

**UNIVERSITY OF MINNESOTA
BOARD OF REGENTS**

Board of Regents Work Session

Thursday, October 16, 2008

3:45 – 4:45 p.m.

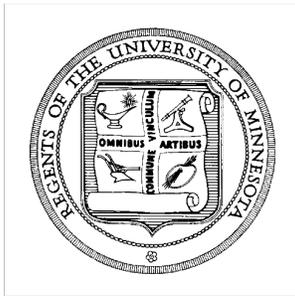
**Kirby Ballroom
University of Minnesota Duluth**

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AGENDA

1. University's Statewide Mission: Research & Extension Centers -
R. Bruininks/R. Jones/B. Durgan (pp. 2-6)



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Agenda Item: University Statewide Mission: University of Minnesota Extension

review review/action action discussion

Presenters: President Robert H. Bruininks
Senior Vice President Robert Jones
Dean Beverly R. Durgan, University of Minnesota Extension

Purpose:

policy background/context oversight strategic positioning

As one of the largest public research and land-grant institutions in the world, the University of Minnesota has a longstanding commitment to serving the needs of citizens, communities, employers, state and local governments, and non-profit organizations in Minnesota. Faculty and staff on all campuses extend University knowledge through publicly-engaged teaching, research and outreach. One of the bedrocks of the University land-grant tradition is our system of Extension Offices and Research and Outreach Centers located strategically across the state.

Extension implemented a major reorganization in 2004 as a result of reductions in state, county and federal funding, major societal changes, the growth in communications technology and the need to strengthen the research connections between campus faculty and field educators. This report describes how Extension, the major educational outreach arm of the University, brings research-based educational programs to people and communities of the state and how it connects Minnesota's needs with research opportunities at the University. It also presents information on trends since the reorganization, the first such restructuring in the nation.

Outline of Key Points/Policy Issues:

- What are the unique funding challenges for non-tuition generating education?
- How does the University maintain high-quality Extension programs with decreasing county, state and federal funding?
- What is the role of non-credit education in supporting the Universities strategic goals?
- What new statewide partnerships are needed to addresses changing state and community needs?
- How does the University recruit and retain faculty and professional staff in non-urban locations?

Background Information:

Extension's reorganization resulted in reduced costs, expanded capacity, new revenues beyond state and federal funding, and stronger University connections.

University of Minnesota Extension:

- plays an important role in supporting the University's goal to become a top research university
- is committed to delivering high quality, research-based educational programs to Minnesota citizens and communities
- connects the University's research mission with the land-grant mission of public engagement and outreach
- helps Minnesotans experience, understand and value the University of Minnesota and its research
- is part of the national land-grant system of extension in all 50 states

University's Statewide Mission: University of Minnesota Extension
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Taking University Research Into Minnesota

University of Minnesota Extension takes the latest research from the University into people's lives, addressing issues that are important to Minnesota: safe and healthy food, farm profitability, renewable energy, main street business, family finances, youth involvement and leadership, and natural disasters.

Extension listens to and collaborates with local, state and national partners in order to discover, develop and deliver the research-based education and information that is most relevant, practical and useful. Extension does this in all parts of the state - urban, suburban and rural - providing a front door to the University for many Minnesotans. Combining University research with local expertise, Extension engages individuals, organizations and communities across Minnesota to build capacity, create opportunities and solve problems. Extension has well-established relationships with state and local governments and agencies and is part of a national network of researchers and educators that provides scientific knowledge and expertise to the public.

Extension's mission, "making a difference by connecting community needs and University resources to address critical issues in Minnesota," is achieved through a team of regional and local educators and campus faculty in the colleges of Education and Human Development; Food, Agricultural and Natural Resource Sciences; Veterinary Medicine; Design; and the Hubert H. Humphrey Institute of Public Affairs. By locating faculty and staff throughout the state in regional offices, county offices, research and outreach centers and University campuses, Extension makes University research and knowledge readily available to the people of Minnesota. These community networks also enable citizens and stakeholders to provide feedback to campus extension and research faculty, which leads to new research opportunities. Extension is an important part of the University's goal to be a top three public research university.

Reinventing Extension: Focused and Sustainable

As a result of reductions in state, county and federal funding, the growth in communications technology, major societal changes and the need to strengthen the research connections between on-campus faculty and educators in the field, Extension implemented a major reorganization in 2004. This represented a fundamental change in the 100-year-old funding and program delivery partnership with all 87 Minnesota counties, while strengthening Extension's connection to the University's research base.

In the new model, Extension reallocated state and federal funding to support 18 regional offices, regional educators and campus faculty. County and local partners now contract with Extension for specific local programs, services and educator positions based on their needs and budgets. This reorganization allowed Extension to provide statewide programs based on state needs, while also meeting county and community needs.

Since the 2004 reorganization, all 87 counties have funded local and county-based programming, based on local needs. In addition, county funding for local Extension programs has increased an average of 5 percent per year since 2005. Currently, county funding supports 122 local Extension personnel located in county offices.

