

# **The Ohio State University South Centers External Review Report**



The external reviewers visited the OSU South Centers in Piketon, Ohio.

**April 2025**



# Preface

## Purpose

The purpose of a review is to guide organizational development on a continual basis. A review, based on a point-in-time perspective, is a process that evaluates the status, effectiveness, and progress of organizational units, and helps identify future direction and priorities. Reviews are standard practice in higher education (Halonen & Dunn, 2017). The Ohio State University (OSU) Extension reviews are a voluntary practice for self-study and external review.

## This Review Includes Four Elements

- The Ohio State University South Centers Self-Study Report
- The Ohio State University South Centers Crowdsourcing Insight Report
- External Committee Visits and External Review Report
- Recap, Reflection, and Action Strategies

## Context

As a part of the College of Food, Agricultural, and Environmental Sciences (CFAES), OSU Extension engages in ongoing organizational development efforts that leverage the past, focus on current priorities, and advance the future. That journey has included the Vice President's Conversation on the Future of Extension, a series of Extension program reviews, and other initiatives to align resources with university and community priorities.

This external review report focuses on observations and recommendations based on stakeholder visits and is one of multiple documents included in the review of the OSU South Centers, which is part of the CFAES statewide campus. The self-study report includes historical perspective, current context, and potential future direction. A crowdsourcing report is a summary of survey results with various internal audiences.

In alignment with the national land-grant university community, OSU South Centers team engages in the tripartite mission of teaching, conducting research, and providing Extension engagement with variously defined communities. Similar to other land-grant university research and Extension centers, OSU South Centers reflects the university and local community contexts, and leverages local, state, and federal partnerships to serve Ohioans.

Through reflections and next steps, the OSU South Centers will continue addressing priorities in alignment with the college, community, and land-grant university mission.

“Extension is with the people, of the people, by the people, and for the people.”

(Smith, 1949)

## Contact

Ohio State University Extension Reviews are conducted on behalf of David Civittolo, interim director of OSU Extension and associate dean, College of Food, Agricultural, and Environmental Sciences. This review was led by Julie Fox, PhD, with project management and editing support from Michelle Gaston, OSU Extension Strategic Initiatives.

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## I. Introduction

To remain relevant and responsive to the needs of Ohioans well into the future, Ohio State University Extension conducts external reviews. As part of this process to better understand the OSU South Centers, an external committee was invited to serve as unbiased reviewers, based on their expertise in Extension publishing.

### External Review Committee

- Dr. Alison Davis, University of Kentucky (see Appendix A)  
Professor of Agricultural Economics  
Assistant Vice President of Land-Grant Engagement  
Executive Director for the Community and Economic Development Initiative
- Dr. Maria Marshall, Purdue University (see Appendix A)  
James and Lois Ackerman Professor of Agricultural Economics  
Director of the North Central Regional Center for Rural Development (NCRCRD)  
Director and founder of the Purdue Institute for Family Business

### Committee Actions

- **Orientation meeting**

The initial meeting, held virtually on January 13, 2025, provided an opportunity for the reviewers to meet one another, as well as the OSU Extension project leader and project coordinator. The discussion included an overview of the project purpose and process, external reviewer roles, and the project timeline.

- **Review of reports**

- *Ohio State University South Centers Self-Study Report*, highlighting the Center's historical, current, and potential future contexts.
- *Ohio State University South Centers Crowdsourcing Insight Report*, a summary of survey results with various internal audiences.

- **Stakeholder interviews**

External reviewers met virtually with seven groups of internal and external stakeholders between January 30 and February 7, 2025. Each group met with reviewers for approximately one hour to discuss their experience with and ideas for OSU Extension Publishing. A standard introduction and facilitated process, was followed by an optional online survey participants could use to contribute additional thoughts and reflections. Notes from the virtual visits and follow-up survey were provided to external reviewers.

