PATTERN OF ADMINISTRATION

OHIO STATE UNIVERSITY EXTENSION

The College of Food, Agricultural, and Environmental Sciences

The Ohio State University

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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 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 for a faculty position without a national search 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://oaa.osu.edu/rightsandresponsibilities.html

IV. Faculty

Faculty are appointed by the Board of Trustees with tenure-track, associated and emeritus 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; and Veterinary Medicine.

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 five 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 Dean/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 expected 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 staff personnel. County Extension Directors are reviewed and appointed annually.

Regions
Counties in Ohio are grouped into five 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 five regions are Northeast, Southeast, Central, Northwest, and Southwest. 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; 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 Dean/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 Dean/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. The sections on committees and faculty meetings address decision-making issues.

**Administrative Cabinet**
The Associate Dean/Director of Extension; Associate Director, Programs/Department Chair; Associate Director, Operations/Associate Chair; Assistant Directors; Regional Directors; and Leader, Business Operations comprise the Extension Administrative Cabinet. The Extension Administrative Cabinet guides organizational decision-making. 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 Dean/Director of Extension, Associate Director, Programs/Department Chair 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 Dean and Director**
The Associate Dean/Director of Extension is the administrative head of Ohio State University Extension and works with the Chair of the Department of Extension representing the faculty and staff in dealing with the Dean or others in university administration. The Associate Dean/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 Dean/Director of Extension under the administrative authority of the President of The Ohio State University. The Associate Dean/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 Extension in the City with the urban program leader. The Associate Director, Programs, is a Department Chair and reports directly to the Associate Dean/Director of OSU Extension and, has responsibilities of coordination with the Dean/Vice President, Agricultural Administration. This position serves administratively on the OSU Extension Administrative Cabinet and Executive Committee; provides leadership for Extension’s program support alliance; and represents the Director of Extension when necessary. The position has the responsibility of supervising the Leader, Program Development and Evaluation, and the Leader, Educational Technology.

The Department Chair has responsibility for faculty personnel appointments, leaves, the promotion and tenure process and activities of tenure-track faculty in the Department of Extension. The Department Chair also has responsibility for the A and P promotion process. 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 five 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 Business/Operations units in collaboration with the Director of Extension. In addition, this position provides coordination of OSU Learning Centers with other administrative leaders. The role provides leadership for policy guidance, conflict resolution, legal issues, 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 Dean/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. Assistant Directors are assigned to supervise faculty field specialists in their program areas. These positions report to the Associate Dean//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. The Regional Directors/Associate Chairs work closely with the Department Chair on the promotion and tenure process and the A and P promotion process. These positions report to the Associate Dean/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 Dean/Director of Extension and the Associate Director, Operations/Associate Chair. The Leader, Business Operations reports directly to the Associate Dean/Director of Extension, and sits on the Extension Administrative Cabinet, as well as other ad hoc committees and teams.

VII. Department Administration
The Associate Dean/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 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 faculty 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, and 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 semester. 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 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 chair, the members of the department, 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 chair prepares the Department of 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, Associate Chairs, and Assistant Directors. The Department Chair does the annual evaluations for probationary faculty, annual evaluations for county faculty are done by the Associate Chairs, and annual evaluations for field specialists are done by Assistant Directors. 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 tenure 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, peer evaluation of teaching letters, 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 made up of clientele and organizational representatives serve as sounding boards and make recommendations on Extension priorities. The Associate Dean/Director of Extension and Associate Director, Programs/Department Chair, provide direction for the committee. The advisory committee focuses on fiscal and accountability issues and 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 Dean/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 the Joint Council 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 Dean/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. The annual conference provides opportunities for professional development and recognition and awards for faculty and staff across the organization.

Faculty Meetings
Faculty meetings will be convened at least once each 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 semester the Department Chair
in consultation with Extension’s Agriculture Faculty Council representatives will
schedule the meetings for the following calendar year. The Agriculture Faculty
Council representatives, administrative cabinet, the Associate Dean/Director of
Extension or Department Chair will identify the agenda for the meeting.

