

**Role Statements taken from:**

[http://extension.usu.edu/employee/htm/faculty\\_development](http://extension.usu.edu/employee/htm/faculty_development)

**Role Statement for XXXXXXXX, Extension Assistant Professor**

**XXXXX County, XXXXX Region**

**University Extension**

**Utah State University**

**Appointment: 1.0 FTE FY base**

**Date of Appointment: xx/xx/xxxx**

**Third year review: 20xx**

**Final tenure consideration: April 15, 20xx**

**Relative weights assigned to domains of responsibility:**

**Administration: XX%**

**Extension: XX%**

**Service: XX%**

As the land-grant university for the state, Utah State University is committed to continuing a rich tradition of excellence in teaching, research, extension, and service. We are pleased that you have joined USU as an Extension Agent. As your career evolves and matures, we look forward to you becoming an important contributor to the University's land-grant mission.

Role Statements

A role statement is a document that broadly describes the multiple responsibilities of a member of the USU faculty community and outlines the performance expectations that the University has. The role statement establishes general parameters and principles for continued employment at USU.

Role statements should not be confused with annual work plans. An annual work plan describes in detail the specific duties that you will perform (such as programs and emphases needed within your county) and your goals for a given year. Annual work plans should strive to be consistent with, and reflective of, the general parameters and principles outlined in the role statement.

The USU Faculty Code requires that a role statement "be prepared by the department head or supervisor, agreed upon between the department head or supervisor and the faculty member at the time he or she accepts an appointment, and approved by the director (where applicable) or dean" (Section 405.6.1). Initial role statements can be changed or modified using the procedures described in the Faculty Code (see Section 405.6.1).

The Faculty Code indicates that a role statement “shall include percentages for each area of professional service” (Section 405.6.1). The areas of professional service refer to the traditional domains of responsibility at land-grant universities like USU: [1] *teaching* – including classroom instruction and the advising and mentoring of both undergraduate and graduate students; [2] *research and creative endeavors*; [3] *extension* – usually funded through Utah State University Extension; and [4] *service* – including academic unit operations, campus governance, service to professional organizations, and professional involvement with community-based agencies and organizations. The USU Faculty Code indicates that promotion to the rank of associate professor with tenure is awarded “on the basis by which a faculty member performs his or her role assignment” (Section 405.2.2). Specifically, the Code states that “Each candidate must present evidence of *effectiveness* in all of the professional services which he or she performs, and must present evidence of *excellence in the major emphasis* of his or her role statement” (Section 405.2.2; italics added for emphasis). As an Extension Agent, the major emphasis of your role statement is extension; therefore, it is your responsibility to perform with excellence in the area of extension.

While USU is committed to creating an environment in which all employees can succeed, those in a probationary status (specifically, assistant professors with tenure eligible appointments) must demonstrate to their USU peers that they can manage multiple responsibilities. Indeed, the Faculty Code states that a primary function of the role statement is to provide a means by which “the faculty member can gauge his or her expenditure of time and energy relative to the various roles the faculty member is asked to perform in the University” (Section 405.6.1).

Failure to reach expectations during your probationary period in any domain of your responsibility is cause for dismissal. Indeed, as your probationary period continues, USU expectations will increase. That is, as you progress in your career and become more proficient at balancing your multiple responsibilities, your productivity should increase and our expectations of you will change concomitantly.

### Performance Evaluations

To help you meet your goals, you will receive annual performance evaluations from several difference sources (e.g., your Tenure Advisory Committee and your regional director) that will provide you with feedback on your progress during the probationary period. In the third year of your appointment, the University will undertake a more extensive review of your performance that will help guide you through the final years of the probationary period. Finally, at an appropriate time (but no later than the sixth year), the University will make a final decision regarding your promotion and tenure at Utah State University. The details of this final review are specified in the Faculty Code (see Section 405.7).

### **Expectations for Extension (Relative weight = xx%)**

The Cooperative Extension System is a public-funded, non-formal, educational system that links education and research resources of USDA/CSREES, land-grant universities, and county administrative units. The basic mission of Extension is to enable people to improve their lives

and communities through learning partnerships that put knowledge to work (Extension Committee on Organization and Policy, 1995).

The overall emphasis of Extension is to support the production of an adequate supply of food and fiber for consumption and export, provide improvement of family and economic well-being, nutrition, and health, and strengthen the family and the home by enhancing an individual's knowledge and ability to respond to today's changing society. The mission of the 4-H youth development program is to create supportive environments in which culturally diverse youth can reach their full potential, developing life skills that help young people become self-directed and productive citizens. Community development programs focus on improving the physical, economics, social, cultural, and institutional environment in which people of a community live and work (Education Through Cooperative Extension, 1997).

