

Guidebook for Socializing and Orienting New Extension Faculty

To be used by
New Faculty,
CEDs and DEDs



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Dear New Faculty,

Beginning a new job can be an exciting adventure that comes with some apprehension. There is so much to learn and it will seem like there is limited time to learn it all. Your CED, DED, mentor and PDEC are all here to make this transition as pain free as possible. Florida Extension is a vast organization with a single mission and vision. Our promise to you is that we, as an organization will provide you with the tools to make you a "winner" and an important asset to the Extension family.

This orientation and socialization guidebook is divided into a series of months starting with the first month. Each time period provides information that shows what you should be learning during that time period. Part of this training is a series of PDEC training modules that all new faculty must complete. These can be found online at <http://pdec.ifas.ufl.edu>. A series of check-off sheets is included for you to use. There are also check-off sheets for your CED, DED, formal mentor, Program Leaders, PDEC, and RSAs. It is your responsibility to follow the guide and complete these training assignments in a timely manner. This is a guide and it can be changed based on the personal needs of each new faculty member. These changes will be made by your CED working with your DED, RSAs if you are 4-H) and mentor. To help you get started, below is a directory of some key personnel you may find useful.

Interim Extension Dean and Director:

Millie Ferrer-Chancy

DEDs:

Tim Momol	District III	Central	352-392-1781
Joe Schaefer	District V	South	561-993-1280
Eric Simonne	District II	Northeast	352-392-1781
Charlie Vavrina	District IV	South Central	239-658-3422
Pete Vergot	District I	Northwest	850-875-7137

Program Leaders:

Joan Dusky, Agriculture	352-392-1761
Marilyn Norman, 4-H Youth Development	352-846-0996
Mike Spranger, Marine and Sea Grant	352-392-1837 Ext. 226
Nayda Torres, Family and Community Sciences	352-392-1778 Ext. 221

Program Development and Evaluation Center:

Cheri Winton Brodeur, Coordinator PDEC	352-392-0386
Tyann Haile (in-service & new faculty training)	352-392-0386

County Operations

Charlotte Simmons (travel, grants, leave) 352-273-3433

Regional Specialized 4-H Agents (RSAs)

Heather Kent	Northwest District I	850-875-7111
William Heltemes	Northeast District II	352-846-0996
Judy Butterfield	Central District III	352-846-0996
Georgene Bender	South Central District IV	813-757-2184
Tracy Tesdall	South District V	954-577-6374

Note: the terms county faculty and county agent are used interchangeable in this document.

The First Month of Hire:

It is important to work with your CED, DED, mentor and others listed below during this first month to determine the time frame and any changes they wish to make in your training process. This is a guide and your training requirements may change based on your past experience and abilities. During this first month you should be concentrating on office know-how, what is expected of you and learning the broad overview of the Extension organization.

- Meet with your County Extension Director.
 - Discuss expectations of the job, professional scheduling and professional image.
 - Discuss county issues, demographics and census information.
 - Discuss county policies and procedures.
 - Discuss county structure.
 - Discuss county program timeline or county calendar.
 - Learn about developing a personal professional development plan.
- Meet other members of the Extension Office.
- Attend Extension programs in your county regardless of programmatic area.
- Discuss programs with each agent in the office.
- Review each agent's Plan of Work and past Reports of Accomplishment to learn about the programs and activities held in your county.
- Take the opportunity to visit clientele with other agents in the office.
- Meet key leaders within your county, including members of the overall advisory committee.
- Meet county administrators and county commissioners, if allowed.
- Learn basic office procedures.
 - Interoffice communications (office manager, mail, schedules, email, etc.)
 - Secretarial responsibilities
 - County budget and purchasing procedures
 - Travel regulations and expense account filing

- Publication distribution
 - Office management expectations (maintenance, purchasing, professional image)
 - Public relations efforts
 - Office details (break room, coffee, vending, lunch, hours of operation, getting keys, scheduling meeting rooms, etc.)
 - Getting paid
 - UF/IFAS Extension and County personnel directories
 - Personnel handbooks and resources
 - Phone system
 - Office machinery
- Get your office organized.
 - Organize your office supplies
 - Set up your email account
 - Gather resources (phonebooks, directories, etc.)
 - Review files and familiarize yourself with file organization
 - Meet with county human resource professionals to discuss county benefits (if applicable).
 - Take a county tour.
 - Discuss available office record keeping systems.

