

# Leadership In the City



THE OHIO STATE UNIVERSITY

COLLEGE OF FOOD, AGRICULTURAL,  
AND ENVIRONMENTAL SCIENCES

WASHINGTON STATE UNIVERSITY  
EXTENSION

## The History & Future of Urban Extension

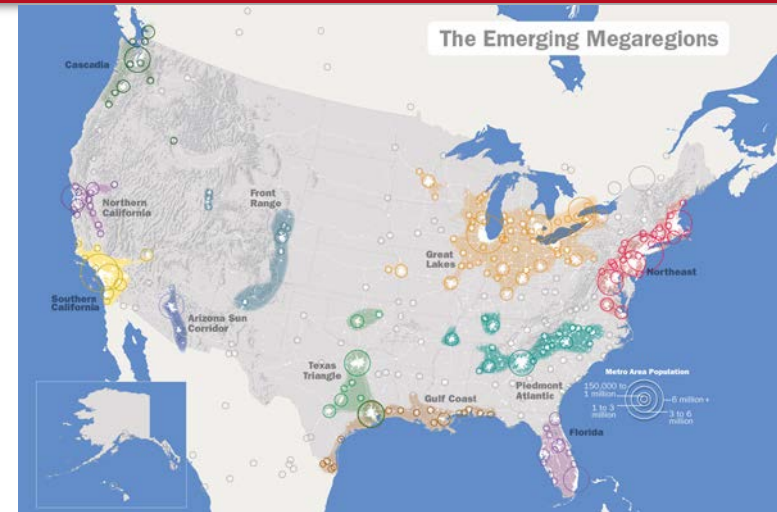
Joint Council of Extension Professionals Leadership Conference, Las Vegas, NV, Feb. 2015

Julie Fox, Ohio State University Extension & Brad Gaolach, Washington State University Extension

National Urban Extension Leaders

# Overview

- Leading Through Trust:  
Extension in the City  
(Urban, Metro)



- More than half of the world's people now live in cities, and in the U.S., the figure is 80% (U.S. National Academies, 2010).
- Complex opportunities and challenges due to
  - population density.
  - urban-suburban-rural interdependencies.
  - diversity of residents, labor, partners, and visitors.



THE OHIO STATE UNIVERSITY

COLLEGE OF FOOD, AGRICULTURAL,  
AND ENVIRONMENTAL SCIENCES

## Example of Challenges in the City

- Large populations
  - Densely concentrated
  - Rapid growth (Seattle - fastest growing major city – 2010 -2014 / 5.2% growth / 31,840 people)
  - High ethnic and racial diversity
- Significant infrastructure elements
  - Public transportation systems
  - Waste-water treatment
  - Storm water management
- Constrained growth / urban – rural “tension”
- Competition
- Politically complex and multi-jurisdictional in nature

# Politically Complex Political Environment

Seattle:

- 652,000 residents
- 15 official neighborhoods

King County:

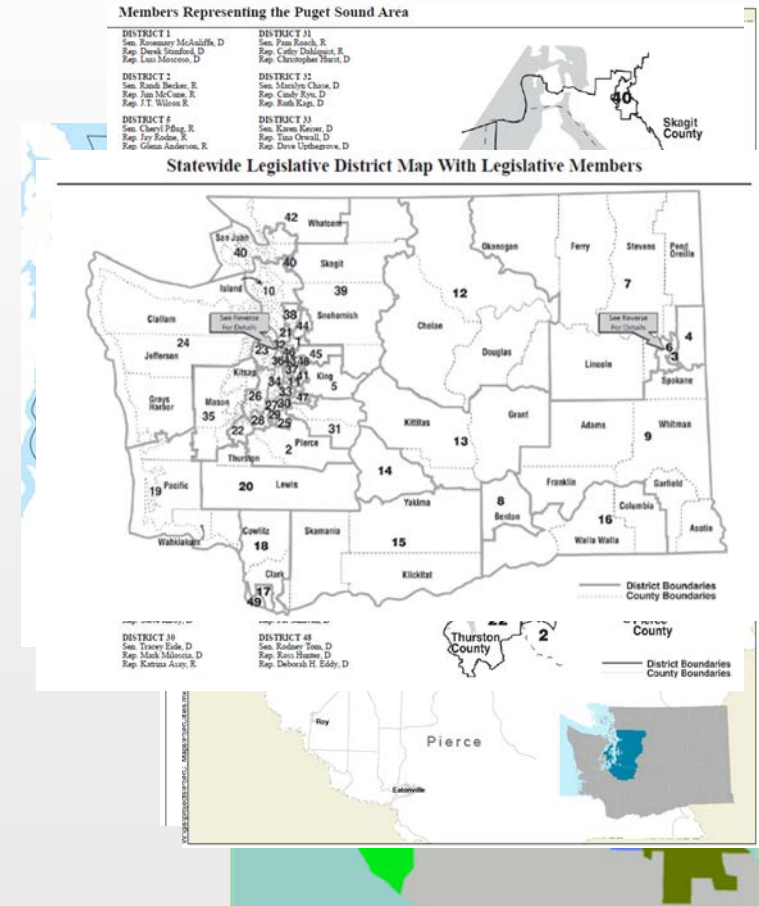
- 1.9 million residents
- 39 cities
- 9 elected council districts (219,000 residents)

