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## Organizational Systems

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## SO...YOU WANT TO SERVE ON THE NAE4-HA BOARD!

Kirk A. Astroth\* and Other members of the NAE4-HA Organizational Stewardship Committee

### ABSTRACT:

Leadership consists of leaders and followers. Are you ready to step forward as a leader in your national 4-H professional association? If not now, when? If not you, then who? If you have ever thought about taking on a leadership role in NAE4-HA, then this workshop is for you. Find out from past board members what it REALLY means to serve on the National board-the opportunities, the challenges, the professional development, and the "inside" scoop. Learn how you can provide servant leadership to your professional association and gain support at home. This workshop is guaranteed to help prepare you to serve in a leadership capacity and reduce your "learning curve" when joining the board of trustees. We'll cover the skills you need, the time demands, the necessary resources, and the support system to be a competent and capable board member. This workshop will also provide tips for getting support and credit back home for your volunteer work in the Association. Break away from the rest of the pack, and learn how to be a leader in this fast-paced and informative workshop.

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DIVERSITY IN ACTION: PROMISING PRACTICES OF CASD (CHANGE AGENT STATES FOR DIVERSITY)

Marilyn Corbin\*, Karen Zotz and Carol Young

ABSTRACT:

Learn more about the current status and activities of a project involving eight states from four regions, where Catalyst Teams are leading the diversity efforts for their systems. These states have been working together for four years to share promising practices and learn from each other. This seminar will be an opportunity to learn what is working in these states and a framework for getting a change process moving forward in your state. The Change Agent States for Diversity (CASD) project is in Colorado, Arizona, Missouri, North Dakota, Georgia, North Carolina, Pennsylvania, and New York. These promising practices include professional development planning, creating an effective diversity task force, starting diversity web pages and newsletters, leadership development, diversity coordinators, conducting assessments, and overall creating a climate for change that builds support for diversity within an organization. The learning from these states has been documented in publications and through an ongoing evaluation. This project has a foundational approach of collaboration and partnership, and is given direction by a consortium of members from the CASD states.

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## CAN EXTENSION PROGRAMS AFFORD NOT TO INVEST IN BUSINESS PLANS?

Teresa Hogue\* and David J. White

### ABSTRACT:

As Extension programs enter and exit financially lean times, the prudent course of action is to establish business plans that are proactive and reflect the current, immerging, and unseen needs of program areas. Extension administrators and agents can ill afford to operate programs without plans that are entrepreneurial, responsible, flexible, realistic, and dynamic. In an era of collaboration, alliances, and partnerships, county Extension programs can sustain and expand respective niches by establishing shared courses of action. Instead of seeking resources in isolation, what are the internal, and interlinked threads that make a county Extension program more attractive to private and public funders? The public and legislative demands for accountability in recessionary times dictate the need for Extension to seek merged public and private funds. Business plans identify areas of common educational interest while creating opportunities to leverage and raise resources with local and global partners. This seminar will provide participants with an overview of the principles and practices of business management as it applies to the public sector while providing a systematic approach to building and sustaining educational services in turbulent times.

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## FOCIS AN EXTENSION WEB-BASED ACCOUNTABILITY IN ACTION REPORTING SYSTEM

Dallas L. Holmes EdD\* and Jim Belliston

### ABSTRACT:

Extension stakeholders deserve more than an accountability program that only reports activities and attendance. Utah State University Extension has developed a Web-based, logic model driven, online accountability system that supports the reporting of program outcomes and impacts. Specialists and field staff report through this system, which provides real-time accountability information on program objectives, strategies, outcomes, outputs, contact information, and programs of public relations significance information. FOCIS integrates an employee's role statement and plan of work into a comprehensive system of accountability. The FOCIS information program supports tenure and promotion documentation and annual performance appraisal with an automated system to create both paper and electronic formats to support these applications. This session will introduce conference participants to a proven dynamic system of accountability.

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## 4-H WILDLIFE STEWARDS- UNLEASHING THE FORCE AND VITALITY OF COMMUNITIES

Maureen Hosty\*, David White and Maggie Livesay

### ABSTRACT:

What are the tipping points that make good extension programs valued by more than a handful of people? Experiments in participation have demonstrated time and again how much force and vitality people can unleash when they feel they a stake in the direction of their lives. With a small grant of \$1500 in 1997 the first class of 4-H Wildlife Stewards were trained. Fourteen volunteers graduated and began working with 6 Portland schools. Today the program is funded with a 3-year \$748,000 National Science Foundation grant and is currently serving over 59 schools. 244 volunteers have graduated from the program. 166 volunteers remain active and work with over 13,000 students to create, use and sustain wildlife habitats on school grounds. How did this small program with a few dollars and a handful of dedicated volunteers spread into a program that has grown almost tenfold? This presentation will outline some of the things we have learned in the last 5 years--how little things can make a big difference. A key aspect is that the program is based on facilitative change, not just skill acquisition (its about making changes) and it allows teachers to carry out their vision or dreams. This presentation will outline that process and the motivators that will ensure success. Research will show that what underlies successful epidemics, in the end, is a bedrock belief that change is possible, that people can radically transform their behavior or beliefs in the face of the right kind of impetus.

