Minnesota (University of Minnesota)

Plan of Work for 2023-2027

Status: Final (Approved 9/14/2022)

Executive Summary Overview

University of Minnesota Extension and Minnesota Agricultural Experiment Station (MAES) will collaborate from 2023 to 2027 to address issues that make an impact on Minnesota's economy, quality of life, and the future viability of Minnesota and its residents.

Minnesota's diverse landscape spans four biomes and is home to more than 25 million farmland acres, over 10,000 lakes and 17 million acres of forested land. Minnesota is consistently a top-five agricultural exporter for many commodities, and is one of the nation's top producers of corn, soybeans, sugar beets, turkeys, hogs and dairy products. The economies and related social issues of Minnesota's rural, urban and suburban communities are intertwined and interdependent.

To meet the diverse and changing needs of Minnesota's agricultural industries and communities, Minnesota's research projects and Extension programs are designed to address eight long-term critical issues: 1) Crop, Plant and Food Development and Production, 2) Integrated Animal Systems, 3) Natural Resource Management and Water Quality, 4) Sustainable Energy and the Bioeconomy, 5) Health and Nutrition, 6) Resilient Communities and Economies, 7) Building Strong, Resilient Families, 8) Youth Development.

Several identified critical issues address broad interdisciplinary challenges that Minnesota is facing, such as increased costs affecting individuals and business sectors, adapting natural and managed food and resource systems to climate change, feeding a growing world population while supporting farm profitability, and protecting Minnesota's natural resources.

University of Minnesota Extension is making a difference by connecting community needs and University resources to address critical issues in Minnesota. Extension brings Minnesotans together to build a better future through University science-based knowledge, expertise and training. Extension works in rural, suburban, urban and tribal communities, and beyond. To do this, Extension leverages Smith-Lever funds to support four centers and regional partnerships, and taps expertise from 14 academic affiliates (partners listed at https://z.umn.edu/UMNExtPartners). Centers plan programs and initiatives. Program teams develop, design, deliver, and evaluate education and outreach.

Extension will build upon a 2020 Strategic Plan, which established a baseline of expectations and assumptions to lead Extension to "A Pathway Forward" (https://z.umn.edu/UMNExtStrategicPlan).

Goals and strategies in Extension's strategic plan respond to emerging challenges and opportunities, including globalization and a competitive marketplace; an increasingly diverse society; game-changing technological advances; variable funding streams; and eroding public trust of hierarchical, traditional systems.

The plan is built around the three essential components – scholarship, engagement, and people/systems – that have guided Extension through more than a century. This framework guides planning and decision-making. Working within this vision, Extension centers and programs continue to adapt goals and strategies to meet stakeholder needs while remaining consistent with organizational priorities.

Minnesota Agricultural Experiment Station manages the distribution and use of federal and state research funds with a focus on production, harvesting, processing, quality and marketing of food and agricultural products and forests and forest products. The goals of these efforts are to improve human nutrition, family and community life, rural and urban vitality, economic growth and development, and environmental quality. To achieve these broad goals, MAES funds research in five University colleges: College of Food, Agricultural and Natural Resource Sciences; College of Veterinary Medicine; College of Biological Sciences; College of Design; and College of Education and Human Development.

MAES uses Hatch funds to support cross-disciplinary research and respond to emerging issues. Hatch funds provide critical support for staffing that allows MAES to leverage and match other external funding sources. Notably, these funds are used to assist early-career faculty as they start research programs. These funds also support general use infrastructure, including greenhouses and research fields, ensuring that researchers have what they need to start projects and generate outcomes and impacts.

In recent years, MAES has prioritized updating both specialized research instrumentation and the expanding capability to conduct intensive field research. For example, the U of M has one of the most extensive facilities of controlled environment chambers for plant growth among U.S. universities. MAES provides centralized support and management to enable the systematic replacement and updating of the growth chamber network and its control systems and walk-in research coolers and freezers. This investment results in enhanced research capacity, capability, and energy savings.

NIFA non-discretionary funds enable Extension and MAES to work together to strengthen connections among research, Extension programming and communities' assessed needs. In order to address critical issues in light of current trends, key initiatives will: 1) Address diversity and changing demographics and needs in Minnesota; 2) Modernize access to education and research by adopting new technology and migrating information to new formats; 3) Increase the degree to which Extension and MAES come together for interdisciplinary problem-solving; and 4) Encourage multistate and regional projects and partnerships.

