PATTERN OF ADMINISTRATION

OHIO STATE UNIVERSITY EXTENSION

The College of Food, Agricultural, and Environmental Sciences

The Ohio State University

Dr. Keith L. Smith, Associate Vice President, Agricultural Administration; Director, OSU Extension; and Gist Chair, Extension Education and Leadership

Dr. Kenneth E. Martin, Associate Director, Programs and Chair, Department of Extension

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Vice Provost for Academic Policy and Faculty Resources
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I. Introduction

This document provides a brief description of OSU Extension (as well as a description of its policies and procedures). It supplements the Rules of the University Faculty and other policies and procedures of the University to which the department and its faculty are subject. The latter rules, policies and procedures, and changes in them, take precedence over statements in this document.

This pattern of administration is subject to continued revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the Director or Department Chair. Revisions may be made at any time. Changes, which will be made in consultation with the department faculty and Extension Administrative Cabinet, will be disseminated to department faculty by e-mail and website postings when sufficient changes have accumulated to warrant printing and distributing a complete new document.

II. Ohio State University Extension Mission, Vision and Value Statements; Guiding Principles and Program Impact Areas

Ohio State University Extension focuses on implementing the outreach and engagement mission of the University and exemplifying Ohio State as a 21st century model for outreach and engagement. Faculty and staff within the department integrate teaching, research and service with the outreach and engagement mission both through the work of OSU Extension and with partner colleges. Below are listed the key philosophies of OSU Extension which guide our outreach and engagement work.

Mission Statement
Engaging people to strengthen their lives and communities through research-based educational programming.

Consideration should be given that the primary mission of faculty located in county Extension offices is outreach and engagement of Ohio citizens participating in non-credit educational programs or problem solving activities as a part of the university’s land grant mission. Teaching responsibilities are different from campus-based faculty. Some county Extension educators elect to remain on an Administrative & Professional (A & P) educator track while others apply to move to the regular faculty track with the expectation of increased scholarly and applied research accomplishments.

Many campus-based faculty in the Department of Extension have duties which are primarily administrative or support educational efforts of county and non-campus-based professionals and their professional development; these faculty often have no undergraduate teaching assignment because of the nature of their assignment.

Administrative faculty will be reviewed for promotion with due consideration to their responsibilities in administrative leadership.

Vision Statement
Ohio State University Extension is a dynamic educational entity that partners with individuals, families, communities, business and industry, and organizations to strengthen the lives of Ohioans. As Extension professionals, we:

- Focus on critical economic, environmental, leadership, and youth and family issues.
• Engage people in lifelong learning.
• Apply knowledge and practical research to the diverse needs and interests of Ohioans in rural, suburban and urban communities.
• Extend the resources of The Ohio State University.
• Recruit and develop volunteers to multiply Extension’s efforts while developing their leadership potential.
• Enhance teamwork through networking and connectedness.
• Link youth, family and community needs to scholars in Ohio and nationwide.
• Teach with cutting-edge strategies using new technologies and approaches.

Values Statement
As Extension professionals, we are dedicated to the following values for our organization:
• We believe in an emphasis on excellence in educational programming.
• We believe in programs that help people solve problems.
• We believe in useful, practical programs.
• We believe in helping people help themselves.
• We believe in quick responses to clientele concerns.
• We believe in the unbiased delivery of information.
• We believe in credibility with clientele.
• We believe in honesty and integrity in our work.
• We believe in a philosophy of teamwork.

Guiding Principles
• Locally focused and relevant to Ohio Citizens
• Holistic in addressing problems and issues
• Proactive programming across program areas, disciplines, specializations, geographic boundaries, institutions and states
• Structurally designed to enable entrepreneurial thinking and action
• Interdisciplinary program planning and implementation
• More flexible in how we staff and operate
• Supported by diversified funding streams

Program Impact Areas
• Advancing Employment and Income Opportunities
• Enhancing Agriculture and the Environment
• Preparing Youth for Success
• Strengthening Families and Communities

III. Academic Rights and Responsibilities

In April 2006, the university issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns. This statement can be found on the Office of Academic Affairs website, http://www.oaa.osu.edu/acad_rts_respons.php
IV. Faculty

Faculty are appointed by the Board of Trustees with regular, auxiliary and emeriti titles as full or part-time appointments, with or without salary, as defined in Faculty Rule 3335-5-19.

Members of faculty in the Department of Extension are responsible to their immediate supervisor who is ultimately responsible to the Department Chair and to the Director of Extension and through them, to the Dean and University President for faithful and efficient performance of assigned duties. Many faculty have positions as Educators, Specialists, or administrators.

Some Extension Educators, Specialists, or administrators are faculty members in academic departments and hold joint appointments in Extension and research and/or academic instruction. Some faculty with Extension appointments are members of a tenure initiating unit (TIU) from colleges, including the Colleges of Food, Agricultural, and Environmental Sciences; Education and Human Ecology; Biological Sciences; Veterinary Medicine; and Arts.

V. Organization of Department Services and Staff

Ohio State University Extension has a broad network of faculty, staff and offices located across the state. This enables more effective outreach and engagement activities to occur. The Organizational Chart and Administrative Leadership Network Diagram provide an overview (see Appendix). Also in the appendix is a listing of current faculty administrative leaders.

Non-faculty Extension personnel are in the Classified Civil Service, Unclassified and Senior Administrative and Professional (A&P) categories and are subject to university policies and regulations. Program Assistants, Program Coordinators, and other paraprofessional and technical staff work in county offices, as well as other offices, camps or learning centers located across the state. In addition, staff positions in the colleges named above also support Extension’s mission and contribute to program delivery.

