

2005 E-Book

Guidelines for Preparing Your

PROGRAM REVIEW

for Electronic Submission



DIVISION OF AGRICULTURE & NATURAL RESOURCES

University of California Cooperative Extension



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Compiled and edited by the UC Cooperative Extension Academic Assembly Council
Personnel Committee

Note: The E-book was developed prior to the completed on-line program review web set up. Additional changes may be made to the “sample electronic pages” after printing.

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About These Guidelines

The “2005 E-Submission Program Review Guidelines E-Book”, formerly known as the “Bluebook,” is designed for use in regional Program Review (PR) training workshops. It contains instructions and suggestions for compiling effective PR dossiers. 2005 marks the official year of online PR submissions. Candidates submitting a PR for merit, promotion or acceleration will receive an email notification regarding the Online Performance Review and a password to use with your email account. The Online Performance Review System is available 24/7 until the deadline at midnight. County and Regional Directors will access PRs online prior to their submission deadline to the Senior Administrative Council. Ad Hoc Committees will receive a password to review PRs and submit recommendations online. THERE WILL NOT BE HARD COPIES OF THE PROGRAM REVIEW DOSSIERS SUBMITTED FOR OFFICIAL REVIEW. The online submission process allows candidates to upload their documents and make corrections until the deadline. After the deadline, access will be denied to the candidate. The Program Reviews will be archived and available for candidates after the promotion period. Candidates are advised to maintain backups of all submission material.

All UCCE Academics and Academic Coordinators will use the online submission process. Academic Coordinators can find information specific to their position titles on the Division of Agriculture and Natural Resources (ANR) web site (below). Important information on University of California (UC) advancement policies and procedures is available in Section 315 of *UC Division of Agriculture and Natural Resources Administrative Handbook*. Candidates should familiarize themselves with this information before preparing their PR. The Administrative Handbook, this “E-Book,” and other supporting materials are also available on the ANR web site (<http://ucanr.org>). Select: “Personnel/Benefits” > “Academic Personnel” > “Policies and Procedures” and select from the menu. The candidate should also become familiar with the ANR organizational structure, particularly the make-up of the Senior Administrative Council (SAC). An ANR organizational chart is on the ANR web site in “Administration”.

Types of Program Review

In the Division of Agriculture and Natural Resources, Program Review (PR) dossiers are prepared by academic employees who are seeking one of five types of review: merit, promotion, acceleration, mid-rank, and term reviews.

- A **merit** PR dossier is prepared by candidates who are eligible for merit salary increases (i.e., step increases within rank). This review covers the time period since the last salary action (merit, promotion, or acceleration). It assesses the candidate's activities and provides managers at the county, regional, and program levels with an update on accomplishments and where the program is heading. The merit PR dossier may be shorter than dossiers prepared for promotion or mid-rank reviews because it normally covers a shorter length of time (2 years for Assistant or Associate steps, 3 years for Full Title steps). Dossiers for Assistant, Associate, and Full Title I-V merit actions do not include sample publications or letters of evaluation, whereas these are required for Full Title VII-IX merits.
- A **promotion** PR dossier is prepared by candidates being considered for advancement to Associate or Full Title or to Step VI of Full Title rank. Candidates seeking a promotion to Associate Title must have a PR that covers their entire career. Letters of evaluation are required. Candidates seeking a promotion to Full Title must cover the time since the promotion to Associate level in their PR. The PR for promotion to Full Title VI must cover the entire career **only** in the *Self-Statement*. The period since promotion to Full Title is covered in the four academic criteria and *Affirmative Action* sections. **For all ranks, the Extension Activities table described in the *Appendices* covers the time period since the last salary action (see p. 20).**
- An **acceleration** PR dossier is prepared by candidates seeking an advancement that occurs early; that is, before review for that advancement would normally have taken place. It may be a merit or promotion. The time period covered by the acceleration PR depends on the salary action being sought: merit reviews cover the period since the last

salary action; promotion reviews cover the period since the last promotion. In either case, the *Acceleration Statement* covers only the period since the last salary action.

- A **mid-rank** PR dossier is prepared by candidates seeking advancement to Steps III or IV of Full Title rank. There is a very long time period without peer review in Steps I through IV, so an optional ad hoc peer review can be requested about half way through at “mid-rank”. Either the candidate or a supervisor (CD or RD) can request a mid-rank peer review. If an ad hoc peer review is not requested, then the mid-rank is handled the same as any other merit. Regardless of which option is chosen, the PR covers only the period since the last salary action.
- A **term review PR** dossier is required for definite appointment academics for the three biennial review cycles. The term review is completed to show that the candidate is performing at a level appropriate to rank and step and shows promise for a productive career in Cooperative Extension. The first review cycle may be a merit or promotion, and a committee will only be appointed in the case of promotion. Ad hoc committees are appointed for the second and third cycles regardless of whether it is a merit, promotion, or an acceleration request. Following the first review, academics are eligible to apply for accelerations. PRs for individuals up for second and/or third term reviews will consist of a single PR covering only the present review period. If either of these term reviews is concurrent with a promotion action, the promotion dossier covers the entire period in present rank so no other dossier will be needed.

Performance Expectations for Academic Advisor Ranks

The Program Review dossier should provide evidence of the activities, accomplishments, impacts, and professional stature commensurate with a specific academic rank. Performance expectations for the Assistant, Associate, and Full Title ranks are summarized below.

