

NDSU Extension Service Civil Rights Plan 2006

North Dakota State University Nondiscrimination Policy NDSU Policy 100

North Dakota State University is fully committed to equal opportunity in employment decisions and educational programs and activities, in compliance with all applicable federal and state laws and including appropriate affirmative action efforts, for all individuals without regard to race, color, national origin, religion, sex (gender), disability, age, Vietnam Era Veterans status, sexual orientation, status with regard to marriage or public assistance, or participation in lawful activity off the employer's premises during nonworking hours which is not in direct conflict with the essential business-related interests of the employer.

NDSU Extension Service Position Statement

As the leadership team for the NDSU Extension Service, we affirm our commitment to civil rights laws and requirements, to institutional equal opportunity and affirmative action policies, and to the creation of an inclusive and multicultural organization that serves appropriately all the people of this state. While recognizing the importance of nondiscrimination, we want this organization to reach beyond legal requirements to incorporate a recognition and appreciation of the values and benefits that diversity contributes to our organization's life and mission.

We also endorse and support our continuing participation in the Change Agent States Project where we have been involved since its creation. This effort, coupled with our civil rights compliance, is the foundation on which we build an organization where each employee, volunteer, and client is treated with respect and expected to behave respectfully toward others.

Adopted by the Extension Leadership Team, October 17, 2006

Civil Rights Laws relevant to Extension (summaries):

1. Title VI of the Civil Rights Act of 1964

Specifies that no person in the U.S. shall, on the grounds of race, color, religion, sex, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance. Affirmative action measures should be taken to assure equal opportunity and make up for historic and continuing discrimination.

2. Title VII of the Civil Rights Act of 1964

States that the policy of the U.S. Government is to provide equal opportunity in employment for all persons; to prohibit discrimination in employment because of race, color, religion, sex, or national origin; and to promote equal opportunity through affirmative action in each Federal department and agency. Equal opportunity must be an integral part of personnel policy and practice including employment selection, training, advancement and treatment.

3. Title IX of the Education Amendments of 1972

The specific purposes of Title IX are to prohibit discrimination against individuals in federally funded programs or activities, and in every aspect of employment because of their gender. Title IX provisions include prohibitions against male/female job-related stereotyping, sexual harassment, unequal opportunities for training, advancement and other benefits of employment.

4. Americans with Disabilities Act of 1990

Title I states that no entity shall discriminate against a qualified individual with a disability because of the individual's disability in regard to job application procedures, hiring, advancement, discharge, compensation, training and other terms, conditions and privileges of employment.

Title II of the Act states that no qualified individual with a disability shall, by reason of such disability, be excluded from participation in or be denied the benefits of the services, programs or activities of a public entity, or be subjected to discrimination by any such entity.

A "qualified individual with a disability" is any individual with a disability who, with or without reasonable modifications to rules, policies or practices; the removal of architectural, communication or transportation barriers; or the provision of auxiliary aids and services, meets the essential eligibility requirements of employment, receipt of services or participation in programs or activities provided by a public entity.

Discrimination on the basis of disability is also prohibited by the **Rehabilitation Action of 1973**. Section 503 of the Rehabilitation Act prohibits discrimination in employment and requires affirmative action on the part of federal contractors; Section 504 prohibits discrimination in educational programs or activities receiving federal financial assistance.

5. The Civil Rights Act of 1991 (CRA)

Effective November 21, 1991, the Civil Rights Act of 1991 reverses in whole or part several Supreme Court decisions interpreting Title VII. The 1991 CRA includes the following provisions: Requires the employer to demonstrate that a challenged employment practice is job-related for the position in question and consistent with business necessity. Stipulates that a violation is established when discrimination is a motivating factor, even though other factors also motivated the challenged actions. Allows employees to challenge a seniority system allegedly adopted with a discriminatory purpose when that system adversely affects them, or when they become covered by it.

Extends Title VII and ADA coverage to U.S. citizens employed by U.S. companies abroad. Permits charging parties to secure jury trials in Title VII and ADA disparate treatment actions. Provides for compensatory and punitive damages for victims of intentional discrimination under Title VII and ADA. Includes expert witness fees in the definition of recoverable attorney's fees under Title VII and the ADA.

6. Affirmative Action.

Proactive measures to assure equal opportunity and nondiscrimination required by these laws. Affirmative action activities are undertaken to address historic and continuing discrimination and the continuing impact of historical discrimination.

7. Racial/ethnic categories:

Black, not of Hispanic origin - a person having origins in any of the black racial groups of Africa.