Extension activity represents the major emphasis of your role statement; therefore, you are expected to perform with excellence in this domain. As an Extension Agent, you are expected to provide high-quality leadership to the Extension activities of the county to which you are assigned and serve as a liaison between your clients and Extension Specialists.

To meet with success in this domain, you should:

➤ **Implement and direct programs that respond to local clientele needs and issues.**

You are expected to partner with county advisory groups, local agencies, University Extension administration, and other relevant groups and entities to identify local community needs. You should use relevant, research-based information to develop educational resources and programs so that positive impacts for adult and youth clientele are achieved. Within each of your programs, you will be expected to:

- **Employ innovative approaches that reach diverse audiences.** Extension Agents provide educational opportunities to local clientele in a wide variety of settings such as workshops, short courses, seminars, demonstrations, and one-on-one consultations. Other educational methods include but are not limited to fact sheets, professional journal publications, news articles, newsletters, videos, CDs, DVDs, websites, computer assisted programs, radio, and TV. It is noteworthy when information from your program is utilized across other counties in Utah, or on a regional or national basis.
- **Document impacts of the program.** Cooperative Extension is funded through federal, state and county sources which necessitates attention to the needs of each funding partner. Many Extension programs are directed towards broad national initiatives while serving the needs of local clientele. Additionally, Extension has a civil rights mandate to deliver programs to under-served audiences. In order to document the impacts of your program, obtain current "benchmarks" early in program development which can be used later to monitor progress and impact. The impact may be described as results, actions or changes that occurred because of participation of clients in your program.

- **Recruit, train, organize, assist and recognize volunteers.** You should provide useful educational materials and teach needed concepts to volunteers who have been enlisted to help you in your assigned areas of emphasis.
- **Communicate with and obtain input from Extension Specialists and other Extension Agents** about emerging needs, issues and trends related to your area of expertise. Stay current in your discipline through the professional literature and participation in professional societies. Ensure that information you provide to the public is based on the latest research-based information in your area of expertise. Disseminate this information on emerging issues through newsletters, educational packets, presentations, and media packet articles.
- **Respond to client requests for assistance or information.** As an Extension Agent with a specific area of expertise, you will be contacted by other Extension personnel, agencies, producers, home owners, and other clientele for information, assistance with specific problems and for presentations at meetings. It is critically important to respond to these requests, and when necessary find new methods of delivery or multiply your knowledge and information through others. However, it is vital to balance the time you spend meeting this demand for information with the time necessary to effectively develop, implement, and evaluate major programs in order to have measurable impacts.
- **Develop a professional reputation in your area of expertise.** There should be a focused and coherent theme in the body of your extension work that establishes your professional reputation and expertise. Take advantage of training organized by Extension personnel and other partners to keep current in your assignments.
- **Demonstrate scholarship in Extension.** This is broadly defined as creative activity in the development and/or application of extension materials. Scholarship will primarily be demonstrated through peer reviewed professional and Extension publications and curriculum materials of many forms. Extension scholarship goes beyond the simple delivery of prepared extension materials, and involves a measure of needs assessment, either the development of new instructional material or the *significant* adaptation of existing instructional material, appropriate delivery, thorough evaluation, and continued revision as warranted.

It is important that your extension information is disseminated and that its originality and quality is validated by your peers. This external validation can be accomplished in many ways, including (but not limited to):

- Adoption by other extension personnel;
- Publication of application programs or curricula in peer reviewed journals or in other peer reviewed outlets;
- Presentation of programs or curricula to peers at professional meetings;
- Receipt of awards from extension professional associations at the state, regional, or national level;
- Outside funding that supports your major programs.
- Review by external evaluators as part of the promotion/tenure processes.

- **Manage budgets and personnel.** For most agents, Utah State University Extension provides salary whereas each county provides the major funding for support of the Extension county office including space, supplies, equipment and staff assistant support. The county also provides funding for Extension Agent travel and in some cases, salary for the Agent. Available resources for Extension activities vary widely from county to county.
- **Provide regular reports of Extension activities** to the Vice President for Extension through your Regional Director. These reports are provided annually or quarterly and are filed through the myFOCIS3 system.
- **Support the civil rights mandate of University Extension.** It is a federal requirement that all public programs which are planned, designed, developed, and offered through University Extension will serve individuals regardless of race, color, religion, sex, national origin, age, disability, veteran's status, and sexual orientation. When individuals with disabilities request accommodation, Extension employees will make every reasonable accommodation that allows program participation. Extension programs will be designed to include minority and under-served groups.