Assistant rank is an entry level for academic staff. For advancement within this rank, staff must demonstrate the ability to assess needs, set priorities, and plan, organize, implement, or evaluate extension programs. Skills in the area of *Applied Research and Creative Activity*

should also be demonstrated. Staff must possess good communication skills and show an ability to interact well with colleagues and clientele. Entry-level staff must be receptive to innovative ideas and methodologies in order to build a productive career in Cooperative Extension. Efforts that reflect dedication to continual professional improvement and a positive commitment to affirmative action must be clearly demonstrated. At the Assistant level, all four academic criteria for advancement need not be equally developed; emphasis will be on the areas of *Extension, Research and Creative Activity*.

Associate rank is reserved for staff who demonstrate significant potential for a productive career within Cooperative Extension. They must demonstrate an ability to set program priorities, make long-range program planning decisions, and interact well with colleagues and clientele. They must demonstrate initiative and leadership in program development and delivery. The program must be clearly moving toward balance among the four academic criteria for advancement and show evidence of affirmative action commitment and efforts. The dossier for promotion to Associate must cover the advisor's entire career.

Full Title rank is reserved for academic staff that are successfully contributing to their discipline, and whose program shows evidence of growth, depth, increasing clientele or colleague respect, professional improvement, and affirmative action efforts or accomplishments. Candidates considered for promotion from the Associate to Full Title rank must have developed an excellent program, incorporating the four advancement criteria and affirmative action. Program accomplishments must show excellence in developing and conducting extension educational programs. This should include authorship of peer-reviewed publications and county or statewide publications that are designed for clientele use. Candidates for advancement to Full Title rank are expected to have demonstrated long-range planning leadership within their program area. At least three years of service in the preceding step are expected before advancement to Full Title, Step VI, unless an acceleration is being requested. Advancement to FT Step VI will be granted only if evidence documents a balanced and outstanding program, showing significant and continuous growth in the four academic criteria for advancement: *Extension, Research and Creative Activity, Professional Competence, and University and Public Service*. There must also be evidence that the candidate's influence and recognition within their discipline have grown. Efforts that reflect a positive commitment to affirmative action must be

demonstrated. The dossier for promotion to the Full Title rank must cover the entire period since promotion to the Associate level.

Full Title, Steps VII, VIII, and IX are reserved for persons who have made exceptional contributions to a major program or administrative area, resulting in significant benefits to the people of California and contributing favorably to the prestige of the University of California and Cooperative Extension. Advancement into these steps usually will not occur without at least three years of service in the previous step. Candidates must provide evidence of continuing superior performance and professional stature in their field. They must also demonstrate peer leadership, originality, and ability to work effectively with others. Individuals should show strong evidence of a well-balanced program with outstanding performance in all four of the academic criteria for advancement. Efforts that reflect a positive commitment to affirmative action must also be demonstrated. Strong evidence must be provided to show a wide scope of recognition from peers and clients and a highly meritorious record of public and university service. Advancement to Step IX is reserved for persons of the highest distinction whose work has been nationally recognized and acclaimed. The dossier covers the period since the last salary action.

Ad hoc Committees

Ad hoc committees are recommended by the Academic Assembly Council's Personnel Committee for approval and appointment by the Associate Vice President. They are assigned to evaluate Program Review dossiers involving promotions, accelerations, appeals, mid-rank reviews, (if appropriate) and second and third cycle term reviews. The names of ad hoc committee members and all of their activities are confidential. The committees are comprised of three ANR academics that are generally at or above the rank being sought by the candidate and include at least one member with related subject matter expertise. If the candidate has administrative duties, at least one committee member will be sought with similar responsibilities. In the event there are no division members at or above the rank being sought by the candidate with appropriate subject matter expertise, a fourth committee member having such qualifications can be included.

Ad hoc committees evaluate from one to three candidates. They are disbanded when their task is completed. A candidate may contact the chair of the AAC Personnel Committee or the Coordinator-Academic Personnel, ANR-Oakland, to submit name(s) of division members that they prefer not review their program dossier.

Tips for Collecting and Collating Information for Your Program Review Dossier

New academics should compile pertinent information in preparation to write their first Program Review (PR) dossier. An academic's county director and colleagues may offer guidance to develop an organized system of tracking activities. This may include:

- 1) a daily calendar for appointments, work on projects, committee service, extension activities, trainings, etc. (also record number of attendees and gender/ethnicity to use in CASA reporting). This will make the job of organizing the dossier much easier;
- 2) an electronic folder for the current review period with subfolders for each academic criteria for advancement make it quick and easy to insert information. For example, when returning to the office after giving a presentation at an educational meeting, file the meeting agenda (where you are listed as a speaker) in the section labeled "*Extension*";
- 3) an electronic folder for publications, abstracts, and other items;
- 4) a properly formatted *Bibliography* appropriate to your discipline so new additions may be added easily;
- 5) setting up the format for *Appendices*, i.e. *Extension Activities* and *Grant Support* (optional) so additions can be made periodically.

Obtain assistance and guidance from your county director and senior advisors in your office or discipline. It is very helpful to read a well-written PR of a colleague or mentor. Ask a colleague to review your initial drafts.

Attending the regional PR training is highly recommended. The information shared at these trainings can provide valuable ideas on criteria, format, and style.

Utilize the web site (see page 1) to view samples of all the sections in the PR, as well as to find other useful information.

Most of all do not be afraid to ask questions of your colleagues, county or regional director. While they cannot divulge confidential information about specific individuals, they can offer valuable “tips of the trade”. Write the PR for the intended audience: County Director, Regional Directors, Ad Hoc Peer Review Committee, Program Leaders, and the ANR Senior Administrative Council.

