The NDSU Extension Agent Handbook is the result of efforts by North Dakota members of the National Association of County Agricultural Agents (NACAA). A special thank you for the leadership they provided in the initial writing, editing and printing of this handbook.

First edition (2004) - Compiled by the following North Dakota NACAA committee members:

Craig Askim - Mercer County  
Dan Folske – Burke County  
Scott Knoke – Benson County

Tim Becker – Eddy County  
Mike Hanson – Emmons County  
Brenda Rettinger – Bowman County, Chair

Second edition (2009) - This committee provided suggestions and information:

Craig Askim, Mercer County, Chair  
Andrea Bowman – Bowman County  
Raquel Dugan-Dibble – McHenry County  
Scott Knoke – Benson County  
Jeremiah Lien – Wells County  
Crystal Martodam – Towner County  
Crystal Schaunaman – McIntosh County

Adrian Biewer – 4-H Youth Development  
Lance Brower – Stutsman County  
Sheldon Gerhardt – Logan County  
Julie Kramlich – Adams County  
Lesley Lubenow – Pembina County  
Kendall Nichols – Traill County  
Todd Weinmann – Cass County

Review Committee (2010):
Craig Askim – Mercer County, Chair  
Gerald Sturn – District Director  
Margaret Tweten – District Director

Deb Gebeke – Assistant Director, FCS  
Crystal Schaunaman – McIntosh County

Review Committee (2011):
Crystal Schaunaman, McIntosh County, Chair  
Deb Gebeke - Assistant Director, FCS  
Kris Holt – Administrative Assistant, FCS

Gerald Sturn – District Director  
Margaret Tweten - Staff Development

Review Committee (2013):
Jodi Bruns, Staff Development  
Deb Gebeke – Assistant Director, FCS

Lynette Flage, District Director

Review Committee (2014-17):
Deb Gebeke – Assistant Director, FCS  
Kris Holt – Administrative Assistant, FCS  
Gerald Sturn – District Director

Ron Wiederholt – District Director  
Brenda Vertin – Administrative Assistant, ANR

Review Committee (2018):
Lynette Flage – Assistant Director, FCW

Kris Holt – Administrative Assistant, FCS
Welcome to NDSU Extension

Our mission is to
“Empower North Dakotans to improve their lives and communities through science-based education.”

You have joined an organization of dedicated professionals who have the goal of helping youth and adults of North Dakota through educational programs in agriculture and natural resources, 4-H youth development, and family and community wellness. This handbook provides general concepts about the duties of an Extension agent and strategies to help you develop your professional Extension career.

Getting Started

General County Background Information
One of the first duties of a new Extension agent is to gain knowledge about the county where you work. Take the time to learn about the population demographics, geography of the county, economic situation of the residents/producers, types of crops grown, breeds of livestock raised, what percent of the producers are farmers/ranchers, types of news media, and the types and locations of educational institutions in the county.

Listed below are some helpful websites to answer the following questions that are pertinent to your county position:

- North Dakota Agricultural Statistics Service -
- North Dakota Compass – www.ndcompass.org
- North Dakota Department of Agriculture - www.nd.gov/ndda/
- North Dakota KIDS COUNT – www.ndkidscount.org/
- Census of Agriculture - www.agcensus.usda.gov/
- Job Service North Dakota - www.jobsnd.com
- FactFinder - https://factfinder.census.gov/faces/nav/jsf/pages/index.xhtml

Population

- Number of towns
  1. Population
  2. Average age of residents
  3. Resources available in each town

- Rural/non-rural population of the county
  1. Age of population
  2. Percent under 18 years of age
  3. Percent over 65 years of age
  4. Number of school-aged children
  5. Number of preschool children
Educational Institutions
- How many public schools are in the county?
- Where are the public schools located?
- How many private schools are in the county?
- How many students are home-schooled in the county?
- Which schools offer vocational agriculture and FACS (family and consumer science)?
- Do the schools offer after-school programs?
- What are the names of the school board members and administrators?
- What are the names of the colleges/universities in the county?

Geographic Information
- What is the land area in miles?
- How many acres are in forest, pasture, native grass, irrigated cropland, non-irrigated cropland, government land or water mass?
- What are the different types of soils and where are they located?
- What is the overall length of the growing season?
- What is the average rainfall?
- When do the first and last frost dates normally occur?

Economic Situation
- What is the county’s annual gross income from all sources?
- What is the annual income from business, industry, recreation, military/government and farming?
- Where are the major trade centers?
- What are the agricultural-related businesses in the county?
- What are the poverty rates?

Crop and Livestock Production
- What are the types of crops grown?
- How many acres are planted to each crop?
- Has the crop acreage changed in the last five years?
- Does the county have irrigated cropland, and where is it located?
- What types of livestock are raised in the county?
- How many of each livestock were raised in the last five years?
- Where are the majority of the livestock located in the county?
- What is the average land rental rate for the different types of soils?

Types of Producers
- What percent of the farmers are engaged in crop production?
- What percent of ranchers raise livestock?
- What percent of the producers raise a combination of crops and livestock?
- How many farms/ranches are in the county?
- What is the average size of a farm/ranch?
Types of News Media
- How many daily and weekly newspapers are in the county?
- What newspapers do most residents subscribe to for their information?
- What newspapers carry an Extension agent’s weekly column?
- How many radio stations are available?
- Which radio stations call the Extension office regularly?
- What TV stations do viewers watch?
- Does the county have a local TV station?
- Where are the cable access channels in the county?
- What is the official county newspaper?

Civic Organizations
- What are the names of the civic organizations in the county?
- Where are the civic organizations located?

Legislative Districts
- What are the names of the House and Senate legislators who represent the county?
- What committees do the legislators sit on as a part of the legislative process?
- Do the legislators hold key positions within the committees?
- What issues are the legislators passionate about?

Ethnicity
- What percent of the population in the county are the following?
  - White
  - Hispanic
  - Black
  - Native American
  - Asian
  - Other
- What ethnic festivals or events occur in the county?

Connecting with Key Stakeholders
Successful Extension agents have the ability to network and build strong working relationships with leaders in the community. After you have a better sense of what is offered within the community, take time to leave the county office and start to introduce yourself to key stakeholders. Ask a member of your advisory council or search committee to take you around to people he or she believes are integral in working with the Extension office. As you develop your working relationships with others in your county, the following is a list of resource people with whom you should become familiar:
Business Owners
- Agricultural business owners
- Retail store owners
- Managers of elevators
- Crop consultants

City Officials
- Mayor
- City auditor
- Park and recreation manager
- City council members
- City forester

Civic Organizations
- Board of directors for civic organizations

Church
- Pastors/priests
- Youth leaders

County Officials
- County auditor/treasurer
- County commissioners

Relevant Departments
- County emergency manager
- Weed officer
- Health Department
- Social Services
- Township officers
- Law enforcement

Extension
- 4-H council
- Crop and livestock improvement boards
- Extension advisory board members
- Extension clients
- Extension support staff
- Fair board president
- Family Consumer Education (FCE) or homemakers

Federal Agencies
- County Soil Conservation District supervisors – district clerk
- Farm Service Agency (FSA) – county executive director
- Natural Resources Conservation Service (NRCS)
Financial Institutions
- Bank presidents
- Loan officers

Legislators
- State senators
- State representatives

News Media
- Newspaper editors
- Radio/TV managers

State Agencies
- District conservationist
- Predator control officer

School System
- School board members
- School administrators
- Teachers
County Information

County Office Information
Now that you have a general background of the county, you need to gather information regarding how NDSU Extension operates at the local level.

County Budget
The county coordinator, in concert with other staff in the office, is responsible for developing and submitting a yearly budget for the Extension office. This process usually starts in July with budgets approved as submitted or reduced by the county commissioners. By Oct. 1, the county commissioners need to finalize all county budget requests. To find out more about the budgeting process timeline, visit with your county auditor.

When developing the budget, make sure to involve all county Extension staff in the process. As an office, you need to project expenses for the coming fiscal calendar year that runs from Jan. 1 through Dec. 31. Therefore, budgeting for potential equipment repairs, computer purchases, postage, supplies, travel costs, mileage, support staff salaries, and salary increases is important. This process is very critical to the operations of the office.

Determining the dollar amount that can be accessed for operating expenses is also important. For instance, do county office operating funds come totally from a mill levy allocation or do county commissioners allow general funds to support the office in addition to the mill levy allocation? In addition, you need to find out what is the highest mill levy rate that voters have approved for the county Extension office.

Around July 1, the county coordinator will receive (from the district director) the proposed salary increases for the Extension agents in your county. That dollar amount then is inserted into the county budget salary line. The state fiscal calendar year starts July 1 and ends June 30, which means the budgeted line item for salary increases for Extension agents is for July 1 of the following year.

If you have questions about this process, visit with your district director or mentor. Once the proposed budget is finalized in July, the county coordinator must send the budget to the district director for his/her approval. The district director will return the budget to the county coordinator and he/she will forward the proposed budget to the county auditor.

Mill Levy Rate
Funds for the operations of the county Extension office are obtained through a mill levy. A mill levy rate is assessed to cover the requested funding levels of taxing jurisdictions such as cities, county, park districts, fire departments and school districts. Because the taxable value of property varies in each county, the value of a mill will be different for each county.
A mill levy is the tax rate that is applied to the taxable value of property. A mill is one-tenth of $.01, or $.001 (one-thousandth). For example, a mill levy is the number of dollars a taxpayer must pay for every $1,000 of taxable property he or she owns.

**Extension Agent Expectations**

The term “professional” regularly is associated with an individual Extension staff member’s approach to his or her assignment. The concept of “being a professional” is recognized as necessary to fulfill Extension’s programming role effectively. All Extension staff must adhere to NDSU policy 151.2  
www.ndsu.edu/fileadmin/policy/151.pdf

*Officers and employees are expected to uphold the values of honesty, respect, integrity and trust. In addition, when interacting with one another and the public, all are expected to behave in a professional, collegial, cordial, civil, positive, respectful and ethical manner.*

NDSU Extension believes that these expectations are how all Extension staff/faculty members should approach their position no matter the role a person serves:

- Work ethically, with integrity, and respect confidentiality.
- Contribute to an environment of cooperative, supportive and positive working relationships with co-workers and clientele.
- Promote a healthy work environment and support everyone’s efforts to succeed.
- Resolve differences constructively. Use tact and courtesy at all times.
- Use effective time management. Be prompt in attendance for work and meetings, and be fully engaged.
- Exhibit a positive attitude, image and personal motivation. Be a professional at all times.

We should all strive to meet these expectations with our colleagues and clientele, not only for the success of our Extension organization, but for our own personal integrity.

Extension agents are expected to become an integral part of the community and thus are strongly encouraged to reside in the county in which they work.

**County Extension Support Staff**

County Extension support staff are responsible to county Extension agents and are expected to assist in furthering the local Extension program through the performance of duties related to an efficient office operation. In some counties, county coordinators are required to conduct annual performance reviews of support staff. The County Office Management Handbook contains examples of support staff appraisal forms. When conducting appraisals for support staff, the county coordinator should contact the county auditor to see if a specific form should be utilized within the county.

**Staff Meetings**

County coordinators are to provide leadership by conducting weekly, biweekly or monthly staff meetings. These meetings should be short but allow adequate time for all
staff to review functions of the office and the educational programs that are to be delivered in support of Extension programming. Notes of decisions made should be shared with those unable to attend.

Potential topics to cover as part of the staff meetings include:

- Sharing staff schedules and day-to-day operations
- Maintaining a presence in the office during business hours
- Scheduling vacation or leave time
- Discussing upcoming events/programs for the week/month
- Reviewing county budget expenditures
- Handling issues or concerns before they become problems
- Evaluating potential equipment purchases, including computers
- Studying workload of support staff
- Upgrading office environment when appropriate

**Staff Schedules**
All support staff need to be informed of an Extension agent’s schedule to respond to customer calls and office visitors. The use of a checkout system with an expected return time is extremely helpful as a guide for those responding to customers’ calls. If you know that you will not be returning to the Extension office within the period indicated on the checkout board, you should call the office with an update regarding the time you expect to be back in the office. All offices are encouraged to utilize the Outlook calendaring software so all staff may access calendars in order to best serve customer inquiries.

**The 4-H Club Program**
As a part of the position description, all Extension agents have responsibilities for working with the 4-H and youth programs in the county. The role may be different for each Extension agent; however, each Extension agent must be involved with the 4-H youth development program. Communication is the key to a successful county 4-H youth development program. The success or failure of a 4-H program depends on team work, which not only includes Extension agents, but administrative staff as well. Through the years, Extension has found that the traditional 4-H clubs are some of the strongest supporters of Extension. Building strong relationships is inevitable when you are actively involved with the 4-H program. The youth in the county are our future, so invest your time wisely in working with the 4-H program. Build a strong culture of 4-H in your county program.

As the new Extension agent, spending good-quality time with 4-H clubs, 4-H leaders and 4-H members is important to your acceptance in the county. Find out where the 4-H clubs are located in the county and invite yourself to each of the 4-H clubs that first year. This is a great way to meet and greet each of the 4-H leaders and members. In addition, this will provide you with information on how you can be of assistance to the clubs. Also, ask the leaders what type of programs they would like to see offered at the next 4-H leaders training. 4-H leaders are the building blocks upon which you build a
4-H program. Encourage new ideas and be sure to recognize group and individual accomplishments.

**County Fairs or 4-H Achievement Days**
Every county has either a county fair or 4-H achievement days at which the 4-H members display their static exhibits and show their livestock projects. As part of your position responsibility, you will be assisting in different areas of the event, such as setting up judges/helpers, getting the barns ready or helping 4-H members with concessions. Make sure you clearly understand how your fair operates and the fair rules established by the 4-H Council or Fair Board. If possible, attend other 4-H achievement days in neighboring counties to see how horse, livestock and premium shows operate.

**Extension Advisory Councils**
Gathering information to determine the needs of the citizens is an important aspect of Extension. You have a number of methods to complete a needs assessment of the county by using formalized groups such as an Extension advisory council, crop improvement boards, FCE/homemaker groups, 4-H councils, focus groups or citizen input groups.

Each county Extension office is highly encouraged to have an active advisory council that meets at least twice a year to gather input for the upcoming action plans that Extension agents develop. For more information on advisory councils, go to [www.ag.ndsu.edu/ext-employees/advisory-boards-councils-and-committees](http://www.ag.ndsu.edu/ext-employees/advisory-boards-councils-and-committees).

Listed below are some reasons for an Extension advisory council.

**Top 10 Reasons to Have an Extension Advisory Council***

10. **Assist your successor.** Having an effective advisory council in place is the best gift you can give a new agent coming into your county. Advisory council members can assist the new agent in understanding the needs of your county, introduce the new person to key leaders in your communities and provide a support system while this individual is getting established.

9. **Give input about your programs.** Knowing that what you’re doing actually is meeting the needs of your constituents is important. Advisory councils can be a barometer to let you know if you are making a difference in your county with the work you are doing.

8. **Make your work life easier.** Advisory council members can assist you in prioritizing the programs that are most important for you to carry out during the upcoming year.

7. **Help you sunset programs that are no longer relevant to your county’s needs.** Sometimes giving up sacred programs is hard, but if a group of people
is telling you to and supporting you when you do so, that can make ending a program easier.

6. **Have organized citizen input into your programming.** NDSU Extension’s purpose is to create learning partnerships that help adults and youth enhance their lives and communities. Your advisory council can help you achieve this purpose.

5. **Make new connections, develop new advocates and form new friendships in your county.** As an Extension professional, you never can know too many people or be too connected. Your advisory council members also appreciate the connections they form with you and other members.

4. **Offer individuals in your county a new leadership development experience.** One of our roles in Extension is to develop people. Many Extension advisory council members have gone on to accept other leadership roles because they gained the confidence and skills to do so by being part of an Extension advisory council.

3. **Tell the Extension story.** Volunteers can be our best form of marketing. If inspired and empowered, advisory council members can be our best advocates to county residents, legislators, county commissioners and other decision makers.

2. **Provide a group on which to try out all of these new, cool Extension advisory council tools.**

1. **Leave a legacy for future generations.** If the right individuals are members of your advisory council, they can assist in making sure the vision for Extension is carried out long after you ride off into the sunset.

*Developed by Rachelle Vettern, Ph.D.,
NDSU Extension Leadership and Volunteer Development Specialist*
Youth Protection Policy
https://www.ndsu.edu/4h/staff_resources/youth_protection/

NDSU Extension implemented a youth protection policy (YPP) in 1992 to ensure the safety and well-being of all youth participants, their families, volunteers and paid staff involved in Extension programs. The YPP applies to all paid Extension staff, regardless of location, title and whether or not they have contact with youth in their work, and volunteers (unpaid staff) who are functioning in an official capacity on behalf of Extension. The YPP aligns with NDSU policy 112.

The YPP provides a prescribed screening and rescreening process for NDSU-paid staff, county-paid Extension support staff and volunteers. Both processes involve reading and signing an Adult Behavioral Expectations form and a Child Abuse Background Inquiry form that authorizes a search of the North Dakota Child Abuse Information Index. Initial screening also involves a search on the Dru Sjodin National Sex Offender Public Website.

Prospective NDSU-paid employees are screened by the Extension Director’s Office. Prospective county-paid support staff are screened by the Extension county coordinator or his/her designate within the office. See paid staff screening instructions at www.ndsu.edu/4h/staff_resources/youth_protection/county_ndsu_staff_screening/. See rescreening instructions at https://www.ndsu.edu/4h/staff_resources/youth_protection/county_paid_ndsu_paid_staff_rescreening_instructions/. Volunteers are screened by the Extension office utilizing their help. All staff with responsibilities related to the screening and/or selection of paid staff and/or volunteers must also sign a Confidentiality Statement agreeing to protect the privacy of individuals.

The responsibility for the well-being of children and youth lies with each one of us. Please direct any questions you have about this policy to Brad Cogdill, chair of the Center for 4-H Youth Development.

Use of Computer Resources
Computer resources and internet services are for conducting the business of Extension. Appropriate, ethical and legal use of computing resources is the responsibility of each individual. Unauthorized use of computing resources will result in disciplinary action appropriate to the violation. Examples of inappropriate activities are:

- Conducting an illegal or unauthorized act
- Transferring or sharing access with other individuals
- Not maintaining the security of the system
- Spending excessive work time on the computer for personal or recreational use
- Accessing inappropriate or pornographic material
- Utilizing the computer for commercial purposes

For more information on the acceptable use of electronic communication devices at NDSU, go to www.ndsu.edu/its/security/au/.
Distribution of Mailing Lists
Mailing lists comprise a system of records established in carrying out the various programs of NDSU Extension. According to the NDSU general counsel’s opinion dated May 8, 2002:

“I do not find a specific federal law or regulation or even policy which is contrary to the Open Records Law of the State of North Dakota. Therefore, the Open Records Law would apply to mailing lists that do not contain confidential data.”

Consequently, Extension mailing lists containing names, addresses and phone numbers generally will have to be made available when requested. Access to mailing lists is generally free. However, a reasonable charge for the actual costs for mailing and making copies, including labor, materials and postage, can be assessed. Costs for locating the records also can be assessed if providing lists takes longer than one hour.

If the request is for a list that was received from another entity (such as a list of producers from Farm Service Agency), direct the request to the original source of the list.

The major exception to the open records law pertaining to mailing lists would be lists of children. Consequently, 4-H member mailing lists are exempt from the open records law. However, other exceptions could exist, depending on the nature of the list, so contact your district director when in doubt. For more information, go to www.ag.ndsu.edu/ext-employees/distribution-of-mailing-lists.

