

EXHIBIT C

Penn State Extension Promotion Criteria Grid

**Penn State Extension
Promotion Criteria Grid
(Effective January 1, 2023)**

Minimum Qualifying Education and Experience			Core Competency Area Guidelines										
Rank	Education	Experience/ Time in Rank	Community	Civil Rights & Diversity	Excellence	Educational Program	Education Delivery	Leadership	Organization and Management	Knowledge of & Service to the Organization	Scholarship	Inter-Personal Relations	Integrity and Respect
Extension Educator-Professional (Level 2)	Bachelor's Degree	New hires are expected to have 1 to 2 years of effective experience and formalized training which provides comparable knowledge of the principles, methods, techniques and processes required to transfer knowledge to clientele groups.	Evidence of ability to conduct needs assessment and set program priorities. Work together for the betterment of the University, the community you serve and the world.	Show effort to accomplish the four goals in the Penn State Cooperative Extension Civil Rights Performance Plan. Awareness of diverse cultures and the need for sensitivity in programming.	Ability to recognize, understand, and facilitate opportunities to meet the needs of individuals and communities.	Ability to plan, design, implement, evaluate, account for, and market Extension education programs.	Diversity of communication skills (Written and verbal).	Ability to relate well to people, think creatively and critically, examine situations and frame questions, reflect, and assimilate new materials and methods and act on them. Evidence of ability to guide and direct, with positive influence, a collaborative team resulting in the achievement of the team's objectives.	Possesses basic skills management of time, resources, and volunteers. Evidence of managing the extension reporting system.	Knowledge of the Extension organization, the Land-grant system, Extension methodology and office citizenship.	Evidence of competence in subject matter and teaching methods.	Ability to interact with groups and individuals in a positive manner. Ability to function as an effective team member or leader.	Evidence of professional behavior and performance in all aspects of the job.
Extension Educator-Intermediate Professional (Level 3)	Master's Degree Or Bachelor's degree	<i>Promotion</i> – Master's Degree with minimum of 3 years at Extension Educator Professional (Level 2) Bachelor's Degree with 6 years' as Extension Educator-Professional (Level 2) Associate degree with 8 years as Extension Educator-Professional (Level 2)	Evidence of originality and creative ability in conducting needs assessment and establishing program priorities. Understand community's demographic, cultural, historical, and economic factors.	Show effort to accomplish the four goals in the Penn State Cooperative Extension Civil Rights Performance Plan. Demonstrate self-awareness and the ability to see other points of view by respectfully listening to the opinions, concerns, and ideas of others. Knowledgeable of diverse cultures with ability to design programs that are culturally sensitive and relevant. Evidence of some outreach to under-represented audiences through public notification and all reasonable efforts.	Ability to recognize, understand and facilitate opportunities and obtain some of the necessary resources that best respond to meeting the needs of individuals and communities. Strive to provide excellent programs in all endeavors as an educator.	Ability to plan, design, implement, evaluate, account for, and market significant Extension education programs that demonstrate impact at KASA or above. Attract external financial support for program	Diversity of communication skills (Written and verbal). Application of technology and demonstration of varied delivery methods.	Same as for Assistant Extension Educator plus the ability to see the relationship of the past to the present with an eye toward the future. Evidence of ability to guide and direct, with positive influence, collaborative teams comprised of a wide range of diverse individuals, resulting in the achievement of the team's objectives.	Demonstrate proficiency in management of time, resources, and volunteers. Evidence of managing the extension reporting system.	All above plus evidence of ability to apply Extension methodology in local programming. Evidence of service to the organization at the county regional & state level and an understanding of policies and procedures.	Evidence of growing competence in subject matter and teaching ability.	Ability to positively interact with groups and individuals and create networks, partnerships, and teams.	Evidence of behaviors that reflect elevated levels of performance, strong work ethic, and commitment to extension education and to the mission, vision, and goals. A record of professional development