53 Invitees. 51 Respondents. 45 Participants

- **Onsite visit**

External reviewers met with the OSU South Centers team and key stakeholders on March 11, 2025 in Piketon, Ohio. During their visit, they toured the indoor and outdoor facilities.

- **Written report**

Reviewers reported their observations and recommendations through a written report. The initial template and outline were provided by OSU Extension and developed by the reviewers. Document formatting and editing was supported by the project coordinator. This report reflects the culmination of the external review committee's analysis and recommendations. The report was provided to the OSU South Centers team and Extension leadership.

- **Recap and reflection meeting**

A follow-up virtual meeting was held with Extension leadership on April 14, 2025 to discuss the strengths of OSU South Centers, areas for improvement, and opportunities for consideration.

At the conclusion of the review process, all reports were provided online through the OSU Extension website. Through reflections and next steps, OSU South Centers will continue addressing priorities in alignment with reviewer recommendations and the college and land-grant university mission.

## **II. Executive Summary**

### **Overview**

The OSU South Centers represent valuable assets to the university, providing essential expertise and innovative solutions to producers in southern Ohio. The OSU South Centers serve as a vital physical presence in the region with tremendous potential for expanded impact and recognition.

### **Strengths and Opportunities**

The OSU South Centers excel in several areas, including specialty crops and aquaculture research that attracts significant financial investment. The Small Business Development Center (SBDC) stands out as an exemplary resource, providing critical support for beginning farmers and entrepreneurs. Financial management at the OSU South Centers is sound, with dedicated funding for deferred maintenance and a good overall financial position. In addition, the OSU South Centers physical campus is a significant asset including the meeting and event space, size and number of offices, lab space, and acreage.

### **Vision for Enhancement**

The OSU South Centers have significant opportunities to strengthen their impact through improved integration with academic units and OSU Extension programming. By developing clearer communication strategies, both internally and externally, the OSU South Centers can better showcase their work and build stronger connections with stakeholders. The Endeavor Center presents exceptional potential as a business incubator to drive economic vitality in the region.

### **Strategic Priorities**

Moving forward, the OSU South Centers will benefit from focusing on stakeholder-driven programming that addresses the highest-priority needs of Southern Ohio. Enhanced collaboration with the Columbus campus, satellite locations, and external organizations will create more resilient and impactful programs. The OSU South Centers are well-positioned to expand educational opportunities through workshops, field days, and youth engagement initiatives.

### **Leadership Direction**

After 20 years of leadership to OSU South Centers, Dr. Tom Worley recently retired. An interim director has been appointed and a search for new leadership will be underway. The OSU South Centers will thrive under leadership that establishes clear policies for resource allocation, fosters a collaborative culture, and maintains strong communication channels with all stakeholders. By identifying core activities that align with regional needs and CFAES priorities, OSU South Centers can maximize its unique position to serve underrepresented populations while contributing to economic development and job creation throughout the region.

### **III. Summary of Opportunities/Recommendations**

Interwoven themes, detailed on the following pages, provide opportunities for the OSU South Centers.

#### **Communication and Awareness**

- Mission and purpose
- Internal communication
- External communication

#### **Reporting and Administrative Alignment**

- Department integration
- Evaluation

#### **Program Development and Alignment**

- Research and Extension integration
- Building program depth
- Programs not people

#### **Internal Collaboration**

- Integration with the Columbus, Wooster, and statewide campuses
- Integration with OSU Extension

#### **Community and Youth Engagement**

- Stakeholder engagement
- Youth work
- Community engagement

#### **Financial Management and Stability**

- Deferred maintenance
- Funding stability
- Mission alignment

#### **Space Utilization and Allocation**

- Efficient use of space
- Reporting

#### **Endeavor Center**

- Mission alignment
- Purpose over convenience
- Improved communications
- OSU South Centers studio

#### **Educational Opportunities**

- Formal educational opportunities
- Informal educational opportunities

#### **Leadership and Core Activities**

- Leadership changes
- Leadership communications
- Core activities
- Climate of collegiality

