

PATTERN OF ADMINISTRATION

OHIO STATE UNIVERSITY EXTENSION

The College of Food, Agricultural, and Environmental Sciences

The Ohio State University

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Pattern of Administration

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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. It clarifies the role of the Director and 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 web-site 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 Themes

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

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

Vision

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 educators, 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

As Extension educators, 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

Themes

- Strengthening/enhancing communities and neighborhoods
- Enhancing Ohio's educational capacity
- Growing with Ohio's green industry and agriculture
- Maintaining and enhancing our environment
- Creating jobs for Ohioans
- Food and health
- Rural / urban interface

III. Faculty

Faculty are persons 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 for the Department of Extension are responsible to their immediate supervisor who is ultimately responsible to the department chairperson and to the Director of Extension and through them, to the Dean and University President for faithful and efficient performance of assigned duties. Many of these faculty have positions as County Educators, Center Specialists, 4-H Youth Development Specialists, Community Development Specialists or administrators. Non-campus based faculty have a 0.1% assignment with OARDC.

Other Extension specialist faculty are members of campus academic departments and hold joint appointments in Extension and research and/or academic instruction. Faculty members of the OSU Extension organization are drawn from members of the faculty from numerous colleges, including Colleges of Food, Agricultural, and Environmental Sciences, Human Ecology, Biological Sciences and Veterinary Medicine.

IV. 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, nutrition educators and other paraprofessional and technical staff work in county offices and centers located at Lima, Piketon and Wooster, 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, Regional and Center Offices - Staff Composition and Functions

Counties

A county Extension office exists in each county. County units for administrative purposes are organized into three regions. The size and type of professional staff in each county in Ohio 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, center 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 within the assigned county:

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

Educators also work on teams addressing interdisciplinary issues and the seven theme areas.

The County Extension Educator has general responsibilities for all facets of the Extension program within the county and is encouraged to identify a program 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 on a four-year rotation.

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 within the region. The three regions are North Central, South East and West. The regional director/associate chair also provides oversight to the development of faculty in their region.

Centers

Ohio State University Extension Centers are a place of innovation that serve in a catalytic role to foster the development and delivery of programs, conduct applied research, stimulate new sources of funding, partner with faculty in departments within OARDC, Human Ecology, Food Agricultural and Environmental Sciences and other Colleges across campus. Extension Centers focus on a multidisciplinary approach to relevant topics to citizens of Ohio while maintaining individual subject matter expertise. To accomplish these responsibilities Extension Centers create collaborative efforts with county educators, academic departments, local, federal and state agencies, and non profit organizations regarding topics relevant to the citizens of Ohio. Extension Centers focus on developing quality educational experiences at a local and statewide level.

The three existing Extension Centers are the OSU Extension Center at Lima, OSU Extension Center at Piketon and OSU Extension Center at Wooster. Each Extension Center is staffed by various combinations of Extension Specialists, Sea Grant Specialists, Research Assistants, Program Assistants, Management Assistants, Extension Educators, Watershed Management Educators and Information Associates. All four program areas are represented; however, certain areas of expertise will emerge based on particular initiatives at the individual Extension Center. Each of these centers is led by an Extension Center Director who has responsibility for the daily administrative functions.

Extension Center Directors and Program Area Assistant Directors jointly share responsibility for program direction and implementation in a particular Extension Center. Together they also share the management and performance evaluation of all faculty and staff.

Program Team

The Program Team provides leadership for all outreach and engagement educational programs, disseminates educational materials, supports infrastructure for electronic and print technology, and promotes, markets and documents impact of OSU Extension. Annually, a chair of this group is decided through an election process held by the team. The team works closely with the Personnel and Operations team members and Department Chair. The Program Team is comprised of: the Associate Vice President/Director of Extension; the Associate Director, Programs; four Assistant Directors; three Extension Center Directors; the Leader, OSU CARES and Outreach/Engagement; the Director, Communications and Technology; the Leader, Program Development and Evaluation; Leader Legislative Programs, Federal and County; Leader, Diversity Development and two Urban Specialists.