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## IDENTIFYING PROFESSIONAL DEVELOPMENT NEEDS OF EXTENSION PERSONNEL IN OSU EXTENSION

Beverly Kelbaugh\* and Laryssa Hook

### ABSTRACT:

Determination of training and development for personnel in any organization is a challenging task. The task is even more complex when employees have diverse job responsibilities. That is the challenge that faced a team of professionals with Ohio State University (OSU) Extension who designed and implemented a comprehensive training and development needs assessment in Autumn 2000. Approximately 1400 OSU Extension personnel were surveyed using a combination of mail and Web-based instruments to determine both subject matter and process skill developmental needs. Program personnel and support staff perceived a greater need for training in personal and professional development topics than in technical subject-matter topics. OSU Extension is not unique in facing the challenges of designing a professional development system that meets the educational needs of a very diverse population of employees. This presentation will summarize the process used to assess the training and development needs of OSU Extension personnel and explore the implications for training and development.

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## PROPERTY TAX LEVIES CAN FUND COUNTY EXTENSION PROGRAMS

Jane E. Keyser\*, Beth Gaydos, Bruce Zimmer, Mike Lloyd, Mike Hogan, Ken Simeral, Joseph Maiorano and Mark Landefeld

### ABSTRACT:

Funding from local governments to support county Extension programs is becoming more difficult to maintain. Since Extension is a non-mandated program, local government entities have turned to property tax levies to finance the county Extension program. In small counties with a small tax base, it takes a relatively large amount of mills to generate funds passed property tax levies to support the continuation of Extension programming in these individual counties. A total of \$473,500 is generated annually in the three counties, and the levy millage ranges from .7 to one mill. Participants in this session will learn about this alternative funding method and the process used to develop a county-based volunteer directed levy campaign.

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## CORE COMPETENCIES FOR THE COOPERATIVE EXTENSION SYSTEM

Deborah J. Maddy \*

### ABSTRACT:

Employees are the most valuable assets of the Extension System. To enhance the abilities of the Extension employee and to increase Extension's professional value, human resource management functions must focus on core competencies. In doing so, Extension will increase its capability to better serve customers by working within communities to determine needs and to address those needs by developing and delivering quality educational programs of relevance and importance to our publics. In a recent study of Extension systems throughout the United States, several institutions were recognized to effectively utilize core competencies for guiding recruitment and hiring decisions, performance evaluation processes, and professional development objectives. Eleven core competencies were identified as the basic knowledge, attitudes, skills, and behaviors that contribute to excellence in Extension education programs. The poster will introduce the identified core competencies and promote the Website that presents strategies for successfully integrating core competencies into human resource management.

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## RESULTS OF A NATIONAL STUDY ASSESSING EXTENSION'S DISASTER EDUCATION PROGRAMMING CAPABILITIES

Peter Marshall\*

### ABSTRACT:

The scope and nature of disaster education programming in the future is likely to be impacted significantly by a number of recent developments including the emergence of homeland security concerns in the post-911 environment, and the emergence of public health and animal health concerns. Collectively these developments are causing State Extension Services throughout the nation to re-examine their roles and responsibilities in responding to potential disasters - particularly in the area of homeland security. During the fall of 2002, telephone interviews were conducted with representatives from 36 State Extension Services that have active disaster education programs to assess options and alternatives for program enhancement. This poster presentation will present the findings of this research, addressing such issues as organizational placement, program capabilities, resource development and delivery, training, protocols following a disaster event, and collaboration and coordination opportunities. The findings of this study are relevant to all State Extension Services that are reexamining their capacity to respond to emerging threats related to homeland security, bio-security, food security, erratic weather patterns, and pandemic animal and human diseases. The scope and nature of potential disaster threats are such that they do not fit into a single program unit. All Extension clientele can be potentially impacted by a disaster event including the agricultural community, children and families, local governments, emergency responders, businesses and industry and their employees, etc. Thus the threat and potential impact of a disaster event should be a concern of all Extension program units making this poster presentation relevant to diverse audiences attending the conference.

