

Alabama Cooperative Extension System
County Extension Coordinator: Career Ladder Guiding Principles

Purpose: The purpose of establishing a career ladder for the 21st century County Extension Coordinator position is to provide a system for measuring and documenting career growth; advancements in leadership, professionalism, and maturity; and administrative and programmatic accomplishment. To facilitate the development of such a career ladder, the following guiding principles provide an organizational framework.

Part One: Identify principles to guide the review and recommendations for change of position descriptions for County Extension Coordinators.

Guiding Principle 1: County Extension Coordinators provide an essential function regarding the administration of the County Extension Office.

Guiding Principle 2: County Extension Coordinators provide an essential leadership function in regard to programming and community development in their assigned County.

Guiding Principle 3: County Extension Coordinators provide transformational leadership and a dynamic organizational presence to connect all people with programs and research-based solutions, to facilitate community dialogue, to serve as a catalyst for action, and to build local partnerships that multiply organizational resources.

Guiding Principle 4: County Extension Coordinators add-value to organizational programming by developing and maintaining an area of subject-matter expertise, by participating on Priority Program Teams, and by developing and delivering relevant programs in their assigned county.

Part Two: Identify principles to guide development of a three-tier (I, II, III) career ladder differentiating expectations for the County Extension Coordinator position.

Guiding Principle 1: County Extension Coordinators, regardless of their tenure, are required to fulfill certain basic administrative and programmatic functions.

Guiding Principle 2: County Extension Coordinator career growth and accomplishment are measured through sustained effort over time and encompass advancements in academic achievement; professional development; administrative, educational, and community development leadership; innovative needs assessment; program innovation and complexity; program accomplishment and documented impacts; community engagement, influence, and presence; resource generation and capacity building; networking, collaboration, and partnerships; collegiality and professionalism; organizational representation; and scholarship.

Guiding Principle 3: A three-tier career ladder for County Extension Coordinators provides a means to incentivize and reward professional and personal growth; to guide career growth and accomplishment through achievable targets; to recognize career

accomplishment; to differentiate early, mid, and late career performance; to adjust compensation rates according to level of functionality or advancement; and to develop future leaders.

Part Three: Identify principles to guide the development of a promotional process for County Extension Coordinators.

Guiding Principle 1: County Extension Coordinator promotion is not based on reaching a particular number of years of employment but to recognize professional and personal growth. However, years of service are a consideration in the promotional process.

Guiding Principle 2: County Extension Coordinator promotion is based on successful completion of required basic administrative and programmatic functions and through sustained career growth and accomplishment measured over time.

Guiding Principle 3: County Extension Coordinator promotion is a mutual decision involving the employee and the Assistant Director for Program Operations and Innovations. The employee may request to be promoted or may be encouraged to pursue promotion in consultation with the Assistant Director for Program Operations and Innovations.

Guiding Principle 4: County Extension Coordinator promotional packets require review and approval by the Assistant Director for Program Operations and Innovations and the Associate Directors, with final approval by the Director. Approved promotional packets are submitted to Human Resources for peer review and a recommendation back to the Assistant Director for Program Operations and Innovations.

Guiding Principle 5: Promoted County Extension Coordinators are expected to function at a level consistent with and will be evaluated according to their particular point on the career ladder.

April 14, 2014

**Alabama Cooperative Extension System
County Extension Coordinator
Career Ladder Matrix**

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Position Duty	CEC Tier 1	CEC Tier 2	CEC Tier 3
County Office Leadership; 25-30% time commitment			
Positive office culture	Holds staff conferences; fosters open communication; establishes functional office protocols; builds internal relationships; reflects the ideals of a team builder and servant leader	Provides meaningful internal communications; positive customer service; collaborative team efforts; fosters a professional office environment.	Facilitates collaborative team events; staff conferences; engage others and staff members; support others' roles and responsibilities; office is recognized resource by stakeholders
Interface with County staff, REAs, Specialists, and Administrators	Seeks opportunities for programmatic expansion; creates an open and welcoming environment to REAs; establishes working relationships with REAs; frequent interface with supervisor	Initiates programs with REA's; fosters ownership from REA's of county programs; seeks routine support from supervisor; provides input to administration/supervisor; sought out by colleagues for guidance and support	Leads and fosters collaborative programmatic efforts with REA's; provides constructive input/guidance to supervisor/admin; fosters a collaborative environment; county is in demand for programmatic opportunities
County/community funding (appropriated)	Establish a needs based budget and funding request; develop relationships with county commissioners, leaders, and stakeholders	Budget, secure, and allocate resources; engages county leaders, invited and sought to participate in funding opportunities; allocated appropriations are appropriate to the tax base and economic and social environment of county	Acquire additional resources; sustain relationships in funding streams during economic downturns; actively pursuing proposals for additional resources/growth; community leaders recognize Extension as an indispensable resource in the community as

