

**Converting Extension Administrative Professionals to Extension Faculty  
2018 September 27**

**1. Where Are We? – Extension Today**

- 1.1. Currently, Extension employees that are considered as part of these faculty positions are considered “Administrative Professionals”. Office schedules (holidays, days of closure, opening/closing times, etc.) are set according to the partner/host county or the University. County Extension office closures are set by each host county. Regional Extension offices, Experiment Stations, and other non-county Extension offices utilize the CSU holiday calendar.
- 1.2. Appointment Types
  - 1.2.1. Extension Agents
    - 1.2.1.1. Most (but not all) Agents have offices located within and provided by the hosting counties.
    - 1.2.1.2. Have geographic related (county, area, multi-county) responsibilities or duties relative to specific clientele or are grant funded.
    - 1.2.1.3. Have programmatic and/or administrative duties. Administrative duties may include supervision of administrative assistants and/or other Agents.
    - 1.2.1.4. May have “Affiliated Faculty” status in a Department.
    - 1.2.1.5. May be full time (1.0 FTE) or less.
    - 1.2.1.6. Have “exempt” status.
  - 1.2.2. Extension Coordinators and Other Similar Position Titles
    - 1.2.2.1. Most – but not all – have offices located in county Extension offices.
    - 1.2.2.2. Have specific programmatic responsibilities, e.g. 4-H or EFNEP.
    - 1.2.2.3. May be full time (1.0 FTE) or less.
    - 1.2.2.4. May have “exempt” or “non-exempt” status.
  - 1.2.3. Extension Specialists (non-tenure track)
    - 1.2.3.1. Have offices in Regional offices, State Extension office, Experiment Stations, or other facilities. May be housed in a Department.
    - 1.2.3.2. Have specific expertise with programmatic responsibilities across Colorado, within Extension regions or water basins, at Experiment Stations, or other non-county specific geographic areas.
    - 1.2.3.3. May have “Affiliated Faculty” or other status in a Department.
    - 1.2.3.4. Are full time (1.0 FTE).
    - 1.2.3.5. Have “exempt” status.
  - 1.2.4. Administrators
    - 1.2.4.1. Have offices in Regional offices, at Experiment Stations, or in the State Extension office.
    - 1.2.4.2. Have only administrative responsibilities, but may conduct trainings for Extension personnel or particular clientele (e.g. County Commissioners).
    - 1.2.4.3. Are full time (1.0 FTE).
    - 1.2.4.4. Have “exempt” status.

## 2. Where Do We Want to Go? – Faculty Status

### 2.1. Titles

- 2.1.1. All Extension employees will be considered “Extension Faculty” with a corresponding rank of “Assistant”, “Associate”, or “Full”.
  - 2.1.1.1. Examples include: *Extension Assistant Specialist*, *Extension Associate Agent*, and *Extension Specialist* (“Full” is typically not used).
- 2.1.2. Extension employees may continue to use their working titles existing prior to having faculty status.
  - 2.1.2.1. Examples include: *Extension Agent*, *Extension Program Coordinator*, *Extension Specialist*, *Agricultural and Business Management Economist*.

### 2.2. Appointments

#### 2.2.1. Extension Faculty

- 2.2.1.1. CSU Extension employees (formerly Extension Agents and Non-Tenure Track Specialists) meeting the following criteria shall be eligible for “Extension Faculty”.
  - 2.2.1.1.1. Appointment of fifty percent (50%) or more,
  - 2.2.1.1.2. Exempt status,
  - 2.2.1.1.3. Programmatic and/or administrative responsibilities,
  - 2.2.1.1.4. Minimum of a Bachelor’s Degree.
  - 2.2.1.1.5. Not Adjunct Faculty nor Temporary Faculty.
  - 2.2.1.1.6. Extension Faculty shall carry rank to include “assistant”, “associate”, or “full” Professor of Practice.
  - 2.2.1.1.7. Except for the initial conversion from Administrative Professional to Faculty, all hires may be at any rank. In order to be hired at a higher rank, the employee shall have met all the expectations and standards of the higher rank.
  - 2.2.1.1.8. All reporting shall be done in accordance with Extension policies and procedures.