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## DEVELOPING LEADERSHIP AMONG SUPPORT STAFF THROUGH CHI EPSILON SIGMA

Martha A. Nall\*

### ABSTRACT:

Extension support staff are the foundation of our organization. They manage multiple projects once, pay attention to a myriad of details and are our first line of contact with the public. The support staff for agents and specialists are frequently more tenured and often have more knowledge about the Extension System than the professional staff whom they are supporting. Support Staff are essential to the success of Cooperative Extension programs and a valuable resource. Chi Epsilon Sigma is a National Extension Fraternity for support Staff. The Kentucky Chapter of Chi Epsilon Sigma was established in 1999 and has 170 members. It is one of only four chapters nationwide. The purpose of Chi Epsilon Sigma is to provide leadership and professional growth opportunities for members, provide a forum for statewide recognition of excellence for support staff and create an environment where support staff feel confident in their leadership skills and a valued partner in the Cooperative Extension Service. The development of leadership skills includes the personal development, interpersonal development and group development. Gaining these skills requires an opportunity to practice in an environment that is supportive and creates positive conditions for learning. Chi Epsilon Sigma provides this. This workshop will describe the steps for establishing a state chapter of Chi Epsilon Sigma, describe growth and development of organization--including challenges overcome--and share the results of membership survey documenting their reasons for joining, the benefits of membership and the knowledge and skills developed through participation in organizational activities.

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## SCHOLARSHIP OF EXTENSION

Pamela Olsen\* and Select members of Joint Council of Extension Professionals (JCEP)  
and other appropriate panel members

### ABSTRACT:

In the recent report, "The Extension System: A Vision for the 21st Century," ECOP called upon Extension "to provide the necessary leadership to gain the acceptance and implementation of an appropriate definition of engagement scholarship." The Joint Council of Extension Professionals (JCEP) want to ensure that YOU are part of this landmark work. What is scholarship? How is it defined in an academic setting? How can scholarship of the university and Extension fit together in an "engaged university"? These and other questions related to scholarship will be addressed by a panel made up of ECOP members, Extension Directors, State Leaders and field faculty representing each of the Extension professional associations. In the landmark book called *Scholarship Reconsidered -- Priorities of the Professorate*, Ernest L. Boyer defines the work of faculty members through the four scholarship classifications of discovery, integration, application, and teaching. For example, Boyer's work informed Oregon State University when they defined scholarship to be: creative intellectual work whose significance is validated by peers and which is communicated--including creative artistry and the discovery, integration, and development of knowledge. Regardless of whether or not Extension professionals are part of an academic system for promotion and tenure, the issue of scholarship is still relevant. All professionals are expected to share program innovations with colleagues, engage in life-long learning, craft professional development plans, and publish program results. This session will offer engaging discussions about scholarship, propose methods to consistently apply scholarship across the university, and challenge us to take theory into practice.

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FINANCIAL SECURITY IN LATER LIFE: A NATIONAL INITIATIVE  
MAXIMIZING THE NATIONAL, STATE, TERRITORY, AND LOCAL  
ORGANIZATIONAL MODEL OF THE COOPERATIVE EXTENSION SYSTEM

Nancy M. Porter\*, Marilyn Cross Bischoff, Cathy Burkett, Susan E. McDonnell, Judy McKenna, Jacque Miller, Darlene Moss and Cyndi Renn Margaret

**ABSTRACT:**

Teams in states and territories work with community partners to offer dynamic trainings and programs to strengthen CES's capacity to deliver financial education leading to increased Financial Security in Later Life (FSSL) for citizens. Representatives of the National Initiative Management Team, five states, and American Samoa will showcase programs maximizing the CES organizational model. In American Samoa, FSSL has been adapted to that territory's culture and traditions and assists citizens with saving for their Fa'alavelave's (family events such as wakes, funerals, and first birthday celebrations). Colorado developed local partnerships to implement an educational series which utilized a featured presenter and activities incorporating multiple intelligences to meet the varied expectations of adult learners. In Idaho, collaborations with the Idaho Chapter of AARP to promote the "Legal Checkup" program and the Idaho Financial Literacy Coalition to conduct a "Save for your Future" campaign enhanced programming. A conference held at ten sites in Indiana introduced resources and programs to people who work with families (attorneys, ministers, CFPs, and social service personnel). Keynote speakers and the "Take the Road" program were broadcast out to remote sites and local sessions focused on planning for a secure retirement and adult children/aging parents. In Iowa, programs focused on a comprehensive retirement planning curriculum, "Retirement: Secure Your Dreams" and "What Every Woman Needs to Know About Money--But is Afraid to Ask." Ohio reports successes structuring efforts to build bridges among disciplines, academic units, programs, and personnel to achieve a coordinated, focused, statewide FSSL effort.