Diversity and Civil Rights
NDSU Extension is committed to upholding civil rights laws and requirements, institutional equal opportunity and affirmative action policies, and the creation of an inclusive and multicultural organization that serves appropriately all the people of this state. NDSU Extension abides by the non-discrimination policy of North Dakota State University. NDSU does not discriminate in its programs and activities on the basis of age, color, gender expression/identity, genetic information, marital status, national origin, participation in lawful off-campus activity, physical or mental disability, pregnancy, public assistance status, race, religion, sex, sexual orientation, spousal relationship to current employee, or veteran status, as applicable. Extension reaches beyond legal requirements to incorporate a recognition and appreciation of the values and benefits that diversity contributes to our organization's life and mission.

Extension has equal access, service to diverse audiences, and equity and diversity in employment as core values. As such, we remain committed to diversity as a mindset and in action. The NDSU Extension Diversity Council promotes a system that values differences in meaningful ways. The Council is empowered to implement ways to:

- support healthy, thriving and culturally-diverse communities through our educational programs
- improve the diversity profile of our employees at all levels and across the state
• nurture the understanding and skill development of employees and volunteers in areas of diversity

Each county is required to complete a County Civil Rights Annual Audit Checklist to indicate that items on the checklist have been reviewed for civil rights compliance and affirmative action efforts. A record of relevant activities initiated and/or completed during the past year is included in the annual report that is included in the County Civil Rights folder. There is also a training program on the website that each office should review periodically.

For more information on the Civil Rights Plan and County Civil Rights Annual Audit Checklist, go to [www.ag.ndsu.edu/ext-employees/diversity-and-civil-rights-1](http://www.ag.ndsu.edu/ext-employees/diversity-and-civil-rights-1).

**Key People in Your Success as an Extension Agent**

**Mentor** - Your district director will appoint an Extension agent to serve as your mentor for a one-year appointment. The mentor’s role is to support and guide you in program planning and assist you in developing educational programs. Your experienced mentor can be a valuable source in helping you identify concerns in your area of responsibility and introduce you to key leaders in the area. This person is a great resource, so take full advantage of working with him/her. Besides your district director, this is your go-to person when you have questions or need assistance. Remember, no question is too big or small.

**Extension Agents** - Establishing a relationship with Extension employees is important. Start by visiting with your neighboring county Extension agents and build working relationship with them. This could include visiting their county office, attending workshops together or planning programs together. Your neighboring Extension agents also will have a good understanding of your county; but more importantly, they can help with local issues, questions and program offerings. You may also be in an office with multiple agents. Getting to know your co-workers and finding programs to deliver together is important.

**District Director** – The district director serves as your direct supervisor. The district director is responsible for personnel and staffing decisions, budget and resource development, and other organizational issues. As a part of their administrative responsibilities, district directors provide leadership to the Extension staff in the district, conduct staff performance appraisals, counsel on professional development opportunities and facilitate the development of the county Extension budgets. In addition, they have program responsibilities to provide leadership to Extension personnel in developing and carrying out their action plans, they facilitate district meetings and determine training needs for staff, and they are responsible for orientation of newly appointed staff. They also serve as a liaison with other boards and organizations, such as county commissioners, SBARE, legislative leaders, state and government agencies, and commodity groups.
Co-workers – Working effectively with your office colleagues forms the cornerstone for success and satisfaction with your job and your career. Effective work relationships form the basis for promotion, pay increases, goal accomplishment and job satisfaction. See policy 151.2 - [https://www.ndsu.edu/fileadmin/policy/151.pdf](https://www.ndsu.edu/fileadmin/policy/151.pdf)

County Commissioners - Meet your county commissioners and build relationships with them; regularly attend monthly county commissioner meetings and provide brief updates, and submit written narrative reports.

County Auditor - The county auditor can provide you with answers to a number of questions that you might have regarding the budgeting process, including mill levies, and how to read the monthly budget reports. The auditor can help immensely, so communicate at least monthly.
NDSU Extension County Reporting Calendar

Report leave online (vacation, sick, dependent sick, etc.) in the Human Resources Management System (HRMS) Employee Self Service module in Oracle/PeopleSoft prior to leaving or as soon as you have returned to work. Leave needs to be reported from the 1st to the 15th and from the 16th to the 31st of each month.

October
- Quarterly Effort Report for July-September (submit online in PEARS) 
  https://pears.oeie.org/track/effort/
- September Expense Reports (submit online in Oracle/Peoplesoft Finance) 
  https://adminsys.ndus.edu/psp/hefp/?cmd=login&languageCd=ENG&
- Report Leave (submit online in Oracle/Peoplesoft HRMS) 
  https://adminsys.ndus.edu/psp/hehp/?cmd=login&languageCd=ENG&
- Report 4-H and Youth figures to support staff for ES237 report
- Conflict of Interest Disclosure Statement 
  www.ag.ndsu.edu/ext-employees/forms/COI_Disclosure_statement_000.docx

November
- October Expense Reports (submit online in Oracle/Peoplesoft Finance)
- Report Leave (submit online in Oracle/Peoplesoft HRMS)

December
- November Expense Reports (submit online in Oracle/Peoplesoft Finance)
- Report Leave (submit online in Oracle/Peoplesoft HRMS)

January
- Quarterly Effort Report for October-December (submit online in PEARS)
- December Expense Reports (submit online in Oracle/Peoplesoft Finance)
- Report Leave (submit online in Oracle/Peoplesoft HRMS)
- County Narrative
- Impact Statements – www.ag.ndsu.edu/impactstatements/
- Action Plans (submit online in PEARS) - https://pears.oeie.org/plan/plans/
- Off-campus use of university equipment (retain form in county office) 
  www.ndsu.edu/fileadmin/vpfa/forms/ACCT-Off_Camp_Use.pdf
- Performance Review Form (district directors will schedule between January and March) www.ag.ndsu.edu/ext-employees/performance-reviews
Annual Training Courses – [www.ndsu.edu/hr/training/annual_training/](http://www.ndsu.edu/hr/training/annual_training/)

**Baseline Safety Training**
[https://community.ndus.edu/course/view.php?id=171](https://community.ndus.edu/course/view.php?id=171)

**Annual Fraud Training** (NOTE: Annual Fraud Training is administered by the ND University System office and is communicated directly with trainees each Fall.)

**Equal Opportunity/Title IX Training** – The Equity Office offers several education and training opportunities throughout the year. [https://www.ndsu.edu/equity/education_and_training/](https://www.ndsu.edu/equity/education_and_training/)

All NDSU employees are required to complete Equal Opportunity/Title IX Training.

- Within the first 30 days of employment, you must complete the online training entitled "Preventing Discrimination and Sexual Violence: Title IX, VAWA, and Clery Act for Faculty and Staff". The online training can be accessed at [https://slate.workplaceanswers.com/northdakotasu](https://slate.workplaceanswers.com/northdakotasu) (Please note: If you have difficulty logging in, try another web browser.)

- Within the first 6 months of employment, you must complete the face-to-face Equal Opportunity/Title IX Training. Attending the face-to-face session meets this training obligation for 3 years.

**Supervisor Safety Training** (supervisors only) - [https://community.ndus.edu/course/view.php?id=172](https://community.ndus.edu/course/view.php?id=172)

**Forms/ACKNOWLEDGEMENTS**

- NDSU Annual Notice of Policies/Designated Medical Provider - [https://community.ndus.edu/course/view.php?id=244](https://community.ndus.edu/course/view.php?id=244)


**Tracking Training** - NDSU has developed an application to assist employees and supervisors with training compliance. NDSU employees may access the Track Training application by logging in with their NDSU username and password. [https://apps.ndsu.edu/cas/login?service=https%3A%2F%2Fapps.ndsu.edu%2Ftracktraining%2Fcas%2Flogin](https://apps.ndsu.edu/cas/login?service=https%3A%2F%2Fapps.ndsu.edu%2Ftracktraining%2Fcas%2Flogin)

**February**

- January Expense Reports (submit online in Oracle/Peoplesoft Finance)
- Report Leave (submit online in Oracle/Peoplesoft HRMS)

**March**

- February Expense Reports (submit online in Oracle/Peoplesoft Finance)
- Report Leave (submit online in Oracle/Peoplesoft HRMS)
April
   ____ Quarterly Effort Report for January-March (submit online in PEARs)
   ____ March Expense Reports (submit online in Oracle/PeopleSoft Finance)
   ____ Report Leave (submit online in Oracle/PeopleSoft HRMS)
   ____ County Narrative

May
   ____ April Travel Expense Reports
   ____ Report Leave (submit online in Oracle/PeopleSoft HRMS)

June
   ____ May Expense Reports (submit online in Oracle/PeopleSoft Finance)
   ____ Report Leave (submit online in Oracle/PeopleSoft HRMS)
   ____ County budgets due to district director
   ____ Submit Junior Master Gardener expenses to Plant Sciences, NDSU Dept. 7670, PO Box 6050, Fargo, ND 58108-6050
   (All reimbursable state expenses MUST be submitted by July 1)

July
   ____ Quarterly Effort Report for April-June (submit online in PEARs)
   ____ June Expense Reports (submit online in Oracle/PeopleSoft Finance)
   ____ Report Leave (submit online in Oracle/PeopleSoft HRMS)
   ____ County Narrative

August
   ____ July Expense Reports (submit online in Oracle/PeopleSoft Finance)
   ____ Report Leave (submit online in Oracle/PeopleSoft HRMS)

September
   ____ August Expense Reports (submit online in Oracle/PeopleSoft Finance)
   ____ Report Leave (submit online in Oracle/PeopleSoft HRMS)
   ____ Complete County Civil Rights Annual Audit Checklist –
       www.ag.ndsu.edu/ext-employees/diversity-and-civil-rights-1
Connect with Experts from Across the Country through eXtension

eXtension is an interactive learning environment delivering the best, most researched knowledge from the best land-grant university minds across America. eXtension connects knowledge consumers with knowledge providers - experts who know their subject matter inside out. All staff should set up their eXtension account within one month of hire.

eXtension offers:
- Credible expertise
- Reliable answers based upon sound research
- Connections to the best minds in American universities
- Creative solutions to today's complex challenges
- Customized answers to your specific needs
- Trustworthy, field-tested data
- Dynamic, relevant and timely answers

eXtension is unlike any other search engine or information-based website. It's a space where university content providers can gather and produce new educational and information resources on wide-ranging topics. Because it's available to students, researchers, clinicians, professors, as well as the general public, at any time from any Internet connection, eXtension helps solve real-life problems in real time. The following pages will help you get started.

eXtension is provided by the Cooperative Extension System. eXtension provides objective and research-based information and learning opportunities that help people improve their lives. eXtension is an educational partnership of 74 universities in the United States.
GETTING STARTED WITH eXtension

eXtension is an Internet-based collaborative learning environment where Land Grant University content experts exchange trusted, research-based knowledge, build knowledge repositories, and engage with the public to help solve real challenges in near real-time. eXtension is a critical part of the Cooperative Extension System.

GETTING AN ID AND CREATING A PROFILE: STEP-BY-STEP

For New Member Sign Up
1. Sign up for eXtension by filling out the profile at https://people.extension.org/signup.
2. Click the "I'm eligible, Sign me up!" button, then fill in the required fields.
3. Even though it's not required, we recommend entering your preferred phone number, title, and time zone.
4. Click on 'Position,' which makes it easier for people to find you as a potential collaborator.
5. Under 'Location,' click your state in the drop-down box. This then allows you to click on your county, and your institutional affiliation. Please indicate your University so you become listed with others from your institution.
6. NOTE: You will want to check with your administration regarding where your institution is with the Institutional Agreement and how you should handle the eXtension Contributor Agreement.

Forgot Your ID or Password?
1. Go to the log-in page at http://people.extension.org/, and click "Forgot password?" You'll be asked to enter your eXtension ID or the email you used to register when you first signed up. You'll be emailed directions for resetting your password.
2. If you don't know what email address you used when you signed up, go to the sign up page at https://www.extension.org/people/signup and proceed as if you are signing up for the first time. If you use the same email you used before, you'll be alerted that you are already a member. Then you can go back to step one and enter in your email in order to reset your password. If you don't know what email you used, click Contact Us at the bottom of the page and submit a request for help.

What's Next?
Explore the resources eXtension offers. Following are links to the public sites and on the next page are links to key internal sites of eXtension.

GO EXPLORING!
The Public Sites of eXtension:

About (http://about.extension.org)
Links to current information about eXtension and its benefits.

Ask an Expert (http://ask.extension.org)
See expert answers to questions submitted from the public. Where a person can enter a question to get an answer from a national expert. Sign in with your eXtension ID to update your profile and settings and to answer or reassign questions.

Campus (http://campus.extension.org)
A variety of courses on eXtension, national Extension issues, using Moodle, and specific content topics.

extension.org (http://www.extension.org)
Since most people use search engines to find answers, they will usually enter eXtension.org through a landing page, and explore further if the information they find meets their needs and interests. Go explore!

Learn (http://learn.extension.org)
eXtension's professional development site is open to everyone! More and more of eXtension's learning opportunities are available to the public, and to Cooperative Extension faculty and staff. Explore! You'll find a schedule of professional development and public webinars, recordings of eXtension webinars, opportunities to interact with participants and engage in sensemaking.

Search (http://search.extension.org)
Easy search access to resources provided by your Land-Grant institutions. Custom Google search of 1000+ Cooperative Extension Web sites.
The Professional (Internal) Side of eXtension: Major Components

The internal side of eXtension consists of several sites. Some of the sites are open to the public while a few are password-protected and accessible only to professionals associated with Extension systems nationwide (including Master Gardeners and other volunteers) with an eXtensionID. Anyone with access can add information or make changes in the content creation tools. The chart below contains links to and descriptions of key tools on this internal side of eXtension. Spend some time exploring each of these useful links.

<table>
<thead>
<tr>
<th>Site</th>
<th>Description</th>
<th>What You Can Find There</th>
</tr>
</thead>
</table>
| People                             | Establish your eXtension ID, join Communities of Practice and maintain your profile information. | • 'My Profile' tab, to view & edit your personal & public profiles, & find your Open ID URL; add your interests and your social network identities (Facebook, Twitter, and many more)  
  • ‘Communities’ tab, to see & join a list of communities (for informal collaboration), & a list of Communities of Practice (formalized & content-focused)  
  • 'Find Colleagues' tab to search by name, topic, institution, etc.  
  • Links to lots of other information & metrics about eXtension |
| Content Management System          | Internal eXtension site for collaboration                                     | • All current and past information about eXtension  
  • Links to all CoPs  
  • Tools to collaboratively generate educational products, including articles and FAQs  
  • CoP resources  
  • A search to find expert answers to common questions |
Performance Review Process

Performance Review Form
Your district director will conduct an annual performance review with you between January and March. The review gives you and your district director the opportunity to discuss your work and office function as a whole. Prior to the performance review process, you will be required to complete four action plans in PEARs, impact statement and performance review questions relating to your Extension work. In addition, if you have not submitted your baseline safety quiz or Equal Opportunity/Title IX Training, this would be a good time to give them to your district director.

Your district director will schedule the performance review and ask the county coordinator to contact a county commissioner (usually the commissioner that holds the Extension portfolio) to be a part of the process. For the most part, this review is strictly between you and your director and you will have an opportunity to discuss items of importance to you.

The performance review form can be downloaded from the NDSU Extension website at www.ag.ndsu.edu/ext-employees/performance-reviews/reviews.

Annual Training for NDSU Employees
The following training courses and forms should be completed on an annual basis.

Baseline Safety
This is a required annual online training that all NDSU employees, including Extension agents, are required to complete each year. At the end of the training, you need to complete a quiz and send it to your district director or submit it when your annual performance review occurs, which is between January and March. The online training is available at https://community.ndus.edu/enrol/index.php?id=171

Equal Opportunity/Title IX Training – The Equity Office offers several education and training opportunities throughout the year.
https://www.ndsu.edu/equity/education_and_training/

All NDSU employees are required to complete Equal Opportunity/Title IX Training.

- Within the first 30 days of employment, you must complete the online training entitled "Preventing Discrimination and Sexual Violence: Title IX, VAWA, and Clery Act for Faculty and Staff". The online training can be accessed at https://slate.workplaceanswers.com/northdakotasu (Please note: If you have difficulty logging in, try another web browser.)
- Within the first 6 months of employment, you must complete the face-to-face Equal Opportunity/Title IX Training. Attending the face-to-face session meets this training obligation for 3 years.
State Fleet Policy and State Fleet Driver Agreement

Drivers of State Fleet and other vehicles while conducting state official business may not use cell phones (including hands free) or any other mobile devices while operating the vehicle while in motion or stopped at a stop sign or traffic signal. This includes, but is not limited to, answering or making phone calls, engaging in phone conversations and reading or responding to emails, instant messages, social media or text messages. If the driver needs to use their cell phone while in a vehicle being used for state official business, they must pull over safely to the side of the road or another safe location and put the vehicle in park. Additionally, drivers should:

• Consider turning off, putting on silent or vibrate cell phones or mobile devices before starting the vehicle.
• Consider modifying your voice mail greeting to indicate that you are unavailable to answer calls or return messages while driving.
• Inform others that this policy is in place as an explanation of why calls may not be returned immediately.

This policy does not apply if a wireless communications device is used for obtaining emergency assistance to report a crash, medical emergency, or serious traffic hazard or to prevent a crime about to be committed. Each agency may identify operations that require exemption, from this policy, for emergency situations where cell phone use is necessary.

Frequently Asked Questions

1. **Who does this policy apply to?** The policy applies to anyone driving a state fleet vehicle (cars, pickups, SUVs, equipment). Passengers in the state fleet vehicle can use their phones as they wish.

2. **What does “other vehicles” mean in the policy?** Other vehicles means state agency courtesy vehicles and approved commercial rental vehicles that may be used when traveling for official state business. It will also include personal vehicles when used in the capacity of state official business.

3. **Does the policy include using my phone for navigation/GPS?** You can use your phone for navigation purposes if necessary. Navigation must be set before you start driving, pull over or have a passenger set it or change the route.

4. **Can conference calls and webinar meetings be listened to that require no participation?** If there is another state employee passenger that will be operating the cell phone this would be allowed.

5. **Can I stream music from my phone while driving?** Yes, however the station or playlist needs to be set while the vehicle is stopped and in park.

6. **How do I know if my agency has identified operations that are exempt from this policy?** Agency heads should develop internal policy stating when an operation would be exempt from this policy for emergency cell phone use.

7. **What are the consequences for violation of the policy?** As with all State Fleet policies, the agency is responsible for discipline of their employees. Also, please note that texting and driving is illegal in the State of ND.

8. **Does “hands free” include use of Bluetooth?** Yes, Bluetooth is a form of hands free so if the vehicle is equipped with Bluetooth it can’t be used unless the vehicle is stopped and in park.
In an effort to educate and make employees more aware of State Fleet policies, State Fleet requires each user complete SFN61420, State Fleet Driver Agreement, before operating a state vehicle. The form only needs to be filled out once during a driver's employment with the state.

1. Click on the following link State Fleet Driver Agreement SFN 61420
   https://adobe.nd.gov/publish/lc/content/services/forms/dot/i/h/render.html?template=sfn61420
2. Complete the agreement by following the instructions on the form.
3. Sign the agreement electronically by typing your name.
4. Submit it to State Fleet.

**Theft and Fraud/Code of Conduct Training**
It is each employee's responsibility and a basic condition of employment to safeguard and preserve the assets and resources of the state, the university system and its institutions. SBHE Policy 611.10 further defines the expectations under Employee Responsibility and Activities: Theft, Fraud, Waste and Abuse.