Tips for Writing and submitting an Effective Program Review Dossier

The most important advice is to BEGIN EARLY! E-submission is new for 2005-2006, so it is critical you become familiar with the new system early to avoid last-minute problems that may jeopardize timely upload of all required documents. Review the E-submission website and begin to insert drafts of your PR sections. The website has a program that will convert your files into PDF.

The challenge in writing a Program Review (PR) dossier is to develop a concise, readable, and comprehensive document that explains your program to supervisors and ad hoc committee members. These people may not know your clientele, your resources, your situation, or your accomplishments like you do, and some may work outside your discipline. The PR must help them understand the challenges you face, why you engage in the work you do, your accomplishments, and the impact you've made.

Prepare your PR dossier using Times New Roman Font, size 11 or 12, with single spaced text and 1-inch margins at the top, bottom, and sides of each page. Carefully follow these and other style and formatting specifications described in these guidelines for preparing your PR dossier. Use the most current edition of the American Psychological Association (APA) Publication Manual (5th Edition) or other current writing style handbook as a guide for all grammatical, punctuation, and bibliographic citations (see useful Websites). Your supervisor(s) and peers will be expecting a dossier that is organized and formatted according

to these instructions and will be better able to evaluate your accomplishments if you follow them carefully.

Your PR dossier should cover all aspects of your program so reviewers can accurately evaluate the full range of your efforts. If your program has emphasized one of the academic criteria for advancement, explain why this occurred.

Where possible, avoid acronyms. Colleagues from other parts of the state, or those who are unfamiliar with specific elements of your program may not recognize acronyms that are familiar to you. However, if acronyms are used, consider explaining them in an alphabetically sorted *Appendix*.

Use the first person and active voice wherever possible in describing your activities and accomplishments. Use of the word “I” is not only acceptable; it is preferable as it identifies what you contributed. For example, state “I presented” rather than “Information was presented”. Make every word work. Replace long words with short ones and technical terms with non-technical terms. Keep sentences and paragraphs short and to the point. Proofread carefully to minimize typographical errors and consider asking a colleague to review your dossier prior to submission.

Elements of the Program Review Dossier

Acceleration Statement

If you are requesting an accelerated salary action, you must notify your County Director ASAP. Your Program Review (PR) dossier must include a statement describing outstanding accomplishments **since your last salary action**. There is no page limit for the *Acceleration Statement*.

An acceleration represents a significant salary action and is intended to recognize exemplary efforts beyond what is normally considered appropriate for merit or promotion.

Productivity and progress in *all four* of the criteria for advancement should be greater than would normally be expected for the individual's rank and step, and there should be evidence of exceptional achievement in at least one of the academic criteria. The

Acceleration Statement should not just repeat the description of activities and accomplishments contained in other sections of the dossier, but should feature those events that you believe warrant special attention. Focus should be on activities that have had, or will potentially have, a significant impact on your program or clientele, such as measurable changes in behavior or attitude, or original research discoveries.

Position Description

The Position Description (PD) provides the basis for evaluating your PR. Include copies of **all** PDs that apply to the period of review, and indicate the time period during which each was in effect. Each description must include the position title, nature and purpose of the position, major duties and responsibilities, internal and external relationships, and qualifications. Each PD must be signed and dated by you and your supervisors. If you hold a cross-county assignment, all the County Directors must sign the Position Description. Use an addendum to reflect special short-term assignments that do not warrant a revised PD, such as serving as Acting County Director or temporary cross-county assignment.

Self-Statement

This section replaces the Narrative Summary that was previously required in PR dossiers. The other sections of the PR contain lists and short descriptions, so this section is your opportunity to provide readers with the big picture of your program. Your *Self-Statement* should highlight career phases, changes in job assignment, significant accomplishments, and external factors that have influenced the balance of your program. It should include brief descriptions of your program's overall goals or issues it addresses, clientele or audiences it serves, and the methods used to determine clientele needs. It should also summarize the major results and impacts of your program.

It is essential that your readers understand how your activities and accomplishments are related to your program's mission and objectives. Your *Self-Statement* must clearly tie together the program efforts that you list or describe elsewhere in the PR dossier, especially those in the *Extension, Research, and Creative Activity* section (p.11).

It is recommended that you divide your *Self-Statement* into sections corresponding to the same broad groups of activities and projects used in the *Extension, Research, and Creative Activity* section. Examples may be found on the web site. Provide a brief description of each broad category and summarize overall results or impacts. Placing this in your *Self-Statement* is preferred, but if the page limitations of this section are restrictive, you may instead place them in the *Extension, Research, and Creative Activity* section as explained on page 11 and refer the reader accordingly.

Although a narrative format is fine, some formatting, such as the use of subheadings or bullets, may be appropriate and often makes it easier for readers to grasp your message. Your *Self-Statement* must be limited to one page for each year of the period under review, up to a maximum of eight pages. For example, the *Self Statement* for a PR dossier in the Assistant or Associate rank must be limited to three pages. For Full Title VI candidates, the *Self-Statement* summarizes significant accomplishments made over the course of the entire UC Cooperative Extension career (adhering to the maximum length of 8 pages).

Academic Criteria for Advancement:

Extension, Research and Creative Activity

Extending knowledge and information and research/creative activity should be combined into a single section in your Program Review dossier entitled *Extension, Research, and Creative Activity*.

Divide this section into subsections based on divisions that occur naturally in your program, such as major goals or issues, commodities, disciplinary areas, or projects. Each subsection should be further divided into descriptions of individual projects or areas of activity.

Candidates with major administrative responsibilities not directly related to a specific program area should also utilize this section to describe those activities (see Administration, p. 16).