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## EXCEEDING EXPECTATIONS THROUGH EXTENSION SCHOLARSHIP

Rita Natale Saathoff\* and Ginny Powell

### ABSTRACT:

Today's Extension professional wears a number of hats, and for many Extension workers, one of those hats is an academic mortarboard. Whether to fulfill a requirement for tenure or a desire to contribute more fully to the profession, participation in Extension scholarship provides a myriad of opportunities, including the chance to develop a team approach among specialists and county-based staff. Extension scholarship includes research and evaluation, journal writing, grantsmanship, presenting at professional conferences, and other related activities. While scholarship offers many exciting opportunities, one challenge expressed by many Extension faculty members is that they feel they are doing two different jobs--programs to meet the needs of local clientele and "things needed to get tenure" (scholarship). The purpose of this presentation is to share a model and several strategies which will enable participants to effectively integrate scholarship activities into local Extension programming efforts. The model includes all facets of Extension work, from needs assessment, program development and evaluation through grantsmanship, research and demonstrating impact on the profession. This model has been utilized successfully by county Extension faculty seeking tenure, but can also be applied across the board to anyone who wants to contribute to the base of scholarship in their Extension program area. As a result of this presentation, participants will be prepared to develop a plan to expand and enhance Extension scholarship activities which fully complement their local program efforts.

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## FACTORS AFFECTING OHIO STATE UNIVERSITY EXTENSION AGENTS' PERCEPTIONS OF ORGANIZATIONAL JUSTICE AND JOB SATISFACTION

Ryan J. Schmiesing, PhD\* and R.Dale Safrit

### ABSTRACT:

Extension administrators make decisions on a regular basis that affect an individual's salary, other resource allocations, job performance and potential for promotion within the organization. The outcome of these decisions (distributive justice), procedures followed to arrive at the decision (procedural justice), method(s) in which supervisors communicate (interactional justice) can affect the overall perceptions of fairness (systemic justice) and job satisfaction of employees. Greenberg (1987) defines organizational justice as "people's perceptions of fairness in the organizational setting". Understanding current perceptions of fairness and consequently acting on those understanding may lead to: (1) increased performance effectiveness; (2) ensuring a sense of community among employees; and (3) ensuring a sense of individual dignity and humanness among employees (Buerge', 1998; Sheppard, Lewicki, & Minton, 1992). A research project was undertaken to identify the factors related to Extension agents', working for Midwestern land-grant institution, perceptions of organizational justice and job satisfaction. Results indicate that respondents are very satisfied with their jobs (4.13; sd .71) and have an average perception of organizational justice (3.08; sd .64). The researcher identified relationships between organizational, distributive, interactional, procedural, and systematic justice and personal, professional and organizational characteristics. The strongest relationships with organizational justice (including individual constructs) were found with highest degree earned; academic major; years employed with current Extension organization; district of employment; and primary program area. Additionally, the strongest relationships with job satisfaction were found with academic major; highest degree earned; years employed with previous Extension organization; district of employment; and primary program area.

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## CONSUMER STUDY OF INDIVIDUALS PARTICIPATING IN INTERNET AUCTIONS: A CASE STUDY

Jan Scholl\*

### ABSTRACT:

Buying items for household and personal use is becoming more and more popular on the Internet. This case study focused on individuals who purchase items on-line, the strategies they employed relating to internet auctions and the items they sought and acquired during the year and a half study. How they paid for the items and their satisfaction upon receiving the items were other factors studied. Findings show, as some have predicted, that Internet buying can be "addictive" for some people. However an analysis of habits and certain bidding strategies can reduce this tendency. Methods other than the payment by credit cards were employed to a larger extent than was expected. A good record of bids and purchases is required for the greatest satisfaction and least problems with this consumer option.

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MICHIGAN STATE UNIVERSITY EXTENSION 4-H FIELD STAFF  
PERCEPTION'S OF AREA OF EXPERTISE TEAMS

Elizabeth Scott\* and David Krueger, PhD

ABSTRACT:

Since 1994 the organizational plan for Michigan State University Extension includes Area of Expertise teams as its central delivery mode for programming and addressing critical needs of clientele groups. It is based on the concept of self directed work teams and teams are seen by MSU Extension as a key to meeting future needs in an information based society. The objectives of this study were to determine Michigan 4-H field staff's awareness of and attitude toward AOE Teams, including factors affecting their participation and their perception of impact. A survey was developed with four sections which addressed current participation on teams, factors affecting decisions to join an Area of Expertise Team, perceptions of impact of AOE Teams and demographics of the respondents. All 4-H field staff in Michigan were mailed the survey in November of 2002. It had a 91% response rate. Results were tabulated for frequency, mean and standard deviation with cross tabulations to determine differences between responses of agent staff and program assistant staff. The results show that 44% of Michigan 4-H field staff belong to an AOE Team. Agent staff and program assistant staff have similar perceptions of AOE Team's impact and communication. Challenges to teams are the perception of inadequate communication and information from AOE's to field staff. The study recommends AOE Teams increase efforts to communicate with field staff and further research be done on how teams organize themselves and deliver information.

