

Extension region and county organization and staffing in North Central states.

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South Dakota: 2010 major reorganization to campus and field.

- 45-47 SDSU content field specialists housed at 8 regional centers have state-wide responsibilities. They are part of a department on campus and supervised by program leader AND department chair.
- 4-H educators in counties are SDSU employees with 75% paid by state and 25% paid by counties and are supervised by Program Leader and Director of 4-H field operations
- Counties have a shared 4-H educator and Office Assistant. 4-H educator shared between 2 counties (most common), four groups of three counties and one group of four counties. Four counties pay for their own 4-H educator. Seven counties have OA distribute 4-H material but do not do programming.
- 4-H is BS required. Field Specialist is MS required.
- No county or regional directors.
- Office assistants are county employees hired and supervised by county auditor or manager.
- County funding: County commissioners include a small amount for extension in their budget for the 4-H program and secretary.
- Local input: Faculty and staff are embedded in the organizations of the clientele they serve. College advisory committee that covers extension and research. 4-H has to have a local advisory committee in each county made up of 4-H families and non-4-H groups that work with youth.

Minnesota: 2004 reorganization and working relatively well.

- MN has 15 regions, 12 Regional Directors and 125 regional content specialists
- Counties decide what type of staff they want and they pay the cost of those staff to UMN. The educator is an UMN Extension employee (salary and benefits) and supervised by Program leader (ANR, 4-H, FCS).
- All 87 counties have extension office. Staff chosen by counties.
 - 122 4-H Educators, every county as 1 4-H educator and some have more.
 - 55 ANR Educators several counties partner to share 1 ANR educator in 2 counties.
 - 2 FCS Educators in counties.
 - Most counties have a SNAP-Ed educator that is paid by a Federal Grant.
- Educators require MS/MA. 4-H Program Coordinator requires BS/BA.
- Counties pay for office support staff, supplies and space. Support staff have annual performance review by UMN Regional Director.
- County funding: Extension is unfunded mandate on the County's general fund. The Extension Advisory Committee works with Regional Director to prepare and submit budget to County Commissioners.
- Local input: Each county has an Advisory Committee to advocate for Extension with 10-20 people that are appointed by county commissioners and two are county commissioners.

¹ Information based on interviews by John Lawrence with Extension Directors in each state. The author takes responsibilities for errors or omissions.

Michigan: 2009 reorganization, but recent changes to the role and responsibilities of District Directors

- All staff are MSUE employees and report to one of 4 Institute Directors (ANR, Health Nutrition, 4-H Youth, Communities) AND to one of 14 District Directors with 3-9 counties. All staff must have their individual plan of work approved by both the ID and DD. Both supervise and must agree on performance score or it goes to Associate Director for tie breaker.
- Counties are served by Program Staff that may have District, multi-District or state-wide responsibilities. Staff have 20% of personal POW on a locally relevant topic which has built support for extension within counties.
- Staffing level depends on District population and needs. Minimum staffing in smallest counties is 0.5 FTE 4-H (1 FTE / 2 counties) + 0.5 SNAP-ed. Largest counties have 40 staff.
- Educators require MS or hire BS and require MS in 3 years. 4-H requires BS.
- MSUE pays \$31,000 + \$0.36/resident for basic extension services to the county. If they want an additional dedicated staff the county pays 80% of salary and fringe and MSUE pays 20%.
- County funding: Extension is funded from the county general fund. Annual budget submitted to commissioners. Recent millage increases approved and often used extension as justification.
- Local input: District Councils in every district meet once a quarter. Selected by DD, not elected. Has traditional members AND partners and potential partners. Add additional county councils in high population districts (Wayne, Oakland, McComb). District councils send representatives to a state council that meets 4 times a year (2 in person and 2 conference call).

Iowa: 2009 reorganization and considering changes.

- Iowa has 99 counties with 100 offices organized into 20 regions of 3-8 counties with a Regional Director that is a liaison to the County Extension Councils, but doesn't supervise employees.
- ISU Ext fully funds 20 Regional Directors which report to AVP for County Services and approximately 120 Field Specialists in ANR, Human Sciences, Community and Economic Development and 4-H/Youth Development with multi-county responsibilities which report to Program Leaders on campus. Faculty on campus are embedded in departments.
- Regional Directors require MS. Field Specialist require MS+ experience preferred and to promote within the system. We can hire BS plus+ experience as Program Specialists.
- ISU does not have county employees. Counties fund and hire county employees. Elected County Councils hire and supervise the staff and choose how to staff their office. ISU assists councils with position descriptions and trains staff but they are not ISU employees.
- All counties have an Office Assistant/Manager and County Youth Coordinator. Some have Program Coordinators, split positions and about half have a "director" type position with varying titles and educational requirements.
- County funding: County Extension Districts have taxing authority for a separate Extension levy and each county has a 9-member elected Extension Council with personnel, budget and program selection responsibilities
- Local input: 9-member elected Extension Council provides input and staff cultivate local relationships. Specialists also build relationships with regional professionals.

