**Associate Director job duties:**

Illinois – affirmative action officer, civil rights reviews, review applications for positions, implementation of field policies, work with county directors on administration, HR policies, and programs.

Minnesota – HR, finance, field operations, coordinate with associate deans, professional development, international work, public engagement, grants and research, diversity and inclusion, work that cuts across the organization, work with evaluation staff, program leaders, convene Extension deans weekly, web governance, manage farmer lender mediation program, promotion process, programmatic initiatives/issue areas

Wisconsin – senior associate dean, strategic planning process and implementation, chief officer for civil rights compliance, deputy to dean and direction, administrator of operations, organizational design and alignment, evaluation and implementation, administrative leadership for HR functions, peer support network, building a professional development framework

Purdue – staff development, affirmative action, civil rights compliance, chair field staff diversity committee, serve on diversity action team for college, manages on-boarding, oversight over all hiring, point of contact for district directors, responsible for county director training, contact for federal civil service,

Ohio – department chair, oversee all P and T work, A & P promotion, promotion workshops, associate director for programs, meet monthly with Regional Directors and Assistant Directors/program leaders, internal grant program oversight, oversight for cost recovery, diversity catalyst team, all program related work, international program work, management team for Subsurface Energy Resource Center, IRB signoff, grant signoff for Office of Sponsored Programs submissions, supervision and oversight of Program Development and Evaluation unit, administrative liaison to Urban Metro Advisory Team, strategic planning,

Missouri – program areas including Continuing Education, evaluation of program staff including CE, program directors and HR, MELD program, new faculty and staff orientation, leadership for program integration teams (Affordable Care Act education), transitional leaders initiative, strategic planning, facilitate monthly leadership group, supervisor of technology and computing connectivity group, grant writer supervision, starting online non-credit programs, annual conference liaison, oversee awards across the organization, lead for centennial celebration, leader for organizational development including civil rights

Iowa – interim assistant vp for operations – will become director of operations position, developing new structure for extension, part of leadership team, assistant vp for organizational development, HR, annual conference, communications/messaging,

**Civil Rights Reviews – update**

Iowa had a ten year civil rights review this year, seemed to go okay, waiting for report to be provided in September.

Nebraska may have had a review this year

Wisconsin is expecting a review in the near future, Ohio may be in the same position.

Ouch is a training program that is helpful.

Purdue review was in March, 2012, Minnesota review was in June, 2012

**Salary review – update**

Salary data may be going into Excellence in Extension database. HR group was collecting salary data. Associate Director group is not continuing to request salary data.

Wisconsin has requested a salary study with a contractor, comparing salaries across the region by category.

Purdue reviews salary data regularly.

Ohio is working on increasing starting salaries based on program area/discipline, comparisons have been made to other states in the region.

Purdue occasionally hires an associate educator with a bachelor’s degree for hard to fill positions

**Web/technology content contribution expectations for faculty, educators, and program staff –**

Iowa – central IT provides the core structure, program units provide unit specific information

SD has expectation in job descriptions for generating web content.

Wisconsin – centralized function for Cooperative Extension as well as local function where they can feed into site, branding is provided centrally. System provided Nexus 7 tablets for faculty and staff. Cool choices – a game about energy.

Iowa pooled all data purchases to take advantage of scale, cut costs in half

Minnesota requires all new hires to have their own cell phone/plan, moving to Druple for web development.

Centralized branding at Minnesota, Ohio, Iowa, Illinois

Challenges with selling/licensing apps developed by faculty, students

Illinois

**Connecting Extension with international programs –**

Minnesota – requests information from staff related to international work/experience, has an on-going relationship with Morocco.

Organized institutional effort?

Missouri has long term relationship with South Africa, funding is an issue. There is a need to develop our faculty

Iowa – international work up to individual units

Wisconsin – program led by two county faculty focused on international experiences, also a program working with native tribes

Purdue- involvement in Africa, Costa Rica. c San we provide more opportunities for staff?

Ohio

**Approaches to orientation, on-boarding –**

What are the different approaches?

Orientation checklist, fiscal policies/budgeting, program information, civil rights overview, webinar for new staff, special topics sessions, new employees lunch with the dean, three tracks (diversity, program design development and evaluation, and leadership), management and supervision cohorts, online options, face-to-face events, run cohort-based sessions,

Be**st Practices-**

Laptop policy in MN – every three years replace paid for centrally

Purdue – three year lease for computers, no more desktops for program staff, leases paid by counties

Ohio – 4 year replacement plan, depot model for purchasing and repairs, monthly payments available, local office pays

**What educational programming skills will be needed by future Extension professionals that should be taught across all program areas? (Comments apply to field and campus.)**

1. Teaching skills as there may be more and more new employees who come without teaching skills which should include program design and development, program evaluation, curriculum development skills, and working with different platforms for delivery. Teaching is more than standing up and talking –
2. Public issues and public engagement techniques, when to get involved, when to step back, when to bring in other people, dialogue, cooperation. Developing stakeholder relationships is an important skill for relationships building and interpersonal relationships.
3. E-educator positions and skills will be increasingly important, involving social media, and new technology skills.
4. Being comfortable with being a strategic broker will be another important role, along with taking on a sales role.
5. Business 101 and associated basics will be more important, includes cost recovery, grants and contracts, fees, gifts – need an entrepreneurial mindset.
6. Being able to work within a team context.
7. Organization development
8. Cross-cultural competencies
9. Technology savvy.
10. Emotional intelligence principles – self-awareness, situational awareness
11. Participatory action research

**Please be prepared to share ideas and innovative approaches about finding and retaining the best Extension professionals, or stated another way, How do we do a better job of recruiting and retaining staff who reflect the changing diversity of our clientele/society?**

1. Establish affinity groups/employee groups – Latino, Hmong, Native American, African American, generations, doing a better job recruiting within our own student organizations (ex. MANRRS)
2. Cross cultural immersion experience