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			demonstrated by donated and appropriated monies
Extramural awards (grants, contracts, sponsorships)	Identify potential funders; identify local traditional sponsors; develops relationships with stakeholders, community partners, receives local extramural awards appropriate for the county	Receives awards from new traditional and non-traditional sponsors; stakeholders and partners recognize Extension as a resource	Receives awards from statewide, regional or national sponsors; recognized as resource/expert and potential collaborator with other agencies for extramural funding
County based giving programs	Initiates annual giving program	Annual and perpetual gifts received	Annual and perpetual gifts received
Fiscal management	Learn fiscal management protocols; obtains knowledge of county financial status; appropriate utilization of finances; prepare and maintain county budgets; understands audit requirements	Receives minimal audit recommendations; implementation of audit recommendations; fiscal resources are managed and utilized appropriately	Receives few if any audit recommendations; consistent sustainability of fiscal resources; manages multiple revenue streams to meet resource needs

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Human resource management	Completes required training; developing HR skills; respected by employees; adequately establishing duties and evaluating personnel; provides guidance on employee relations issues	Manages routine HR responsibilities; fosters professional growth and development of supervised staff; employee issues are handled with professionalism and are timely	Manages complex HR issues; seen as a mentor to others on HR issues; fosters empowerment of personnel; results are achieved by staff members
Leadership style	Managerial	Innovative	Transformational; catalytic
Organizational citizenship	Supports the ACES organization and mission; ambassador for ACES; knowledge of parent institutions and available resources; seen by co-workers as a team player	Fosters positive culture within organization; mission implementation; locally recognized as a spokesperson	Positive force for organizational excellence and advancing the organizational mission
Civil rights compliance	Learn compliance and establish CR plan; informs and communicates understanding of CR in county; understands and identifies minority and underrepresented clients in the county; maintain county records; document results	Increased engagement with minority audiences; all reasonable efforts are implemented, resulting in increases in diverse clientele participation and results are documented	Recognized as a resource by minority audiences; participation and affirmative action goals are established; all reasonable efforts result in diverse clientele participation and are documented
ACES Public Relations; 30-35% time commitment			

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Community partner relations	Identify and establish relationships with stakeholders; identify and engage networks; joint program delivery by serving as a partner or volunteer, serves as a resource in the community	Engage stakeholders; recognized as a leader by them; multiple collaborations and venues for program resources; fosters collaborative spirit within the community; serves as team member working with others	Recognized as a community leader; sought out by stakeholders for guidance, participation and counsel; establishes coalitions and collaborations; serves as a catalyst to address issues; serves as a catalyst within the community; fosters community ownership
ACES ambassador	Positive role model for the organization; understands mission and goals of ACES; recognized as a local ambassador for ACES	Extends the organizational mission and programs to groups and others in the county; recognized regionally as an ambassador for ACES	Recognized statewide and beyond as an ambassador for ACES
Communications and local media	Engage local media outlets	Actively utilizes all means of communication	Innovative use of communication resources
Engagement of traditional clientele	Engage audiences/clients	Partnering with clientele	Empowers clientele to lead efforts; volunteerism is increased in county
Fostering new and underserved clientele	Identify new clients, needs or issues	Engage clientele; increasingly higher levels of program participation	Recognized as a resource by community and clientele
Grassroots needs assessment	Establish grassroots and advisory boards, reports	Engage and provide leadership of grassroots and advisory boards	Expand the scope of the grassroots and advisory boards
Local Extension Programming; 30-35% time commitment			

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Business roundtable leadership	Initiates roundtable and becomes knowledgeable of the resources/roadmap; engages business leaders and organizations	Leads an active roundtable that provides business management education, engages nontraditional business leaders	Business leaders have accepted ownership of the roundtable; CEC is recognized as a resource to economic development within the county
Scholarly contribution to Extension	Develops programs and utilizes research-based curriculum and resources for others to use	Recognized as an expert/resource related to program or curriculum developed	Produce scholarly outputs and shares information; facilitates and/or co-leads professional presentations
Program delivery in area of specialty	Knowledge of the program area; utilizes a variety of resources and delivery modes to deliver programs; identify and engage partners for program delivery in specialty area	Recognized as a local resource; develops new collaborations, internally and externally to deliver programs	Recognized as an expert regionally or statewide in programmatic efforts; involves community and leaders to facilitate or lead programs
Comprehensive Plan-of-work	Develop POW with REAs and others; relies on resources of the PPT and feedback from PPT involvement; grassroots committees; CYI Committees; and understands local issues	A relevant POW is developed to meet the needs of the county that ensures a balanced program; participates on a PPT Team	POW is complex with measured impacts and addresses needs, opportunities, and challenges in county; demonstrates leadership within PPT

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Impact analysis and reporting	Learn appropriate techniques for evaluation and how to write impact statements; utilizes existing reporting system; submits impact reports	Continually conducts program evaluation and reports impacts; shares results with stakeholders/partners	Intense evaluation of key county & regional programs to prepare impact statements; prepares long-term impact reports
Professional Development; 5% time commitment			
Professional development in area of specialty	Participates in in -service training or other training opportunities; develops professional development objectives and goals to enhance area of specialty	Participation on committees, leadership in professional associations, participate in training, conferences, etc.	Continue to take advantage of professional development opportunities; may have obtained certifications
Leadership training	ACES sponsored programs	University sponsored programs	External or for-credit programs

Alabama Cooperative Extension System
Regional Extension Agent and Urban Regional Extension Agent:
Career Ladder Guiding Principles

Purpose: The purpose of establishing a career ladder for the 21st century Regional Extension Agent and Urban Regional Extension Agent position is to provide a system for measuring and documenting career growth; advancements in leadership, professionalism, and maturity; and administrative and programmatic accomplishment. To facilitate the development of such a career ladder, the following guiding principles provide an organizational framework.

Part One: Identify principles to guide the review and recommendations for change of position descriptions for Regional Extension Agent and Urban Regional Extension Agent.

Guiding Principle 1: Regional Extension Agent and Urban Regional Extension Agents provide an essential function throughout Alabama for program development, delivery, evaluation, and outcome reporting.

Guiding Principle 2: Regional Extension Agent and Urban Regional Extension Agents provide an essential educational leadership function in regard to programming and community development in their assigned Counties.

Guiding Principle 3: Regional Extension Agent and Urban Regional Extension Agents provide transformational leadership and a dynamic organizational presence to connect all people with programs and research-based solutions, to facilitate community dialogue, to serve as a catalyst for action, and to build local partnerships that multiply organizational resources.

Guiding Principle 4: Regional Extension Agent and Urban Regional Extension Agents add-value to organizational programming by developing and maintaining an area of subject-matter expertise, by participating on Priority Program Teams, and by developing and delivering relevant programs in their assigned counties.

Part Two: Identify principles to guide development of a three-tier (I, II, III) career ladder differentiating expectations for the Regional Extension Agent and Urban Regional Extension Agent position.

Guiding Principle 1: Regional Extension Agent and Urban Regional Extension Agents, regardless of their tenure, are required to fulfill certain basic programmatic functions.

Guiding Principle 2: Regional Extension Agent and Urban Regional Extension Agent career growth and accomplishment are measured through sustained effort over time and encompass advancements in academic achievement; professional development; administrative, educational, and community development leadership; innovative needs assessment; program innovation and complexity; program accomplishment and documented impacts; community engagement, influence, and presence; resource generation and capacity building; networking, collaboration, and partnerships; collegiality and professionalism; organizational representation; and scholarship.

Guiding Principle 3: A three-tier career ladder for Regional Extension Agent and Urban Regional Extension Agents provides a means to incentivize and reward professional and personal growth; to guide career growth and accomplishment through achievable targets; to recognize career accomplishment; to differentiate early, mid, and late career performance; to adjust compensation rates according to level of functionality or advancement; and to develop future leaders.

Part Three: Identify principles to guide the development of a promotional process for Regional Extension Agent and Urban Regional Extension Agents.

