K-State Research and Extension  
Field Operations

ANNUAL EVALUATION GUIDELINES  
(Approved by Faculty Vote on 6/21/2005)

CHRONIC LOW ACHIEVEMENT PROCEDURES  
(Approved by Faculty Vote 6/21/2005)

PROMOTION AND TENURE GUIDELINES  
(Approved by Faculty Vote on 6/21/2005)

REVIEW DATE FOR ANNUAL EVALUATION GUIDELINES *(WHICH INCLUDES THE CHRONIC LOW ACHIEVEMENT STATEMENT): 6/2010

REVIEW DATE FOR PROMOTION AND TENURE GUIDELINES*: 6/2010

Dale Fjell, Department Head  
Date signed: 7/13/05

Fred Cholick, Dean  
Date signed: 7/14/05

M. Duane Nellis, Provost  
Date signed: 7/25/05

*Each academic department is required by University Handbook policy to develop department documents containing criteria, standards, and guidelines for promotion, tenure, reappointment, annual evaluation and merit salary allocation. These documents must be approved by a majority vote of the faculty members in the department, by the department head or chair, by the dean concerned, and by the provost. In accordance with University Handbook policy, provision must be made to review these documents at least once every five years or more frequently if it is determined to be necessary. Dates of revision (or the vote to continue without revision) must appear on the first page of the document.
Kansas State University
Field Operations Extension Specialist Annual Review Document

Name ________________________________

Title/Position ____________________________

Performance Review Period ____________________________

OBJECTIVES
1. To increase job satisfaction.
2. To increase job understanding.
3. To recognize areas in which performance is satisfactory.
4. To provide an opportunity to plan for personal improvement and professional growth.

PROCEDURE
This document presents criteria and standards deemed important for assessing faculty effort in job performance, professional development and in the pursuit of high achievement.

Because of the unique nature of individual positions, the amount of emphasis for each criteria will vary. This is due to job descriptions, department linkages, the position locations, and the funding provided by the university in support of the Cooperative Extension Mission. Each area specialist, with the support of the Area Director and Department Head, will determine the amount of emphasis given to each criteria identified in this document. This will be indicated in points or percentages in which the total equals 100. Criteria and standards for achieving tenure and promotion should be considered.

Specialists will record their work and accomplishments in preparation for their annual review using this document as a guideline for information to include. Attach to this document:
- Job Description
- Annual Goals
- Annual Impact Report

Additional information may be included for activities not covered in these reports.

A plan for personal improvement and professional growth should be agreed upon and attached to this document.

The faculty member has the prerogative of appending explanatory remarks regarding any evaluation.

Administrator(s) Comments:
(Attach comments to this form.)

Area Extension Specialist ____________________________ Date ________________
(Signature Does Not Necessarily Indicate Agreement)

Area Extension Director ____________________________ Date ________________

Department Head ____________________________ Date ________________
### CRITERIA AND STANDARDS

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Description</th>
<th>Emphasis</th>
<th>Score</th>
<th>Emphasis Next Year</th>
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<tbody>
<tr>
<td><strong>Criteria I.</strong> Achievements in preparation for carrying out job responsibilities.</td>
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<tr>
<td><strong>Standards:</strong> Accomplishments may include several but not all of the following.</td>
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<tr>
<td>1. Plan for educational programming implementation and evaluation</td>
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<tr>
<td>a. Conduct and/or assist county agents in needs assessments, surveys, questionnaires.</td>
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<td>b. Involve agents and clients in identifying program issues and goals.</td>
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<td>c. Prioritize programs based on identified needs of agents, clientele, producers, organizations, etc.</td>
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<td>d. Identified program appropriate for resources available.</td>
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<td>e. Collaborate with other specialists in assessing needs, developing priorities, and planning programs.</td>
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<td>f. Approved Plan of Work.</td>
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<tr>
<td><strong>Criteria II.</strong> Accomplishments in carrying out job responsibilities</td>
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<td><strong>Standards:</strong> Accomplishments may include several but not all of the following.</td>
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<tr>
<td>1. Program impact assessment and outcomes</td>
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<tr>
<td>a. Implement or oversee implementation of appropriate program.</td>
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<td>b. Conduct appropriate evaluation involving agents, clientele and/or other specialists</td>
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<td>c. Completed Annual Impact Report</td>
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<tr>
<td>d. Other</td>
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<tr>
<td>2. Creativity</td>
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<tr>
<td>a. Initiate new program</td>
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<td>b. Use creative teaching methods for activities/meetings</td>
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<td>c. Develop program resources</td>
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<td>d. Enhance teamwork</td>
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<tr>
<td>e. Other</td>
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<tr>
<td>3. Breadth of activities</td>
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<td>a. Presentations</td>
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<td>b. Demonstrations</td>
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<td>c. Individual consultations</td>
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<td>d. News releases</td>
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<td>e. Newsletters</td>
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<td>f. Popular press article</td>
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<td>g. TV and radio</td>
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<td>h. Other</td>
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<td>4. Leadership</td>
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<td>a. Committee member/chairperson</td>
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<td>b. Coordinate program/meeting</td>
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<td>c. Coordinate demonstration/research projects</td>
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</table>
d. Leadership and teamwork with co-workers
   e. Volunteer leader development
   f. Support to professional and leadership development of agents
   g. Aid in agent program development
   h. Other