Metropolitan Planning Organization (PSRC): 90 municipalities/ 4 counties

Elected or Appointed Executive

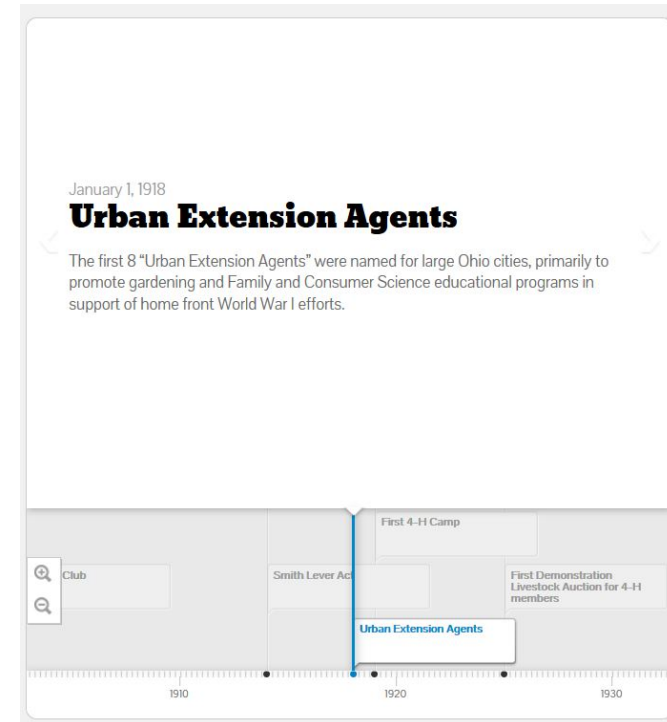
WA Legislature (49 Districts):

- 30 partially in Puget Sound
- 5 in Spokane
- 4 in Vancouver



# Overview

- **Historical Perspective**
  - Throughout the 100 history, Extension professionals working in large cities explored various models for **Personnel, Programming, and Partnerships** – what have we learned?
- **Emerging Models**
  - Addressing the unique contribution Extension brings to the city
- **JCEP Connections**
- **Resources & Next Steps**

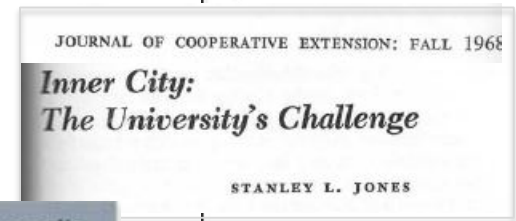
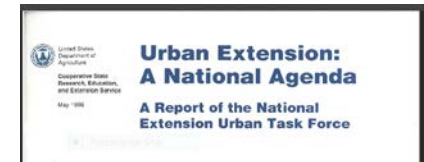