As Minnesota’s markets, economies, demographics and climate continue to evolve, research and Extension will remain nimble and adjust strategies to address Minnesota’s critical issues and maximize impact.

Merit and Scientific Peer Review Processes

Extension

Extension has a merit review process for local and regional Extension educators and for Extension specialists, with attention to educational outcomes, scholarship and outreach. To support transparency, applicants are provided past promotion dossiers that align with expectations. Criteria for promotion is articulated, indicators of success are provided, and an appeal process is described. Peer groups assist

staff through the process. Staff who have navigated the process are assigned to mentor those new to the process.

Reviewers consider four criteria for promotion: 1) program leadership; 2) Extension teaching; 3) scholarship; and 4) service and engagement. Criteria are weighted differently for Extension educators with rank (regional) and those without rank (county). Dossiers are reviewed by Minnesota peers and colleagues in other states.

The ultimate decision about promotion rests with Extension's dean, based on recommendations from a review committee, center associate deans and the senior associate dean. Decisions are made without regard to race, religion, national origin, sex, age, marital status, disability, public assistance status, veteran status or sexual orientation. Tenure is not granted, but educators are recognized for attaining higher academic rank.

Yearly, the Extension administration will report the number of employees receiving promotion through this merit review process after a full review.

MAES

Merit review of faculty supported by MAES funding occurs in each partner college. The process follows standards established by University policy, which states "A well-designed promotion and tenure system ensures that considerations of academic quality will be the basis for academic personnel decisions, and thus provides the foundation for academic excellence." The promotion and tenure process includes review by a committee of tenured faculty within the department, at the college level, and then by the Provost. It includes evaluation of research impact, teaching and service. The policy protects academic freedom and promotion of excellence.

Leadership development exists at University, college and department levels to help faculty develop teaching, management and leadership skills through the tenure process. For example, CFANS instituted the Leads program to assist faculty in developing leadership skills while building relationships within the college. CFANS' Artemesia Leadership Initiative focuses on inspiring female scientists by addressing gender-based barriers and improving leadership skills. The University of Minnesota Office of Equity and Diversity offers training on diversity and inclusion, and each partner college has an Office of Equity and Diversity to expand on these issues.

The merit review process for projects selected for MAES funding is under the direction of partner college deans and varies by college. In the Department of Family Social Science, for example, tenured and tenure-track faculty prepare proposals for MAES funding. Funding is shared among approved MAES projects. Peer review takes place at the department level with oversight from MAES leadership. Three reviewers are required for each project (two internal, one external). Reviewers submit a project proposal to the project director and department head for revisions. Once approved, proposals are sent for approval by the MAES deputy director before being sent to NIFA for review.

Stakeholder input: Action Taken to Seek Stakeholder Input

The University of Minnesota strives to maintain the confidence and trust of the people, organizations and communities it serves in all regions of Minnesota. Extension and MAES listen and are flexible and creative in selecting research and designing programs, collaborating with a wide range of diverse

Minnesotans to assert the position that the University of Minnesota is “Driven to Discover” and to make a difference.

Extension

As outlined in the University of Minnesota’s MPact 2025 strategic plan, Extension’s goal is to expand its partnerships by 20 percent by 2025. Data collected via a fall 2021 Extension-wide partnerships survey, and through subsequent surveys and planning, will help determine the most effective ways to reach this goal.

Formal structures currently in place will be maintained:

County Extension Committees will, as required by state law, be convened to influence the expenditure of local funding for local educators and programs.

Regional Sustainable Development Partnerships (RSDP) will maintain regional work groups that inform Extension action related to critical issues and choose projects for investment. RSDP work groups provide input about the following critical issues: 1) Crop, Plant and Food Development and Production, especially with regard to local foods and niche markets (Critical Issue #1); 2) Natural Resources Management and Water Quality (Critical Issue #3); 4) Sustainable Energy and the Bioeconomy (Critical Issue #4); and 5) Resilient Communities and Economies (Critical Issue #6).

The Extension dean will continue to convene the statewide Citizens Advisory Committee and will sustain an organizational partnership with the Association of Minnesota Counties.

Programs and centers will manage structured advisory committees, and solicit feedback from participants and project partners focused on critical issues and projects, responding to current and local concerns. This will be done one-on-one, in groups, and through formal surveys and data collection. Partnerships with state associations will assure that Extension has access to interest groups and that it plays a partnering role in addressing constituent concerns. Such partnerships include, for example, producer groups, soil and water conservation boards, and food access initiatives.