## IV. Observations and Recommendations

### A. Communication and Awareness

- **Mission and purpose.** Establish a clear mission and purpose for OSU South Centers. Determine geographic scope (South, Appalachia, or state) and programmatic priorities, allowing for flexibility as a response to the changing needs of stakeholders.
- **Internal communication.** There is a need for better communication about the breadth of work and collaborations within OSU South Centers. This includes making research findings more available to OSU Extension educators and improving communication about programs in the local community.
- **External communication.** Increasing engagement and awareness about Small Business Development Center and Manufacturing Extension Partnership activities and relying less on word-of-mouth. There is an opportunity to extend the value of OSU South Centers to additional Appalachian Ohio counties.

### B. Reporting and Administrative Alignment

- **Department integration.** Faculty, specialists, and scientists (PhD level) should be embedded in academic units.
- **Evaluation.** Faculty should be reviewed by their peers, department heads, and OSU Extension and/or research deans based on primary appointment.

### C. Program Development and Alignment

- **Research and Extension integration.** Research operations are somewhat isolated and not fully aligned with OSU Extension programming. There is a need for better alignment to meet the needs of Southern Ohio and to ensure research scientists are going through appropriate channels.
- **Building program depth.** Efforts should be made to build more depth within programs to enhance their impact and effectiveness.
- **Programs not people.** Individual areas of expertise are determining the priority of OSU South Centers. Rather, the needs of stakeholders should determine priorities and investments should flow to the resources necessary to support these priorities. Re-evaluate the necessity for investments in existing programs (Aquaculture and Soil, Water, and Bioenergy). Are these programs addressing the most significant needs in the region/state or do they exist because they have always existed?

### D. Internal Collaboration

- **Integration with the Columbus, Wooster, and statewide campuses.** Better integration and meaningful connections with the Columbus, Wooster, and statewide campuses and enhancing collaboration with internal partners such as Family and Consumer Science state specialists, community development, and plant diagnostics.
- **Integration with OSU Extension.** Improved connections with field specialists and county educators could enhance the awareness of the OSU South Centers and the impact of the research around the region and state.

## E. Community and Youth Engagement

- **Stakeholder engagement.** Focus on serving underserved populations and making research findings more available to OSU Extension educators. A mechanism to capture the needs of the region should be created and the programming and research should respond to the regional priorities.
- **Youth work.** Increased efforts to connect with schools in the region and provide opportunities for youth engagement. This includes holding listening sessions with high school counselors and administrators and fostering informal connections with schools.
- **Community engagement.** Opening facilities for tours, increasing connections with the main campus, and involving graduate students.

## F. Financial Management and Stability

- **Deferred maintenance.** Addressing deferred maintenance is a main concern, with about \$2 million built up. There needs to be more oversight and planning for maintenance compared to other comparable centers.
- **Funding stability.** State-level funding has been flat, and there is a need to diversify revenue to reduce reliance on government funds.
- **Mission alignment.** While funding is an important input to conducting research, ensure that funding aligns with the needs of stakeholders. Funding shouldn't drive programs.

## G. Space Utilization and Allocation

- **Efficient use of space.** Create clear policies for space allocation. While funding should be a factor in allocation decisions, supporting junior faculty and staff should also be a consideration. In addition, space that is being used to address complex regional and state priorities should receive priority.
- **Reporting.** There is a perception that OSU South Centers' space is underutilized. If that's not the case, then better storytelling and reporting is needed.

