

## Nebraska Extension Programming Roles and Responsibilities

Programming in Extension is where we do our work. We develop our programs through a series of program planning steps that include information gathering, needs assessments, issue identification and prioritization. We design and develop our outcomes and indicators, utilize curriculum, and eventually engage, dialogue and teach our clientele in an effort to change actions, behaviors, and conditions. We evaluate whether that has happened and share our stories and successes all while deciding how to redesign, redeploy, or sunset the work.

These efforts shape our programming plan, which we implement within Nebraska Extension by embodying and applying our Extension values. These values reflect our belief in what makes us most effective in our work. We aim to be uniquely local, reaching every part of Nebraska. We collaborate with our clientele and among ourselves to provide relevant, innovative, and research-based information. We are inclusive, responsive, and accountable to one another and to the larger systems in which we operate. These values are fundamental to our approach, and through the following program responsibilities, reflect on how you can ensure these values are consistently upheld.

### Office Support Staff

1. Demonstrate positive and professional behavior and attitude towards colleagues, clients, and partner organizations.
2. Serve as Extension's "front door" ambassadors for local office clientele, connecting them to Extension professionals, programs, and products that meet their needs.
3. Manage local programming finance operations in accordance with County and UNL business center policies and procedures.
4. Enhance online presence through websites, social media, and e-learning.
5. Manage daily operations of the Extension office.
6. Support revenue-generating strategies that contribute to the viability of individuals, teams, and the system.
7. Engage in collaborative team programming efforts.
8. Offer extensive support for Extension operations, including educational programs, fairs, volunteer support, advisory groups, and local Extension professionals providing programs.
9. Participate in personal and professional development opportunities that enhance knowledge, skills, and competencies relevant to your role.
10. Connect local residents to Extension information, resources, educational opportunities, and professional expertise.
11. Develop and manage local Emergency Action Plans (EAPs) and Continuity of Operations Plans (COOPs).
12. Promote and market local, regional and statewide Extension programs and products.
13. Assist with program planning, organization, logistics, delivery, assessment, and reporting, including data management for 4-H, PEARS, CRMs, and other platforms.
14. Cultivate inclusive, equitable, and welcoming learning environments.

## **Assistant/Associate**

1. Exemplify positive and professional behavior and attitude towards colleagues, clients, and partner organizations.
2. Teach and deliver contemporary Extension education programs in assigned region.
3. Recognize emerging issues and provide programming accordingly.
4. Take the initiative to serve new and underserved audiences.
5. Foster partnerships with local youth-serving organizations (when appropriate) that focus on community program priorities.
6. Manage educational programs and events, including promotion, coordination, support, and delivery.
7. Manage volunteers and volunteer programs, and train local volunteers to implement programs.
8. Participate in collaborative team programming efforts.
9. Provide responsive, innovative, and engaging educational programs and products by employing methods and strategies that have broad reach and impact.
10. Employ entrepreneurial practices to obtain funding and partnerships, enhancing Extension's program reach and impact.
11. Contribute to implementing program evaluation plans by collecting impact data.
12. Cultivate inclusive, equitable, and welcoming learning environments.
13. Engage in personal and professional development opportunities that enhance knowledge, skills, and competencies relevant to your role.
14. Create individual action plans and complete the corresponding Individual Action Plan Outcome Reports annually.
15. Complete an annual IANR Individual Impact Report

## **Educator (Includes Instructors)**

1. Exemplify positive and professional behavior and attitude towards colleagues, clients, and partner organizations.
2. Develop and deliver proactive, innovative, and engaging educational programs and products, using teaching methods and strategies that have significant reach, engagement, and impact in your county, accountability region, and, as appropriate, statewide and nationally.
3. Establish and sustain a strong local and regional clientele base and programming portfolio that is documented and shared with colleagues.
4. Employ innovative strategies and technologies to design, develop, implement, and assess programs for a strong Extension education program/engagement at the county, accountability region, and statewide levels.
5. Engage and teach in a collaborative learning and problem-solving environment, working with Assistants, Educators, and Specialists to encourage learners to adopt research-based decision-making information.
6. Deliberately engage and work closely with one or more Extension specialists to fulfill your Extension responsibilities.

