




16 April 2018

MEMORANDUM

To: Cooperative Extension County Directors

From: Jeffrey C. Silvertooth, Ph.D. 
Associate Dean and Director, Extension & Economic Development
Associate Director, Arizona Experiment Station

Subject: Administrative Professional Development

Leadership development is an important aspect of any organization and that is certainly true with the Cooperative Extension System (CES). As a County Extension Director (CED), each of you serve in a critical capacity in providing leadership and managerial direction to your respective units. Accordingly, you are an integral part of the leadership team for the CES, the College of Agriculture and Life Sciences (CALs), and the extended network from the University of Arizona (UA) throughout the state.

I was delighted to see the interest and enthusiasm in leadership development that was discussed at our recent Extension Administration Retreat in Tucson. Speaking as an individual who has taken on the responsibilities of two major administrative positions and having experienced the trials and tribulations of the steep learning curves that one experiences, I fully appreciate the challenges that each of you face in the constant demands on your time, energy, and capacities to learn and absorb all that is necessary to accomplish the many faceted duties associated with your positions.

The recent guidelines and expectations associated with the CED position that were distributed to you and discussed at our meeting, were provided in an effort to do two things: 1) explicitly state and acknowledge the extensive requirements associated with the CED position and 2) assist you in identifying your areas of strengths or need of further attention and development. In providing these outlines to you we recognize that any of these administrative positions represent a major challenge. You are not expected to be immediate experts in every area of responsibility, but you are expected to be a committed professional in acknowledging and addressing your administrative responsibilities.

I encourage you to embrace both the leadership and managerial responsibilities associated with your position as a CED and to engage yourself as a committed student and professional of leadership and organizational management. I believe that leadership essentially comes down to two critical individual factors: 1) character and 2) commitment. I have full confidence in each

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of you. I want you to know that I am at your immediate assistance for any need or help that you may require. You are in the best position to identify your strengths and weaknesses and I encourage you to reach out to me, other professionals within or beyond the organization, and the resources at your disposal to assist in your development. Very importantly, you must take the initiative in the responsibility for your own professional development on an individual level.

I appreciate each of you stepping up and taking on the challenges associated with administration in the CES and recognizing the leadership and management responsibilities associated with your position. You have the responsibility for the entire unit and all personnel associated with that unit. Thank you very much for your commitment and professionalism in addressing these professional demands.

Attachment: Management Expectations CALS Cooperative Extension County Directors or unit
Directors

Management Expectations CALs Cooperative Extension County Directors or unit Directors

Being a County Cooperative Extension Director (CED) in CALs Cooperative Extension (CE) is a unique position. It has its own set of expectations and metrics for success. Each CED should proactively develop mastery over their administrative role and actively seek training in areas of inexperience. The following is a list of items with which the CED should be familiar.

Primary Responsibilities

- Assert the Mission, Purpose, Vision and Values of UA, CALs, and the Cooperative Extension System (CES)
- Manage all dimensions of the role of director
- Build a cohesive team of faculty, staff and volunteers. Assume delegated authority to manage and lead the County Cooperative Extension Unit; developing and leading change consistent with the College and University
- Manage human and financial resources to achieve the vision/mission/purpose
- Prevent and resolve problems; or transfer issues to your supervisor as appropriate

Finance & Budgets

- Work closely with business officer regarding business strategy, financial decisions, and operations. Business officers must be “at the table” as early as possible to help guide and support directors as one important partner.
- Colors of Money: how is higher education funded?
- Understand Permanent vs. Temporary funds; Budget vs. Cash
- How the unit contributes to the strategic plans, Regents’ metrics, and College finances under an Responsibility Centered Management (RCM) environment
- Revenue generation and activity based budgeting in CALs.
- Using data to inform decisions
- Employee Related Expenses (ERE)
- All Funds and Zero-based Budgeting
- College lines vs. department lines
- Public Stewardship: Financial Ethics
 - Misuse Policy

- Credit Cards & Data Privacy: PCI-DSS
- Understanding and managing appropriate Signing Authority Procedures
- Manage salary savings funds with appropriate plans and proposals submitted to the CES Administration for review and approval.

