

QUESTIONS

RESPONSES

68

68 responses



Not accepting responses



Message for respondents

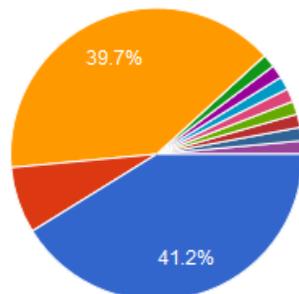
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SUMMARY

INDIVIDUAL

What is your current position on whether we should move towards becoming faculty?

68 responses



- I think it's a great idea.
- I think it's a terrible idea.
- I'm not sure and need more inform...
- the notes reflect that nothing other t...
- I think it's a "good" idea...but not su...
- Good idea worth pursuing. Need...
- A terrible idea if it makes us more...
- the benefits of engaging in this pro...

▲ 1/2 ▼

What are your top three concerns if we become faculty members?

68 responses

- CSU won't invest into the program so it will become a worthless label...how this new stauts will be achieved in a way that is fair and equitable...that the criteria will have little to do with my county work and will change my work focus
- 1. What kind of documentation of accomplishments will be required? 2. How would a person with faculty designation work differently than someone without it in the same job? 3. Will we do more work without more compensation?
- 1. Adding more stress and increased workload without taking any work off of our plates 2. How 4-H agents will be treated (sometimes when we're lumped in with all of the other agents, it doesn't work out so well because we don't do as much subject matter education and research as ag, FCS, hort, etc.)
- Additional work load, tenure vs not tenured, budget meeting power
- How would the public accept us? We are more than educators? I like the title of Agent, couldn't there be levels of Agent.
- Additional professional development requirement.
Additional time spent doing work not related to my field.
- Who evaluates us? It eliminates the individuality of agents work. There is no benefit to this, it is just a change in name.
- Push back from current faculty
- None - I see only positive benefits.
- None
- Not having both options of tenure track and non-tenured track
- Publication Quotas
- An increase in lack of accountability. Currently we don't get to have input on performance reviews of Regional Directors or some specialists who are in administration; this will make it worse. An increase in ego. Currently there's plenty of egotism to go around. The minute you start putting 'rank' and 'faculty' to their titles they'll be unlivable. Possibly more rigamarole to get people hired.
- Lack of financial incentive, lack of training to actually make the faculty part look relevant to other positions long-term
- What would it actually do for us (on campus or as a retention device -- I didn't see much listed), if there are no funds, what's the point?, At some point, it seems like it could be used in a performance evaluation, and it could affect those who chose not to participate.
- do not need more work, or admin junk to complete

would too much paperwork be added on?
if there isn't \$, would there be enough incentive?
Would there be any "looking down" on peers who choose not to move up the tiers? (I would hope not, but such things do happen...)

We would be a "different" type of faculty and still may not have the respect.

Does this mean other work outside of our "normal realm"? Does this mean we must do research?

There need to be actual incentives to do this (the potential list was a good start) and the requirements for advancement need to be really clear. If we are required to do more things (like publish more) there needs to be an understanding that we'll have to do less of what we do now.

Can't think of any at the moment

Cannot think of any at present.

More work/bureaucracy without any benefits to the public or participants from Extension; Figuring out the process on who decides who can become faculty and when;

People pulling rank, Additional expectations without financial compensation, Agents working on self promotion instead of doing their jobs.

Lack of funding. Potential favoritism during the process. More documentation on top of reporting and in county/area writing and compiling accomplishments.

What does becoming faculty do? How would our status change?

Additional paperwork or requirements for employment, not being able to be on the same standing as peers within the organizational culture, anything that might be detrimental to future career development or employee benefits or constrain us in how we perform our jobs

People will feel slighted that there is no compensation connected with "promotions," extra work for no pay

Would it impact retirement?

follow through of other (possible) benefits; the ire of current faculty members who will feel as if we are privileged; being held to a standard higher than we have support to attain.

1. That it might be a lot of "extra" added to our workload

1. Additional responsibilities and work
2. No change in attitude in current status/respect from campus faculty
3. Though it would be optional, the "pressure" to do it

Agents might leave; higher expectations/more work

What the steps or "portfolio" would be to advance through the tiers.

What the exact benefits would be.

