Guide to Success

Let your journey begin
Introduction

Dear Council Member,

More than 100 years ago, Iowans asked a question: What if research from Iowa State University could be put to work out in a county? The extension idea began in Iowa, because Iowans wanted the university’s research and education to be available in their own communities. Today ISU Extension and Outreach continues to be instrumental in the success of farmers, business owners, communities, families, and youth. However, this success would not be possible without the leadership and commitment of Iowans in each county.

Extension operates through the nationwide land-grant university system and is a cooperative partnership of the federal government (through USDA’s National Institute of Food and Agriculture) and state and local governments. You have been elected to use your talent, skills, and energy to help determine how this partnership can make a difference in your county.

You have been entrusted with this educational legacy, and Iowa State University is here to support you and your county. In partnership with the Iowa Extension Council Association, we bring together the efforts of our 100 county districts to ensure we all mutually benefit from sharing best practices, taking advantage of opportunities, and achieving common goals. In addition, we invite your ongoing commitment and participation in statewide programs and policy efforts, to ensure continuing success.

In ISU Extension and Outreach, we believe in people and their right to make their own decisions, and we believe that education is the key to helping people help themselves. When Iowans are engaged with us, they are fully involved in our vision and mission as we work together to solve today’s problems and prepare for a thriving future. That’s how we will build a strong Iowa – engaged and in partnership with all Iowans. On behalf of Iowa State University, thank you for joining us in this important work.

Sincerely,

[Signature]

Vice President for Extension and Outreach
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Section 1. The Framework
Cooperative Extension Service

The contents of this booklet are intended to give county extension council members an understanding of the Cooperative Extension Service, the many partnerships, roles, and responsibilities each partner fulfills. Through this understanding, council members will be better able to lead and successfully fulfill their elected role.

Through the nation’s land-grant system and the passage of the Smith-Lever Act in 1914, the Cooperative Extension Service was formalized in the United States. The National Institute of Food and Agriculture (NIFA), a federal agency within the United States Department of Agriculture (USDA) determines national priorities and provides program leadership. To carry out the program, NIFA disperses federal funding through the nation’s land-grant system. In Iowa, this is Iowa State University.

The Iowa Legislature is a key partner in funding Iowa State University Extension and Outreach. Funding provided by the legislature assists in carrying out Federal Initiatives and special Iowa programs. Iowa Code, Chapter 176A “County Agricultural Extension” is unique to Iowa. This law defines the establishment of agricultural extension districts, extension councils, the powers and duties, and the county extension education tax.

The Iowa State University Vice President for Extension and Outreach is considered by the USDA to be the “director of extension” for Iowa. To hold this leadership position, the person must be approved by the USDA.

Formal Memorandums of Understanding have been signed with the USDA, Iowa State University, and the 100 County Agriculture Extension Districts. The MOUs outline responsibilities each partner agrees to abide by and uphold. This cooperative model results in synergy that could not be accomplished by the individual partners.
Within Iowa State University

This chart represents how we organize our work within a unique partnership of the United States Department of Agriculture, Iowa State University, Iowa Legislature, Iowa Code, and County Agriculture Extension Districts. At Iowa State University, it begins with our position within the Iowa State University structure, with our vice president directly reporting to the senior vice president and provost. Within the sphere that is ISU Extension and Outreach, we have four distinct units each focused on an aspect of extension work. County extension councils and county extension offices are within the County Services unit. These work with and receive support from all units.
Iowa State University Extension and Outreach Leadership Organizational Chart

This chart shows how our leadership is structured. ISU Extension and Outreach is a community-based education unit serving the state of Iowa.

- We engage citizens with the research, educational, and technological resources of Iowa State University in partnership with federal, state, and county governments.
- Our faculty, educators, and staff harness resources from all ISU colleges and campus units and 99 counties to build capacity, lead programs, and support efforts across the state.

Italics = Working Titles
Strategic Plans and County Services

Understanding the strategic plans that guide our work is key to being a successful elected official for ISU Extension and Outreach. The ISU Extension and Outreach strategic plan is linked to the Iowa State University strategic plan, which in turn, aligns with the strategic plan of the Board of Regents, State of Iowa and works within the direction of the United States Department of Agriculture.

In partnership with ISU Extension and Outreach, the county extension districts work closely within the County Services unit. County Services provides leadership at the grass-roots level, serving as a catalyst to encourage and foster strong partnerships with external partners, surrounding counties, extension offices, and the colleges of Iowa State University. The core purpose of County Services is to engage citizens through research-based educational programs and experiences. The mission of County Services is to represent the Vice President for Extension and Outreach in the field, developing partnerships that bring research-based learning opportunities to counties to improve the quality of life in Iowa.

County Services Website

Many of the resources in this booklet are available to you on the County Services website, www.extension.iastate.edu/countyservices. Here you'll find council training videos, the Extension Council Reference Manual materials, finance resources, human resources links, Iowa Code links, and many more resources to help you in your role as an extension council member.

“The County Services mission is to develop partnerships that provide research-based learning opportunities to improve the quality of life in Iowa.”
Guide to Success

Strategic Plan, Vision, Mission, Core Values

Vision: ISU Extension and Outreach will advance land-grant values by engaging all Iowans in solving today’s problems and preparing for a thriving future.

Mission: ISU Extension and Outreach builds a strong Iowa by engaging all Iowans in research, education, and extension experiences to address current and emerging real-life challenges.

Core Values: The Extension Professional’s Creed embodies ISU Extension and Outreach’s core values for building a strong Iowa in partnership with all Iowans.

A Strong Iowa campaign: We use the Strong Iowa message campaign to simplify our mission statements when we talk about ISU Extension and Outreach. This helps Iowans understand who we are and what we do. We start by telling them WHY we do what we do.

- We want a strong Iowa.
- Our role is to be everywhere for Iowans.
- We serve as a 99-county campus, connecting the needs of Iowans with Iowa State University research and resources.
- Our goal is to provide education and build partnerships designed to solve today’s problems and prepare for the future.

The Extension Professional’s CREED

I BELIEVE in people and their hopes, their aspirations, and their faith; in their right to make their own plans and arrive at their own decisions; in their ability and power to enlarge their lives and plan for the happiness of those they love.

I BELIEVE that education, of which Extension is an essential part, is basic in stimulating individual initiative, self-determination, and leadership; that these are the keys to democracy and that people when given facts they understand, will act not only in their self-interest, but also in the interest of society.

I BELIEVE that education is a lifelong process and the greatest university is the home; that my success as a teacher is proportional to those qualities of mind and spirit that give me welcome entrance to the homes of the families I serve.

I BELIEVE in intellectual freedom to search for and present the truth without bias and with courteous tolerance toward the views of others.

I BELIEVE that Extension is a link between the people and the ever-changing discoveries in the laboratories.

I BELIEVE in the public institutions of which I am a part.

I BELIEVE in my own work and in the opportunity I have to make my life useful to humanity.

Because I BELIEVE these things, I am an Extension professional.
A Brief History

Iowa State University Extension and Outreach carries Iowa State’s land-grant mission throughout the state – everywhere for all Iowans.

The early settlers in Iowa called for and appealed to the state government to fund an agricultural college and model farm. They asked for “higher education drawn from the problems of life and preparing for the problems of life; and higher education available to all the people whether rich or poor, whether from the farm or the factory, the stable or the stock market.”

Iowa was already building its Ag college when the Morrill Act passed in 1862 and was the first state to accept the provisions of the act, also known as the land-grant act.

Land-grant universities were founded on three radical ideas. First, higher education should be open to all – women, minorities, and the working class. Secondly, universities should teach practical subjects, like farming, engineering, and home economics. And third, universities should share knowledge with people throughout the state.

As early as 1903, Iowa State College had professors traveling the state to share research being conducted in Ames and had appointed a director of Iowa extension work – that was eleven years before the Smith-Lever Act established a national extension program.

Iowa counties began hiring their county extension agents more than 100 years ago, establishing a partnership between Iowa citizens and Iowa State University. That commitment to deliver research and education to Iowans continues today as Iowa State University Extension and Outreach.

Today, when we say we serve as a 99-county campus, connecting the needs of Iowans with Iowa State University research and resources – we are continuing to build on this strong legacy to support and provide education for all.

You are now in a leadership position to provide education and partnerships designed to solve today’s problems and prepare for the future.

Land Grant Legacy

To share and spread enthusiasm for this rich history, ISU Extension and Outreach is engaging members of the Iowa State University community, Iowa land owners, Iowa legislators, ISU alumni, and Iowa’s history buffs in the Land Grant Legacy project. This project is built around an interactive story mapping website where owners of the original land grant parcels are being identified. Since the project launch Fall 2016, county offices have held landowner events and shared the rich history locally, while campus historians continue to add content to the website. Its unveiling in September 2016 is only the first of many phases to be built out and extended to people across Iowa and beyond.
Section 2. County Services

Defining Roles: Iowa Code, Chapter 176A

The Federal Morrill Act established the land-grant college system, which resulted in the founding of land-grant colleges. Iowa was the first state to pass a law in 1906 providing funds for agricultural research demonstration projects. The Cooperative Extension Service was created by the Smith-Lever Act in 1914. The Act formed a formal partnership between the USDA and the states to disseminate information from the land-grant colleges. The law distributes funds to the states on the condition that they use matching dollars to provide educational programs.