Human Resources

- **Hiring process, forming search and screen committees**
 - **Helping new Faculty & Staff understand their job and all of its requirements/expectations**
 - **Knowing the different processes for hiring faculty vs. staff**
- Employee Types and Expectations
- Performance Reviews
 - Non-continuing and Staff Reviews
 - Using APRs to improve performance; mentoring
 - Having constructive but difficult conversations
- Discipline and Terminations
 - Avoiding Grievances
 - Written Warnings & Progressive Discipline
 - Layoffs
 - Non-renewals
- Professional Development, promotion, equity and merit increases
- Supervision and Organizational Hierarchy
- Fair Labor Standards Act (FLSA), Nepotism, Whistleblowing, Family Educational Rights and Privacy Act (FERPA), and Occupational Safety and Hazard Act (OSHA) issues
- Family Medical Leave Act; disability resources; playing doctor: don't diagnose people, use the professionals
- Vacation payouts, Retiree Accumulated Sick Leave (RASL) sick leave payouts, time sheet reporting and approval
- Institutional Equity and issues of discrimination, requirements to refer to Office of Institutional Equity
- Sexual harassment training
- Ombudsman program
- Conflicts of Interest and Commitment: relationships and human resources

Continuing Status and Promotion (CS&P)

Continuing status requires excellent performance and the promise of continued excellence. Promotion and 3-year retention dates are indicated in offer letters.

- Advise new faculty on the process and expectations of CS&P
 - meet regularly
 - annual performance reviews

- Guide to the promotion process
- Dossier template
- College criteria for promotion
- Candidate Statements
- Service and Outreach Portfolios to Document Impact
- Workload distribution
- Use promotion to achieve career goals
- Use promotion criteria to develop action plans
- Request delays in the promotion process
- Identifying Mentors and helping faculty connect with mentors

3-Year Review (Probationary or Retention Review)

- Advise new faculty on the process and expectations of 3-year review
 - meet regularly
 - annual performance reviews
 - review and proof final packet
- "Dress Rehearsal" for promotion review (6th year)
 - same dossier preparation
 - only committee reviewed (no outside evaluators)
- Recommendations for 4th and/or 5th year reviews
- Discuss recommendations from Cooperative Extension Continuing Status and Promotion Committee with the candidate
- <http://facultyaffairs.arizona.edu/continuing-status-and-promotion>

Purchasing & Contracting

- Multiple bid requirements and thresholds
- PCard responsibilities/oversight/fraud reporting
- Conducting Inventory and sending items/equipment to Surplus: State vs. Federal
- Sole source justifications/purchases
- Conflicts of interest: purchase awarding
- Contracts vs fixed price agreements.
- DO NOT SIGN CONTRACTS!

Research Administration

- Pre award proposal preparation and submission process for grants and contracts.
- Indirect cost recovery (also known as F &A, ICR or IDC), stipulations versus waivers, and their impact on IDC returns to the College.
- Risk Management – reporting requirements, incident reports
- Ethics and Conflict of Interest
- Intellectual Property
- Faculty and staff workshops and training developed by the Cooperative Extension administration
- Contact the appropriate administrative unit right away, when in doubt

Communications & Branding

- State open records law: all or most work can be disclosed to anyone who asks. Be professional with what you put in writing.
- Privileged communications; maintain confidentiality of attorney correspondence.
- Media, corporate, constituent, and community relations: you are an ambassador for CALS all the time
- UA and CALS branding and websites – Trademarks & Licensing
- UA and CALS logos: university guidelines for use; approval needed for any exceptions for units, programs
- Marketing and brand management; consider brand on marketing materials (including websites) and use of all affiliations when speaking with the press, encourage press to include affiliations in publications
- Copyright violations; resources for images CALS personnel are free to publish and distribute

Entrepreneurship in Higher Education

- Business Plans and Financial Modeling (assumptions)
- Public/private and public/public partnership concepts
- ABOR “do not compete with private industry” and what’s allowable per policy. Policy Number: 1-105 Competition with Private Enterprise
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Development and Donor Relations

- You **MUST** coordinate all development efforts with CALS Office of Development, Alumni, Advocacy and Corporate Relations
- Contact CALS Development, Alumni, Advocacy and Corporate Relations to discuss what your development plan should be.

Political

You are all deeply embedded in, and central to, your communities. By virtue of your position you are community leaders. You must:

- Be able to describe the local political situation and players in depth.
- Understand all rules pertaining to facility use by political entities.
- Be able to work with CALS lobbyists.
- **Immediately notify the Central administration office of all items of political importance by contacting Bethany Rutledge: Director of Administration and Communications, Office of the Vice President for Veterinary Sciences and Cooperative Extension and Dean, College of Agriculture and Life Sciences. O (520) 621-7198; C (520) 403-6668; E rutledge@cals.arizona.edu.**