Annual performance reviews for Extension employees will measure efforts undertaken to ensure implementation of the Civil Rights Laws, USDA Civil Rights requirements, and USU Affirmative Action/Equal Opportunity Policy (USU Policy 303).

### **Expectations for Service (Relative weight = xx%)**

Service activities are vital to the mission of the University; therefore, tenure-eligible faculty must participate in service. These activities include effective participation in operation and governance of the University, and in the outreach mission of the University. Service activities also include effective participation in organizations relating to your academic profession. Service represents a minor, but important, component of your role. Service is not expected in all of these areas but, rather, some combination that represents an expenditure of time that is equivalent to the percent that you have been assigned in this domain. However, meeting the demand for service should not consume so much of your time that it detracts from your other responsibilities.

In judging your efforts in the service domain, your Utah State University colleagues will look for evidence of your contributions to a variety of significant and meaningful service. Examples of service activities include:

- Service as a member or leader of University Extension and other university committees and organizations.
- Service in local communities that enhance the image of Utah State University.
- Service to regional or national professional societies and organizations in your field of expertise as evidenced by committee membership and/or holding elected or appointed office.



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RD Initials/Date

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VP Initials/Date

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Faculty Member Initials/Date

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RD Initials/Date

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VP Initials/Date

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Faculty Member Initials/Date

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VP Initials/Date

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Faculty Member Initials/Date

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RD Initials/Date

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VP Initials/Date

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Faculty Member Initials/Date

**Role Statement for XXX, Extension Associate Professor  
XXXXX Region, XXXXX County  
University Extension  
Utah State University**

**Appointment:** 1.0 FTE FY base

**Date of Appointment:** XXX

**Date of Tenure:** XXX

**Date of Promotion to Extension Associate Professor:** XXX

**Relative weights assigned to domains of responsibility:**

**Administration: XX%**

**Extension: XX%**

**Service: XX%**

Utah State University (USU) is proud to have you as a faculty member. As a land-grant university, USU is committed to continuing a rich tradition of excellence in teaching, research, extension, and service. We look forward to your continuing role in this intellectual environment.

Role Statements

A role statement is a document that broadly describes the multiple responsibilities of a faculty member at USU and outlines the performance expectations that the University has of faculty members. The role statement establishes general parameters and principles for the employment of faculty at USU.

Role statements should not be confused with annual work plans. An annual work plan describes in detail the specific duties that a faculty member will perform (such as specific courses to be taught or precise research to be undertaken). An annual work plan also may outline the goals for a faculty member for a given academic year in each of their domains of responsibility and should strive to be consistent with, and reflective of, the general parameters and principles outlined in the role statement.

The USU Faculty Code requires that a role statement “be prepared by the department head or supervisor, agreed upon between the department head or supervisor and the faculty member at the time he or she accepts an appointment, and approved by the director (where applicable) or dean” (Section 405.6.1). Role statements can be changed or modified using the procedures described in the Faculty Code (see Section 405.6.1).

The Faculty Code indicates that a role statement “shall include percentages for each area of professional service” (Section 405.6.1). The areas of professional service refer to the traditional domains of faculty responsibility at land-grant universities like USU (i.e., [1] *teaching* –

including classroom instruction and the advising and mentoring of both undergraduate and graduate students; [2] *research and creative endeavors*; [3] *extension* – sponsored by Utah State University Cooperative Extension; and [4] *service* – including academic unit operations, campus governance, service to professional organizations, and professional involvement with community-based agencies and organizations). The percentages reflect the relative weight or value that will be allocated to each professional service area when you are evaluated for promotion. You should carefully consider the amount of time and energy you allocate to each area, as it is your responsibility to ensure that your efforts produce outcomes that are commensurate with the relative weights reflected in the role statement for each professional area (Section 405.6.1). If you do not have an assigned effort in a domain, you will still be expected to participate in a collegial manner that helps the University achieve its missions. Your participation in such a fashion may be considered as service to the university.