Iowa Code, Chapter 176A authorizes and requires you to follow this law. The declaration of policy states “…to provide for aid in dissemination among the people of Iowa useful and practical information on subjects relating to agriculture, home economics, and community and economic development, and encourage the application of the information in the counties of the state through extension work to be carried on in cooperation with Iowa State University of Science and Technology and the United States Department of Agriculture as provided in the Act of Congress known as the Smith-Lever Act, adopted May 8, 1914.”

County extension districts become a part of ISU Extension and Outreach after signing the Memorandum of Understanding. The MOU is a formal document, which outlines basic principles and specific division of responsibilities. Once completed, the document is signed by the ISU Vice President for Extension and Outreach and the chair of the county agriculture extension district. Signing and agreeing to follow the MOU authorizes the district to utilize the 4-H emblem and to levy taxes as directed in Iowa Code, Chapter 176A. See the full law in the council notebook or online at www.extension.iastate.edu/content/countycouncils.

- Your governing body is formally called the “county agricultural extension council” or a shorter version “county extension council.” Informally, we use the terminology “extension council” or “county council” or “council.”

“County agricultural extension district” means the governmental subdivision of the state or as a shorter version, “extension district.” Informally we can refer to it as “district” or “county.”
Memorandum of Understanding

Two Memorandums of Understanding bind our work.

1. ISU Extension and Outreach has a formal agreement with the USDA to explain federal and state partnerships.

2. ISU Extension and Outreach in turn has an MOU with each extension district as required by law, Iowa Code, Chapter 176A. The MOU is developed cooperatively with input from council members, the Iowa Extension Council Association, and field and administrative extension staff. See your MOU in the council notebook.

"Memorandum of Understanding between Iowa State College and the United States Department of Agriculture and Home Economics on Cooperative Extension work in Agriculture and Home Economics”

1955 Memorandum of Understanding
Role of County Council
As a member of the county extension council, you and your fellow council members function as the legal body and are the local partners with Iowa State University (Extension and Outreach) and the USDA. You represent the diverse populations, issues, and concerns of your county and identify needs related to public and private organizations, families, and communities. Your extension council serves as the link to ISU Extension and Outreach across the state. Extension councils have many roles including program need identification and implementation, human resources, fiscal agents for county funds, and serving as ambassadors for ISU Extension and Outreach programs throughout the county and region.

Role of Council Member
As elected officials, you and your fellow council members meet, discuss, and vote on issues. While all members should share their thoughts and opinions about matters that come before the council, council decisions are made as one entity. As an elected official you always should consider and present the needs and wishes of the citizens of the district. On occasion, you will experience sensitive issues that require confidentiality.
Role of Regional Directors

Geographically, ISU Extension and Outreach is divided into 20 regions. Each region has a regional director who provides leadership to you and your council to meet legal obligations and carry out the roles and responsibilities of your extension district. They link ISU Extension and Outreach to you and your council, staff, and clientele. Regional directors work with ISU Extension and Outreach program directors to make sure quality programs are delivered and to communicate the shared vision and leadership with you and your county council.

Regional directors serve on committees that provide leadership to an operational or functional area of county extension council work. These committees are responsible for communicating their findings to the assistant vice president for County Services.

Role of Iowa Extension Council Association

The Iowa Extension Council Association serves as a vehicle for networking between county extension councils of Iowa, the ISU Vice President for Extension and Outreach, and government leaders to promote and strengthen all local and statewide extension programs. The association is led by a twenty-member board. Each region is represented by one director. Each board member serves as a liaison between the association and the county extension councils in the region.

The board of directors is elected by the council members of each region in the spring. Directors are elected to a three-year term running from July 1 to June 30. Any current member county may nominate one council member to run for the board of directors. Your extension council decides each year to be a member of the association by paying a membership fee in September.