Wisconsin: Recent changes and still implementing

- There are 22 Area Extension Directors (AED) funded by UW Ext who oversee 1-5 counties each with county-based educators that are funded through one of 6 institutes (Ag, NR, Comm Dev, Positive Youth Dev., Human Development and Relationships, and Health and Well-Being).
- UW-Ext fully funds AEDs who are overseen by two assistant deans. UW-Ext currently provides 47% of county educator salary and fringe.
- County educators are paid equally by two counties and programs in both counties. Examples include: ANR educators who specialize in crops or dairy or health and well-being educator may cover two counties. Goal, depending on additional funding, is to have regional specialists to supplement county educator work around specific thematic areas.
- AED require MS. Educator require BS/MS preferred. SNAP-Ed Coordinator BS required.
- County funding: Full County Boards vote and approve extension budgets annually
- Local input: Each county has an Extension Committee which oversees their investment and advocates for the Extension Budget with the full county board

Illinois: 2010 reorganization

- Illinois has 102 counties, organized into 27 Extension Units within 3 Extension Regions. Of the 27 units, there is one unit with one county (Chicago, Cook County), 1 with 2 cty/unit, 9 with 3 cty/unit, 8 with 4 cty/unit, 7 with 5 cty/unit and 1 with 6 cty/unit. Cook county has an earmark in state budget for additional funding.
- IL Ext funds “core staff” for each Extension Unit consisting of a Unit Director, office support staff member, and 2 Educators (most frequently covers 4-H and ANR). Most Units have grant funded SNAP-Ed educator. There are 11 CED educators statewide. All, including OAs are UIL employees
- Currently, IL Ext provides \$325k to each Unit. The goal is to have a 1:1 match between state and county.
- Director and Educators require MS. Educators and support staff report to Unit Directors.
- County funding: Funding comes from referendums (85 of 102 counties), county board allocations, and fundraisers
- Local input: Each Unit has a Multi-County Council/Board. The Council members interact with Illinois Extension staff to plan, implement, market educational programs, secure financial resources, and recruit volunteers. The councils are elected and have oversight on budget and operations but not programming, and personnel.

Kansas: Started allowing counties to form districts in 1993, the first was in 1995, it continues to evolve.

- There are 4 Regions (NW, NE, SE, SW) plus one region made up of 8 larger metro counties that are similar, but not close to each other. Regional specialists are housed at Research and Extension Centers.
- Kansas has 105 counties and currently there are 17 multi-county Districts with 50 counties and 55 individual counties. It will move to 18 Districts with 53 counties and 52 individual counties in July. Counties that vote to join a district then have taxing authority.

- **County/District Staffing:**
 - Several have two agents (1 ANR/4-H and 1 FCS/4-H) and 1 OA. Some with 3 or 4 agents based on population. 8-9 counties have 1 agent and 1 office assistant (OA).
 - Very few 4-H agents. In most counties the ANR and FCS agents lead 4-H and it takes on average 0.6 FTE devoted to 4-H.
 - All agents are KSU employees and are co-managed by KSU and County/Unit. Must have agreement on performance or they are fired.
 - A county/unit can hire as many OAs and Program Assistants (PA) as they want and can afford. Some wealthy counties or districts hire as many as 10 PAs. Typically do not duplicate PAs (1 crops, 1 farm management, 1 livestock,...). OA and PA are county staff and County Supervisors do annual performance review.
 - Agents require BS.
- KSU provides \$17,500/agent for the first 2 agents and then \$11,000/agent for additional agents up to the cap. Any agents above the cap, KSU provides \$1,500/agent. KSU provides their proportion of health insurance, Medicare and Medicaid and the all of the employer contribution for retirement (approximately \$5,000/year). Counties cover the remainder salary and their proportion of benefits. KSU advises on salary, but not the final word.
- **County/District funding:** Districts has taxing authority. If counties are not part of a District then extension asks county commissioners for funds.
- **Local input:** Districts elect an Extension Board which appoints a Program Development Committee. These Extension Boards are governing bodies and have budget and HR responsibilities and program direction advice. Counties not in a District is required to have 4 Program Development Committees (ANR, FCS, Community Vitality, 4-H) and the PDCs then elect an Extension Board for the county.

Nebraska: Reorganization started in 2013 and nearly complete.

- 180 educators and 80 4-H program assistants located in 82 of 93 counties that have offices. Of the 80 4-H Pas, counties provide full funding to UNL for 70 and 10 are paid by UNL.
- Eleven counties do not have enough tax base to support an office and are served in the Courthouse and by conducting programs on site.
- Educators located in a county and have a multi-county accountability region and state-wide responsibilities. They focus 80% of time in one of 7 specialty areas and 20% on county extension in another purpose (unit leader, build relationships, service work, etc).
- Educators require/prefer BS/MS. 4-H Assistants require BS
- Counties provide office, supplies and hire office assistants and these are supervised by UNL county unit leader under an agreement between the county and UNL.
- Soon going from 5 area directors to 12 engagement zone coordinators. The EZC will supervise fewer staff and be responsible for engagement for UNL including students, alums and donors. They will engage with boards, partners, elected officials and will rely on the county educator to open doors for them.
- **County funding:** County commissioners provide funding for extension.
- **Local input:** Extension board is appointed by county commissioners. Local decision by county on number and how often they meet. Typically as few as 6 and as many as 12-15 and meet monthly, quarterly or twice a year.