There is no limit on the number of individual project reports you may submit, but **each project description must be limited to one page**. Be sure to start each project description on a separate page. Careful organization and presentation of this section is important. An outline of projects organized according to your presentation in the *Self-Statement* will help readers see the course and logic of your program. The outline should be placed at the beginning of this section. In addition, a short description of each broad category (not to exceed ½ page in length) with overall results and impacts may precede project reports presented within that category. This addition may be particularly helpful to include information that could not fit within the page limitations of the *Self-Statement* (see web site for examples).

Use the following subheadings and format in writing your project reports:

Project title and duration. Include dates and duration of research, extension and creative activity (including administrative) projects.

Collaborators. Give names and affiliations of colleagues who worked with you on the project, and identify the Principal Investigator. Internal and external collaborators should be included.

Grant support. Give sources and amounts of any applicable grant funds received in support of the activity. Alternatively (for example, for projects or activities supported by multiple sources), you may elect to give only the number of sources and total funds received and cross reference to entries in the optional list of grant support in the appendix (see *Appendices*).

Background, rationale, and objectives. It is important to show evidence of thoughtful program planning by explaining the rationale for your work. This section should include information such as why you decided to focus on a particular effort, how you identified the need for it, why it was important for your clientele, how it fit with the overall goals of your program, your intended outcomes, and audience(s) served.

Research methods or creative activity. (Omit this section for projects or activities lacking a research or distinctly creative component). For research, give a brief description of experimental design or method used, not protocol details. Include scope

and size of project (e.g., number of sites, cooperators and/or collaborators) and project duration. For either, briefly describe any innovative approaches to problem solving, creative use of resources or collaborations, and imaginative adaptation of new methods.

Extension methods. (For projects or activities that lack an extension component, omit this section.) Briefly describe educational activities that were part of the project. For example, how many presentations did you make? How many classes did you give? How did you use educational flyers or newsletters in your efforts? Did you bring people or groups together to work on a common goal? Cross-reference these descriptions to entries in your list of extension activities in the appendix where applicable (see below). Extension efforts (e.g., invited presentations) not linked to a specific project or activity should be included in the list of extension activities appendix.

My role. Identify the role you played in research and extension activities. Your contributions as a team member, where applicable, should also be noted. Briefly describe your role in obtaining grant support for team projects.

Results. Summarize what you accomplished and produced in connection with this project. For example, how many people participated in educational activities connected with the project? Briefly explain the overall results of research trials or results of other creative activities that were part of the project. How many people/agencies participated? Did participants gain new knowledge? Were the results of your work disseminated? Cross-reference publications or other products, where applicable to entries in your *Bibliography*. Describe how and when you anticipate completing work that is currently in progress.

Impacts. Explain briefly not just if, but **how** your efforts benefited your clientele and others. Who will apply the new knowledge and recommended practices or be affected by them? What social or economic benefits were derived? How did clientele attitudes or practices change? How did your efforts enable the public or clientele groups to make more informed decisions? How was your work adapted or extended by others to benefit people beyond your clientele? What impact did publications or other extension products

you produced have on the public or your clientele? What are the affirmative action implications of your work?

For projects that are in progress or long-term in nature, what difference **do you expect** to make on your clientele? For example, “We expect that growers will use our information to comply with state standards”.

Academic Criteria for Advancement:

Professional Competence

This section of the Program Review (PR) dossier should be divided into two subsections: *Professional Development and Training* and *Evidence of Professional Competence*. A table format is recommended for this section. No page limitation has been set. Examples for both sections are on the web site.

Professional Development and Training

List activities undertaken to increase your professional competence, including workgroup and non-workgroup trainings, membership in professional societies, and attendance at conferences, symposia and workshops. Where applicable, give the date and/or duration of the activity or training. Include any special leaves you have taken, for instance, a sabbatical or study leave. In the *Appendices*, include a copy of your sabbatical leave plan and report if it occurred during the review period.

Evidence of Professional Competence

List activities that reflect your professional standing, including professional society presentations, books or journals edited, articles reviewed or refereed, professional offices held, professional recognition and awards, and sessions chaired at professional society meetings.

Academic Criteria for Advancement:

University and Public Service

This section of the Program Review (PR) dossier should be in table format and divided into two subsections: *University Service* and *Public Service*. No page limitation has been set. Examples for both sections are on the web site.

University Service

List activities that show your leadership and contributions within the University. This includes memberships and contributions to committees, workgroups, and task forces, and should include whether the effort involved a specific program or department, or

served the entire University. Also indicate whether the activity addressed issues of county, regional, state, national or international significance.

Public Service

List activities and events in which you used your professional expertise to benefit groups or efforts outside the University. Divide these activities by community, county, regional, state, national or international levels. Include evidence of the recognition you received for public service and professional contributions to communities, industry, government, and other organizations. Items listed here should relate to your field of expertise or your Cooperative Extension assignment.

Affirmative Action

Affirmative Action (AA) activity should be described, where relevant, in your *Self-Statement* and sections of the PR dossier dealing with each of the four academic criteria for advancement. In the AA section, you should highlight your efforts and accomplishments during the review period. The length of this section must be limited to two pages.

Include a short narrative description of the audiences you intended to reach and the methods used to reach underrepresented audiences. Be specific about what you did to encourage participation by members of those audiences. Describe efforts you made with, or through, other organizations. Also discuss research you conducted with underrepresented audiences.

It is expected that all candidates will have completed the CASA process for each year covered in the dossier. Failure to fulfill annual CASA reporting requirements may result in a negative recommendation from both the County Director and Regional Director.