Personnel and Operations Team

The Personnel and Operations Team establishes and maintains personnel and operating systems to support the people and mission of OSU Extension. Annually, a chair of this group is decided through an election process held by the team. The team works closely with Program Team members and with the Director and Associate Director, Programs. The Personnel and Operations Team is comprised of: the Department Chair and Associate Director, Operations; the Leader, Human Resources; the Leader, Business Operations, the three Regional Directors/Associate Chairs; and Leader, Diversity Development.

Department Chairs

Chairs in the Colleges of Food, Agricultural and Environmental Sciences, 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.

V. 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 OSU 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 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.

Ohio State University Extension Administrative Cabinet and Executive Committee

Administrative Cabinet and Executive Committee

The Associate Vice President/Director of Extension; Chair of Extension; Associate Director, Programs; Assistant Directors; Regional Directors; Center Directors; Director of Communication 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, guiding principles and themes; and empowers employees to achieve organizational goals.

An Executive Committee has been established to help the cabinet be more effective and efficient. Membership includes the Associate Vice President/Director, Chair of Extension and Associate Director, Programs. 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 themes in mind when making decisions. When a situation requires an immediate decision, the Executive Committee is empowered to act on behalf of the organization.

Assistant Directors coordinate educational programs among the various subject matter departments and Extension centers on a statewide basis. They encourage and assist with the organization and implementation of Extension educational programs, including in-service 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 coordinates with the Associate Director, Programs and Department Chair.

Associate Director, Programs is responsible for monitoring new funding opportunities for Extension program areas, serves as a liaison for developing University relations, and works with the Assistant and Center Directors to insure interdisciplinary, issue-focused programming in cooperation with the Assistant Directors. The Associate Director provides administrative leadership for the development, implementation and monitoring of OSU Extension cost recovery efforts, programs and marketing. Responsibilities include personnel supervision of the Leader, Program Development and Evaluation and Program Director, OSU Leadership Center. In addition, this position provides co-ordination of the following units with other administrative leaders: Urban Program Specialists, Data Center, and OSU Learning Centers Team. This position serves administratively on the OSU Extension Administrative Cabinet and Executive Committee, and provides leadership for the Program Team. The current Associate Director, Program holds a non-salaried appointment in the Department of Human and Community Resource Development. This position reports to the Associate Vice President/Director, OSU Extension. This position has an assignment with the Office of Continuing Education, Contract Programs.

Regional Directors/Associate Chairs work collaboratively with the OSU Extension Administrative Team and 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, OSU Extension and coordinates with the Associate Director, Operations, especially on matters related to the Associate Chair responsibility.

Extension Center Directors work collaboratively with the OSU Extension Assistant Directors, Regional Directors, County Extension Directors, Extension Educators and Specialists, advisory committee members and volunteers, public officials, community leaders and faculty and staff from academic units to identify and address needs/opportunities. This position reports to the Associate Vice President, Agricultural Administration and Director, OSU Extension and coordinates with Associate Director, Programs. In some situations the Center Director will coordinate with the Associate Vice President, Research, and Director, OARDC.

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 operations. The Leader, Business Operations is also responsible for special assignments as directed by the Associate Vice President/Director of Extension and the Chair of Extension. The Leader reports directly to the Associate Vice President/Director of Extension and the Department Chair, and sits on the Extension Administrative Cabinet and the Personnel and Operations Team, as well as other ad hoc committees and teams.

Leader, Human Resources is be responsible for providing administrative leadership to human resources responsibilities and functions within payroll processing, personnel management and staff development 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 jointly to the Associate Vice President/Director and the Department Chair of Extension, and is a member of the Extension Administrative Cabinet and Personnel and Operations Team.