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## EXCEEDING EXPECTATIONS THROUGH TEAMWORK: A ROAD MAP FOR THE 21<sup>ST</sup> CENTURY

Lee Sherry\* and Dr. Beth Birnstihl

### ABSTRACT:

Are you looking for a way to energize your planning or issue team? Are you looking for ideas to enhance your planning process? Our team has the answer! Each year, Cooperative Extension professionals develop a plan of work or action plan that contributes to the accomplishment of the objectives set forth by a University, Department, County or Program. Capturing the enthusiasm and the input from the 4-H Centennial conversations, a 4-H Visions: A Roadmap for the 21<sup>st</sup> Century has been developed to provide direction for county and state 4-H programs. Identified as part of the visioning process, five themes serve as guiding principles in the planning, implementing and evaluating of all Cooperative Extension youth programming. These themes are Strengthening Youth and Adult Partnerships; Enhancing Out of School Experiences that Support Learning, Service and Diversity; Recognizing Youth and Adults for Their Accomplishments; Marketing a Positive 4-H Image and Enhancing Intergenerational Relationships. To support the work of the team, a dynamic training was implemented and impact evaluation developed to maintain the synergy created within the theme areas. During this workshop, staff will join an interactive journey from the beginnings of this program planning process to the final destination of impact. Participants will learn about the research foundation for the five theme areas as well as uncover resources and evaluation tools along the journey.

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## HORT BOOK--A CUSTOMER SERVICE TOOL FOR COUNTY EXTENSION OFFICES

Peg Shuffstall\*, James Ladlee, Vince Verbeke and Terry Schettini

### ABSTRACT:

Do you or your volunteers ever have trouble (1) Identifying the right publication to help you address a gardener's or horticulture business' question? (2) Finding that publication in your office? (Especially new staff and volunteers.) Would it help you serve your clients better if you could (1) See a history of a client's questions along with your staff's recommendations? (2) Track plant and pest samples that you submitted for identification? (3) Produce reports on the number and types of questions you receive? If you answered yes to any of these questions, then please attend this session. HoRT Book is a database designed to help extension agents and Master Gardeners improve customer service when answering horticulture-related questions from consumers and businesses. HoRT Book's Resources Catalog enables users to search nearly 700 references to Penn State fact sheets and other resources and shows where to get them, including hotlinks to web resources. It also allows you to add resources from your own collection to the database. HoRT Book's Caller Log can show past responses to a client's requests, help track samples, and generate end-of-year reports. The program format can be used to develop similar tools in other extension program areas. Team members for this collaborative project included representatives from several Penn State units—Information and Communication Technologies, Agricultural Research Library, Cooperative Extension faculty and agents, and Master Gardener coordinators and volunteers.

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## ETHICS IN THE WORKPLACE

Janice Stimpson\*, Randy Brooks and Barbara Abo

### ABSTRACT:

“Psychology Today” (August 1997) reported a study showing that half of American workers did something unethical at work within the year. Today workers including Extension Educators are faced with more ethical dilemmas than ever before. The "Ethics in the Workplace" program was designed using the resources from an Epsilon Sigma Phi Mini-grant to stimulate thought and discussion about personal and work-related ethics as well as statutory ethics (laws governing behaviors). University of Idaho Extension Educators, the University of Idaho Division of Finance and Idaho Association of Counties collaborated to offer this three-hour program for Extension faculty and staff, agencies and county government. The program was divided into forty-minute blocks of instruction on the following topics: Introduction to Ethics, Frauds R Us, Statutory Ethics/Dilemmas and Ethical Thinking. Case studies and scenarios were used to help participants define their own ethics and increase their knowledge through a hands-on experience applying the statutes that govern cases where unethical behavior could lead to legal action. This program would be applicable for county, state and university employees. It can easily be adaptable to other states. One hundred percent of the participants said they increased their understanding of ethics and the regulations and statutes that affect ethics in the workplace. A web site for information and reference is being developed.

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