Missouri: Recent reorganization and still staffing up

- 8 regional directors, 114 County Engagement Specialists (CES) and 111 Field Specialists (FS).
- Each of 114 counties have a CES that is part time CES for that county and part time content educator for a trio of counties in one of three subject matter areas (nutrition and health, education and youth, business and community dev.). They report to a Regional Director.
- Field Specialists provide subject matter expertise for multiple counties. FS may cover 1-2 urban counties, but generally more counties. For example, Livestock (4-6 counties), Agronomy (4-6), horticulture (6-8), Ag Business (6 across state), Human Development (9-10). Also have youth and nutrition. Report to Program Leader and Regional Director is secondary supervisor.
- Youth Program Associates, 68 state wide report to program leader.
- CES and FS require/prefer MS/PhD. Have implemented a "Fill and Grow" program. Hire with BS, they have one year to start a MS program and 5 years to complete it. Youth Program Associate require 35-40 credits in youth development or education.
- County funding: County Commissioners appropriate funds to County Extension. It varies by county but is \$5,000-10,000/county per year. In 2013, Legislature allowed counties to have a referendum to collect tax locally for extension. Attempted in two counties, passed in one county. Mercer county passed and have a local budget of over \$10/person for extension. Next closest county is \$4.10/person.
- Local input: Typically 15-22 people on council that meets monthly and exec committee meets every other month. Members are predominately elected, but some members are appointed. General farm organizations can appoint member. County commissioners appoint member. County seat town and cities over 10,000 people appoint a member.

Ohio: Reorganized in June 2018, still in progress.

- Office in all 88 counties. Most counties aim to have at least one educator per program area (4-H, ANR, CD, FCS). The number of educators depends on the ability of commissioners to contribute to the cost-share or cover other staff and operational dollars.
- Now have Area Leaders supervising all employees in their areas (averages 13-20 direct reports) and 1-5 counties. Previously had county directors and regional directors. But RDs had approximately 21 counties and 60-70 direct reports (primarily educators).
- Educators require BS/BA, Most have MS/MA. Program Assistants or Coordinators require BS.
- Counties pay \$30,000 for first educator and \$40,000 for each additional educator. Counties pay full costs of support staff, supplies, equipment, and facilities. State pays approximately 40-60% of salary and benefits depending individual educator salary.
- County funding: Most of county budget comes from county commissioner appropriations (requested on an annual basis) but county faculty and staff generate additional funds from cost-recovery, grants, contracts, and philanthropy.
- Local input: Each county has an Extension advisory council, however, none of these councils have formal authority over county extension budgets, staffing, programming, or other functions. Their roles are advisory and advocacy only.

North Dakota: No recent changes other than reduced funding.

- Regional specialists are usually located at one of 7 research/extension centers.
- There are 53 offices that have at least one full time extension agent with larger counties having several. There are 52 county extension offices plus one on the Fort Berthold Reservation. Two counties share one office but the rest of the counties have their own office.
- All counties have a full time ANR agent and a FCS agent that is part to full time depending on the budget. ANR or FCS agent leads the 4-H program. A county may hire a CYC, but it is rare (only 3-4 counties) and the 6-7 largest counties will have a full time 4-H agent.
- Region Director does annual performance review and hires.
- Agents require BS with MS preferred. Many ND extension agents have MS degrees
- Extension agent salaries and fringe benefits are combined and now counties pay 40% of that combined cost and NDSU Extension pays the other 60%. Counties pay all operating, office and secretarial costs.
- County funding: They are authorized to levy taxes for extension a minimum of 2 mils and most levy 2-4 mils. Commissioners can also allocate additional dollars to extension from their budget.
- Local input: At the county level the only formal group is the County Commissioners. Agents are encouraged to have an advisory council that is advisory only (not staff or budget).

Indiana: No recent reorganization.

- County based system with campus specialists.
- Typical rural county has 2 educators, one 4-H/ANR and one 4-H/Health and Human Sciences. Micropolitan counties have 3-4 educators and few are split and Metro counties have 6 educators and no split assignment. The educators in the county deliver 4-H, ANR and HHS programs, no sharing or specializing across counties.
- There are 5 regional CED specialists. A few educator/specialists for example organic production, food safety in a produce region.
- State/federal funds pays for the minimum number of educators based on youth and ag populations and other variables. Counties can hire additional educators and they pay the salary. PU Extension pays the benefits. In general, counties pay about 1/3 of county budget. Educators report to 5 Regional Directors.
- Educator/Director require MS
- Office assistants and program assistants (if any) are county employees supervised by County Director.
- County funding: Annual request from County Commissioners.
- Local input: Each educator has an advisor council for a program. Members of the program advisory councils elect an Extension Board. They are advisory.