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 College; leads development of and oversees implementation of long-range strategic plan; 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; ensures promotion of diversity goals and compliance with affirmative action; and advances the college and university missions. This position reports to the Dean of the College and Vice President's Cabinet through the Vice President for Extension.

VI. Department Administration

The Associate Vice President/Director and Chair are appointed by the Dean of the College subject to formal approval of the 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.

Associate Vice President and Director

As outlined in Section 3335-3-35, the Director and Associate Vice President for Extension is the administrative head of the unit and working with the Chair of the Department of Extension represent the faculty and staff in dealing with the Dean or others in university administration.

The Associate Vice President/Director 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 delegates his/her final authority to Extension personnel to carry out their respective duties.

Chair

The Chair of the Department of Extension is accountable to the Associate Vice President/Director of Extension. The Chair administers the day-to-day operations of OSU Extension. The Chair has responsibility for faculty personnel appointments, leaves, the promotion and tenure process and activities of 150 regular faculty in the Department of Extension, coordinates the activities of three regional directors/associate chairs and provides oversight through the business leader, to grants and contracts. The Chair is also responsible for the OSU Extension Human Resources and Business Operations units in collaboration with the Associate Vice President/Director of Extension. The Chair provides leadership for handling difficult personnel matters particularly as they relate to faculty issues and serves as a liaison with the Office of Legal Affairs. The current chair also holds a no salary appointment in the Department of Human and Community Resource Development is an associated faculty member in the Glenn Institute, and a liaison for Extension with the International Programs in Agriculture office. The Department Chair reports directly to the Associate Vice President, Agricultural Administration, Director of OSU Extension. The Chair is also responsible for seeing that issues of central importance to faculty in the Department of Extension are addressed. The organizational chart that is included in this document shows OSU Extension as a line and staff organization. As related to Faculty Rule 3335-3-35 (see Appendix) the duties of the Associate Vice President/Director and Department Chair shall be:

- (1) To have general administrative responsibility for the program, subject to the approval of the Dean of the College.
- (2) To 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 perspective members of the Extension organization. A copy is provided to the office of the Dean of the College, the Office of the Senior Vice President and Provost.
 - a. The 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 Chair or Chair's designee will maintain minutes of all faculty meetings and records of other actions covered by the pattern of administration.
 - c. The 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 Director and Associate Vice President.

- d. In principle, the presumption favoring majority faculty rule on all faculty matters covered in this Pattern of Administration will be followed by the 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 representative 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) To 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 perspective members of the Department and a copy shall be deposited in the office of the Dean of the College and the Office of the Senior 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 Senior Vice President and Provost shall receive either a revision or a reaffirmation of the original statement.
 - (4) To 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 prepares the Extension budget and allocates funds received in consultation with Extension Administrative Cabinet, advisory groups and with approval of the Dean.
 - (5) To 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) To evaluate continuously instructional and administrative processes to support continuous improvement.
 - (7) To 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 Senior Vice President and Provost and supplemental criteria determined by the college or organization.
 - (8) To 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) To 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) To encourage scholarship and educational needs assessments, impact documentation and research.
 - (11) To 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) To see that adequate supervision and training are provided to members of the faculty and staff who may profit by continual professional development.
 - (13) To 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) To 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. The Program and Personnel Operations teams discussed in Section IV provide leadership related to programming, personnel and operations respectfully. All of these committees/teams gather input from their constituency groups to provide input and perspectives when carrying out their roles.
- (2) Programmatic committees – Assistant Directors and Center 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, in-service committees are formed by assistant directors and center directors to meet subject matter professional development 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 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, provide direction for these groups. The support committee focuses on fiscal and accountability issues and the advisory committee on programming and staffing. 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. The Director's Internal Advisory Committee is made up of educators, center, 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, Ohio Extension Agents Association and Ohio Extension Professionals Association meet regularly and provide input and suggestions on organizational issues of importance to its members and programming issues to be addressed. Associate Vice President/Director of Extension and/or Department Chair 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 an annual meeting throughout the state through Spring Conferences, Fireside Chats, satellite conference or other effective means.