White, not of Hispanic origin - a person having origins in any of the original people of Europe, North Africa or the Middle East.

Hispanic - a person of Mexican, Puerto Rican, Cuban, Central American, South American or other Spanish culture or origin, regardless of race.

Asian or Pacific Islander - a person having origins in any of the original peoples of the Far East: Southeast Asia, the Indian subcontinent, specific Islands (China, Japan, Korea, Philippine Islands, Samoa)

American Indian or Alaskan Native - a person having origins in any of the original peoples of North America, and who maintains cultural identification through tribal affiliation or community recognition.

A program participant may be included in the group to which he/she appears to belong, identifies with, or is regarded in the community as belonging to. No person should be counted in more than one racial/ethnic category.

Please note that these categories were expanded in the 2000 census and are in the process of being revised by federal agencies for reporting purposes. Racial-ethnic designations do not denote scientific definitions of anthropological origins.

Civil Rights Terms

1. Parity

An Extension program is in parity when the participation of individuals of traditionally underserved groups reflects the proportionate representation in the population of potential recipients. A program will be considered in compliance when its participation has reached 80% of parity.

2. Potential Audience/Recipients

Potential recipients are persons or groups within your defined geographic area who might be interested in or benefit from the educational program.

Potential recipients should be estimated for each program carried out in the county Extension office. For instance, county Extension educators may conduct family living programs in nutrition, family financial finances and parenting. Potential recipients should be estimated for each of these three efforts. Potential recipients are estimated by using a combination of county demographic data and the Extension educator's knowledge and information about the

population of the county. When a target audience is defined during program planning, it should be inclusive of the entire potential recipients as defined by demographic data.

3. All Reasonable Effort

Extension must be able to demonstrate that federally funded programs or activities have been made available to the maximum possible potential audience of a given locale or area. Three steps are required to demonstrate that all reasonable efforts have been made: (a) the use of all available mass media; (b) the use of personal letters and/or flyers or publications; and (c) the use of personal contacts (invitations to participate) by Extension staff. The minimum reasonable effort required by county Extension staff members includes the following items:

1. Use of all available mass media, including radio, newspaper and television, to inform potential recipients of the program and of opportunity to participate.
2. Personal letters and flyers/publications addressed to potential recipients inviting them to participate, including dates and places of meetings or other planned activities.
3. Personal visits by the county Extension staff to a representative number of defined potential recipients in the geographically defined area to encourage participation.

4. Adequate Public Notification

Public notification plans are a part of the delivery mode in the affirmative action goals related to the Civil Rights Act of 1964. Extension program outreach should use the most diversified possible communications to attract persons of all races, colors, religions, genders, and national origins to participate. Examples include posters, flyers, minority organization bulletin board notices, stuffers in utility, or other public mailings.

Responsibility for civil rights' compliance

All NDSU Extension employees are responsible to conduct all business of the organization in accordance with NDSU policies and procedures, North Dakota Human Rights Act, and the federal laws described above. These policies, procedures and laws are intended to make our educational programs accessible to all potential participants as well as provide documentation of our efforts to make those programs accessible. Each supervisor is responsible for monitoring and evaluating the effectiveness of the employees he/she supervises in implementing these policies.

County chairs - civil rights responsibilities

Each county Extension chair is designated the civil rights leader for that county, and the designation of the county civil rights leader should be stated in position descriptions.

The county chair's civil rights responsibilities are to oversee implementation of the NDSU Extension civil rights policies and procedures in his/her county. These policies and procedures require that:

- a) all NDSU Extension personnel comply with all civil rights policies and legislation,
- b) each employee follows these policies and procedures in the conduct of his/her responsibilities, and
- c) county and staff civil rights records are maintained.

Each member of the county Extension staff is responsible to advance the goals of the NDSU Extension civil rights plan.

Regular county civil rights reviews

North Dakota counties will complete a county civil rights evaluation and review every four years using the review guide provided in Appendix A. The review form will be conducted in the context of Multi-County Program Unit gatherings and will provide an opportunity for counties to exchange information and proactive efforts to meet civil rights responsibilities. Prior to the MPU meeting in which the review is to take place, each county in MPU will hold at least one meeting of all the Extension staff in that county to identify and compile information needed for the review.

During the MPU review meeting, the District Director will ask each county chair to make a report on his/her county's civil rights efforts and accomplishments. A written report from each county should be submitted at the time of the MPU review meeting. The District Director and the civil rights coordinator (NDSU Director for Equity and Diversity) will review the county reports and provide feedback and recommendations for any necessary corrective actions within two months. The county report and the District Director's recommendations will be maintained in the District Director's files.