County and Regional Offices - Staff Composition and Functions

Counties
An Extension office exists in each county. County units for administrative purposes are organized into three regions. The size and type of professional staff varies according to the needs of the people in that county as well as the available funds. The program assignments are made by the Associate Vice President/Director of Extension with input from county Extension advisory committees, county Extension staff, regional directors, and assistant directors. County offices provide access for clientele to Extension and University expertise.

Each County Extension Educator, and/or program professional is responsible for one or more of the following program areas:
   Agriculture and Natural Resources
   Community Development
   4-H Youth Development
   Family and Consumer Sciences

County Extension Educators also work on teams addressing interdisciplinary issues in four impact areas.
The County Extension Educator has general responsibilities for all facets of the Extension program within the county and is encouraged to identify an area of specialization. Some educators have faculty status; others are Senior A&P employees.

County Extension Directors provide administration for local county office operations including: fiscal, legislative and supervision of all county personnel. County Extension Directors are reviewed and appointed annually.

**Regions**

Counties in Ohio are grouped into three regions (see Appendix), each with a Regional Director/Associate Chair whose major role is administrative and with leadership for legislative, fiscal and personnel issues. The Regional Director/Associate Chair oversees the regional office and serves as immediate supervisor of the County Extension Directors and Educators within the region. The three regions are North East, South Central and West. The Regional Director/Associate Chair also provides oversight to the development of Extension professionals in their region.

**Department Chairs**

The Chairs in the Colleges of Food, Agricultural, and Environmental Sciences; Education and Human Ecology; Biological Sciences; and Veterinary Medicine hold joint appointments in Ohio State University Extension and the Ohio Agricultural Research and Development Center (OARDC). Department Chairs are responsible for the resident instruction, research and Extension functions of their respective departments/schools and accountability for program development and accomplishments of their faculty with Extension appointments.

**VI. Overview of Departmental Administration and Decision Making**

Responsibility for Extension program and administration as well as personnel resides in the position of Associate Vice President/Director of Extension. The Ohio State University Extension organization is a partnership among federal, state and county governmental agencies, jointly funded and cooperatively administered. OSU Extension is a line item in the budget of the state legislature. This and other public mandates dictate that the Extension organization, structure and administrative decision making process will vary from other departments and units. The Department of Extension is a designated tenure initiating unit within the College of FAES operating under the broader umbrella of the Extension Organization. The Department Chair for Extension provides leadership for departmental functions.

Policy and program decisions for the OSU Extension organization are made by the Associate Vice President/Director of Extension in consultation with the Administrative Cabinet. Faculty and professional staff input are sought in a number of ways using formal and informal communication approaches. The sections on committees and faculty meetings outline these more specifically.

The Department of Extension is not an academic unit or separate budgetary unit within the college; it serves as a tenuring unit for faculty who do not have appointments in academic units. Faculty governance as described in the Pattern of Administration relates primarily to appointment, promotion and tenure issues with leadership provided by the Department Chair. The sections on committees and faculty meeting address decision making issues.
Administrative Cabinet
The Associate Vice President/Director of Extension; Associate Director, Programs/Department Chair; Associate Director, Operations/Associate Chair; Assistant Directors; Regional Directors; Director of Communications and Technology; Leader, Business Operations; and Leader, Human Resources comprise the Extension Administrative Cabinet. Organizational decision-making is guided by the Extension Administrative Cabinet. The cabinet develops, implements and evaluates organizational policy that provides effective, efficient leadership; secures and allocates resources in line with OSU Extension’s mission, vision, values, and guiding principles; and empowers employees to achieve organizational goals.

Executive Committee
An Executive Committee has been established to help the cabinet be more effective and efficient. Membership includes the Associate Vice President/Director of Extension, Associate Director, Programs/Chair of Extension and Associate Director, Operations. The committee establishes the agenda for the cabinet; links issues to appropriate teams and ensures that teams are keeping the organizational mission, vision, values, guiding principles and impact areas in mind when making decisions. When a situation requires an immediate decision, the Executive Committee is empowered to act on behalf of the organization.

Associate Vice President and Director
As outlined in Section 3335-3-35, the Associate Vice President/Director of Extension is the administrative head of the unit and working with the Chair of the Department of Extension represents the faculty and staff in dealing with the Dean or others in university administration. The Associate Vice President/Director of Extension is accountable to the Executive Vice President and Provost of The Ohio State University through the Vice President for Agricultural Administration. The memorandum of understanding between The Ohio State University and the United States Department of Agriculture delineates the broad framework within which the University's responsibilities to the Extension Service are to be discharged by the Associate Vice President/Director of Extension under the administrative authority of the President of The Ohio State University. The Associate Vice President/Director of Extension delegates his/her final authority to Extension personnel to carry out their respective duties.

Associate Director, Programs/Department Chair
The Associate Director, Programs/Department Chair is responsible for monitoring new funding opportunities for Extension program areas, serves as a liaison for developing University relations, and works with the Assistant Directors to ensure interdisciplinary, issue-focused programming. The Associate Director, Programs/Department Chair provides administrative leadership for the development, implementation and monitoring of OSU Extension cost recovery and fund development efforts; and provides co-ordination of the Urban Program Specialist(s) with other administrative leaders. The Associate Director, Programs, is a Department Chair and reports directly to the Associate Vice President, Agricultural Administration, Director of OSU Extension and, has responsibilities of coordination with the Vice President, Agricultural Administration.. This position serves administratively on the OSU Extension Administrative Cabinet and Executive Committee; and, represents the Director of Extension when necessary.

The Department Chair has responsibility for faculty personnel appointments, leaves, the promotion and tenure process and activities of regular faculty in the Department of Extension.
The Department Chair provides leadership for handling difficult personnel matters related to faculty issues and serves as a liaison with the Office of Academic Affairs.