7. Collaborate with specialists and research faculty to conduct applied and validation research (e.g., on-farm, ranch, or community) that can be amplified via multiple engagement platforms.
8. Show robust contributions to multidisciplinary team settings with Extension professionals and other internal and external partners to translate and convey the latest research-based information.
9. Engage local, regional, and statewide partners to identify and address high-priority issues where Extension is particularly well positioned to contribute.
10. Foster a culture of collaboration with local, regional and statewide leaders that nurtures and strengthens positive relationships among the University, its partners, and the people we serve.
11. Employ entrepreneurial practices to obtain funding and partnerships, enhancing Extension's program reach and impact.
12. Create ongoing programming revenue that supports the viability of individuals, teams, units, and the System.
13. Lead and contribute value to high-performing Extension programming teams.
14. Engage in personal and professional development opportunities that enhance knowledge, skills, and competencies relevant to your role.
15. Support youth development programs by contributing to areas related to your specific assignment.
16. Conduct needs assessments, identify priorities, develop various program and engagement platforms to connect with diverse audiences, measure program impact, and report the results in your annual report as well as to Extension boards, County Commissioners and Supervisors, State Senators, key stakeholders, at professional meetings, and in professional and Extension publications when appropriate.
  - a. Educators will collaborate with lead educators, Extension specialists, Extension advisory committees, and local stakeholders within their accountability region to assess needs and offer access to engagement opportunities through various platforms (e.g., focus groups, surveys, stakeholder meetings, etc.).
  - b. Participate in teams comprised of Assistants, Educators, Specialists, other staff or faculty, industry, and community leaders. These teams focus on current or future needs or strengths and strategize in program areas where you contribute.
17. Foster a culture of collaboration with local leaders and accountability in the region that nurtures and builds positive relationships among the University, its partners, and the communities we serve.
18. Cultivate inclusive, equitable, and welcoming learning environments.
19. Create individual action plans and complete the corresponding Individual Action Plan Outcome Reports annually.
20. Complete an annual IANR Individual Impact Report.

## **Specialist (Includes Professors)**

1. Exemplify positive and professional behavior and attitude towards colleagues, clients, and partner organizations.
2. Develop and deliver proactive, innovative, and engaging educational programs and products by employing teaching methods and strategies that achieve significant reach, engagement, and impact in your assigned region, as well as statewide and nationally when appropriate.
3. Statewide responsibility for developing proactive, innovative, and accessible educational programs of excellence.
4. Conduct needs assessments at the state level, identify priorities, develop various programs and products to engage diverse audiences, and measure and report on the impact.
5. Employ innovative strategies and technologies to design, develop, deliver, and evaluate important statewide programs that demonstrate exemplary Extension education and engagement.
6. Collaborate with Extension, IANR, and UNL personnel to develop educational programs and products.
7. Engage local, regional, and statewide partners to identify and address high-priority issues where Extension is particularly well positioned to contribute.
8. Contribute to collaborative team environments with IANR faculty, including Extension educators and staff, to promote, develop, and deliver Extension's educational programs and products that have a statewide impact.
9. Deliberately engage and work closely with one or more Extension educators to meet your Extension apportionment responsibilities.
10. Foster a culture of collaboration with statewide leaders that nurtures and strengthens positive relationships among the University, its partners, and the people we serve.
11. Establish and sustain a strong regional and statewide clientele base and programming portfolio that is documented and shared with colleagues.
12. Demonstrate strong contributions to multidisciplinary team environments alongside Extension professionals and other internal and external partners to convey and teach the latest research-based information and education.
13. Employ entrepreneurial practices to obtain funding and partnerships, enhancing Extension's program reach and impact.
14. Create ongoing programming revenue that supports the viability of individuals, teams, units, and the System.
15. Develop and provide professional development in priority program areas and topics relevant to Extension faculty and staff, enhancing and maintaining their professional, technical, and Extension pedagogy and andragogy expertise.
16. Lead and contribute value to high-performing Extension programming teams.
17. Engage in personal and professional development opportunities that enhance knowledge, skills, and competencies relevant to your role.