The association purchases professional services on behalf of all 100 extension districts. Purchases have included legal services, volunteer background screening, and employee assistance programs. Because the association uses leverage and acts as a cooperative, individual districts have seen substantial savings. The association is instrumental in communicating and coordinating issues across the state. Visit their website www.iaextensioncouncils.org.
County Council Organization

Council Structure

Your extension council structure is dictated by Iowa Code, Chapter 176A which provides for the offices of chair, vice chair, secretary, and treasurer. Officers are elected each year at the annual organizational council meeting held in January. The chair presides over all meetings and has the ability to call special meetings of the council. The chair performs and exercises the usual duties as performed and exercised by a chair or president of a board of directors of a school board or corporation. The vice chair performs the duties of the chair when the chair is absent or unable to perform such duties. The secretary keeps minutes of all council meetings and signs documents that require a signature on behalf of the council. The treasurer works closely with the county office staff to oversee, receive, deposit, and have charge of the funds of the extension council.

Council Committees

Your extension council benefits from the work of various committees of the council. Committees are made up of council members who research and prepare background information in order to present recommendations to the entire council. Your extension council as a whole determines which committees best meet their needs. Committee membership is best determined by the individual skills each member possesses and the scope of the work to accomplish.

Standing committees are designated for a certain time period. For ISU Extension and Outreach, that is usually one year. The committee is comprised of extension council members with the committee chair appointed by the council chair.

Extension committees abide by the laws of the state of Iowa. Committees are a “mini-council” and follow Robert’s Rules of Order and the same rules of procedure of the council.
Nominating Committee Process and Orientation

Recruitment is an ongoing process and the starting point for all other aspects of council function. While your work as an extension council member may at times feel like a volunteer position, it is an elected position as guided by the Iowa Code, Chapter 176A. The extension council consists of nine members in each county. Terms begin January 1. As a council member, you are elected to a four-year term to provide leadership and guidance while being accountable to the citizens of the county. The extension council abides by the laws of the state of Iowa to meet legal and financial obligations. Councils agree to follow policies of Iowa State University and the USDA as written in the Memorandum of Understanding.

In election years, your council appoints nominating committees. The nominating committee is comprised of four members and must be gender balanced. Nominating committees are encouraged to find nominees with a diverse range of experiences, skills, backgrounds, and interests. Your council should be representative of the entire county, which will assure that our organization succeeds in serving all citizens of Iowa.

Robert’s Rules of Order

Robert’s Rules of Order outlines parliamentary procedure, a set of rules for conduct at meetings, that allows everyone to be heard and to make decisions without confusion. Robert’s Rules of Order explains the concepts and is followed because it’s a time-tested method of conducting business at meetings and public gatherings. It can be adapted to fit the needs of any organization. The newly revised Robert’s Rules of Order is the basic handbook of operation for most clubs, organizations, and other groups. Therefore, it’s important you and everyone know these basic rules. ISU Extension and Outreach provides basic parliamentary procedure information in a written format for council members to review. See the council notebook for more details.
The Iowa Sunshine Laws: Iowa Code, Chapters 21 and 22

Open Meeting Law
Your council meetings are subject to the rules of the Iowa Open Meetings Law - Iowa Code, Chapter 21. This chapter seeks to insure the requirement of open meetings for governmental bodies and transparency in the decisions made by elected officials. Ambiguity in the application of the law should favor openness. The law sets forth many requirements for you, your council, and extension staff as they conduct the business of the organization. There are substantial penalties for members of the council who violate any provision of the code. Refer to the council notebook for more information or online, www.extension.iastate.edu/content/countyCouncils.

Open Records Law
The Iowa Open Records Law - Iowa Code, Chapter 22, is designed to guarantee that the public has access to public records of government bodies. Anyone may request public records in writing and no statement of purpose is required. The law allows for ten to twenty days for the request to be processed. There are a number of exemptions to the Open Records Law. You and extension staff are encouraged to become familiar with open records requirements. See the council notebook for more information or online at the address above.
Partnerships

The strength of extension is that it was designed as a cooperative with key partnerships from the grass roots to the USDA. Through the Memorandum of Understanding the partnership responsibilities and accountability are defined.

The Federal Morrill Act of 1862 allowed for the land-grant colleges which provided education to the common person. The Smith-Lever Act of 1914 established cooperative extension services on a nationwide basis. It was a very unique bill in that it established a cooperative within government. The cooperative included federal, state, and local government. Careful consideration was given on how to link the USDA, land-grant universities, state governments, and county institutions. The result was the Cooperative Extension Service and Memorandums of Understanding.

The purpose of Cooperative Extension was to take applicable solutions from science and research to the farmers and families in the state. Through Iowa legislation, an extension presence was established in each of Iowa’s counties. This cooperative model including the USDA, Iowa State University, and the County Extension District has been a successful model for over 100 years.