To bring awareness and minimize the risk of fraud, **each benefited employee is required to participate in annual fraud awareness training.** (NOTE: Annual Fraud Training is administered by the ND University System office and is communicated directly with trainees each Fall.)

**Tracking Training** - NDSU has developed an application to assist employees and supervisors with training compliance. NDSU employees may access the Track Training application by logging in with their NDSU username and password.
b. Log in (upper right hand side of the web page)
   i. Access the site by using your NDUS credentials (same username and password you use for PeopleSoft).
   c. Click on "NDUS Employee Development" in the list under Course Categories.
   d. Click on "Fraud and Conduct Training for all NDUS institution employees" and enroll as a member of the course.
   e. Watch the "Theft and Fraud plus Code of Conduct Training" video, then take the Code of Conduct Verification Quiz.

Please contact the NDSU Office of Ethics, Compliance and Audit at 701-231-9413 if you have any questions. http://www.ndsu.edu/auditadvisory/

2. All NDSU benefited employees are required to view the Fraud Training video, read NDSU Policy 151, sign the Code of Conduct and Fraud Awareness Certification of Compliance. Mail your signed certificate to your district director, Research Extension Center director or department head/chair/school director who is to ensure compliance with this requirement. They will keep the certificates on file.

Video and certification form: http://www.ndsu.edu/auditadvisory/training/

4-H Resources
4-H Programs*
All Extension staff members have a 4-H youth component built into their job description. Find out who the 4-H contact person is in your county Extension office. Working in conjunction with other staff members, determine who will be responsible for which aspects of the 4-H program.

The following is a 10-step basic standards fact sheet for a viable county 4-H youth development program.

1. A base county 4-H youth development program will consist of a club program, including youth ages 5 to 18, which is balanced with at least one other delivery mode used effectively to reach youth through educational outreach programming.

2. Volunteers (both teen and adult) are a vital component in program development and implementation. The ISOTURE (Identify, Select, Orient, Train, Utilize, Recognize and Evaluate) model is utilized in managing volunteers.

3. Advisory groups are essential in planning and conducting educational events and programs, and providing other support as appropriate (for example, resource development).

4. Appropriate educational events are conducted to support youth, clubs and their project work.

5. Comprehensive communication skills development and community service opportunities for 4-H members are key components of the county program.

6. Appropriate recognition (through events, publicity and other methods) is given to youth and adults for their accomplishments.

7. A coordinated marketing and promotions plan that includes a variety of methods to recruit youth and adults is implemented.

8. A viable communication system (newsletter, email listserv, etc.) is used to communicate on a regular basis with members and volunteers.

9. Encouragement and active support of participation at regional, state and national educational events and programs, including 4-H summer camp, are provided.

10. Specific leadership and personal development programs and activities for teens are implemented.

All programs should reflect the needs and demographics of the county. In addition, they should be innovative, based on state programmatic priorities and reflect the values of the North Dakota 4-H program as set forth by the Center for 4-H Youth Development at North Dakota State University and the defining factors of a program. This includes documenting and reporting for statewide impact.

* Adapted with permission from Rutgers Cooperative Extension Department of 4-H Youth Development, 2008
North Dakota Shooting Sports Program

How to Start a Shooting Sports Club/Activity
Member interest, facilities, equipment, and shooting discipline certified instructors are needed to begin a club program. Facilities or an area to safely conduct activities can be a challenge in some communities.

- Archery and air rifle can be done in a building safe for instruction year around or conducted outdoors during the summer.
- A gym or community center can be used for archery. Suggested archery minimum of 25 yards in length and 15 feet wide is adequate room for 3 archers at a time.
- Outdoor facilities can be any space that is open and access by nonparticipants can be safely controlled. Instructors are to follow all safety guidelines set down by the certification training.
- Air rifle may violate school or building policy in some areas. Permission can be given and should be acquired before conducting any activities.
- Suggested air rifle requirements are 50 feet in length and 15 feet wide for 3 shooters.
- Outdoor facilities can be any space that is open and access by nonparticipants can be safely controlled.
- Instructors are to follow all safety guidelines set by the certification training.

Firearms require specific range facilities and should be conducted at those facilities. During events such as Outdoor Skill Days, outdoor facilities can be any space that is open and access by nonparticipants can be safely controlled. Instructors are to follow all safety guidelines set down by the certification training.

Certification of Instructors
All agent or volunteer instructors must meet training requirements as 4-H volunteers. In addition, shooting sports risk management and discipline certification requirements must be met. The discipline training requirement is 12-15 hours in length. The state trainers require six participants in a discipline to train at your site. Contact the Center for 4-H Youth Development for training information.

Determine the Interest in a Shooting Sports Program
A county office or 4-H council may desire to start with some shooting sports at an activity day to develop or judge the amount of interest in county. The Center for 4-H Youth Development website has two lists of instructors in the volunteer information link under Environmental Projects in the shooting sports area of the website. Contact a volunteer in your county or one near you for your activity.

4-H/Youth Project Ideas
Project ideas are located under the Projects side menu under the Center for 4-H Youth Development main website. You should scroll down and choose Environment and Natural Resources or Shooting Sports, or any other topic in which you may be interested. www.ndsu.edu/4h
Nature Trails, Introduction to the ND Shooting Sports Program and other state publications are available through our local extension office. See the North Dakota 4-H Program Guide at www.ndsu.edu/fileadmin/4h/ClubMaterials/pa800.pdf

Additional information on 4-H is available on the staff resources page of the State 4-H web site. The address is https://www.ndsu.edu/4h/staff_resources/. Links under volunteer and staff development include information on guiding principles, essential elements of 4-H development, code of conduct and youth protection.

**Curriculum available from the National 4-H Council website**

Excellent curriculum can be ordered from the national website. The curriculums are age appropriate in a variety of Outdoor Skill subjects.

www.4-h.org/resource-library/curriculum/

For example,

1. Outdoor Adventures - Hiking Trails I, Backpacking Expeditions II, Camping Adventures III
2. Forestry - Follow The Path I, Reach For The Canopy II, Explore The Deep Woods III and Exploring Your Environment (Level I-III)
3. Entomology - Creepy Crawlies I, What’s Bugging You II, Dragons, Houses, and Other Flies III

**Calendar of Events**

The 4-H Youth Development program offers a Basic 4-H Training every year and all new staff should attend. The date of the training can be found on the state 4-H calendar. To see the state 4-H calendar, go to: www.ndsu.edu/4h/events_calendars/

**Staff Resources**

The Center for 4-H Youth Development website also has a number of resources to help organize your activities and events.

To see examples of resources and checklists for events, go to:

www.ndsu.edu/4h/staff_resources/
Building an Effective 4-H Program
By Brad Brummond, Walsh County Extension Agent

What’s In It for Me?
I might as well start from the most basic motive of all. What do I get out of a 4-H program? It is a lot of work, with most of this work occurring on weekends and evenings when I want to be with my family. Yes, 4-H is a lot of work, but it does not need to be drudgery. It has been said that if you love what you do, you never will work a day in your life. 4-H is a lot like that. I consider 4-H as a time-consuming hobby that allows me to grow along with 4-H members, parents and families. Once you get into that mode of thinking, you will find you have more enthusiasm for your task.

Make Your Family Part of 4-H
My wife has been a 4-H leader for more than seven years. All of my children are active in most aspects of 4-H, and they even make up some of my judging teams. If you have grown children, recruit them to be 4-H leaders or coaches for your judging teams, or take on leadership roles in other 4-H activities. I can’t even begin to tell you how many “together” moments I have had with my children and wife doing 4-H.

The More You Give, the More You Get
Building strong, healthy relationships is inevitable when you are actively involved with the 4-H program. You really get to know the 4-H members and families you work with for two hours a week at a judging workout. You have the opportunity to observe their progress in learning skills as young 4-H’ers and watch them expand their knowledge as they continue to compete through the years. You celebrate their exciting achievements as a Cloverbud, are thrilled to see them be a member of a winning judging team and are proud of their appointment as a 4-H ambassador. I still stay in contact with old 4-H members and families from former counties, and I have been in Walsh for close to 20 years. I can’t describe the incredibly warm feeling I have gotten when I watch “my 4-H kids” succeed. There is no way to explain it unless you have experienced it, and once you have, you will be hungry for more.

Your Support for the Future
You will have no greater supporter than a 4-H youth or family you have helped grow and have mentored into leadership roles. One day, these are the folks you may need when you go for that extra mill or when the commissioners are thinking of slashing your budget.

True story: Several years ago, I was called down to a County Commission meeting to discuss my budget. This is never good sign. As I walked over to the meeting, I was trying to think of how we could do things for less on a bare-bones budget. I walked in and I was told my budget was not acceptable and I was to go upstairs and not come down until I had everything in that budget I really thought I could use or defend. I came down a couple of hours later with that in mind and got the biggest budget increase I have ever gotten in my 30 years of Extension. The commissioners granted Extension more than a 30 percent increase in my budget. I found out later that the increase was
due in large part to 4-H members and their families who had been talking positively with the commissioners.

In another real-life experience that was much more challenging, a commissioner was not happy with all the changes that were being made with the fair and 4-H program. He had convinced the rest of the board he knew what he was talking about and that he was right. The county commissioners passed what was basically a vote of “no confidence” on our office. The following month, the atmosphere in the office was dire and we basically were waiting for the boom to fall.

As I left the office for the next commission meeting, I called my father and let him know I would be home combining millet that afternoon if the motion stood. I wasn’t willing to continue working under such unsupportive conditions. Unbeknownst to me, the 4-H and Fair Board showed up in force to support Extension. The commissioners were taken by surprise. They admitted they had some bad information and voted to rescind the motion and send letters to my superiors stating their regret. The commissioner who was behind the motion did some backtracking of his own when he saw the 4-H and Fair Board in full support of me and changes the Extension office had implemented. With the local media present, he voted against his own motion. Needless to say, I did not go combining that night, and this was the start of a very successful defense against that commissioner.

**Culture of 4-H**

There is a culture of 4-H. The successful counties always have had it or it was created recently. Remember this: An uncaring Extension agent or staff, including ag agents and secretaries, can kill the 4-H culture in a very short amount of time. Regaining the culture and trust that was destroyed so quickly takes a lot of hard work and time.

What is 4-H culture, you ask? The answer is quite simple. It is the attitude and “can do” spirit that exists in the hearts and minds of your 4-H families, leaders, members and community.

Successful programs set high standards and expect everyone to do his or her best. Young members start out knowing they can become 4-H ambassadors and effective leaders. The 4-H culture is focused on the youth, building their self-confidence and helping them strive to make themselves better. I’ve seen young people successfully compete with confidence at a 4-H speech and demonstration contest or become a real asset to their community through community service.

The 4-H culture also is having a successful 4-H program and fair. It is having little difficulty getting support from your local community because the culture says you are doing good things and community members want to be a part of it. If you really have the 4-H culture, community expectations are created and they expect your 4-H and fair to succeed because that is how it works in your county.
One other important item I have learned is success breeds success. Have a strong 4-H culture that succeeds and your audiences will want to be part of it. They also will be proud to be a part of it.

4-H Leaders
4-H leaders are the building blocks upon which you build a program. I made the mistake early in my career by thinking that you recruit the youth first and then the leaders will come. I do not know how many school programs I had to lead and get limited results until I learned that you recruit the leaders first and then let them help you find the members. 4-H clubs are almost always successful because the passion to lead and succeed is present.

However, success is rare for the clubs in which you convince a parent to be a leader because his or her child is involved. Some are successful, but often they are not one of the most involved clubs and they are not long-term clubs.

Search for 4-H leaders with a passion and not just a passion for 4-H. Find their life passion and give them the resources to share it. I have a group of 4-H horse leaders who have revolutionized our horse program. They have taken us from a handful of 4-H horse projects and 16 horses to more than 20 horse projects and 50-plus horses. Their enthusiasm and growth have been the driving force for a new outside horse arena that actively has horse shows. My daughter is learning to ride and takes lesson from one of these leaders, and she leases a horse from another. Take advantage of these leaders’ individual talents and passions and help them grow.

I also have a set of leaders for livestock, rabbits and judging teams. We make use of all of their talents and share them with all of the youth.

Potential Leaders and Members
I hear time and time again that agents can’t get any interest in their 4-H program. Are you looking in the right place? Find an adult who grew up with 4-H and has a 4-H background and work with him or her to build a club. Such people believe in the program and often are willing to help the youth around them. I have had a lot of success with this through the years.

I am working with a 4-H mom at the vo-tech center in Grafton to lead an after-school 4-H club that is heavily Hispanic by enrollment. I have struggled and struggled to reach this group of youth and now we may have found the ticket. That’s because I had a 4-H mother who sees the value of 4-H and is in a position to help. We will see.

Work with your local horse and saddle clubs to promote horse projects. Work with gun clubs and wildlife clubs on shooting sports to find youth with an interest in this area and move them into 4-H in these projects.
Be innovative. You are much cleverer and resourceful than you think you are. Involve all the youth in your communities. Find your leader, let him or her follow his or her passion, and the youth will follow the leader.

**The Importance of Judging Teams**
Creating opportunities for youth to develop skills and confidence is very important. Judging teams are an excellent way to help build relationships and grow leadership. They are a great way to really get to know your youth and parents. Personal involvement by you also reinforces for parents the belief that you truly care about their children because you invest so much time with them. Parents are your most avid supporters. Just have some success with a judging team and the news of what clever children they have and how valuable your program is in teaching life skills and self-esteem rapidly gets around the county. Remember, success breeds success. Wanting to be involved with a success is human nature.

I would argue you can’t have a truly successful 4-H program without judging teams. This is why we recently invested so much time and money in our teams. I have gotten large investments from my county crop and livestock improvement associations for support of my teams. Just show them you care and are trying to make a difference. I never have had trouble with community support for my teams.

**Role of the Extension Agent**
The role of the Extension agent is different in each county, depending on what your responsibilities are in the office. Having said that, I must say again there is absolutely no excuse for everyone in the office not to be involved in some small way. This is the way you build a program and leverage the talents in the office and staff.

The person in charge of 4-H in the office runs the day-to-day operation of the 4-H program with assistance from the secretary. We in Walsh County have an office culture that says everybody, including the secretary and agent-in-training, gets to have input into 4-H decisions. I can’t even begin to tell you how the influx of new ideas from the agent-in training has helped evolve our program.

I am the ag agent and county chair, so I have taken responsibility for the land, crops and livestock teams along with the agriculture projects at the fair. My agent-in-training’s role will vary depending on his or her strengths, but he or she is expected to work with all aspects of the program and pick an area he or she would like to lead. Our 4-H agent takes on just about everything else in consultation with me and the rest of the staff. I also run my plans for my programs past Kari, our 4-H agent. One never can communicate too much with office personnel. Also, make sure your secretary understands what is going on and is on board with it or you will have real problems.

A good secretary is worth his or her weight in gold, so value that person as a team member and praise him or her when he or she does a good job. Give the secretary his or her share of the credit. Stand up for him or her and do not let him or her get chewed
on when he or she takes the brunt of an angry parent who missed the deadline. Deadlines are a 4-H Council or office decision. I like to handle those calls.

Also, do not throw your agent-in-training to the wolves. You need to give him or her some cover for at least the first year. You are responsible for that person.

Pick your battles. The first thing I try to instill in my agents-in-training is that you need to figure out what is important and what is not. They need to decide where the line is drawn in the sand and what they can let go of for another day.

Unless you have a program with huge problems that demands immediate change, fight your battles one at a time and you will be more successful. During a period of years, I have gotten most of what I wanted with this approach.

Also make your leaders stakeholders. Help guide their decisions and give them ownership of ideas.

Here is an example: When I went to Kidder County, the commissioners gave me six months to turn things around. I pretty much jumped in and did things my way and fought all my battles at once. That made for a very hard first year, but we got things where they needed to be, and when I left, my farewell roast was attended by a large number of 4-H parents, leaders and youth, so I must have done something right. I have a plaque that I proudly hang on my office wall that reads “Thanks for your perseverance in pulling our county together” from that same group. I do not recommend this unless the situation calls for desperate measures. If you fail in the attempt, you most likely will not be there long.

Office Teamwork: All for One and One for All

I have been very fortunate in my Extension career because I truly have been blessed with some great co-workers. We have this rule in our office: “We succeed or fail as a team. My success is your success and your success is my success.” We work the 4-H program as a team. I never have been the agent in our office with the 4-H responsibility. It has been Rita, Sue, Julie and now Kari. Kari covers most of the 4-H activities throughout the year, but I help her as much as possible, particularly because she is new.

Originally, I came from a single-agent county and was tickled to death not to do fashion review, and I took an active part in all things related to agriculture. But that did not give me the excuse to sit back and not be active with 4-H.

I am the fair manager. The fair is a BIG THING in Walsh County. You live or die as an Extension agent with your fair in Walsh County. And you can’t do it alone. Get the people in your office without the 4-H responsibility to have a part of 4-H. It is a must.

Never let your office be divided about 4-H. Make decisions together and stick to your guns even if you do not agree with the decision that has been made. You have to be
together. People who disagree with the decision will try to pits the others against each other.

**Effective 4-H Councils and Fair Boards**
One of the best things we ever did as an office staff in Walsh County was to build independent, decision-making bodies of our 4-H Council and Fair Board. Give them the power to make decisions. Do not tell them how to do things; help them see what needs to be done and their creativity will absolutely astound you. Make them stakeholders, and get them interested and involved. Help them delegate tasks and responsibilities. They need to understand that they are responsible for meeting the needs and interests of the youth. They must help develop and implement programs that will fulfill these needs.

Make them accountable for their decisions. If they tell you to adhere to deadline dates or stand tough on some rule, do it. When you have the backing of the 4-H Council or Fair Board, you will be amazed how telling an angry parent you merely are enforcing a council decision takes the ammunition out of his or her gun. I have even had a few try to do an end run around me by going to those bodies and they got nowhere. That has pretty much stopped happening now that the word is out.

Remember this: Enforce the rules evenly. I once disqualified my own son from our premium sale for missing the sign-up deadline.

**Junior Leaders Programs: 4-H Ambassadors**
Nothing gives your 4-H program a lift like having 4-H ambassadors. Encourage your older 4-H youth to apply. These are the best of the best. The 4-H Ambassadors program lets the young 4-H members know that being a leader in the future is possible if they work at it. Make them visible whenever you can. They also really can sell your program with the community.

**Refocus Your Efforts**
To just go through the motions after a while and expect the strength of your 4-H program to carry you through is human nature. Apathy can hurt a 4-H program. Several years ago, I was doing just that and our 4-H program started slipping. Our agent-in-training at the time, Marty Fear, showed me what potential we still had here and kind of shamed me into re-energizing our program.

You always must be evaluating your program. Make evaluation a priority or it will not happen. Good things happened fast in our program once I made that personal investment.

As times change, so do the needs of the youth. Get your 4-H Council to help you evaluate what’s working and what needs to be added, adapted, modified or dropped. You constantly need to be vigilant to the changing interests of your youth.
Enthusiasm is Everything
Be excited about 4-H and have enthusiasm. Youth need to know you care about them. Children can tell in an instant if you are just going through the motions. If you are not excited, they will not be excited unless you have that exceptional youth who will succeed in spite of your lack of enthusiasm. You have to believe in the potential of 4-H or they will not.

They need to see you go the extra mile for them. This does not mean just showing up for the required events and leaving as soon as you can. Re-energize yourself. Learn something new. Work with a new program and meet other youth with whom you normally may not come in contact. Be glad to be there and show it.

Encourage New Ideas
Encourage your members and leaders to try new ideas and give them a chance. Listen to new ideas and allow room for creative thinking and positive change. Sometimes this works and sometimes it does not. Most times, something that does not work costs very little. Sometimes being successful just takes a couple of tries and some extra time, so give it a chance to succeed. Put your interested parties in charge but do not totally walk away from them if you can help them. They will resent your lack of help if they perceive you are not supportive of their efforts.