18. Conduct needs assessments, measure program impact, and report the results in your annual report, to key stakeholders, at professional meetings, and in professional and Extension publications.
  - a. Specialists will collaborate with Extension educators, advisory committees, and key stakeholders to identify needs and facilitate access to engagement opportunities through various platforms (e.g., focus groups, surveys, stakeholder meetings, etc.).
  - b. Join teams made up of educators, specialists, and other faculty, as well as industry and community leaders, that concentrate on current strengths and strategize for future needs in the program areas where you contribute.
19. Cultivate inclusive, equitable, and welcoming learning environments.
20. Create individual action plans and complete the corresponding Individual Action Plan Outcome Reports annually.
21. Complete an annual IANR Individual Impact Report.

### **Focus Team (Assistants/Associates, Educators and Specialists)**

1. Each Program Area is made up of one or more Focus Teams.
2. The number of Focus Teams is determined by the size and scope of the Program Area.
3. Focus dedicated effort, expertise, and resources on a priority area or issue vital to the people of Nebraska.
4. Work as professional colleagues in a multidisciplinary environment.
5. Create a detailed state action plan focused on their area of concentration.
6. Specialists, educators, and assistants should collaborate on at least one focus team and are encouraged to contribute to multiple teams, both within and outside their primary program area, as appropriate.

### **Focus Team Leader**

1. Offer comprehensive leadership for the Focus Team.
2. The goal is to have two Focus Team Leaders for each Focus Team, ideally one Educator and one Specialist.
3. Engage and communicate with other Focus Team Leaders to facilitate collaboration and cross-disciplinary awareness of the Team's direction and activities.
4. Responsible for program planning within each Focus Team, which includes needs assessment, plan development with outcomes and indicators, recommended deliverables, program delivery, tracking activities and success stories, and program evaluation.
5. Collaborate with the Program Area Leader(s) to annually develop or update the Focus Team's section of the Program Area's State Action Plan.
6. Employ entrepreneurial practices to obtain funding and partnerships, enhancing Extension's program reach and impact.
7. Contribute to the annual Program Area Impact report and the optional Focus Team Impact report for stakeholders.

## **Program Area (Assistants/Associates, Educators and Specialists)**

1. Establish an organizational structure for programming.
2. A Program Area may have multiple Program Area Leaders based on its size and complexity.
3. Multidisciplinary Program Areas (e.g., Reaching One Reaching All, Extension Disaster Education Network, etc.) may be created or discontinued as needed.
4. Program areas should be multidisciplinary, involving extension personnel across a wide range of subject areas.
  - a. Multiple focus teams may be present in program areas, which provide concentrated effort, expertise, and resources to address a priority issue important to the people of Nebraska.
  - b. Extension personnel are encouraged to collaborate across program areas as needed or desired to enhance the co-creation of a better tomorrow for Nebraskans.

## **Program Area Leader**

### **Program Planning**

1. Offers broad leadership and vision for the Program Area.
2. Create a proactive and strategic statewide staffing plan.
3. Coordinates program planning across the Program Area, including coaching, mentoring, monitoring, mapping, team building, collaboration, needs assessment, development of state action plans with outcomes and indicators, recommended deliverables, program delivery, activity tracking, success stories, and program evaluation.
4. Fosters a strong connection and collaboration among specialists, educators, and assistants.
5. Serves as a resource for extension assistants, educators, and specialists in program planning.
6. Coaches program Area members to contribute to outcomes, indicators, and deliverables.
7. Builds and nurtures a strong network of external stakeholders who provide input and collaborate on priority programming initiatives.
8. Develop the State Action Plan, including needs assessment, outcomes, and indicators, in collaboration with the focus team leaders and informed by key external stakeholder input.
9. Monitors program delivery and deployment, tracks activities, documents success stories, and evaluates the program.
10. Utilize entrepreneurial strategies to lead team revenue generation and partnerships that expand Extension's reach and impact.
11. Responsible for updating and uploading the Program Area State Action Plan(s) annually.
12. Accountable for completing the annual Program Area State Action Plan Outcomes report.
13. Collaborates with Focus Team leaders to develop an annual Program Area team report for stakeholders.