Guiding Principle 1: Regional Extension Agent and Urban Regional Extension Agent promotion is not based on reaching a particular number of years of employment but to recognize professional and personal growth. However, years of service are a consideration in the promotional process.

Guiding Principle 2: Regional Extension Agent and Urban Regional Extension Agent promotion is based on successful completion of required basic programmatic functions and through sustained career growth and accomplishment measured over time.

Guiding Principle 3: Regional Extension Agent and Urban Regional Extension Agent promotion is a mutual decision involving the employee and their respective Assistant Director for Programs. The employee may request to be promoted or may be encouraged to pursue promotion in consultation with their respective Assistant Director for Programs.

Guiding Principle 4: Regional Extension Agent and Urban Regional Extension Agent promotional packets require review and approval by their respective Assistant Director for Programs and their respective Associate Director, with final approval by either the Director or 1890 Administrator. Approved promotional packets are submitted to Human Resources for peer review and a recommendation back to the respective Assistant Director for Programs.

Guiding Principle 5: Promoted Regional Extension Agent and Urban Regional Extension Agents are expected to function at a level consistent with and will be evaluated according to their particular point on the career ladder.

December 4, 2014

**Alabama Cooperative Extension System
Regional Extension Agent
Career Ladder Matrix**

Purpose: The purpose of establishing a career ladder for the 21st century Regional Extension Agents positions is to provide a system for measuring and documenting career growth; advancements in leadership, professionalism, and maturity; and administrative and programmatic accomplishment. To facilitate the development of such a career ladder, the following guiding principles provide an organizational framework.

REA Position Duty	REA Tier 1	REA Tier 2	REA Tier 3
Program Leadership; 40% – 65% time commitment			
Cooperates and informs internal stakeholders	Has positive working relationship with staff and clients in assigned geographical and subject-matter area; mentee	Growth and expansion across geographic area and interdisciplinary network; increasing internal network growth within the system and within respective disciplinary area; viewed by peers as a mentor	Recognized as a leader within disciplinary area; sought out by peers and external stakeholders; brings forth innovative programming ideas and curriculum; viewed as a senior leader in the discipline and across ACES
Needs assessment	Participates in needs assessment activities	Conducts and analyzes assigned area needs assessment	Conducts and analyzes multi-state or state needs assessments
Plan-of-work	Develop POW with other REA and CECs; relies on resources of the PPT and feedback from PPT; understands local issues	Contributes to the development of the PPT team plan of work; assumes leadership for assigned PPT projects	POW is complex with measured impacts and addresses statewide needs, opportunities, and challenges; demonstrates leadership within PPT
Program complexity	Responds to programming needs and information using routine sources and materials, matches information and programs with audience needs	Offers comprehensive disciplinary programming to support long-term transformational change; participates in interdisciplinary programming	Offers comprehensive and complex programming to support long-term transformational change; Initiates interdisciplinary programming; drawing directly from the research base
Program delivery	Functions as an effective educator; demonstrates effective written and oral	Functions as an effective educator using innovative and creative approaches; serves as	Serves as a role model for others using innovative and creative approaches to program development and delivery;

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Regional Extension Agent Career Ladder Matrix**

	communication skills	a role model; demonstrates outstanding written and oral communication skills	demonstrates superior written and oral communication skills
Program impact	Conducts program evaluations to reach POW goals; making positive regional impacts	Conducts program evaluations to reach POW goals; making positive impacts on assigned area and statewide stakeholders	Conducts comprehensive program evaluations to reach POW goals; making positive impacts on state and multi-state stakeholders
Impact analysis and reporting	Learn appropriate techniques of program evaluation and writing impact statements; utilizes ACES reporting system; submits impact statements	Continually conducts regional program evaluations and reports well prepared quantitative or qualitative impact reports; shares results with stakeholders & partners	Intense evaluation of major regional and statewide programs to prepare impact statements; prepares long-term impact reports. Assists in development of statewide evaluations
Program Management- 10% – 30% time commitment			
Fiscal management	Learn fiscal management protocols to comply with ACES financial policies and procedures	Securing and managing fiscal resources within ACES policies; managing revenue budget; serves as a good steward of the financial resources	Managing fiscal resources; uses multiple revenue streams to enhance programs
Volunteer/partnership management	Building relationships with existing volunteers and partnerships; recruits volunteers; effective management of volunteers	Establishes and/or trains new partners and volunteers; outstanding management of volunteers	Empower a core group of volunteers/partners to enhance the programmatic growth and program expansion superior management of volunteers and partners

