

# CLACKAMAS COUNTY BOARD OF COUNTY COMMISSIONERS

## Sitting/Acting as (if applicable) Policy Session Worksheet

**Presentation Date:** 6/19/18   **Approx. Start Time:** 3:30pm   **Approx. Length:** 45 minutes

**Presentation Title:** A New Administrative Model for the OSU Extension Service—and, what it means for Clackamas County Extension

**Department:** Clackamas County Extension office of Oregon State University

**Presenters:** Scott Reed, Director—OSU Extension Service and Vice Provost of Outreach and Engagement; Lindsey Shirley, Associate Director, OSU Extension Service

**Other Invitees:** Mike Bondi, OSU Extension Regional Administrator—Clackamas Region; Lynn Squire, Office Manager, Clackamas County Extension office

### WHAT ACTION ARE YOU REQUESTING FROM THE BOARD?

Feedback from the Board about the new Extension administrative model including any questions, clarifications, concerns, suggestions, or guidance to ensure a smooth transition in local leadership and a continued high quality of programming in the future.

### EXECUTIVE SUMMARY:

No previous Board actions.

### FINANCIAL IMPLICATIONS (current year and ongoing):

Is this item in your current budget?    YES    NO   Not applicable (N/A)

What is the cost? \$   N/A

What is the funding source?   N/A

Note: All County tax revenue in the Clackamas Extension Service and 4-H District budgets must be expended to support Extension education programs for Clackamas County residents and taxpayers—according to Oregon law. Funding cannot be diverted or allocated to support other County programs and/or service nor to support Extension programming that benefits only out-of-county residents.

### STRATEGIC PLAN ALIGNMENT:

- How does this item align with your Department's Strategic Business Plan goals?   N/A
- How does this item align with the County's Performance Clackamas goals?   N/A

### LEGAL/POLICY REQUIREMENTS:

Yes, see Financial Implications, above.

### PUBLIC/GOVERNMENTAL PARTICIPATION:

N/A

### OPTIONS:

None, really. The university has responsibility for managing the state-wide Extension program and its administrative structure. This is a re-organization. However, Clackamas County

Extension is the largest program in Oregon and the County is making a very large financial investment in these programs through their Service District. A good relationship and clear communication between OSU and the County about program priorities, expectations, staffing, and facilities will ensure maintaining program quality and meeting community needs.

**RECOMMENDATION:**

Consider revising the Memorandum of Understanding between Clackamas County, the Clackamas Extension and 4-H Service District, and the Oregon State University Extension Service for an updated delineation of programs, services, and funding dedicated to our citizens at OSU's two facilities in Clackamas County where university research and outreach is delivered—the Extension office in Oregon City and at the North Willamette Research and Extension Center in Aurora.

**ATTACHMENTS:**

A summary document with key topics of conversation has been prepared by Lindsey Shirley for advanced review.

**SUBMITTED BY:**

Division Director/Head Approval \_\_Michael C. Bondi\_\_  
Department Director/Head Approval \_\_Michael C. Bondi\_\_  
County Administrator Approval \_\_\_\_\_

For information on this issue or copies of attachments, please contact _____ @ 503-_____
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# OSU EXTENSION REDESIGN

PARTNERSHIPS.COMMUNITY-BASED.ACCOUNTABILITY.RESPONSIVENESS.DIVERSITY.CREDIBILITY

The **OSU EXTENSION SERVICE** is a key mechanism for building reciprocal relationships between Oregon State University learning, discovery, engagement and Oregon communities. As we move into the future, we continue to develop partnerships and programs that lead to a healthy, prosperous and sustainable future for our planet, people and economy.



## GUIDING PRINCIPLES

During the evolution of the OSU Extension Service, the following guiding principles emerged from faculty, staff, stakeholders and community input:

1. Value and retain the connections and relationships with the community, both geographic and interest-based. Ensure the organization has the capacity/ability to respond efficiently to emerging needs at local, regional and statewide levels.
2. Provide positive, encouraging work environment for faculty and staff to be successful. Set reasonable and clear expectations and ensure an effective and fair reward structure.
3. Save money for or add value to the organization.
4. Stay true to the land-grant mission. Ensure collaboration and cooperation with Extension faculty and non-Extension faculty across Oregon to bring the resources of the university to bear for the educational needs of Oregonians locally, regionally and statewide.



## WHY REGIONALIZE?

The regional administrative structure clearly defines **reporting relationships**, **decision-making authority**, the **physical location of employees** and supports the implementation of an **accountability management plan** to communicate and manage policies, procedures and funding across a diverse, matrix-based, statewide system. Statewide agencies in Oregon utilize regional/district administrative structures for operations and connectivity. For example, the **Association of Oregon Counties**, **Oregon Department of Agriculture**, **Oregon Regional Solutions** and **Business Oregon** all have regional structures that have informed the new six region structure.

The OSU Extension Service functions with **funding from multiple sources**, **faculty serving various departments**, **staff located across the state**, and offers a variety of **unique programs that serve diverse audiences**. These realities require a leadership and management structure that groups representatives from a variety of colleges, departments, programs and counties into management units that implement the university's mission in both rural and urban spaces across Oregon. The Regional Director provides administrative leadership for the identified regional unit of faculty and staff.



## BENEFITS & IMPACTS

The regional structure encourages **strong, collaborative teams** that work well together and engage in planning, decision-making and use their connectivity to adapt quickly to changes in the organization, institution and/or state. An example of this is found in [Eastern Oregon](#)—a content-based team of faculty collaborate to respond to the emerging needs of ranchers.

The **regional director serves as a conduit** between Oregon State University campus faculty, staff and administrators and the local community and vice versa. Local and regional priorities inform research questions, serve as a platform for strategic partnerships and offer matriculated students access to internships in their community or Oregon communities they would like to explore.

The new six region structure will **decrease the number of administrators**; therefore **increase the effectiveness and consistency in tracking performance of faculty and staff** using the new workflow system that has been added to Digital Measures. Further, the structure creates **equity in numbers of faculty and staff supervised** by each regional director. Previously, each administrator supervisory responsibilities ranged from 10-32. The regional directors will **focus their efforts on leadership, supervision and mentorship of faculty and staff** vs. the development and implementation of educational programs for stakeholders. Ultimately, this will lead to **increased productivity, feedback and growth of faculty and programs across the state**.

The redesign process will include further documentation of the benefits and impacts of the changes. Phase two of the redesign will focus on outcomes related to **learner success and access; community engagement; economic vitality; experiential learning**, and **programs and research focused on food, fiber, land, water and people**.



Oregon State University  
Extension Service