Faculty Meetings

Faculty meetings will be convened twice a year to allow for a discussion of issues pertinent to faculty of the department. This will include but is not limited to issues related to university, college and departmental issues/policies impacting faculty and faculty governance (including Extension involvement with FAES College 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 College Faculty Committee representatives. The College Faculty Committee representatives, administrative cabinet, the Associate Vice President/Director or 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 Chair. The agenda will be developed by the 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 is represents less than 30% of faculty eligible to vote, the meeting will be postponed/canceled and another means sought to gather faculty input.

Electronic mail will be the primary vehicle for communicating with faculty. Use of web sites 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 choose to vote or where divisions in the faculty make consensus or formal faculty approval impossible, the Director and 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 Chair have ultimate responsibility for administration will be sought.

VII. Department Faculty Teaching Load Policy - NA

VIII. Policy on Faculty Duties and Responsibilities

The 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 instruction, 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.

OSU Extension must meet its outreach/engagement obligations to the people of Ohio.

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, individualize 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 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. 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/center 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.

IX. Course Offerings and Teaching Schedule - NA

Some faculty may be offered courtesy appointments in academic units.

X. Allocation of Department Resources

The Associate VP/Director of Extension allocates state and federal funds to each unit for staffing and operational needs. Each unit and county office have 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 Department 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 Extension Director. The 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 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. 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, however.

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 MOUs.

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 commercial services by providing a "free" publicly subsidized alternative.
- 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://extension.osu.edu/cost/>.

XI. Leaves and Absences

OSU Extension follows OSU Provost Guidelines 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/tc.html> and at the Office of Human Resources Policies and Procedures website at <http://hr.osu.edu/policy/policyhome.htm>.

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 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 chair 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). Sick leave is a benefit to be used—not banked. See OHR Policy 6.27 for details: <http://hr.osu.edu/policy/policy627.pdf>.

Unpaid Leaves of Absence

http://oaa.osu.edu/handbook/ix_loa.html

http://oaa.osu.edu/handbook/ix_loaentrepren.html

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.

Special Research Assignments

http://oaa.osu.edu/handbook/ix_sra.html

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.

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 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

http://oaa.osu.edu/handbook/ix_fpl.html

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. 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 quality of the proposal and its potential benefit to the department and to the faculty member as well as the ability of the department to accommodate the leave at the time requested.

Special Study Assignment

See Appendix.

Department of Extension Faculty with greater than 50% FTE are not eligible for 9-month assignments because of the nature of the Extension position.

XII. Supplemental 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)

XIII. 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/handbook/coipolicy.html>. 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. 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.

XIV. 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, educator support teams and Regional Directors form the first level of review. The Leader, Human Resources, Department 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:

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 Associate Chair (if appropriate) and then Department Chair. If they wish to pursue the matter, they may be eligible to file a more formal salary appeal http://oaa.osu.edu/handbook/xii_salaryprocess.html.

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 Extension Human Resources. Consulting Services <http://hr.osu.edu/dir/Directory.htm#Consult> 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/ru5-04.html>.

Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05

<http://trustees.osu.edu/rules5/ru5-05.html>.

Sexual Harassment

The University's policy and procedures related to sexual harassment are set forth in OHR Policy 1.15