The faculty may request additional meetings. 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.

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 if 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 choose 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 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. CFAES Faculty Council bylaws specify who is eligible
to serve. OSU Extension has five representatives, one from each of three
geographic regions each comprised of three Extension Education and Research
Areas (EERAs), the state and an at-large position. While OSU Extension has
five administrative regions, the geographic regions are used for county faculty
representation on faculty council.

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 East Region (Western
Reserve, Crossroads, and Buckeye Hills EERAs) and West Region (Maumee
Valley, Top of Ohio, and Miami Valley EERAs) expire in the same year; the
Central Region (Erie Basin, Heart of Ohio, and Ohio Valley EERAs) in the
following year; and in the final year the state and at large terms expire.
IX. Distribution of 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 semesters.

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 (2000) of the College of Food, Agricultural, and Environmental Science are followed by the organization, and are available at this link: http://cfaes.osu.edu/sites/cfaes_main/files/site-library/site-documents/human-resources/Faculty_Reward_Guidelines.pdf

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 that guides these obligations.

Faculty Rule 3335-3-35 requires that guidelines 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 for promotion and tenure. These guidelines 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.

A full-time faculty member’s primary professional commitment is to Ohio State University and the guidelines below are based on that commitment. Faculty who have professional commitments outside of Ohio State during on-duty periods (including teaching at another institution; conducting research for an entity outside of Ohio State; external consulting) must disclose and discuss these with the chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the OAA Faculty Conflict of Commitment policy (http://oaa.osu.edu/assets/files/documents/conflictofcommitment.pdf).

A. Tenure-track faculty

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 and 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. Faculty teaching contributions vary and typically account for 50-60% of their time depending on program need and county expectations.

**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 and contracts to support and supplement base budgets received from the county, state and federal legislatures. Research and scholarly contributions for faculty typically account for 20-30% their time.

**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. Service contributions for faculty typically account for 10-30% of their time with higher percentages usually associated with County Extension Director responsibilities.

**Special Assignments**
SAs are normally one semester 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. SAs are usually, but not necessarily, provided to faculty to develop a new research skill, initiate a new project, or complete an ongoing project. SAs of shorter duration may be provided for such purposes as facilitating travel related to research that is less than a semester in
duration but more than a week or two provided classroom teaching is not disrupted. For more information go to:
http://oaa.osu.edu/policiesprocedureshandbook.html

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 SA 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 SA is appropriate. The Department Chair will normally announce decisions regarding SAs 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.

B. Associated Faculty

Compensated associated faculty members are expected to contribute to the university’s mission via teaching or research depending on the terms of their individual appointments.

Faculty members with tenure-track titles and appointments <50% FTE will have reduced expectations based on their appointment level.

Expectations for compensated visiting faculty members will be based on the terms of their appointment and are comparable to that of tenure-track faculty members except that service is not required.

XI. Allocation of Department Resources

The Associate Dean/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 and updates the Extension Policy Handbook. The Extension Business Handbook identifies operational guidelines that supplement and clarify university policies for Extension faculty, staff and units. Campus units prepare budget requests that are submitted to the Associate Dean/Director of Extension. The Associate Dean/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: www.extension.osu.edu). 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.


XII. Leaves and Absences

OSU Extension follows university policies related to leaves and absences which are outlined in the Office of Academic Affairs Policies and Procedures Handbook located at http://oaa.osu.edu/handbook.html and at the Office of Human Resources Policies and Procedures website at http://hr.osu.edu/policy/.

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 semester is substantial. Faculty Rules require that the
Office of Academic Affairs approve any discretionary absence of ten or more consecutive business 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](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://hr.osu.edu/policy/policy645.pdf](http://hr.osu.edu/policy/policy645.pdf).

**Faculty Professional Leave**

A Faculty Professional Leave constitutes a more formal departure from regular academic duties than a Special Assignment and may be one or two semesters in length for 9-month faculty and one, two or three semesters in length for 12-month faculty where the third semester is the summer term plus May session. 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 semester 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.