14. Collaborate with the appropriate Associate Dean to onboard and train Extension professionals on program area priorities, team building and collaboration, as well as coaching and mentoring Focus Team leaders.
15. Foster an inclusive culture that appreciates and recognizes contributions to teams, encourages collaboration and innovation, engages everyone's abilities to fully realize the potential of teams, and ensures each team member has a sense of belonging.

### **Coach and Performance Consultant**

1. Collaborates with Engagement Zone Coordinators (EJC) or Academic Unit Leader (AUL).
2. Contributes to coaching Extension Educators and Assistants/Associates in the role of a program performance consultant.
  - a. Assists the supervisor in coaching, guiding, and supporting employees' programming performance.
  - b. Develops metrics to evaluate success and inform the annual performance review process for Extension Educators and Specialists.
  - c. Provides guidance focused on program area disciplines for employees.
  - d. Informs and participates in check-ins, performance reviews, and recommendations for academic promotions based on employee contributions to programs, products, leadership, and teams.
3. Serves as the hiring official for Extension Educator searches, collaborating with the appropriate associate dean, associate dean/associate director, EICs, and AULs to:
  - a. Develop position descriptions for Extension educators.
  - b. Develop requests for mission-critical Extension Educator positions.
  - c. Complete request to search forms.
4. Contribute to position descriptions for Extension specialists.

## **Engagement Zone Coordinator (EJC)**

### **Program Planning**

1. Provide clear and consistent guidance on policies, procedures, and success expectations for Extension educators, instructors, and assistants/associates.
2. Promote effective communication among the Extension Educator Promotion Committees, Program Area Leaders, and Extension educators.
3. Awareness of programming, outcomes, and indicators across all Program Areas.
4. Coach Program Area members to contribute to outcomes and indicators through specific deliverables.
5. Observe faculty and staff deliver programming.
6. Offer support in extension pedagogy and andragogy to ensure successful programming efforts.
7. Foster entrepreneurial strategies to encourage revenue generation and partnerships that expand Extension's reach and impact.
8. Foster an inclusive culture that appreciates and recognizes all contributions to teams, encourages collaboration and innovation, engages everyone's abilities to fully realize the team's potential, and ensures that each member feels a sense of belonging.

### Evaluation and Coaching

1. Supervise Extension educators.
2. Evaluate the annual performance of Extension Educators, including their contributions to programs, products, and the organization.
3. Support the programming efforts in the Zone and ensure regional accountability coverage.
4. Chair the Search Advisory Committee for Extension Educator searches.
5. Collaborate with appropriate Associate Extension Deans, Associate Dean/Associate Director, and Program Area Leaders.
  - a. Contribute to mission-critical position requests.
  - b. Contribute to the Request to Search forms.
  - c. Contribute to an overall dynamic strategic staffing plan.
  - d. Collaborate with Program Area Leaders to develop metrics to evaluate success and inform the annual performance review process for Extension Educators.

### **Academic Unit Leader (AUL)**

1. Offer consistent and clear guidance on policies, procedures, and expectations for success among Extension assistants, instructors, educators, specialists, and professors in the Unit.
2. Ensure that the departmental Promotion and Tenure Committees have representation from Extension and that communication is strong among the Extension Promotion Committee, the academic unit leader, and Extension personnel within the Unit.
3. To help ensure the success of embedded extension personnel within the unit, provide mentoring and facilitate professional development opportunities (including sufficient resources).
4. Foster collaboration and team engagement within the unit for embedded Extension personnel, including participation in unit governance and interaction with students, staff, and faculty.
5. Utilize entrepreneurial strategies to obtain funding and partnerships that expand Extension's reach and impact.
6. Serve as the chair of the Search Advisory Committee for Extension Educator searches within your unit.
7. Develop relationships with off-campus Extension educators and ensure proper integration with the Extension Educator Department Affiliate program.
8. Engage in personal and professional development opportunities that enhance knowledge, skills, and competencies relevant to this role.
9. Foster an inclusive culture where every contribution to teams is valued and recognized, collaboration and innovation are encouraged, and everyone's abilities are engaged to fully realize the teams' potential, ensuring each team member feels a sense of belonging.