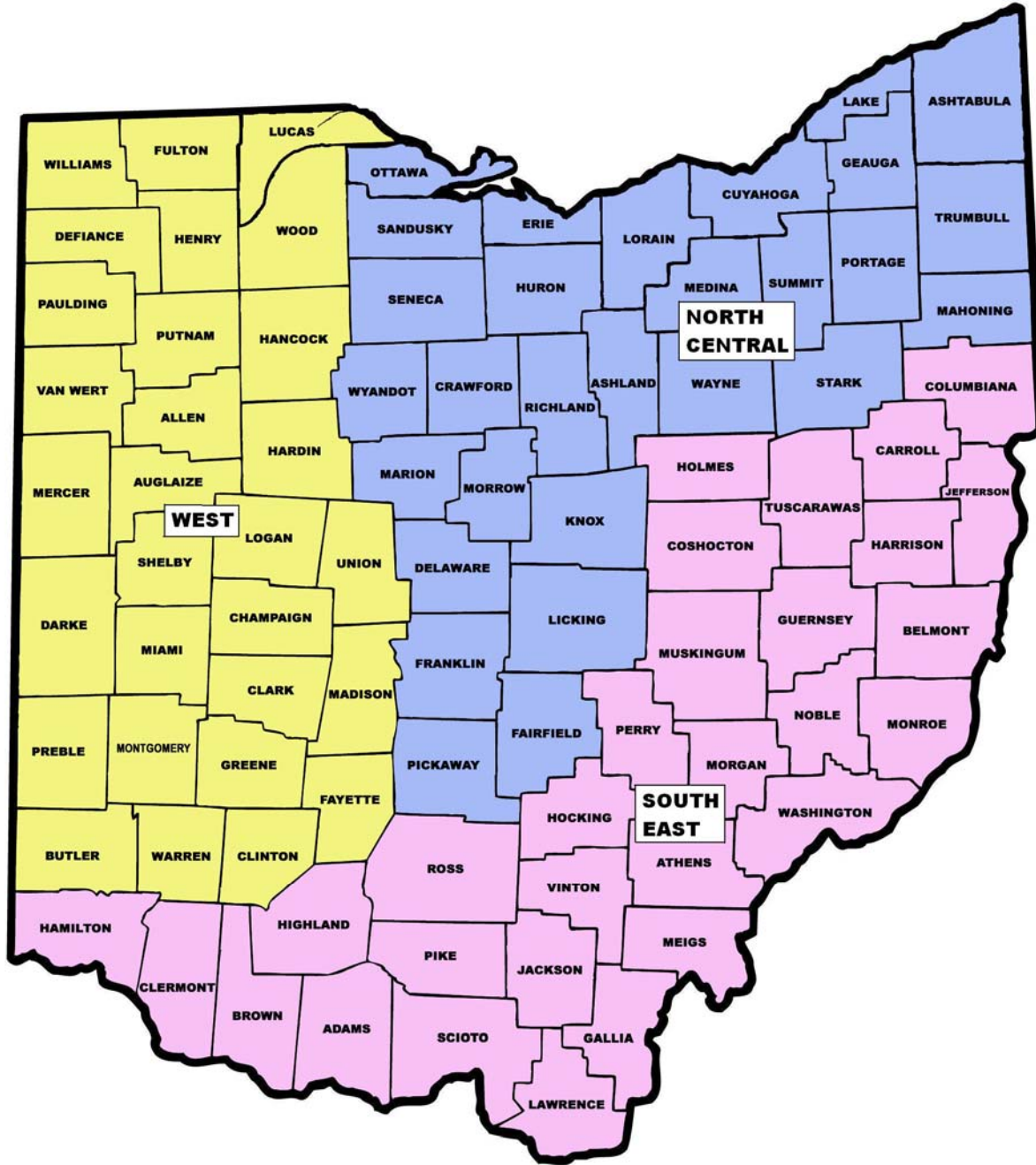
<http://hr.osu.edu/policy/policy115.pdf>.