#### 2.2.2. Adjunct Faculty

- 2.2.2.1. CSU Extension employees having appointments of less than fifty percent (50%) or hired having not earned at least a master’s degree.
- 2.2.2.2. This appointment can be ongoing but cannot be eligible for continuation or converted to other appointment types without a search. All searches shall be in accordance to Extension and OEO policies.
  - 2.2.2.2.1. Ongoing means that the employee may remain in the same position and having the same responsibilities for an indefinite period of time.
  - 2.2.2.2.2. Continuation refers to the same employee transitioning to another position and/or having meaningful or significant changes of responsibilities.
- 2.2.2.3. Adjunct Faculty shall be subject to annual performance reviews by the immediate supervisor or his or her delegate in accordance with Extension policies and procedures.
- 2.2.2.4. Adjunct Faculty may not be promoted in rank.

#### 2.2.3. Temporary Faculty

- 2.2.3.1. This appointment may be part- or full-time.
- 2.2.3.2. Shall be temporary positions associated with limited funds (grants, contracts, etc.) and limited in length to the time of the funded project.

- 2.2.3.3. Temporary Faculty shall be subject to annual performance reviews by the Project Director or his or her delegate in accordance with Extension policies and procedures.

## 2.3. Expectations/Standards According to Academic Rank

### 2.3.1. Assistant

- 2.3.1.1. Uphold CSU's Principles of Community;
- 2.3.1.2. Seek opportunities for professional and self-development;
- 2.3.1.3. Demonstrate the ability to express thoughts clearly (both orally and in writing); communicates information and decisions to others in a timely manner; facilitates discussion, and negotiates outcomes;
- 2.3.1.4. Build working relationships to solve problems, reach common goals, and address local, regional, state, and national needs with clientele, community groups, and office and Extension colleagues;
- 2.3.1.5. A positive influence on and empowers others by offering support and motivation; and
- 2.3.1.6. Meet the minimum qualifications, responsibilities, and duties as described in the position announcement and job description.

### 2.3.2. Associate

- 2.3.2.1. Exceeds the expectations/standards for an Extension Faculty having the rank of Assistant;
- 2.3.2.2. Demonstrated ability to assess a range of clientele needs;
- 2.3.2.3. Experience in planning, developing, implementing, and/or evaluating educational programs;
- 2.3.2.4. Develop and manage financial and other resource budgets;
- 2.3.2.5. Provide leadership within Extension, University, and/or profession;
- 2.3.2.6. Conduct and/or facilitate Extension programs to clientele, advisory groups, or colleagues;
- 2.3.2.7. Seek and utilize external funding to support programming, Extension, and/or the community; and
- 2.3.2.8. Demonstrated expertise in multiple communication methods.

### 2.3.3. Full

- 2.3.3.1. Exceeds the expectations/standards for an Extension Faculty having the rank of Associate;
- 2.3.3.2. Takes leadership in identifying and evaluating clientele needs;
- 2.3.3.3. Is recognized by community, commodity and other organizations, Extension, Colorado State University, professional associations, colleagues, and/or peers for professional accomplishments;
- 2.3.3.4. Contribution to scholarly works for the benefit of Extension, relevant field of professional interest, and/or stakeholder groups;
- 2.3.3.5. Provide leadership to Extension, University, professional organizations, and/or community committees or task forces; and
- 2.3.3.6. Sustained success at generating external funding for the benefit of Extension, stakeholder groups, and/or community groups.

## 2.4. Potential Benefits for Extension Faculty

### 2.4.1. Faculty Council

- 2.4.1.1. Extension Faculty shall have representation on Faculty Council and its committees.