**Associate Director, Operations/Associate Chair**
The Associate Director, Operations/Associate Chair has statewide responsibility for the daily operation of the organization. The Associate Director, Operations, coordinates the activities of three regions with the Regional Directors, and provides oversight through the Leader, Business Operations for grants and contracts. The Associate Director, Operations also has responsibility for the OSU Extension Human Resources and Business/Operations units in collaboration with the Director of Extension. Responsibilities include personnel supervision of the Leader, Program Development and Evaluation, and Program Director, OSU Leadership Center. In addition, this position provides coordination of OSU Learning Centers with other administrative leaders. The role provides leadership for handling difficult personnel matters, and serves as a liaison with the Office of Legal Affairs. The Associate Director, Operations, is an Associate Department Chair; and reports directly to the Associate Vice President, Agricultural Administration, Director of OSU Extension. This position serves on the OSU Extension Administrative Cabinet and Executive committee.

**Assistant Directors**
The Assistant Directors coordinate educational programs among the various subject matter departments on a statewide basis. They encourage and assist with the organization and implementation of Extension educational programs, including professional development training for Extension faculty/staff and educational programs for Extension clientele. Assistant Directors provide leadership to the formation and development of teams to develop and implement programming. Increasing emphasis is being placed on the development of interdisciplinary teams and work groups. Assistant Directors give statewide leadership to activities within their program and provide leadership to program planning and development in their respective areas of responsibility. These positions report to the Associate Vice President/Director of Extension, and coordinate with the Associate Director, Programs/Department Chair.

**Regional Directors/Associate Chairs**
The Regional Directors/Associate Chairs work collaboratively with OSU Extension Administration and other Extension employees, numerous advisory committee members, public officials, other community leaders and volunteers in the county. These positions report to the Associate Vice President/Director of Extension, OSU Extension and coordinate with the Associate Director, Operations/Associate Chair, especially on matters related to personnel.

**Leader, Business Operations**
The Leader, Business Operations is responsible for the day-to-day fiscal operations of OSU Extension. These include accounting for all revenues and expenses, state and federal reporting, budgeting for OSU Extension and the related academic departments, and reporting on actual results of fiscal operations. The Leader, Business Operations is also responsible for special assignments as directed by the Associate Vice President/Director of Extension and the Associate Director, Operations/Associate Chair. The Leader, Business Operations reports directly to the Associate Vice President/Director of Extension, and sits on the Extension Administrative Cabinet, as well as other ad hoc committees and teams.

**Leader, Human Resources**
The Leader, Human Resources is responsible for providing administrative leadership to human resources responsibilities, ensuring promotion of diversity goals and compliance with affirmative action, and is responsible for talent management, employee relations, human resource
development, and compensation and benefits for OSU Extension. This position works with the members of the human resources unit to assess staffing and organization development needs, to assist in organizational policymaking and implementation, and to provide support for positive employee relations. The Leader, Human Resources reports directly to the Associate Vice President/Director of Extension; and in coordination with the Associate Director, Operations/Associate Chair; and, is a member of the Extension Administrative Cabinet.

**Director, Communications and Technology**

The Director, Communications and Technology provides administration, leadership, coordination and policy guidance for the college’s section of communications and technology; serves as the core strategist who provides communication and information technology leadership to the College; leads development of and oversees the implementation of long-range technological strategic plans; establishes, maintains and enhances professional relationships with University Relations, Ohio State’s chief information officer and other communications units; leads strategic planning efforts for information technology; collaborates with information technology faculty and staff; and advances the college and university missions. This position reports to the Dean of the College and Vice President’s Cabinet through the Associate Vice President/Director of Extension.

**VII. Department Administration**

The Associate Vice President/Director of Extension and Associate Director, Programs/Department Chair are appointed by the Dean of the College subject to formal approval of the Executive Vice President and Provost, President and Board of Trustees. Deans determine the terms of appointment. Chairs and Directors are normally appointed for a four-year term. Chairs and Directors are subject to regular review and may be removed before the end of their appointment. The views of faculty, educators and specialists shall be given substantial weight in arriving at the decision to remove a Chair or Director from office. Under provisions of Rule 3335-3-17 of the Administrative Code, the Chair and Director shall be eligible for reappointment. In selecting a Chair or Director, the President shall confer with the Dean of the College. The Dean in turn shall consult with the faculty of the department as well as other appropriate university officials.

The organizational chart (also see Appendix) shows OSU Extension as a line and staff organization. As related to Faculty Rule 3335-3-35, the duties of the Associate Vice President/Director of Extension and Department Chair shall be to:

1. Have general administrative responsibility for the program, subject to the approval of the Dean of the College.

2. Develop in consultation with the Extension Administrative Cabinet, faculty and the organization a Pattern of Administration. This Pattern of Administration shall be available to all present and prospective members of the Extension organization. A copy is provided to the Office of the Dean of the College, the Office of the Executive Vice President and Provost.

   a. The Department Chair shall provide notice of any scheduled faculty meetings to all faculty members before the start of each quarter. OSU Extension has not historically held regular faculty meetings. Organizational meetings as described on page 10 have been used to provide wider involvement of professionals on issues for the organization. Any special faculty meetings held will be announced a minimum of four weeks in advance of the scheduled meeting.

   b. The Department Chair or Department Chair's designee will maintain minutes of all
faculty meetings and records of other actions covered by the Pattern of Administration.

c. The Department Chair will consult with faculty on matters that relate to promotion, tenure, faculty issues, whenever practical undertaking a meeting of the faculty as a whole. Due to the geographic dispersion of OSU Extension faculty, utilization of electronic media and video conferencing is more frequently employed. Broad policy and fiscal issues for OSU Extension are the responsibility of the Associate Vice President/Chair of Extension.

d. In principle, the presumption favoring majority faculty rule on all faculty matters covered in this Pattern of Administration will be followed by the Department Chair. Where a departure from the faculty recommendation occurs, the Department Chair will communicate in writing or in person an explanation to enhance communication and facilitate understanding within the department. Where possible, the statement of reason shall be provided before the departure occurs. The faculty will be provided an opportunity to comment. The explanation shall outline the decision of the majority of the faculty, the decision of the Department Chair and the reasons the decisions differ. The explanation shall be communicated in writing where possible.

e. Faculty representatives shall be consulted in the initiation, review and selection of new faculty members for appointment through service on search and interview committees and participation in candidates’ seminars.

f. Faculty duties and responsibilities are outlined in Section VIII.

(3) Prepare, after consultation with the faculty, and in accordance with the Pattern of Administration a statement setting forth the criteria and procedures for appointments, promotions, dismissals, salary adjustment, promotion in rank and matters affecting the tenure of faculty. The Appointment, Promotion and Tenure document shall be made available to all present and prospective members of the Department and a copy shall be deposited in the office of the Dean of the College and the Office of the Executive Vice President and Provost. At the beginning of each four-year term of the Director, the members of the department or school, the Office of the Dean of the College and the Office of the Executive Vice President and Provost shall receive either a revision or a reaffirmation of the original statement.

(4) Operate the business of the organization with efficiency and dispatch. This includes oversight of organizational planning, fiscal matters and legislative processes as well as liaison with influential leaders and organizations. The Associate Vice President/Director of Extension prepares the Extension budget and allocates funds received in consultation with Extension Administrative Cabinet, advisory groups and with approval of the Dean.

(5) Institute a progressive outreach and engagement program, including research and educational investigations. Input from a broad range of faculty, professionals in the organization, advisory groups and the Dean of the College is sought.

(6) Evaluate continuously instructional and administrative processes to support continuous improvement.

(7) Provide oversight to annual faculty evaluations carried out under the leadership of the Department Chair and Associate Chairs. Evaluations are conducted in accordance with criteria provided by the Board of Trustees and subject to instructions from the Executive Vice President and Provost and supplemental criteria determined by the college or organization.

(8) Inform faculty when they receive their annual review of their right to review their primary personnel file maintained by their tenuring and initiating unit and to place in that file a response to any evaluation, comment or other material contained in the file.

(9) Recommend to the Dean of the College after consultation with faculty representatives, appointments, promotions, dismissal and matters affecting tenure of members of the
department faculty. To encourage the maintenance and retention of a diverse workforce.

(10) Encourage scholarship and educational needs assessments, impact documentation and research.

(11) See that all faculty, regardless of location, are offered departmental privileges and responsibilities appropriate to their rank and contribute to maintaining a high level of morale.

(12) See that adequate supervision and training are provided to members of the faculty and staff who may profit by continual professional development.

(13) Prepare bi-annual budget proposal for consideration of the Dean of the College and state legislature. To provide leadership to the budget development process for faculty, department chairs and unit heads.

(14) Promote improvement of instruction through the use of the Extension Evaluation of Effective Teaching (EEET) instruments and impact documentation.

Committees
Extension values and encourages participation and communication with all members of the organization and therefore works with committees that assist in providing leadership and input to the organization. Described below are committees used to discuss programmatic and organizational issues. Committees are established to meet specific needs of Ohio State University Extension. Membership is based on the task to be accomplished and often represents a broad cross section of the people comprising the organization.

(1) Administrative Committees – As noted in Section V, the Administrative Cabinet and Executive Committee provide leadership for departmental administration and decision making. Committees/teams gather input from their constituency groups to provide input and perspectives when carrying out their roles.

(2) Programmatic Committees – Assistant Directors work with Extension personnel to form programmatic committees that help develop and lead programming that is delivered throughout Ohio. A large variety of committees/teams have been established to meet priority programming needs. These committees/teams are encouraged to develop collaborative efforts that implement programs and develop curriculum. In addition, professional development committees are formed by Assistant Directors to meet subject matter needs.

(3) Ad Hoc Committees - Ad hoc committees are formed to serve as search committees for faculty and program position searches or to address short term organizational needs.

(4) Advisory Committees - a) A State Extension Advisory Committee and State Extension Support Committee made up of clientele and organizational representatives serve as sounding boards and make recommendations on Extension priorities. The Associate Vice President/Director of Extension and Associate Director, Programs/Department Chair, provide direction for these groups. The support committee focuses on fiscal and accountability issues and the advisory committee on programming and staffing. b) Each county Extension office has an Extension Advisory Committee made up of community leaders as well as program advisory committees developed and maintained by local educators. c) The Director’s Internal Advisory Committee is made up of educators, regional and campus-based faculty and staff. It serves as a sounding board to the Associate Vice President/Director of Extension of concerns with policy, decisions and other issues present in the state. Rotation systems are in place for all committees ensuring broad and fresh representation.

(5) Professional Associations - Active professional organizations including Epsilon Sigma Phi, Chi Epsilon Sigma, and Ohio Association of Extension Professionals meet regularly and provide input and suggestions on organizational issues of importance to its members and
programming issues to be addressed. The Associate Vice President/Director of Extension and/or Associate Directors meet quarterly with officers of these groups.

In addition to these committees, regular organizational meetings are held to provide opportunity for input and discussion of program and policy directions and decisions. These meetings include a minimum of an annual recognition/organizational conference, and/or annual meetings throughout the state through Spring Conferences, Fireside Chats, video conferences or other effective means.