5. Teaching techniques and skills
   a. Knowledgeable in subject matter
   b. Information presented based on current research
   c. Uses appropriate teaching techniques to meet clients' needs
   d. Relates well to agents, groups and individuals
   e. Uses a variety of methods when teaching
   f. Exhibits professionalism as a teacher/educator
   g. Develops appropriate audio, visual and written materials
   h. Utilizes mass media when appropriate
   i. Other

6. Publications
   a. Abstracts
   b. Journal articles
   c. Extension bulletins
   d. Extension fact sheets
   e. Book chapters
   f. Field day reports
   g. Proceedings for meetings
   h. Non-refereed journal articles
   i. Overheads, slides, and/or computer presentations w/scripts
   j. Videos
   k. Computer software
   l. Resource notebook
   m. Web or electronic publications
   n. Other

7. Teamwork
   Support and work with...
   a. Agents
   b. Area specialists
   c. State specialists
   d. Specialists from other departments
   e. Administration
   f. Other organizations
   g. Other state university staff
   h. Other

8. Grants
   a. Grant proposals written
   b. Pending/rejected
   c. Grants received

9. Research
   a. Research trials or projects completed
   b. Surveys completed
   c. Data analyzed statistically
## Criteria III. Professionalism

### Standards:
Accomplishments may include several but not all of the following.

1. Professional relations/growth/development
   - a. State meetings/programs attended
   - b. National meetings/programs attended
   - c. State meetings - present paper/poster
   - d. National meetings - present paper/poster
   - e. Member graduate faculty
   - f. Serve on graduate committee
   - g. Membership/organization service
   - h. Manuscript reviewer
   - i. Reviewer of grant proposals
   - j. Editor/editorial board for journal
   - k. Appointed/elected officer of committee/organization
   - l. Exhibit professionalism in all Extension activity

2. Professional Distinctions
   - a. State awards/recognition
   - b. National awards/recognition
   - c. Invited paper presentation out-of-state
   - d. Professional certification

<table>
<thead>
<tr>
<th>Preceding Years Evaluation Scores</th>
<th>Below Minimum Standard of Expectation</th>
<th>Meets Expectation 50 - 79</th>
<th>Exceeds Expectation 80 - 100</th>
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<tbody>
<tr>
<td></td>
<td>Below 50</td>
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<td>200</td>
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</table>

### Current Evaluation

200

_Reviewed and Approved by Field Operations Specialist on June 21, 2005_

A “Below Minimum Standard of Expectation” evaluation score will be accompanied with a suggested course of action for specialist improvement. Procedures outlined in Section C31.5 of the Faculty Handbook will be followed. When a specialist is evaluated below minimum standard of expectation for the second successive evaluation or for a total of three evaluations in any five-year period, then “dismissal for cause” will be considered at the discretion of the Dean//Director.
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2. To increase job understanding.
3. To recognize areas in which performance is satisfactory.
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CRITERIA AND STANDARDS

Criteria I: Achievement in preparation for carrying out job responsibilities.