THE OHIO STATE UNIVERSITY

COLLEGE OF FOOD, AGRICULTURAL,  
AND ENVIRONMENTAL SCIENCES

# History & Emerging Practices

- **National Perspective**
- Locally relevant
- Responsive statewide
- Recognized nationally
- Shared Interests
  - Internal: Capacity & Competencies
  - External: Elevate stature and value
- Unique Circumstances



THE OHIO STATE UNIVERSITY

COLLEGE OF FOOD, AGRICULTURAL,  
AND ENVIRONMENTAL SCIENCES



# History & Emerging Practices

- **State and Regional Perspectives**
- Centers
  - Penn Center in Pittsburgh
  - Western Center for Metropolitan Extension & Research
- Projects
  - Florida Urban Extension Conference
  - Kentucky ...
  - North Central Urban Food Systems





# Western Center for Metropolitan Extension & Research

## 2008 - Extension in the Urban West

- Western cities are distinctly different from their national cohort.
  - These cities arose in the age of the automobile, and therefore
  - to some extent Western cities were ‘born modern’.
- Most Extension programming in Western metropolitan areas is adapted from rural experiences, not programming developed from an urban perspective.



## Western Center for Metropolitan Extension & Research

### Extension in the Urban West – Recommendations:

- Urban Extension needs a new delivery model, one that emphasizes:
  - Applied research and engaged scholarship
  - Access to degree programs;
  - Working with urban decision makers
  - A staffing approach that emphasizes flexibility and responsiveness
- The need for an urban research and extension center for the West.

# Western Center for Metropolitan Extension and Research *Organizational Chart*





## Western Center for Metropolitan Extension & Research

### Applied Research:

- Identifying best practices and organizational models for metropolitan Extension
- Exploration of emerging metropolitan issues where land-grant universities can contribute to decision making and policy development.
- Criteria for Center Engagement
  - the significance of the issue;
  - decision-makers' stated readiness to address the issue;
  - the potential for Extension and the land-grant university system to add value to the project, and
  - the possibility that the project may attract outside funding resources.

## Western Center for Metropolitan Extension & Research

### Applied Research: Center's Role

- Establish the project team, drawing on Western Extension expertise
- Identify the research scope of work;
- Support these teams in their work;
- Help obtain sufficient extramural funding to underwrite the research; and
- Assure the quality and timeliness of the team's research products.



# History & Emerging Practices

- **Personnel – Professional Development**
  - Structure
    - Types of positions/reporting
    - Consultants
  - Competencies
    - Research: Extension, Leadership
    - Practice: Multicultural, Multilingual
  - Recruitment
  - Professional Development
  - Retention



# History & Emerging Practices

- **Leadership in the City (Ohio)**

## **Entrepreneurial Leadership**

City Context: What is Unique about Extension in cities?

