4 Ps of positioning, programs, personnel, and partnerships tables. The participants shared their thoughts during three segments of Weight of the Past, Push of the Present, and Pull of the Future ([Equitable Futures Toolkit](#)).

The focus of the exercise was to better understand and address:

- Real-life context of Extension work in urban communities (scale, diversity, complexity, urban-rural interface);
- Alignment with the [National Urban Extension Leaders \(NUEL\) Framework](#) and Integration with university, college, and other converging interests;
- OSU Extension's strategies to be relevant locally, responsive statewide, recognized nationally;
- Strengthen Ohio by strengthening cities and urban-rural connections; and
- Create a plan of work with an understanding of the weight of the past, push of the present, and pull of the future.

The groups spent about 45 minutes brainstorming about the future, present, and past. Following is a capture of some of those notes.

1. Pull of the Future

Partnerships – focus on social and health; social and emotional learning; widening wealth and education gaps

Personnel – additional internal and external training needed; maintaining and sustaining our workforce; building capacity, helping next generation see their career possibilities

Positioning – new information systems; grass roots systems; digital positioning, one campus

Programs – creative placemaking; demographic change; partnerships to co-create programs; grassroots/stakeholders

2. Push of the Present

Partnerships – need for funding; need for consistency in programs; trusting partnerships; collective impact; technology; county health office

Personnel – themes in current personnel character analysis; national strategic growth goals; 1st generation citizens; sustainable and diverse funding; balance of state, local and national responsibilities

Positioning – one campus; funding in general; tension with credit and branding; alignment

Present – Extension considered leader; evaluate ideas and feelings toward Extension; bold leadership to have difficult conversations

3. Weight of the Past

Partnerships – turnover; communication; unwilling to change; history of past; only seen as animal ag; decrease in funding; hired for subject matter – not ability to work with others; outcome data not a focus

Personnel – thought that Extension is “cows, sows, and plows,” commissioner perception that fair is Extension’s job, heavy ag roots, technology disconnect, communication style shifting, traditional value

Positioning – traditional view of Extension; Factsheets; printouts; one-on-one education; promotion and tenure; traditional placement and hiring; traditional local support/funding

Program – tow the line between tradition of 4-H and starting new programs, having a common memory; how much have the programs changed

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H. Measures of Progress and Impact (Recap, Reflection, and Moving Forward)

DRAFT

V. Appendix

A. Urban Definitions and Typologies

B. Summary of Ohio's Most Populated Counties

C. Case Study Preliminary Analysis – Emerging Themes

D. Planning Summit Resources

E. Urban Extension State & Regional Plans of Work (sample summary)

F. References

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A. Urban Definitions and Typologies (Appendix)

A variety of definitions are used across the world, country, and even Extension to define urban, suburban, and rural populations. Here is a sampling of common definitions:

[The Census Bureau's urban-rural classification](#) is fundamentally a delineation of geographical areas, identifying both individual urban areas and the rural areas of the nation. The Census Bureau's urban areas represent densely developed territory, and encompass residential, commercial, and other non-residential urban land use. The Census Bureau identifies two types of urban areas: Urbanized Areas (UAs) of 50,000 or more people; and Urban Clusters (UCs) of at least 2,500 and less than 50,000 people. "Rural" encompasses all population, housing, and territory not included within an urban area.

[Metropolitan and micropolitan statistical areas \(metro and micro areas\)](#) are geographic entities delineated by the [Office of Management and Budget \(OMB\)](#) for use by Federal statistical agencies in collecting, tabulating, and publishing Federal statistics. The term "Core Based Statistical Area" (CBSA) is a collective term for both metro and micro areas. A metro area contains a core urban area of 50,000 or more population, and a micro area contains an urban core of at least 10,000 (but less than 50,000) population. Each metro or micro area consists of one or more counties and includes the counties containing the core urban area, as well as any adjacent counties that have a high degree of social and economic integration (as measured by commuting to work) with the urban core.

[Ohio Metro and Micro Areas](#), from the Ohio Development Services Agency

The **Kirwan Institute** uses urban/suburban/rural designations in the USR opportunity index that categorizes census tracts as urban, suburban, or rural based on road network density, urbanized area, housing density and age, and population density. A description can be found [here](#).

The **4-H** data is based on current ES237 reporting, which includes these "definitions."