You will need to meet with a mentoring agent during your first month on the job. Your mentor will assist you with the basic understanding of extension programming, agent roles and responsibilities, and primary job duties.

- Observe an Extension program.
- Extension programming.
 - Discuss Extension programming.
 - Discuss role and focus of programming in county.
 - Discuss with mentor how programs are developed using input from clientele, advisory committees and county statistical data.
- Review Extension Reporting System.
 - Discuss ROA and POW.
 - Discuss Extension reporting.
 - Discuss Blue Ribbon and 4-H reporting, if applicable.
- Discuss advisory committees and their role.

- Discuss affirmative action and all reasonable efforts.
 - Review DED web site at <http://ded.ifas.ufl.edu>
 - [Review affirmative action basics](#)
- Review the annual evaluation process.
- Review job expectations and general job duties.
- Understand role of the professional.
 - Professional behavior standards.
 - Time management and balancing personal and professional time.
 - Professional development.
- Review ideas for record keeping. Discuss record keeping.

All new county faculty will also need to complete the following activities related to state level training:

- Contact by phone or email the professional development coordinator (PDEC), Cheri Brodeur at 352-392-0386 or cbrodeur@ufl.edu concerning training at UF.
- Begin to work on IFAS New Faculty Extension professional development web modules*. Your CED, DED and mentor will answer questions related to these four modules assigned this first month:

General Topics:	Date Completed
• Human Resources: Getting Started	_____
• History and Philosophy of Extension	_____
• Ranks, Roles and Responsibilities	_____
• Getting to know your county clientele and stakeholders	_____

- Contact your program leader and request names of state specialists you should contact.
- Meet with state specialists in your programmatic area.
 - Met with: _____
 - Met with: _____
 - Met with: _____

- Familiarize yourself with state Extension resources.
 - [EDIS publications](#)
 - [In-service trainings](#)
- Meet with IFAS Human Resources to discuss myUFL, leave time, time reporting, etc., if appropriate. County-only faculty need to make sure they spend time with county HR .
- Get Gator 1 card and GatorLink username.
- Meet with your DED.

**Web modules can be found at <http://pdec.ifas.ufl.edu>. Click on New Faculty Modules in left-hand menu under Professional Development section.*

MULTI COUNTY AGENTS:

- Spend time in each county office to meet Extension professionals and support staff in each office.
- Meet and talk with CEDs in each office to review expectations.

4-H AGENTS:

The new 4-H agent will be contacted by a regional specialized 4-H agent.

CED Responsibility: The First Month:

- Facilitate a meeting with assigned mentor (work with DED if applicable). Also suggest additional agents that can serve as “unofficial mentors”. Decide who will oversee the PDEC training modules assigned for the first month.
- Introduce new faculty as part of the Extension Team.
- Assure that all paperwork is completed and sent to the DED office in Gainesville so that payroll, etc. will be processed in a timely fashion, if applicable.
- Introduce new faculty to key leaders and county administrators.
- Review county policies and procedures:
 - Make sure new faculty member has copies of county and university handbooks.
- Encourage other faculty to take new faculty to clientele visits and to other county programs. Encourage other faculty to provide a tour of the county.
- Determine who will train new faculty on office procedures and introduce to that person. Include the following information:
 - Interoffice communications
 - Secretarial responsibilities
 - County budget and purchasing
 - Travel and expense accounts
 - Mail requirements and mailing lists
 - Office management expectations
 - Process for entering (requesting) and approving time with both County and state (sick leave, annual leave and FMLA)
 - Process for entering (requesting) and approving travel.
- Provide necessary information and assistance relating to conditions of employment and employee benefits. (Refer to County or state HR docs)
- Discuss programs or activities already planned to determine those in which new faculty member should participate.
- Assist new faculty member in beginning to develop his/her calendar for the first year.

- Discuss best methods of communicating on a regular basis with CED.
- Discuss working in multi-county groups (if applicable).
- Discuss expectations of interdisciplinary programming within the office.
- Discuss Extension and other associations and your philosophy of participating in associations.
- Discuss basics of record keeping and show any appropriate methods of record keeping.
- Have new faculty contact Cheri Brodeur at the [Program Development and Evaluation Center \(PDEC\)](#) to set up new county faculty professional development training.