MAES

MAES seeks stakeholder input from industry partners, commodity groups, state agencies, and advisory committees through regular meetings and by partnering on key initiatives. MAES researchers also engage industry partners and producers when planning and conducting research projects. Stakeholder feedback is encouraged throughout the research process to ensure research is prioritizing the critical challenges facing our state and also responding to emerging issues.

One key example of Extension and MAES seeking stakeholder input is the state-funded Agricultural Research, Education, Extension, and Technology Transfer Program (AGREETT). AGREETT provides an opportunity to gather stakeholder feedback on the most important issues affecting the state. The program includes an advisory panel made up of industry representatives, University leaders and Minnesota Department of Agriculture experts working together to determine the most important challenges facing Minnesota agriculture and, therefore, what experts to hire.

Stakeholder input: Methods to Identify Individuals and Groups

Extension

Program teams identify stakeholders who are deeply involved in the eight critical issues at regional, state and national levels.

Minnesota counties structure memoranda of agreement that address local concerns. County Extension committees are convened by each of Minnesota's 87 counties, as required by the State of Minnesota statute. Extension regional directors recruit Extension county committee members who are involved in critical issues. Counties conduct yearly budget reviews, assess whether Extension programs are addressing critical needs successfully and consider relevance to county priorities. A committee convened by Extension and the Association of Minnesota Counties also serves in an advisory capacity.

Statewide advisory committees and elected officials inform Extension leaders. Members of a statewide Citizens Advisory Committee are selected by the dean of Extension after outreach to stakeholders who apply to be a delegate. The full committee represents the breadth of Extension's program areas and geographic concerns. Extension's government relations staff conduct regular conversations with elected officials. The goals are to communicate the value of Extension and to learn how Extension is addressing issues of relevance. Partnerships with statewide associations and task forces are critical resources for Extension. Identifying these stakeholder groups allows Extension to contribute education and research to larger efforts that serve particular stakeholder groups (for example, producer associations, food access initiatives, statewide economic development associations).

Regional Sustainable Development Partnerships (RSDP) convene resource work groups in each region that invite up to 21 members who represent a cross-section of local and regional partners with important perspectives on the critical issues named, including representation from nonprofit groups, agencies, local and state government, University of Minnesota faculty and staff, and community members. Regional boards are comprised of two-thirds community volunteers and one-third University faculty and staff.

Program leaders develop ongoing relationships and partnerships with local, regional and statewide partners who are focused on the identified critical issues. Ideal partners are in close touch with producers and Minnesota community members. They leverage all available resources to tackle problems and can benefit greatly from having a partner who can inform their work with critical research and educational outreach. Examples include producer associations, diversity coalitions, food access initiatives, soil and water conservation districts, and more.

MAES

Each MAES partner college has diverse advisory committees including representatives from academic, industry, government, and nonprofit backgrounds. MAES colleges also hold listening sessions to solicit input into research needs and engage with stakeholders. The College of Food, Agricultural, and Natural Resource Sciences' Research and Outreach Centers across the state have advisory committees that include producers, industry representatives, and community members. These advisory committees ensure stakeholders from all regions of Minnesota have an opportunity to provide input.

Legislators and higher education committees are identified by University Relations and the government relations department.

Researchers and research teams receiving MAES funding seek stakeholder feedback and support for research programs. Researchers are often engaging directly with the producers and industry partners who are most affected by their work. MAES researchers are also making a point to engage underrepresented and marginalized community members in research planning, implementation and evaluation.

Stakeholder input: Methods for Collecting Stakeholder Input

Extension

Program participants provide formal and informal feedback. Program evaluation and feedback engages participants and sponsors who speak to whether Extension programs are relevant and successful. To engage new populations, program teams form relationships with organizations and formal and informal leaders in those communities. Contacts provide names of other individuals and organizations who provide Extension with information and feedback. To improve relevancy with a variety of cultures and communities, Extension stands ready to change logic models, curricula and staffing.

Counties: Extension Centers collect feedback from counties through negotiated budget recommendations and decisions. County Extension committees bring local issues forward to regional educators and provide input about how local Extension budgets should be used to address local issues.