In addition to these county civil rights reviews, annual performance reviews of Extension personnel will include consideration of staff members' efforts and effectiveness in meeting civil rights responsibilities including efforts to achieve parity with regard to actual clientele compared to potential clientele. Goals for this effort should be included in the individual's Plan of Work and progress assessed on that basis while noting other civil rights efforts and accomplishments.

Schedule for the MPU/County Civil Rights Reviews

Reviews in 2007/2011	Reviews in 2008/2012	Reviews in 2009/2013	Reviews in 2010/2014
Units 1, 2 and 3 (Hanson and Tweten)	Units 6, 8, and 9 (Haugen and Sturn)	Units 4, 5 and 7 + Cass (Cogdill, Hanson & Tweten)	Unit 10 and Ft. Berthold (Fisher and Sturn)
Counties included	Counties included	Counties included	Counties included
Benson	Barnes	Cass	Adams
Bottineau	Burleigh	Eddy	Billings
Burke	Dickey	Foster	Bowman
Cavalier	Emmons	Grand Forks	Dunn
Divide	Grant	Griggs	Ft. Berthold
McHenry	Kidder	Pembina	Golden Valley
McKenzie	LaMoure	Richland	Hettinger
Mountrail	Logan	Sheridan	Slope
Nelson	Mercer	Steele	Stark
Pierce	McLean	Stutsman	
Ramsey	McIntosh	Traill	
Renville	Morton	Walsh	
Rolette	Oliver	Wells	
Nelson	Ransom		
Towner	Sargent		
Ward	Sioux		
Williams			

County civil rights file

Each county office should maintain a civil rights file, and it should include the following at a minimum (copies of these items are available on the NDSU Extension Service web site; go to “Diversity and Civil Rights” in the “for Employees” section):

- ✓ The County Civil Rights Annual Audit Checklist
- ✓ A copy of the County Census Overview form completed with the most currently available census information.
- ✓ NDSU Extension Service Public Notifications and Accommodations
- ✓ A copy of the NDSU Policy 156 - Equal Opportunity Grievance Procedures
- ✓ Responsibilities for Accommodating Individuals with Disabilities in Extension Programs
- ✓ The most recently completed guide for the county civil rights evaluation and review AND a copy of the most recent county civil rights review results (reviews are done on a four-year cycle).

Organizational civil rights goals

The NDSU Extension Service has adopted the four civil rights goals below. These goals and the current and proposed activities to achieve these goals complement and/or reinforce the two primary objectives/goals identified by the NDSU Extension Service’s Catalyst Team as part of our involvement in the Change Agent States project. NDSU Extension Service was one of the initial states selected for participation in the CAS project (initially known as the Change Agent States for Diversity) and that involvement has been key to a variety of changes that this organization has made since 2000. In addition, the NDSU Extension Service has representation on the NDSU President’s Diversity Council, and our organization is included in the NDSU Strategic Plan for Diversity, Equity and Community that was developed by the Council and launched in 2005.

The four specific civil rights goals include:

- Adapt and enhance programming to increase participation by traditionally underrepresented/underserved audiences.
 - A sampling of current programs that address this goal include:

Annie’s Project

An educational program that empowers farm women to become better business partners.

Children, Youth and Families at Risk

The CYFAR project is called, "Building Connections on Standing Rock Reservation." This project provides family strengthening and positive youth development intervention programming that works primarily with the Native American community in Sioux County. The project serves children, youth, and families at risk and provides opportunities to build positive connections between family members and from families to their community.

Expanded Food and Nutrition Program

The Expanded Food and Nutrition Education Program (EFNEP) teaches low-income audiences how to improve their dietary practices and become more effective managers of available resources.

Family Nutrition Program

(FNP) is to help Food stamp Program participants/eligibles acquire knowledge, skills, attitudes and changed behavior for maximizing resources and to achieve nutritionally sound diets.

Horizons Program

A program to help rural communities of fewer than 5,000 people and greater than 10% poverty strengthen their leadership systems for reducing poverty (25 North Dakota communities are now participating).

Richland County Consortium After-School Program

This program serves K-12 students in five Richland County school districts and provides a range of services and accommodations for those with special needs and income eligibility.

Working with New Americans Program

Healthy People 2010 targets diverse, low-income minorities, including, but not limited to, Bosnians, Somalians, and Sudanese. This project will begin in January 2007 and will be conducted in collaboration with the University of Minnesota Extension Service. The objectives are to assess cultural perceptions and practices safety and develop multi-lingual program materials to address this growing audience.

- A plan to incorporate cultural competency into the organization's core competencies is underway; this effort is a project of the NDSU Extension CAS Catalyst Team.
- Increase diversity of the NDSU Extension workforce, volunteers and advisory group members through intentional recruitment and retention efforts.
 - Recruitment for Extension Nonbroadbanded Positions (Appendix C)
 - Search training held for Extension Leadership Team in October 2006 (training to be developed as a web-based professional development offering).
 - NDSU Policy 103 - Equal Opportunity/Affirmative Action Policy on the Announcement of Position Openings (<http://www.ndsu.nodak.edu/policy/103993.htm>) and NDSU Policy 304 – Academic Staff and Executive/Administrative Positions – Procedures for Filling (<http://www.ndsu.nodak.edu/policy/304.htm>)
 - NDSU Office for Equity and Diversity resources for recruitment and hiring at http://www.ndsu.edu/equal_opportunity/resources/index2.shtml
 - Extension Advisory Council Guide (a guide currently be finalized for distribution and training in the spring of 2007; the guide includes a grid to facilitate selection of diverse advisory groups).

- Educate NDSU Extension personnel (including volunteers and advisory group members) regarding civil rights responsibilities and NDSU equal opportunity policies.
 - On-line sexual harassment training – (available beginning September 2006 at <http://training.newmedialearning.com/psh/ndstateu/index.htm>)
 - On-line bias reporting system available to NDSU employees and students; found at <http://www.ndsu.edu/biasreport> (hard copy forms also available in the Memorial Union, the Main Library and outside the Office of Human Resources/Payroll).
 - Regular inclusion of diversity-related programming in staff conferences and district meetings since 2001.
 - Civil rights responsibilities and information about the organization's involvement in the Change Agent States Project included in each new employee orientation.
 - Anti-racism training available through NDSU Anti-Racism initiative. Some Extension personnel have participated, and an anti-racism training is planned for the CASD Catalyst Team in early 2007.
 - County civil reviews are scheduled on a four-year cycle (see above).

- Publicize widely NDSU Extension equal opportunity policies and program availability.
 - Posters and other public notifications on program announcements and flyers (see Appendix B - NDSU Extension Service Public Notifications and Accommodations).
 - Annual electronic reminders to all staff and faculty.
 - Personal contact and invitation to potential audience members.

Appendix A

**NDSU EXTENSION SERVICE
CIVIL RIGHTS REVIEW GUIDE**

This guide is designed for use by NDSU Extension Service staff in conducting a Civil Rights Evaluation and Review of their county programs; responses should be made for each major county programming area (Family and Consumer Sciences, Ag and Natural Resources, 4-H Youth, and Community Development).

County _____

Date _____

In order to ensure equal access and availability of Extension programs to all residents of the county, regardless of race, color, creed, religion, national origin, gender, age, marital status, disability, public assistance status, veteran status, and sexual orientation, this Civil Rights Review Guide is designed to be used by county staff to review, discuss and identify any necessary corrective actions based on the following questions:

1. Please complete County Census Overview form (available on the “for Employees” section of the Extension web page) for your county. Identify areas where there are significant numbers of people from traditionally underserved/underrepresented groups.

2. Please attach a list of organizations within the county that have significant numbers of individuals from traditionally underserved/underrepresented groups as members and/or organizations that serve these groups. How has extension reached out to these groups?

3. Where do you find civil rights laws and regulations on the NDSU Extension web site? Please verify that all staff in your office know where to find this information.

4. What should staff do if they receive an equal opportunity complaint? Do all staff know how to respond to such complaints?

Public Notification

5. Do you use the University’s equal opportunity statement in all written materials and program announcements? What documentation do you have in your Civil Rights File from each of the major program areas?

6. Are any of the mailing lists used in your county exclusively of one race, color, religion or gender? Please identify the mailing lists and explain.

7. Have you documented any efforts specifically aimed at informing historically underserved audiences about Extension resources and meetings? Examples?

