

COLLEGE OF AGRICULTURE AND LIFE SCIENCES
EXPANDED GUIDELINES AND CRITERIA FOR EVALUATION
PROMOTION AND CONTINUING STATUS
COOPERATIVE EXTENSION AGENT
accepted January, 2001

Arizona Cooperative Extension agents extend the University of Arizona to the people of Arizona through a variety of outreach educational and applied research programs. They perform a vital role in the triad of functions - teaching, research and extension - which forms the basis of a Land Grant University System.

County Extension faculty (agents) work collaboratively with campus faculty in the College of Agriculture and Life Sciences University of Arizona. Other opportunities for collaboration exist with faculty in the various colleges of the U of A and other universities. Extension agents develop linkages with agencies, organizations and institutions at the county, state and national level.

In furthering the Extension mission, agents are expected to develop innovative and progressive programs that meet clientele and community needs and that relate to the University of Arizona and College of Agriculture and Life Sciences strategic plan. By educating adults and providing youth with leadership development programs, Extension agents have a direct and often immediate impact on the quality of life of individuals, families and communities. This unique role distinguishes Extension agents as a key local source of information and education.

The Extension agent's primary purpose is to provide educational programs aimed at clientele to solve their own problems. He/she develops Extension programs that address priority needs and conducts training, problem-solving research, and other educational methods throughout the assigned county(ies). In addition, the Agent plans and conducts programs with statewide thrusts in collaboration with other Extension Agents, Specialists and University faculty as appropriate.

The work of an Extension agent focuses on the following five elements: program, teaching effectiveness and quality, program and organization support, cooperative and collaborative efforts, and scholarly contributions and professionalism. For purposes of review, promotion, and continuing appointment, all of these performance indicators are evaluated by peers, supervisors, and Extension administration. The agent's position description is used in assessing the identified standards and criteria for performance.

STANDARDS OF ACHIEVEMENT FOR COOPERATIVE EXTENSION AGENTS

| ASSISTANT | ASSOCIATE | FULL |
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| <p>PROGRAM (knowledge base, planning, delivering, and evaluation)</p> <p>A variety of peer and clientele inputs are used to determine the content, quality, priority, and emphasis of the Extension agent's programmatic leadership. Program planning reflects the assimilation and synthesis of information from advisory committees, clientele organizations, and key industry leaders relative to the strategic plans of Cooperative Extension and CALS. Program content is based on current research and knowledge. The agent assesses opportunities to provide access and connect the people of the state to the resources of the university. The program includes an evaluation component to assess outcomes and impacts.</p> | | |
| <ul style="list-style-type: none"> ■ Provides leadership for determining the content, priorities and emphasis of programming efforts in the county or designated area of responsibility. ■ Effectively uses the program development process to address the varied educational needs of targeted audiences. | <ul style="list-style-type: none"> ■ Integrates information from a variety of sources to effectively address critical issues and priority needs of clientele. ■ Modifies programs based on clientele needs. ■ Recognized by peers at the regional level and clientele for expertise and ability to develop and plan highly effective programs. | <ul style="list-style-type: none"> ■ Provides evidence of continued high quality performance in conducting educational or problem solving research or creative solutions to problems. ■ Plans and implements comprehensive and innovative educational programs and develops evaluation procedures and methods that document achievement of program objectives, including information about resulting behavioral changes. ■ Consistently implements programs that produce significant outcomes within individuals and communities. ■ Demonstrates ability to be creative in seeking solutions to complex educational problems and issues. ■ Provides leadership to create partnerships and/or collaborations with external groups to plan programs to meet current and future needs. ■ Recognized by peers at the regional and national level for expertise and effective programs. |

TEACHING EFFECTIVENESS AND QUALITY

Extension programs include *non-formal* teaching. Teaching quality involves command of the subject discipline, progressive assimilation of the knowledge, the ability to use engaging, interactive and educationally sound teaching techniques and adapt them to varying audiences. Quality and effectiveness is represented through clientele and peer evaluation.

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| <ul style="list-style-type: none">■ Demonstrates ability to utilize research findings in an educational program.■ Adapts and effectively uses appropriate educational methods and techniques for communicating with specific audiences.■ Serves as facilitator in involving specialists and other technical support people in county educational activities.■ Utilizes suitable methods and techniques for solving problems and achieving objectives.■ Recruits, trains, and involves volunteer leaders to enhance educational programs.■ Functions effectively with clientele, other Extension and research faculty, and representatives of local organizations and agencies.■ Uses feedback to improve teaching effectiveness. | <ul style="list-style-type: none">■ Utilizes appropriate techniques to deliver or facilitate delivery of educational activities that address expressed clientele needs.■ Develops specialized instructional materials.■ Uses evaluations to improve teaching methods. | <ul style="list-style-type: none">■ Provides comprehensive technical assistance and expert guidance to Extension faculty, clientele, and others as needed.■ Develops, implements, and disseminates programs and techniques which are innovative, comprehensive, and timely to meet the needs of targeted clientele.■ Uses systematic evaluations to improve teaching effectiveness and quality. |
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PROGRAM AND ORGANIZATIONAL SUPPORT

Extension faculty participate in disciplinary, multi-disciplinary, and interdisciplinary programming efforts to address priority issues of the clientele. Financial, material, and human support is sought to extend program effectiveness. Agent utilizes the resources of the people, the university and government agencies to carry out the planned program.