The Iowa Agricultural College opened to students March 1869, thanks to funding generated by the Morrill Act. Beginning in 1903 college professors were taking courses to the people of Iowa – by train. Corn hybrids was the first topic covered (pictured). The railroads partnered with the university to provide the educational trains until 1914 – continuing the courses on corn and adding lessons on seed oats, dairy, livestock, soil conservation and home economics. Extension work was in place across Iowa – a full 10 years before the passage of the Smith-Lever Act.

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County Office Operations

County Budgeting

County extension operations are primarily financed by local property taxation. Grants, user fees, and donations are key to supplementing tax dollars. Extension districts, as a partner of the Cooperative Extension Service, receive resources through federal, state, and university appropriations. As such, your councils are elected to be stewards of financial resources that come to them from these taxes as well as from grants, contracts, and fee-generating programs delivered by extension professionals. Councils have important oversight responsibilities to ensure all district fiscal and auditing functions (specific to state, 4-H, and other program requirements) are aligned with the county approved fiscal policies and procedures. You and your council should have a basic understanding of fiscal operations and know key contacts within ISU Extension and Outreach such as the county services accountant.

Professional Staff Employment

Your extension council has the duty under Iowa Code, Chapter 176A.8.5 to employ professional staff for carrying out the mission of ISU Extension and Outreach. County extension councils are the employers of county-based employees. No one individual council member can determine employment decisions or direct the work of county personnel. The council as a whole provides guidance to county personnel based on the county’s personnel policy.

The council is empowered to enter into staff sharing arrangements with other extension districts, Iowa State University, or agencies when the agreement may be beneficial and the collaborations support the vision and mission of ISU Extension and Outreach.

Your county office may house state employees for the mutual benefit of the extension district, Iowa State University, the State of Iowa, and the USDA.
Volunteers and Volunteer Management

Volunteers are an essential element of ISU Extension and Outreach contributing their time and talents. In return, ISU Extension and Outreach has the responsibility to provide them with the knowledge and skills they need to effectively work within our programs. We have a responsibility to ensure a safe environment and reduce risk for volunteers and those we serve. ISU Extension and Outreach has implemented a volunteer screening process, as required in the MOU, for all ISU Extension and Outreach county staff and volunteers. See the council notebook for description. Find volunteer management resources online www.extension.iastate.edu/content/countycouncils.

Risk Management

Risk management involves all facets of ISU Extension and Outreach including your county extension office. It is the responsibility of your county extension council in cooperation with staff to assess, minimize, and control risks. Risk management can be achieved by various means, including participating in group insurance plans for all extension groups including 4-H; utilizing background checks for staff and volunteers; implementing local, state, and federal emergency preparedness plans; using applicable office safety procedures; using photo release forms; and training staff and volunteers for appropriate tasks and programs conducted through the county extension office.
Foundations

Extension Districts may set up formal agreements of investment by establishing community foundations. The purpose of the foundations is to extend tax dollar support of the ISU Extension and Outreach program areas. This includes 4-H Youth Development, Iowa Master Gardeners, and others. The extension council has key oversight responsibilities to the foundations in their county. While the process varies by county, the council is responsible for approving the appointment of the board of directors and the by-laws of the foundation. The council approves the methods and activities used to raise funds. The council, in cooperation with the foundation committee, assures that methods and activities meet the highest standards set by Iowa State University. The methods and activities must be ethical and appropriate for Iowa State University and the USDA. The council abides by 4-H Name and Emblem guidelines as defined through 7 Code of Federal Regulations (CFR) 8 and protected by Federal Mark 18 USC 707.

Foundations rely on local citizen’s generosity, long-term support, and trust. To assure this continues, the foundation is required to submit an annual report to the council, donors, and potential donors. The annual report includes the mission, purpose of the foundation, long and short-term goals, revenues generated for the year, a detailed report of expended funds, summary of events and activities, contact information for the foundation board members, and the impact of the foundation annually. In addition, a copy of the foundation by-laws is required to be on file with the extension council.

The council is responsible to provide training to the local foundation boards on fiduciary responsibilities, open meeting law, needs assessment, leadership development, and the filing of forms required by state and federal government agencies.
Section 3. Operations

Shared System Support Services Fees

The set dates to make payments to ISU Extension and Outreach for shared system support services are November 1 and May 1. Examples of shared system support services are information technology, statewide financial accounting system licensing, hotline support, and branding support.

County Finance

County extension councils have the responsibility to administer a sound and efficient financial management system that best utilizes available resources and provides an acceptable service level to the citizens of your county extension district. Furthermore, you and your council have a responsibility to minimize financial and legal risk related to public funds.