Student Complaints

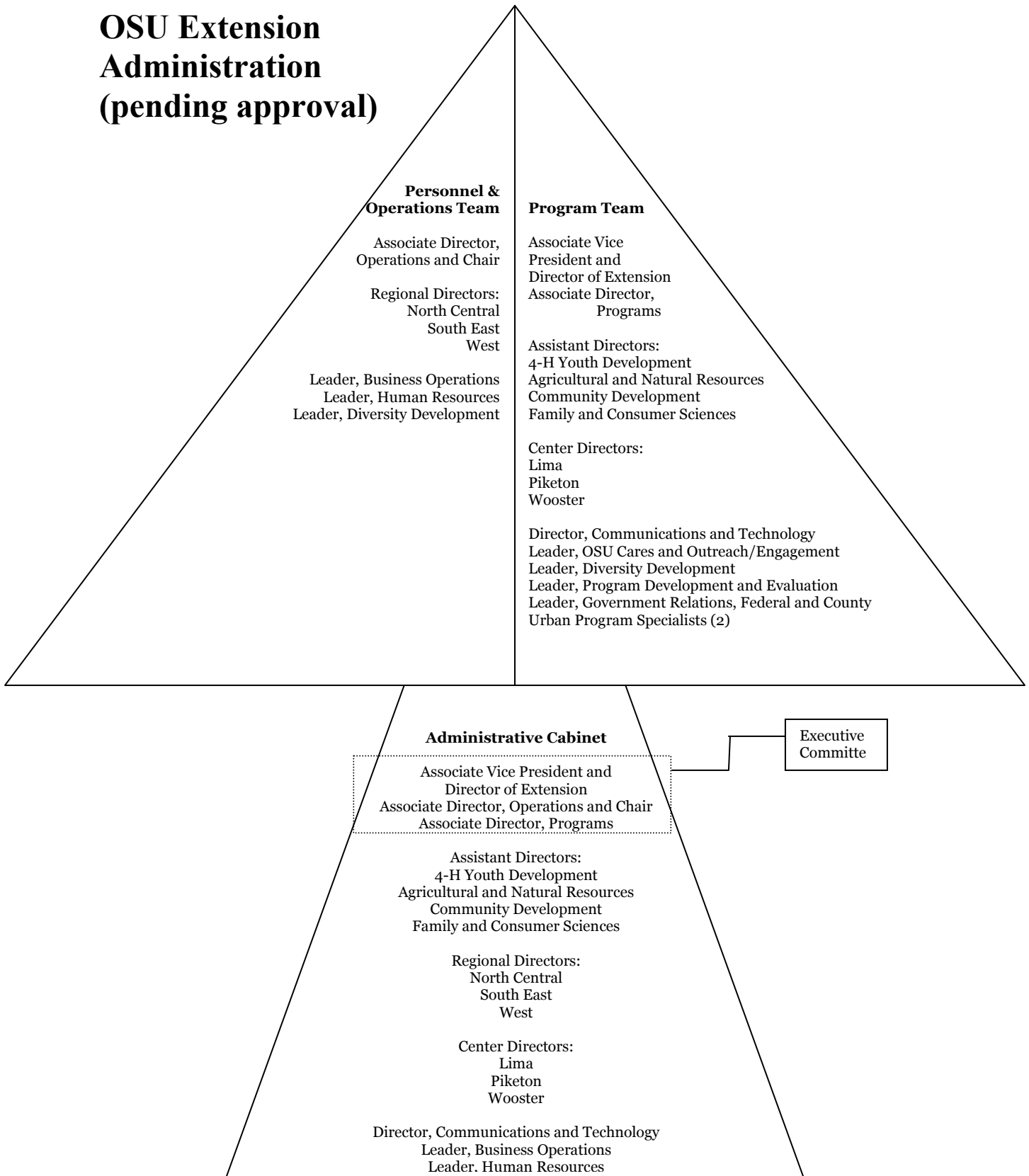
OSU Extension works occasionally with undergraduate and graduate students through internships, special study assignments or through volunteer opportunities. OSU Extension works primarily with citizens involved in outreach/engagement programs.

