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 developed locally are responsive to complex issues which can be addressed by the research base of the university. The County Director is responsible for office leadership, communication among individuals and organizations and the university, and administration of the local office or offices. The County Director may serve as a departmental chair or unit lead in county government.

As WSU extension employees, faculty and staff are also guided by position descriptions, professional expectations matrix, organizational policies and procedures, and a set of core competencies for extension educators. The County Director uses these resources in fulfilling the duties of county administration and office leadership.

County Directors are expected to conduct scholarly work that augments assigned program outreach responsibilities and are therefore reviewed against the Professional Expectations Matrix for County/Area-Based Extension Faculty. The following matrix is designed to clarify expectations for County Directors and is used at the time of the annual review and periodic review for reappointment. Additionally, this document should serve to guide the amount of time devoted to administrative duties which differ from the program responsibilities of the individual who is designated County Director. The designation of County Director is a temporary appointment accompanied by a temporary stipend. Periodic review of the County Director's performance and reappointment typically occurs every four years and is administered by the Director of County Administration with recommendations to the Extension Associate Dean and Director and to the Provost.

Performance Dimensions	Performance Exceeds Expectations (In Addition to Requirements for "Performance Meets Expectations")	Performance Meets Expectations	Performance Needs Improvement
Planning and Advisory Committees	• Utilizes an established comprehensive county advisory system to inform county program development and serve as advocates for the local Extension program. • Act as a supportive force for developing proactive relevant research-based programs which are aligned with Extension and WSU strategic goals. • Develops county impact document to effectively communicate program impacts to stakeholders and county government. • Provide leadership to educators in interdisciplinary work, aligning programs with local government priorities, and evaluation for long-term outcomes. • A positive work environment is maintained with prompt resolution of conflict, interdisciplinary programming, and respect for differences.	• Uses an established county advisory system to provide input on program direction and development. • County programs are well aligned with Extension and institutional strategic goals and initiatives. • Faculty and staff county impact reports are developed but not used to their full potential. • Encourages interdisciplinary work, aligning programs with local government priorities, and evaluation for long-term outcomes. • Sets an example of professional behavior and facilitates resolution of conflicts to create a positive work environment.	• Occasional use of or no advisory system in place to gather input. • County programs do not reflect Extension and institutional strategic goals and initiatives. • Faculty and staff county impact reports are not published and do not effectively communicate program impacts. • Individual plans for work from faculty and staff with no coordination and program evaluation at the output level. • The work environment is not supportive of effective or creative programming.
Foster Community Relationships	• Decision makers, cooperating agencies and other stakeholders are involved in Extension programs, can articulate program goals and impacts, and effectively advocate for Extension. • New relationships and opportunities for WSU with governments, agencies, tribes and organizations are continuously developed, and cross-programming is evident in the office. • WSU Extension's image is proactively promoted through professional staff; well-trained volunteers; use of WSU identity guidelines in outreach materials, displays and signage; and well maintained facilities and office spaces.	• Local and state decision makers, cooperating agencies and other stakeholders are aware and supportive of Extension programs. • Existing relationships are inclusive of the office disciplines and are well managed so that new opportunities are considered or developed. • WSU Extension programs are promoted in the community through outreach activities and the news media.	• Local and state decision makers, cooperating agencies and other stakeholders are not aware of local programs or their impacts. • Relationships with governments, agencies, and organizations are solely focused on the individual's program. • Each Extension program creates its own independent image. The WSU Extension logo is not always used in conjunction with program logos.
Office Leadership	• Office is staffed at a level that allows faculty to focus almost exclusively on faculty-level programmatic work. • Provide excellent public access to Extension programs and services through regular office hours, phone service, and an up-to-date website and community outreach activities. • Annual reviews completed on appropriate staff and county employees with feedback on strengths, weaknesses, and desired improvements. Review position descriptions and professional development plans.	• Office staffing level is adequate to serve the public, volunteers and staff. • Provide good public access with minimal office closures during regular business hours. Website is up-to-date with good representation from all program areas. • Annual reviews are completed on appropriate staff; position descriptions and professional development plans discussed annually with appropriate staff.	• Staffing level is inadequate to support faculty-level work and serve volunteers and the public. • Public access limited during regular business hours. Website is not representative of all program areas and information is not kept up-to-date. • Annual reviews for appropriate staff are incomplete or submitted late. Professional development plans are not a part of the annual review or done irregularly.

	• Input is provided to the appropriate program director during the faculty annual review process. • Volunteers are included and recognized as an integral part of the office environment. • Civil rights plan is reviewed annually with faculty and staff and modified as needed. Plan guides inclusion of diverse clientele in program planning and participation. Outreach efforts are documented. "Contacts by County" spreadsheet on shared drive with all program staff reporting.	• Input is provided to the appropriate program director during the faculty annual review process. • Volunteer programs operate in the county office; program meet enrollment, screening, training, and management best practices. • Civil rights plan reviewed annually and modified as appropriate. Outreach efforts are documented. "Contacts by County" spreadsheet on shared drive with all program staff reporting.	• Input is not provided to the appropriate program director during the faculty annual review process. • Volunteer programs do not meet enrollment, screening, training, and management best practices. • No current civil rights plan in place. Outreach efforts are not documented or poorly documented. "Contacts by County" spreadsheet unavailable or incomplete.
Financial and Office Management	• County budget shows a pattern of steady growth. Strong record of entrepreneurial activity acquiring grants, generating fees, building county MOA contributions, securing gifts, and increasing operating funds. • County commissioners, county council, county executive, and/or appropriate department heads understand WSU Extension and support its mission. • Well organized office and up-to-date office exhibits professional atmosphere. • County and state policies and procedures are integrated into programs with demonstrated understanding of all staff and at appropriate volunteer levels. • Office functions as a team with clear communication. Conflict is addressed early and effectively.	• Develops county budget with input from faculty and staff. Meets WSU recommended salary contributions through the MOA. Maintains strong support from county government. • County commissioners, county council, county executive, and/or appropriate department heads understand WSU Extension and support is mission. • Office is organized with adequate supplies and equipment. • County and state policies and procedures are followed resulting in smooth office function. • Open communication and office policies result in smooth office function. Conflict is handled quickly and efficiently.	• Develops budget in isolation and misses organizational deadlines. Budget is consistently below WSU recommended levels. • County commissioners, county council, county executive, and/or appropriate department head do not understand WSU Extension. Support from county government is lacking. • Office disorganized and unprofessional. Materials are hard to find and supplies are lacking. • Policies and procedures are often not followed. Problems exist in cash and inventory management; and timely submittal of travel, timecards, and leave reports. • Unresolved conflict is evident within the county office and impacts the office function. Little evidence of teamwork.

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