DED Responsibilities: The First Month:

- Work with CED to assign a mentor.
- Provide necessary information and assistance relating to conditions of employment and employee benefits.
- Work with new faculty member on developing a personal professional development plan including in-service trainings.
- Provide information on district staff, procedures, facilities, resources, etc.
- Discuss roles and expectations of county faculty.
- Discuss the best way to communicate on a regular basis with District Director and his/her office.
 - Refer to DED web site: <http://ded.ifas.ufl.edu>
- Introduce new faculty to DED office staff and discuss their roles and responsibilities.
- Contact CED to review what was covered and any areas needing clarification or elaboration with new faculty member.
- Discuss an overview of permanent status and promotion.
 - Record keeping
 - Expectations
- Discuss expectations of communication with DED.
- If multi-county agent, discuss expectations of job.

PDEC Responsibilities: The First Month:

- Discuss PDECs role and responsibilities to faculty. Set up time to speak with them again at the end of the second month of hire.
- Introduce the Program Development and Evaluation Center website including the new faculty modules.
- Provide information concerning on-campus new faculty training.
- Set up password and provide access to In-service Training (IST) website.

Mentor Responsibilities: The First Month:

- Polycom with DED and CED to discuss training strategy.
- Plan and implement an introductory meeting sometime during the first month.
- Discuss any of the PDEC modules assigned to the mentor this first month.
- Provide basic understanding of Extension mission and programming.
- Answer any questions. Information during the first month will mostly relate to job expectations and an overview of the Extension program and organization.

4-H RSA Responsibilities: The First Month:

(For 4-H Agents only)

- Work closely with the new faculty on specific requirements as identified in the 4-H Program guide.
- Discuss state level 4-H training sessions and how to sign up.

2 - 6 Months on the Job:

During months 2-6 you should be working closely with your mentor, CED, DED, and PDEC, learning about Extension programs in more detail, and continuing to build a UF and community network. You may also be beginning to work with an existing advisory committee or learning about developing an advisory committee.

New Faculty Responsibility: 2 - 6 months:

- You should have already had an initial formal meeting with your mentor.
 - Set specific times to meet for the calendar year.
- Begin learning about programming and what is a program. See the PDEC module listed below.
- Affiliate yourself with at least one state focus team.
- Work with a multi-county program as a team member (beef forage group, 4-H district group, FCS planning group, etc.) assisting with planning a district or regional program, if appropriate.
- If there is an advisory committee already in place, meet members of advisory committee (individually if possible) to get to know them better.
 - Review information of effective advisory committees (see PDEC module on advisory committees).
 - Review needs assessment information.
- Continue to observe other county faculty members in delivering programs.
- Participate in advisory committee meetings of other faculty in your county.
- With permission from your CED sign up for in-service training opportunities.
- Begin to establish a working relationship with multi-county, REC and University-based faculty.
 - Schedule time with co-workers to become familiar with their programs, areas of expertise, etc.
 - Attend programs of agents in neighboring counties to become more familiar with different types of programs.
 - Through input from your program leader, identify and meet with several faculty specialists whose responsibilities relate to your program area.

- If you are not a 4-H agent, meet with 4-H agent to discuss opportunities available working with 4-H youth.
 - Become familiar with the 4-H website.
 - Become familiar with 4-H reporting.
 - Become familiar with 4-H curriculum available to support 4-H programs.
 - Review 4-H calendar.

- Attend meetings of county agencies and groups (Cattleman, Water Management, United Way, etc.) to become familiar with other groups and agencies within the county.

- Contact PDEC coordinator.

PDEC Web modules to complete during 2-6 months:

	Date Completed
• History and Philosophy of the Landgrant Universities (optional)	_____
• Collaborating with other faculty	_____
• Travel Guidelines	_____
• Leave Guidelines	_____
• Acronyms	_____
• UF/IFAS Service Units	_____
• Human resources: Getting Started (section on affirmative action)	_____
• Extension Program Development (covered with PDEC training)	_____
• Extension reporting and accountability (covered with PDEC training)	_____
• Reaching parity	_____
• Statewide goal and focus areas	_____
• Advisory Committees	_____
• Introduction to information technology	_____

CED Responsibilities: 3 month review:

- Encourage new faculty to continue to formally meet with mentor.
 - Meet with new faculty and assigned mentor (by polycom if necessary) to discuss expectations.
- Assist new agents with meeting advisory committee members (if an active advisory committee exist) and members of other groups and organizations in their specific programmatic area.
- Introduce employee to county statistical data and clientele information.
 - Direct faculty member to applicable web sites and other local sources concerning county demographics to review.
 - Discuss issues which relate to educational programs.
 - Share census information and minority population maps.
 - Assist faculty member in establishing working relationships with county groups, key leaders, and stakeholders.
- Observe faculty member's ability and progress and provide constructive comments, suggestions or recommendations including strengths and positive attributes. Observe their abilities to:
 - Work with and interact positively with other extension faculty in the county.
 - Work with and interact positively with staff in the county.
 - Work with county agencies and groups or program committees.
 - Respond appropriately to telephone calls and requests.
 - Respond appropriately to requests received via electronic and surface mail.
 - Assist walk-in clientele.
- Discuss affirmative action obligations and requirements.
- Discuss signing up for in-service training opportunities.
- Discuss basic time management and balancing personal and professional time.
- Discuss expectations about participation in state and national professional organizations.

DED Responsibility: 2 - 6 months:

- Meet with new faculty and mentor to discuss expectations and progress.
 - Include philosophy, mission and key values of Extension.
- Review the following Extension programming and POW material and information.
 - Assist CED and new faculty member in identifying goals and objectives to start the programming process.
 - Review POW and ROA process.
- Review the annual evaluation process.
- Discuss 3-year plan and permanent status and promotion.
 - Ensure that new faculty member schedules and attends a permanent status and promotion workshop.
- Contact mentor to discuss additional items that need to be reviewed with new faculty.
- Follow up with CED on progress of new faculty member. Discuss new faculty member's abilities and progress with CED.
- Ensure that faculty member has worked with CED and/or other County Program Leader/Coordinator on establishing and maintaining working relationships with county groups related to extension programming.
- Discuss questions, comments or concerns the new faculty member may have after they have completed their first four months on the job.

PDEC Responsibility: 2 - 6 months:

- Ensure that new faculty has attended the first new faculty professional development training on campus.
- Discuss the differences between HR orientation and PDEC professional development training.
- Provide training in statistical database SimplyMap (during third month).
- Provide support to CED in locating demographic and census information.

Mentor Responsibilities: 2-6 months:

- Provide guidance in program area discussions.
 - Introduce to other faculty in program area
 - Suggest specialists in the program area
 - Provide support in identification of program goals
 - Provide support in advisory committee discussions
 - Provide support in discussions of state goal and focus teams
 - Continue to answer questions and provide feedback
- Provide support in balancing work and family discussions.
- Discuss dangers of job burnout and strategies to stay healthy and effective.
- Observe faculty members ability and progress and provide constructive comments to CED and/or DED and/or PDEC.

Program Leader Responsibilities: 2-6 months:

- Identify three specialists who would be working with new faculty in specific program areas. This can be coordinated through PDEC.
- Coordinate with PDEC to arrange for specialist visits between new faculty and the three specialists.
- Arrange for an introductory meeting with new faculty to discuss program direction

4-H RSA Responsibilities: 2-6 months:

- Design custom agenda for new agent

7-12 months on the Job:

During the 7th through the 12th month you should have your programs set up including needs assessment planning, and logic models. You should be able to develop SMART objectives and have an evaluation plan in place. You should be meeting on a regular basis with an existing advisory committee or have developed your new advisory committee and held the initial meeting. You should also have begun to work with state specialists in your program area. You should be continuing both your county and university networking.

New Faculty Responsibility: 7 to 12 months:

- Develop professional development plan.
 - Sign up for appropriate in-service trainings.
- Develop and deliver your first extension program.
 - Ask for assistance from other county faculty, CED, mentor and state specialists as needed.
 - Send your first program plan including logic model and evaluation plan to PDEC for guidance and recommendations.
 - Attend PDEC new faculty training on teaching techniques and adult education.
 - Ask peers for a review of program to increase program delivery skills.
- Develop first Plan of Work with assistance from CED, county faculty and state specialists and PDEC.
- Continue working with mentor.
- Continue working with additional teams and groups (both internal and external to extension), expanding roles as necessary.
- Assist 4-H agent with planning and delivering youth development programs, if appropriate.
- Update calendar.
- Join professional association, if applicable.