FARM	Use the U.S. Census definition for a farm which includes all persons living in rural territory on places from which \$1,000 or more of agricultural products were sold, or normally would have been sold, in the reporting year.	Lumped together and labeled "Rural" in the Nat'l 4-H Council's info graphic
TOWNS UNDER 10,000 AND RURAL NON-FARM	Towns under 10,000 and rural non-farm. Persons who live in towns under 10,000 population in rural non-farm and open country situations not reported as farm in above definition.	
TOWNS AND CITIES, WITH POPULATIONS OF 10,000 AND UP TO 50,000, AND THEIR SUBURBS	Include participants who live within the immediately built up areas surrounding such towns and cities even though they might live somewhat beyond the immediate city limits.	"Suburban" in Nat'l 4-H Council's info graphic
SUBURBS OF CITIES OVER 50,000	Report the number of participants in the urbanized and contiguous suburbs and towns surrounding a city over 50,000. This category conforms to the urbanized portion of metropolitan rings included in standard metropolitan statistical areas (SMSA's).	Lumped together and labeled "Urban" in the Nat'l 4-H Council's info graphic
CENTRAL CITIES OVER 50,000	Report the participants living within the boundaries of metropolitan cities over 50,000 population. This category includes twin cities of standard metropolitan statistical areas (SMSA's).	

B. Summary of Ohio’s Most Populated Counties (Appendix)

Ohio has 11,689,100 residents and is the seventh most populated state in the United States. Out of 88 counties in Ohio, over half the residents live in only 15 counties. Ohio’s largest counties and cities bring opportunities and challenges due to population density (scale), influence of multiple jurisdictions (complexity), Ohio’s rural-urban interface, and the diversity of residents, workforce, community partners, and visitors.

Largest Counties	Largest City	County Population	Net Commuter Flow	Number of Cities	Number of Languages
Franklin	Columbus	1,310,300	114,615	13	39
Cuyahoga	Cleveland	1,243,857	135,812	37	39
Hamilton	Cincinnati	816,684	121,118	20	38
Summit	Akron	541,918	14,153	13	39
Montgomery	Dayton	532,331	24,498	17	36
Lucas	Toledo	429,899	18,472	4	37
Butler	Hamilton	382,378	-21,995	7	37
Stark	Canton	371,574	-6,235	4	35
Lorain	Lorain	309,461	30,438	9	34
Warren	Mason	232,173	-15,715	7	32
Lake	Mentor	230,514	-18,579	9	35
Mahoning	Youngstown	229,642	153	4	35
Clermont	Milford	205,466	-33,476	2	30
Delaware	Delaware	204,826	-15,255	5	35
Trumbull	Warren	198,627	-9,415	7	33
Top 15 County total		7,239,650 (62.4%)			

C. Case Study Preliminary Analysis – Emerging Themes (Appendix)

Through seven in-person interviews, two Ohio State students, an undergraduate and graduate student, explored each of these themes with Extension personnel from Ohio’s six most populated counties. For the purpose of this case study, the term urban refers to the six most populated counties in Ohio: Cuyahoga, Franklin, Hamilton, Lucas, Montgomery, and Summit. Each of these counties, with the exception of Cuyahoga, are unique in that they consist of urban, suburban, and rural communities within their boundaries. As with most urban counties, each of these counties are comprised of multiple municipalities, school districts, local government agencies, and numerous faith- and community-based organizations. Below are the themes and subthemes that emerged from those interviews.

The Summit convened more than 40 diverse participants from across the state and across the campus to set goals of exploring the pull of the future, push of the present, and weight of the past (Inayatullah, 2013).

Theme	Sub-Theme(s)	Comments
1) Positioning	<ul style="list-style-type: none"> • Accessibility Issues • Branding Issues • Resource to County Residents • Lack of State Office Support 	<ul style="list-style-type: none"> ⇒ Multiple counties addressed accessibility issues they face with their office location, including distance from bus routes, location within the county/city, and safety concerns. ⇒ Multiple counties address marketing/branding issues they face, including the lack of branding on the outside of their physical buildings, the frustration of having no formal Extension logo, the confusion and disconnect that results from using the CFAES logo, and the lack of funding to support marketing initiatives within the county, among others. ⇒ Most counties stated when positioning themselves in their county and/or meeting with partners they explain Extension is a resource, in every county, for all residents using the resources and knowledge of the university. ⇒ Multiple counties addressed their perception of receiving a lack of state level support.
2) Programs	<ul style="list-style-type: none"> • 4-H & Youth Engagement • Diverse Audiences • Community Needs • State Level Evaluations • Lack of State Office Understanding • Staffing and Funding 	<ul style="list-style-type: none"> ⇒ Multiple counties discussed their 4-H and youth engagement efforts. Most noting the difference in urban 4-H in comparison to that of rural 4-H, from spin clubs to afterschool programming. ⇒ Most counties noted they depend on community input or needs assessments to determine programming priorities and needs. ⇒ Multiple counties discussed their frustration with the state office’s evaluations and report processes. Some noted prior assessments were not useful or reflective of their communities and wished the state involved in the county office more in the process of developing and collecting data for the assessments. Additionally, some counties expressed a desire to have State Specialists visit their counties more often. ⇒ Multiple counties noted they feel there is a lack of understanding of the urban communities by the state office and that leads to underfunding, understaffing, and underprioritizing in comparison to the size, complexity, and population of the counties.
3) Personnel	<ul style="list-style-type: none"> • Diversity • Cultural Awareness • Community Engagement • Resourceful • Professional Development 	<ul style="list-style-type: none"> ⇒ Multiple counties discussed diversity among their personnel and noted the diversity of their staff does not represent the diversity of their county. ⇒ Multiple counties mentioned the importance for staff working within an urban county to have an open mindset and high level of cultural awareness. Additionally, it was noted personnel need to have the ability to work with a diverse audience without being stereotypical and/or judgmental, even if it does not align with your personal beliefs. ⇒ Multiple counties noted the importance of personnel in urban counties having the ability to directly engage with the community; network across multiple

	<ul style="list-style-type: none"> • Pay & Livable Wage • Urban-Rural Comparison 	<p>settings, levels, and professional ranks; and have a strong understanding of the historical and educational structures within the community.</p> <p>⇒ Additionally, it was noted that personnel must be able to adequately demonstrate that they have vested interest in the success of the community and deliver on their promises.</p> <p>⇒ Multiple counties expressed the desire for additional professional development for urban extension personnel, some feel as though current professional development sessions are more rural focused and urban areas are either left out or are an afterthought, which can feel very dismissive, thus rendering the session not useful for them. Suggestions included: regionally based professional development sessions (not solely in Columbus); the ability to offer sessions via Zoom; resuming the mentoring program.</p> <p>⇒ Additionally, the interest of an urban-rural Extension exchange program was mentioned, in multiple counties, that allows the rural communities extension agents to see what it's like in urban areas and vice versa. To help better educate everyone about the various sides of extension.</p> <p>⇒ Multiple counties mentioned the current pay rate for urban Extension personnel is not equitable to the cost of living within an urban community, this has been noted as contributor to retention and recruitment issues within urban communities.</p> <p>⇒ Multiple counties referenced a divide between urban and rural Extension. Some noted they feel the divide is starting at the leadership level and trickling down to the county offices/personnel. Additionally, it was noted that it is oftentimes challenging for urban Extension personnel to reach out to their rural Extension counterpart to share best practice, collect ideas, or share information because their rural counterpart don't understand urban Extension so they rely more on other urban personnel, even if from different focus areas.</p> <p>⇒ Multiple counties mentioned the need for more career trajectory/pathways for personnel working in urban Extension. It was noted the career pathways for leadership or promotion in urban counties is nonexistent.</p>
<p>4) Partnerships</p>	<ul style="list-style-type: none"> • Local Government Agencies • Other Universities • K-12 Schools 	<p>⇒ Multiple counties mentioned their working relationships/partnership with local government agencies (LGA), while some struggle more than others, each county has an establish LGA partnership in some capacity. LGA partnership includes: county commissioners, city government, Metroparks, libraries, etc.</p> <p>⇒ Multiple counties referenced their partnerships with local school districts within their county to recruit youth and/or host programming.</p> <p>⇒ Multiple counties mentioned their partnerships they have formed with other universities due to proximity, shared goals, or other reasons/needs.</p> <p>⇒ Multiple counties discussed the need to partner with other agencies throughout the county, as oftentimes multiple agencies are competing for the same funds or audience. It noted that it's very important to collaborate and not compete.</p>
<p>5) In Closing</p>	<ul style="list-style-type: none"> • State Office Support • Future of Urban Extension • Capacity Concerns • Teamwork • Understand Urban Extension 	<p>⇒ Multiple counties mentioned the need for the state office to provide additional funding and staffing support in urban counties to match/meet the needs of the counties and to be equitable in terms of population size.</p> <p>⇒ Multiple counties interest in learning about Extension's plan to support urban serving Extension office in the future and where urban Extension in Ohio will be in the next five years.</p> <p>⇒ Multiple counties expressed capacity concerns ranging from inefficient staffing levels to meet the needs of their county/audience to lack of funding. It was noted that urban personnel can sometimes feel like they're just a</p>

		<p>“drop in the bucket” and due to “systemic development” they’re not set up to be successful.</p> <ul style="list-style-type: none"> ⇒ Multiple counties referenced their teamwork, collaboration, and dedication to the work of urban Extension, among their county office personnel, as an asset. ⇒ Multiple counties expressed a dire need for Extension Leadership and the state office to better understand the work and complexity of urban Extension. It was noted that the Leadership team needs to recognize the work happening within urban counties matter just as much as in rural counties. ⇒ Additionally, it was noted that Extension must let go of stereotypical beliefs and misconception of “urban”. It was mentioned that “urban doesn’t mean ‘black’ or ‘poor and black’ or ‘poor and dangerous’”. ⇒ Furthermore, it was noted that just because personnel/programs/situation/environments do not fit the traditional model does not mean they are not important. ⇒ Multiple counties mentioned the need for the Leadership team to stop “patronizing urban counties”. Additionally, it was noted that urban personnel feel like the Leadership team has been guarded when it comes to urban areas, trying not to offend the ‘traditional’ Extension bases. “They have to stop apologizing (to rural areas) for what’s happening in the urban communities and their level of engagement with those areas and embrace it and explain what’s happening in Extension in urban communities will and need to be different than that of the rural communities.”
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D. Planning Summit Resources (Appendix)

The planning committee participants met several times prior to the Summit to plan the agenda and on-site program. The activities brought forward and used during the working group roundtables were guided by planning committee members and included the Weight of the Past, Push of the Present, and Pull of the Future activity from the [Equitable Futures Toolkit](#).

1. Participant Resources – Prior to the Summit, participants were invited to watch a pre-summit [7-minute video](#) to better understand the event purpose and context. On-site participants received a 13-page packet with the agenda, worksheets, and other resources. [Link to the handout packet](#)

CFAES OHIO STATE UNIVERSITY EXTENSION

Summit on Extension in Ohio's Urban Communities
Strengthen Ohio by Strengthening Cities and Urban-Rural Connections
January 29, 2020
Nationwide & Ohio Farm Bureau 4-H Center in Columbus

9:00 a.m. Registration and Refreshments

9:30-10 a.m. Welcome and Introductions
Opening Remarks – Jackie Wilkins, Interim Director, OSU Extension

10-10:30 a.m. Urban Extension, Aligning and Integrating with Converging Interests
• University, [OSU Vision](#) and Reflection on [Urban Universities and Thriving Communities, OSU's Sesquicentennial Event](#) and OSU Extension Annual Conference
• College: [CFAES Integration \(Rural-Urban Interface\)](#)
Greg Davis, Associate Director and Chair, OSU Extension
• OSU Extension Director
• Extension: Aligning OSU Extension with the [National Framework and Implementation Plan](#) Nicole DeBose, Area Leader, OSU Extension and NUJEL Steering Committee Member, North Central Region Representative

10:30-11:15 a.m. Possible Future (Whitney Gherman & Nicole Debose)
World Café Roundtables: Weight of the Past, Push of the Present, Pull of the Future
• Positioning (Awareness and Accessibility) OSU Extension locations and presence. How we market and communicate.
• Programs (Relevance and Impacts) The people we reach/don't reach. Our programs, products, and events.
• Personnel (Capacity and Alignment) How we attract, hire, develop, and retain talent for long-term and short-term priorities.
• Partnerships (Connections and Resources) Types and degrees of partnerships, funding, and other resources leveraged.

11:15-11:45 a.m. OSU Extension in Ohio's Most Populated Counties
Case Study Research Summary and Discussion
DaVonti' Haynes, Graduate Associate, Amy Michaels, Student Assistant, Amy Elhadi, Program Evaluation Specialist, and Teresa McCoy, Director – Learning and Organizational Development

11:45 a.m. Preparing for Afternoon

12-2 p.m. Planned Future: Working Group Roundtable Luncheon
Priority identification, moving from current to desired state
What do we need and how do we know we're making progress?
• Positioning – place, presence, marketing communications
• Programs – people, products, events, impacts
• Personnel – attract, hire, develop, retain
• Partnerships – funding, resources

2:2:15 p.m. Break

2:15-3:00 p.m. Innovative and Practical Next Steps: Working Group Reports on Positioning, Programs, Personnel, and Partnerships

3:00-3:30 p.m. Final Reflections & Closing Remarks
• Impact: Relevant Locally, Responsive Statewide, Recognized Nationally
• Integration and Alignment: OSU Extension Counties/Areas/State, CFAES/OSU, National Networks
• Context: Scale, Diversity, Complexity of Ohio's urban-suburban-rural interdependencies
• Other (NUJEL Award, Regional Caucus, Action Teams) – Nicole Debose
• Personal Commitments

Summit Planning Committee: Nate Arnett, Holly Ball, Greg Davis, Nicole Debose, Whitney Gherman, DaVonti' Haynes, Amy Michaels, and Tony Staubach.
Julie Fox, Director – Strategic Initiatives and Urban Engagement, event facilitator (fox.254@osu.edu)
Michelle Gaston, event coordinator (gaston.6@osu.edu)

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CFAES OHIO STATE UNIVERSITY EXTENSION

Summit on Extension in Ohio's Urban Communities
Strengthen Ohio by Strengthening Cities and Urban-Rural Connections
January 29, 2020

World Cafe Roundtables: Weight of the Past, Push of the Present, Pull of the Future, from Equitable Futures Toolkit

Focus: To better understand and address:

- Real-life context of Extension work in urban communities (scale, diversity, complexity, urban-rural interface);
- Alignment with the National Urban Extension Leaders (NUEL) Framework, and integration with university, college, and other converging interests;
- OSU Extension's strategies to be relevant locally, responsive statewide, recognized nationally;
- Strengthen Ohio by strengthening cities and urban-rural connections; and
- Create a plan of work with an understanding of the weight of the past, push of the present, and pull of the future.

The World Cafe (Brown and Isaacs, 2005) is a simple conversational process that helps groups to engage in collaborative learning through inclusive and participatory rounds of constructive dialogue that cross-pollinate ideas in a cafe-style social context (Aldred, 2009; Brown & Isaacs, 2016; Fouché & Light, 2010).

- Four Tables – Each with a focus on one of the components of the National Framework for Urban Extension – Positioning, Programs, Personnel, Partnerships
- Each table has a host and note recorder
- Three Rounds – Pull of the Future; Push of the Present; Weight of the Past
- Report from each table
- Select a topic for working group lunch – Moving from Possible Future to Planned Future

Julie Fox, event facilitator, fox.264@osu.edu

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World Cafe Roundtables: Weight of the Past, Push of the Present, Pull of the Future, from Equitable Futures Toolkit

	Round 1 (10 min)	Round 2 (10 min)	Round 3 (10 min)
Positioning (Table 1) (Awareness and Accessibility) OSU Extension locations and presence. How we market and communicate.			
Programs (Table 2) (Relevance and Impact) The people we reach/on't reach. Our programs, products, and events.			
Personnel (Table 3) (Capacity and Alignment) How we attract, hire, develop, and retain talent for long-term and short-term priorities.			
Partnerships (Table 4) (Connections and Resources) Types and degrees of partnerships, funding, and other resources leveraged.			

https://www.iff.org/extension/inter_university_extensions_toolkit/equitable_futures_toolkit_v2_031319.pdf

CFAES OHIO STATE UNIVERSITY EXTENSION

Summit on Extension in Ohio's Urban Communities
Strengthen Ohio by Strengthening Cities and Urban-Rural Connections
January 29, 2020

Worksheet: Possible to Planned Future 2020-2025

Positioning (Awareness and Accessibility)
OSU Extension locations and presence. How we market and communicate.

I. Positioning
A. Goal:

Why:

1. **Action Steps** (Who, What, When)
2. **Support Needed** (Internal Partners – Who, What, When)
3. **Measure/Indicators** – How we will know we are making progress

(Turn the page over to complete the second goal.)