**Alabama Cooperative Extension System
Regional Extension Agent Career Ladder Matrix**

Revenue generation (Extramural awards, grants, contracts, sponsorships, programming fees and etc.)	Receives local extramural awards from traditional sources appropriate for the discipline; generates sufficient revenues for personal programming costs	Leading and collaborating to receive extramural awards from multiple sources; generates revenues to meet personal and multi-agent programming costs	Leading in securing major extramural awards from statewide and national sources; obtains AU Foundation and Alabama 4-H Club Foundation gifts from donors not currently giving to other ACES programs; generates revenues to support personal and PPT program costs
Human Resource Supervision (if applicable)	Completes required training; developing HR skills; respected by ACES employees; adequately establishes duties and evaluates personnel; manages routine HR responsibilities with some assistance	Manages routine HR responsibilities without extensive assistance; fosters professional growth and development of supervised staff; employee issues are handled with professionalism and are timely	Fosters empowerment of personnel; manages complex HR responsibilities without extensive assistance; fosters continued professional development of supervised staff; addresses personnel issues professionally and timely
Leadership style	Managerial	Innovative	Transformational; catalytic
Civil rights compliance	Sets and implements goals related to reaching targeted under-served and under-represented audiences	Demonstrates innovative ways to meet targeted under-served and under-represented audiences	Continuously demonstrates innovative ways to meet targeted under-served and under-represented audiences; sought out by underserved audiences to serve in leadership roles
ACES Public Relations; 10% - 20% time commitment			
Stakeholder relations and communication	Provides subject-matter support to local and regional	Establishes, organizes, and facilitates networks and	Provides leadership and subject-matter support at local, regional, and state

**Alabama Cooperative Extension System
Regional Extension Agent Career Ladder Matrix**

	networks and coalitions to build community capacity	coalitions at the local and regional level to build community capacity	level for networks and coalitions
Stakeholder organization relations	Establish relationships with stakeholder organizations	Networks and actively participates in stakeholder organizational programming	Recognized as leader; sought out by stakeholders to serve in leadership roles
Media relations	Establish media contacts	Actively uses multiple media outlets	Innovative use of all media resources; sought out as expert for media sources
Fostering new and underserved clientele	Identify new and underserved clientele	Engage new and underserved clientele in Extension programming	Incorporates new and underserved clientele in program planning and Extension leadership roles
ACES ambassador	Branding ACES; serves as a positive role model for the organization; understands mission and goals of ACES	Recognized as an ACES spokesperson; continues to establish positive relationships in counties/region; contributes to the mission and goals of ACES	Serving as a liaison for ACES to community and state groups; actively advocates for the mission and goals of ACES
Organizational citizenship	Supports the ACES organization and mission; knowledge of parent institutions and available resources; seen by co-workers as a team player; interacts professionally and collegially with stakeholders and peers	Fosters a positive culture within the organization; mission implementation; regionally recognized as a spokesperson; provides positive professional leadership to stakeholders and peers	Positive force for organizational excellence and advancing the organizational mission; serves as a role model and mentor to stakeholders and peers; recognized for professionalism and synergistic leadership by stakeholders and peers
Extension Scholarship – 5% - 10% time commitment			
Scholarly contribution to Extension	Provides input into new programs and utilizes research-based curriculum and resources	Recognized as an expert/resource; develops curriculum within the PPT; authors routine Extension outputs (print, video &/or digital)	Authors complex Extension scholarly outputs (print, video &/or digital); presents to professional organizations; leads curriculum development within the PPT; recognized as an resource within the state and/or multi-state

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Regional Extension Agent Career Ladder Matrix**

			region
Professional recognition	Develop a good reputation as an disciplinary expert in assigned area	Recognized as a disciplinary expert in assigned area	Recognized as a disciplinary expert at the state or national level in a programmatic area by peers and partners
Professional Development; 5% time commitment			
Professional development in area of specialty	Participates in in-service training; develops personal professional development objectives and goals to enhance area of specialty; actively participates in appropriate professional organizations; attainment of Master's degree	Participation on professional development committees; leadership in professional organizations; participates in statewide and regional training, conferences, etc.; completion of appropriate professional certificates	Lead professional development programs; or completed a terminal degree within the discipline; serves as a state or national officer in professional organizations; leads PPT professional development activities

**Alabama Cooperative Extension System
Non-Tenure Track Extension Specialist
Career Ladder Guiding Principles**

Purpose: The purpose of establishing a career ladder for the 21st century non-tenure track Extension specialist position is to provide a system for measuring and documenting career growth; advancements in leadership, professionalism, and maturity; and administrative and programmatic accomplishment. To facilitate the development of such a career ladder, the following guiding principles provide an organizational framework.