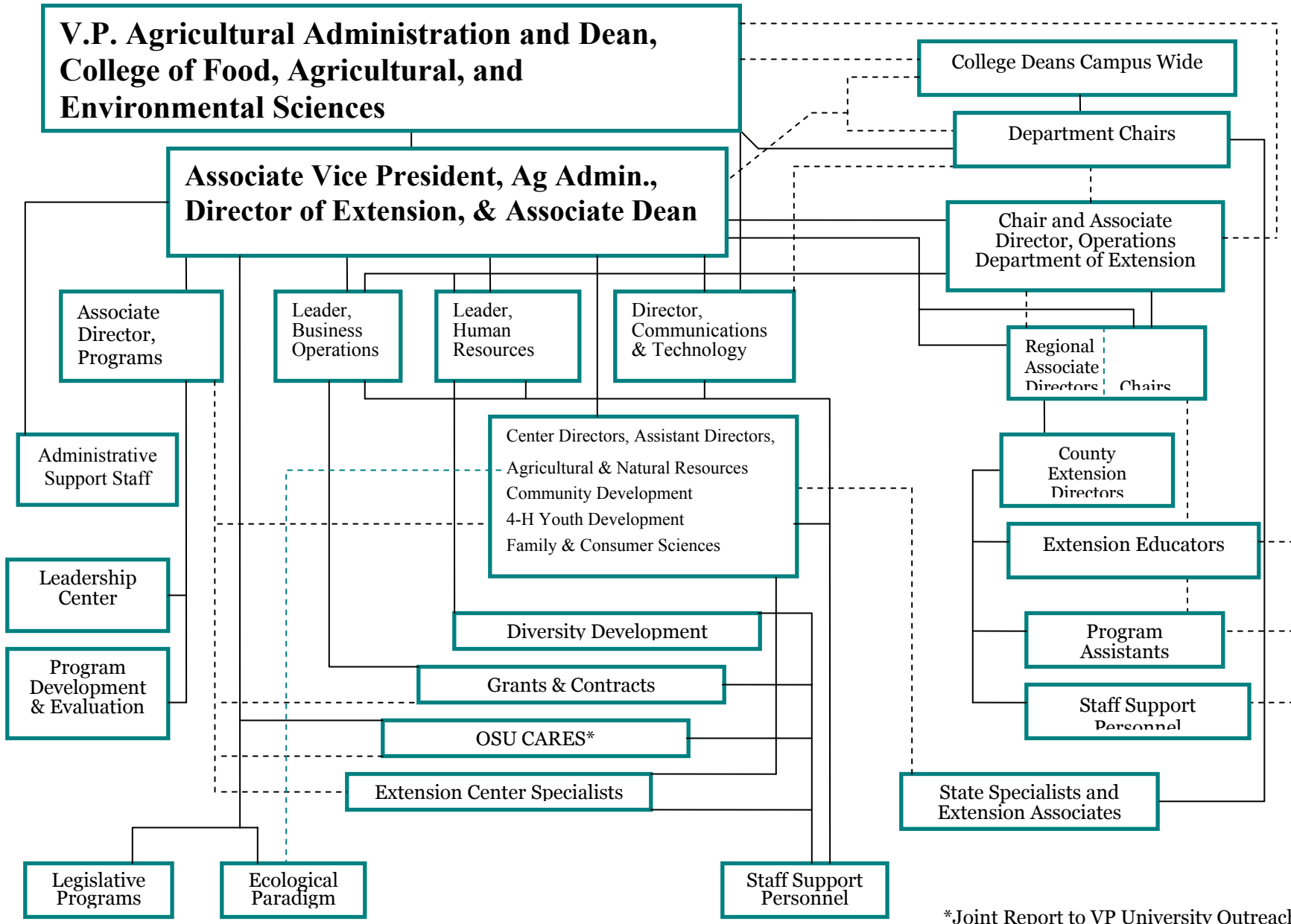
Appendix

OSU Extension District Map



OSU Extension Administration (pending approval)





*Joint Report to VP University Outreach

Ohio State University Extension
Conflict of Interest Policy Statement
October, 2001