**Faculty Meetings**

Faculty meetings will be convened at least once each quarter or semester, during the academic year to allow for a discussion of issues pertinent to faculty of the department. This includes, but is not limited to, issues related to university, college and departmental issues/policies impacting faculty and faculty governance (including Extension involvement with FAES Agriculture Faculty Council and University Senate). During autumn quarter the meetings will be scheduled for the following calendar year by the Department Chair in consultation with Extension’s Agriculture Faculty Council representatives. The Agriculture Faculty Council representatives, administrative cabinet, the Associate Vice President/Director of Extension or Department Chair will identify the agenda for the meeting. If advance registration one week prior to the meeting date indicates that 30% or more of faculty will not be able to attend, the meeting will be canceled.

Additional meetings may be requested by the faculty. If so, the request for a faculty meeting should be made to the Department Chair. The agenda will be developed by the Department Chair in collaboration with representatives of the faculty and administrative cabinet. A minimum of four weeks lead-time will be sought between the announcement of the meeting and the actual date. If the number registered for the meeting three days prior to its occurrence represents less than 30% of faculty eligible to vote, the meeting may be postponed/canceled and another means sought to gather faculty input.

Electronic mail will be the primary vehicle for communicating with faculty. Use of websites to post information, chat rooms and video conferencing are also options that are used as the situation is appropriate for such media.

Faculty voting, when necessary, will be by written ballot either electronically or by mail to all department faculty with the majority of votes received being accepted as indication of faculty guidance. If only less than 50% of the faculty eligible to vote or where divisions in the faculty make consensus or formal faculty approval impossible, the Director and Department Chair may implement a decision in a way that makes the most programmatic sense. A balance between assuring active and meaningful involvement of the faculty and recognizing that the Director and Department Chair have ultimate responsibility for administration will be sought.

**Representation on College Faculty Council**

The College of Food, Agricultural, and Environmental Sciences Faculty Council serves as the principal faculty advisory group to the Vice President/Executive Dean and as the primary agency for faculty governance in the College. Council membership is comprised of representatives from each of the TIU's in the College. Each representative serves a three year term. OSU Extension has five representatives, one from each of the three administrative regions, the state and an at-large position. CFAES Faculty Council bylaws specify who is eligible to serve.
Selection of representatives will be done by written ballot either electronically or by mail to all department faculty within the representative areas. The ballot will be comprised of all department faculty in those representative areas. The rotation for OSU Extension’s representation is the North East and West Regions expire in the same year; South Central region in the following year; and in the final year the state and at large terms expire.

VIII. Department Faculty Teaching Load Policy - NA

VIX. Policy on Faculty Duties and Responsibilities

The Department Chair is responsible for assuring that every faculty member has duties and responsibilities commensurate with his or her appointment and that workload is distributed equitably among faculty. Associate Chairs, Assistant Directors and unit heads provide oversight to this function. In making assignments, a balance is sought between the needs of the OSU Extension and the preferences of the faculty member. County Advisory Committees provide input on needs for local educator positions. Faculty duties and responsibilities occur without regard to quarters.

As a part of their curriculum vita, faculty develop a position description which is reviewed and discussed with their immediate supervisor as a part of the annual performance process. This review helps to assess that an appropriate balance of teaching, scholarly activity and service are maintained. Coaching and counseling on an individualized basis are used when the average expected level of activity is not being maintained. The Faculty Reward Guidelines (1999) of the College of Food, Agricultural, and Environmental Science are followed by the organization.

As the outreach branch of the Land Grant Institution that receives federal, state, and local funds, OSU Extension must meet its outreach/engagement obligations to the people of Ohio. The Mission, Vision, and Values are the foundation which guides these obligations.

Faculty Rule 3335-3-35 requires that a policy for equitable assignment and distribution of faculty duties and responsibilities be established. The Extension’s Appointment, Promotion and Tenure (APT) document outlines teaching, scholarly and service activity expectations for faculty. This policy and the highlights outlined below do not constitute a contractual obligation. Fluctuations in demands and resources for OSU Extension and the Department of Extension and the individual circumstances of faculty members may warrant temporary deviations from the policy.

Instructional Activity

Extension programming is primarily non-formal and non-credit instruction. Extension programming is offered at times and locations convenient to clientele through workshops, seminars, field days, camps, youth educational programs, individualized instruction, web sites and printed materials. The organization encourages reaching out to new audiences and expanding involvement of colleges across the campus in outreach and engagement to meet emerging issues. A growth in the diversity of audiences reached, the use of communication technology and distance education is expected. One required responsibility of an Extension professional is that it is not a 40-hour, Monday through Friday job. Extension professionals are often involved in teaching assignments on evenings and weekends. Extension professionals prepare an annual plan of work and report of results to document impact. These are used in assessing productivity. Breadth and depth of programming delivered and satisfaction of clientele are paramount.
Scholarly Activity
Extension faculty members are expected to identify an area of focus/specialization for their creative and scholarly works. Scholarly endeavors should be appropriate to the individual's training and expertise as well as the goals of Extension. The scholarship of discovery, application, transformation or integration will be evident in faculty work. It is anticipated that approximately 25% of an individual’s time may be focused on the area of specialization. A pattern of presentations and publications both for the public and peer review is expected for faculty in the Department of Extension as evidence of sharing work for review and use by peers and other professionals. Applied research, action research, needs assessments and in-depth program or impact evaluations are the types of scholarly activity most often identified by Extension educators. All faculty are encouraged to engage in cost recovery and seek grants to support and supplement base budgets received from the county, state and federal legislature.

Service Activity
Many faculty members voluntarily take on a variety of professional activities. All faculty are encouraged to become involved in service-related activities within the department, college and university as well as professional organizations. Faculty located in county or non-campus based offices often place a priority on networking and collaboration with local agencies to increase programming visibility. Service activities should not supersede instructional and scholarly priorities.

X. Course Offerings and Teaching Schedule - NA

Some faculty may be offered courtesy appointments in academic units.