The possible creation of more confusion of title, expectations, etc. in Extension department.

not sure what it would change really? Are professional development opportunities still important in this avenue, seems to me it would be.

can we meet the criteria?

Additional campus-based work requirements (ie: graduate student committees)

Definition of the tier levels

How the regular faculty will view these changes without the requirements that they have to follow.

Requirements for moving up in levels.

increased workload, increased reporting, getting lost in the CSU Faculty shuffle

Funding needs to be attached to the tiers for this idea to have teeth. The criteria to determine faculty tier would need to be thought out very carefully. Creating a hierarchy without associated pay increases has limited value.

Will we have to be in a department? Can we get a raise? Can we take sabbatical?

Would not want there to be a system where some people are "better" than others in Extension. Like the fact that all agents are seen as equal. We have enough of the "them and us" with our county staff vs. agents and agents vs. faculty. Would like all agents to be considered faculty, but none at a higher level than others, other than what they get as performance pay which is private. This keeps the organization more egalitarian and I like that.

more required paperwork

more required work time

Additional responsibilities, finances

Extra work for an already full plate. Taking energy away from what we do in Extension to chase the requirements. The creation of an elite group for those at the top tier when currently we are all peers.

That I may have to visit campus more often and not being able to keep up with current work.

How would it affect state and county funding for positions? Would we be required to teach credited courses?

1) Increased hierarchy would decrease my enjoyment of my job significantly. If "faculty" increases hierarchy, I am firmly against. 2) If publishing is part of the promotion part, I think this would seriously change how Extension expends energy and time, for the negative, 3) do we actually have guarantees that "faculty" will increase respect and access of Extension agents and campus? If not, then is this a worthwhile change?

no financial benefits or job security (tenure) have been offered, may create a wedge between agents instead of creating a team feel, extra work so less programming time

Bureaucracy and red tape, more narrow scope of job capabilities based upon descriptions not the needs of people in the community, less freedom to use grants and funding without having to go through campus accounts

Think it may only work for certain specialist type staff, concerned it will create another level of performance stress for staff as they make an effort to meet their county responsibilities as well as their professional expectations...especially for counties with only 1 extension agent as well as 4-H agents, if everyone was required to become faculty we may risk losing employees who feel they cannot or will not deal with the change.

We will have to defend our position each year creating more work
Recognition with no extra pay - not a huge concern.

Funding For advancement, Time commitment for required papers to advance and how single agent counties with many responsibilities would be affected by any publication requirements.

Performance would be measured by those who don't understand the complexity of our various job duties.
There would be no monetary compensation.
There would be an increase in job responsibilities to do research and publish.

If there are fees associated with this

1. The process used to determine the starting rank of current extension staff.
2. The ability of extension staff to control the promotion process.
3. The development of a promotion process that is a good "fit" with our work in extension that is rigorous enough to be respected by other CSU faculty.

What must we do different in our work to qualify? Is there a time frame to qualify? What happens if someone doesn't qualify? Create classes of people, preferred/notpreferred.

Additional Responsibilities, No pay Increase, On Campus training/requirements

1) Additional work, 2) I don't have a Master's degree and I'm concerned that my position may require me to get a Master's if we move in the faculty direction

More duties added to current job description, no pay increase, increased requirements for hiring

Please see "unintended consequences"

Requirements to move from one rank to another, requirements to stay in a given rank and no economic incentives

Loss of identity & autonomy; more requirements to already busy people; making us try to fit into a system we don't belong in

Without tenure, Extension would still be viewed negatively by Faculty Council.

do it in a non threatening way, truly integrated, at some point dollars added to salary

Extension employees becoming too involved with campus, distracting them from their county/community duties.
Not having a tenure track option.

Loss of autonomy; Lack of representation; Loss of Agent term confuses clients.

we do not want to report to dept heads. Regional directors only.

What do you see as the top three benefits of becoming faculty at CSU?