The USU Faculty Code indicates that “Each candidate must present evidence of *effectiveness* in all of the professional services which he or she performs, and must present evidence of *excellence in the major emphasis* of his or her role statement” (Section 405.2.2; italics added for emphasis). Furthermore, the Code states “in addition to the criteria for promotion to associate professor, promotion to the rank of professor shall require an established outstanding reputation for excellence in teaching, research/creative endeavors and/or extension, according to the role statement. Excellence is measured by national standards for professors within the professional peer group” (Section 405.2.4).

As indicated previously, faculty members are expected to contribute to the service mission of the University. However, service activities should not constitute a major emphasis in the role statement.

### Performance Evaluations

A promotion advisory committee will be established [Section 405.6.2(2)] to advise and assist you as you pursue promotion to Extension Professor. You will also receive annual performance evaluations from your Regional Director. In addition to the annual evaluation, you will be reviewed every five years as described in Section 405.12.2 of the USU Faculty Code. Once you attain the rank of Extension Professor, we expect you to continue to be a highly productive and effective member of the University community throughout the remainder of your professional career.

## **Expectations for Extension (Relative weight = xx%)**

The Cooperative Extension System is a public-funded, non-formal, educational system that links education and research resources of USDA/CSREES, land-grant universities, and county administrative units. The basic mission of Extension is to enable people to improve their lives and communities through learning partnerships that put knowledge to work (Extension Committee on Organization and Policy, 1995).

The overall emphasis of Extension is to support the production of an adequate supply of food and fiber for consumption and export, provide improvement of family and economic well-being, nutrition, and health, and strengthen the family and the home by enhancing an individual's knowledge and ability to respond to today's changing society. The mission of the 4-H youth development program is to create supportive environments in which culturally diverse youth can reach their full potential, developing life skills that help young people become self-directed and productive citizens. Community development programs focus on improving the physical, economics, social, cultural, and institutional environment in which people of a community live and work (Education Through Cooperative Extension, 1997).

Extension activity represents the major emphasis of your role statement; therefore, you are expected to perform with excellence in this domain. You are expected to provide high-quality leadership to the Extension activities to which you are assigned and serve as a liaison between your clients and Extension Specialists.

To meet with success in this domain, you should:

- **Implement and direct programs that respond to local clientele needs and issues.** You are expected to partner with county advisory groups, local agencies, University Extension administration, and other relevant groups and entities to identify local community needs. You should use relevant, research-based information to develop educational resources and programs so that positive impacts for adult and youth clientele are achieved. Within each of your programs, you will be expected to:
  - **Employ innovative approaches that reach diverse audiences.** Extension Agents provide educational opportunities to local clientele in a wide variety of settings such as workshops, short courses, seminars, demonstrations, and one-on-one consultations. Other educational methods include but are not limited to fact sheets, professional journal publications, news articles, newsletters, videos, CDs, DVDs, websites, computer assisted programs, radio, and TV. It is noteworthy when information from your program is utilized across other counties in Utah, or on a regional or national basis.
  - **Document impacts of the program.** Cooperative Extension is funded through federal, state and county sources which necessitates attention to the needs of each funding partner. Many Extension programs are directed towards broad national initiatives while serving the needs of local clientele. Additionally, Extension has a civil rights mandate to deliver programs to under-served audiences. In order to document the impacts of your program, obtain current "benchmarks" early in program development which can be used later to monitor progress

and impact. The impact may be described as results, actions or changes that occurred because of participation of clients in your program.

- **Recruit, train, organize, assist and recognize volunteers.** You should provide useful educational materials and teach needed concepts to volunteers who have been enlisted to help you in your assigned areas of emphasis.
- **Communicate with and obtain input from Extension Specialists and other Extension Agents** about emerging needs, issues and trends related to your area of expertise. Stay current in your discipline through the professional literature and participation in professional societies. Ensure that information you provide to the public is based on the latest research-based information in your area of expertise. Disseminate this information on emerging issues through newsletters, educational packets, presentations, and media packet articles.
- **Respond to client requests for assistance or information.** As an Extension Agent with a specific area of expertise, you will be contacted by other Extension personnel, agencies, producers, home owners, and other clientele for information, assistance with specific problems and for presentations at meetings. It is critically important to respond to these requests, and when necessary find new methods of delivery or multiply your knowledge and information through others. However, it is vital to balance the time you spend meeting this demand for information with the time necessary to effectively develop, implement, and evaluate major programs in order to have measurable impacts.
  - **Develop a professional reputation in your area of expertise.** There should be a focused and coherent theme in the body of your extension work that establishes your professional reputation and expertise appropriate to your rank in Extension. You are expected to play an increasing leadership role on extension projects, reflecting your advancing status in Extension.
  - **Demonstrate scholarship in Extension.** This is broadly defined as creative activity in the development and/or application of extension materials. Scholarship will primarily be demonstrated through peer reviewed professional and Extension publications and curriculum materials of many forms. Extension scholarship goes beyond the simple delivery of prepared extension materials, and involves a measure of needs assessment, either the development of new instructional material or the *significant* adaptation of existing instructional material, appropriate delivery, thorough evaluation, and continued revision as warranted.