## H. Endeavor Center

- **Mission alignment.** The Endeavor Center is an incredible asset that many rural places would envy. The Endeavor Center has not fully reached its potential. There is too much focus on space rental and less on the primary mission: "To provide new and emerging businesses with the resources and expertise they need to grow in a rapid and sustainable way so as to increase the economic vitality of the region." Focus on the hopeful outcomes associated with the Endeavor Center space and the training that occurs to support businesses including new business launches, number of days to launch, business revenue growth, employee growth, number of new customers. The outcomes reported should be the successes of the businesses, not of Endeavor Center employees.
- **Purpose over convenience.** The Endeavor Center should make decisions based on its purpose versus convenience. The fitness center is one example. It was easier to keep the fitness center in the business incubator rather than serve the purpose of supporting a business and preparing for launch on its own.

- **Improved communications.** Better communicate business trainings and success stories. The Endeavor Center website provides no hint that this is a lively business incubator that promotes networking and industry.
- **OSU South Centers studio.** Evaluate the role of the studio. This appears like a one-off project with unknown plans for how to integrate to improve visibility of the OSU South Centers and outreach across the state.

## I. Educational Opportunities

- **Formal educational opportunities.** There does not appear to be a need for OSU South Centers to provide formal classroom education. For now, this strategy should be deprioritized as it appears to be a distraction.
- **Informal educational opportunities.** OSU South Centers has tremendous infrastructure to support additional training and educational offerings. Promote workshops for faculty, field days, on site K-12 offerings, professional development, and on-the-job trainings by utilizing the extensive campus including the Endeavor Center.

## J. Leadership and Core Activities

- **Leadership changes.** The Director of OSU South Centers needs to identify core activities that should remain versus those that can be divested by better understanding the needs of the region, CFAES priorities, and work going on around the state.
- **Leadership communications.** Key focus for the new director should be developing strong communication channels, both within OSU South Centers and with outside parties (Ohio State: Other Ohio State centers, department heads, CFAES administration) and stakeholders (local and state government, commodity groups, local OSU Extension educators, etc.).
- **Core activities.** Emphasis should be on enhancing and taking advantage of the physical presence of OSU South Centers and ensuring that core activities are maintained that support the needs of the region.
- **Climate of collegiality.** There is an obvious tension within and between personnel at the OSU South Centers. The new director should identify strategies that can improve relationships. Better communication and clear policies on resource allocation should serve as a necessary first step in creating a more collaborative unit.

## V. Response to the Questions for External Review

At the beginning of the review process, the following questions were prepared by David Civittolo, interim director of OSU Extension, and project leader Julie Fox, OSU Extension Strategic Initiatives Director. In reflecting on these questions at the conclusion of the review process, the committee took into consideration information gained from the South Centers Internal Self-Study Report, the Crowdsourcing Insight Report, stakeholder interviews, and onsite visit. The intention was to provide primary areas of interest, not to provide a directive.

### A. Mission, Vision, Alignment

**OSU South Centers' Vision:** We enhance southern Ohio by assisting people with informed decision-making through responsive research, education, entrepreneurial application and collaborative partnerships.

- **Identity and core purpose**
  - The OSU South Centers were described as “gems” and assets to the university.
  - Stakeholder-centric approach aimed at serving underserved populations.
  - OSU South Centers provide a physical presence in Southern Ohio that needs better definition. It is undermarketed and not as well-known as it could be.
- **Integration challenges**
  - Research operates “as an island” because they’re not attached to academic units.
  - There seems to be a disconnect between research and OSU Extension programming.
  - Programs are not fully aligned with Southern Ohio needs.
  - Lack of internal coordination and awareness of activities.
- **Communication gaps**
  - There is insufficient communication about goals and programs to both internal and external audiences.
  - There is too much reliance on word-of-mouth versus structured communication.
  - Need for better marketing about OSU South Center activities and impact.
  - Stakeholders often don’t know what happens at OSU South Centers. For example, Manufacturing Extension Partnership is not well known although it has the potential to be high impact.

### B. Programmatic Priorities

Focus areas for the OSU South Centers include agriculture, job creation, economic development, and diversifying revenue to reduce reliance on government funds. Community engagement opportunities include opening facilities for tours, increasing connections with the Columbus campus, and involving graduate students.

