

Leadership and Resource Management: Educational programs built on long range objectives will provide an environment for effective program management. It is essential that we make productive use of our available resources, including volunteers, as well as seek opportunities for financial support that will allow the program to prosper. Extension professionals need to make effective decisions as they pursue the educational mission of Extension.

	<i>Does Not Meet Expectations</i>	<i>Meets Expectations</i>	<i>Exceeds Expectations</i>	<i>Exemplary</i>
<i>Vision and Goals</i>	Lacks goals for educational program.	Developed program goals for area of responsibility. Can communicate the steps to move the program in the identified direction.	Person has communicated a multi-year vision for their program to their supervisor. Has helped others develop a vision for their program. Examples may include; serving as a mentor, facilitating a community group, or similar efforts. Annual progress towards achieving the vision is evident.	This person has aligned their program vision with Extension's vision and values.
<i>Decision Making</i>	Decisions typically do not consider the breadth of outcomes, or are made without considering an appropriate level of facts or opinions. Decisions are ineffective overall.	Decisions are effective overall and have appropriately considered benefits and costs of decision alternatives. The opinions of other people are appropriately considered in the decision process. Decisions are shared and communicated with all appropriate parties	Effectively makes <u>difficult</u> decisions. Examples may include: effectively balancing competing educational priorities, prioritizing budget items, managing personnel (including volunteer) decisions, or similar efforts.	Directly involved in making effective <u>difficult</u> decisions in <u>complex</u> environments. (Complexity is defined as multiple options with combinations of risk/rewards.)

	Does Not Meet Expectations	Meets Expectations	Exceeds Expectations	Exemplary
<i>Fiscal Management</i>	Fiscal management is ineffective. If applicable to the position, budget management is ineffective. Has not registered on Smarts, or completed Human Subjects training.	Cost recovery is practiced as appropriate; allocated budget is managed; resources are sought to support programs; and accounts are used in accordance with policies and assures wise use of public resources. If applicable, budget requests consider both cost increases and prevailing financial conditions. Registered on Smarts systems, and has completed Human Subjects training.	Individually, or as a member of a team, has submitted a grant application for funding, and/or has garnered significant local resources, through such vehicles as contracts, fund raisers, county funded positions, program supplies, cost share contributions, and sponsorships in support of programs. If applicable to the position, budget management has permitted stability during reduced budget environments, or budget enhancement has occurred through new resources (beyond routine cost increases).	Individually, or as a member of a team, a grant or contract has been funded. And/or, sufficient local resources have been garnered, resulting in new programs, sustaining programs, or substantial expansion and/or restructuring of existing programs to meet community needs.
<i>Volunteer and Partnership Resources</i>	Little or no effort is made to recruit, involve, and/or treat volunteers/partners fairly.	Programs are evaluated for the potential involvement of volunteer and partnership resources. Volunteers/partners are involved at the appropriate level, and their contributions are recognized appropriately each year. Recruitment and screening processes are used as appropriate. Volunteers/partners understand their role in Extension through at least one orientation. Supervision is consistent with Extension fair treatment policies.	The program has grown or been strengthened by increased memberships, or expansion of educational opportunities due to involvement of volunteers and other partners. Volunteer/partner development is tailored to individual needs. Volunteers help lead other volunteers. Volunteers and partners help build a stronger program and it is evident they feel valued and engaged (i.e., there are a minimum of complaints and people continue volunteering and partnering).	Volunteers/partners are involved in an array of program responsibilities, including mid-management. This individual is a role model and may have shared volunteer management or partner involvement techniques in formal state, multi-state region, or national meetings.

	Does Not Meet Expectations	Meets Expectations	Exceeds Expectations	Exemplary
Supervision (For County and Area Directors Only)	Supervision is ineffective overall. Those supervised may express dissatisfaction in the job, or the office in not functioning as a productive team as a result of ineffective leadership. No formal advisory committee exists.	Provides leadership for a supportive and inclusive work environment. Regular supervision of staff is evident through acceptable communication and training, including support with educational program planning, evaluation, and problem solving. A formal advisory committee is in place and has met a minimum of one time during the past twelve months where program outcomes are shared and input is sought. Decision makers are informed, and supportive of the educational program. Oversees budget development and management.	Supervisory skills have been used to effectively enhance staff performance. Examples may include; identify resources, developing intra-office teamwork, dispute resolution, coaching to assist in professional development, or similar efforts.	Skills are often seen as setting a standard for others. Those supervised are professional, productive, and dependable due to this person's supervision and guidance.

Overall Core Rating: ___Does Not Meet ___Meets ___Exceeds ___Exemplary

GOAL for this CAP for next performance year: