

## PROFESSIONAL EXPECTATIONS MATRIX FOR COUNTY/AREA-BASED EXTENSION FACULTY (FEBRUARY 2010)

### Overview

**The mission of WSU Extension is to** engage people, organizations and communities to advance economic well-being and quality of life by connecting them to the knowledge base of the university and by fostering inquiry, learning, and the application of research.

Extension programs conducted by county and area extension faculty are planned educational or developmental efforts that...

- leverage the research and knowledge bases of WSU and other research institutions as necessary to address issues, needs and opportunities across the state and beyond;
- reach appropriate and diverse audiences;
- actively engage other county and area extension faculty, statewide extension faculty and research faculty at WSU and other institutions to foster integrated approaches;
- use unbiased, science-based methods that are appropriate for the target audience;
- and achieve social, economic and environmental outcomes beginning with acquisition of knowledge and followed by change in practices and improvement in status among target audiences.

Additionally, county and area extension faculty use a broad array of techniques to transfer knowledge and elicit positive impacts on target audiences. Methods include demonstrations, presentations, online resources, publishing technical materials and educational curricula, and conducting appropriate applied research. County and area extension faculty are expected to provide local, regional and/or statewide leadership in a specific area of expertise and to work closely with other county and area extension faculty and departmentally based faculty to address local and regional needs and issues. Additionally, county and area extension faculty are expected to work directly with the individuals, organizations, and agencies to develop and deliver effective crosscutting (multi-disciplinary) programs that synthesize and demonstrate research-based solutions to problems on farms, ranches, forests, range, and other lands; and in homes, businesses, organizations and communities.

All extension faculty are expected to conduct scholarly work that augments assigned outreach responsibilities. Scholarly work is defined as creative products that are communicated and peer validated. WSU Extension has developed guidelines describing appropriate scholarly activities for faculty members (see Promotion and Tenure Guidelines). In addition to scholarly activities, all faculty are expected to generate appropriate funding to support their programming focus. This includes development of successful grant proposals and beneficial contractual relationships with complementary organizations.

The following matrix is designed to clarify expectations for county and area extension faculty. Additionally, this document should serve to support the evaluation processes used by county directors and district directors with assistance from program directors.

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Performance Dimensions	Performance Exceeds Expectations (In Addition to Requirements for “Performance Meets Expectations”)	Performance Meets Expectations	Performance Needs Improvement
<b>Program Planning*</b>	<ul style="list-style-type: none"> <li>Effectively engages in individual and team program planning processes utilizing the Logic Model resulting in measurable outcomes.</li> <li>Effectively reaches diverse audiences including use of culturally appropriate educational materials and/or program delivery.</li> </ul>	<ul style="list-style-type: none"> <li>Logic Model used in planning processes resulting in measurable outcomes for individual programs.</li> <li>Significant effort is expended to assure that program delivery and materials will be appropriate for and sensitive to the needs of diverse audiences.</li> <li>Programs are planned to address appropriate issues, needs and opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Logic Model not used in planning processes.</li> <li>Appropriate and diverse audiences are not identified or reached.</li> <li>Programs not planned to address appropriate issues, needs, and/or opportunities.</li> </ul>
<b>Team Building and Collaboration</b>	<ul style="list-style-type: none"> <li>Effectively leads teams of multi-disciplinary faculty and staff including other county-based educators, research faculty, and departmental extension faculty to deliver high-quality programming resulting in desired outcomes.</li> <li>Provides leadership for appropriate statewide and multi-state programs and teams in area of specialization.</li> </ul>	<ul style="list-style-type: none"> <li>Works closely with departmental extension and/or research faculty to identify issues and needs and to develop and deliver appropriate programming that results in desired outcomes.</li> <li>Provides leadership for county and/or regional programs in area of specialization. Member of teams that include other county and area educators and leverage departmental extension and/or research and teaching faculty.</li> <li>Effectively collaborates with state and federal agencies, community partners, and other external stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Lacks effective interaction with departmental faculty and/or other county-based extension educators.</li> <li>Lack of effective leadership for county or area programs in area of specialization.</li> </ul>
<b>Acquisition of Extramural Support*</b>	<ul style="list-style-type: none"> <li>Seeks/receives funding to support program expansion, hiring of competent support personnel and attainment of significant condition change among target audiences.</li> </ul>	<ul style="list-style-type: none"> <li>Seeks/obtains adequate extramural funding to support a significant extension program.</li> </ul>	<ul style="list-style-type: none"> <li>Does not seek/acquire significant extramural funding to support program.</li> <li>Seeks/receives extramural funding that is inappropriate or detracts from effectiveness of the position.</li> </ul>
<b>Program Delivery*</b>	<ul style="list-style-type: none"> <li>Programs are highly innovative and recognized for outcomes and impacts at the multi-state or national level.</li> <li>Programs receive regional or national recognition for quality, professionalism and outcomes.</li> <li>Conducts highly innovative education, demonstration or applied research that has local and/or statewide significance and recognition.</li> </ul>	<ul style="list-style-type: none"> <li>Information and educational programming are based on the latest research/knowledge bases and designed appropriately for target audience(s).</li> <li>Program delivery is conducted in a fiscally responsible and highly professional manner.</li> <li>Conducts appropriate and unbiased programming that includes innovative and effective educational approaches including but not limited to</li> </ul>	<ul style="list-style-type: none"> <li>Information and educational programming not based on latest appropriate research and knowledge bases.</li> <li>Program delivery not conducted in a professional manner.</li> <li>Little demonstration, innovative educational programming, or applied research conducted and/or is poorly designed and potentially biased.</li> </ul>