8. What does your Plan of Work identify as ways you intend to expand participation of historically underserved audiences? How will this be accomplished?
9. Do you have an NDSU equal opportunity and/or “And Justice for All” poster prominently displayed in your office and other facilities used by Extension in serving the public?
10. Please complete the table below on the diversity of any advisory group you use in different program areas (you will need to duplicate this table for each advisory group you use):

Male	Female	White (not of Hispanic Origin)	Black (not of Hispanic origin)	American Indian/Alaskan Native	Asian or Pacific Islander	Hispanic

11. If your council is not diverse, what steps have been or are being taken to improve this situation?
12. What is the significance of the following to civil rights efforts?
- A. “All reasonable efforts”
 - B. “Public Notification Plan”
 - C. “Affirmative Action” and “Equal Opportunity”
 - D. Title VI of the Civil Rights Act of 1964
 - E. Title VII of the Civil Rights Act of 1964
 - F. The Americans with Disabilities Act of 1990 and Sections 503 and 504 of the Rehabilitation Act of 1973
 - G. Title IX of the Education Amendments of 1972
13. Please give the date of the last civil rights training held for staff in the county. _____

DISTRICT DIRECTOR RESPONSE AND CORRECTIVE ACTIONS REQUESTED

The following corrective actions have been recommended to the _____ County Civil Rights Review:

District Director Signature _____

Date _____

Civil Rights Coordinator _____

Date _____

Appendix B

NDSU Extension Service Public Notifications and Accommodations From Ag Communication November 2006

The For Employees section of the NDSU Extension Service Web site pulls together resources in a Diversity and Civil Rights category. See <http://www.ag.ndsu.edu/ext-emp/>.

Staff are asked to put information about requests for accommodations related to disabilities on all publications promoting meetings and programs. Specifics are provided at www.ag.ndsu.edu/ext-emp/emp_accommodations.htm.

NDSU Extension Service educational publications include the indicia that states: County Commissions, North Dakota State University and U.S. Department of Agriculture cooperating. Duane Hauck, Director, Fargo, North Dakota. Distributed in furtherance of the Acts of Congress of May 8 and June 30, 1914. We offer our programs and facilities to all persons regardless of race, color, national origin, religion, gender, disability, age, veteran's status or sexual orientation; and are an equal opportunity institution. This publication will be made available in alternative formats for people with disabilities upon request, 701 231-7881.

Other publications that have limited space include, "NDSU is an equal opportunity institution. This publication will be made available in alternative formats for people with disabilities upon request, 701 231-7881."

The Extension advertisement that is required by state law to be run in each official county newspaper each quarter always includes "NDSU is an equal opportunity institution."

All weekly and daily newspapers, all AM radio stations and all television stations in North Dakota, plus additional regional and national media, receive all news releases distributed by Ag Communication via e-mail. See separate list.

Web pages developed by Ag Communication are ADA compliant, and training is provided so others know how to make their pages compliant. The Web page footer includes "NDSU is an equal opportunity institution."

Ag Communication staff encourage staff to illustrate diversity in all communications work. Recent examples include the Native American narrator and flute background in folic acid radio public service announcements and ethnic diversity in the Eat Smart. Play Hard. photographs.

Appendix C

Recruitment for Extension *Nonbroadbanded* Positions*

Implemented February 2005 (Revised October 2005)

All positions that are *monitored through the Equity and Diversity Office* (faculty, extension specialists, area and county agents) are routinely posted in these three locations by the Equity and Diversity Office.

- NDSU employment web page (<http://www.ndsu.nodak.edu/jobs/>)
- Higher Education Jobs On-line (<http://www.higheredjobs.com/>)
[Subscription provided by the NDSU President's Office.]
- Career Fargo (<http://www.careerfargo.com/>)

All other recruitment efforts for these positions are the responsibility of the hiring unit.

- **Faculty and extension specialist** recruitment is managed by the *campus academic department*.

In addition to discipline-oriented recruitment, the position announcements should also go to the 1994 and 1890 land grant institutions [label formatted files available on the EO web site for downloading; it would be a good idea to add a department to the generic address].

(http://www.ndsu.nodak.edu/equal_opportunity/resources/minorityrecruit/index.html)

Consider posting on National Job Bank - Jobs in Extension, Outreach, Research and Higher Education (formerly CSREES Job Bank) <http://jobs.joe.org>

The site is now managed by the *Journal of Extension*, and there is a charge of \$85/posting for up to 30 days and \$150/posting for up to 60 days.

- **Area and county staff recruitment** is managed by the *district directors and REC directors*.