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Extension Educator-Advanced Professional (Level 4)	Master's Degree Or bachelor's degree	<p><i>Promotion -</i> Master's Degree with a minimum of 4 years at Extension Educator- Int. Professional (Level 3)</p> <p>Bachelor's Degree with 6 years' at Extension Educator- Int. Professional (Level 3)</p>	<p>Evidence of originality and a <i>high level</i> of creative ability to conduct needs assessment and focus program priorities on those needs.</p> <p>Demonstrate <i>high level</i> of understanding of a community's demographic, cultural, historical, and economic factors.</p> <p>Strive to provide programs that meet the needs of your community, while also meeting university goals.</p>	<p>Show effort to accomplish the four goals in the Penn State Cooperative Extension Civil Rights Performance Plan.</p> <p>Demonstrate self-awareness and the ability to see other points of view by respectfully listening to the opinions, concerns, and ideas of others.</p> <p>Knowledgeable of diverse cultures with <i>outstanding</i> ability to design programs that are culturally sensitive and relevant.</p> <p>Evidence of program impact with underrepresented audiences.</p> <p>Ability to manage conflict and disagreement respectfully and with a willingness to consider other perspectives.</p>	<p>Ability to recognize, understand and facilitate opportunities and broker the necessary resources that best respond to meeting the needs of individuals and communities.</p> <p>Strive to provide excellent programs in all endeavors as an educator and university representative.</p>	<p><i>High level</i> of ability to plan, design, implement, evaluate, account for, and market Extension education programs that demonstrate impact at KASA or above.</p> <p>Participation in the design and execution of applied research.</p> <p>Attract external financial support for program.</p>	<p>Highly effective communication skills (written and verbal).</p> <p>Application of technology and effective and varied delivery methods appropriate for the audience.</p>	<p>Same expectation as Associate Extension Educator.</p> <p>Evidence of a <i>high</i> level of ability to guide and direct, with positive influence, collaborative teams comprised of a wide range of diverse individuals, resulting in the achievement of the team's objectives.</p>	<p>Demonstrate proficiency in management of time, resources, volunteers, and staff.</p> <p>Evidence of managing the extension reporting system.</p>	<p>Evidence of ability to successfully apply Extension methodology in local programming.</p> <p>Evidence of service to the organization at the county, regional, state, and national levels</p>	<p>Evidence of <i>high level</i> of competence in subject matter and teaching ability which results in enhanced contributions to the extension organization.</p> <p>Evidence of peer recognition at the state or regional level.</p>	<p>Demonstrates <i>high level</i> of ability to interact with groups and individuals and create partnerships, networks, and teams.</p> <p>Evidence of efforts to promote teamwork and empower peers.</p>	<p><i>Robust evidence</i> of behaviors that reflect high levels of performance, strong work ethic, and commitment to extension education and its mission, vision, and goals.</p> <p>An increasing record of professional development</p> <p>Respect and honor the dignity of people and embrace civil discourse.</p>

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Extension Educator Senior Professional (Level 5)	Master's Degree	<i>Promotion – Master's Degree with a minimum of 5 years at Extension Educator- Adv. Professional (Level 4)</i>	<p>Evidence of <i>outstanding</i> ability to conduct needs assessment and focus program priorities on those needs.</p> <p>Evidence of ability to incorporate an <i>exceptional level</i> of understanding of community's demographic, cultural, historical, and economic factors into program development.</p> <p>Provide high level programming and impact to meet the needs of your community, while also meeting university goals.</p>	<p>Show effort to accomplish the four goals in the Penn State Cooperative Extension Civil Rights Performance Plan. Awareness of diverse cultures and the need for sensitivity in programming.</p> <p>Knowledgeable of diverse cultures with <i>outstanding</i> ability to design programs that are culturally sensitive and relevant.</p> <p><i>Robust evidence</i> of program impact with underrepresented audiences.</p> <p>Demonstrate self-awareness and the ability to see other points of view by respectfully listening to the opinions, concerns, and ideas of others.</p> <p>Ability to manage conflict and disagreement respectfully and with a willingness to consider other perspectives.</p> <p>Intentionally include and engage others who have skills, interests or experiences that are different from your own.</p>	<p><i>High level</i> ability to recognize, understand and facilitate opportunities and broker the necessary resources that best respond to meeting the needs of individuals and communities.</p> <p>Program continuation occurs with community leadership as appropriate.</p> <p>Strive to provide excellent programs in all endeavors as an educator, representative of the university and a leader within Penn State Extension.</p>	<p><i>Outstanding</i> proficiency to plan, design, implement, evaluate, account for, and market significant Extension education programs that demonstrate impact at KASA or above.</p> <p>Participation in the design and execution of applied research.</p> <p>Attract external financial support for program.</p>	<p><i>Mastery</i> of communication skills (written and verbal). Application of technology and <i>highly</i> effective and varied delivery methods appropriate for the audience.</p>	<p>Same expectation as Extension Educator plus the ability to see the big picture and the relationship of the parts to the whole.</p> <p>Outstanding level of ability to guide and direct, with positive influence, collaborative teams comprised of a wide range of diverse individuals, resulting in the achievement of the team's objectives.</p> <p>The ability to develop strong collaborative teams.</p>	<p><i>High level</i> proficiency in management of time, resources, volunteers, and staff.</p> <p>Evidence of managing the extension reporting system.</p>	<p>Same requirements as Extension Educator rank. Evidence of ability on national/inter national level.</p>	<p>Recognition of an outstanding level of competence in subject matter and teaching ability which results in major contributions to the extension organization.</p> <p>Evidence of peer recognition on the national or international level.</p>	<p>Demonstrates <i>outstanding</i> interaction with groups and individuals.</p> <p>Integration of partnerships, networks, and teams in programs.</p> <p>Evidence of <i>successful</i> efforts to promote teamwork and empower peers.</p>	<p><i>Outstanding</i> evidence of behaviors that reflect high levels of performance, strong work ethic, and commitment to extension education and to the mission, vision, and goals.</p> <p>Continuation of an increasing record of professional development.</p> <p>Respect and honor the dignity of people, embrace civil discourse, and foster a diverse and inclusive community.</p>