Examples in Walsh County that have led to new programs include 4-H Horse Lessons after school and on weekends, a new horse arena, a goat show at our fair and showmanship demonstrations.

Recognition
Celebrate individual contributions and group accomplishments. Recognize the efforts of individual members through more than just ribbons and awards. Brainstorm with your 4-H Council how best to recognize success and involvement of the youth. Sponsor camps and trips, honor community service and recognize leadership with opportunities to lead.

Show your appreciation for their involvement in multiple ways. Bring the community on board through the use of sponsorships. Say thank you in words and through your actions.

Promoting Your Successes
I think most of us do this, but try to get as much newspaper coverage and radio space as you can. Having 4-H family or members stories in the paper or radio always helps. We even have gotten good coverage from the Grand Forks Herald about our fair and its success. Keep looking for allies in the news media and use those contacts. We have a local guy who works at the Grand Forks Herald who has done us a world of good.

Promote your 4-H program to your crop and livestock improvement associations, county commissioners, civic groups and educators. The more the word gets out, the
more you build culture. I have been pulled aside many times in the past few years by people telling me how happy they are that the fair and 4-H are doing so well. These compliments are from people who are not directly involved in 4-H or the fair except for attending the fair in the fall.

4-H Fundraisers
We do the normal 4-H raffle at the fair. We also sell variety show tickets, packing an auditorium every spring for the show and awards ceremony. We also have gotten help from our livestock and crop improvement association. They have contributed huge amounts of funds to us. Check into it and let them help you. You can’t get if you don’t ask.

A committee consisting of 4-H leaders is working on an appeal letter to send to local business and service organizations explaining the importance of 4-H in our county, the significant impact it has on our youth, what 4-H members have done and are doing for their communities and how donated dollars are being used.

Lunch stands and pancake supper-type events are an easy way to make a lot of money in a short period of time. Our 4-H club makes $700 to $1,200 for a day’s work at the Fordville Hill Climb. The community I live in is getting tired of groups with their hands out all the time, but people are more than willing to support an event at which you work. Show the community you will work for your money.

Again, be creative and innovative. Try to incorporate fundraising into other activities with which you may be involved. For example, I will be encouraging 4-H clubs to set up concession stands or bake sales at our local farmers market this fall.
Agriculture and Natural Resources

Agriculture-related County Functions

Weekly Crop Reports
During the growing season, Extension agents complete a weekly crop progress report that is submitted to the USDA National Ag Statistics Service (NASS). The purpose of the report is to provide the agricultural community with current, weekly information describing crop conditions in every county of the state. Every Monday morning, this report needs to be submitted during the growing season.

Commodity Elections
North Dakota state law requires Extension agents to conduct various commodity elections within the county. At these elections, producers are selected to be county representatives on different commodity crop commissions or boards in the state. The Assistant Director of Agriculture and Natural Resources (ANR) sends a letter each year indicating which commodity is to hold an election in each county. In addition, step-by-step instructions on how to hold and advertise commodity elections are available. As part of the process, the ANR office is to be notified of when the elections will occur and again after the elections process has been completed.

Board Duties
Your county should have a soil conservation board, fair board, crop improvement association and a livestock improvement association. The Extension agent is usually a member of these boards and will be asked to attend or plan the meetings, but should mostly serve as a resource and partner in educational programming. In some cases, the agent will be appointed secretary of the fair board. If you accept the position as a board secretary, you are required to publish board minutes and carry out the daily function of these boards.

Pesticide Program
North Dakota state law requires all landowners, renters, government officials and city/county employees who spray restricted-use pesticides for payment or on government, county, city or private property to be licensed and certified. The certification effort is led by the NDSU Pesticide Program office on the NDSU campus.

Extension agents are required to provide training for producers and monitor testing for anyone who wishes to be certified as a private applicator. However, individuals who wish to obtain a commercial applicators license need to attend training provided by the NDSU Pesticide Program office. The training is offered at different locations across the state.

The NDSU Pesticide Program office will provide training materials to use at county trainings. In addition, neighboring agents and your mentor can be a great resource on how to conduct these classes.
Remember, a producer can come to the Extension office any time to take the open-book written exam without attending a private training. When this occurs, the producer must receive a copy of the most recent pesticide exam available. The website to obtain the pesticide exams is www.ag.ndsu.nodak.edu/aginfo/pesticid/pesticid.htm.

Research Extension Centers (REC)
There are seven Research Extension Centers in the state. They are located at Carrington (CREC), Dickinson (DREC), Hettinger (HREC), Langdon (LREC), Minot (NCREC), Streeter (CGREC), and Williston (WREC).

Get to know the Extension and research area and state specialists who work there. The specialists will help you answer agriculture-related questions. In addition, you should attend field days at the RECs, which are a great way to meet growers, crop consultants and REC advisory board members.

Agriculture-related Phone Numbers

<table>
<thead>
<tr>
<th>Service</th>
<th>Phone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Animal Damage Control</td>
<td>(701) 250-4405</td>
</tr>
<tr>
<td>North Dakota Department of Agriculture</td>
<td>(800) 242-7535</td>
</tr>
<tr>
<td>North Dakota Department of Health</td>
<td>(701) 328-2372</td>
</tr>
<tr>
<td>North Dakota Pesticide Program</td>
<td>(701) 231-7180</td>
</tr>
<tr>
<td>North Dakota Poison Control</td>
<td>(800) 222-1222</td>
</tr>
<tr>
<td>North Dakota State Seed Department</td>
<td>(701) 231-5400</td>
</tr>
<tr>
<td>NDSU Veterinary Diagnostic Lab</td>
<td>(701) 231-8307</td>
</tr>
<tr>
<td>NDSU Soil Testing Lab</td>
<td>(701) 231-8942</td>
</tr>
<tr>
<td>State Board of Animal Health</td>
<td>(800) 242-7535</td>
</tr>
<tr>
<td>Water Testing</td>
<td>(701) 328-5210</td>
</tr>
<tr>
<td>State Pesticide Inspector</td>
<td>(701) 328-4922</td>
</tr>
</tbody>
</table>

Develop a Producers List
To target specific groups of producers within your county, start to collect their email addresses and cell phone numbers. Having this information will allow you to send email or text alerts when a major outbreak of a crop disease or an invasion of insects occurs that growers need to be aware of in their county.

Listed below are a few categories as you build your database:
- Livestock ranchers
- Crop producers
- Private pesticide applicators - for renewal alerts only
- 4-H leaders
- 4-H members
- Fair board members
- Horticulture
Agricultural-related, Frequently Asked Questions
You will be asked questions on a number of topics. Familiarity with the information below will help you answer many of those questions.

<table>
<thead>
<tr>
<th>Crop Production:</th>
<th>Livestock Production:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date seeded</td>
<td>Animal species, breed, sex</td>
</tr>
<tr>
<td>Variety of seed</td>
<td>Animal age/date of birth</td>
</tr>
<tr>
<td>Depth seeded</td>
<td>Common Diseases</td>
</tr>
<tr>
<td>Conditions at time of seeding</td>
<td>Symptoms and onset</td>
</tr>
<tr>
<td>Chemicals used and dates of application</td>
<td>Appetite</td>
</tr>
<tr>
<td>Weeds present</td>
<td>Diet</td>
</tr>
<tr>
<td>Amount of rainfall since seeding</td>
<td>Body condition score</td>
</tr>
<tr>
<td>Soil type</td>
<td>Water sources – condition, stock dam, river, lake, well, etc.</td>
</tr>
<tr>
<td>Current stage of development</td>
<td>Environmental changes</td>
</tr>
<tr>
<td>Previous cropping history of field</td>
<td>Feed changes</td>
</tr>
<tr>
<td>Harvest conditions</td>
<td>Reproductive state – trimester, lactation</td>
</tr>
<tr>
<td>Moisture content of crop when harvested</td>
<td>Length of gestation</td>
</tr>
<tr>
<td>Future planting intentions</td>
<td>Calving date</td>
</tr>
<tr>
<td>Fertilizer rates</td>
<td></td>
</tr>
<tr>
<td>Chemical applications</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Lawn/Garden:</th>
<th>Trees:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date seeded</td>
<td>Type of tree</td>
</tr>
<tr>
<td>Variety of seed</td>
<td>Age of tree</td>
</tr>
<tr>
<td>Seed source</td>
<td>In shelterbelt or standing alone</td>
</tr>
<tr>
<td>Depth seeded</td>
<td>When problem first was noticed</td>
</tr>
<tr>
<td>Conditions at time of seeding</td>
<td>Color of leaves</td>
</tr>
<tr>
<td>Fertilizer rates</td>
<td>Discolored bark</td>
</tr>
<tr>
<td>Chemicals applications</td>
<td></td>
</tr>
<tr>
<td>Weeds present</td>
<td></td>
</tr>
<tr>
<td>Amount of rainfall since seeding</td>
<td></td>
</tr>
<tr>
<td>Soil type</td>
<td></td>
</tr>
<tr>
<td>Current stage of development</td>
<td></td>
</tr>
<tr>
<td>Color of plants or lawn</td>
<td></td>
</tr>
<tr>
<td>Mowing depth</td>
<td></td>
</tr>
<tr>
<td>Watering methods and amount</td>
<td></td>
</tr>
<tr>
<td>Weed identification</td>
<td></td>
</tr>
<tr>
<td>Fertility - rates, type and time of year applied</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Insects:</th>
<th>Fungus:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Species common in your area</td>
<td>Species common in your area</td>
</tr>
<tr>
<td>Time of year present</td>
<td>Time of year present</td>
</tr>
<tr>
<td>Types of chemicals applied</td>
<td>Types of chemicals applied</td>
</tr>
<tr>
<td>Types of species they are present on</td>
<td>Types of species they are present on</td>
</tr>
<tr>
<td>Population numbers</td>
<td>Population numbers</td>
</tr>
</tbody>
</table>
Preparing Samples for Testing
In some cases, you will need to send samples to the lab for diagnosis if you are unable to send photos of the samples via email. Call the lab or check its website before you take a sample to find out exactly how the lab wants the sample preserved.

Soil Samples – can be sent to private labs or to the NDSU Soils Testing Lab in Fargo. When sending in a soil sample, make sure to:
- Securely close bag(s) containing soil samples.
- Ensure sample bag(s) contain name, address, sample depth increment and sample identifier.
- Place sample bag(s) in a sturdy box, preferably surrounded by packing material, and seal the box.

<table>
<thead>
<tr>
<th>Postal address:</th>
<th>Shipping address:</th>
</tr>
</thead>
</table>
| NDSU Soil Testing Lab  
Dept. 7680  
P.O. Box 6050  
Fargo, ND 58108-6050 | NDSU Soil Testing Lab  
1360 Bolley Drive  
Fargo, ND 58102 |

Water Samples - Identify what the water is to be tested for: human or livestock consumption. Basic water tests can be performed at some local health units. For more advanced testing, most labs will want samples in containers provided by them or in a clean pint or quart jar. Once the sample is collected, keep it cool and out of the sun. Fill out the proper form and explain the problem. Refer to Extension publication WQ-1341, “Drinking Water Quality,” at www.ag.ndsu.edu/pubs/h2oqual/watsys/wq1341.pdf for lab information and proper steps to take when submitting a sample.

To submit livestock water samples, send to the NDSU Veterinary Diagnostic Lab - https://www.vdl.ndsu.edu/images/uploads/page_files/Toxicology_Submission_v3.pdf

Plant Samples - Information on sending plant samples to the diagnostic lab is available at the following website: www.ag.ndsu.edu/pdl.

<table>
<thead>
<tr>
<th>Postal address:</th>
<th>Shipping address:</th>
</tr>
</thead>
</table>
| NDSU Plant Diagnostic Lab  
NDSU Dept. 7660  
P.O. Box 6050  
Fargo ND 58108-6050 | NDSU Plant Diagnostic Lab  
306 Walster Hall  
Fargo, ND 58102 |

Forage Samples - Forage samples are best if they are taken with a bale corer. Take one sample for every 20 bales and mix in a pail. Subsample the pail and send in a sample. You can do this for each type of forage the producer grows. Silage should be fermented at least six weeks before testing so results are more accurate. If samples are taken from the field, remove the sample and identify the species of livestock that
will be grazing in that field. Make note of the height, length and time of year the sample was taken. More information is available at the following website:

Postal address:
Veterinary Diagnostic Laboratory
NDSU Dept. 7691
P.O. Box 6050
Fargo, ND 58108-6050

Shipping address:
Veterinary Diagnostic Laboratory
NDSU Van Es Hall
1523 Centennial Blvd.
Fargo, ND 58102

Seed Germination - Fees, sample size and packaging requirements vary with the type of test requested. See www.nd.gov/seed or call (701) 231-5400 for details. Send seeds in a plastic bag to the:

Postal address:
North Dakota State Seed Department
P.O. Box 5257
Fargo, ND 58105-5257

Shipping address:
North Dakota State Seed Department
1313 18th St. N.
Fargo, ND 58105-5257

Insect Samples - Preserve specimens in alcohol vials and send to the Entomology Department. Place vials in two plastic sandwich bags to prevent leaks. If possible, send a photo with the specimen. In some cases, the entomologist can identify the insect with just a photo sent by email. For more information, go to www.ndsu.edu/entomology/contact/.

Mailing address:
Department of Entomology
NDSU Dept. 7650
P.O. Box 6050
Fargo, ND 58108-6050

Shipping address:
Department of Entomology
1300 Albrecht Blvd.
202 Hultz Hall
Fargo, ND 58102

Responding to Land Rent Inquiries

Prepared by Dwight Aakre and Andrew Swenson, NDSU Extension Ag Economists, February 2014

The broad array of questions that new Extension staff are expected to respond to can be overwhelming. One of those topics is land rents or land economics in general.

Land rent negotiations between landowners and renters can be sensitive and it is important we not provide personal opinion when responding to questions about land values and rents. We should refer to the available published survey information from
the latest North Dakota Agricultural Statistics Service survey and explain the limitations of that information.

For example, the information should not be conveyed as “The Extension Agent said I should be getting $xx per acre.” Instead it should be, “The Extension Agent provided information from a NASS survey conducted in January of 201x which indicated the average county rent was $xx, based on xx respondents. The Extension Agent also said that rents can vary greatly within a county because of differences in soil type, drainage, field layout, field access, etc. The range of rates of the survey was $xx to $xx.”

You can ask the inquiring landowner or renter to consider whether their land is average. If it is not average, then they can use the low and high of the survey responses to define a range to adjust their expectations.

North Dakota is unique in that we have a rental survey conducted annually by the North Dakota office of National Agricultural Statistics Service (NASS). This survey is funded by the North Dakota Department of Trust Lands which considers this information in leasing state owned land. The survey has been conducted since 1989. The survey is conducted in January and February each year, with the results published in April. The “County Rents & Values” report is available on the web at: https://land.nd.gov/surface/rentsurvey

This survey includes information for non-irrigated cropland, non-irrigated pasture, and non-irrigated hay land. Hay land is further divided into alfalfa, other tame hay, and wild or prairie grass. It is important to note this is an opinion based survey, in other words, it is not a summarization of actual transactions. For rental information, this is not of any great concern as nearly all respondents have first-hand knowledge of actual rental agreements. These include farmers that rent land and landowners that rent out their land. A very high percentage of farm operators in North Dakota deal with rental contracts every year.

Included in this survey is the average value (market value) of the rented land. Significantly fewer of the respondents have sold or purchased farm real estate in the time frame covered by the survey. Therefore the estimated market values reported may be influenced more by coffee shop discussions.

This should not diminish from the value of this survey, particularly as a guide for responding to requests for information on rental values. We are the only state in the Midwest with survey data this detailed and conducted by NASS with their extensive mailing list.
What Information is provided?

For the current year:

- Number of reports – this is the number of reports based on positive responses. NASS cautions users to exercise discretion when using data from counties with less than fifteen reports tabulated. For cropland, there is generally an adequate number of adequate responses. The number of reports summarized for pasture and hay land are less with numerous counties below fifteen reports.

- Minimum and maximum – these show the lowest and highest rental values included in the number of reports summarized for that county. There most likely will be rental rates in the county below the minimum reported or above the maximum reported because the survey represents a small portion of the total rented land. The larger the number of usable reports the less likely the extremes will be missed.

- Most frequently reported – This is the single rate reported most often for each county. For some counties the most frequent and the average are close, but in many counties these two values differ significantly. Other than being reported more often than any other value, there is no other statistical significance to the most frequently reported rate.

- Average rental rate – This is the simple average of all reports summarized. If all land within a county was identical in all aspects, this would most likely be the appropriate response to questions regarding current rental rate. Unfortunately, that is not the real world. There are numerous factors that impact the rental value of land.

- It is important to consider all of the above values when providing information on current rental rates.

Specific to any tract of land are numerous physical characteristics that should be considered in estimating a rental value. Unfortunately it is not possible to identify these characteristics associated with the land each survey respondent is reporting a rental rate on. A partial list of factors that needs to be considered when estimating an appropriate rental value includes:

- Soil type
- Productivity value
- Drainage
- Cropping history
- Tract size and configuration
- Topography
- Subject to erosion
- Micro-climate
- Farm program bases and yields
- Accessibility
It is important to consider all of the above factors when providing information on current rental rates.

Another major factor that should not be overlooked is local supply and demand or the local market. Rental rates usually will not deviate too far from the market for very long.

**5-Year Average**
This report includes a 5-year average for both the average rental rate and the value of rented land. These are the simple averages of the most recent 5 years. 5-year averages are not reported for the minimum, maximum and most frequently reported values.

**Pasture Land Cash Rents and Values**
Cash rents for pasture are reported in the same manner as cropland. The number of reports per county, the minimum and maximum values, most frequent value and the average rental rate are reported. An estimated market value of this land is reported, as well. The number of reports for pasture rents is fewer with several counties less than fifteen reports. It is important to note that rental rates for pasture are reported on a per acre basis. Pasture is sometimes rented on an animal unit basis (aum). Those values would be considerably different than per acres rates reported in this survey.

**Hay Land Cash Rents and Values**
Average cash rental rates and average values are reported for hay land in three categories, alfalfa, other tame hay, and wild or prairie grass. The number of reports summarized for hay land is low for many counties and this information should be used with discretion.

**Agricultural-related Timelines**
The following lists a few of the agricultural-related functions and trainings that occur in a calendar year. As you develop your own working calendar, you will need to include 4-H and agricultural-related events at the county level.

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarterly Effort Report</td>
<td>Pesticide trainings</td>
</tr>
<tr>
<td>County crop annual meeting</td>
<td>Crops/livestock judging contests</td>
</tr>
<tr>
<td>Livestock improvement annual meeting</td>
<td>Crop schools</td>
</tr>
<tr>
<td>Wide World of Weeds workshop</td>
<td>Commodity elections</td>
</tr>
<tr>
<td>Soil Health workshop</td>
<td>Agriculture trade shows</td>
</tr>
<tr>
<td>Commercial pesticide recertification</td>
<td>Crop and livestock workshops</td>
</tr>
<tr>
<td>classes</td>
<td></td>
</tr>
<tr>
<td>Agriculture trade shows</td>
<td></td>
</tr>
<tr>
<td>Action Plans</td>
<td></td>
</tr>
<tr>
<td>Impact Statements</td>
<td></td>
</tr>
<tr>
<td>Performance reviews</td>
<td></td>
</tr>
<tr>
<td>March</td>
<td>April</td>
</tr>
<tr>
<td>---------------</td>
<td>-------------------------------</td>
</tr>
<tr>
<td>North Dakota Winter Show</td>
<td>Garden/tree workshop</td>
</tr>
<tr>
<td>Advisory council meetings</td>
<td>Quarterly Effort Report</td>
</tr>
<tr>
<td>Pesticide trainings</td>
<td>Land rent questions</td>
</tr>
<tr>
<td>Crop schools</td>
<td></td>
</tr>
<tr>
<td>Calving questions</td>
<td></td>
</tr>
<tr>
<td>Crop/livestock judging contests</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>May</th>
<th>June</th>
</tr>
</thead>
<tbody>
<tr>
<td>County Government Week</td>
<td>4-H camps</td>
</tr>
<tr>
<td>4-H Communication Arts contest</td>
<td>Haying questions</td>
</tr>
<tr>
<td>County fairs or 4-H achievement days</td>
<td>Lawn/tree/garden questions</td>
</tr>
<tr>
<td>Crop planting information</td>
<td>Crop spraying/disease questions</td>
</tr>
<tr>
<td>Ag Alerts</td>
<td>Extension Youth Conference</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>July</th>
<th>August</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarterly Effort Report</td>
<td>County fairs or 4-H achievement days</td>
</tr>
<tr>
<td>County fairs or 4-H achievement days</td>
<td>Harvest information</td>
</tr>
<tr>
<td>North Dakota State Fair</td>
<td>District meetings</td>
</tr>
<tr>
<td>Field days</td>
<td>Promote 4-H in the schools at Back to School days/nights</td>
</tr>
<tr>
<td>4-H camps</td>
<td></td>
</tr>
<tr>
<td>NACAA National Convention</td>
<td></td>
</tr>
<tr>
<td>County budget planning</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>September</th>
<th>October</th>
</tr>
</thead>
<tbody>
<tr>
<td>Livestock in-service</td>
<td>Quarterly Effort Report</td>
</tr>
<tr>
<td>National 4-H Conference</td>
<td>Fall conference</td>
</tr>
<tr>
<td>4-H annual banquets</td>
<td>Plan winter county meetings</td>
</tr>
<tr>
<td>4-H leaders training</td>
<td>County budget finalized</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>November</th>
<th>December</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work on year-end reports</td>
<td>Winter meetings</td>
</tr>
<tr>
<td>Order supplies/equipment</td>
<td>Commodity state organization meetings</td>
</tr>
<tr>
<td>In-service trainings</td>
<td>District crop improvement</td>
</tr>
<tr>
<td>Advisory council meetings</td>
<td>State crop improvement/Foundation Seed</td>
</tr>
<tr>
<td></td>
<td>Pre-tax planning</td>
</tr>
<tr>
<td></td>
<td>Crop/livestock outlook budgeting</td>
</tr>
</tbody>
</table>

**Commonly Used Agricultural Websites**

These resources should get you started as you develop your own list of resources and references. NDSU Extension and eXtension websites have many useful links to research-based information.

**Overall Information**

NDSU Agriculture and Extension home page – [www.ag.ndsu.edu](http://www.ag.ndsu.edu)
(With so much information on the NDSU Ag websites, use the search box with specific words to find information that isn’t obvious from the links.)

eXtension – www.extension.org (public website)
http://people.extension.org (to find colleagues around the country)

Current Agriculture News and Market Prices – www.agweb.com (From Farm Journal Media)

**Subject Matter Information**
Horticulture – www.ag.ndsu.edu/horticulture or www.ag.ndsu.edu/casscountyextension/horticulture

Water Quality – www.ndsu.edu/waterquality

**Organizational Resources**
Extension For Employees -- www.ag.ndsu.edu/ext-employees/ (new employee info, Ag Info Center login, program planning, communications and marketing, and more)

Pesticide Training – www.ndsupesticide.org

Center for 4-H Youth Development – www.ndsu.edu/4h

Diversity and Civil Rights Resources -- http://www.ag.ndsu.edu/ext-employees/diversity-and-civil-rights-1

**Publications of Major Interest**
Variety Trials -- www.ag.ndsu.edu/varietytrials (includes publications in right column, but can be sorted by crop or REC)

North Dakota Weed Control Guide -- www.ag.ndsu.edu/weeds/weed-control-guides/nd-weed-control-guide-1


A Guide to North Dakota Noxious and Troublesome Weeds --

North Dakota Tree Handbook -- http://www.ag.ndsu.edu/trees/handbook.htm

Crop Production Guides – www.ag.ndsu.edu/publications/crops (pocket-sized booklets for dry bean, sugar beet, soybean, canola and others)
Family and Community Wellness Resources

NDSU Extension covers a wide variety of family and community wellness topics through the county offices. The public has come to expect and look to the local Extension offices for reliable, up-to-date information on issues concerning the home, family and community.

The Role of the Family and Community Wellness (FCW) Agent in the County Office
The FCW agent provides leadership for educational programing in family and consumer sciences including nutrition, food safety and health, child and family well-being, resource management, and leadership and civic engagement.

The FCW agent collaborates with NDSU faculty and others to coordinate research, teaching and educational outreach, thereby connecting campus resources to families and communities.

FCW agents work with county co-workers to utilize and/or develop a county advisory group and other community groups to facilitate community involvement in programming. This interaction will help agents plan and implement work that will be based on locally identified needs.

Topic areas covered in FCW programing and the specialists who support each:

**Human Development and Family Science**
- Sean Brotherson, PhD, Family Science Specialist
  [sean.brotherson@ndsu.edu](mailto:sean.brotherson@ndsu.edu)
- Kim Bushaw, Family Science Specialist
  [kim.bushaw@ndsu.edu](mailto:kim.bushaw@ndsu.edu)
- Jane Strommen, PhD, Gerontology Specialist
  [jane.strommen@ndsu.edu](mailto:jane.strommen@ndsu.edu)

**Nutrition, Food Safety and Health**
- Julie Garden-Robinson, PhD, Food and Nutrition Specialist
  [julie.garden-robinson@ndsu.edu](mailto:julie.garden-robinson@ndsu.edu)
- Nikki Johnson, MS, Community Health and Nutrition Area Specialist
  [nikki.a.johnson@ndsu.edu](mailto:nikki.a.johnson@ndsu.edu)
- Megan Ness, MS, RD, Specialist and EFNEP/FNP Coordinator
  [megan.l.ness@ndsu.edu](mailto:megan.l.ness@ndsu.edu)
- Jan Stankiewicz, Community Health and Nutrition Area Specialist –
  [jan.stankiewicz@ndsu.edu](mailto:jan.stankiewicz@ndsu.edu)
- Stacy Wang, Extension Associate
  [stacy.wang@ndsu.edu](mailto:stacy.wang@ndsu.edu)
Personal and Family Finance
Carrie Johnson, PhD, Personal and Family Finance Specialist
carrie.johnson.1@ndsu.edu

Leadership and Civic Engagement
Marie Hvidsten, Rural Leadership Specialist and Rural Leadership North Dakota Program Director
marie.hvidsten@ndsu.edu

Jodi Bruns, Area Extension Specialist, Community Vitality
jodi.bruns@ndsu.edu

Andrea Bowman, Extension Program Coordinator, Leadership and Community Development
andrea.bowman@ndsu.edu

FCW Packaged Programs
Packaged Programs are educational programs prepared by our state specialists in collaboration with county FCW agents. Programs are provided to agents across the state for use in their county. These programs vary in topics from nutrition and health, financial education, family and youth development topics and more.

These programs are great to use at senior citizen centers, community meetings, with FCE clubs and more. They usually include a PowerPoint presentation, handouts and some include activities to use with participants. Some of the handouts may be ordered through the NDSU Agriculture Communication Distribution Center at NDSU - ndsu.distributioncenter@ndsu.edu.

Community Partnerships
Developing partnerships with local groups, organizations and agencies greatly increases the capacity of our programming. Examples of community partners are schools, public health, medical facilities, senior centers, Head Start, faith communities and social services. Partners may include local chambers, economic developers, job development authorities.

Partnerships also helps agents work with communities on issues involving leadership development, community involvement, local government, community services and other forms of community economic development.

Family and Community Education (FCE) Clubs
Family and Community Education (FCE) clubs formerly called Homemaker Clubs have been affiliated with Extension for many years. FCW Agents may act as consultants to these organizations on the local and state level. It is important to keep communication open with your local clubs. Let the clubs know what support you can provide to them. Local clubs may choose to belong to the State/National FCE organization or remain independent.
**FCW-related Frequently Asked Questions**

You will receive questions on a number of topics, familiarity with the topics below and where to find information and resources will assist you in answering the questions.

<table>
<thead>
<tr>
<th>Food Preparation</th>
<th>Food Safety</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food substitutions</td>
<td>Safe temps for cooking and storage</td>
</tr>
<tr>
<td>Quantity recipes and scaling recipes</td>
<td>How long food can be stored</td>
</tr>
<tr>
<td>Food prep terms</td>
<td>Foodservice/quantity cooks</td>
</tr>
<tr>
<td>Healthy Foods</td>
<td>Temporary food service</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Nutrition and Health</th>
<th>Food Preservation</th>
</tr>
</thead>
<tbody>
<tr>
<td>MyPlate</td>
<td>Canning</td>
</tr>
<tr>
<td>Food groups</td>
<td>Pickling</td>
</tr>
<tr>
<td>Nutritional supplements</td>
<td>Drying</td>
</tr>
<tr>
<td>Nutrient value of foods</td>
<td>Freezing</td>
</tr>
<tr>
<td>Family meals</td>
<td></td>
</tr>
<tr>
<td>Sports nutrition and fitness</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Parenting</th>
<th>Children/Youth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grand parenting</td>
<td>Stages of child development</td>
</tr>
<tr>
<td>Single parents</td>
<td>Bullying</td>
</tr>
<tr>
<td>Parenting teens</td>
<td>Cyber safety</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Aging Population</th>
<th>Home/Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caregiving</td>
<td>Mold</td>
</tr>
<tr>
<td>Senior fraud</td>
<td>Air quality</td>
</tr>
<tr>
<td>Falls prevention</td>
<td>Cleaning issues</td>
</tr>
<tr>
<td></td>
<td>Appliances</td>
</tr>
<tr>
<td></td>
<td>Laundry/Stains</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Personal and Family Finance</th>
<th>Leadership and Civic Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identity theft</td>
<td>Leadership competencies</td>
</tr>
<tr>
<td>Financial security and literacy</td>
<td>Effective meeting management</td>
</tr>
<tr>
<td>Budgeting/spending</td>
<td>Facilitation</td>
</tr>
<tr>
<td>Debt reduction</td>
<td>Managing conflict</td>
</tr>
<tr>
<td></td>
<td>Serving on boards, councils and committees</td>
</tr>
</tbody>
</table>

**Expanded Food and Nutrition Program (EFNEP)**

The objective of the Expanded Food and Nutrition Education Program (EFNEP) is to provide nutrition, food safety and food resource management education to low-income households with children.

Nationwide EFNEP is a land-grant program supported by Smith-Lever Act funds through the USDA’s National Institute of Food and Agriculture (NIFA). Adult EFNEP
focuses on completion of a series of classes to improve the nutrition and food resource management practices of participants with the intent of also benefitting children in the household. Youth EFNEP offers food and nutrition education to contribute to personal development of youth from low-income families, with the added goal of encouraging participants to pursue other opportunities in 4-H.

EFNEP educators are located in Cass and Grand Forks counties and on the state’s four Indian Reservations.

**Family Nutrition Program (FNP)**
The objective of the Family Nutrition Program (FNP) is to teach Supplemental Nutrition Assistance Program (SNAP, formerly known as food stamps) participants and eligibles the knowledge and skills necessary for maximizing limited food resources to achieve nutritionally sound diets consistent with the Dietary Guidelines for Americans and MyPlate.

In North Dakota, FNP is a partnership between the North Dakota Department of Human Services (DHS) and the NDSU Extension Service and is funded by the USDA’s Food and Nutrition Service (FNS).

The Family Nutrition Program serves 16 Counties, based on the population percentage of SNAP participants and the overall number of SNAP participants and SNAP eligibles in County areas.

FNP differs from EFNEP primarily in that EFNEP targets low-income families with children, enrolls program participants, and graduates participants who complete a series of lessons. FNP has a broader audience and program structure.

**North Dakota Parent Education Network**
The Parent Education Network in collaboration with NDSU Extension, offers practical information, resources, and educational opportunities for families, childcare providers and other family professionals. Parent Resource Centers are located in 6 regions across the state.

**Mission Statement**
The mission of the North Dakota Parent Education Network is to provide research-based parent education to North Dakota parents.
Network Partners
The North Dakota Parent Education Network provides for ongoing training, collaboration, delivery and evaluation of consistent, research-based programming. Initial partners included the North Dakota Department of Human Services - Children and Family Services division and NDSU Extension Service. Additional partners vary from region to region, including school districts, Head Start, United Way, and the North Dakota Parent Information Resource Center.

Family and Community Wellness-related Timelines
The following table lists some of the FCS-related functions, trainings, reports and topics that may occur during the calendar year. This may assist you as you develop your own working calendar and plan of work.

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarterly Effort Report (Oct.-Dec.)</td>
<td></td>
</tr>
<tr>
<td>Action Plans</td>
<td></td>
</tr>
<tr>
<td>Impact Statements</td>
<td></td>
</tr>
<tr>
<td>Performance Reviews (Jan.–Mar.)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>March</th>
<th>April</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Quarterly Effort Report (Jan.-Mar.)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>May</th>
<th>June</th>
</tr>
</thead>
<tbody>
<tr>
<td>FCW Spring Training</td>
<td></td>
</tr>
<tr>
<td>July</td>
<td>August</td>
</tr>
<tr>
<td>-------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>Quarterly Effort Report (April-June)</td>
<td>Food Preservation</td>
</tr>
<tr>
<td>North Dakota State Fair</td>
<td>District Meetings</td>
</tr>
<tr>
<td>County Budget Planning</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>September</td>
<td>October</td>
</tr>
<tr>
<td>National NEAFCS Annual Conference</td>
<td>Quarterly Effort Report (July-Sept.)</td>
</tr>
<tr>
<td>District Meetings</td>
<td>County Budget Finalized</td>
</tr>
<tr>
<td>4-H Fall Training</td>
<td>Fall Extension Conference</td>
</tr>
<tr>
<td>Start of FCE/Homemaker Year</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>November</td>
<td>December</td>
</tr>
<tr>
<td>Fall Extension Conference</td>
<td></td>
</tr>
</tbody>
</table>

**FCW-related NDSU Extension Web pages**
Aging and Wellness - [www.ag.ndsu.edu/aging](http://www.ag.ndsu.edu/aging)
Children, Families and Finances - [www.ag.ndsu.edu/cff](http://www.ag.ndsu.edu/cff)
Eat Smart, Play Hard Together - [www.ag.ndsu.edu/eatsmart/](http://www.ag.ndsu.edu/eatsmart/)
Family Table - [www.ag.ndsu.edu/familytable](http://www.ag.ndsu.edu/familytable)
Food and Nutrition - [www.ag.ndsu.edu/food](http://www.ag.ndsu.edu/food)
Food Wi$e - [www.ag.ndsu.edu/foodwise/](http://www.ag.ndsu.edu/foodwise/)
Food Safety in the Home - [www.ag.ndsu.edu/food/food-safety/at-home](http://www.ag.ndsu.edu/food/food-safety/at-home)
Gearing Up for Kindergarten - [www.ag.ndsu.edu/gearupkindergarten](http://www.ag.ndsu.edu/gearupkindergarten)
Leadership and Civic Engagement – [www.ag.ndsu.edu/ccv/](http://www.ag.ndsu.edu/ccv/)
Parent Education Network - [www.ag.ndsu.edu/pen](http://www.ag.ndsu.edu/pen)
Personal and Family Finance - [www.ag.ndsu.edu/money/](http://www.ag.ndsu.edu/money/)
Rural Leadership North Dakota – [www.ag.ndsu.edu/rln](http://www.ag.ndsu.edu/rln)
Succession Planning - [www.ag.ndsu.edu/succession](http://www.ag.ndsu.edu/succession)

**Other resources you may find useful**
ختصية - [www.extension.org/](http://www.extension.org/)
Search Extension resources across the nation - [www.extension.org/search](http://www.extension.org/search)
NIFA – National Institute of Food and Agriculture - [https://nifa.usda.gov/](https://nifa.usda.gov/)
ND Nutrition Council - [www.ag.ndsu.edu/ndnc](http://www.ag.ndsu.edu/ndnc)
National Center for Home Food Preservation - [http://nchfp.uga.edu/](http://nchfp.uga.edu/)
CYFERnet - Children Youth and Families, Education and Research Network - [www.cyfernet.org](http://www.cyfernet.org)
Extension Policies and Procedures

As you work with your district director, mentor and others, discuss with them the expectation of your position as a professional. A key to your success is to understand the NDSU Extension policies and procedures that have been developed. As an employee of NDSU, you need to follow the NDSU Policy Manual. Other Agricultural and Extension policies and procedures are found on the Vice President for Agriculture Affairs website at [www.ndsu.edu/vpaue/agriculture_policies/](http://www.ndsu.edu/vpaue/agriculture_policies/).

Some of the more common issues related to Extension policies and procedures are addressed below:

**Work Hours**
You quickly will discover that you will have more than enough work to keep you occupied as you start your new position. Extension is a fun and rewarding career; however, it is not limited to just a 40-hour-a-week job. This position requires some night and weekend work from time to time. In the NDSU Policy Manual, Extension agents are classified under a non-banded position, which means Extension agents fall under the guidelines of exempt employees as defined in the NDSU Policy Manual:

3.2 Exempt Employee: Those employees serving in positions exempt from the overtime pay and compensatory time off provisions of the Fair Labor Standards Act because their administrative, professional or managerial responsibilities meet the exemption requirements.

This means no formal "comp" or compensation time or overtime will be granted for work beyond the normal 40-hour workweek. If you have experienced several weeks in a row of demanding hours beyond a 40-hour work week, such as Achievement Days, you need to take the time to visit with your district director to discuss how you can work together to plan for professional time scheduling.

**Human Resources Management System (HRMS)**
Even though you work in a county or at a Research Extension Center, your paycheck comes from the Human Resource/Payroll office at NDSU. Payroll is provided two times per month: on the 15th of the month and last business day of the month. As a benefitted NDSU employee, you receive annual leave, sick leave, a retirement account and health insurance benefits. Contact the HR/Payroll office or your district director with questions relating to these matters. The NDSU HR/Payroll telephone number is (701) 231-8961. See Appendix A on how to understand your paycheck at the end of this section.

Your paycheck is deposited automatically into a checking/savings account that you have designated. You can view and print your paycheck or pay advice. All NDSU employees have access to an employee information portal in PeopleSoft HRMS called “Self Service” - [https://adminsys.ndus.edu/psp/hehp/?cmd=login](https://adminsys.ndus.edu/psp/hehp/?cmd=login). You will need to log in by using your Peoplesoft User ID and Password.
This functionality gives employees access to four areas:

1. **Personal Information** - Allows employees to view and/or change their home and mailing addresses, phone numbers, emergency contacts, email addresses, marital status and ethnic group(s). It also allows employees to view and/or change their data privacy status.

2. **Payroll and Compensation** - Allows employees to view and/or print current and past paychecks, view and/or change direct deposit and W-4 tax information and view voluntary deductions they have elected. It also allows employees to view W-2 tax information from 2005 to the most current tax year available or request a W-2 be mailed to them.

3. **Benefits** - Allows employees to view the benefits they have enrolled in and the amount of coverage they have elected for those benefits. Employees cannot make changes to this benefit information, it is view-only.