- **Research strengths**
  - Specialty crops and aquaculture identified as key focus areas.
  - Getting good return on investment that could support faculty positions.
  - Researchers have reasonable freedom to address needs.

- **Extension and community services**
  - Small Business Development Center viewed as a “true gem.”
  - Important demonstrations particularly for beginning farmers.
  - Direct market programming and business development support considered high impact.
  - Need for more locally grown food and small fruits program development in coordination with OSU Extension professionals.
  - Nutrition and food preparation education was seen as a need.
- **Staffing structure concerns**
  - “One person deep on anything” – resilience concerns.
  - Potential to be leaner on research staffing side.
  - Need for better alignment with academic units.

### C. Operational Management

- **Financial management**
  - Three funding buckets: research, Extension, and indirect funds.
  - Financial position described as “good.”
  - 75% of indirect costs go back to the OSU South Centers.
  - State-level funding has been flat.
  - Limited reserve funding; funding cuts would have immediate impact.
  - \$2 million built up for deferred maintenance.
- **Decision-making structure**
  - Director should be making final decisions about maintenance and space allocation.
  - Limited oversight compared to other similar centers.
  - New leadership should think about space allocation policies and culture.
- **Space utilization**
  - Some facilities not adequate (hoop houses, some aquaponics structures, and other facilities need updates).
  - Endeavor Center has the capacity to be more utilized. It seems to have various long-term clients which is not the entrepreneurship incubator model.
  - Priority given to funded projects first and too much acreage seems to be taken up with legacy project.

### D. Influence and Innovation for Future

- **Integration opportunities**
  - Leaders could play a more active role in making consistent connections and collaboration with the Columbus, Wooster, and statewide campuses.
  - Increase connection with graduate students.
- **Exploration of educational expansion**
  - Increase youth involvement and school connections.
  - If prioritized by the college and community, local courses could build pipeline into two-year degree programs (2plus2) and/or adult learning classes could be offered as continuing education.

- **Strategic development**
  - Need different metrics focused on long-term impact.
  - Performance measurement model needed.
  - More collaboration with outside organizations/competitors for funding.
  - Need to be more resilient through diversifying revenue.
  - Focus on job creation and economic development.
  - Better leverage location.
- **Visibility enhancement**
  - More open houses and tours.
  - Speak at local events.
  - Promote to educators around the state.
  - Partner for more community connections.

## **VI. Conclusion**

### **Strengths**

OSU South Centers possess remarkable strengths in specialty crops and aquaculture research, generating strong returns on investment. The Small Business Development Center serves as an invaluable resource for entrepreneurs and beginning farmers. The OSU South Centers maintain a good financial position with dedicated funding for facility maintenance and benefit from their unique physical presence in southern Ohio.

### **What's Working Well**

OSU South Centers effectively provide demonstrations for beginning farmers and offer direct market programming that creates meaningful impact. The Endeavor Center facility provides essential infrastructure for business development, while the OSU South Centers' stakeholder-centric approach helps address the needs of underserved populations in the region.

### **Opportunities for Improvement**

Communication represents a significant opportunity, as both internal awareness and external visibility could be enhanced through more structured outreach efforts. Research operations could benefit from stronger integration with academic units and OSU Extension programming to ensure alignment with regional needs. The Endeavor Center can evolve beyond space rental to fully embrace its role as a business incubator driving economic vitality.

### **Final Thoughts**

- Establish a clear mission statement that defines the geographic scope and programmatic priorities while maintaining flexibility to respond to stakeholder needs.
- Develop formal communication channels to better showcase research findings and program impacts to both internal and external audiences.
- Integrate faculty and specialists into academic units to strengthen connections with the Columbus campus and enhance collaborative research opportunities.
- Create stakeholder-driven programming that addresses the highest-priority needs of southern Ohio rather than continuing legacy projects.
- Implement clear policies for space allocation that prioritize addressing complex regional challenges.
- Foster a climate of collegiality through transparent decision-making and resource allocation processes.
- Expand educational offerings through workshops, field days, and youth engagement initiatives that leverage OSU South Centers' exceptional infrastructure.