CED Responsibilities: 7 to 12 months:

- Assist with developing first Plan of Work.
 - Discuss the importance of Plans of Work and what it is used for.
 - Show examples of POWs and ROAs.

- Complete a 6-month probationary evaluation, if required.

- Observe faculty member's abilities and progress and provide constructive comments, suggestions or recommendations. Observe their ability to:
 - Conduct a teaching event.
 - Work and interact positively with county faculty and support staff.
 - Work with county agencies and groups or program committees.
 - Respond appropriately to telephone calls and requests.
 - Respond appropriately to requests received via electronic and surface mail.
 - Assist walk-in clientele.
 - Use effective time management strategies.
 - Work effectively with mentor.
 - Assist with the planning of youth development programs, if appropriate.

- In the 12th month, discuss progress of new faculty with the mentor and DED. Formally end the mentor program if progress is satisfactory.

- Encourage joining of association.

DED Responsibilities: 7 to 12 months:

- Ensure that faculty member has worked with CED and/or County Program Leader/Coordinator on establishing and maintaining working relationships with county groups related to extension programming.
- Ensure that faculty member has an updated professional development plan.
- Discuss new faculty member's abilities and progress with CED.
- Ensure that faculty member has attended both state level professional development trainings with PDEC and been signed off on both.
- In the 12th month discuss with CED and mentor progress of new faculty and along with CED formally end the mentoring exercise.

PDEC Responsibilities: 7 to 12 months:

- Ensure faculty member has attended the second and final new faculty professional development training and has been signed off on the first training.
- Provide one-on-one training in SimplyMap.
- Provide one-on-one training on locating useful statistical information for program evaluation.
- Answer any questions related to PDEC responsibilities.
- Provide guidance on using Workload and Impacts application.

Mentor Responsibilities: 7 to 12 months:

- Continue to provide support in program development.
- If possible attend first program and provide feedback on program and delivery.
- Continue to provide network and contact recommendations.
- Suggest joining an Extension association and if possible attend and make introduction.
- In 12th month meet with CED and DED to discuss ability and progress for the first year.

4-H RSA Responsibilities: 7 to 12 months:

- Provide Support in program Development and customized agenda

12 - 18 months on the Job:

During the 12th through 18th month you should be working on improving your Extension programs, you should be getting actively involved in an Extension association and a state focus team. You should be managing your advisory committee more effectively. You should be working on effective methods of communication as well as improving time management. You should be implementing methods to reduce burnout including strategies related to balancing work and home.

New Faculty Responsibility: 12 - 18 months:

- Update and review your personal professional development plan.
- Contact mentor on a regular basis via phone, email or personal contact if you are still assigned to one.
- Review and discuss, with 4-H Agent/Coordinator, youth development work in your programmatic area.
- Hold a formal advisory committee meeting.
- Develop and carry out Extension programming. Share at least one formal program with your CED by demonstrating you have:
 - Prepared a written plan/outline for topic being taught.
 - Located and arranging for use of resources and facilities in the community.
 - Marketed the Extension program.
 - Motivated participants to meet their needs for learning.
 - Used appropriate teaching techniques and extension methods in delivering educational programs.
- Formally evaluate one or more of your programs, if you have not already done so. Meet with other county faculty, CED, DED, state specialist, and/or mentor to assist with evaluation.
 - Understand different evaluation methods and strategies.
 - Understand how to analyze results and report those results.
 - Understand state and county reporting.
 - Understand customer satisfaction surveys.
- Demonstrate your responsibilities related to multi-disciplinary programming.
 - With co-workers
 - In multi-county teams and groups
 - In district

- Have a completed Plan of Work.
- Attend a promotion and tenure workshop.
- Understand Scholarship as it relates to Extension.
 - Begin to build a scholarship portfolio of all creative works and programs.
 - Share information with colleagues and peers and ask for input.
- Begin to look for external funding that can assist with supporting programming efforts.