A common accounting system is used by all county extension offices. There are policies and procedures in place to assist your county extension council in management, communication, and oversight, and for consistency across the state. Annually extension districts are audited by the State of Iowa or private auditing firm selected by the county board of supervisors.
**Extension Information Technology**

The ISU Extension Information Network, established in 1995, was the first statewide extension computer network in the nation.Having a statewide network means that extension offices across the state are typically connected to the Iowa State University campus network through private, dedicated T1 links. All internet traffic to and from extension offices passes through Iowa State University. Extension office local area networks connect computers, printers, and other devices in an individual office to one or more Ethernet switches and to a router on-site which manages the wide area network connection and Virtual Private Network (VPN) link to the ISU campus. Extension IT provides counties computer hotline support, system support, and Web development support.

**Extension Store and Advancement**

A variety of research-based publications and digital resources from the experts at ISU Extension and Outreach can be found on the online Extension Store. There are many free downloads available to you and the public. Purchase research-based materials, apparel, or promotional products for county events or for the county office. Work with your county office for assistance in obtaining purchased items for your ISU Extension and Outreach events or office promotional products.

Promotional support is available from the Advancement unit, within Organizational Development. Every county is assigned an advancement specialist that works directly with regional directors, county staff, and councils. See more in Section 5, Organizational Development.
Section 4. Diversity and Inclusion

ISU Extension and Outreach Diversity and Inclusion Strategic Plan

Diversity encompasses acceptance and respect by fostering an environment of inclusion that moves beyond simple tolerance to recognizing the richness in individual identities of people.

ISU Extension and Outreach follows the Iowa State University Principles of Community to create a safe place in which people can express themselves freely and share unique talents. The six principles which the university applies in celebrating and advancing diversity are respect, purpose, cooperation, richness of diversity, freedom from discrimination, and honest, respectful expression of ideas. ([www.diversity.iastate.edu/principles-of-community](http://www.diversity.iastate.edu/principles-of-community)).

ISU Extension and Outreach is guided in this effort by the implementation of the ISU Extension and Outreach Diversity and Inclusion Strategic Plan ([www.extension.iastate.edu/professionaldevelopment/diversity-and-inclusion-strategic-plan](http://www.extension.iastate.edu/professionaldevelopment/diversity-and-inclusion-strategic-plan)). It is our goal to create an inclusive workplace environment that will foster genuine respect, appreciation of differences, and open communication.

ISU Extension and Outreach works to improve the lives of Iowans by building partnerships and providing research-based learning experiences. We seek opportunities to assist individuals, families, communities, organizations, businesses, and industries based on the merit of the task and its potential impact on society and not on the basis of age, culture, ethnicity, gender identification and presentation, language and linguistic ability, physical ability and quality, race, religion, sexual orientation, or socioeconomic status.

We strive to act professionally at all times and know that as employees of the state of Iowa, we must treat everyone with dignity and respect.

ISU Extension and Outreach Civil Rights Plan

The performance of a civil rights evaluation and review is one of the major and unique requirements of federal civil rights legislation. It provides a systematic process for the assessment of compliance with federal regulations as it pertains to policies, procedures, programs, and practices as well as the development and implementation of modifications and remedial steps taken to correct any instances in which deficiencies are identified. See the council notebook for detailed evaluation instructions for county personnel.
Iowa’s Changing Demographics - Indicators Portal

ISU Extension and Outreach has developed a one-stop online shop for descriptive Iowa data. It contains the most current data from multiple sources and is easy to use. Tools available through the Indicators Portal [http://indicators.extension.iastate.edu](http://indicators.extension.iastate.edu) make it easy to access information, create visual representation of data, and generate maps to quickly identify trends and patterns, and make comparisons. The portal is designed to generate current Iowa demographics by city, county, region or state.

Data for Decision Makers reports are generated by the portal using the most current county and city data. The Data for Decision Makers series continues to grow - county profiles now include general demographic and socioeconomic information, a health profile which includes a variety of information that relates to factors that contribute to health, and a 4-H report which includes a variety of 4-H data for each county. City Data for Decision Maker reports for every city in Iowa are now available. Reports for cities with populations over 350 are four pages, while reports for cities under 350 population are two pages. Data for Decision Makers reports also are available by Iowa Senate District, Iowa House District, and Iowa State University Extension and Outreach Regions.

Regularly check the Data for Decision Makers reports as they are continually updated with current information about population, demographic and socioeconomic status and other data topics of interest.
Section 5. Organizational Development

Advancement

One task of the county council member is to establish and maintain the favorable status of ISU Extension and Outreach with our stakeholders. ISU Extension and Outreach depends on support from stakeholder groups such as decision-makers, county and state staff, local and state partners, our clients, as well as the general public. You have help and guidance in accomplishing this task – the advancement team plans campaigns, provides branded templates and guidelines, creates promotional materials, and consults with counties to ensure you get the most return on your efforts.