## VII. Appendices

### Appendix A. External Reviewer Biographies

Dr. Alison Davis, University of Kentucky



Dr. Davis is the Executive Director of the Community and Economic Development Initiative of Kentucky (CEDIK). CEDIK is an integrated engagement/research center housed within the Martin-Gatton College of Agriculture, Food and Environment at the University of Kentucky. CEDIK's mission is to build engaged communities and vibrant economies. She leads a team of 14 engagement and research staff to support for CEDIK's four priority areas: economic development, leadership development, community health, and community design.

Dr. Davis' role is to build relationships across campus, Kentucky and the South with the goal of promoting a stronger sense of community and an improved economic base in rural areas. Her rural economic development program utilizes workshops, trainings, and educational materials to highlight the importance of community engagement, infrastructure development, regionalism, and the impact of changing public policy on rural communities.

She earned her PhD in economics from North Carolina State University and her bachelor's degree from Skidmore College.

See her complete CV at <https://agecon.ca.uky.edu/directory/alison-davis>

## **Dr. Maria Marshall, Purdue University**



Dr. Maria Marshall is the James and Lois Ackerman Professor of Agricultural Economics. She conducts an applied research, teaching, and Extension program in small and family business management, disaster recovery, and entrepreneurship. Dr. Marshall is the Director of the North Central Regional Center for Rural Development (NCRCRD).

She is also the director and founder of the Purdue Institute for Family Business ([PIFB](#)). The PIFB is an integrated research, outreach, and teaching program. It offers educational programs that address the major competencies needed for effective family business ownership and management.

Her research and Extension programs focus on small business development and family business management. Her small and family business research is focused on areas such as the resource exchange between the household and the business, family business management, and disaster recovery. She is particularly focused on the resource exchange between household and business when each system experiences a normative and non-normative shock. Dr. Marshall's outreach and teaching programs seek to increase economic development through entrepreneurship and firm growth.

She received her M.A. from the University of Missouri, Kansas City and her Ph.D. in agricultural economics from Kansas State University.

See more information at <https://ag.purdue.edu/directory/mimarsha>

## Appendix B. Virtual and Onsite Interviews

Individuals selected for the virtual and onsite visits represented diverse perspectives from internal and external stakeholders. Participants were recommended by the OSU South Centers team and college leadership.

The project leader provided a formal welcome and introduction, and then external reviewers facilitated the discussions. In addition to the discussions, participants were provided a Qualtrics link to provide any additional thoughts directly to the reviewers. All visits were managed and supported by the project coordinator.

### Virtual Interviews

| Day                     | Time           | Group/Activity   |
|-------------------------|----------------|--|
| <b>Thursday, Jan 30</b> | 9-10 am        | Program Leads (OSU South Centers)                              |
|                         | 10:30-11:30 am | OSU South Centers team members working with external audiences |
|                         | 1-2 pm         | Internal – OSU Extension                                       |
|                         | 2:30-3:30 pm   | OSU South Centers team members working internally              |
| <b>Friday, Feb 7</b>    | 9-10 am        | Internal – Ohio State Researchers                              |
|                         | 10:30-11:30 am | External Partners  |
|                         | 3:30-4:30 pm   | External Stakeholders  |

### Participant summary

- 53 individuals were invited to participate in the virtual interviews.
- 51 responded to the request and 43 indicated they could attend the scheduled date/time
- 45 participated in the virtual interviews

## **On-Site Visit – March 11, 2025, OSU South Centers, Piketon, Ohio**

The purposes of the onsite visit included seeing the facilities, meeting the OSU South Centers team, engaging with college leadership, and providing time for reviewers to discuss emerging themes related to their observations and recommendations.