68 responses

| | |
|--|---|
| being able to be called faculty and a part of the faculty council | ^ |
| Increased recognition within University, Sabbaticals, Official faculty status viewed by peers and colleagues outside CSU | |
| Prestige | |
| I have found the professional administration is very restrictive, especially with my Ph.D. I have thought that I should have been hired as tenure track, and that would have opened many more doors for me. | |
| Grant applications, Better cohesion with on-campus faculty, sabbatical | |
| Those who care about status will be happy. A better recognition of Extension in the University system. It's probably good to plan for Dr.-President Frank's departure. | |
| Ability to move to other systems (Official "Teaching" Experience), title/designation, ability to be/seem more integrated with the rest of the staff from their stand point and public's standpoint | |
| I did not really see that much in the document that were benefits that enticed me (unless some of them actually get funded). It would be nice to call ourselves faculty, potentially, although I am skeptical that we would actually be considered to be on equal footing as the rest of campus. | |
| nothing | v |
| faculty designation may incentivize staff who want to move into other positions incentives would be nice as there are not a lot now helps to identify those who wish to be upwardly mobile and those who are happy just doing what they are doing | ^ |
| Possibly more respect, both internal and external. Potential to create a may to move up in the system. | |
| I'm not sure there are any, other than the title and a promotion system. I'm not sure the promotion system means anything if there's no salary bump to accompany it. | |
| Sabbatical (that would be amazing), more prestige, way to show advancement | |
| More recognition from faculty and county partners on work extension is involved in. | |
| Greater collaboration with Campus. Higher "status." Good for moral. | |
| Better connection with campus; being able to sit on a graduate student committee; | |
| Fantastic salary increases, No longer an "At-will employee", Free parking on campus. | |
| None | |
| The notes listed possibly providing job seekers with a recognizable title to go with it. What are the benefits? | v |

| | |
|--|---|
| Moving to other universities were being faculty is desirable for the career move, equal standing with those on campus, any additional benefits or career opportunities | ^ |
| Recognition of contributions within the university, career ladder for Extension personnel (even if only in name), better integration with CSU | |
| Status and voice; mobility; respect of other faculty making it easier to work with them - they might understand us as one of them..? | |
| future job placement (outside extension); other faculty esteem (on campus); | |
| 1. More recognition on campus (possibly) 2. Incentive &/or a way to move up to some extent 3. Even though there may not be the possibility of an increase in salary, I like the idea of other incentives mentioned. Those options can rejuvenate, enhance our skills, etc. | |
| 1. More clout with our position/communities/campus staff 2. If possible, additional funding for research, travel or program expenses 3. Increase in salary, though I realize this is likely not a possibility | |
| Increased awareness on campus/colleges/depts. about extension; more opportunities for agents to collaborate with faculty/students on campus; equal ground with faculty on campus - more power within faculty council. | |
| Established status or viability within University system if/when university administration doesn't support. Some economic or professional development benefit needs to be there. Motivate employees | ^ |
| ability to partake in sabbatical, possibly more consistent salary increase structure, more enthusiastic driven coworkers (might help to reduce the duds?) | |
| status, recognition | |
| Sabbatical opportunities; advancement in place, recognition of work as it interacts in the land-grant system | |
| Status by being considered actual faculty. A seat on the Faculty Council Increased input into some of the campus politics. | |
| most closely align with other universities, gives Extension staff better "status," and may gain respect for Extension among CSU faculty. | |
| It would be opportunities for pay increases, which is so far missing. | |
| Better connection with campus. Recognition of value of Extension. Ability to be promoted and advance. | v |

sabbatical, more money if that were possible

I really don't see that there are any real benefits

Recognition, building relationships with the colleges

We get better representation and respect on campus. It provides some sort of advancement in an otherwise flat organization. We have a voice on campus and Extension gets recognized as having more value.

Higher standing in community

The ability to teach distant credit courses for CSU for Online Students.

I see only one benefit - that is "Agent" is a vague word. "faculty" or "educator" would be more descriptive. "Agent" can also be threatening to some demographics.

change of job title

Status equality for those off campus, possibility to be on graduate student committees, Possible status uptick in surrounding community

May raise our quality of staff performance after the transition, might be motivating for our younger staff to have more rewards connected to performance, might offer opportunity to integrate more with campus faculty.

Equal respect on campus from academic departments

more credibility and respect in the field with clients

United front with Extension and Campus

More opportunity to collaborate with campus (committees, non-extension personnel, administrators, deans, etc.).

More recognition as equal status from campus, Able to increase salary with out moving from Communities a

It could establish a tier system for monetary compensation.

Campus would value and understand our titles more.

I'm not sure if there would be any benefits.