XI. Allocation of Department Resources

The Associate Vice President/Director of Extension allocates state and federal funds to each unit for staffing and operational needs. Each unit and county office has individual budget accounts with funds derived from a variety of sources. The administrative head of each unit is accountable for budget development, allocation and accountability. Input from advisory groups, faculty and staff in the process of budget development is encouraged. The Associate Director, Operations/Associate Chair provides oversight for operations. The Extension Business Handbook identifies operational guidelines which supplement and clarify university policies for Extension faculty, staff and units. Campus units prepare budget requests that are submitted to the Associate Vice President/Director of Extension. The Associate Vice President/Director of Extension provides overall leadership to the allocation of Extension resources in conjunction with the Extension Administrative Cabinet following federal, state and university policies.

Cost Recovery Background and Philosophy
Extension programs and services benefit society as a whole or as broad cross-sections of that society. (Program areas are described at: http://www.ag.ohio-state.edu/~admin.) Programs are targeted toward individuals and families, community and government groups, and businesses and industries. Delivery of these programs enhances our social and physical environments.

Extension is frequently asked to provide customized programming for exclusive or private audiences. However, with its existing resources, Extension cannot support the growing demand for this customized programming without compromising its mission of providing educational programs for the public good.
To meet this need, Extension has guidelines and strategies for recovering some costs associated with programs and services for the public good as well as recovering full costs for customized programming for exclusive audiences. When a small, easily defined exclusive group benefits from Extension's efforts, Extension will take steps to recover the full costs related to providing programs and services. Recovering costs associated with Extension programs and services is not a new idea for Extension. Extension has been charging fees to cover some of the costs of existing programs for a long time. Sometimes, the costs of some Extension programs and services targeted for specific audiences have been fully recovered through grants, contracts, agreements, and Memoranda of Understanding.

Partial or full cost recovery provides opportunities for Extension to:
- Respond to specific requests from exclusive audiences for customized, high quality programming.
- Assure that Extension does not unfairly undercut private providers of services by providing a publicly subsidized alternative at little or no cost.
- Assure that public funding for Extension programs and services that benefit society, as a whole or as broad cross-sections of that society, is available for that purpose.

More detail on this policy is located at
http://extadmin-cms.ag.ohio-state.edu/cost-recovery-policies

XII. Leaves and Absences


Discretionary Absence
Faculty are expected to complete an Application for Leave form well in advance of a planned absence (e.g. as for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the Department Chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular quarter is substantial. Faculty Rules require that the Office of Academic Affairs approve any discretionary absence of ten or more days.

Absence for Medical Reasons
When absences for medical reasons are anticipated, faculty members are expected to complete an Application for Leave form as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the immediate supervisor know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments). See OHR Policy 6.27 for details:
http://hr.osu.edu/policy/policy627.pdf.
Unpaid Leaves of Absence
A faculty member may request an unpaid leave of absence for personal or professional reasons. Professional reasons would include an opportunity to accept a visiting appointment at another institution. A faculty member desiring an unpaid leave of absence should submit a written request for the absence as far in advance as possible of the time for which the leave is desired. Approval will be based on, but not limited to, the nature of the request, the extent to which the faculty member's responsibilities can be covered or deferred during the proposed absence, and the positive or negative impact on the department of the proposed absence. Unpaid leaves of absence require the approval of the Dean, Office of Academic Affairs, and Board of Trustees. For more information go to http://oaa.osu.edu/documents/OAAHBVol2_002.pdf or http://hr.osu.edu/policy/policy645.pdf.

Special Research Assignments
SRAs are normally one quarter in length and are designed to provide a faculty member time away from classroom teaching and some other responsibilities in order to concentrate effort on research. SRAs are usually, but not necessarily, provided to faculty to develop a new research skill, initiate a new project, or complete an ongoing project. SRAs of shorter duration may be provided for such purposes as facilitating travel related to research that is less than a quarter in duration but more than a week or two provided classroom teaching is not disrupted. For more information go to: http://oaa.osu.edu/OAAP_PHandbook.php.

Untenured faculty will normally be provided an SRA during their probationary period. Reasonable efforts will be made to provide SRA opportunities to all productive faculty on a rotating basis subject to the quality of faculty proposals, including their potential benefit to the department, and the need to assure that sufficient faculty are always present to carry out department work.

Faculty members who desire an SRA should discuss the matter with the immediate supervisor during their annual evaluation or as soon thereafter as possible. The immediate supervisor will indicate whether submission of a full proposal articulating the purpose and nature of the SRA is appropriate. The Department Chair will normally announce decisions regarding SRAs for the next academic year no later than June 30 of the previous academic year, but retains the option of making decisions regarding proposals at other times when circumstances warrant such flexibility.

Faculty Professional Leave
A Faculty Professional Leave constitutes a more formal departure from regular academic duties than a Special Research Assignment and may be one, two or three quarters in length for 9-month faculty and one, two, three, or four quarters in length for 12-month faculty. FPLs involve salary reductions and other considerations established by the Ohio Legislature and University Board of Trustees and faculty considering an FPL should fully acquaint themselves with these policies before applying for leave.

Faculty members who desire an FPL should discuss the matter with the immediate supervisor during their annual evaluation or as soon thereafter as possible. The Department Chair will indicate whether submission of a full proposal articulating the purpose and nature of the FPL is appropriate. Proposals will be reviewed by the Department Faculty Development Committee which will provide a recommendation to the Chair. The Department Promotion and Tenure Committee will serve as the Faculty Development Committee. Proposals will be judged on the merits of the proposed work, and the perceived benefit to the faculty member and to the faculty member’s program area. Because FPL proposals must be approved by the Dean, Office of Academic Affairs, and Board of Trustees before they may be implemented, faculty should submit
FPL proposals for a particular year no later than the end of autumn quarter of the preceding year, except when the development of an unexpected opportunity precludes such timing.

The Chair's recommendation to the Dean regarding an FPL proposal will be based on the recommendations of the Department Faculty Development Committee which will consider the quality of the proposal, its potential benefit to the department and to the faculty member, and the ability of the department to accommodate the leave at the time requested.

Department of Extension Faculty with greater than 50% FTE are not eligible for 9-month assignments because of the nature of the Extension position. For more information go to: http://oaa.osu.edu/OAAP_PHandbook.php.

XIII. Compensation and Paid External Consulting Activity

Extension has established a Consulting and Conflict of Interest Policy following review by the appropriate University bodies. It clarifies and supplements college and University policies. The College’s framework for collaboration with the Regional Campuses provides guidelines for faculty teaching. (See Appendix)


XIV. Financial Conflicts of Interest

OSU Extension follows the University's policy with respect to financial conflicts of interest as set forth in the Office of Academic Affairs Policies and Procedures Handbook http://oaa.osu.edu/OAAP_PHandbook.php. Specifically, the policy is set forth in Office of Academic Affairs Policies and Procedures Handbook, Volume 2, Chapter 5 Conflict of Commitment. A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting or reporting research. Faculty members are required to file conflict of interest screening forms annually and more often if prospective new activities pose the possibility of financial conflicts of interest (http://orc.osu.edu/coi/forms.cfm). Faculty who fail to file such forms or to cooperate with University officials in the avoidance or management of potential conflicts will be subject to disciplinary action.

XV. Grievance Procedure

OSU Extension’s grievance procedures are supplemental to those established by the college and university for faculty and staff. In addition, CSREES has established policies for handling concerns of clientele and employees under AA/EEO guidelines. Extension has AA/EEO counselors available throughout the state.

Approved by the Office of Academic Affairs
12/22/09
In all instances, Extension will strive, through the use of informal consultation, to resolve complaints to the satisfaction of all. Individuals with concerns work through immediate supervisors in resolving complaints and issues. County Extension Directors and Regional Directors/Associate Chairs form the first level of review. The Leader, Human Resources, Associate Director, Operations/Associate Chair and Associate Vice President/Director of Extension assist in resolving complaints which are not resolved within the local unit.

Extension through its Human Resources Unit has individuals with training and experience in counseling, coaching and conflict resolution. These professionals assist in the resolution of issues and concerns.

If complaints or allegations cannot be resolved, the formal procedures outlined in Faculty Rule 3335-5-04 will be followed.

The university policies on grievance procedures are: outlined in Book 1, Chapter 1, section 1.15. The university recommends the following web addresses for grievance procedures:

- OHR Policy 1.10, Nondiscrimination policy (www.hr.osu.edu/policy/index.aspx)
- OHR Policy 1.15, Sexual harassment policy (www.hr.osu.edu/policy/index.aspx)
- hearing procedures for complaints against faculty, Faculty Rule 3335-5-04 (www.trustees.osu.edu/ChapIndex/index.php)
- Code of Student Conduct (www.trustees.osu.edu/Rules%2023/index.php)

**Salary Grievances**
A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter with their immediate supervisor. The faculty or staff member should provide documentation to support the complaint. Faculty members who are not satisfied with the outcome of the discussion with their immediate supervisor should contact the Regional Director/Associate Chair (if appropriate), the Leader, Human Resources, and then Associate Director, Operations/Associate Chair. If they wish to pursue the matter, they may be eligible to file a more formal salary equity review request. The process is outlined in Office of Academic Affairs Policies and Procedures Handbook, http://oaa.osu.edu/documents/OAAHBVol2_002.pdf (Chapter 4).

Staff members who are not satisfied with the outcome of the discussion with the immediate supervisor and wish to pursue the matter should contact the Associate Chair (if appropriate) and then Leader, Human Resources. Consulting Services http://hr.osu.edu/ohrc/ in the Office of Human Resources is the final office to work with on a resolution.

**Faculty Misconduct**
Faculty misconduct/incompetence: Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04 http://trustees.osu.edu/rules5/index.php

**Faculty Promotion and Tenure Appeals**
Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05 http://trustees.osu.edu/rules5/index.php.
Sexual Harassment

Student Complaints
OSU Extension works occasionally with undergraduate and graduate students through internships, special study assignments or through volunteer opportunities. OSU Extension works primarily with citizens involved in outreach/engagement programs. http://usg.osu.edu/Default.aspx
Appendix

Extension Regions
OSU Extension Administration

Administrative Cabinet

Associate Vice President and Director of Extension

Associate Director, Programs and Chair
Associate Director, Operations

Assistant Directors:
4-H Youth Development
Agriculture and Natural Resources
Community Development
Family and Consumer Sciences

Regional Directors:
North East
South Central
West

Director, Communications and Technology

Leader, Business Operations

Leader, Human Resources

Secretary to the Cabinet
Definition:

For purposes of this policy, University guidelines state: a conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty, staff member or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting or reporting research.

Policy Statement

No faculty or staff should jeopardize the objective, and scientific-based principles of Extension's programs through professional activities including private consulting, business activities or work outside the university. Any compromise (actual or perceived) of those principles could damage the integrity of Extension's mission, jeopardize funding, diminish the trust of our clientele, and create a conflict of interest. Ohio State University has established conflict of interest policies for faculty and staff. These can be found at the following websites:

http://hr.osu.edu/policy/policy130.pdf

Examples of situations that create a conflict of interest and are prohibited by Extension:

1. Serving as a voluntary (paid) expert witness in a civil or criminal case. This is different from serving as a fact witness as a result of a subpoena.
2. Holding an elected partisan government position.
3. Any activity (paid or unpaid) that creates the perception Extension endorses the products or services of any organization or business.
4. Use of one’s professional expertise to provide services that compete with services provided by a unit in the university such as teaching or developing curriculum for another university.
5. Accepting personal compensation for any educational or professional service and concurrently charging Extension for your time, mileage or other expenses.

The examples are not exhaustive, and are provided as illustrations.
Conflict of interest issues must be addressed by the supervisor and appropriate administrators.

Administrative Cabinet Approved 10/1/2001
Revised 5/2008
Work outside the University may not create a conflict of interest or compete with services provided by the University.

Rational

Work outside the University, which includes consulting activities, is intended to benefit all parties involved: OSU gains recognition outside the University community, the people of Ohio benefit from the dissemination of knowledge and technology, and the faculty/staff member gains experience and recognition.

Ohio State University Extension’s mission is the delivery of educational programs and services to Ohio citizens, businesses and communities. Extension is funded by state, county, and federal taxes and has the responsibility to provide educational programs and services to clientele beyond the boundaries of The Ohio State University campuses in a variety of settings. Activities which for university employees in other departments might constitute appropriate consulting opportunities, for Extension employees are considered part of Extension’s mandate. Therefore, Extension employees are not permitted to accept payment from any persons, firms or governmental agencies for providing services that would normally be considered part of their Extension duties.

To meet the diverse needs of Extension clientele in Ohio, it is often necessary for faculty and staff to conduct programs during evening and weekend hours as part of their Extension responsibilities. Therefore, the workday and workweek are fluid concepts for Extension faculty and staff.

Guidelines for Work Outside the University

University policy permits faculty to devote up to one business day per week to consulting activities and to be compensated for that activity, with appropriate approvals. Non-faculty staff, with appropriate approvals, must conduct consulting activities outside their predetermined work schedule or take vacation. Because of OSU's land-grant mission, Extension faculty and staff consulting opportunities are more limited than other university employees. Therefore, OSU Extension administration has determined it will exercise its option to implement guidelines more restrictive than the University's. As a general rule, OSU Extension faculty/staff may not engage in consulting activities of any kind unless they obtain prior written approval from the department chair and vice president.

Approval will be given only if the following conditions are met:

1. Services are provided outside Ohio to non-Ohio firms or persons.
2. In Ohio, the faculty/staff member can clearly demonstrate that services to be provided: are not within the realm of current or potential OSU Extension programming and do not compete with Ohio State University and that they benefit OSU as well.

Work outside the University that is not within the current or potential realm of Extension programming does not require approval by OSU Extension. When any consulting or outside employment interferes with performing expected OSU Extension job responsibilities, this is considered a conflict of commitment and must be addressed by the supervisor and appropriate administrators.

Procedures

A faculty/staff member who requests approval for receiving compensation for work outside the university must document in writing how the proposed activity satisfies the conditions of:
Services provided outside of Ohio to non-Ohio firms or persons
Services, if provided within Ohio are not within the realm of current or potential OSU Extension programming and do not compete with Ohio State University and that they benefit OSU.

Prior approval is required. The appropriate university form must be completed. Each non-continuing activity during a fiscal year requires a separate form. An approved ongoing activity that continues into another fiscal year requires a new form.

If there is doubt about the appropriateness of any paid employment, the faculty/staff member should discuss the issue with his/her supervisor.

Faculty/Staff may not use OSU Extension job title, letterhead, facilities, equipment and other resources to identify or support external consulting opportunities.

**Approvals required for consulting**

County/region/faculty/staff – County Director, Region Director, OSUE Department Chair, Vice President
State faculty/staff – TIU Department Chair, Extension Assistant Director, Director, Vice President

Links to University related websites:


Administrative Cabinet Approved 10/01
Reviewed 05/2008
PROCEDURE FOR APPROVING DEPARTMENT OF EXTENSION PROFESSIONALS 
FACULTY AND STAFF TO TEACH CREDIT COURSES FOR OSU REGIONAL CAMPUSES

1. All requests for instruction must originate with the Regional Campus Associate Dean who will then contact the 
Associate Dean, Academic Programs with such requests.

2. The Associate Dean, Academic Programs asks Chair of the Department of Extension to check with appropriate 
associate chair or unit head and discuss if the department of Extension endorses consideration of the request.

3. If endorsement is provided by the Department of Extension, the Associate Dean, Academic Programs asks for 
 vita; submits to academic department which controls the course(s) in question. The department makes the 
determination.

4. If the department approves, the Associate Dean, Academic Programs notifies applicant and chair of Department 
of Extension of approval, as well as regional campus dean.

5. Actual approval to teach the course must be negotiated between the Extension professional and the County 
Director, Associate Chair or unit head and the Chair of Department of Extension each time, (i.e. quarter of 
offering) to be sure it fits with assigned duties for that period of time. It is the responsibility of the Extension 
professional to be sure all appropriate Extension administrators of the Department of Extension are 
appropriately involved each time.

6. As a general rule, Extension professionals will not receive direct pay. The Department of Extension will 
negotiate cost with regional campus. Funds will be transferred to the appropriate Extension unit. The Chair of 
Department of Extension may negotiate a rate of reimbursement for release time sufficient to cover travel or 
may have regional campus reimburse travel directly to the county faculty member.

7. Effective March, 2000 Extension professionals may request supplemental compensation as an alternative to 
release time. A case must be made that duties are substantially outside the scope or reasonable potential 
scope of the individual’s position and that release time is not a feasible option. Supplemental 
compensation is intended for short-term arrangements, not as an ongoing compensation strategy. For on-going 
situations, release time or similar options are preferred. Approval for internal supplemental compensation rests 
with the Department of Extension and the College Dean.

NOTE: Similar arrangements can be considered for Stone Lab.

September 1998
Revised March 2000
Approved by Extension Administrative Cabinet April/2000
Approved by College of Food, Agricultural and Environmental Sciences May/2000
Effective July 2000
Reviewed May/2008