### **Agenda**

- 9:30 a.m. Reviewers arrive at OSU South Centers  
Welcome and refreshments with the core writing team + David, Gary, Graham
- 9:45 a.m. On-site meeting with Interim OSU Extension Director, David Civittolo; Associate Dean for Research and Graduate Education, Gary Pierzynski; and Associate Dean for Operations, Graham Cochran
- 10:45 a.m. Break
- 11 a.m. Reviewers tour (guided by the core writing team):  
11-11:15 a.m. – Research/Extension/Greenhouse  
Loop through building with stops at:
- Large auditorium – Beth Rigsby
  - Aqua Genetics Lab – Hanping Wang or Hong Yao
  - SWR Lab – Rafiq Islam or Arif Rahman or Leo Guan
  - Greenhouse – Thom Harker
- 11:15-11:20 a.m. – Office Annex – Loop through building – Dan Remley  
11:20-11:40 a.m. – Endeavor Center – Loop through building with stops at:
- Room 160 – Jennifer Dunn
  - Computer lab
  - TK Fitness Center
- 11:40-11:50 a.m. – Farm Shop – Wayne Lewis  
11:50 a.m.-12:15 p.m. – Fields – Loop through main driveway with stop at:
- High tunnel – Gary Gao
- 12:15-12:30 p.m. – Aquaculture Areas – Drive through with stop at:
- Hatchery – Paul O’Bryant
- 12:30 p.m. Reviewers working lunch meeting with all OSU South Centers staff
- Update on the review process (Julie)
  - External reviewer introductions
  - Staff introductions
- 1:15 p.m. Meet (virtually) with CFAES finance – Terry Snoddy, Zac Cooperrider, Beth Rigsby
- 1:45 p.m. Meet with OSU South Centers Director Tom Worley
- 2:15 p.m. Adjourn – Reviewers drive home

## **Appendix C. Question Guide**

These questions are intended to provide guidance as external reviewers meet with internal and external stakeholders through online and onsite visits.

### **Q1. Vision, programmatic priorities, college alignment**

- Does a clear and compelling vision exist for the OSU South Centers?
- What are the programmatic priorities for the OSU South Centers?
- How do these programmatic activities align with the mission of the South Centers?
- How do these priorities connect with the CFAES vision and priorities?
- What evidence is there of alignment with Extension and college departments?
- What opportunities for internal alignment should be pursued?

### **Q2. Community engagement, alignment, and impact**

- What evidence is there of alignment of the OSU South Centers activities with community priorities and impacts?
- Do the demographic characteristics of clientele and partners engaged with the OSU South Centers align with the population of the geographic area they serve? If not, what groups are underrepresented? What strategies might be used to increase participation by those groups?
- How do current collaborators invest in the OSU South Centers?
- What opportunities for community alignment, collaboration, and investment should be pursued?

### **Q3. Operational management**

- What operational business policies and practices support the work of the OSU South Centers?
- What support does the South Centers receive from Extension administration? College departments and research support? Fiscal, Human Resources, and other relevant college/university support units? The broader university?
- Who makes (and influences) management decisions and resource alignment?
- What opportunities for operational improvements should be pursued? (personnel? fiscal? facilities? technology? other?)

### **Q4. Influence and innovation for the future**

- What shifts from the past influenced the status, effectiveness, progress, and alignment of the OSU South Centers?
- How were investments, strategies, personnel, and processes impacted? What constrained or advanced priorities?
- What shifts may influence the future of the OSU South Centers? What may constrain or advance priorities?
- How can the OSU South Centers best equip themselves for shifts within the university and within community?

## Appendix D. References

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Smith, R. G. (1949). The people's colleges: a history of the New York state extension service in Cornell University and the state, 1876-1948. (*No Title*).

***Program reviews provide an opportunity  
for reflection, improvement, and  
accountability to stakeholders.***

(Senter, Ciabattari, & Amaya, 2021)



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