4. **Miscellaneous** - Allows employees to purchase or renew their employee parking permits. This option is available only to benefitted employees during certain times of the year. NDSU's Parking and Transportation Services Office will communicate this availability to employees.

**Guidelines for using NDSU funds for Extension Apparel**

The use of approved NDSU funding sources to purchase apparel complies with NDSU accounting guidance for work environment expense on the basis that the apparel is a uniform, which is worn when interacting with the public. Agents, parent educators and nutrition education assistants (NEAs); county support staff; and state and area specialists can use approved NDSU funding sources under this stipulation. Purchases made with NDSU funds should not be excessive.

Staff without or with limited public educator/service role are not eligible to use NDSU related funds. These staff include administrative personnel; campus and Research Extension Center support staff; technicians; Extension assistants/associates; Agriculture Communication and Ag Budget office staff.

**Approved funding sources** for agents, parent educators and NEAs; county support staff; state and area specialists

- Income or collection accounts
- Pesticide funds via NDSU purchasing card
- NDSU Foundation accounts – if not otherwise restricted by the account
- County funds – if approved by county policy

**Non-approved funding sources**

- NDSU general fund accounts (state funds)
- Grants

Please follow these guidelines to ensure we are compliant with purchasing policies.
Reimbursable Expenses

Extension agents are reimbursed for travel expenses incurred while conducting Extension work away from the county office, which is considered your official duty station. Either the county or the state will reimburse you for mileage, hotels and meals, depending upon the function of the related expenses. Submit travel expense reimbursements monthly or after each trip.

- Submit county travel expenses on a county expense travel form. Ask support staff in your office about how to complete the county expense travel form.
- Submit state travel expenses online in the Expense WorkCenter in Peoplesoft Finance. The state expense report is available at https://admins NDUS.EDU/psp/he/f/?cmd=login&languageCd=ENG.


The county voucher includes expenses such as mileage, hotel rooms, registration fees and meals required for an overnight stay. Receipts for mileage and meals are not required; however, receipts for registration fees, hotel rooms and other required expenses need to be submitted with the vouchers. If you pay for a meal but do not have an overnight stay, the expense goes on a state expense report, expense type meals in-state taxable. It also requires listing the departure and return time of your travel.

The best way to handle expenses is to keep track of all your receipts and mileage in a personal daily log. Once you have written everything on your state or county expense voucher, sign it and send it to your district director for his/her signature. The county expense vouchers will be returned to you before you submit them to your county auditor.

Most counties require county commissioners to vote to pay bills before the auditor can cut a check, so pre-budgeting is necessary at times because reimbursement of your personal expenses can be as much as 30 to 40 days after the initial purchase. Talk to the auditor to see what steps need to be followed so all the required paperwork is in place for payment. Expenses are not handled the same way in all counties, so find out what is required in your county.

Mileage

At the county level, the county commissioners set the mileage rate.

For travel that is reimbursable from the state, the mileage rate is available at the following website: www.EDUS.EDU/fileadmin/policy/515.pdf.
Out-of-state travel requires prior approval by your district director. Mileage rate information is available at www.ndsu.edu/fileadmin/policy/515.pdf.

Personal Vehicle Mileage Reimbursement on State Funds
See the guidelines below for personal vehicle mileage reimbursement when traveling on state funds (follow county policy when using county funds). These guidelines clarify existing policy in relation to IRS rules and to describe the documentation that is required. The guidelines apply to employees who reside outside of the city where their primary office/work station is located. If driving directly to an Extension event rather than driving to your office first, the distance of your normal commute needs to be subtracted from your total mileage. If you are driving from your office, your full mileage is reimbursed. The guidelines also describes how to document mileage when traveling in the vicinity of your primary community of employment. Remember that these guidelines apply to travel for personal vehicle mileage reimbursement on state funds.

State Reimbursement for Personal Vehicle Mileage (2/7/2017)
This information has been developed in conjunction with the NDSU Accounting Office, but it does not appear on their website.

Mileage Outside of Primary Community of Employment
North Dakota Office of Management and Budget (OMB) and NDSU policies do not allow reimbursement of an employee’s normal commuting expense which is travel from an employee’s residence to his/her primary office/work station. Some employees do not live in their primary community of employment and choose to travel directly to a temporary work location from their residence. In this situation, employees are eligible for personal vehicle mileage reimbursement to the temporary work location minus their normal commuting mileage. The following examples can be helpful in calculating allowable mileage reimbursement in these situations. Instructions about the documentation required are on page 3 of this document.

EXAMPLES
1) Employee leaves from home, goes to temporary work location then returns directly home:
   a. Normal commute – 10 miles one way
   b. Home to temporary work location – 25 miles one way
   c. Total distance traveled – 50 miles
   d. Total normal commute – 20 miles
   e. Reimbursable mileage – 30 miles
2) Employee leaves from home, goes to temporary work location then goes to primary office/work station:
   a. Normal commute – 10 miles one way
   b. Home to temporary work location – 25 miles
   c. Temporary work location to office – 20 miles
   d. Total normal commute – 10 miles
   e. Reimbursable mileage – 35 miles

3) Employee leaves from home, goes to temporary work location1, to temporary work location2 then returns directly home:
   a. Normal commute – 10 miles one way
   b. Home to temporary work location1 – 25 miles
   c. Temporary work location1 to temporary work location2 – 35 miles
   d. Temporary work location2 to home – 40 miles
   e. Total distance traveled – 100 miles
   f. Total normal commute – 20 miles
   g. Reimbursable mileage – 80 miles
4) Employee leaves from home, goes to temporary work location1, to temporary work location2 then goes to primary office/work station:
   a. Normal commute – 10 miles one way
   b. Home to temporary work location1 – 25 miles
   c. Temporary work location1 to temporary work location2 – 35 miles
   d. Temporary work location2 to office – 15 miles
   e. Total distance traveled – 75 miles
   f. Total normal commute – 10 miles
   g. Reimbursable mileage – 65 miles
Required Documentation

Employees must provide supporting documentation that shows the miles driven between each point of travel for which they are requesting reimbursement as well as their normal commute mileage. Acceptable mileage documentation may be obtained through http://www.mapquest.com/ or http://maps.google.com/. Car odometer readings are not acceptable.

For example, in #4 above, an employee would need to attach to his/her expense voucher the following printed maps:

1) Home to primary office/work station
2) Home to temporary work location1
3) Temporary work location1 to temporary work location2
4) Temporary work location2 to primary office/work station

Inadequate or inaccurate documentation will result in the expense report being returned to the employee, delaying reimbursement.

Mileage Within Primary Community of Employment (Vicinity Mileage)

Vicinity travel is travel in and around an employee’s primary community of employment. The vicinity for employees with an office in Fargo includes Fargo, West Fargo and Moorhead.

Vicinity travel must be itemized on either the NDSU travel expense voucher or an attached travel log. The itemization must include the date, points covered by travel, business purpose and mileage between stops.

The following is an example of one-day’s entry on a travel log for an employee whose primary office is on the NDSU campus. Along with the standard information, “Fargo vicinity – see log” would be entered in the description of the NDSU expense report or attached to the expense report.

<table>
<thead>
<tr>
<th>Date</th>
<th>Points Covered</th>
<th>Business Purpose</th>
<th>Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/12/2018</td>
<td>NDSU - Hornbachers Northport</td>
<td>Purchase vegetables for presentation</td>
<td>3</td>
</tr>
<tr>
<td>5/12/2018</td>
<td>Hornbachers Northport - Washington Elementary</td>
<td>Presentation to 3rd Graders</td>
<td>1</td>
</tr>
<tr>
<td>5/12/2018</td>
<td>Washington Elementary - Kennedy Elementary</td>
<td>Presentation to 4th Graders</td>
<td>6</td>
</tr>
<tr>
<td>5/12/2018</td>
<td>Kennedy Elementary - NDSU</td>
<td>Return to Office</td>
<td>5</td>
</tr>
</tbody>
</table>
If an employee starts or ends vicinity travel from his/her residence, that mileage will not be reimbursed because it is considered normal commute to work.

<table>
<thead>
<tr>
<th>Date</th>
<th>Points Covered</th>
<th>Business Purpose</th>
<th>Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/12/2018</td>
<td>Home - Hornbachers Northport</td>
<td>Purchase vegetables for presentation</td>
<td>0</td>
</tr>
<tr>
<td>5/12/2018</td>
<td>Hornbachers Northport – Washington</td>
<td>Presentation to 3rd Graders</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Elementary</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5/12/2018</td>
<td>Washington Elementary - Kennedy</td>
<td>Presentation to 4th Graders</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Elementary</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5/12/2018</td>
<td>Kennedy Elementary - Home</td>
<td>N/A</td>
<td>0</td>
</tr>
</tbody>
</table>

A similar log should be maintained when a personal vehicle is used for activities such as field/pest scouting, with field plot coordinates entered as points covered by travel.

**Meal Rates**
Meal rates often are referred to as per diem. Only actual meals purchased should be submitted for reimbursement. For example, the motel you stayed at provides free breakfast to its guests; therefore, you would not request to be reimbursed for breakfast because it was included in your overnight stay. The current state rate for meals is available at www.ndsu.edu/accounting/travel/mealrates/

- First quarter shall be from 6 a.m. to noon. No reimbursement may be made if travel begins after 7 a.m.
- Second quarter shall be from noon to 6 p.m. No reimbursement will be made for this quarter if travel begins after 1 p.m. or ends prior to noon.
- Third quarter shall be from 6 p.m. to midnight. No reimbursement will be made for this quarter if travel begins after 7 p.m. or ends prior to 6 p.m.
- Fourth quarter shall be from midnight to 6 a.m. This quarter pertains to claiming lodging expense.

For example, meal allowance rates for in-state are as follows:

<table>
<thead>
<tr>
<th>Location</th>
<th>Daily Total</th>
<th>First Qtr.</th>
<th>Second Qtr.</th>
<th>Third Qtr.</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-state</td>
<td>$35.00</td>
<td>$7.00</td>
<td>$10.50</td>
<td>$17.50</td>
</tr>
</tbody>
</table>

**Hotel/Motel**
Hotel/motel rates are determined by the state legislative body. When making a room reservation, you need to inquire about the availability of reserving a room at the North Dakota state rate. Reimbursement rates are found at the following website: www.ndsu.edu/fileadmin/policy/515.pdf.

Typically, an Extension employee will not be reimbursed for any amount over the allowable state hotel/motel rate in North Dakota. When submitting your expense report, you are required to upload a copy of the hotel receipt that shows a zero balance.
• Using Tax-Exempt Status for Lodging - You may request tax-exempt status when you are direct-billing business-related hotel/motel rooms in North Dakota. Contact the county auditor to get your county’s tax-exempt number.
• Direct Bill - Many hotels/motels allow direct billing, so the bill can be sent directly to your county auditor’s office or to your county Extension office. The direct billing should be set up at the hotel/motel in advance. You will be responsible for paying for any additional charges billed to your room. Not all hotels offer a state rate, so ask before booking your room. In addition, you cannot direct-bill a hotel/motel if reimbursement is a state expense.
• When NDSU employees are unable to find a state rate hotel in the western part of the state (Williston, Dickinson, Minot, etc.), within a reasonable distance of their assigned work location, they need to consult in advance with the NDSU Accounting Office at (701) 231-6237 or (701) 231-7433 to discuss alternatives so the employee does not incur additional out-of-pocket costs. NDSU employees will need to secure proper documentation of attempts to find a room at a state rate and that advance NDSU Accounting Office approval was received to reimburse the higher rate.
• Out-of-state hotel/motel lodging - Expenses will be reimbursed at the full-charged rate. Review the NDSU Policy manual at www.ndsu.edu/fileadmin/policy/515.pdf and contact your district director’s office for more information.

Additional Resources Related to Employee Travel
• Quick Reference Guide for Employee Travel
  https://www.ndsu.edu/accounting/travel/travel_reference_guide/#c283953

Employee Benefits

Vacation or Sick Leave
A full-time Extension agent is classified as a non-banded staff employee who earns 16 hours of annual leave and 8 hours of sick leave per month. As a non-banded employee, you fall under the exempt employee status, which means you are exempt from receiving overtime pay and compensatory time off provisions as part of the Fair Labor Standards Act (FLSA). Under the FLSA, your position is considered to be administrative, professional or has managerial responsibilities and meets the exemption requirements of the act.

You are allowed to carry more than 30 (prorated for part-time benefitted staff) days of annual leave per year; however, there is no limit on the number of hours of sick leave you can carry over. You are allowed to use up to 80 hours per year for dependent care.

For more information on the other types of leave, including Family and Medical Leave Act (FMLA), Leave Without Pay, Shared Leave, etc., refer to the NDSU Policy Manual at www.ndsu.edu/policy/.
As an Extension agent, your pay rate is based on a 40-hour workweek. However, some county offices have shorter workweeks. If you are in one of these county offices, make sure your leave reflects that when you are gone, eight hours of leave was taken. Leave requests must be entered online in Oracle/PeopleSoft https://admsys.ndus.edu/psp/hehp/?cmd=login&languageCd=ENG in timely manner.

**Bereavement Leave**
When using leave to attend funerals, the NDSU Policy Manual states:

1. *Funeral Leave* - An approved absence from work, with pay, of up to twenty-four working hours, may be provided to an employee to attend or make arrangements for a funeral, as a result of a death in the employee’s family, or in the family of an employee’s spouse.
1.1 Family means husband, wife, son, daughter, father, mother, stepparents, brother, sister, grandparents, grandchildren, stepchildren, foster parents, foster children, brother-in-law, sister-in-law, daughter-in-law, and son-in-law.
1.2 Funeral leave for employees working less than 40 hours per week will be prorated.

For more information, go to www.ndsu.edu/fileadmin/policy/139.pdf.

**Holidays**
As an Extension agent in a county setting, when the county courthouse is closed for a holiday, the Extension county office also shall be closed. Listed below are the legal holidays that NDSU observes:

- New Year’s Day
- Martin Luther King Jr.
- President’s Day
- Good Friday
- Memorial Day
- Independence Day
- Labor Day
- Veterans Day
- Thanksgiving Day
- Christmas Day

If a holiday falls on Saturday, the preceding Friday shall be observed as the holiday; or if the holiday falls on Sunday, the following Monday shall be the holiday.

A holiday is an eight-hour day for a full-time employee and a prorated part of an eight-hour day for employees who work less than full time.

**Parental Leave Guidelines**
NDSU has no specific or formal policy regarding maternity/paternity leave or parental leave. However, when faced with parental issues, such as the birth of an infant, adoption of a child or placement of a foster child, most employees use a combination of the following leave options:

- Annual (Vacation) Leave
- Family Medical Leave Act (FMLA)
- Sick/Dependent Care Leave
- Leave of Absence without Pay

For additional information, go to the following website: www.ag.ndsu.edu/ext-employees/parental-leave-guidelines.
Employee Assistant Program
NDSU pays the premium to provide counseling services to employees and their household members. There is a minimum of eight sessions per household available and a total of four sessions per household member. The number of sessions are combined to be used as needed (example: a household of four will have 16 sessions and one household member could use all 16 if needed) and run on the fiscal year.

The Faculty/Staff Assistance Program of NDSU is provided by The Village Employee Assistance Program (EAP). The Village EAP has offices located throughout North Dakota and Minnesota as well as through an international network of approved providers.

The Village EAP - http://villageeap.com/
Use the username NDSU to access the resources on this site.
1-800-627-8220

The Village EAP is a confidential, independent counseling program that offers professional guidance in a variety of areas, such as:

Relationship Issues:
- Marriage/couple conflicts
- Parent/child conflicts
- Single parent challenges
- Coping with older parents
- Children’s issues
- Two-career families
- Co-dependency/unhealthy relationship issues

Job stress coping skills
Dealing with difficult co-workers

Drug and Alcohol Issues:
- Kids and alcohol/drugs
- Prevention education
- Assessment/evaluation
- Post-treatment counseling
- Intensive family education

Emotional Health:
- Personal adjustment problems
- Emotional problems
- Depression
- Suicide issues
- Guilt, shame and self-esteem issues
- Eating disorders

Financial & Legal Counseling:
- Assessment of legal problems
- Budget counseling and education
- Compulsive spending/gambling
- Retirement planning
- Money management education
- Information on using credit wisely
- Debt management
- Housing counseling
- Bankruptcy counseling

Workplace Issues:
- Job-related conflict
- Coping with change

NDSU Policy 134 – Faculty/Staff Assistance - www.ndsu.edu/fileadmin/policy/134.pdf
Resources at NDSU for Work-Life Satisfaction

NDSU FORWARD
314 Family Life Center
NDSU Dept. 2780, PO Box 6050
Fargo, ND 58108-6050
701-231-6653
ndsu.edu/forward
www.ndsu.edu/forward

NDSU Human Resources/Payroll Office
SGC Building
1919 N. University Dr.
NDSU Dept. 3140, PO Box 6050
Fargo, ND 58105-6050
701-231-9686
ndsu.hr@ndsu.edu
www.ndsu.edu/hr

Resources Brochure

This document was made possible by an ADVANCE institutional transformation award from the National Science Foundation, HRD-0811239, and with support from the Office of Human Resources/Payroll.

North Dakota State University does not discriminate on the basis of age, color, disability, gender expression/identity, genetic information, marital status, national origin, public assistance status, race, religion, sex, sexual orientation or status as a U.S. veteran. Direct inquiries to the Vice President for Equity, Diversity and Global Outreach, 205 Old Main, (701) 231-7708.

This brochure is available in other formats on request.
Conflict of Interest and Consulting Policy Guidelines
Pay very close attention to the following guidelines regarding conflict of interest and the consulting policy. Utilize these guidelines when you need to make an ethical decision whether an activity is appropriate for an Extension agent. In addition, if you have any questions regarding these guidelines, call your district director.

The key points of NDSU Extension’s Conflict of Interest and Consulting Policy Guidelines are intended to clarify the conflict of interest policy for NDSU Extension employees. This information is on the For Employees website at www.ag.ndsu.edu/ext-employees/conflict-of-interest-and-consulting-policy-guidelines.

Consulting for Pay
Consulting for pay may create a perceived or actual conflict of interest when the consulting for pay could be construed as being part of the Extension employee’s normal job responsibility or expertise. Extension employees cannot consult for pay within North Dakota if the consulting work relates to their job responsibility or expertise. Consulting for pay is permitted if the activity is outside North Dakota and does not create potential conflicts of interest that could create questions about their impartial position to North Dakota clientele.

Extension employees can enter into consulting relationships (for example, fee for service) pursuant to this guideline if the consulting arrangement is managed through a contract with the university. The external funding provided through this contract can be placed in a project account for the employee’s project use. These funds also may be used as a source for overload pay for the employee if the overload is approved.

An Extension employee may do out-of-state consulting for pay providing that:

- A university Consulting Authorization Request form is completed and signed by the appropriate department head or district director in addition to others identified on this form. A substantial change in consulting activity or clientele must be approved by submitting a new request form.
- The outside consulting activities are not likely to be construed as a conflict of interest.
- The outside consulting is not likely to create a public relations problem for Extension or for the university.
- The consulting work is not something that is performed on a regular, ongoing basis.
- The time spent on consulting activities should be done on the employee’s own personal time (for example, after business hours, or during vacation or other approved leave time).
- While consulting or soliciting consulting work, the staff member shall not identify himself/herself as representing Extension or the university, the impression shall not be given that Extension endorses or approves of the activity, and the official Extension stationery or the official university address shall not be used for correspondence relating to consulting activities.
Ownership or Operation of a Farm or Other Business
An Extension employee may be involved in the ownership or operation of a farm or other outside business that is related to the employee’s job responsibility or expertise providing that:

- The director or his/her designee is notified of the ownership of an outside farming or business operations using the Conflict of Interest Disclosure Statement. Ownership or operation disclosures include those interests held by the employee’s spouse. Ownership of investment land that is not farmed by you is excluded from reporting. This disclosure must be updated if a substantial change in ownership interests or operations occurs.
- The outside ownership is not likely to be construed as a conflict of interest.
- The outside ownership and/or operation is not likely to create a public relations problem for Extension or for the university.
- All time spent on the farming or business operation is done on the employee’s own personal time (for example, after business hours, or during vacation or other approved leave time).
- The operation of the business does not constitute an unfair competitive advantage to other businesses because of special knowledge available due to the employee’s Extension job responsibilities or expertise.