Land-Grant University Context & and national network resources

## **Entrepreneurial Networks**

Working with Elected Officials

Public & Private Partners

## **Entrepreneurial Innovation**

Program/Product Development

Communication in the City

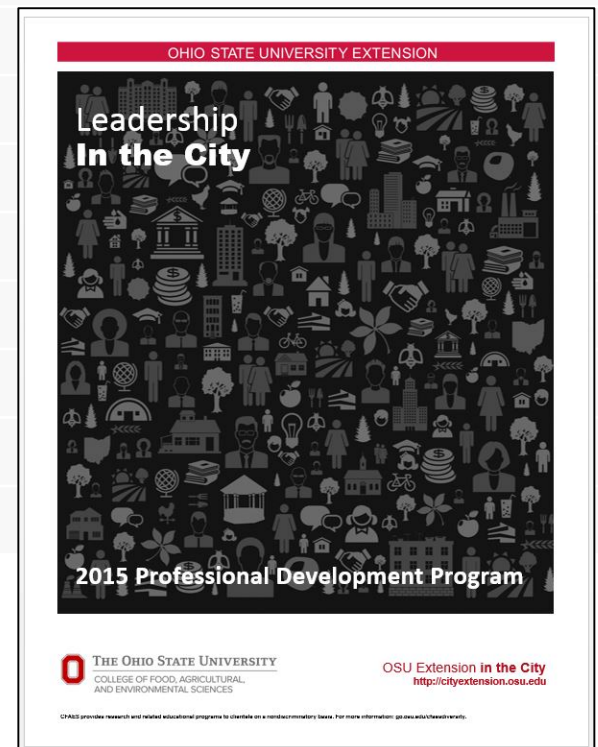
Research and Publishing

Managing Resources, Risks, and Reports



THE OHIO STATE UNIVERSITY

COLLEGE OF FOOD, AGRICULTURAL,  
AND ENVIRONMENTAL SCIENCES



## Western Center for Metropolitan Extension & Research

### Professional Development: Skills of an Urban Extension Professional:

- project development and management skills;
- multicultural, multilingual capabilities;
- ability to work through intermediary organizations;
- ability to relate cross-generationally, especially with 25-34 year olds; and
- ability to evaluate program impacts within the context of multi-stakeholder collaborations



## Western Center for Metropolitan Extension & Research

### Professional Development: Potential Activities

- Webinars;
- Staff exchanges;
- Build on WELD;
- Western Metropolitan Conference
  - Single issue focused, links issue area with staff professional development;
- Support and participate in the professional training to identified core competencies for metropolitan extension professionals

## Western Center for Metropolitan Extension & Research

### Current Activities

- Extension as Urban Policy Advisors
- Researching Promising Practices for Metro Extension
- Engagement with the Large Urban Counties Caucus w/in NACo
- Co-chair of National Urban Extension Leaders (NUEL)

<http://metroextension.wsu.edu>



# Western Center for Metropolitan Extension & Research

## Linking Applied Research & Professional Development



# History & Emerging Practices

- **Programming – Applied Research**
  - Extension areas and audiences



Rural programs adapted for urban audiences



Product/Program development based on urban audiences



# History & Emerging Practices

- **Partnerships**

- Public, private, and university partnerships
  - Agencies, Faith-based, Neighborhood, ...
- Urban Serving Universities (USU/APLU)
- Coalition of Urban and Metropolitan Universities (CUMU)
- National League of Cities
- National Association of Counties
- Large Urban County Caucus



Joint Council of Extension Professionals

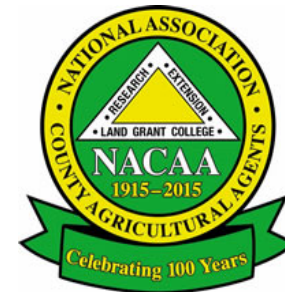
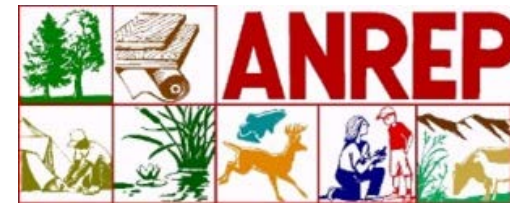
# JCEP Connections



National Association  
of Extension 4-H Agents



National Extension Association  
of Family & Consumer Sciences



THE OHIO STATE UNIVERSITY

COLLEGE OF FOOD, AGRICULTURAL,  
AND ENVIRONMENTAL SCIENCES

# Resources



<http://www.nuelaction.org>

<http://district4.extension.ifas.ufl.edu/UrbanExtension.html>

Journal of Extension



# Next Steps

- National Conference  
May 4-7 Atlanta  
<http://urbanextension2015.com/>
- Urban Extension Session at Your National Conference
- Journal Articles
- National Urban Extension Leaders,  
<http://www.nuelaction.org>



# Concluding Comments

- Urban-Suburban-Rural Interdependencies
  - Professional Development
  - Program and Product Development
  - Partnerships
  - Applied Research
  - Emerging Models
- Geographic: neighborhood, city, county, regional, and national
- Audience-specific
- Interdisciplinary Programs





**THE OHIO STATE UNIVERSITY**

COLLEGE OF FOOD, AGRICULTURAL,  
AND ENVIRONMENTAL SCIENCES

OHIO STATE UNIVERSITY EXTENSION

OHIO AGRICULTURAL RESEARCH AND DEVELOPMENT CENTER

Julie Fox  
fox.264@osu.edu  
<http://cityextension.osu.edu>

Brad Gaolach  
gaolach@wsu.edu  
<http://metroextension.wsu.edu>