Regional Sustainable Development Partnerships collect input through: 1) meetings with regional working groups that are convened to discuss specific issues related to the critical issues of sustainable energy and the bioeconomy; resilient communities and economies; crop, plant and food development; and natural resource management and water quality; 2) project ideas generated from regional working groups 3) online outreach to solicit "Idea Briefs" that seek to make a match between Extension resources and community needs; and formal proposal processes where outreach to the public generates interest in submitting ideas to RSDP.

Program teams collect input through post-event surveys, formal and informal evaluation, longitudinal outreach to program participants and program sponsors, one-on-one meetings, development of partnership agreements, and focus groups. Statewide liaisons provide information through meetings, especially with legislators, higher education committees, advisory committees, and state associations. Involvement with task forces assures attachment to other groups working on critical issues.

Program teams also form partnerships with local, regional, state and national partners who are deeply involved in the critical issues identified in the federal report, as the University of Minnesota seeks to add its research and education to other resources that can come together to solve problems.

MAES

MAES collects stakeholder input via formal meetings of advisory committees as well as through informal conversations and events that engage traditional and nontraditional stakeholders. Colleges, departments and research centers convene stakeholder groups specific to their disciplines who provide direct input into research goals and needs. Departments and centers also send out surveys to gain insights into emerging issues and identify research priorities. Researchers connect with stakeholder

groups when planning research and presenting findings and often hear feedback directly and collect it via event evaluations and surveys.

Stakeholder input: A Statement of How the Input Will Be Considered

Extension

Stakeholder input guides program teams as they design research and education, outreach, and staffing. Stakeholder input answers questions such as: 1) Which audiences should educators work with?; 2) Which partners are trusted?; 3) How should education be delivered?; 4) What resources do stakeholders turn to? Do these resources need research-based information?; 5) Has past education and research been satisfactory?; 7) What new research guides program delivery?; 8) What external factors require changed strategies?; and 9) How do current conditions (climate; civic unrest) affect populations and halt their progress in addressing critical issues?

County budget directives and feedback influence decisions about: 1) Staffing allocations and qualifications; 2) Use of regional educators to provide county programs; 3) Terms of memorandums of agreement; and, 4) Local partnerships.

Statewide advisory committees and government relations inform the dean's office in strategic planning, terms of memorandums of agreement, public relations, budgeting and requests for external funding.

Providing equitable and inclusive access to educational programs that reflect and honor the increasing diversity of community partners and stakeholders is vital to Extension's mission and future. A new diversity, equity and inclusion (DEI) advisory committee, as well as a new Learning and Development human resource professional, will work with Extension's assistant dean and director of DEI to develop plans and programs that will help meet DEI goals.

Regional Sustainable Development Partnerships use feedback from working groups and ideas submitted through Idea Briefs to identify University resources that will address current stakeholder priorities. Regional boards allocate budgets to projects they feel are most relevant. Yearly, Extension will report on particular projects selected or in progress as chosen by these boards.

As Extension has established program specialization, regional centers and county memorandums of agreement, stakeholder input is deeply integrated into organizational decisions. The extent to which programs continue and evolve relies upon feedback from stakeholders and demonstrated impacts.

MAES

Stakeholder input is important for shaping MAES-supported research priorities. Insights, collected both formally and informally, lead to key hiring decisions as well as priorities for research projects that receive funding.

One example is the Rapid Agricultural Response Fund (RARF), a biennial fund provided by the state legislature that provides funds to help with emerging issues affecting Minnesota agriculture and natural resources. RARF project proposals are reviewed by industry stakeholders, University experts, and MAES, College and Extension leadership before being approved for funding. Stakeholder preference and the extent to which the proposed work will positively impact Minnesota's agricultural stakeholders are key components for approval.

Another example has been a shift to take research beyond discovery and into questions of how research affects the world. This focus has led to interdisciplinary research teams and collaborations, including an initiative to engage with Minnesota's tribal nations and 1994 institutions.

Critical Issues

Building Strong, Resilient Families

Initiated on: Nov 26, 2019
State: Minnesota

Term Length: Long-term (>5 years)

Resilience is the process and outcome of successfully responding to stressful experiences. Families under stress can improve resiliency through access to high-quality education and skill development that improve long-term outcomes.

Research and Extension are committed to:

1) Supporting stressed families through collaboration with trustworthy organizations; 2) Providing parent education that builds resilience in families; 3) Developing financial literacy education that is accessible to low-income families; 4) Examining new family dynamics, trends and conditions; and 5) Being responsive to current issues facing families.