_____ Reflection _____

Alignment/Integration
Urban-Suburban-Rural Considerations
Relevant Locality (cities, counties, areas)
Responsive Statewide (Extension, CFAES, University)
Recognized Nationally (Networks, Multi-State Regions)

Participants:

THE OHIO STATE UNIVERSITY
COLLEGE OF FOOD, AGRICULTURAL, AND ENVIRONMENTAL SCIENCES

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CFAES OHIO STATE UNIVERSITY EXTENSION

Support Needed (Internal Partners)

Brief Introduction
While the framework for urban Extension includes a focus on partnerships, the primary emphasis has remained on external partners. The added value of internal partners is essential for all elements of the framework, including positioning, programs, personnel, and external partnerships. Not only do internal partners enable OSU Extension to be more relevant locally, responsive statewide, and recognized nationally, benefits include greater resource access, operational efficiencies, and a unified strategic approach to Extension in urban communities.

OSU Extension Leadership Cabinet

- Strategic Initiatives & Urban Engagement
- Associate Director of Programs and 4 Program Area Assistant Directors
- Learning & Organizational Development (LOD)
- OSU Extension Publications Unit
- Communications

Leadership Team (Area Leaders)
Department of Extension

Operational Support
Grant Development Support Unit
IT – OCIO
Business Office
Human Resources
PARE – Real Estate

CFAES External Relations
Government Affairs
Advancement/Marketing
Partnerships Unit

Other College and University Connections
CFAES (Dean's Administrative Cabinet; Department Chairs; Unit Leaders; Diversity, Equity & Inclusion)
Other OSU Colleges & Units (Center for Urban and Regional Analysis, Public Health, EHE, ...)
University (Outreach & Engagement, Urban Mission Group)

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2. Summit Planning Committee

Participants in the planning included Nate Arnett, Holly Ball, Greg Davis, Nicole Debose, Whitney Gherman, DaVonti' Haynes, Amy Michaels, and Tony Staubach. Julie Fox, Director – Strategic Initiatives and Urban Engagement was the summit facilitator and Michelle Gaston was the summit coordinator.

3. Summit Participants

The Summit was scheduled to follow the [OSU Sesquicentennial Think Beyond Summit, Urban Universities, Thriving Communities on January 28, 2020](#). Participants included OSU Extension personnel and leadership interested in Extension in urban communities as well as cross-campus and community partners and individuals who attended Ohio State's Sesquicentennial Summit.

Name	Affiliation & Title
Nate Arnett	OSU Extension - Adventure Central, 4-H Educator
Holly Ball	OSU Extension - Area Leader (Lucas County)
Eric Barrett	OSU Extension - Area Leader & ANR (Mahoning County)
Pat Bebo	OSU Extension - Assistant Director, Family & Consumer Sciences
Kirk Bloir	OSU Extension - Assistant Director, 4-H Youth Development
Steve Brady	OSU Extension - Warren County, 4-H Educator
Sophia Buggs	Healthy Community Partnership (Mahoning County)
Stacie Burbage	OSU Extension - Franklin County, Program Coordinator/Community Catalyst
Meredith Cameron	OSU College of Public Health - Program Director
Susan Colbert	OSU Extension - Franklin County, Program Director
Greg Davis	OSU Extension - Department Chair and Associate Director, Programs
Nicole Debose	OSU Extension - Area Leader (Cuyahoga County)
Kristen Eisenhauer	OSU Extension - Mahoning County, ANR/4-H Educator
Amy Elhadi	OSU Extension - Program Evaluation Specialist, Learning & Organizational Development
Carla Ford	OSU College of Medicine - Assistant Professor of Ophthalmology
Julie Fox	OSU Extension - Director, Strategic Initiatives & Urban Engagement
Michelle Gaston	OSU Extension - Program Coordinator, Strategic Initiatives & Urban Engagement
Whitney Gherman	OSU Extension - Marion County, FCS Educator
DaVonti' Haynes	OSU Extension - Graduate Associate, Strategic Initiatives & Urban Engagement
Mike Hogan	OSU Extension - Franklin County, ANR Educator
Valerie Hura	OSU Extension - Cuyahoga County, 4-H Educator
Beau Ingle	The Ohio State University - FAES Government Affairs, Program Manager
Emily Kahrs	OSU Extension - Hamilton County, Program Assistant
Bobbilyn Kasson	OSU Extension - Franklin County, EFNEP Program Specialist
Jacqueline Kowalski	OSU Extension - Summit County, ANR Educator
Maria Lambea	The Ohio State University - EFNEP Program Director
Elliott Lawrence	OSU Extension - Lucas County, 4-H Educator
Gavin Luter	University of Wisconsin-Madison - Director, UniverCity Alliance
Teresa McCoy	OSU Extension - Director, Learning & Organizational Development
Amelia Michaels	OSU Extension - Student Assistant, Strategic Initiatives & Urban Engagement
Patrice Powers-Barker	OSU Extension - Lucas County, FCS Educator
Gage Smith	OSU Extension - Program Assistant, Community Development
Sheila Speights	Centene Corporation (community healthcare partner)
Tony Staubach	OSU Extension - Hamilton County, 4-H Educator
Amy Stone	OSU Extension - Lucas County, ANR Educator

Robin Stone	OSU Extension - Cuyahoga County, 4-H Educator
Andrew Wapner	The Ohio State University - College of Public Health, Assistant Professor
Jackie Wilkins	OSU Extension - Interim Extension Director & Director, Operations
Betty Wingerter	OSU Extension - Montgomery County, 4-H Educator

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E. Urban Extension State & Regional Plans of Work (sample summary) (Appendix)

Extension teams in other states have engaged in comprehensive planning. Here is a summary of plans and examples of plans can be found in the OSU Extension in the City Urban Extension Library, <https://cityextension.osu.edu/library>.

State	Positioning Awareness & Accessibility	Programs Relevance & Impacts	Personnel Capacity & Alignment	Partnerships Connections & Resources	Other / Source
Florida (2016)	-Increase the sustainability, profitability, and competitiveness of urban enterprises.	-Enhance and protect urban water quality, quantity, and supply. -Enhance and conserve Florida's urban natural resources and environmental quality. Conserve energy in urban regions. -Empower individuals and families living in urban regions to build healthy lives and achieve social and economic success. - Prepare urban youth to be responsible citizens and productive members of the workforce.		-Strengthen urban community resources and economic development.	- Florida's Urban Extension Strategic Plan - A Strategic Plan... - JOE Article - Organizational Priorities... JAE Article - Urban Extension: Philosophy and Program Strategies - JHSE Article
Kentucky (2014)	-A unified, consistent marketing message, theme, and collateral with tag lines and an updated on-line "look" for all counties.	-More structured opportunities for specialists and agents to collaborate on trainings, materials, programming, etc.	-County Coordinators are needed in Kentucky's largest counties. -More structure to agent training. Making sure key skill sets are addressed early. -Agent responsibilities to supervise support staff and collaborate with elected officials	-Need to know what's working and what's not in regard to councils. -Counties need a designated agent "primarily" responsible for educating, communicating, and building relationships with elected officials.	Kentucky's Urban Extension Focus-JOE Article

			should be clearly communicated- Need for training for campus faculty/staff in regard to working with urban Extension agents and communities.		
Michigan (2017)	<ul style="list-style-type: none"> -Define and delineate its unique niche in cities -Consider development of a comprehensive marketing strategy to increase awareness of Extension programs and expertise. 	<ul style="list-style-type: none"> -Continue to concentrate programming efforts on community development strategies targeted to address key urban community needs and issues -Embed staff in urban communities by assigning them geographically defined urban areas -Develop curricula, delivery methods, and programming developed or specifically adapted for urban audiences -Focus urban programming efforts where it has long-standing university expertise while determining gaps -Build connections and collaborations with different MSU colleges and departments -Consider expanding web-based educational program and resource system -Capitalize on the input received through needs assessment and 	<ul style="list-style-type: none"> -Utilize recruiting and hiring practices that attract employees who have the desired skills, expertise and passion to work in urban areas, and who represent the diversity -Embrace a flexible staffing model -Develop a robust menu of professional development offerings -Engage volunteers, university students, intern and others in new and non-traditional programmatic areas 	<ul style="list-style-type: none"> -Build strategic partnerships -Continue to focus on building effective District Councils in urban/metropolitan areas 	<p>Framework for Programming in Michigan's Cities & Metro Regions</p> <p>Also defined a category of Internal Support & Resources</p>