- 2.4.1.2. “The Faculty Council acts as a representative body for the faculty members and performs those duties delegated to the faculty members by acts of the legislature.” (Faculty and Administrative Professional Manual, C.2.1)
- 2.4.1.3. Extension Faculty shall vote for their faculty representatives.
- 2.4.1.4. The terms of service shall be three (3) years.
- 2.4.2. Supplemental Pay
  - 2.4.2.1. Extension Faculty having the rank of Associate or Full shall be eligible for supplemental pay.
  - 2.4.2.2. “Supplemental pay is compensation by the University beyond the established monthly base salary. It is intended for University activity that requires effort in addition to that defined under the individual’s appointment and his or her one hundred percent (100%) effort distribution.” (FAPM, D.7.2)
  - 2.4.2.3. Requests for supplemental pay must be made in writing (including email) to the immediate supervisor who will in turn consult with the appropriate Regional Director and Director of Extension (or similar administrators).
  - 2.4.2.4. Requests for supplemental pay must be approved by the appropriate Regional Director and Director of Extension before the activity commences.
  - 2.4.2.5. All supplemental pay activities shall abide by the “Conflict of Interest” policies of Extension and the University.
- 2.4.3. Consulting
  - 2.4.3.1. Extension Faculty, regardless of rank, shall be eligible to accept professional consulting engagements.
  - 2.4.3.2. “Consulting is the provision of professional advice or service to external constituents with or without remuneration. The opportunity to accept occasional professional consulting engagements is a traditional privilege. Such activities are desirable and constitute legitimate means to promote professional development, thereby enriching the individual’s contributions to the institution, to the profession, and to society.” (FAPM, D.7.6.2)
  - 2.4.3.3. “Employees normally shall not engage in compensated consulting activities that compete with activities of the University. In exceptional cases, however, those employees may obtain prior written approval from the appropriate Regional Director or other supervisor.” (FAPM, D.7.6.2)
  - 2.4.3.4. Extension Faculty, regardless of rank, desiring to engage in consulting for pay during his or her appointment period shall make full written disclosure (excepting the amount of compensation) to his or her immediate supervisor and other appropriate supervisor in advance of the planned activity.
  - 2.4.3.5. Extension Faculty, regardless of rank, who wishes to engage in consulting for pay outside his or her appointment (e.g. while on “annual leave”) shall abide by Colorado State University’s “Conflict of Interest” policies and procedures.
  - 2.4.3.6. “A University employee who accepts a consulting assignment from a non-University person or entity shall not use University resources without prior written approval of his or her immediate supervisor and appropriate reimbursement for use of such resources.” (FAPM, D.7.6.2)
  - 2.4.3.7. All consulting activities shall abide by the “Conflict of Interest” policies of Extension and the University.
- 2.4.4. Emeritus/Emerita Status
  - 2.4.4.1. Extension Faculty who have completed ten (10) years or more of service to Colorado State University shall be eligible at the time of retirement from CSU for emeritus/emerita title.

- 2.4.4.2. Requests for emeritus/emerita status shall be submitted in writing (including email) to the Regional Director. The Regional Director shall forward the request to the Director of Extension and then Vice President of Engagement who will in turn forward the request to the Provost. The final decision on granting emeritus/emerita status will be made by the Board. (FAPM, E.3.1)
- 2.4.4.3. If possible, office or other applicable space, clerical support, and use of University resources shall be provided to each emeritus/emerita faculty member who continues to do scholarly work. (FAPM, E.3.1)
- 2.4.5. Transitional Appointments
  - 2.4.5.1. Extension Faculty are not eligible for transitional appointments.
  - 2.4.5.2. "...non-tenured faculty members are not eligible for transitional appointments due to the legal conflict between statutory "at will" status of such appointments and the appointment term guarantees embodied in a transitional appointment." (FAPM, E.2.1.6)
- 2.4.6. Professional Development (in the spirit of sabbatical leave for tenured faculty)
  - 2.4.6.1. Extension Faculty shall be eligible for professional development (in the spirit of sabbatical leave for tenured faculty) after the accumulation of six (6) years of service at Colorado State University.
  - 2.4.6.2. Extension Faculty seeking professional development (in the spirit of sabbatical leave for tenured faculty) shall follow the procedures established by Extension. The faculty member shall develop a detailed professional development plan for review and approval by the employee's immediate supervisor, Regional Director (or equivalent position), and the Director of Extension. The name of the employee and sabbatical plan shall then be forwarded to the Provost for final approval.
  - 2.4.6.3. The detailed professional development plan shall specify how the professional development will result in the faculty member's professional growth, enhance the institution's reputation, and increase the overall level of knowledge in the faculty member's area of expertise.
  - 2.4.6.4. The total of a faculty member's professional development (in the spirit of sabbatical leave for tenured faculty) leave shall not exceed six (6) months.
  - 2.4.6.5. "A faculty member may elect to take his or her sabbatical leave in two (2) or more different time periods, instead of all at once, providing that he or she is able to show that such is a more beneficial arrangement for his or her professional development and for the needs of Extension." (FAPM, F.3.4.1.d)
- 2.4.7. Spousal Hires
  - 2.4.7.1. Extension Faculty are not eligible for spousal hire.
- 2.4.8. Other
  - 2.4.8.1. There may be other benefits accrued to having faculty status which are not described herein.
- 2.5. Extension Faculty – Promotion
  - 2.5.1. Extension Faculty shall be eligible for promotion from a lower rank to the next highest rank.
    - 2.5.1.1. There shall be no repercussions or negative consequences (other than those potential benefits identified in other sections of this document) to or for the employee if he/she chooses not to seek promotion.
    - 2.5.1.2. The employee must exhibit high levels of professional, scientific, educational, and community-relations skills.

- 2.5.1.3. An employee receiving a “does not meet expectations” or similar performance rating on his or her overall annual performance review at any time during the immediately preceding four (4) years shall not be eligible for promotion.
  - 2.5.1.4. The employee must demonstrate that he or she has met all the expectations/standards for the current rank and have the ability to achieve the expectations/standards of the next higher rank,
  - 2.5.1.5. Generally, a candidate for promotion should have at least five (5) years of experience in rank at Colorado State University before being eligible to seek promotion to the next rank. However, time in rank alone is not sufficient to merit promotion.
- 2.5.2. Advancement from the rank of Assistant to the rank of Associate or from the rank of Associate to Full may be considered prior to five (5) years in rank in those cases in which the faculty member’s performance clearly exceeds the standards for promotion established pursuant to the performance expectations stipulated in Section E.12.
- 2.5.2.1. Service at other academic institutions may or may not count toward time in rank. The appointment letter shall state unambiguously whether or not service at other institutions will count towards time in rank at Colorado State University and state specifically the exact number of years of prior service credit being granted. The supervisor and Director of Extension are responsible for apprising the candidate of this possibility.
- 2.5.3. The candidate shall demonstrate capabilities, experience, and/or performance characteristics consistent with meeting the needs of his or her clientele.
- 2.5.4. If the promotion is approved, it shall become effective the following July 1.
- 2.5.5. A portfolio, developed by the Extension Faculty and summarizing his or her performance and contributions, forms the documentary basis for each periodic review and for promotion. Components of the portfolio shall consist of:
- 2.5.5.1. Section One – Letter of Request
    - 2.5.5.1.1. Addressed to the Extension Assistant Director of Human Resources,
    - 2.5.5.1.2. Request for promotion to the intended rank,
    - 2.5.5.1.3. Summary or highlights of strengths and accomplishments, and
    - 2.5.5.1.4. Limited to one page.
  - 2.5.5.2. Section Two – Letters of Support for Promotion
    - 2.5.5.2.1. Letters from people supporting the candidate’s promotion,
    - 2.5.5.2.2. Addressed to the Extension Assistant Director of Human Resources, and
    - 2.5.5.2.3. Minimum of three letters and a maximum of five letters of which one must be written by a person outside Colorado State University and one written by a person within Colorado State University.
  - 2.5.5.3. Section Three – Position Description
    - 2.5.5.3.1. The position description used when the candidate was initially hired into the position,
    - 2.5.5.3.2. A description of the candidate’s current duties and responsibilities (if different from the original position description), and
    - 2.5.5.3.3. A summary of all previous appointments and promotion decisions.
  - 2.5.5.4. Section Four – Annual Evaluations