PDEC Web modules to complete during 12-18 months

	Date Completed
• Extension long range planning (optional)	_____
• Time management (under construction) (optional)	_____
• Balancing work and home (under construction) (optional)	_____
• Generational attitude (under construction) (optional)	_____
• Communication (under construction) (optional)	_____
• Stress management (under construction) (optional)	_____

CED Responsibility: 12 - 18 months:

- Ensure the progress of new faculty member on their personal professional development plan.
 - Review professional development opportunities that would be helpful and appropriate in the faculty member's career growth.
 - In-service trainings
 - Professional associations
 - State and national meetings and seminars
 - Personal development activities

- Meet with 4-H Agent/Coordinator for update on youth development programs for new faculty member.

- Assess progress on development and utilization of an effective program advisory committee.

- Assess faculty member's ability in Extension program.
 - Review program materials supplied by new faculty member and make constructive comments.
 - Attend program to determine what assistance new faculty member may have in delivering Extension programming.

- Review progress and growth of new faculty member regarding his or her understanding of:
 - Extension
 - The county and their program area of expertise
 - Roles and responsibilities of an extension faculty member
 - Educational programming process (POWs, ROAs, and the 3-year packet).

- Review evaluation methods, accountability and reporting that have been used in the county.
 - Discuss different evaluation methods and strategies that have been effective.
 - Discuss how to analyze results and make recommendations based on a program evaluation.
 - Discuss customer satisfaction surveys.

- Discuss faculty member's responsibilities related to multi-disciplinary programming:
 - With county co-workers
 - In multi-county groups or teams
 - In district.

- Advise and counsel new faculty member as needed.
- Contact mentor via phone, email or personal contact to discuss additional topics to assist new faculty member.
- Review Plan of Work. Make Comments and suggestions as needed.
- Discuss formal education or graduate school, if appropriate.
- Review portfolio of scholarship. Make constructive comments and provide feedback.

DED Responsibility: 12 to 18 months:

- Ensure progress of the new faculty member on their personal professional development plan.
- Observe faculty member conducting and educational program/ teaching event.
 - Using teaching review tool to provide constructive feedback.
- Follow up with CED on faculty member's progress.
- Follow up with new faculty member on progress. Discuss any questions or concerns.
- Follow up with mentor. Discuss any questions or concerns.
- Discuss formal education and/or graduate school, if appropriate.

PDEC Responsibilities: 12-18 months:

- Provide support as requested by the faculty, CED or DED.

Mentor Responsibilities: 12-18 months:

- As assigned by CED and/or DED.

18 months - 3 years on the Job:

During this time period you should be reaching the level of "expert" in designing effective programs that meet your communities needs, you should be improving your leadership, grant writing and marketing skills by attending appropriate in-service training opportunities. You should be improving your team building skills. You should be completing your T&P package. You may actually at this point be interested in becoming a mentor to a new faculty member.

New Faculty Responsibility: 18 months - 3 years:

Now is the time that you will start reviewing what you need to complete for your 3-year packet. There are several components that will assist you in strengthening your programming.

- Review professional development opportunities that would be helpful for career growth.
 - Become active in your professional association.
 - Attend and participate in meetings.
 - If possible, attend regional and national meetings.
 - Apply for awards, if applicable.
 - Select appropriate in-service trainings.
- Continue to work with CED, and state specialists to discuss evaluation, accountability, and reporting.
- Serve on a Goal-Focus Area in your area of interest/program.
- Continue to look for outside funding to support programming efforts.

PDEC Web modules to complete during 18 months to 3 years:

	Date Completed
• Managing conflict (optional)	_____
• Leadership series (in construction) (optional)	_____
• Social marketing (in construction) (optional)	_____
• Adult learning theories (in construction) (optional)	_____
• Working with culturally diverse audiences (in construction) (optional)	_____
• Grants (in construction) (optional)	_____

CED Responsibility: 18 months - 3 years:

- Review progress and growth of new faculty member regarding:
 - Professional development
 - Programming and teaching activities
 - Evaluation.
- Review scholarship portfolio and provide feedback as needed.
- Discuss 3-year packet and review Extension programs, accomplishments and impacts.

DED Responsibility: 18 months to 3 years:

- Review progress and growth of new faculty member regarding:
 - Professional development
 - Programming and teaching activities
 - Evaluation.
- Review scholarship portfolio and provide feedback as needed.
- Discuss 3-year packet and review Extension programs, accomplishments and impacts.

PDEC Responsibilities: 18 months to 3 years:

- Provide support as requested by the faculty, CED or DED.

Mentor Responsibilities: 18 months to 3 years:

- As assigned by CED and/or DED.