The following is a standardized distribution for all area and county positions monitored through the ED Office:

- The North Dakota Job Services Office *closest to the office location of the position being advertised*. They will post for statewide viewing. Position announcements may be sent by postal or e-mail.
 - Beulah – 119 E. Main, Beulah, ND 58523, lpouliot@state.nd.us
 - Bismarck – 1601 E. Century Ave., Bismarck, ND 58503, infojsbis@state.nd.us
 - Devils Lake – 301 S. College Dr., Devils Lake, ND 58301, infojsdl@state.nd.us
 - Dickinson – 66 Osborn Dr., Dickinson, ND 58601, infojsdk@state.nd.us
 - Fargo – 1350 32nd St. S., Fargo, ND 58103, infojsfg@state.nd.us
 - Fort Yates – PO Box 472, Fort Yates, ND 58538, eward@state.nd.us
 - Grafton – 927 12th St. W., Grafton, ND 58237, infojsgr@state.nd.us

- Grand Forks – 1501 28th Ave. S., Grand Forks, ND 58201, infojsgf@state.nd.us
- Jamestown – 429 2nd St. SW, Jamestown, ND 58401, infojsjm@state.nd.us
- Minot – 3416 N. Broadway, Minot, ND 58703, infojsmn@state.nd.us
- New Town – 204 Main St., New Town, ND 58763, infojsnt@state.nd.us
- Oakes – 517 Main Ave., Oakes, ND 58474, khoelscher@state.nd.us
- Rolla – 103 E. Main Ave., Rolla, ND 58367, infojsrl@state.nd.us
- Valley City – 250 S. Central Ave., Valley City, ND 58072, infojsvc@state.nd.us
- Wahpeton – 524 2nd Ave. N., Wahpeton, ND 58075, infojswp@state.nd.us
- Williston – 422 1st Ave. W., Williston, ND 58801, infojswl@state.nd.us
- Extension Services in Iowa, Minnesota, Montana, Nebraska, South Dakota, Wisconsin and Wyoming (addresses included in attached label set)
- All the Minnesota, Montana, North Dakota and South Dakota 1994 institutions/tribal colleges (addresses included in attached label set)
- ND Indian Affairs Commission (address included in attached label set)
- NDSU School of Education (address included in attached label set)
- NDSU Career Center (Post position on their Web-based Experience e-recruiting program http://www.ndsu.nodak.edu/career_center/ . New users register first at http://www.ndsu.nodak.edu/career_center/employers/registration.php .)
- Other NDSU departments relevant to the academic qualifications of the position being advertised (addresses in the NDSU Directory)
- Other advertising options depending on particular jobs and/or their location:
 - *The Forum* and other regional and local newspapers, as appropriate
 - *Ag Week*
 - Telephone: 1-800-477-6572 ext. 233
 - Submit ad by mail, e-mail or fax to Farmads, PO Box 6008, Grand Forks, ND 58206-6008; agweekclass@gfherald.com; 701-780-1188.
 - Specify “Help Wanted” category.
 - 50 words for \$9.00 per run. Additional features available.
 - *Farm and Ranch Guide*
 - Telephone: 701-255-4905
 - Submit ad by mail, e-mail or fax to Classified Marketplace, PO Box 1977, Bismarck, ND 58502-1977; ewilliams@farmandranchguide.com; 701-255-2312.
 - Specify “Help Wanted” category.
 - 25 words for \$18.50 per run; extra words at 25 cents each. 4+ issues \$16.65/issue. Additional features available.
 - *Indian Country Today*
 - Contact: Mary Alice Golden at 315-829-8021
 - Hardcopy ads \$16.85/column inch/week (3x5 ad = \$252.75).
 - Addition of on-line ad \$35/week.
 - On-line ad only, \$100/week for first three weeks and the decrease in cost for additional weeks.
 - *North Dakota Living* (publication of the rural electric cooperatives)
ND Association of Rural Electric Cooperatives

Ad Manager: Clark Van Horn (800-234-0518)

PO Box 727, Mandan, ND 58554-0727

- Native American Outreach, 306 4th St. N., Fargo, ND 58102
- National Job Bank - Jobs in Extension, Outreach, Research and Higher Education (formerly CSREES Job Bank) <http://jobs.joe.org> .The site is now managed by the *Journal of Extension*, and there is a charge of \$85/posting for up to 30 days and \$150/posting for up to 60 days.
- Others as appropriate

Considerations:

1. Consolidate several positions for advertising to save money.
2. Use the NDSU employment URL in ads to point people to the complete position announcement. That is <http://www.ndsu.edu/jobs/> .
3. The minimum information to include in an ad is the title of the position; a contact point, which could be the NDSU employment URL; the closing date; and the EO statement “NDSU is an equal opportunity institution.”