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Performance Dimensions	Performance Exceeds Expectations (In Addition to Requirements for “Performance Meets Expectations”)	Performance Meets Expectations	Performance Needs Improvement
	<ul style="list-style-type: none"> <li>Methodologies are highly innovative and lead to peer-validated extension scholarship in national venues.</li> </ul>	<p>demonstration, leveraging of technology, applied research, or other creative mechanisms to expand the core audience and increase program impacts.</p> <ul style="list-style-type: none"> <li>Outreach programs use multiple appropriate delivery media and methodologies.</li> </ul>	<ul style="list-style-type: none"> <li>Outreach programs are small in number and are delivered with inappropriate media and methodologies.</li> </ul>
<b>Programming Outcomes</b>	<ul style="list-style-type: none"> <li>Programming results in documented improvement of economic status, environmental condition, or quality of life of target audience.</li> </ul>	<ul style="list-style-type: none"> <li>Programs are evaluated to document learning.</li> <li>Follow-up evaluations are done to document application of learned techniques by participants (change in behavior).</li> <li>Programs are well-known by clientele and by county commissioners, decision-makers, and peers.</li> </ul>	<ul style="list-style-type: none"> <li>No documented learning, behavior change, or condition change by target audiences.</li> <li>Programs not generally recognized by clientele, county commissioners, decision-makers, or peers.</li> <li>Program evaluation is lacking or is poorly conducted.</li> </ul>
<b>Professional Development</b>	<ul style="list-style-type: none"> <li>Actively pursues and acquires new skills that dramatically transform extension programs.</li> <li>Clearly demonstrates most extension <a href="#">core competencies</a>.</li> </ul>	<ul style="list-style-type: none"> <li>Actively participates in professional development activities that increase capacity to address critical issues, enhance professional and personal growth, and improve effectiveness of extension programming.</li> <li>Actively pursues professional development that advances <a href="#">core competencies</a>.</li> </ul>	<ul style="list-style-type: none"> <li>Participates in professional development activities that do not significantly expand knowledge, skills and capacity to deliver effective extension programs.</li> <li>Lacks critical <a href="#">core competencies</a>.</li> </ul>
<b>Professional Service</b>	<ul style="list-style-type: none"> <li>Provides leadership for statewide, multi-state, national and/or international discipline based or extension organizations.</li> <li>Serves on editorial boards for national or international technical publications.</li> </ul>	<ul style="list-style-type: none"> <li>Actively participates in statewide, national or international organizations.</li> <li>Serves on committees at the university, extension or disciplinary level.</li> </ul>	<ul style="list-style-type: none"> <li>Does not actively participate in statewide, national or international discipline-based or extension organizations.</li> <li>Does not engage in manuscript reviews, committee assignments or other professional assignments.</li> </ul>

\*Faculty member will not meet expectations unless all items included under the “Meets Expectations” column are adequately executed for this performance dimension.

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