Professional recognition

1. The opportunity to take a sabbatical.

2. Leaving the ranks of AP and becoming faculty.

3. The opportunity for our contributions as extension educators to be viewed on par with CSU faculty.

Don't know

I'm not sure I see any major benefits.

1)Equal representation/opportunities at the university level, 2)moving up within the system

Opportunity to move up, significance with title, sabbatical opportunity

I would really appreciate the possibility of everyone who is at the same rank be recognized with the same name. Within our level, we would be doing the exact same job and I would be excited to share the same title with my peers with whom I do the same activities.

status, sabbatical opportunities,

Hopefully more money; ability to move within the university system more easily; outside respect when people seek other employment

It would give us a promotion structure that we do not have now.
Extension would move out of the AP structure.
Faculty status would carry to other institutions in research opportunities.

Better collaboration and partnerships

Being able to work more closely with faculty on campus.
Raises associated with the faculty promotion system.
Having the opportunity for a sabbatical and/or more international travel and work.

FLSA educational waiver; term faculty suggests greater educational capacity

recognition within depts., promotion potential , better collaboration with depts.

Actually having a system that rewards professional development or allows for career advancement based on a specific criteria... this could be a way to develop staff, create core competencies every agent would be expected to have...having a system of career advancement that means something and is clear to all employees

Chance to become more connected to campus and more research based, perhaps a better way to document our accomplishments, more status?

1. Status and recognition 2. Increased opportunities for travel and sabbatical

being at the table during discussions, budget meeting power, better cross discipline/ college collaboration

Being rewarded for more pay. I personally do NOT believe in tenor, so I am glad that wouldn't apply. (I think it makes professors lazy). Additional benefits???

Improved relations with on Campus faculty
Salary structure improvement

Being tied to certain departments or colleges. Better presence on campus.

Now, considering we would create a rank and promotion system, what do you believe the benefits would be (please check all that apply)?

68 responses

- 1) We would be recognized as faculty and have a better peer standing on campus: 69.1%
- 2) It would make me feel like there was some upward mobility in a flat organization: 58.8%
- 3) It would make me feel like the work I do “above and beyond” is recognized: 51.5%
- 4) It would make me want to stay with Extension longer: 27.9%
- 5) I think this is a bad idea and don’t see any benefits: 14.7%
- 6) I would know who to go to in Extension because of their rank: 13.2%
- 7) Opens doors that are not open to professional admin: 1.5%
- 8) Seriously? Ranks? 1.5%
- 9) I think some of these benefits need to be fleshed out and thought through: 1.5%
- 10) Would you have to have a PhD? 1.5%
- 11) Because I’m tenure track already, I think it would be good for Extension: 1.5%
- 12) Raise the quality of Extension education: 1.5%
- 13) The single biggest benefit would be a pay raise. To not include this is being narrow minded: 1.5%
- 14) Encourage me to continue high performance over many years and lead to burnout: 1.5%
- 15) Does this work effectively in other institutions? I don’t see this working in terms of tenure. I will stay longer in Extension if I feel appreciated by management, get to do things that are meaningful, and get paid reasonably: 1.5%
- 16) Rank and promotion based on effort, not time served: 1.5%
- 17) I believe many staff members will not be supportive of this change: 1.5%
- 18) What does rank and promotion look like? I don’t see any benefit for “older” staff: 1.5%
- 19) I don’t think it’s a terrible idea, but I think it will amount to putting a pretty dress on the same system. I’m not sure I agree it will bring all the positive assumptions along with it: 1.5%
- 20) I don’t really care to be ranked by my peers. For everyone who is promoted, there is essentially someone who is demoted: 1.5%
- 21) Performance evaluations could be leveled out and vetted, or a clear set of tangible goals to improve your professional rank would be determined: 1.5%
- 22) Build in the opportunity to use and do research with faculty on campus: 1.5%
- 23) I don’t necessarily see this as a bad idea, but I’m unsure what the benefits would be.

Are you aware of other Extension Universities who are NOT on a tenure track, but who have faculty status? If yes, please share which ones.

68 responses

- 1) No, 61 responses
- 2) Wyoming
- 3) Oregon State University is on tenure track but may be worth looking at.
- 4) University of Hawaii?
- 5) New Mexico State University.
- 6) Virginia Tech
- 7) Not sure about the tenure, but a friend works for Penn State Extension and does NOT like the title of Educator.