Science Emphasis Area

Education and Multicultural Alliances, Family & Consumer Sciences, Youth Development

COVID-19 Response and Recovery

Initiated on: Apr 29, 2020
State: Minnesota

Term Length: Short-term (<1 year)

The COVID-19 pandemic is affecting the nation's food and agricultural systems from production to consumption. There is an immediate need to develop and deploy rapid, reliable, and readily adaptable strategies across the food and agriculture enterprise to help mitigate the impact of the pandemic, aid in post-pandemic recovery and develop protocols to help limit the impact of future threats to public health.

Research and Extension will:
1) Enhance and fill knowledge and information gaps related to COVID-19 and how it is affecting, and could affect the food and agricultural industry and the mental and physical health of Minnesotans; 2) Develop best practices, models, diagnostic tests, and personal protective equipment that will help ensure the safety of food and foodservice workers; 3) Catalog the economic impact of COVID-19 in Minnesota and develop strategies and models to mitigate the impact on rural Minnesotans and small-scale producers; and, 4) Provide timely education that supports adaptation to new conditions at home, in communities, in businesses and on farms.

Science Emphasis Area

Education and Multicultural Alliances, Family & Consumer Sciences, Food Safety, Human Nutrition, Sustainable Agricultural Production Systems

Crop, Plant and Food Development and Production

Initiated on: Nov 26, 2019
State: Minnesota

Term Length: Long-term (>5 years)

The need to feed a growing population while preserving the environment is a key concern of the field of agriculture today. In Minnesota, crop and landscape plant industries contribute to the rural and state economy. The University of Minnesota focuses on improving productivity, profitability and environmental stewardship.

Research and Extension are committed to:

1) Addressing pest and weed resistance for production, profitability and sustainability; 2) Helping farmers preserve soil health and use fewer inputs; 3) Identifying emerging trends and supporting agriculture niche markets; 4) Harnessing the power of computational analytics to improve production, profitability and sustainability (i.e. G.E.M.S. Platform); and, 5) Utilizing new techniques for breeding and genetic improvements.

Science Emphasis Area

Agroclimate Science, Bioeconomy, Bioenergy, and Bioproducts, Environmental Systems, Family & Consumer Sciences, Food Safety, Human Nutrition, Sustainable Agricultural Production Systems

Health and Nutrition

Initiated on: Nov 26, 2019
State: Minnesota

Term Length: Long-term (>5 years)

Minnesota's poverty rate is low, but statistics mark some of the largest health and economic disparities in the country. The University of Minnesota focuses on making systemic changes that promote the health and well-being of Minnesotans.

Research and Extension are committed to:

1) Addressing family and community systems to support food knowledge, accessibility and affordability; 2) Addressing relationships between diet, nutrition, physical activity and human disease; 3) Developing methods to help the food infrastructure provide safe and healthy food that people desire; and, 4) Addressing critical issues affecting physical and mental health; e.g., drug/alcohol abuse, aging, economics.

Science Emphasis Area

Education and Multicultural Alliances, Family & Consumer Sciences, Food Safety, Human Nutrition, Sustainable Agricultural Production Systems

Integrated Animal Systems

Initiated on: Nov 26, 2019
State: Minnesota

Term Length: Long-term (>5 years)

Minnesota's livestock industry includes dairy, poultry, swine and horse farms throughout the state. The University of Minnesota focuses on increasing the sustainability, profitability and quality of care across the livestock industry.

Research and Extension are committed to:

1) Developing new vaccines and disseminating management practices to improve animal wellbeing; 2) Tracing how animal diseases spread, developing biosecurity recommendations, and disseminating best practices for systems that ensure the health and safety of livestock products; 3) Studying and disseminating systems for manure management and for tapping new markets; and, 4) Exploring how pathogenic microbes and bacteria affect animal health.

Science Emphasis Area

Agroclimate Science, Bioeconomy, Bioenergy, and Bioproducts, Environmental Systems, Family & Consumer Sciences, Food Safety, Sustainable Agricultural Production Systems

Natural Resource Management and Water Quality

Initiated on: Nov 26, 2019
State: Minnesota

Term Length: Long-term (>5 years)

Minnesota is home to one of the most biodiverse land systems in the U.S. Minnesota's forests provide timber, wildlife habitat, recreation, wilderness and biodiversity to the state. Renowned as the Land of 10,000 Lakes and the headwaters of the Mississippi River, Minnesota's waters are critical to the state's identity and economy. The University of Minnesota focuses on improving environmental conservation across the state and improving the health and biodiversity of lakes, rivers, streams and wetlands throughout the region.