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| <ul style="list-style-type: none">■ Provides leadership to Extension planning groups and serves in various capacities within the organization.■ Serves in leadership roles on local, regional and Extension committees and working groups.■ Utilizes appropriate mass media to effectively market and interpret the value and benefit of Extension educational programs.■ Develops working relationships with sponsors, donors, and coworkers in securing support and managing resources for Extension educational programs.■ Recruits, involves and recognizes volunteers to enhance educational outreach. | <ul style="list-style-type: none">■ Provides evidence of support for local and regional Extension programs and activities by serving on committees, task forces, and in advisory capacities.■ Effectively utilizes appropriate communication tools to consistently market and interpret the benefit and value of Extension educational programs, such as Internet, weekly radio/TV shows and columns.■ Serves in leadership roles on local, regional, state and Extension committees and task forces.■ Maintains effective working relationships with sponsors, donors, and coworkers in securing, maintaining, and managing support and resources for Extension educational programs.■ Effectively integrates volunteers into the Extension program. | <ul style="list-style-type: none">■ Demonstrates exemplary competence in using appropriate communication tools to market the value and benefit of Extension educational programs.■ Serves in leadership roles on local, regional, state, national and committees and task forces.■ Sustains and manages external support and resources for Extension programming.■ Effectively manages volunteers, master volunteers, peer agents and/or para-professionals as an integral part of the Extension program. |
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COOPERATIVE AND COLLABORATIVE EFFORTS

Extension agents establish teamwork and enhance mutual support among colleagues but are evaluated as individuals. Extension agents demonstrate effective working relationships with all levels of elected and appointed officials, external funders, and representatives of local groups and organizations.

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| <ul style="list-style-type: none"> ■ Fosters joint education and program delivery activities with Extension agents, specialists and personnel of other groups and agencies to positively impact diverse clientele in the county and in multi-county activities. ■ Establishes and maintains relationships with agents in other counties, specialists, Board of Supervisors, state and federal representatives and representatives of local groups, organizations and other agencies. ■ Demonstrates ability to cooperate effectively as a team member with coworkers. | <ul style="list-style-type: none"> ■ Demonstrates multi-disciplinary, multi-cultural and/or multi-county program efforts. ■ Establishes networks, coalitions and collaborations which further the work of Extension in serving clientele. ■ Involved and sustained relationships with all levels of elected and appointed officials, Extension faculty and representatives of local groups, organizations and other agencies. ■ Effectively cooperates as a team member with co-workers and others and exhibits team building skills. | <ul style="list-style-type: none"> ■ Achieves and documents measurable programmatic outcomes in multi-disciplinary, multi-cultural and multi-county program efforts. ■ Demonstrates leadership, motivation, and guidance which enhances staff interaction and relationships. ■ Sustains and expands highly effective networks, coalitions and partnerships, which further the work of Extension in serving clientele. ■ Expands involvement of sustained relationships with all levels of elected and appointed officials, Extension faculty, and representatives of groups, organizations, and agencies. ■ Has committee responsibility in his/her unit, the College, and the University. |
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SCHOLARLY CONTRIBUTIONS AND PROFESSIONALISM

Extension agents show evidence of contributions to professional associations and total Extension programs. Sharing the results of creative and scholarly work is expected. Each agent is expected to advance professionally through formal and *non-formal* educational opportunities. Comprehensive and intensive program evaluations are important components for Extension agents.

Scholarly activity includes: original peer-reviewed, state Extension publications; curriculum and/or educational program development; non-print material – video, slide presentations, computer programs, web-based education satellite *and non-satellite* programs; mass media – substantive, program-specific articles published in newspapers, weekly or monthly newspaper columns, newsletters and programs on television and radio; college research reports; on-farm testing – including data collection, analysis and reports, journal articles; grant proposals funded; national and regional subject matter presentations – invited and refereed.

- Maintains competency in areas of program responsibility.
- Participates in relevant professional associations and community organizations.
- Earns recognition by clientele for expertise and professionalism.
- Documents scholarly contributions.
- Evidence of planned and implemented program accountability that describes program impacts and outcomes.
- Communicates results to diverse audiences.
- Completes publications for county and state distribution in assigned subject area.

- Expands competencies in area of program responsibility through informal and/or formal educational opportunities.
- Communicates innovative program strategies to colleagues.
- Demonstrates applications and disseminated knowledge of current advances and developments within the profession.
- Completes peer-reviewed publications of various types in assigned subject area, distributed to state-wide audiences.
- Earns recognition by peers at the regional level for expertise and professionalism.
- Participates and contributes to the strengthening of state and national professional association(s).

- Demonstrates a comprehensive knowledge in areas of program responsibility.
- Earns recognition by colleagues at the national level and clientele for significant program and professional accomplishments.
- Develops numerous peer-reviewed publications which include a variety of media, for state, regional, and national audiences.
- Serves in leadership positions in community organizations and professional associations.