Our Brand – It’s in Our Name

Our “brand” is our name. Iowa State University is our first name, and the first line of our brand image. The Iowa State University wordmark is used to brand the university. It also is used to brand all units, departments, colleges under its umbrella – that includes Extension and Outreach and our sub-units such as county extension offices. Following this model strengthens all units of extension as a cooperative. The Iowa State University nameplate is made from letterforms customized especially for Iowa State University. It is a graphic and cannot be duplicated with standard font – that is why the advancement team creates branded templates for county and program use and a Visual Identity Guide with instructions on using the brand, to make it easy for you to be in compliance. Counties “extend” the resources of Iowa State University.

The ISU Extension and Outreach wordmark should be the only logo represented on our materials. Do not create program logos. The only exception is the 4-H clover. National 4-H is an approved partner with the ISU Extension and Outreach wordmark and should be used according to our visual identity guidelines.

There may be occasions when a special campaign image is needed; work with your advancement specialist for guidance and direction in those instances.
Name Recognition

Our name is Iowa State University Extension and Outreach. The proper way to communicate your county is following the title ISU Extension and Outreach, i.e., Iowa State University Extension and Outreach, Lee County. Whether it is answering the phone or typing your county name on a letter or promotional flier, this is the way to state your county’s name.

Human Resources

ISU Extension and Outreach has a Human Resources Department available to assist county councils.

Extension councils are the employer of county-based employees. No one individual council member can determine employment decisions or direct the work of county personnel. The council as a whole provides guidance to county personnel based on the county’s personnel policy. The Human Resources Department can help you with information for new employees, current employees, ISU departments, and County Services. Learn about benefits, classification and compensation, on boarding, policies, procedures, and much more by visiting www.extension.iastate.edu/hr.

Professional Development

You can take advantage of ISU Extension and Outreach professional development opportunities. The Professional Development unit provides support to improve program quality and impact through powerful professional development opportunities and career paths for paid and volunteer staff, and elected officials. Encourage and support any first year county staff to become part of the mentor program. For more information, contact your regional director or visit www.extension.iastate.edu/professionaldevelopment.
Section 6. Program Leadership

Signature Issues

We asked Iowans what key issues they felt ISU Extension and Outreach could address with Iowa State University resources. From conversations with them, we identified four signature issues that encompass the needs they want ISU Extension and Outreach to continue to address with programming.

Those four issues – economic development, health and well-being, K-12 youth outreach, and food and the environment – are the umbrellas over our multi-disciplinary programming, created within and across our program areas (Agriculture and Natural Resources, Human Sciences, 4-H Youth Development, and Community and Economic Development).

We share our signature issue impacts using this summary statement. “We’re feeding people, helping them healthy, keeping them healthy, helping their communities to prosper and thrive, and turning the world over to the next generation in better shape than we found it.”
Program Development Process

Your county extension council plays a role in an assessment process that influences the programming for ISU Extension and Outreach. Council members typically collaborate with staff and others in the community to identify, assess, and analyze educational needs – a gap between the current situation and the desired situation. There are four main program areas: 4-H Youth Development, Agriculture and Natural Resources, Community and Economic Development, and Human Sciences. Our educational programs cover the entire life span, from Iowa’s youngest to oldest residents. More than 1 million people benefit directly from our educational programs each year. Millions more connect with us online.

Program Catalog

The Program Catalog describes the core programs ISU Extension and Outreach offers statewide. It is a communication tool to foster conversations about programming between councils within a region, between regions and specialists, and between program areas.

Curriculum Review

Curricula for our programs must fit within the scope of the ISU Extension and Outreach mission, provide instruction or information, and be peer reviewed. You have a part in the curriculum review process. Your county extension council assists in establishing a systematic process and determines mission-based and research-based appropriateness for high quality and effective educational programs. Programs offered by a county should come from the program catalog or go through the peer review process before they are scheduled and delivered.

The purpose of ISU Extension and Outreach is to bring research and science from the land-grant institution to the people. Recently there has been a movement to “evidence based practice,” an approach that requires the use of scientific research, its review, and linking this research to practice.
University Resources and Outreach

County Services encourages county councils to use Iowa State University resources to research and develop innovative programs outside of the traditional program offerings. Two such notable programs are the Rising Star Internship program and the Engaged Scholarship program.