Trading in Agricultural or Other Commodities
An Extension employee may trade in agricultural or other commodities providing that:

- The director or his/her designee is notified using the Conflict of Interest Notification Form about the trading of agricultural or other commodities if such transactions could create an actual or perceived conflict with an employee’s job responsibilities or expertise.
- The outside trading of agricultural or other commodities is not likely to be construed as a conflict of interest.
- The outside trading of agricultural or other commodities is not likely to create a public relations problem for Extension or for the university.
- All time spent in trading agricultural or other commodities is done on the employee’s own personal time (for example, after business hours, or during vacation or other approved leave time).
- The trading of agricultural or other commodities does not constitute an unfair competitive advantage over other people or businesses because of special knowledge available because of the employee’s Extension job responsibilities or expertise.

Holding Elected or Appointed Public Office
In the event that an Extension employee is considering candidacy in a partisan or nonpartisan election, advance written notification of the Extension director is required using the Conflict of Interest Notification Form.

Partisan Politics: Extension employees are strongly discouraged from being a candidate for public office in a partisan election.
Nonpartisan Politics: An Extension employee may be a candidate for or be appointed to a nonpartisan public office providing that the holding of that public office is not likely to create a public relations problem for NDSU Extension or for the university.

Service in public office is permitted providing that:
1. All time spent on the duties associated with the public office is done on the employee’s own personal time (for example, after business hours, or during vacation or other approved leave time).
2. All time, facilities and resources required to conduct an election campaign are separate and apart from Extension.

Providing Expert Witness Testimony in Courts, Etc.
Extension employees often are asked to serve as expert witnesses (testimony or legal service for pay) in a court of law because of their expertise and position. Because expert testimony usually benefits one party and is detrimental to the other, the testimony places the Extension employee in an unintentional adversarial position. Therefore, NDSU Extension does not allow Extension employees to serve as an expert witness in North Dakota unless subpoenaed.
1. NDSU Extension employees are allowed to appear as “juris amici” (friend of the court) instead of as expert witnesses representing one party and are encouraged to avoid any testimony that might conflict with the employee’s job responsibilities.
2. Extension employees may serve as an expert witness out of state. All rules pertaining to consulting for pay and conflict of interest shall apply. In particular, Extension employees must complete a Consulting Authorization Request form and receive administrative approval prior to out-of-state expert witness testimony.

Public and Professional Services
1. University employees are encouraged to provide public service by making presentations to or providing other services that are sponsored by public or nonprofit groups and organizations or serving on proposal review committees. Often the employee may be given an honorarium in appreciation of such service.
2. An honorarium is defined as a monetary gift that is meant to express appreciation or honor to the recipient, which is not covered under the consulting policies.

Employees can accept honoraria from non-NDSU or non-state (North Dakota) related educational, professional society or nonprofit entities. Unless the consulting policy applies, employees shall regard the services for other departments within the university or for other in-state agencies or entities for which they might receive honoraria as part of their public service obligation and refuse or return such honoraria. An honorarium of any amount that is provided from a for-profit, private entity shall be treated as consulting for pay. If the honorarium from a for-profit, private entity is
deposited into a NDSU or county project account, a Consulting Authorization Request form is not required.

- Extension-related judging activities for pay are a permitted professional service but must occur on the employee's personal time. If the activity is conducted during hours of employment, the payment or honoraria shall be deposited into an NDSU or county project account.
- Teaching for pay at an educational institution is a permitted professional service. If the employee has a 100 percent Extension appointment, the employee must use personal time to teach (class preparation, travel, etc.). The employee shall submit a Consulting Authorization Request form for notification.
- Public service on professional society or governmental boards or committees is encouraged as an Extension employee’s role. Notification is not required.
- Public service on state, regional or national nonprofit boards (commodity boards, association boards, etc.) is encouraged when the employee is fulfilling an authorized NDSU Extension partnering or educational role. The Extension employee shall notify the Extension director using the Conflict of Interest Notification Form for the Extension employee to serve in either voting or nonvoting roles.
- If an Extension employee is elected or appointed as a private citizen to a board, all time spent on board activities will be done on the employee’s own personal time (for example, after business hours, or during vacation or other approved leave time). The employee shall provide written notification to the Extension director using the Conflict of Interest Notification Form of his/her role if the board service is related to his/her position responsibilities or expertise.

Liability of State Employees
If you are concerned that job-related actions or decisions are putting you or the State at risk of being sued, you should discuss the situation with your supervisor. The supervisor may wish to contact the agency’s attorney or the Risk Management Division to discuss the issue further and take appropriate actions to minimize the risks of a lawsuit. See Appendix B for more information at the end of this section.

For liability coverage:

- If the church is requesting proof of liability insurance, NDSU will provide a Certificate of Financial Responsibility (Insurance) to entities who request one. It is requested through this form and goes through the NDSU Safety Office.
  https://www.ndsu.edu/fileadmin/vpfa/forms/UPSO-InsFinResp.pdf This Certificate should satisfy the church’s request that those involved in holding the event have liability insurance. The Center for 4-H and many county offices use this process when they are holding events in facilities/property owned by others and the owner requests ‘proof of insurance’. For example, Dean makes this request for Valley City State College when we hold our awards event on their campus as part of our ND Winter Show activities.
• An extra step that could be considered is the use of a signed Assumption of Risk and Release form. [www.ndsu.edu/fileadmin/vpfa/forms/UPSO-ParentRelease.pdf](http://www.ndsu.edu/fileadmin/vpfa/forms/UPSO-ParentRelease.pdf). It might be difficult to get parents to complete this, but you could do so upon registration or when they arrived for the event. Anyone who is an enrolled 4-H member completes the Assumption of Risk and Release as part of the 4honline enrollment so this is not needed in situations where we are talking about youth enrolled in 4-H through 4honline.

For accident coverage:
• American Income Life Insurance. This is not a replacement for personal health insurance coverage, it is a supplement. This policy pays for things that a parent’s health insurance doesn’t cover – co-pay/deductible, transportation cost, some other things not covered or excluded, etc.

**Alcohol and Other Drug Usage**
The following information is taken from the NDSU Policy Manual found at [www.ndsu.edu/fileadmin/policy/155.pdf](http://www.ndsu.edu/fileadmin/policy/155.pdf), which pertains to Extension agents off campus.

**5.2 Notice and Sanctions - Employees**
Individual employees who are found in violation of the University policy on alcohol and other drugs by their supervisors will be reported to the University Human Resources Director for consultation prior to action.

Any employee arrested under circumstances involving an alleged violation of a criminal drug or alcohol beverage related statute while in his or her workplace, whether on or off campus; in a University vehicle; or as a part of any activity the University initiates or takes part in must notify his or her immediate supervisor within five days of the arrest. An arrest, depending on the circumstances may be grounds for actions or sanctions. The status of the criminal proceeding is a factor the supervisor will take into consideration. It is important that the supervisor seek advice from the Human Resources Director or the NDSU General Counsel before taking action in arrest situations.

Any employee convicted of violating any federal, state, or local criminal drug or alcohol beverage related statute in his or her workplace, whether on or off campus; in a University vehicle; or as part of any activity the University initiates or takes part in must notify the University Human Resources Director no later than five days after such conviction. A conviction means a finding of guilt (including a plea of nolo contendere) or the imposition of a sentence by a judge or jury in any federal, state or local court. North Dakota State University is required by law to inform the federal contracting officer within 10 days of receiving notice of a conviction of violating a criminal drug statute from an employee or otherwise receiving notice of such conviction. If an employee is convicted of violating any criminal drug or alcohol beverage related statute while in the workplace, as described above, University actions may include:
1. Requiring the employee to participate in a drug assistance or rehabilitation program approved by the University
2. Disciplinary action for a violation of university alcohol or drug policy up to and including termination of employment. Disciplinary action may include one or more of the following.
   a. Warning, reprimand, or probationary status;
   b. Ineligibility to receive the next available annual salary increase;
   c. Suspension without pay for up to 5 days;
   d. Termination of employment; or
   e. Any combination of the above sanctions.

NOTE: These sanctions need not necessarily be applied in numerical sequence. Any sanction may be chosen from this list for any offense, dependent upon its severity. Referral for prosecution may also be a result of any criminal violations.

NDSU Extension Copyright, Creative Commons and Fair Use Guidelines
See Appendix C for more information at the end of this section to find descriptions of Copyright, Creative Commons and Fair Use and examples with frequently asked questions.

Managing non-appropriated Funds Collected through Extension Offices and Programs

Policy:
NDSU Policy 502 regarding Bank and Investment Accounts applies to NDSU Extension Service’s practices in regard to checkbooks. Extension offices are not allowed to have bank and investment accounts.

Extension offices are accountable for all non-appropriated funds generated through Extension programs within their jurisdictions. This includes, but is not limited to all funds collected/raised in the name of 4-H Youth Programs or that bears the 4-H name and emblem and includes funds handled by clubs, committees and councils.

What are non-appropriated funds? Any funds, outside of appropriated tax dollars, collected by Extension for education purposes (honoraria, fees and registrations, including pesticide certification funds) and any funds collected and dispersed by Extension affiliated groups: (4-H, Master Gardeners, crop and livestock groups, etc.) Extension offices are not allowed to own these funds through a bank or investment account. Education-related funds can be held by:
   A. Utilizing the County Auditor. Depending on the wishes of the auditor the account(s) may be integrated into your county extension budget or may be a stand-alone account.
   B. Utilizing North Dakota State University. Accounts are set up for each county extension office. Contact your district director for information about this account and expectations for how it works.
Utilize extension-affiliated groups to handle funds relative to their mission and purpose i.e. 4-H council handles 4-H related funds; ag, crop or livestock improvement groups handles crop or livestock-related funds.

Accurate records must be kept, good accounting procedures must be followed and the funds must be handled in a business-like manner.

The following procedures apply:

1. Extension offices may be involved in the collection and receipting of funds related to the three options above. Extension Agents cannot serve as signatories on any accounts. Extension office personnel, such as office professionals, may do the bookkeeping but must not have sole responsibility for the handling of funds. For funds owned by extension-affiliated groups, the office personnel must work under the supervision of the treasurer of the respective organization or group. The treasurer is responsible for the reconciliation of the books. All accounts require at least two signatures for withdrawals and the two signatories cannot be immediate family members. All accounts must be reviewed and audited annually by approved representative(s) such as advisory board or council member(s). An audit may also be requested by North Dakota State University Extension administrative staff. All funds must be deposited or invested in a FDIC (Federal Deposit Insurance Corporation) or NCUA (National Credit Union Administration) insured institution. This option includes the use of savings accounts, checking accounts, money market accounts, and certificates of deposit.

2. All funds must be receipted each time they change hands (i.e. at time of collection from payee, from the financial institution upon deposit, between any individuals to whom funds are transferred). Payment of obligations should be by check. An original and itemized invoice or receipt is needed to support any check written. Checks may not be cashed or written for more than the sale. Post-dated or two party checks are not accepted. Use of change funds and undeposited receipts for miscellaneous petty cash purchases, loans, advances, or check cashing for any individual (including employees and customers) is strictly prohibited.

3. All extension-affiliated entities must have their own Employer Identification Number (EIN) from the Internal Revenue Service for the purpose of opening accounts. Personal Social Security numbers may not be used for these groups. Most tax-exempt organizations are required to file an annual return with the Internal Revenue Service. Which form an organization must file generally depends on its financial activity. Organizations with gross receipts normally ≤ $50,000 file a 990-N.

4. 4-H specific procedures include:
   • Accounts (such as 4-H Clubs, Councils, etc.) must be included in the database of approved clubs/organizations maintained by the North Dakota State University through the Center for 4-H Youth Development. Current procedure is that the State 4-H Office is responsible for certifying official 4-H
entities with 4-H National Headquarters at USDA who notifies IRS. Local Extension Offices have been provided the procedures.

- Federal regulations governing the use of the 4-H name and emblem require annual financial reporting/accountability of all organized 4-H clubs/units/groups. Instructions are provided in the 4-H Club Treasurer’s book.
- Funds may also be invested in a managed fund made available according to the North Dakota 4-H Foundation’s polices to produce long-term stable support for a 4-H group, club, council or program.
- Funds for project auctions (usually livestock but may be broader than that) must be managed by a Fair Association or other entity/committee duly authorized to handle public money. See the following supporting documents:
- Premium Sales: Funds from premium sales, livestock or other projects, must be managed by a fair association or other entity/committee authorized to handle public money. A county Council should not be the entity that serves as the repository of funds.

4-H Premium Sales

*(document being updated – active link to be inserted later)*

Livestock Sales and Prize Winnings Frequently Asked Questions
Appropriate Use of the 4-H Name and Emblem in regards to Livestock Sales, Auctions and Similar Events

- Regardless of the source, all 4-H funds must be used for 4-H Youth Development educational programs. All 4-H funds are public funds and must be publicly accountable.

4-H money (money raised in the name of 4-H) must not be commingled with non-4-H money. Additional information about handling money in the North Dakota 4-H Program is posted on the NDSU Extension Service, Center for 4-H Youth Development web-site:

- 4-H Clubs/councils/units/groups must include a statement of dissolution in their written operating guidelines or by-laws similar to the following: Upon dissolution of the 4-H Club any assets must be turned over to a recognized 4-H club/unit/group, with the approval of the county 4-H Youth Development staff.
Understanding Your Pay Advice

Name and Address of Employer

Pay Group, Pay Begin and End Dates, Business Unit (employer), Check/Advice Number and Date and Net Pay

Employee ID and information about your primary job. Does not include any additional positions you may hold

Federal and state tax information per your W-4

Current and year-to-date earnings by type of earnings

Federal, state and FICA taxes withheld from your pay for current and year-to-date

Deductions withheld from your pay before taxes are calculated for current and year-to-date

List of all benefits paid on your behalf by NDSU for current and year-to-date

Deductions withheld from your pay after taxes are calculated for current and year-to-date

Current and year-to-date pay totals

Check/Advice number, account info and net pay

Leave Balance info for current and year-to-date. Start balance is as of 01/01 of current calendar year
If you are concerned that job-related actions or decisions are putting you or the State at risk of being sued, you should discuss the situation with your supervisor. The supervisor may wish to contact the agency’s attorney or the Risk Management Division to discuss the issue further and take appropriate actions to minimize the risks of a lawsuit.

CONTACT INFORMATION
Office of Attorney General
600 E. Boulevard Avenue
Department 125
Bismarck, ND 58505-0040
Tel: (701) 328-2210
Fax: (701) 328-2226
TTY: (800) 366-6888
www.ag.state.nd.us

You may also obtain more information on this subject as well as information on reducing the risk of lawsuits from:

The Risk Management Division
Office of Management & Budget
1600 East Century Ave, Suite 4
Bismarck, ND 58503-0649
Tel: (701) 328-7584
Fax: (701) 328-7585
e-mail: rminfo@state.nd.us
http://www.state.nd.us/risk/
Under this statutory immunity, a state employee may not be held “personally liable” - that is, be ordered by a court to pay money damages out of his or her own pocket - for job related actions within the employee’s scope of employment.

The person suing has the burden of convincing the court that the employee was not acting “within the scope of employment.”

The law provides additional immunities to protect state employees. For example, a state employee may not be held liable for:

- Discretionary actions;
- Legislative or rule-making activities;
- Judicial or quasi-judicial actions, like deciding a contested case or appeal; or
- Exercising reasonable care in implementing a statute or rule, even if that statute or rule later is found to be invalid.

If one of these immunities applies, the state employee should be dismissed from the lawsuit.

A federal court or a court in another state may not apply all of the protections given by North Dakota law and our state laws do not necessarily apply in those courts.

The law requires anyone who sues a state employee for job-related actions to send a copy of the legal papers starting the lawsuit to the State’s Office of Management and Budget (OMB). When OMB receives these papers, someone from the Risk Management Division of OMB or the Office of Attorney General will contact the employee. If a state employee is served with legal papers, however, the employee should not wait to be contacted by OMB.

- If you are sued, you should notify your supervisor and the Office of Attorney General immediately, in writing.

Depending on the case, the State may provide an attorney hired by the Risk Management Fund or an attorney from the Office of Attorney General to represent you. You may choose to hire your own attorney, but the State will not pay your attorney’s fees, nor will it pay a judgment against you if you lose.

Can I really be sued for doing my job?

Although you enjoy certain protections as a state employee, you can still be sued for job-related actions or decisions. The real question is whether the lawsuit against you will be successful.

The North Dakota Legislature has enacted several laws to protect state employees from job-related lawsuits.

These protections apply to temporary and permanent employees, present and former officers or employees of the State and all persons acting in an official capacity on behalf of a state agency, board, commission or department.

However, in order for you to be protected by these laws, you must follow all established procedures. These procedures, and your responsibilities, are explained briefly in this brochure.

North Dakota law provides that a lawsuit based on the actions of a state employee “within the scope of the employee’s employment” must be brought against the State and not the state employee. A state employee’s actions are “within the scope of employment” if the employee was performing duties or tasks lawfully assigned to the employee.

However, if the person bringing a suit ignores state law and sues a state employee, as an individual, for job-related actions, the employee has “statutory immunity” under state law.
NDSU Extension Service Copyright, Creative Commons and Fair Use Guidelines

1. **Copyright**

Copyright is the sole right to reproduce, publish, or sell “original works of authorship.” This authorship includes literary, dramatic, musical, artistic, and certain other intellectual works including books, journals, photographs, art, music, sound recordings, computer programs, websites, and many other materials. This protection is for both published and unpublished works, even if no copyright symbol is on the material. The author is the owner, unless the work is a “work for hire,” as is the case for NDSU Extension Service employees where NDSU is the owner when Extension employees publish or distribute works using Extension resources (NDSU Policy 190-5-c). Copyright gives the owner the right to reproduce the work in copies or recordings; to create subsequent works based upon the owner’s original work; to distribute copies or recordings of the work to the public by sale or other transfer of ownership, or by rental, lease, or lending; and, in the case of literary, musical, dramatic, and choreographic works, pantomimes, and motion pictures and other audio-visual works, to perform and display the work publicly, which includes the use of a digital audio transmission.

To use material developed by someone else (either published or unpublished), the safest course of action is to get specific written permission from the owner. You must get written permission to use work beyond fair use guidelines (see below), and this permission must be granted by the organization that owns the material, which may not be the author.

2. **Creative Commons**

Creative Commons is a type of copyright license. Many organizations use Creative Commons as a simple, standardized way to grant copyright permissions. NDSU Extension’s Creative Commons license states that any person may copy, distribute, transmit, and adapt this work as long as full attribution to NDSU Extension and the author is given; the work is not used for commercial purposes; and the person shares their resulting work similarly. In other words, the NDSU Extension Service owns the copyright on materials produced by faculty and staff for their jobs, but NDSU Extension lets others use the information under those conditions without asking for specific permission.

3. **Fair Use**

Fair use is what you can use without asking permission. Fair use is determined on a case-by-case basis through the application of the following four factors. All four factors typically need to be met to be considered fair use. Again, always cite the source!

