

### **Evaluating Split Appointments: Specialist in Cooperative Extension with an Agronomist (\_\_\_ in the Agricultural Experiment Station) Title**

(See Sections APM-334 and UCD-334 for guidance on Cooperative Extension [CE] appointments and Sections APM-320 and UCD-320 for Agricultural Experiment Station [AES] appointments.)

Titles in the Specialist in CE and Agronomist (\_\_\_ in the AES) series are complementary and increase the value of an appointee as an educator and researcher in both roles. Therefore, persons with an appointment split between the Specialist in CE and Agronomist series can serve goals and missions of both without detriment to either. In order to achieve a synergy, the partial appointments in each series have to be realistically evaluated with an eye toward encouraging the synergy.

The following review guidelines are intended to be used in personnel actions relating to Specialists in CE nominated for, or holding, fractional Agronomist appointments.\* Emphasis and clarification is offered primarily in the areas of (1) extending knowledge (or outreach) and (2) research, creative, and scholarly achievements, since the major responsibilities of Specialists in CE differ from those of Agronomists.

#### **Parallel and overlapping goals and missions**

The goals of the Specialist in CE component of an appointment of a person with a split CE/OR appointment are parallel to the missions of the AES and may overlap them.

The goal of Specialists in CE is to develop and conduct a research-based education program aimed at appropriate clientele groups off campus, as noted in Section UCD-334-10. (Clientele are defined broadly as any constituency that makes use of disciplinary information from the appointee's expertise.) Although research is part of the job, the driving force is the educational program. On the other hand, the primary role of an Agronomist is to carry out research or other creative activity, the work being aligned to the mission of the AES and with the outreach component of the appointment subservient to the research function (as noted in Section UCD-320). Research done for the CE portion of the appointment in many cases may be identical to the research done for the Agronomist portion of the appointment as the mission of the AES may align well with the academic direction of the appointee's discipline and outreach program. However, work for the AES in some cases may differ substantially in content.

An Agronomist is also expected to perform outreach activities, but the purpose of these activities is to provide people and groups served by the mission of the AES with information derived from or related to the research of the appointee. CE outreach may involve any aspect of the discipline, not only information derived from the appointee's own research. Outreach activities may occur on or off campus. To achieve the desired synergy, a person with a split appointment should include research-based information from the Agronomist portion of the appointment in his or her CE education program.

Professional competence activities of both the Agronomist and Specialist in CE series should serve the academic discipline in a way appropriate to the professional interests and skills of the appointee. The professional competence activities for the Agronomist portion of a split appointment clearly overlap with the professional competence activities of the CE portion of the appointment.

In a similar way, the service component of an Agronomist's appointment is guided by the organizational needs of the AES and the needs of the clientele as they relate to the mission of the AES. The service work for the CE portion of an appointment may overlap considerably with the service work done for the Agronomist portion of the appointment, because both are based upon the

disciplinary competence of the appointee and organizational needs of the University and the community.

It should be clear to persons with split appointments, and to those evaluating accomplishments of those persons, that the goals and missions of both components of a split appointment must be met, whether they are met by identical or discrete accomplishments.

### **Weighting accomplishments of a person with a split appointment**

Means of evaluating the quality of work for a person with a Specialist in CE series appointment are defined by Section UCD-334. Means of evaluating the quality of work for a person with an Agronomist series title are defined by Section UCD-320. The quality of work must be evaluated independently of the percentages of each portion of the split appointment.

The quantity of work for each aspect of the split appointment, however, will be influenced by the percentage of the appointment in the Specialist in CE and Agronomist series. Ideally, the appointee should have accomplishments aligning with the CE and Agronomist appointments consistent with the percentage of appointment in each title series. For example, if a person has a 75% appointment in the CE series and a 25% appointment in the Agronomist series, approximately 75% of the accomplishments should be aligned with the CE goals and 25% of the accomplishments should be aligned with the mission of the AES. In reality, this splitting of work cannot be done neatly, because of the overlapping nature of goals and missions. Therefore, it is necessary for the appointee, department chair, Director of the AES, and Director of CE to come to an agreement on the balance of the appointee's work.\*\* This understanding should be communicated to the committees and persons that evaluate the appointee's accomplishments with regard to continuing appointment, merit raises, and promotions. The understanding should be communicated to the appointee in all the conventional ways that appointees interact with department chairs, the Director of the AES (or designee), and the Director of CE (or designee) and be done in full regard of the principles of academic freedom relevant to both titles. With regard to the Agronomist portion of the appointment, the approved project description (see Section UCD-320-4) should give a conceptual and specific overview of the expectations for that portion of the appointment. The CE job description should give an overview of the expectations for that portion of the appointment.

With regard to evaluations, the merit or promotion dossier of the appointee should have sections corresponding to all aspects of the split appointment. It is incumbent upon the appointee in his or her self-statement and upon the departmental letter to elucidate clearly the understanding concerning the balance of activities in a way that the evaluators can determine whether an appropriate balance has been met. The evaluative letter written by the department chair is a document of utmost importance to the evaluation process. The understanding between the appointee, department chair, Director of the AES (or designee), and Director of CE (or designee) with regard to the balance of work expected with a split appointment must follow the guidelines below.