Administration

This section is intended for academics with significant administrative responsibilities. Appropriate efforts and achievements in all four academic criteria sections should be reported. It is important to clearly list relevant activities under a heading such as “County administration” or “FSNEP administration” so that the reader understands that the activity was directly related to that aspect of your Position Description (PD). Examples of administrative PR sections are on the web site.

Effective leadership by those with administrative duties shall be considered as appropriate criteria in evaluation for promotion, merit, or acceleration. Documenting administrative ability and performance can be addressed using the criteria listed below. A PD that indicates the percentage of time allocated to administration must be included. In addition, an organizational chart that allows the reader to understand the nature and extent of the administrator’s responsibilities is recommended.

Self-Statement. Include a clearly delineated section for administration, which is then expanded upon in the *Extension, Research, and Creative Activity* section. While there are no set criteria, the following categories and related examples may be considered:

- Facility acquisition or enhancement
- Resource development (county budget, other UC funding, extramural funding, support groups, etc.)
- Relationships and visibility (county government, public relations, enhanced communication)
- Staff development and support (mentoring, evaluation, training, morale)
- Expansion, oversight, and program development (position creation and recruitment, new program areas, volunteer program management, program evaluation, compensating for staff vacancies)
- Overarching administrative responsibilities (office structure and systems, staff supervision, policy and procedures).

Professional Competence. Show evidence of leadership in professional societies and groups, local boards, and advisory groups related to administration. Include evidence of staff involvement in professional development (in-service training, sabbatical, study leave). Also include recognition by colleagues/clientele for administrative leadership provided.

University and Public Service. Include evidence of activity on regional and/or University committees and workgroups, as well as contributions to county, community, regional, and statewide activities.

Affirmative Action. Describe efforts in reaching underrepresented clientele; include evidence of outreach programs and staff training provided. Include efforts to initiate innovative programs that effectively impact under-served and minority populations. Describe staff efforts regarding parity and equity compliance. Include evidence of appraisal of affirmative action activities in evaluating staff performance.

Bibliography

The *Bibliography* must cover your entire career. Clearly highlight publications produced during the current review period using shading or borders. It would also be helpful to star (*), and/or **bold** publications that played a prominent role in an acceleration request. List entries in chronological order (i.e., with your most recent work last). For multi-authored publications produced during the current review period, bibliographic citations **must be annotated with a sentence explaining your role in the publication and/or activities that led to it**. Just stating you were a co-author is insufficient.

Group the bibliographic citations and categorize within each section according to whether the publications were peer-reviewed or non-peer-reviewed, and number them within these groups. A peer review involves a review of your work and refereed editorial process (with possibility of rejection) leading to publication. **Important note: Any ANR numbered publication is peer-reviewed.**

Use a single format for bibliographic citations that is considered standard for your discipline. Be sure that date of publication and page numbers are included for each entry.

Examples of bibliographic citations are on the web site or follow the APA Publication Manual.

Publications listed as "In press" must have been accepted for publication. Citations for these publications must include the journal or publisher and date of acceptance. A letter of acceptance must be included in the *Appendices* for these publications.

If a publication is listed among current works as "In press" for a merit salary action, it should not be listed again among current works in a subsequent merit PR dossier after it is published. Of course, it is appropriate to list the publication among current review period works in your next promotion PR dossier.

It is appropriate to also cite non-printed works in the *Bibliography*. These might include items such as slide or digital media, video or audiotapes, computer software, or web site design. In addition to the information normally cited in a bibliographic reference, the citation for web site design or work published on a web site should include the name of the web site, its Universal Resource Locator (URL), and the date your material was last revised.

Newsletters may be cited in the *Bibliography* under the appropriate category (usually non-peer-reviewed). Regular newsletters with multiple editions should be cited only once, and their citations should include volume and issue numbers. Original articles in specific issues can be separately cited. Newsletter articles on which you were a co-author can be cited with an annotation describing your contribution. When the same article is published in multiple locations, include all references to publications by volume and issue in a single citation (see examples on the web site).

Publication Examples

Candidates for promotion, accelerated merit or promotion, and FT VII-IX merits **must** include three sample publications. These publications may be articles, books, monographs, slide sets, digital media, videos, manuals, reports, information sheets, or others. Choose three items of which you are most proud and that best represent your program and abilities. A brief description of each item should precede the three items.

Scanning or changing the format to upload publications is the responsibility of the candidate. General instructions are on the e-submission website or internet.

Letters of Evaluation

Letters of evaluation are only required for promotions and Full Title VII-IX merits. These letters are confidential, so you will not see them. County Directors can request an electronic document or the letters of evaluation will be scanned and uploaded by the County Director.

All letters of evaluation received by the county or regional director will be included. Submit online the names of three to five individuals from **outside of your office** who may be willing to write letters of evaluation and who can truly evaluate your program. For Full Title VI you may request additional letters. You are encouraged to include letters from non-UCCE peers who are familiar with an important aspect of your program. These could include letters from external clientele, agency personnel, or advisors, specialists, and faculty from other states. It is helpful if those who are solicited for letters understand the evaluation criteria. You can also provide to your supervisor the names of individuals whom you do **not** want to be solicited for evaluation letters. Include reasons for your concerns as to why these individuals may not be able to be objective in their evaluation of you.

Your supervisor will solicit the letters, stating your current rank and step, and the rank and step you are being considered for, from a reasonable number of the individuals you recommend. In addition, your supervisor may choose to solicit letters from others who are not on your list but are knowledgeable of your program. All letters solicited will be included.

Appendices

In general, it is recommended that you include in the *Appendices* only those materials listed below. This section, except for Grant Support, is required.