1. The purpose and character of the use is for nonprofit educational purposes; and
2. The nature of the copyrighted work is primarily non-fiction; and
3. The amount and substantiality of the portion used in relation to the copyrighted work as a whole is a small amount and does not constitute the “heart” of the work; and
4. The effect of the use does not diminish the market for or value of the copyrighted work.
4. Fair Use Decision Tree

<table>
<thead>
<tr>
<th>Purpose of use</th>
<th>Fair Use</th>
<th>Unfair Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching</td>
<td></td>
<td>Commercial</td>
</tr>
<tr>
<td>Research</td>
<td></td>
<td>Profit</td>
</tr>
<tr>
<td>Scholarship</td>
<td></td>
<td>Entertainment</td>
</tr>
<tr>
<td>Non-profit</td>
<td></td>
<td>Bed faith</td>
</tr>
<tr>
<td>Educational objective</td>
<td></td>
<td>Deny credit</td>
</tr>
<tr>
<td>Criticism</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>News reporting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted access</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parody</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Is it fair to use this material without obtaining permission?

AND

<table>
<thead>
<tr>
<th>Nature of use</th>
<th>Fair Use</th>
<th>Unfair Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Published work</td>
<td></td>
<td>Not yet published</td>
</tr>
<tr>
<td>Factual</td>
<td></td>
<td>Highly creative</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fiction</td>
</tr>
</tbody>
</table>

AND

<table>
<thead>
<tr>
<th>Amount used</th>
<th>Fair Use</th>
<th>Unfair Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small quantity</td>
<td></td>
<td>Large or whole</td>
</tr>
<tr>
<td>Not central to work</td>
<td></td>
<td>Central to work</td>
</tr>
</tbody>
</table>

AND

<table>
<thead>
<tr>
<th>Effect of use on potential market</th>
<th>Fair Use</th>
<th>Unfair Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>You own copy of work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>One or few copies made</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No effect on market</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack licensing mechanism</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No similar product marketed by owner</td>
<td></td>
<td></td>
</tr>
<tr>
<td>You make work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Readily available</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Repeated use</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permission available</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Could replace sale</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Many copies made</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Impairs market</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Licensing available</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

I am being fair in using this material.
Examples

Q: Can I use copyrighted materials in my PowerPoint (PPT) slides?

A: Photos, graphics and the like used in PPT presentations probably would fall under fair use guidelines since they’re being used for an educational purpose, the information is non-fiction, a small amount of content is used and it doesn’t reduce the market of the material. However, the copyrighted material should not be included in handouts or posted to the Web. For example, you may show a cartoon in your PPT to illustrate a point, but don’t include it in handouts or online. If others want to use it similarly, they need to go to the original source. The general recommendation is to create a separate handout of important information rather than just using the handouts function in PPT.

Q: Can I copy pages of a book or website for my Extension program?

A: If a 100-page book is for sale and you want to photocopy and share 90 of those pages, no, since that would violate fair use factor #4 – reducing the book’s market. If you give them most of the pages, they won’t purchase the book. However, if you copy just a few pages that specifically pertain to your educational program, then all four factors of fair use would probably be met. Even if information is free on the Web, consider it copyrighted. Follow the copyright instruction on the page (if it’s there). Be sure to give credit, including the URL.

Q: Can I use Extension-published information authored by someone else at NDSU?

A: Since NDSU owns the copyright on Extension materials published by faculty and staff as part of their jobs, other NDSU Extension faculty and staff can use that information without asking anyone for permission. However, to recognize original authors who are no longer with NDSU, the Educational Materials Guidelines state:

If the original author has left NDSU, that person's name will remain on the publication as author. However, a current staff person will review and revise the information, and that name will be added for a current contact. For example, a publication might say:

Laura DeHaan  
Assistant Professor of Child Development, NDSU  
Reviewed and revised by  
Sean Brotherson  
Family Science Specialist, NDSU Extension Service

Printed publications and Web pages should be reviewed by a current specialist in that subject matter specialty for content. If the faculty member says the information is up to date and relevant, the information still will be made available. Material should say the information was reviewed (and maybe also revised) by (the current faculty member’s name) as above.

If you're citing information from a faculty or staff person still with NDSU Extension, professional courtesy says they should be named.
Q: Can I use information from other land-grant universities and government agencies without asking for permission?

A: Any unclassified information developed by the federal government is considered to be in the public domain and may be used without seeking permission. Again, credit the source. However, different universities and states have different policies. At some universities, the university holds the copyright, but at others, the author holds the copyright. Get permission from the entity that has the authority to give that permission. Even states and other governmental entities besides federal agencies are considered to be the copyright holders of the material they create. Check their policy for use.

Q: Can I use video clips or music in my PowerPoint?

A: If the clips are short enough so that they don’t reduce the marketability of the entire product, then they could be used because they fall under fair use guidelines. For a similar reason, the user should own the movie, CD or music download to avoid market loss. Again, use it for your audience, but do not share copies or post it online. Even YouTube says, “If you use an audio track of a sound recording owned by a record label without that record label’s permission, your video may be infringing the copyrights of others.”

Q: How do I cite the source if I use it under fair use guidelines so I am not required to ask for permission?

A: Some materials will tell how the source wants to be credited. For example, the NDSU Extension Creative Commons license says, “Proper attribution of this work should include:

Title of the Work
North Dakota State University Extension Service
Names of the Author(s), if listed
URL of the work”

If no instructions for citation are provided, it depends on the use. It might be appropriate for you to say within the document something like, “According to research by Sam Jones at the University of Minnesota...” or you might want a more formal list of full references at the end.

Q: Are there any photos and graphics I can use without getting permission?

A: At http://www.ag.ndsu.edu/agcomm/photos-illustrations, Ag Communication lists some websites that offer photos that do not require permission to use. If you consider using photos from Flickr, use the advanced search (which you can only get to after completing a regular search) and select “Only search within Creative Commons-licensed content.” Be sure to credit each photo.
Planning, Reports and Professional Development

Program Planning

Overall, the NDSU Extension’s mission is to empower North Dakotans to improve their lives and communities through science-based education.

NDSU Extension believes:

- In lifelong learning through transformational education
- That all people belong and deserve respect
- In stakeholder input to guide program development
- In science-based, locally relevant information
- In the value of partners and collaboration

An Extension agent must possess the knowledge, understanding and the ability to develop, carry out and evaluate a program plan around issues and concerns that are important, applicable and appropriate for the target audience. The issues and concerns to be addressed are gathered from county advisory groups, focus groups or citizen input groups.

What is program planning?

NDSU Extension serves the people of North Dakota through education in the areas of agriculture and natural resources, family and community wellness and 4-H Youth Development. A program development process is used to systematically plan, implement and evaluate educational programs. Programs are coordinated within ten teams. Teams may change as needs and issues emerge.

Who does program planning?

All staff within NDSU Extension should be involved in program planning on one subject-matter team (determined with supervisor) and the 4-H team as appropriate. NDSU Extension currently has ten program teams consisting of county and state staff. The program teams are:

1. 4-H Youth Development
2. Crop Management
3. Farm Business Management
4. Human Development and Family Science
5. Horticulture and Forestry
6. Leadership and Civic Engagement
7. Livestock Management
8. Natural Resource Management
9. Nutrition, Food Safety and Health
10. Personal and Family Finance

Each team has two co-chairs that guide the team’s planning process annually (one agent and one specialist). Teams should rotate co-chairs periodically to allow others a leadership opportunity in program planning.
Emerging issues can lead to the forming of special focus teams that are combinations of these ten teams, such as energy, flood, and estate planning.

- Examples of multi-disciplinary teams http://www.ag.ndsu.edu/programplanning/documents/multidisciplinary-chart

Why program planning?
- Serve as a strategic plan for each program area and all of Extension
- Address the local needs of clientele in a systematic way
- Collaborate on ideas and work together among state, county, and area staff
- Provide for evaluation plan
- Provide for accountability to the organization and our stakeholders

Team Goals
- Prioritize emerging needs or issues affecting your county/region/state
- Identify programs or activities to be developed/strengthened
- Create a system of regular input and discussion regarding goals and input for the team and interested staff
- Develop, implement and evaluate programs and activities relative to the respective program team needs
- Provide evidence of excellence in programming for decision makers and funders

Signature Programs
Program teams are asked to identify signature programs. A signature program is a comprehensive, team-based program that addresses a priority issue throughout the state and evaluates the program’s impact on the learning, application, or effect with clientele. Criteria for signature programs include:
- Involves collaborative effort between specialists and agents where agents have active delivery role (beyond hosting event)
- Addresses priority issues
- Offered in multiple locations in the state or targeted areas as appropriate (i.e., canola production areas)
- Includes evaluation plan/tool at level 2-3-4 and provides data to produce an Impact Report posted at completion of program

Core and Pilot Programs and Professional Development Opportunities
Program teams develop and deliver many valuable core educational programs. These may serve specific sectors of the state or may reflect statewide mandates such as pesticide training. At times Pilot Programs are offered in targeted areas to test a new program. Teams are also responsible for identifying events/activities/professional development opportunities that improve the subject matter competencies of Extension staff. Teams may also plan professional development workshops or tours.
Extension Agent Action Plans

The *Extension Agent Action Plans* provides an annual opportunity for agents to outline their response to county needs and communicate their plans to their supervisors. Please submit your plan in PEARs (Program Evaluation and Reporting System) - [https://pears.oeie.org/](https://pears.oeie.org/) by January 15th. This plan should incorporate programs from state action plans that relate to your job description and that meet the county needs identified in your needs assessment process.

Your *Extension Agent Action Plans* will also serve as a reference for your performance review. Your supervisor is aware that plans may change and new needs may emerge that take priority over this written plan. These plans will provide a basis for ongoing program discussions between you and your supervisor. The plans will also be available for review by specialists to obtain an overview of the plans made by county agents.

Please identify a minimum of four programs for your individual action plans. These four programs identified will then be used for your performance review in the following year. One program identified must be from a signature program area, one must reflect your 4-H/youth development work, and two must be other program efforts in which you had a teaching role.

If you are developing your own program, the Action Plan Template can help you identify key components of a successful program.

Visit the NDSU Extension PEARs website for resources to assist with completing Action Plans.
[www.ag.ndsu.edu/ext-employees/program-development/pears](http://www.ag.ndsu.edu/ext-employees/program-development/pears)
Reports

Narrative Reports
Narrative reports are required quarterly at a minimum. These reports briefly highlight county Extension programs and events each reporting period. Contact your district director to be certain you know about additional county requirements. At a minimum, this report should be given to all applicable county Extension advisory councils; county commissioners; county auditor; district director; state legislators from your district; and presidents of the county crop improvement association, 4-H council, fair board, family and community education/homemakers group, and others.

The narrative report is a fact sheet explaining the programs, events and activities accomplished during the reporting period, including topics covered, the number of people reached and impacts that occurred because of the programming efforts. An Extension agent also can write a one- to two-paragraph overview of what happened in the county that month. Refer to the For Employees website for an example of how to write an effective narrative report at www.ag.ndsu.edu/evaluation/documents/county_narrative.pdf.

Impact Statements
Extension agents are required to complete an annual Impact Statement by Jan. 15 of each year. The Impact Statement is a brief summary regarding the effect of an educational program you have worked on as a part your plan of work. Your evaluation protocol will measure the outcome of the program and should answer questions related to economic, environmental or social results of your educational program.

After you have written an Impact Statement, submit the report to your district director for his/her review. For more information on the entire process, go to the Impact Statements website at www.ag.ndsu.edu/impactstatements.

Quarterly Effort Reports
As a part of Extension’s federal civil rights compliance and to assist in reporting to state legislatures and county commissioners, Extension agents are required to complete online electronic Quarterly Effort Reports in PEARS. Quarterly Effort Reports will document sex, race and/or ethnicity of your direct education contacts through face-to-face interactions and other direct contacts. Each quarter you are responsible to complete a report based on the criteria outlined below.

Face-to-Face Contacts: A "face-to-face" contact is the coming together of two or more individuals, face-to-face, to participate in an educational experience. These contacts may take place in a variety of locations: the Extension office, a client's office or other place of business, home or farm site, workshops, or youth camps. It is important to capture demographics for all participants including their sex, race, and ethnicity. You may capture these contacts by entering a unique Program Activity in PEARS for each educational experience.
**Other Direct Contacts:** The best estimate of the number of clientele provided with educational information by telephone, email, correspondence, online conversation, interactive video or web conferencing. Report on at least one demographic, such as sex, in order to count the contacts in your Quarterly Effort Report. Otherwise, you may include the contacts in a Program Activity in PEARS, but they will not count towards the Quarterly Effort Report numbers.

To complete your Quarterly Effort Report, go to PEARS -
https://pears.oeie.org/track/effort/

For resources on completing the Quarterly Effort Report or tracking other direct contacts go to the NDSU Extension PEARS website.
www.ag.ndsu.edu/ext-employees/program-development/pears
Professional Development

Professional development is a continuous learning process allowing Extension agents the opportunity to improve their competencies. Refer to the Professional Development Chart for a list of professional development opportunities - www.ag.ndsu.edu/ProfessionalDevelopment/documents/professional-development-opportunities

Browse the professional development event catalog in PEARS for a list of additional offerings - https://pears.oeie.org/plan/professional-development/event-catalog/

Fall Conference
Each year NDSU Extension conducts a statewide conference. The conference provides leadership and subject matter training, opportunity for employees to network with each other and a chance to develop multicounty/state educational programming. The fall conference is held in October or November.

Subject Matter Training
NDSU Extension provides workshops, seminars and in-services for Extension agents to maintain and enhance their subject matter and technology competencies. Trainings for Extension agents are offered through a series of professional development opportunities created and/or suggested by program teams, agents, and area and state Extension specialists. For the listing of upcoming trainings, check the Extension Calendar at www.ext.nodak.edu:8000/info/cal/ or professional development event catalog in PEARS https://pears.oeie.org/plan/professional-development/event-catalog/.

Tuition Waiver
NDSU educational policy encourages Extension agents to pursue continuing education by waiving tuition for benefited employees. The waiver is limited to no more than three academic classes per calendar year at your sponsoring institution which is only NDSU for Extension employees. Extension agents may be released from work for regular class sessions for one academic class per semester with approval from their district director. Approval shall be granted so long as it does not interfere with the essential workload. Tuition waivers cannot be used for third-party-sponsored, grant-funded, consortium, study abroad, study tour or remedial courses.

The tuition waiver request needs to be submitted for approval prior to the start of the course. Extension agents submit the tuition waiver form to their district director, with final approval given by the Human Resources/Payroll Office. The form is at www.ndsu.edu/forms/

Extension Professional Organizations
Extension agents are encouraged to belong to at least one discipline-related Extension professional organization such as those listed below:
- North Dakota Association of Extension Agents (NDAEA)
- North Dakota Association of Extension 4-H Youth Workers (NDAE4-HYW)
• North Dakota Extension Association of Family and Consumer Science (NEAFCS)
• Upsilon Chapter of Epsilon Sigma Phi (ESP)

For more information on any of the organizations listed above, go to the following website: [www.ag.ndsu.edu/ProfessionalDevelopment/professional-associations](http://www.ag.ndsu.edu/ProfessionalDevelopment/professional-associations).

**NDAEA**
The North Dakota Association of Extension Agents is for Extension agents, area specialists and state specialists whose job duties are related to work in an agricultural discipline. The state organization is affiliated with the National Association of County Agricultural Agents, which holds national meetings annually at different locations throughout the United States. NDAEA provides an opportunity to network with professionals in agriculture on the state and national levels. In addition, you might want to consider serving on committees at both levels. Membership is voluntary but strongly encouraged.

**NDAE4-HYW**
The North Dakota Association of Extension 4-H Youth Workers is a professional organization dedicated to promoting, strengthening, enhancing and advocating for 4-H and the youth development profession in North Dakota. NDAE4-HYW is affiliated with the National Association of Extension 4-H Agents and aims to help 4-H youth development educators build professional and personal competencies. In addition, NDAE4-HYW provides a wide range of member services, including professional development opportunities, recognition and awards, scholarship and professional development grants.

**NEAFCS**
The National Extension Association of Family and Consumer Sciences educates and recognizes Extension professionals who improve the quality of life for individuals, families and communities. NEAFCS members link research to life experiences by interpreting research and delivering that information to families.

NEAFCS is affiliated with the national association and helps build professional and personal competencies through webinar seminars. Members also are eligible for scholarships, professional development grants and awards.

**ESP**
The purpose of the Epsilon Sigma Phi fraternity is to maintain the standards and ideals and uphold the morale, prestige and respect of NDSU Extension; to develop a working relationship and a spirit of fraternal fellowship among the present and former employees of NDSU Extension; and to promote professionalism within Extension. Epsilon Sigma Phi, Extension's honorary fraternity, is open to all Extension employees and is made up of employees who have been with the organization for two or more years.
**Journal of Extension**
The Journal of Extension (JOE) is an official, refereed quarterly publication of the Cooperative Extension System. The journal expands and updates the research and knowledge base for Extension agents to improve their effectiveness as professionals. In addition, it serves as a forum for emerging issues affecting Extension education. To access JOE, go to the website at [http://www.joe.org/](http://www.joe.org/).
Summary

The focus of NDSU Extension is to help the residents of North Dakota have a stronger and healthier lifestyle. As a new Extension agent, you play a large part in accomplishing this goal. NDSU Extension administration maintains that every employee is a part of a team and a team approach is required to carry out the mission of NDSU Extension.

As a part of this team, you are strongly encouraged to become involved in working with other Extension agents, offering suggestions and ideas as part of the program team, working closely with the area and state specialists, actively participating in professional organizations and building strong working relationships with your office co-workers. Remember, as a new employee, you will need to consult with your new teammates, ask questions, and strive to increase your personal and professional skills.

This position is very different from many other jobs. The position responsibilities require you to be in control of developing programs that are best suited for your county. At times, this may feel overwhelming, but if you use the information provided in this handbook, as well as the other resources available, you will be on your way to a successful career with NDSU Extension. The opportunities for advancement and furthering your personal and professional skills are unlimited if you take advantage of the resources available to you as a NDSU Extension employee.
The Extension Worker's Code
By T. J. Talbert (1922)
Kansas State Agricultural College
Source: www.ksre.ksu.edu/historicpublications/pubs/exbul33.pdf

Think It Over
Believe In Your Work
Study and Serve the People
Stick to the Truth
Avoid Antagonism
Make Friends of Folks, Especially Leaders
Have a Smile for Everybody
Unite All the People
Attend Gatherings
Reach as Many People as Possible
Arrive Promptly and Remain at Meeting Place
Request Names and Addresses
Form Close Contact With Cooperators
Make Clear, Concise Talks
Don't Be Afraid to Say, "I Do Not Know."
Advertise Meetings
Use the Newspapers
Make Use of All Available Assistance
Be Careful In Using the Pronoun “I”
Keep Cool
Know Your State and County
Cooperate to Mutual Advantage of All
Forget Yourself and Boost For All
Don't Be Ashamed of Your Dress
Dress According to Your Job
Smoke at the Proper Time and Place
Stand Erect and Look Your Audience in the Face
Use Judgment in Introducing Speakers
Watch Your Bank Account
Use Failures as Stepping Stones
Use Discretion in Telling Jokes
Profane or Vulgar Language Is Bad
Better Talk Too Little Than Too Much
Report and Answer Promptly
Make Opportunities
Remember Somebody Can Take Anybody's Place
Don't Mail That Sarcastic Letter
Be Energetic
Do More Than “Get By”
Have a Vision
Keep Your Eye on the Big Things
Do the Things Which Will Count
Finish What You Start
Say Something Good; Be Loyal
Don't Knock; Be An Optimist
Be Courageous