### **Evaluation guidelines**

The primary instrument for evaluating the professional accomplishments of Specialists in CE are the individual position descriptions. The position descriptions provide a context for and a characterization of the percent of effort expended in all areas of responsibility. Merit and promotion actions will be awarded based on high quality of accomplishments. The departmental letter and supporting documentation should clearly document the CE Specialist's accomplishments in the following areas. (Note: In accordance with Federal laws, equal opportunity/affirmative action are integral parts of each

appointee's responsibilities in programmatic and personnel areas.)

1. Extending knowledge and outreach

A CE Specialist's ultimate responsibility is education. This activity takes place on and off campus, in organized or informal meetings or field demonstrations, and through all appropriate print and electronic media. Programs often are initiated and organized by CE Advisors or other clientele groups to serve county, regional, institutional, or industry needs. A major responsibility of Specialists in CE is to educate their clientele about recent advances in knowledge and technology and to encourage the use of new and improved practices. Information extended may originate from a wide variety of sources including research conducted by AES scientists (outreach) or researchers in other states or countries, or from the appointee's own research. AES responsibilities in this area of performance include such outreach.

Evidence of accomplishments includes organization of and participation in workshops, short courses, symposia, and informational meetings; preparation of publications directed to user groups and decision-makers in agriculture and natural resources and to consumer groups; establishment of computer networks; and preparation of films, videotapes, slide sets, etc. Examples of information that indicates performance, growth, and accomplishment include:

- Effectiveness of training programs, leadership support, and cooperation provided to county CE personnel or clientele.
- Effective leadership of, or teamwork with, county CE personnel to identify and reach a broad range of clientele.
- Range of educational methods used, with new or improved educational methods utilized.
- Use by county CE personnel and/or clientele of information or educational products developed (e.g., publications, audio-visual packages, software).
- Change in clientele or industry practices as a result of educational efforts.

It is important to evaluate the quality of the appointee's program and its effect on society within the context of the job description.

2. Research and/or creative activity

Research and creative activity carried out by Specialists in CE with an Agronomist appointment is aimed at resolution of existing or potentially significant issues or problems in California. Such problems and issues are often identified with information from CE county advisors and clientele groups. Collaboration and cooperation with AES faculty, with other Specialists in CE, and with CE Advisors is usual.

The research is expected to provide important new insights or approaches to the solution of problems. The research should exhibit scientific rigor, originality, innovation, and creativity. To fulfill the research component of the AES appointment, appointees are expected to engage (to a level commensurate with the FTE appointment) in concept-building research, with the results published in peer-reviewed journals. Additionally, because of the problem-solving or mission

orientation of research in CE, and the need to reach appropriate clientele, appointees are expected to publish in a variety of semitechnical or popular outlets to communicate effectively with a user audience. Information that indicates performance, growth, and accomplishment includes:

- Publication of research and/or creative activity in appropriate outlets, including peer-reviewed journals and shared authorship papers.
- Leadership in research and/or creative activity.
- Cooperation with others in addressing problems and opportunities.
- New technology, practices, or adaptations developed as a result of research activities.
- Level of difficulty or challenge in the problem addressed.
- Relationship of research and/or creative activity to overall program priorities and goals.

It is important to evaluate the quality of the appointee's program and its effect on society within the context of the job description.

### 3. Professional competence

The expectations for professional competence for Specialists in CE with AES appointments are similar to other academic members of the University of California, as are expectations of participation in the activities of appropriate professional and scientific societies. Information that indicates performance, growth, and accomplishment includes:

- Contribution to programmatic, administrative, or organizational direction and leadership.
- Commitment and effectiveness in development and maintenance of productive cooperative relationships (e.g., committee service, workgroup participation).
- Effectiveness in developing and maintaining liaison and cooperative working partnership among CE, interest groups, research agencies, and others involved in the program.
- Effort and effectiveness in aiding and counseling peers and non-peers.
- Type and degree of participation in disciplinary and professional societies.
- Professional competence or recognition, including awards, honors, fellowships, grants, peer and non-peer respect, collegial testimony.

### 4. Service

Specialists in CE with AES appointments are expected to serve on the same general types of committees as other campus-based academics. In addition, appointees typically provide liaison between campus-based research and technology users. This role may require that appointees work with agencies, organizations, industry groups, and CE Advisors to coordinate cooperative projects and maintain relationships with both external and internal groups.

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- \* Agronomist appointments are referred to as "organized research" (OR) positions. Hence, split appointments are colloquially referred to as CE/OR appointments.
  
  - \*\* In practice, the Director of the AES and the Director of CE delegate the responsibility for direct contact with agronomists to campus personnel (e.g., the dean) who then may redelegate responsibilities to the department chairs. In most cases the department chair serves as the primary contact for appointees when interpreting the appropriate balance in workload. The AES work should be consistent with the CE job description.