If we move to become faculty, what are some benefits (other than salary increases) that would motivate you to do the extra work to reach the next tier (please check all that interest you)? 68 responses

- | | |
|---|-------|
| 1) Having a sabbatical. | 67.6% |
| 2) Receiving one-time funds for professional development. | 55.9% |
| 3) Engaging in an international Extension experience of your choice. | 60.3% |
| 4) Receiving a one-time stipend that is not part of your base salary. | 66.2% |
| 5) Initial funding to set up a lab, which would be mobile to serve my counties in my case. | 1.5% |
| 6) Career Development | 1.5% |
| 7) Professional designations or training | 1.5% |
| 8) none of the above | 1.5% |
| 9) None | 1.5% |
| 10) Better collaboration with campus faculty | 1.5% |
| 11) My exceeds expectations with some exemplary ratings have not currently provided me with extra benefits in teh current system - why would we expect a title change to make things different? | 1.5% |
| 12) Having more voice at CSU; | 1.5% |
| 13) Funds that could be more than "one time"! | 1.5% |
| 14) I think all of these are important and if I was an extension agent, I would click all of them. | 1.5% |
| 15) Additional scholarly recognition | 1.5% |
| 16) recognition for my contributions to Extension | 1.5% |
| 17) bigger merit raises | 1.5% |
| 18) Equality to those on campus, don't look down at me just because i live outside of Fort Collins | 1.5% |
| 19) Not sure. Help and encouragement that is meaningful mostly. | 1.5% |
| 20) Collaborating with research | 1.5% |
| 21) Salary increases | 1.5% |
| 22) Double on the international work | 1.5% |

What are some unintended consequences that you feel might arise from becoming faculty?

68 responses

| | |
|--|---|
| None (2) | ^ |
| The push back from current faculty - I think it will be substantial | |
| The necessity of publish or perish - that would need to be relaxed to maybe 1 paper every 2 years to recognize that we would fit better with teaching rather than research faculty. | |
| A misconception by part of my constituency | |
| Extra layer of paperwork in hiring | |
| Campus complaints about status or fear of taking others jobs. Over-titling that may be a barrier to general public. Expectation of higher degrees even when unnecessary for positions. Unwritten expectation from colleagues or supervisors to move to highest tier. | |
| ***In comment to last question- getting people to stay in extension is going to involve rearranging the standard show up to the office five days a week, work nights, and weekends. A lot of leave has to do with lack of promotion, higher training (value adding to the employee in useful way), and the fact that income stays the same unless you position hop to another county. The hours are the biggest problem though in what constitutes enough time spent and people getting a personal life (especially for married couples with younger children). | |
| Performance evaluations -- it would cause people to feel they had to go for it. | ↓ |
| further separation in specialties | ^ |
| Pressure from other faculty to take on things we don't have time to take on | |
| I am not sure I have enough information to come up with an answer. | |
| I am still not clear why we would do this. I glean that we would have the title, we probably will have a promotion system. But there's no financial benefits to salary? If a "packet" type system is developed, have it be reasonable. I've reviewed 2 different packets for people in 2 different states and they are very detailed and lengthy - and I've always wondered why i am going through the exercise, since I can't see why one wouldn't promote the staff person. Make the goals for each rank reasonably attainable and specific. But if there's no salary (or little salary) increase to accompany this, what's the purpose? I was promoted to the rank of "associate professor" in an extension system before coming to Colorado. I don't see that it did anything positive for me other than receiving a larger pay increase than I would have had otherwise. And the personal satisfaction of having done good work. | |
| Potential for more work (i.e. more publishing/etc.) without removal of some existing work to make room for new work. People looking down on those who choose not to advance levels. | |
| County government might see this as a top down management strategy | |
| Cannot think of any. | ↓ |

Creating a bigger rift between offices in Extension. If Front Range offices have more Extension faculty compared to other regions, then there could be even more resentment.

I foresee more snarky infighting among Agents and a bias toward preferential hiring based on rank within the state.

State budget constraints may impact us more (?).

The notes reflect a static employee would not be rated lower for not exceeding, but I see this as a potential introduction of a competitive scenario, where staff who are meeting expectations are no longer achieving enough against their peers.