Part One: Identify principles to guide the review and recommendations for change of position descriptions for Non-tenure track Extension specialist.

Guiding Principle 1: Non-tenure track Extension specialists provide an essential function throughout Alabama for program development, training, delivery, instrument development, evaluation, analyses, outcome reporting; budget and resource management, and training.

Guiding Principle 2: Non-tenure track Extension specialists provide essential functions of program leadership, and development or acquisition of curricula.

Guiding Principle 3: Non-tenure track Extension specialists provide transformational leadership and a dynamic organizational presence to connect all people with programs and research-based solutions, to facilitate community dialogue, to serve as a contributor to research and/or literature (scholarly contributions), to support programs through the acquisition of extramural funding, to serve as a catalyst for action, and to build local partnerships that multiply organizational resources.

Guiding Principle 4: Non-tenure track Extension specialists add-value to organizational programming by developing, maintaining, and marketing an area of subject-matter expertise, program/disciplinary specific area(s), and by developing and delivering relevant programs through applied research. Participates on Program Priority Team(s).

Part Two: Identify principles to guide development of a three-tier (I, II, III) career ladder differentiating expectations for the Non-tenure track Extension specialist position.

Guiding Principle 1: Non-tenure track Extension specialists must demonstrate career growth and accomplishment measured through sustained effort over time and encompass advancements in,

- Graduate degree attainment;
- professional development;
- administrative, fiscal and possibly supervisory leadership;
- comprehensive needs assessment;
- lead in program evaluation, analyses, outcome reporting;
- program innovation, depth and sophistication;

- stakeholder engagement, influence, and presence;
- resource generation and capacity building;
- networking, collaboration, and partnerships;
- organizational representation;
- academic scholarship;
- collegiality and professionalism(? Measurement/outcomes);

Guiding Principle 2: A three-tier career ladder for Non-tenure track Extension specialists provides a means to incentivize and recognize career accomplishments, and professional and personal growth; to guide career growth and accomplishment through achievable targets; to differentiate early, mid, and late career performance; to adjust compensation rates according to career ladder attainment; and to develop future leaders.

Part Three: Identify principles to guide the development of a promotional process for Non-tenure track Extension specialists.

Guiding Principle 1: Non-tenure track Extension specialist promotion is based upon professional and personal growth with some consideration for years of service to ACES.

Guiding Principle 2: Non-tenure track Extension specialist promotion is based on meeting career ladder matrix expectations.

Guiding Principle 3: Non-tenure track Extension specialist promotion is a mutual decision involving the employee and their Assistant Director for Programs. The employee may request to be considered for promotion or may be encouraged to pursue promotion by their Assistant Director for Programs on an annual basis during the performance evaluation process.

Guiding Principle 4: Non-tenure track Extension specialist promotional packets require review and approval by their respective Assistant Director for Programs and their respective Associate Director, with final approval by either the Director or 1890 Administrator. Approved promotional packets are submitted to Human Resources by a representative peer review committee and a recommendation back to the respective Assistant Director for Programs. Appeal of decisions can be made to the Administrative Team within thirty days of receipt of notification.

Guiding Principle 5: Promoted Non-tenure track Extension specialists are expected to function at a level consistent with tier placement and the specialist will be evaluated through an annual performance assessment based on his or her level.

September 1, 2015

**Alabama Cooperative Extension System
Non-Tenure Track Extension Specialist (NTTES)
Career Ladder Matrix**

Purpose: The purpose of establishing a career ladder for the 21st century non-tenure track Extension Specialist position is to provide a system for measuring and documenting career growth; advancements in leadership, professionalism, and maturity; and administrative and programmatic accomplishment. To facilitate the development of such a career ladder, the following guiding principles provide an organizational framework.