Extension Activities

Using a table format, in chronological order, list extension activities conducted since the last salary action. For each activity, list the meeting date, name, topic, location, and number of attendees. If you hold large numbers of meetings of similar purpose in which your role remains constant (e.g., you are teaching the same content, facilitating the same agenda, etc.), you may consolidate them using a collective time frame, title, description, role, general location (usually your county), and an estimated average attendance. Divide the list of activities using the following subheadings:

Meetings organized; also list your role in organizing the meeting

Educational presentations at meetings (including oral presentations and posters)

Other (including news media interviews)

Only list extension activities directly related to your program assignment. Do not include consultations such as farm calls or meetings with individuals. List educational or outreach activities for non-clientele groups such as students, foreign visitors and scientific colleagues in the *Professional Competence* or *University and Public Service* sections as appropriate.

Grant and Program Support

This section is recommended but optional. It would be helpful to those reading your Program Review dossier if you include a table listing project title, PI status, role, sources, amounts and duration of grant support (monetary, service value, or in-kind) associated with your extension and research activities. This table may be a summary or compilation of information also provided under the grant support subheading of

activities described in the *Extension, Research and Creative Activity* section, or a means of providing individual sources for projects or activities supported by multiple funding agencies.

Letters of Publication Acceptance

These are required for publications in the current review period and listed as “In press” in the bibliography. Do not list publications that have been submitted but not yet accepted. If not in electronic format, scan and upload into the appropriate section.

Sabbatical Leave Plan and Report

Plans and reports on sabbatical leaves that have been completed during the review period must be included in the appendix.

ACADEMIC COORDINATOR/ACADEMIC ADMINISTRATOR

The Academic Coordinator and Academic Administrator series are used for academic appointees whose main roles are to administer academically based public service programs. The primary duties of the positions in these series are in administration rather than in teaching or in research. (See APM-370 and APM-375 for additional information on these series)

A candidate seeking advancement in the Academic Coordinator and Academic Administrator series shall be judged by the following criteria:

- ◆ Administrative performance.
- ◆ Professional competence and activity.
- ◆ University and public service.

Documented program and/or administrative accomplishments and commitment to outreach/diversity shall be taken into account in judging a candidate's performance in each of the criteria.

In evaluating a candidate's qualifications within the criteria, reasonable flexibility should be used to balance heavier commitments and responsibilities in one criterion against lighter commitments and responsibilities in another.

Appendix

Instructions for Uploading Your Program Review
Checklist for the Completed Program Review Dossier
Sample Electronic Title Page
Reference Table of Standard Reporting Periods
Salary Scale for Advisors
Timeline for Merit Reviews
Timeline for Promotions/Accelerations/Term Reviews
Useful Web sites

Instructions for Uploading Your Program Review

You will have the option to upload a single file that contains all of the PR sections, or you can upload it section by section.

Uploading a Single File

If your entire dossier is in one document, you can upload it as a single file. Do this from the main menu.

- In the grey box on the main page, click on the 'Browse' button
- Find the file on your computer. Your file must be one of the following types:
 - ◆ .pdf Portable Document Format (Acrobat)
 - ◆ .doc Microsoft Word
 - ◆ .wpd Word Perfect
 - ◆ .rtf Rich Text Format
 - ◆ .jpg JPEG Graphic
- When you have found and selected the file, click on 'Save Information'. Depending upon the file size, and your connection speed, it may take a few minutes to save the file.
- Once the file is uploaded, the next screen in your computer will show the status as 'uploaded'.
- When all of your files are uploaded and you are ready to submit your dossier, click on 'Send your Dossier'. Depending upon the file size, and your connection speed, it may take a few minutes to send the file.

Uploading Individual Files

Most sections are required- they will be identified as 'required' in red. Your dossier is not complete unless all required files have been uploaded.

To upload one of the files-

- Click on the section name from the main page, ex. Self Statement
- Click on the 'Browse' button next
- Find the file on your computer. Your file must be one of the following types:
 - .pdf Portable Document Format (Acrobat)

- .doc Microsoft Word
 - .wpd Word Perfect
 - .rtf Rich Text Format
 - .jpg JPEG Graphic
- When you have found and selected the file, click on 'Save Information'. Depending upon the file size, and your connection speed, it may take a few minutes to save the file.
 - Once the file is uploaded, the next screen in your computer will show the status as “uploaded”.
 - If you want to make a change to your document or submit an updated version, you may do so until the submission deadline (see instructions to Review/Change file).
 - When you are ready to submit your dossier, click on ‘Send your Dossier’. Depending upon the file size, and your connection speed, it may take a few minutes to send the file.

Review/Change file

You can review, or change the files you have in the system at any time prior to the system being closed (01-Feb-06).

To *review* a file-

- Click on the file name from the main menu
- Under the blue header, will be a grey section. That section will have a link to review your current document.

To *change* the file you have in the system, follow the same steps used when first adding a document. Click the 'browse' button and upload the file.

Documents Allowing Multiple Entries

Some documents will allow multiple files to be uploaded. You may have different versions of the file that you need to include. These are listed on the main page under the grey bar.

To upload a NEW version of a file-

- Click on the section name from the main page

- Provide a 'Version Name' for the file ex. 'Position Description 1998-2001'. Each version of the file will have its own name.
- Click on the 'Browse' button next
- Find the file on your computer. Your file must be one of the following types:
 - .pdf Portable Document Format (Acrobat)
 - .doc Microsoft Word
 - .wpd Word Perfect
 - .rtf Rich Text Format
 - .jpg JPEG Graphic
- When you have found and selected the file, click on 'Save Information'. Depending upon the file size, and your connection speed, it may take a few minutes to save the file.