It is important that your extension information is disseminated and that its originality and quality is validated by your peers. This external validation can be accomplished in many ways, including (but not limited to):

- Adoption by other extension personnel;
- Publication of application programs or curricula in peer reviewed journals or in other peer reviewed outlets;
- Presentation of programs or curricula to peers at professional meetings;
- Receipt of awards from extension professional associations at the state, regional, or national level;

- Outside funding that supports your major programs.
- Review by external evaluators as part of the promotion/tenure processes.
- **Manage budgets and personnel.** For most agents, Utah State University Extension provides salary whereas each county provides the major funding for support of the Extension county office including space, supplies, equipment and staff assistant support. The county also provides funding for Extension Agent travel. Available resources for Extension activities vary widely from county to county.
- **Provide regular reports of Extension activities** to the Vice President for Extension through your Regional Director. These reports are provided annually or quarterly and are filed through the myFOCIS3 system.
- **Support the civil rights mandate of University Extension.** It is a federal requirement that all public programs which are planned, designed, developed, and offered through University Extension will serve individuals regardless of race, color, religion, sex, national origin, age, disability, veteran's status, and sexual orientation. When individuals with disabilities request accommodation, Extension employees will make every reasonable accommodation that allows program participation. Extension programs will be designed to include minority and under-served groups.

Annual performance reviews for Extension employees will measure efforts undertaken to ensure implementation of the Civil Rights Laws, USDA Civil Rights requirements, and USU Affirmative Action/Equal Opportunity Policy (USU Policy 303).

### **Expectations for Service (Relative weight = xx%)**

Service activities are vital to the mission of the University; therefore, faculty must participate in service. These activities include effective participation in the operation and governance of the University, and in the outreach mission of the University. Service activities also include effective participation in organizations relating to your academic profession. Service represents a minor, but important, component of your role. Service is not expected in all of these areas but, rather, some combination that represents the relative weight that is equivalent to the percent that you have been assigned in this domain. However, meeting the demand for service should not consume so much of your time that it detracts from your other responsibilities.

In judging your efforts in the service domain, your Utah State University colleagues will look for evidence of your contributions to a variety of significant and meaningful service. Examples of service activities are described in Faculty Code 405.2.2(4) and may include:

- Service as a member or leader of substantive departmental, college and university committees and organizations.
- Service as a mentor to junior faculty, primarily through assignments on tenure and promotion advisory committees.

- Service to regional or national professional societies and organizations in your field of expertise as evidenced by committee membership and/or holding elected or appointed office, particularly important as you advance to Professorial rank.
- Service as a reviewer of manuscripts or editor to a scientific or professional publication.
- Service as a reviewer of grant proposals for an agency or professional organization.
- Service as a consultant to local, regional, national or international organizations and agencies.
- Service on behalf of the outreach mission of Utah State University through public speaking and/or information dissemination involving your professional expertise.
- Service on local, regional, national or international advisory or governing boards that reflect your professional expertise.

The undersigned have reviewed and accepted the conditions that are stated or implied in this role statement.

\_\_\_\_\_  
Signature of Regional Director

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of VP for Extension

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Faculty Member

\_\_\_\_\_  
Date

**Annual Renewal of Role Statement:**

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RD Initials/Date

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VP Initials/Date

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Faculty Member Initials/Date

\_\_\_\_\_  
RD Initials/Date

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VP Initials/Date

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Faculty Member Initials/Date

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RD Initials/Date

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VP Initials/Date

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Faculty Member Initials/Date

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RD Initials/Date

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VP Initials/Date

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Faculty Member Initials/Date

## **Specialists**

### **Expectations for Extension (Relative weight = xx%)**

Extension activity represents the major emphasis of your role statement; therefore, you are expected to perform with excellence in this domain. As an Extension Specialist, you will provide the public, primarily within the state, with research-based information and other university resources. You are expected to contribute to the Extension activities of the department and serve as a liaison between the department and Extension agents across the state.