## **Associate Dean**

1. Collaborate with the Extension Dean and the Extension Executive Team (EET) to envision and create strategic initiatives that will guide and enhance Nebraska Extension's overall growth, development, and effectiveness.
2. Engage with the Institute of Agriculture and Natural Resources (IANR), AULs, Program Area Leaders, Hub Coordinators, EZCs, state and federal organizations, agencies, stakeholder groups, and private partners to stay informed about evolving critical issues and leverage Extension resources to meet Nebraskans' needs.
3. Identify and pursue opportunities for program integration and collaboration to tackle the critical, evolving, and complex challenges faced by Nebraskans.
4. Support the creation and implementation of proactive, innovative, and impactful Extension programs addressing critical issues for Nebraska.
5. Facilitate communication among Program Area Leaders.
6. Mentor and coach Program Area Leaders.
7. Engage with Program Area Leaders and Extension faculty to develop and plan the delivery of professional capacity-building opportunities that build knowledge, skills, and contemporary Extension andragogy and pedagogy and strengthen Extension professionals' overall effectiveness with clientele.
8. Participate in the development of position descriptions and search processes for educator and specialist positions to recruit, hire, and develop key talent that supports Extension's mission.
9. Represent Extension at university, state, North Central Regional, and national committees, and act as the Dean's main liaison while engaging in discussions on state, regional, and multistate initiatives.
10. Seek resources (financial and others) and coordinate these resources with colleagues to foster collaborative, integrated proposal development and engagement opportunities.
11. Employ entrepreneurial practices to obtain funding and partnerships, enhancing Extension's program reach and impact.
12. Support state and federal reporting requirements.
13. Engage in personal and professional development opportunities that enhance knowledge, skills, and competencies relevant to this role.
14. Foster an inclusive culture where all contributions to the team are valued and acknowledged, collaboration and innovation are encouraged, and everyone's abilities are engaged to fully realize the team's potential, ensuring that each member feels a sense of belonging.

## **Dean and Director**

1. As a member of the IANR Senior Leadership Team, I partner and collaborate with colleagues to ensure that IANR and the University of Nebraska-Lincoln coordinate and promote every aspect of our land-grant mission, which involves serving 531 rural and urban communities across 93 counties.
2. Provide leadership and oversight of all Extension programming and engagement efforts within IANR.

3. Enhance the diversity among Extension faculty, staff, and clientele to meet the needs of Nebraskans and promote an inclusive culture. Ensure that opportunities are available to all and that every effort is made to engage diverse audiences, especially those traditionally underrepresented and/or underserved.
4. Offer vision and dynamic leadership in the direction, administration, and management of Nebraska Extension to secure its standing as a leader among Extension systems nationally.
5. Build, develop, and nurture a strong leadership team and faculty focused on excellence in Extension and the delivery of high-impact programming across Nebraska and beyond.
6. Engage communities in learning, identifying local needs and opportunities, and solving problems.
7. Promote and cultivate multidisciplinary and multifunctional programs.
8. Mentor and coach the associate deans.
9. Represent extension among IANR, UNL, the University of Nebraska, the Nebraska Legislature, the Nebraska congressional delegation, and stakeholders, both present and future. Serve as the chief advocate for Nebraska Extension at regional, national, and international levels.
10. Seek resources, both financial and otherwise, to boost the growth, relevance, and excellence of Nebraska Extension.
11. Engage in personal and professional development opportunities that enhance knowledge, skills, and competencies relevant to this role.
12. Foster an inclusive culture where all contributions to the team are valued and acknowledged, collaboration and innovation are encouraged, and everyone's abilities are engaged to fully realize the team's potential, ensuring that each member feels a sense of belonging.

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