To edit a file that allows multiple versions, or to review the file, you will need to click on the version name. Follow change/review instructions for single files.

Deleting Files

If you need to delete any files-

- Click on the file name from the main menu.
- Scroll to the bottom of the page, and click on 'Delete This File' link.
- Verify deletion.

Checklist for the Completed Program Review Dossier

Sequence of Organization

- _____ a. Cover Page (insure rank and step are listed correctly)
- _____ b. Acceleration Statement (acceleration candidates only)
- _____ c. Position Description(s) (signed, dated, scanned and uploaded)
- _____ d. Self-Statement
- _____ e. Academic Criteria for Advancement
 - _____ Extension, Research and Creative Activity
 - _____ Professional Competence
 - _____ University and Public Service
- _____ f. Affirmative Action
- _____ g. Bibliography
- _____ h. Publication Examples (scanned and uploaded) } *All promotions, accelerations and merits from FT VI-IX*
- _____ i. Letters of Evaluation (added by supervisor) } *All promotions and merits from FT VI-IX*
- _____ j. Appendices
 - _____ Extension Activities
 - _____ Grant support (optional)
 - _____ Letters of Publication Acceptance (scanned and uploaded)
 - _____ Sabbatical or Study Leave Plan and Report (scanned and uploaded)

Throughout these instructions reference has been made to scan a document, obviously if you have an electronic version of the file ex. Sabbatical Leave Plan, then upload that document.

Sample Electronic Title Page



Edit Review Information

Make sure that every field has information

Review Type	Merit
Date Due	01-Feb-06
First Name	<input type="text"/>
Last Name	<input type="text"/>
Unit	Tuolumne County <input type="button" value="v"/>
Program Area Required!	Select Program Area **Required** <input type="button" value="v"/>
Title	<input type="text"/>
E-Mail	<input type="text"/>
Phone	<input type="text"/>
Password	<input type="text"/>

Single or Multiple Files

You can decide to send your dossier as a single file, or multiple files. Please make the determination here.

Single/Multi	<input checked="" type="radio"/> Multiple Files	<input type="radio"/> Single File
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Current Rank and Step	<input type="text"/>
Years in current rank	<input type="text"/>
Years in current step	<input type="text"/>
Proposed Rank and Step	<input type="text"/>
Effective date of salary action	July 1, 2006
Period of review	January 2004-December 2005

Reference Table of Standard Reporting Periods: (*All reporting is on a calendar year basis – January to December*)

Term review (Definite Appointment years)	2 years
Merit at Assistant and Associate I-III Rank levels	2 years
Merit at Associate IV-V and Full Title Levels (I -V,VI - IX)	3 years
Accelerated Merit	Since end of evaluation period resulting in the last salary action
Promotion to Associate Rank	Entire career
Promotion to Full Title Rank	Since promotion to Associate rank
Promotion to Full Title VI	Entire career for <i>Self-statement</i> Since promotion to Full Title for the four Academic criteria and Affirmative Action
<i>Acceleration Statement</i>	Since end of evaluation period resulting in the last salary action
<i>Bibliography</i>	Chronological for entire career, with period since end of evaluation period resulting in the last salary action highlighted
<i>Extension Activities Appendix</i>	Since end of evaluation period resulting in the last salary action

Timeline For Merit Reviews (including Merits to FT VII-IX)

(Note: These are guidelines only; dates vary for each fiscal year cycle)

July	<p>Lists of employees eligible for merit advancements mailed by Academic Personnel Office to:</p> <ul style="list-style-type: none">• Regional Directors (RD)/SSP Directors for advisor candidates• Supervisors for specialist/advisor candidates without department affiliations <p>RD, Supervisors, and CD notify employees of their eligibility and review the merit process with them, including dates for employee input.</p> <p>Each person eligible for merit advancement is asked to:</p> <ul style="list-style-type: none">• Prepare Program Review Dossier (PR) following the PR format.• For those advancing to FT VII-IX suggest names of persons to be solicited for letters. <p>(Eligible employees who waive their right to go forward must notify the RD or Unit Head in writing. NOTE: Employees can only choose to defer for two consecutive years, on the third year of eligibility they must go forward.)</p>
Mid-September	<p>Deadline for RD and Supervisors to notify Academic Personnel Office of names of eligible employees 1) planning to seek merit increases, 2) declining the opportunity, and 3) planning to seek term review.</p>
Early November	<p>On-line Performance Review website instructions are e-mailed to the candidate and the website is available for use by candidate, CD, Supervisor and RD.</p>
Early December	<p>Any requests for regional mentoring reviews must be forwarded to the RD. Requests can be initiated by the candidate, CD or RD.</p>
Early February	<p>Completed merit e-submission must be sent by candidate by clicking ‘Send Dossier’ on the web. At the Regional Office, CAO review for accuracy, rank, etc.</p>
March	<p>CD/SP Directors/Supervisors complete merit evaluations and recommendations on-line so that they can be available to appropriate RD.</p>
End of March	<p>RD and Unit Heads add their written comments or endorsements on-line. Note: RD must include documentation for any candidates receiving a negative recommendation and for advancement to Full Title rank, Steps VII-IX.</p>

Early May	Senior Administrative Council reviews all cases and makes final recommendations to the Associate Vice President.
Mid-May	Associate Vice President discusses unresolved cases with the Personnel Committee.
June 10	Final decisions made by the Associate Vice President.
by July 1	RD, SSP Directors and Supervisors receive final decisions from Academic Personnel Office. Academic Personnel Office prepares letters for employee notification.