[Alternate statement: Extension activity has been identified as part of your role at USU; therefore, you are expected to perform with effectiveness in this domain. As an Extension Specialist, you will provide the public, primarily within the state, with research-based information and other university resources. You are expected to contribute to the Extension activities of the department and serve as a liaison between the department and Extension agents across the state.]

To meet with success in this domain, you should:

- Implement and direct major programs in your area of expertise. These programs employ a multi-faceted approach to take needed information to a specific clientele throughout Utah. Within each of your major programs, you will be expected to:
  - Employ innovative dissemination that reach diverse audiences. These approaches may include fact sheets, professional journal publications, video, CD, DVD, websites, computer assisted programs, radio, and TV. It is noteworthy when information from your major program is utilized outside of Utah, on a regional or national basis.
  - Provide appropriate client “training” with emphasis on long-term, sequential sessions. Short, stand-alone programs create some awareness but do not usually sustain change. Longer term, repeat programs are more effective at sustaining change and creating measurable impacts. It is understood that some long-term programs may involve more facilitation than presentation.
  - Document impacts of your major programs. To do this, obtain current "benchmarks" early in the development of the program, which can be used later to monitor progress and impact. The impact may be described as results, actions or changes that occurred because of participation in your program.
  - Work with Extension agents across the state. Long-term impacts and program exposure are expanded when specialists collaborate with Extension agents. Therefore, you should collaborate with Extension agents when developing, designing, marketing, and presenting programs and events across the state. You should provide updates and in-service training to agents on the latest research, national Extension initiatives, and issues in your academic discipline.
  - Manage budgets and staff. Many programs use volunteer and professional staff to extend outreach. In addition to staff, you should recruit, develop and utilize

- volunteers when necessary and recognize their efforts. You should also appropriately manage financial resources.
- Generate outside funding. Grant writing and generation of outside funds may be essential to the continuance of your major programs. Identifying needs or issues that are on a rising crest of interest will often lead to available sources of funding.
  - Communicate with and obtain input from Extension agents and other Extension specialists about emerging needs, issues and trends related to your area of expertise. Stay current in your discipline through the professional literature and participation in professional societies. Ensure that information you provide to the public is based on the latest research-based information in your area of expertise. Disseminate this information on emerging issues through newsletters, educational packets, presentations, and media packet articles.
  - Provide regular reports of Extension activities to the Department Head and the Vice President for Extension. These reports are provided annually or quarterly as required by the Department Head and your Program Leader and are filed through the myFOCIS3 system.
  - Respond to client requests for assistance or information. As an Extension Specialist with a specific area of expertise, you will be contacted by other Extension personnel, agencies, producers, home owners, and other clientele for information, assistance with specific problems and for presentations at meetings. It is critically important to respond to these requests, and when necessary to find new methods of delivery or multiply your knowledge and information through others. However, it is vital to balance the time you spend meeting this demand for information with the time necessary to effectively develop, implement, and evaluate major programs in order to have measurable impacts.
  - Develop a professional reputation in your area of expertise. There should be a focused and coherent theme in the body of your extension work that establishes your professional reputation and expertise.
  - Demonstrate scholarship in Extension. This is broadly defined as creative activity in the development and/or application of extension materials. Scholarship will primarily be demonstrated through peer reviewed professional and Extension publications and curriculum materials of many forms. Extension scholarship goes beyond the simple delivery of prepared extension materials, and involves a measure of needs assessment, either the development of new instructional material or the *significant* adaptation of existing instructional material, appropriate delivery, thorough evaluation, and continued revision as warranted.

It is important that your extension information is disseminated and that its originality and quality is validated by your peers. This external validation can be accomplished in many ways, including (but not limited to):

- Adoption by other extension personnel;

- Publication of application case studies or curricula in peer reviewed journals or in other peer reviewed outlets;
  - Receipt of awards from extension professional associations at the state, regional, or national level;
- As an employee of Utah State University Extension, it is required that all public programs which are planned, designed, developed, and offered will serve individuals regardless of race, color, religion, sex, national origin, age, disability, veteran's status, and sexual orientation. When individuals with disabilities request accommodation, Extension employees will make every reasonable accommodation that allows program participation. Extension programs will be designed to include minority and under-served groups.

Annual performance reviews for Extension employees will measure efforts undertaken to ensure implementation of the Civil Rights Laws, USDA Civil Rights requirements, and USU Affirmative Action/Equal Opportunity Policy (USU Policy 303).