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Extension Educator Principal Professional (Level 6)	Master's Degree	<i>Promotion</i> - Minimum of 6 years at Extension Educator- Sr. Professional (Level 5)	<p>Evidence of <i>extraordinary</i> ability to conduct needs assessment and focus program priorities on those needs.</p> <p>Evidence of ability to incorporate an <i>extraordinary level</i> of understanding of community's demographic, cultural, historical, and economic factors into program development.</p> <p>Provide exceptional programming and impact that meets the needs of your community, while also meeting university goals.</p>	<p>Show effort to accomplish the four goals in the Penn State Cooperative Extension Civil Rights Performance Plan. Awareness of diverse cultures and the need for sensitivity in programming.</p> <p>Knowledge of diverse cultures with <i>extraordinary</i> ability to design programs that are culturally sensitive and relevant.</p> <p><i>Robust evidence</i> of program impact with underrepresented audiences.</p> <p>Demonstrate self-awareness and the ability to see other points of view by respectfully listening to the opinions, concerns, and ideas of others.</p> <p>Ability to manage conflict and disagreement respectfully and with a willingness to consider other perspectives.</p> <p>Intentionally include and engage others who have skills, interests or experiences that are different from your own.</p>	<p><i>Exceptional</i> ability to recognize, understand and facilitate opportunities and broker the necessary resources that best respond to meeting the needs of individuals and communities.</p> <p>Program continuation and impacts are made with community leadership as appropriate.</p> <p>Strive to provide excellent programs in all endeavors as an educator, representative of the university and a leader within Penn State Extension.</p>	<p><i>Extraordinary</i> proficiency to plan, design, implement, evaluate, account for, and market significant Extension education programs that show impact at KASA and long-term impacts that financially and socially benefit clientele.</p> <p>Participation in the design and execution of applied research.</p> <p>Attract external financial support for program. Seek and apply for grant opportunities to help grow Penn State Extension's educational portfolio.</p>	<p><i>Mastery of</i> communication skills (written and verbal). Application of technology and <i>highly</i> effective and varied delivery methods appropriate for the audience.</p>	<p>Same expectation as Senior Extension Educator plus the ability to see the big picture and the relationship of the parts to the whole.</p> <p>Outstanding level of ability to guide and direct, with positive influence, collaborative teams comprised of a wide range of diverse individuals, resulting in the achievement of the team's objectives.</p> <p>The ability to develop strong collaborative teams.</p> <p>Provide mentorship to assist with the development and retention of new Penn State Extension Employees.</p>	<p><i>Outstanding</i> proficiency in management of time, resources, volunteers, and staff.</p> <p>Evidence of managing the extension reporting system.</p>	<p>Same requirements as Senior Extension Educator rank.</p> <p>Evidence of ability on national/international level.</p>	<p>Recognition of an outstanding level of competence in subject matter and teaching ability which results in major contributions to the extension organization.</p> <p>Evidence of peer recognition on the national or international level.</p>	<p>Demonstrates <i>extraordinary</i> interaction with groups and individuals.</p> <p>Integration of partnerships, networks, and teams in programs.</p> <p>Evidence of <i>outstanding</i> efforts to promote teamwork and empower peers.</p>	<p><i>Extraordinary</i> evidence of behaviors that reflect high levels of performance, strong work ethic, and commitment to extension education and to the mission, vision, and goals.</p> <p>Continuation of an increasing record of professional development with evidence of new program formation.</p> <p>Respect and honor the dignity of people, embrace civil discourse, and foster a diverse and inclusive community.</p>

If an individual's performance is outstanding within their current rank and they possess the educational requirements for the next rank, the Assistant Director of Programs can submit a letter requesting an exemption to time in rank to the Extension Director. Approval from the Extension Director is required before a dossier can be submitted early. Time in rank is defined as the time employed in the current rank, from either the date of hire or July 1 of the year the last promotion was granted until December 31 of the application year. Early promotion options should be discussed with your ADP (Assistant Director of Programs) to determine if qualifications are met.