NTTES Position Duty	NTTES Tier 1	NTTES Tier 2	NTTES Tier 3
Program Leadership; 50% – 60% Time Commitment			
Administrative Leadership	Cultivates a positive working relationship with staff, colleagues, supervisor and stakeholders; effectively follows ACES personnel and fiscal policies and procedures; effectively manages routine project budgets with limited assistance; optimizes the efforts of ACES personnel through effective supervision of assigned staff.	Develops collaborative multidisciplinary relationships with relevant non-ACES faculty and specialists on both ACES campuses; serves as a mentor to new ACES personnel; effectively manages budgets for multiple projects with limited assistance; optimizes the efforts of ACES personnel through effective supervision of assigned staff.	Develops collaborative multidisciplinary relationships with national and regional leading faculty and Extension specialists; effectively manages complex project budgets within ACES and with other partner organizations; optimizes the efforts of ACES personnel through effective supervision of assigned staff.
Human Resource Supervision (if applicable)	Completes required training; develops HR skills; respected by ACES employees; adequately establishes duties and evaluates personnel; manages routine HR responsibilities with some assistance.	Fosters professional growth and development of supervised staff; addresses personnel issues in a professional and timely manner; manages routine HR responsibilities without extensive assistance.	Empowers supervised personnel; addresses personnel issues in a professional and timely manner, manages complex HR responsibilities without extensive assistance.
Leadership Style	Managerial leadership (to direct or carry on in a business style; to achieve one's purpose; to exercise executive or supervisory direction of a	Catalytic (Leadership with the goal of leaving the world better than you found it; a leader who leverages their influence for the collective good of others. The	Transformational (Leadership through charismatic behavior that instills pride, faith, belief, and respect; has the capacity for seeing what is most important and transmit that sense of

	business. The Managerial Leadership Bible. 2015. Jeffery Magee.)	Catalyst Leader. 1995. Bard Lomenick.)	mission to others. Transformational and Transactional Leadership Styles. 2007. John Hood.)
Civil Rights Compliance	Sets and implements goals related to reaching targeted under-served and under-represented audiences.	Demonstrates innovative ways to engage targeted under-served and under-represented audiences and meets appropriate goals.	Continuously demonstrates innovative ways to engage targeted under-served and under-represented audiences and meets appropriate goals; sought out by under-served audiences to serve in leadership roles
Comprehensive Needs Assessment	Participate in stakeholder needs assessment; participate in program POW development; file a specialist POW.	Leads stakeholder needs assessment; actively uses needs assessment to shape individual and PPT educational programs.	Assimilates multi-state or national needs assessment and trend's data into individual and PPT educational programs.
Plan-of-Work Development	Participates and provides active input in individual and/or PPT POW planning and reporting process, program evaluations and impact assessment; files a specialist POW in a timely manner	Leads individual and/or PPT POW planning and reporting process, program evaluations and impact assessments; files an innovative specialist POW in a timely manner.	Provides significant input to individual and/or ACES- wide POW planning and reporting process, program evaluation and impact assessment of cross-PPT initiatives; files an innovative specialists POW in a timely manner utilizing emerging technology and pedagogy.
Resource Generation (grants, contracts, sponsorships, programming fees, in-kind contributions, funded personnel, and Foundation gifts)	Participates in the development and delivery of extramural funded projects; receives extramural awards from traditional sources appropriate for the discipline; generates sufficient revenues to meet individual programming costs.	Leads and collaborates in the development and delivery of extramural funded projects from state-wide and industry sources; receives extramural awards from traditional and non-traditional sources appropriate for the discipline; generates sufficient revenues to meet individual and team programming costs.	Leads in securing major extramural awards from multi-state, industry and national sources; obtains AAMU, AU Foundation and Alabama 4-H Club Foundation gifts from donors not currently giving to other ACES programs; generates sufficient revenues to support individual and team costs.
Program/Curriculum Complexity & Innovation	Utilizes existing curriculum	Adapts existing curriculum or	Leads the development and delivery of