Standards: Each specialist should have an approved Plan of Work that demonstrates preparation for a proactive educational program based on interactions with county agents, clientele and other specialists.

Criteria II: Accomplishments in carrying out job responsibilities.

Standards: Accomplishments should include several but not all of the following.

1. Impact: Faculty need to conduct or participate in well-planned evaluations of program impact that may span a period of several years. Evaluations of this type will probably involve a team. Evaluation of a program needs to focus on impacts and outcomes that have made difference.

2. Creativity: Examples of creativity include willingness to try new concepts, develop pilot efforts or use innovative approaches in program development, delivery or evaluation.

3. Breadth of Activities: Show a breadth of activities related to goals associated with the job description and programming objectives. Activities should not stand alone but support a plan for achieving educational objectives.

4. Leadership: Leadership involves seeking out new opportunities beyond the status quo. Leaders envision the future with a positive and hopeful outlook. Leaders are clear about their values and beliefs, and they encourage people to persist in their efforts by linking recognition with accomplishments, visibly recognizing contributions to the common vision.

5. Teaching techniques and skills: Feedback to the faculty member and appropriate administrators from clientele and peers is useful and encouraged. It is also helpful if administrators/evaluators personally observe faculty perform in an educating environment.
6. **Publications**: Publications should include bulletins, fact sheets, field day reports, refereed journal articles, book chapters, nonrefereed journal articles, abstracts, videos, slide sets, computer presentations, computer software, web or electronic publications, etc.

7. **Teamwork**: Support of issue-based programming teams is critical, and contributions to goal setting, program planning, developing educational materials, program delivery, and/or program evaluation are strongly encouraged.

8. **Grants**: Evaluators need to exercise good judgement here because some fields have a greater extramural funding opportunities than others. The expectation is, however, that faculty will obtain outside support for program enhancement.

9. **Research**: Extension research should focus on applied questions that relate to an individual's overall Extension program and may include demonstrations, experiments and surveys.

**Criteria III: Professionalism**

**Standards**: Accomplishments should include several but not all of the following.

1. **Professional relations/growth/development**: Communicating and sharing knowledge with other professionals within the state and regularly participating in regional and national meetings.

2. **Professional Distinctions**: Recognition by peers or clientele for outstanding academic, program or service achievements.

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**Kansas State University**

**Extension Field Operations Specialist**

**Procedure, Criteria, and Standards for Mid Tenure Evaluation, Tenure Evaluation and Promotion to Associate Professor, and Promotion to Full Professor**

**PROCEDURE**

Criteria and standards for promotion and tenure for Area Extension Specialists are consistent with the established criteria and standards for annual review.

Candidates for Mid-Tenure Evaluation, Tenure Evaluation and Promotion to Associate Professor, and Promotion to Full Professor must demonstrate superior professional accomplishment and excellence in the performance of their assigned duties. The promise of continued professional growth is especially important in tenure decisions. Candidates should have made continued progress on Area Extension Specialist Annual Review as established by the specialist with the support of the Area Director and Department Head where appropriate.

**DEFINITIONS**

**Standards for Mid-Tenure Evaluation**

Candidate shall have mid-tenure opportunity to receive feedback in preparation for future tenure and promotion. Candidate must have an approved CES plan of work. Candidate must have made acceptable progress toward standards set for Tenure and Promotion to Associate Professor.

**Standards for Tenure Evaluation and Promotion to Associate Professor**

Candidate must have completed at least four years in present rank and/or position. Candidate must have an approved CES plan of work. Candidate should be able to document at least 3 major accomplishments since last promotion that show creativity and significant impact toward the mission of the University. Candidate should have authored or co-authored at least 4 publications provided funds are made available to allow them to publish. Publications should be from any combination of the items listed below:

- New or major revision of numbered Extension Publication
- Computer software or similar resource
- Refereed Journal article, or similar publication

**Standard for Promotion to Full Professor**

Candidate should have authored or co-authored at least one refereed journal article since last promotion, provided funds are made available to allow them to publish. Candidate demonstrated the ability to obtain the grant support needed to fund project to an acceptable level. Candidate demonstrated abilities that have gained them recognition as an accomplished professional at the regional or national level.