Important Note: Administrators at any level have the option to appoint an ad hoc committee to review eligible candidates. The Personnel Committee is available to recommend ad hoc committee membership.

Timeline For Promotion/Acceleration Reviews

(Note: These are only guidelines; actual deadline dates vary for each cycle, check with appropriate administrative office)

This schedule is for academic candidates seeking:

- Promotion to Associate or Full Title Ranks
- Advancement to Full Title Specialist/Advisor and Step VI
- Acceleration
- Second or Third Term Review

July	<p>Lists of employees eligible for merit advancements mailed by Academic Personnel Office to:</p> <ul style="list-style-type: none">• Regional Directors (RD)/SSP Directors for advisor candidates• Supervisors for specialist/advisor candidates without department affiliations <p>RD, Supervisors, and CD notify employees of their eligibility and review and establish meetings with them to review the process, including dates for employee input.</p> <p>Each eligible employee is asked to:</p> <ul style="list-style-type: none">• Prepare e-submission Program Review Dossier (PR) following the e-submission format.• For those advancing to FT VII-IX suggest names of persons to be solicited for letters of evaluation. <p>(Eligible employees who waive their right to go forward must notify the RD or Unit Head in writing. NOTE: Employees can only choose to defer for two consecutive years, on the third year of eligibility they must go forward.)</p>
Mid September	<p>Deadline for RD and Supervisors to notify Academic Personnel Office of names of eligible employees 1) planning to seek promotion, 2) declining the opportunity, and 3) planning to seek term review.</p> <p>RD will identify the candidate's title, subject matter, and/or administrative responsibility. In the case of split assignments, RD will indicate by percentages the areas of responsibility.</p>
Mid October	<p>Confidential letters of evaluation are solicited by RD, Supervisor, or CD.</p>
Early November	<p>On-line Performance Review website instructions are mailed to the candidate and the web page is available for use by candidates, CD, Supervisor and RD.</p>
Early December	<p>Any requests for regional mentoring reviews must be forwarded to the RD. Requests can be initiated by the candidate, CD or RD.</p>

January	Ad hoc committee Chairs attend training
Early February	Completed e-submission dossier must be sent by candidate by clicking ‘Send Dossier’ on the website. At the Regional Office, CAO review for accuracy, rank, etc.
February –early March	Academic Personnel Office sends instructions and electronic passwords to ad hoc committee chairs and members.
February	CD/SSP Directors/Supervisors complete promotion and/or acceleration evaluations and recommendation form on-line. Supervisors complete their recommendation forms on-line.
End of March	RD and Unit Heads add their written comments or endorsements on-line so that they can be accessed by the Academic Personnel Office. Note: RD must include documentation for any candidates receiving a negative recommendation and for advancement to Full Title rank, Steps VII-IX.
Early April	Ad hoc committees meet, complete their recommendations, write the reports and submit them on-line.
Late April	As an oversight function, the Assembly Council Personnel Committee reviews ad hoc committee reports.
Early May	Senior Administrative Council reviews all cases and makes final recommendations to the Associate Vice President.
Mid-May	Associate Vice President discusses unresolved cases with the Personnel Committee.
Early June	Final decisions made by the Associate Vice President.
by July 1	RD, SSP Directors and Supervisors receive final decisions from Academic Personnel Office. Academic Personnel Office prepares letters for employee notification.

**COOPERATIVE EXTENSION ADVISOR
SALARY SCALES EFFECTIVE 10/01/05
FISCAL YEAR**

<u>Rank</u>	<u>Step</u>	<u>Years at Step</u>	<u>Annual</u>	<u>Monthly</u>	
Assistant Advisor	I	2	\$ 41,400	3,450.00	
	II	2	\$ 43,500	3,625.00	
	III	2	\$ 45,600	3,800.00	
	IV	2	\$ 48,500	4,041.67	
	V	2	\$ 51,300	4,275.00	Overlap step
	VI	2	\$ 54,100	4,508.33	
Associate Advisor	I	2	\$ 51,400	4,283.33	
	II	2	\$ 54,200	4,516.67	
	III	2	\$ 56,700	4,725.00	
	IV	3	\$ 61,000	5,083.33	Overlap step
	V	3	\$ 65,400	5,450.00	
Advisor	I	3	\$ 61,100	5,091.67	
	II	3	\$ 65,500	5,458.33	
	III	3	\$ 71,800	5,983.33	
	IV	3	\$ 78,500	6,541.67	
	V	--	\$ 84,700	7,058.33	
	VI	--	\$ 92,100	7,675.00	
	VII	--	\$ 101,300	8,441.67	
	VIII	--	\$ 111,500	9,291.70	
	IX	--	\$ 121,200	10,100.00	

Useful Web Sites

ANR Home Page	http://ucanr.org/
Administrative Handbook, Section 300 - Academic Personnel	http://danr.ucop.edu/adminhandbook/300/
ANR On-line Directory	http://ucanr.org/direct.cfm
ANR Academic Personnel	http://ucanr.org/internal/PBi.shtml
E-Submission Program Review Dossier Guidelines	http://ucce.ucdavis.edu/files/filelibrary/5107/11387.pdf
CE Academic Assembly Council Personnel Committee	http://ceaac.ucdavis.edu
Central Coast & South Region	http://ccsr.ucdavis.edu
Central Valley Region	http://cvr.ucdavis.edu/
North Coast and Mountain Region	http://ncmr.ucdavis.edu
American Psychological Association (APA)	http://www.apa.org