- 2.5.5.4.1. Copies of the candidate’s annual performance evaluations for all years at the current rank.
- 2.5.5.5. Section Five – Curriculum Vitae
  - 2.5.5.5.1. The candidate’s curriculum vitae or resume
  - 2.5.5.5.2. Should list all external funds received (including investigators, funding entity, time frame, and dollar amount), presentations given, authorship and other scholarly works, and other information commonly included in a curriculum vitae.
  - 2.5.5.5.3. A summary of the employee’s activities, leadership experiences, accomplishments, and other materials documenting the candidate’s achievements.
- 2.5.5.6. Section Six – Summary of Leadership and Accomplishments
  - 2.5.5.6.1. How the candidate meets the standards associated with the desired rank (limited to three pages).
  - 2.5.5.6.2. Two to three examples of scholarly work developed and used by the candidate and reflective of the candidate’s abilities and accomplishments.
- 2.5.6. An Extension Faculty member, meeting the requisite qualifications and seeking promotion, shall request in writing (email) a “review for promotion” to his or her immediate supervisor and to the Extension Assistant Director of Human Resources.
- 2.5.7. Review for Promotion
  - 2.5.7.1. All requests for promotion shall stem from the candidate seeking promotion.
  - 2.5.7.2. Requests for promotion and the full portfolio described above shall be considered during the timeline for other faculty ranks.
  - 2.5.7.3. An employee requesting promotion to a higher rank shall submit a letter (or email) requesting consideration for promotion, as noted in Section 4.7.3
  - 2.5.7.4. The candidate shall submit all requisite documentation to Extension Director of Human Resources and the candidate’s immediate supervisor.
  - 2.5.7.5. The candidate’s letter of request for promotion and portfolio shall be reviewed by a standing committee consisting of the following: seven members, selected by Extension Faculty, be a combination of faculty at the ranks of Associate and Full, and receive applicable training. The Extension Assistant Director of Human Resources shall serve as chair and be ex-officio.
  - 2.5.7.6. The candidate’s immediate supervisor shall submit to the standing committee a letter of opinion regarding the candidate’s qualifications for promotion.
  - 2.5.7.7. The committee shall vote to approve or deny the request for promotion. A summary report, including comments for improvement, shall be provided to the candidate at the conclusion of the process.
  - 2.5.7.8. If a majority of the committee votes for approval of the promotion, the committee chairperson shall, in writing (or email), forward the request for promotion, accompanying documentation, and the committee’s voting record and comments to the Director of Extension.
  - 2.5.7.9. If a majority of the committee votes to deny the promotion, the committee chairperson shall, in writing (or email), forward the request for promotion, accompanying documentation, and the committee’s voting record and comments to the Director of Extension.
  - 2.5.7.10. The Director of Extension shall review all applicable information and either confirm or reject the committee’s findings. If the Director of Extension denies the candidate’s request for promotion, the committee chairperson shall notify

the candidate in writing and verbally (in person or telephonically) of the reasons why the request was denied.

2.5.7.11. Appeals of any denials of promotion shall follow the CSU process for appeals.

2.5.7.12. An employee having his or her request for promotion denied may submit another request for promotion during any subsequent time period designated for requesting promotion.

2.5.8. Each candidate being promoted to a higher rank shall be eligible for an increase in base pay.

2.5.8.1. A faculty member being promoted from the rank of Assistant to the rank of Associate shall receive an increase in salary by ten percent (10%) with a minimum increase of \$6,000. This increase shall be in addition to any annual merit increases in pay.

2.5.8.2. A faculty member being promoted from the rank of Associate to the rank of Full shall receive an increase in salary by ten percent (10%) with a minimum increase of \$7,000. This increase shall be in addition to any annual merit increase in pay.

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### 3. How to Best Get There? – Conversion to Faculty Status

- 3.1. All changes shall be approved by all appropriate people or groups (e.g. Faculty Council, Director of Extension, Vice President of Engagement, Provost, Board of Governors).
  - 3.1.1. Changes will need to be made to the “Faculty and Administrative Professionals Manual”.
  - 3.1.2. Changes will need to be made to “Extension Handbook” and Extension policies.
- 3.2. All Extension Administrative Professionals shall be converted to faculty status as the appropriate appointment of Extension Faculty, Adjunct faculty, or Temporary faculty.
- 3.3. All eligible Extension Administrative Professionals shall be converted to faculty status at the rank of Assistant.
  - 3.3.1. Employees may request to be converted to a higher rank (Associate or Full).
    - 3.3.1.1. To be eligible for conversion to a rank higher than Assistant, the candidate shall meet the qualifications for the proposed rank.
    - 3.3.1.2. Candidates requesting to be converted to a higher rank shall follow the same process for promotion as in the previous section.
    - 3.3.1.3. The standing committee (see Section 4.7.4.5) shall review all such requests.
      - 3.3.1.3.1. There may need to be an expanded committee for the first two years.
  - 3.3.2. The Extension Assistant Director of Human Resources shall notify, in writing, each Extension employee being converted to faculty status of his or her rank.
  - 3.3.3. The new status for Extension employees shall take effect within six (6) months of final approval by the Faculty Council.
- 3.4. Appropriate increases in salaries shall be awarded.
  - 3.4.1. Employees converted to Extension Faculty at the rank of Full shall receive the cumulative percentage increases, twenty percent (20%) with a minimum of \$13,000. This increase shall be in addition to any annual salary increase given to Extension employees.
  - 3.4.2. Employees converted to Extension Faculty at the rank of Associate shall receive the applicable percentage increase, ten percent (10%) with a minimum of \$6,000. This increase shall be in addition to any annual salary increase given to Extension employees.
  - 3.4.3. Employees converted to Extension Faculty at the rank of Assistant shall receive no increase in annual salary as a result of the conversion.