		focus groups, as a starting point in identifying programmatic focuses and staffing gaps			
North Carolina (2017)	<p><i>Challenges:</i></p> <ul style="list-style-type: none"> -Don't know who we are or what we do. -Be strategic about communicating mission and competitive advantage. 	<p><i>Challenges:</i></p> <ul style="list-style-type: none"> -Many "urban" counties include urban, suburban, and rural populations that have varying needs and interests. -Demand for programming that addresses (defined) issues, but not resources, capacity, or leadership support. -Not well-equipped to work with new/non-traditional audiences. -Not well-equipped to support "high-tech" -Programs may need to charge a fee, but staff unsure how to develop fee structure -Encouraged to develop programming based on community needs and expertise, but they might benefit from borrowing/tailoring other programs 	<p><i>Challenges:</i></p> <ul style="list-style-type: none"> -Current staffing model is not responsive to a large population and diverse needs. -Current volunteer structures are not geared for an urban environment. -Staff in urban areas may need assistance building specific skills or competencies. -Cost of living is higher in urban areas, but staff are paid the same. 	<p><i>Challenges:</i></p> <ul style="list-style-type: none"> -Unless we have a clear and consistent message, organizations don't know we exist or what we do -Working in partnership can make it difficult to track our impact. -Can be difficult for staff to tease out quality partners -Seems to be a lack of understanding among Specialists about Extension's engagement in urban areas -County-state partnerships come with administrative challenges 	North Carolina Cooperative Extension Challenges to Working in an Urban Context
Utah (2007)	<ul style="list-style-type: none"> -Need better marketing to the metro population, with strong brand identification. Need to improve marketing tools, direction, and 	<ul style="list-style-type: none"> -Increase programming to address the needs and diversity of the metro/urban population, train volunteers, and 	<ul style="list-style-type: none"> -Staff needs to mirror the needs and diversity of the metro/urban population and expand beyond the traditional 	<ul style="list-style-type: none"> -Increase visibility and ability to market our programs and willingness to collaborate with others, establishing 	A Report of the Utah State University Metro/Urban Extension Task Force

	<p>education for county staff and increase funding for metro/urban population.</p> <ul style="list-style-type: none"> -Find appropriate locations and delivery methods for programming that meets the needs and the availability of the metro/urban clientele. -Produce higher quality educational materials that lend credibility to educational programs and are consistent across the metro region. -Adopt an attitude to charge adequate, appropriate fees for programs and materials and use these fees for sustaining and enhancing programs. 	<p>recruit staff prepared to work in a metro/urban environment</p> <ul style="list-style-type: none"> -Increase programming in conservation of urban natural resources, land use planning, metro/urban farm markets, and environmentally supportive horticulture -Sustain financial management, housing education, nutrition, and healthy lifestyle education -4-H staff should focus on development of "Train the Trainer" type programs that can be sustained by adult and youth volunteers. 	<p>subject matter areas.</p> <ul style="list-style-type: none"> -Need more staff diversity in language, ethnicity, color, and professional backgrounds. -Need a metro regional director with administrative authority who would be the connection between administration on campus and field staff. -Funding needs to be pooled from metro/urban counties to support cross-county programming and staffing. -Staffing models may need to be more varied. -Hiring procedures need to be streamlined and improved. 	<p>distinct roles and responsibilities-</p> <ul style="list-style-type: none"> Develop skills and understanding on how to form effective coalitions and partnerships -Needs the administration's assistance in establishing networks and partnerships -Explore an Extension Metro Center approach -Learn how to approach partners to enhance funding, support staff, and volunteer time to assist in programming 	
<p>Western Extension Directors Association (WEDA) and WRPLC (2006)</p>	<ul style="list-style-type: none"> -Urban Extension delivery areas may need to be cross-jurisdictional in order to assemble appropriate resources. 	<ul style="list-style-type: none"> -Mechanisms must exist within land grant universities to enable resources from the broad range of academic disciplines to be applied to urban and regional issues. -Urban Extension programs must reflect the diversity and interests of metropolitan populations, which may differ from other areas of each state. 	<ul style="list-style-type: none"> -A lead individual (or office) should be designated to represent the university to the region. -A successful urban Extension model must include staff who not only have relevant disciplinary credentials, but also the competencies needed to effectively work in an urban environment -Urban program development and 	<ul style="list-style-type: none"> -Funding for Extension urban partnerships should include public and/or private entities in addition to county governments. Educators must recognize that the staffs of nonprofit organizations and public entities are important audiences. -Stable, ongoing funding is necessary for long-term, core activities. 	<p>Extension in the Urban West</p>

		-Programming should be issue/problem-based.	administration must remain within the regular state Cooperative Extension organization.		

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F. References (Appendix)

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