	and delivers Extension programs based upon scholarly research literature in the appropriate discipline; uses accepted andragogy, pedagogy and technology.	involved in developing new materials and delivers innovative programs and curriculum based upon scholarly literature and individual applied research; participates in complex and/or multidisciplinary Extension programming; uses emerging andragogy, pedagogy and technology.	innovative programs and Extension curriculum utilizing emerging scholarly literature, individual research finds, and developing technologies; leads complex and/or multidisciplinary Extension programming; develop emerging andragogy, pedagogy and delivery technology.
Program Impact and Analyses	Demonstrates the mastery of using Extension program evaluation techniques in program assessment; contribute information to annual reports utilizing ACES reporting systems; submits impact statements using appropriate change metrics.	Conducts statewide program evaluations; participates in the development of annual report materials; shares program impact statements with stakeholders and partners.	Conducts intensive evaluation of statewide, multi-state or multidisciplinary Extension programs; leads in the development of annual report materials; shares program impact statements through national Extension marketing efforts and databases.
Public Relations; 10% Time Commitment			
Stakeholder Engagement and Communications	Provides subject-matter support to Extension personnel and partner organizations.	Establishes, organizes, and/or facilitates regional and statewide coalitions of Extension personnel, industry professionals and stakeholders.	Establishes and/or facilitates multi-state or international coalitions of Extension personnel, industry professionals and stakeholders; effectively markets Extension programs to stakeholders and partner organizations.

Organizational Citizenship	Supports the ACES organization and mission; demonstrates knowledge of parent institutions and available resources; seen by co-workers as a team player; interacts professionally and collegially with stakeholders and Extension colleagues; contributes to internal committees when asked.	Fosters a positive culture within ACES; seen as a leader by colleagues and stakeholders in the implementation of the ACES mission; provides positive professional leadership to stakeholders and Extension colleagues. Leads internal committees when asked; serves as a liaison to stakeholder groups to promote ACES programs.	Leads as a positive force for organizational excellence and advancing the Extension mission; serves as a role model and mentor to stakeholders and Extension colleagues; recognized for professionalism and synergistic leadership by stakeholders and Extension colleagues. Leads complex internal committees when asked; serves as a spokesperson in the promotion of ACES programs.
Scholarship; 25% - 35% Time Commitment			
Scholarly Contribution to Extension	Develops peer reviewed original curriculum and educational resources as a team member; publishes peer reviewed disciplinary research or Extension research in appropriate scientific, professional, trade publications as a team member; creates interactive books, online courses, mobile apps, websites, and other digital communication tools endorsed and supported by Alabama Extension.	Leads Extension professionals in the publishing of peer reviewed original curriculum and educational resources that are suitable for copyright or patent protection targeting statewide; periodically publishes disciplinary research in appropriate scientific, professional or trade publications; creates interactive books, online courses, mobile apps, websites, and other digital communication tools endorsed and supported by Alabama	Leads in multi-state Extension and industry teams in the publishing of peer reviewed original curriculum and educational resources that are suitable for copyright or patent protection targeting multistate or national audiences; consistently publishes disciplinary research or Extension research in appropriate scientific, professional or trade publications; creates interactive books, online courses, mobile apps, web sites, and other digital communications tools endorsed and supported by Alabama Extension.

		Extension.	
Professional Recognition	Develops a reputation as a disciplinary expert and an Extension professional as recognized by statewide Extension and stakeholder organizations.	Upholds a respected reputation as a disciplinary expert and an Extension leader by statewide or multistate Extension, stakeholder or scholarly organizations; receives local or statewide recognition and awards.	Recognized as a disciplinary expert and an Extension leader at the state, national or global level in a programmatic area by peers, partners and scholarly organizations; receives statewide, national or global recognition or awards.
Professional Development; 5% Time Commitment			
Continuous Professional Development and Improvement	Actively pursues terminal degree appropriate for the assigned discipline; participates in in-service training; develops individual professional development objectives and goals; actively participates in scholarly and professional organizations.	Obtains an accredited terminal degree appropriate for the assigned discipline; participates in professional development activities; participates in statewide and regional training, conferences, etc.; provides service to scholarly and professional organizations.	Serves in a leadership capacity in scholarly and/or professional organizations; participates in statewide and/or multistate professional development activities.

1/26/2016

Terminal degree grandfather clause for current non-tenure track Extension Specialist:

0-5 years in position: <=8 years post probation to complete the terminal degree before seeking promotion

6-10 years in position: must be actively pursuing a terminal degree before seeking promotion

>=11 years in position: are not required to obtain a terminal degree before seeking promotion.