Having to jump through hoops that are not meaningful in order to advance.

Being included in more campus committees and conversations (which I view is a good thing)

None that I can see...

being expected to produce a higher or different level of work without any additional resources

Not sure

More politics and additional responsibilities

Note: I am currently affiliate faculty in a campus department and there is zero incentive, though they said that serving on graduate committees is incentive (really!?). But to me, it does give me a bit more credibility at professional meetings, conferences and when applying for research funding.

Local community partners might or might not embrace it. Yet, perhaps it does not matter to them. I just do not know.

Higher expectations

getting entrenched in the university system that might not suit our needs as agents?

have to work harder?

Won't be recognized as peers since we are not tenure-track or campus based

Creating animosity with current tenure track faculty.

more confusion about Extension when there is already a lack of clarity for us among colleagues at CSU. Existing faculty may feel threatened by this. If this happens, can we lose the term "Agents" and start using Faculty or Educators instead? Agents seems to create distrust with the public at this point.

I do not believe this will put us on equal footing with department faculty - Extension is just different and we are non PhDs for the most part. People's status may be scrutinized and judged by others within the organization.

How much work will it take to put promotion information together?

a non-egalitarian system. there's enough jealousy already

extra duties

I don't know.

A sense of "being better" because I'm at a higher tier level than someone else. An expectation that arises that everyone must move up or you're not a good agent.

That it may dilute the faculty professors on campus

This might be perceived by Departments as that we are wishing to take away from their experience and research. I can see the benefit of everyone working together.

I think we should avoid pushes towards requiring agents to publish at all costs. Publications take a lot of time and would change our focus from engaging with people to publishing. I do not think publications reach broad audiences. Please avoid! I also strongly believe that increased hierarchy within the University would be extremely damaging to institutional morale. In fact, the hierarchy I felt within research/ campus was unpleasant and unproductive, and one of the major reasons I moved towards Extension versus staying in research. Please don't make Extension more hierarchical!

division within ranks of Extension colleagues

red tape, being tied more closely to campus paperwork bureaucracy

May create a compromise where focus on your county responsibilities may be compromised and county leadership may have concerns.

more unnecessary work

MOre work load on top of demand for single agent counties.

More work

More unhappiness between colleagues as separation of titles starts to happen

More work for Regional Directors to promote people

It becomes a whole other system that we have to report to as we already report to Counties and Extension

Formula cost to counties would go up

Not sure if we need to pay some additional fees?

The devil is in the details. I hope the committee does its homework in regard to the criteria used to determine the rank and promotion system. A system that does not include a rigorous set of requirements will not gain the respect of other CSU faculty groups and will mirror our current "merit based" salary system that lacks meaningful rewards for truly outstanding work.

Animosity from others on campus or off.

Additional responsibilities on already tight resources.

I worry about Extension employees who do not have a Master's Degree being forced to get a Master's or lose their job.

Continued divide between County and CSU employees

Being in the field and being on campus are two totally different experiences and having the same title might make on campus professionals expect the same things from us. Also, it would have to be very clear that there would be NO consequences for staying the course and choosing to not "advance".

increasing work load

Competition among peers

Sacrifice personal time to advance in a promotion structure.

Would folks in their field need to get a PhD? How would we be evaluated?

None at this time.

I worry we'll eventually be on tenure track and evaluated for research efforts as opposed to outreach and service.

campus politics (we need to continue to be evaluated by Regional Directors)

It becoming a worthless label... continuing with a performance evaluation system that is vague and highly subjective... it being based on academic related standards that some counties/agents might not be able to achieve

I've seen the documentation of faculty work take up a tremendous amount of time.

More paperwork and more reporting taking away time from doing our jobs

additional meetings on campus - zoom / distance seems to be difficult for campus to be held in a meaningful way where distance participants are engaged in the conversation. "Rank" may be a less than applicable description for how Extension actually functions. I feel like simply "renaming" extension agents will not change attitudes on campus from faculty - a cultural shift of each department and how it interacts with extension is needed.

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More work.

Additional professional development requirement.
Additional time spent doing work not related to my field.
Conflict with on campus faculty not liking the change.

Can you predict unintended consequence?

Would becoming faculty be a positive reason for staying in Extension?

68 responses