XIII. Compensation and Paid External Consulting Activity

Extension has established Guidelines for Consulting and Conflict of Interest 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)

Information on faculty supplemental compensation is presented in the OAA Policy on Faculty Compensation (http://oaa.osu.edu/assets/files/documents/facultycompensation.pdf).

XIV. Financial Conflicts of Interest

Information on faculty financial conflicts of interest is presented in the university’s Policy on Faculty Financial Conflict of Interest (http://orc.osu.edu/files/2013/02/Policy-on-Faculty-Financial-Conflict-of-Interest.pdf). 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 with external funding or otherwise required by university policy 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. 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.

In addition to financial conflicts of interest, faculty must disclose any conflicts of commitment that arise in relation to consulting or other work done for external entities. Further information about conflicts of commitment is included in section IX above.

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.

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 human resources generalist, Associate Director,
Operations/Associate Chair and Associate Dean/Director of Extension assist in resolving complaints which are not resolved within the local unit.

Extension through the Human Resources generalists assigned to the department, 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 http://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html

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 human resources generalist, 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/assets/files/documents/1.3HBAppeals.pdf

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 Director, Operations/Associate Chair (if appropriate) and then the human resources generalist. 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/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html).
Faculty Promotion and Tenure Appeals
Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05 (http://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html).

Sexual Harassment
The University’s policy and procedures related to sexual harassment are set forth in OHR Policy 1.15 http://hr.osu.edu/public/documents/policy/policy115.pdf?t=2015120114414

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

Extension Education and Research Areas

[Map of Ohio with regions highlighted]

August 1, 2014

OAA Approval, 05/22/15
OSUE Pattern of Administration
OHIO STATE UNIVERSITY EXTENSION

Associate Director – Operations
Support Staff
Leader – Program Development and Evaluation
PD&E Staff
Associate State 4-H Leader

Associate Director – Programs; Dept Chair
Support Staff

Associate Vice-President, Associate Dean & Director

Human Resources Generalist
Manager, Business Office
CFAES Human Resources Director
HR Faculty and Staff
CFAES Service Centers
Business Office Staff

4-H Assistant Director
Program and Support Staff
Field Specialists
State Specialists

FCS Assistant Director
Program and Support Staff
Field Specialists
State Specialists

CD Assistant Director
Program and Support Staff
Field Specialists
State Specialists

ANR Assistant Director
Program and Support Staff
Field Specialists
State Specialists

Northeast Regional Director; Associate Dept Chair
County Educators
County Extension Directors
Program and Support Staff

Northwest Regional Director; Associate Dept Chair
County Educators
County Extension Directors
Program and Support Staff

Southeast Regional Director; Associate Dept Chair
County Educators
County Extension Directors
Program and Support Staff

Southwest Regional Director; Associate Dept Chair
County Educators
County Extension Directors
Program and Support Staff

Central Regional Director; Associate Dept Chair; Leader, OSU Extension in the City
County Educators
County Extension Directors
Program and Support Staff

November 2014
Other units, programs, and positions reporting to and/or consulting with OSUE Director:
Academic dept. chairs
Alber Enterprise Center Communications
Government Relations Information Technology
OSU CARES
OSU Leadership Center
OSU South Centers
*CSEM Administrative Cabinet

**HR staff reporting to HRD
OSU Extension Administration

Administrative Cabinet

Associate Dean 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

Director, South Centers

Regional Directors:
  Central
  Northeast
  Northwest
  Southeast
  Southwest

Leader, Business Operations

Secretary to the Cabinet
Ohio State University Extension
Guidelines for Conflict of Interest

Definition:

For purposes of these guidelines, University policy 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.

Guidelines

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://oaa.osu.edu/assets/files/documents/conflictofcommitment.pdf
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.
OHIO STATE UNIVERSITY EXTENSION
Guidelines for Work Outside the University

Work outside the University may not create a conflict of interest or compete with services provided by the University.

Rationale

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. semester 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