Extension has also increased its use of technology to expand the University's reach. Participants in on-line courses like Master Gardeners and Food Safety for Food Service Workers take full advantage of the 24/7 access to University research and education. In addition, more than 6 million people visit the Extension website each year, causing Google to rate it as the most used website of any state extension service.

Since the reorganization, Extension has increased its strong partnership with the College of Food, Agricultural and Natural Resource Sciences (CFANS). All new CFANS faculty hired at the research and outreach centers will now have at least a 40 percent Extension appointment to ensure their success in both research and outreach. In addition, Extension regional offices are co-located with four of the University's research and outreach centers. Two of the locations are jointly managed by one research and outreach center head, thus reducing the number of regional directors by two positions. To further reduce administrative expenses, Extension merged the management of other regional offices in 2006, thus reducing the total percentage of field administrative staff by 20 percent.

Because the dean of Extension is now also the director of the Minnesota Agriculture Experiment Station, both units have realized administrative savings while strengthening the research connections between Extension and the colleges that receive funding from the Experiment Station.

While the work of the reorganization was not easy, the reinvention ensures that Extension is aligned with the University's strategies and priorities, reduces administrative costs, expands capacity, generates new revenues beyond state and federal funding, and builds stronger connections to University research partners. Extension often serves as a model for other University colleges, departments and centers facing the need for reform. Because Minnesota was one of the first states to reconceptualize and reform its Extension, other states are also looking to the University of Minnesota Extension model as they face similar challenges.

A New Extension: Challenges and Opportunities

Extension must continue to address the **unique funding challenges for non-tuition generating educational programs**. Designing and delivering non-credit educational programs and services requires different curriculum development and marketing expertise, infrastructure and instructional support, and funding structures than research or credit/degree programs. As the University continues to rely on tuition as a major source of increased funding, this funding policy will continue to challenge Extension to develop a more diverse funding portfolio.

Since reorganizing in 2004, Extension has made **progress generating new revenues**. Grants, gifts, contracts and fees now make up 18 percent of Extension's \$66 million annual budget, an increase of 19 percent since 2004. Currently, 87 percent of all Extension programs charge fees, receive grants or have a sponsorship, while nearly a third of all educational programs have a direct user fee. Historically, Extension has been funded largely by state and federal appropriated funds and most of our programs were provided for free or for very modest fees. Today, every Extension program has a business plan outlining how outside funds will be generated to support direct costs and eventually some staff time. This change has been a difficult cultural shift, both for the organization and for the people served. Extension will continue to develop systems to generate funding to support programs and continue to foster the culture change necessary for financial stability.

Extension does not have a history of private fundraising and must actively work to **cultivate major gift donors**. Extension recently hired its first development officer through a partnership with the College of Food, Agricultural and Natural Resource Sciences. The potential for significant development opportunities for Extension is illustrated by the Minnesota 4-H Foundation, which was established to raise funding for Extension youth programs. In 2007, the Minnesota 4-H Foundation led the nation in funding raised and accounted for 13 percent of all funds raised for 4-H nationally.

Extension in Minnesota has made a concentrated effort to **collaborate with other states**. Over 80 percent of Extension's federally funded programs are conducted in collaboration with the bordering states of Iowa, Wisconsin, North Dakota and South Dakota. University of Minnesota Extension is the national leader in developing joint extension/research programs with other states. University of Minnesota and North Dakota State University are the first extension services in the nation to jointly fund tenure and

tenure-track faculty positions. These four joint faculty positions are located at NDSU and provide Extension and research programs for both states.

Extension faces the same challenges as other parts of the University in **attracting and retaining high quality faculty and staff**. Extension requires that all educators have a minimum of a master's degree. While this improves the quality of our programs, it limits the pool of candidates. At the same time, it is increasingly difficult to attract and retain professional staff in some of our non-urban locations and to ensure that Extension's workforce reflects Minnesota's ethnic diversity. Extension's intern programs, including an Intern of Color program, have already proven successful in recruiting the best and brightest to Extension.

In addition to a diverse workforce, Extension must continue to increase its capacity to deliver research-based outreach education programs to **diverse audiences**. One example is Extension's work with American Indians on Minnesota reservations. Extension recently hired four Extension educators to provide youth and natural resource programs on the northern reservations. Extension also appointed a tribal liaison to ensure better connection with the tribes.

Citizen stakeholders are important to Extension. More than 500 citizens serve on Extension advisory boards, including 87 state-mandated county-based Extension committees; regional advisory boards; a state citizen's advisory committee and an Association of Minnesota Counties – Extension committee of county commissioners from every district. Funders and stakeholders have conveyed in multiple ways that they have high expectations for Extension programs, and policy makers are mandating new measures of accountability. Extension must continue to engage funders, stakeholders and policy makers to ensure greater clarity about program priorities and alignment of resources with those priorities.

In 2004, when the University of Minnesota moved forward to envision and implement Extension's reinvention, many states were skeptical and concerned. Today, as those states face the same challenges, they are turning to the University of Minnesota for a model for their future.