The Rising Star Internship program hires Iowa State University students to work as local summer interns under the supervision of a regional director. The core purpose of the program is to advance local programming, strengthen students’ problem solving skills, and expose students to careers with ISU Extension and Outreach.

The Engaged Scholarship program is a partnership between ISU Extension and Outreach and the College of Human Sciences. This program funds research projects that focus on engagement, translate research into practice, and involve and benefit Iowans, their families, and communities. Funding is provided by ISU Extension and Outreach and county extension councils.

Calendar of Events

Curious about what ISU Extension and Outreach has to offer? Explore the statewide calendar, accessible from all county office home pages and the ISU Extension and Outreach homepage. The calendar is a place to promote your county events and learn about events going on in your county, region, or statewide. Data from the calendar are used to complete Federal reporting of ISU Extension and Outreach programming. Putting educational events on the calendar is very important to the reporting process. [www.extension.iastate.edu/calendar](http://www.extension.iastate.edu/calendar)
4-H Name and Emblem Responsibilities

4-H is perhaps the most well-known program ISU Extension and Outreach offers. The 4-H Youth Development Program is a component of the Cooperative Extension Service at land-grant universities and the USDA. The U.S. Congress has legislated responsibility for the proper management of the 4-H name and emblem to the Secretary of Agriculture. The Secretary approves the “Director of Extension” and with this approval comes the responsibility for use of the 4-H name and emblem in that state. The use of the 4-H name and emblem is defined through 7 Code of Federal Regulations (CFR). The 4-H name and emblem are a Federal Mark, protected by 18 USC 707.

The 4-H name and emblem represent the ideals of the program with its focus on head, heart, hands, and health. It is an extension professional’s responsibility (including the county council members) to protect and promote the use of the 4-H name and emblem. You are encouraged to work closely with your county youth coordinator, region’s youth program specialist, advancement specialists, and the Iowa 4-H office to determine how to use the 4-H name and emblem. See more in the council notebook or online www.extension.iastate.edu/4h/marketing.

Research Farms

There are thirteen research and demonstrations farms in Iowa, located across the state geographically to conduct research on major soil types found in the state. Scientists conduct similar experiments at different research farms to assess the influence of soil differences and climate on agricultural practices. Iowa is a major livestock producing state. Some research centers conduct research on feeding, caring for, and housing livestock. Area producers suggest local problems that need to be studied and often offer suggestions for improving research at the farms. Local nonprofit associations of farmers and business people own or lease eight of the thirteen research farms.
Stay Connected

As a council member, you will be responsible for communicating about issues related to Iowa State University and ISU Extension and Outreach, including programming opportunities and impacts. Stay informed to provide the best communications.

The most accessible information is online communications. Begin at www.extension.iastate.edu for daily news releases and links to ISU Extension and Outreach news and social media outlets.

- **Facebook** – Like Iowa State University Extension and your county’s Facebook page
- **Twitter** – Follow @ISUExtension and other extension accounts
- **YouTube Channels** – subscribe to the IowaStateExtension channel to follow campaigns, program impacts, and recent UKNOW videos
- **LinkedIn** – Follow Iowa State University Extension and Outreach
- **Pinterest** – Follow ISU Extension & Outreach
- **Instagram** – Follow @ISUExtension and other extension accounts

**Blogs** – Find our blogs at blogs.extension.iastate.edu. Subscribe to stay current on hot topics
From the Assistant Vice President, County Services

Dear Council Member,

Welcome new council members for Iowa State University Extension and Outreach. Being elected by the citizens of your county speaks highly of your skills and abilities. Thank you for serving and congratulations on your election. The council member position is a key leadership position within ISU Extension and Outreach.

The council and the members of the council are key to the success of ISU Extension and Outreach in a county. The council, in cooperation with Iowa State University and the United States Department of Agriculture, determines how resources are allocated and what educational programs are offered in local communities. Council members support the Memorandum of Understanding that makes it possible for extension districts to obtain local, state, and federal resources.

I realize that the responsibilities of an extension council member are great. To assist council members in meeting their objectives, County Services provides training for council members. Regional council meetings are held so that ideas and best practices may be shared. Support services are available through your regional director, human resources, financial accounting. All can be found on our County Services website.

It is my pleasure to share this guide and introduce you to topics relevant to councils, ones you will want to explore further. In addition to this guide, you have access to the Extension Council Reference Manual that provides in-depth information on the topics explored here.

I wish you the best in this key leadership position. While you serve your county, I hope you will personally benefit from this experience through the network you build and grow your leadership skills and abilities.

Best Wishes,

Robert Dodds, Assistant Vice President, County Services