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://oaa.osu.edu/handbook/coipolicy.html>

<http://www.ohr.ohio-state.edu/policy/130pol.htm>

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

OHIO STATE UNIVERSITY EXTENSION
Work Outside the University Policy Statement
October, 2001

Policy Statement

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:

- X Services provided outside of Ohio to non-Ohio firms or persons
- X 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:

Policy on Paid External Consulting – <http://oaa.ohio-state.edu/handbook/paidexternal.html>

Administrative Cabinet Approved 10/01

**PROCEDURE FOR APPROVING DEPARTMENT OF EXTENSION PROFESSIONALS
FACULTY AND STAFF TO TEACH CREDIT COURSES FOR OSU REGIONAL CAMPUSES**

September 1998
Revised March 2000

1. All requests for instruction must originate with the Regional Campus Associate Dean who will then contact the Senior Associate Dean with such requests.
2. The Senior Associate Dean 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 Senior Associate Dean 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 Senior Associate Dean 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.

Approved by Extension Administrative Cabinet Approved 4/00
Approved by College of Food, Agricultural and Environmental Sciences 5/00
Effective July 2000

SPECIAL STUDY ASSIGNMENT

OHIO STATE UNIVERSITY EXTENSION

The Special Study Assignment is designed to encourage Extension personnel to engage in graduate study to strengthen technical competencies, Extension teaching and administrative skills. County Educators, Extension Specialists, Regional and Center Directors and State A&P professionals with at least three years of continuous employment are eligible to apply. The assignment extends for one to four quarters/one year maximum under the following arrangement:

First quarter

- Full pay
- 25% employment

Second quarter

- 75% pay
- 50% employment

Third, fourth quarters

- 75% pay
- 50% employment

The criteria used in the approval process include:

- A. Graduate study will enhance individual's technical competence, teaching ability, creative works and overall effectiveness.
- B. Extension programs will be strengthened as a result of graduate study.
- C. Current programs can be handled by others during the absence of the individual. (Applicant should be aware that their position might be permanently filled by some other person if they plan to be on a SSA for more than two quarters.)
- D. Employee has proven history of productivity or potential for increased effectiveness. Namely, the individual's performance scores should be above average for peer group.
- E. Proposed graduate study will be consistent with the individual's responsibilities and/or identified areas of specialization.
- F. The proposed program encourages research/collaborative projects between field personnel and specialists/administrators.
- G. The person agrees to return to Extension for one year after completion of the SSA. If for some reason the person leaves OSU Extension without completing the year, the person will pay back the salary received while on the study leave.

Individuals wishing to participate in this Special Study Assignment will be expected to apply to Leader, Human Resources, using the appropriate form by the 15th of March, June, September or December and at least six months in advance of the date the assignment is to begin. SSA applications from County Educators must be reviewed by the Educator's program and professional support team prior to being sent to Columbus. The State Review Committee will consist of the Training and Development Team with a recommendation from the appropriate Assistant Director(s). They will act upon all requests and make recommendations to the Director and Vice-President. Before the end of the first quarter, the individual must make a decision whether to request an extension of the SSA for one or more additional quarters.

As a part of the application process, the employee will be asked to identify some possibilities and preferences for fulfilling the employment obligations. Field personnel attending OSU will, in most instances, be assigned to state faculty in their specialty or interest areas. Individual work arrangements will need to be made to accommodate those wishing to attend other appropriate graduate institutions. Likewise, the length of the SSA and the pay and employment arrangements of those on a semester system may need to be adjusted.

The number of Special Study Assignments granted each year will be limited, and state funds will be used to cover the salary and fringe benefit costs. Faculty participating in the program will not be eligible for the regular OSU Professional Leave Program for seven years.

Submit application to support team and district director/immediate supervisor for signatures.

Forward signed applications to:

Leader, Human Resources
Ohio State University Extension
2120 Fyffe Road
Columbus, OH 43210-1066