Research and Extension are committed to:

1) Providing information to improve forest management and prairie restoration; 2) Managing and controlling invasive species while protecting wildlife habitats in terrestrial and aquatic environments, both public and private; 3) Exploring ecology and how the whole system is affected by changes in climate and land management; 4) Increasing environmental stewardship and harnessing the power of citizen scientists to collect data and spread information; 5.) Using precision agriculture to optimize profitability and minimize non-point source pollution in watersheds; 6) Ensuring Minnesotans have access to safe drinking water; and 7) Informing urban land use decisions, improving stormwater practices, and educating local leaders and water resource professionals.

Science Emphasis Area

Agroclimate Science, Bioeconomy, Bioenergy, and Bioproducts, Environmental Systems, Family & Consumer Sciences, Sustainable Agricultural Production Systems

Resilient Communities and Economies

Initiated on: Nov 26, 2019
State: Minnesota

Term Length: Long-term (>5 years)

External forces such as globalization and demographic shifts can't be controlled, but local responses can. Resilient communities grow local leadership, plan for a sustainable future and support local businesses.

Research and Extension are committed to:

1) Informing community and economic development decisions; 2) Examining issues affecting communities and economies in Minnesota and the world; 3) Strengthening the confidence and competence of leaders; 4) Helping local decision-makers strengthen civic engagement; and, 5) Educating businesses, especially in the volatile agriculture and tourism sectors.

Science Emphasis Area

Bioeconomy, Bioenergy, and Bioproducts, Environmental Systems, Family & Consumer Sciences, Sustainable Agricultural Production Systems

Sustainable Energy and the Bioeconomy

Initiated on: Nov 26, 2019
State: Minnesota

Term Length: Long-term (>5 years)

Minnesota is currently on track to meet renewable energy goals as the state continues to diversify its renewable energy landscape and bioeconomy. The University of Minnesota focuses on developing system-wide solutions that look at not only the output but inputs as well.

Research and Extension are committed to:

1) Exploring new methods to produce biomass, biofuels and other forms of renewable energy; 2) Analyzing the supply-chain of existing and new renewable energy technologies and processes; 3) Discovering best practices to reduce overall energy usage at home, on the farm and in business; and, 4) Connecting individuals and communities to clean energy projects (CERTS).

Science Emphasis Area

Bioeconomy, Bioenergy, and Bioproducts, Environmental Systems, Family & Consumer Sciences, Sustainable Agricultural Production Systems

Water Resources and Quality

Initiated on: Nov 26, 2019
State: Minnesota

Term Length: Long-term (>5 years)

Renowned as the Land of 10,000 Lakes and the headwaters of the Mississippi River, Minnesota's waters are critical to the state's identity and economy. The University of Minnesota focuses on improving the health and biodiversity of lakes, rivers, streams and wetlands throughout the region.

Research and Extension are committed to:

1) Using precision agriculture to optimize profitability and minimize non-point source pollution in watersheds; 2) Assisting with the control and management of aquatic invasive species; 3) Ensuring Minnesotans have access to safe drinking water; and, 4) Informing urban land use decisions, improving stormwater practices and educating local leaders and water resource professionals.

Science Emphasis Area

Agroclimate Science, Bioeconomy, Bioenergy, and Bioproducts, Environmental Systems, Family & Consumer Sciences, Sustainable Agricultural Production Systems

Youth Development

Initiated on: Nov 26, 2019
State: Minnesota

Term Length: Long-term (>5 years)

Of the million young people living in Minnesota, 35 percent are under-engaged in enrichment experiences and 40 percent report not having a meaningful connection to a caring adult in their community. Many of these youth, of every age, gender, race, socio-economic status, religion and family type, are not on a positive pathway.

Research and Extension will:

1) Give youth places to learn, lead and build connections; 2) Expand programs so that more youth have the confidence, resilience and compassion they will need as they become adults; 3) Train youth-serving organizations and teachers in best practices using a research-based approach; and, 4) Collaborate with community partners to ensure that Minnesota's youth build the skills they need to thrive.

Science Emphasis Area

Education and Multicultural Alliances, Family & Consumer Sciences, Youth Development