

PATTERN OF ADMINISTRATION

**FARM FINANCIAL MANAGEMENT
AND POLICY INSTITUTE
(FFMPI)**

THE OHIO STATE UNIVERSITY

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I. Introduction

This document provides a brief description of the Farm Financial Management and Policy Institute (herein after referred to as FFMPI) as well as a description of its policies and procedures. It supplements the [Rules of the University Faculty](#), the Office of Academic Affairs Policies and Procedures Handbook (<https://oaa.osu.edu/policies-and-procedures-handbook>), and other policies and procedures of the College of Food, Agricultural and Environmental Sciences (<https://cfaes.osu.edu/faculty-staff-resources/college-and-university-policies>) and the Ohio State University to which FFMPI and its faculty and staff members are subject. The latter rules, policies and procedures, and changes in them take precedence over statements in this document.

II. Mission, Vision, Goals, and Strategic Plan

Ohio State University Extension is the statewide outreach arm of The Ohio State University College of Food, Agricultural and Environmental Sciences (CFAES). FFMPI is housed within OSU Extension in partnership with the CFAES Department of Agricultural, Environmental, and Development Economics (AEDE). The mission of FFMPI is to be a unified center for the integration, translation, and communication of CFAES's farm financial management and agricultural policy presence. FFMPI addresses critical farm financial management and agricultural policy issues affecting Ohioans.

The vision of FFMPI is to build the foundation for a safe, secure, and sustainable food system for Ohio and beyond by focusing the resources of one of the largest land-grant universities to produce revolutionary research, creative translation, innovative education, and unparalleled partnerships in the areas of farm financial management and agricultural policy.

The goals of the of the CFAES Farm Financial Management and Policy Institute are to:

- Unify CFAES' farm financial management and agricultural policy expertise across the full spectrum of the agricultural industry to find solutions to the most critical issues facing producers.
- Engage university academic units, Extension, related support units, and partner expertise to integrate, translate, communicate, and apply research-informed knowledge and best practices in the areas of: Agricultural Marketing, Agricultural Finance, Agricultural Production and Risk Management, Human Resources, Agricultural Policy, and Agricultural Law.
- Provide a structure for visionary leadership and identify gaps/build capacity and longevity in farm financial management and agricultural policy.
- Develop a structure to link state-level topical expertise to Extension educators.

FFMPI will establish and use a strategic plan to make advancements in achieving its vision. The strategic plan will identify the priority areas on which FFMPI will focus in conducting Extension outreach and research programs. The outcomes of this planning will be used in employing and attracting faculty and staff members. The strategic plan is conducted in consultation with the advisory council.

III. Academic Rights and Responsibilities

In April 2006, the university issued a [reaffirmation](#) of academic rights, responsibilities, and processes for addressing concerns.

IV. Organization of FFMPI Services and Staff

FFMPI is composed of the following four categories of personnel: Faculty and Staff, Affiliated Faculty and Staff, Support Staff and Consultants

Institute Faculty & Program Staff- Faculty and program staff have the opportunity to be hired based on available funding to work for the Farm Financial Management and Policy Institute (FFMPI). The FFMPI Director may hire faculty and non-tenured staff members to contribute to farm management and policy teaching, research, and Extension outreach efforts. The hiring process for faculty and staff will adhere to the hiring policies of The Ohio State University. Faculty members will be subject to annual reviews conducted by their respective TIU Head or their designee. In this process, the FFMPI Director shall provide input to the TIU Head annually. Staff members will also be subject to annual reviews conducted by the FFMPI Director in alignment with OSU Extension evaluation protocols.

Affiliated Faculty and Staff- Faculty and staff of The Ohio State University, other academic institutions, and other relevant entities can apply for Affiliate status with FFMPI. Affiliate status is a designation for faculty and staff who are not hired to directly work for FFMPI. Individuals will be selected on the basis of their demonstrated interest in the pursuit of excellence in teaching, research, and Extension outreach in the areas of farm management and agricultural policy. Each affiliated faculty and staff member is required to provide an annual summary detailing their collaborative accomplishments with FFMPI and their forthcoming plans for collaboration in the coming year.

Support Staff- Depending on available funding, the FFMPI Director has the authority to recruit administrative and support staff to execute a wide spectrum of administrative tasks. These could include assisting with the day-to-day activities of the FFMPI Director, serving as liaison with University administrative offices and constituent groups, including Extension offices, students, staff, and faculty, and external constituent groups. Support staff will help manage schedules, correspondence, communications, transactions, purchases, travel, committee calendars, and track and support all office operations of FFMPI. Support staff will also assist in planning FFMPI events, programs, and projects and may serve as the initial contact for FFMPI. To ensure their continued effectiveness, support staff will undergo annual evaluations conducted by the FFMPI Director, in collaboration with Extension administration and affiliated faculty and staff members.

Consultants- Consultants specializing in agricultural financial management and policy play a pivotal role when engaged by the OSU Extension and FFMPI. These professionals bring a wealth of expertise to the table, offering tailored solutions and insights that can significantly benefit the institute's mission in developing robust farm financial and ag policy strategies for farmers and rural communities. These consultants can help FFMPI better serve its stakeholders. The scope of work, duration and compensation of the consultant's work will be determined by the FFMPI Director in accordance with university guidelines.

V. Faculty and Staff Affiliation

Specific duties for affiliated faculty and staff will be assigned on a collaborative and consensual basis, relying on communication, and planning with the FFMPI Director. For affiliated faculty, duties should be assigned by the FFMPI Director under consultation with the member's TIU head or home institution. Affiliation can be made by invitation of the FFMPI Director or by expressing interest in potential affiliation and completing the steps outlined below. Interested faculty are strongly encouraged to discuss potential projects with the FFMPI Director. The affiliation status of faculty and staff is subject to renewal every three years. Affiliates may withdraw membership at any time by notifying the FFMPI Director.

Faculty and staff who desire affiliation with FFMPI are asked to complete documentation outlining the points listed below. The FFMPI Director, in collaboration with an affiliate screening committee, will review and approve affiliation requests. All applications will be reviewed and vetted at least bi-annually. The following should be submitted for consideration of designation as an Affiliate:

1. A brief statement of interest from the faculty or staff member.
2. A written summary of the faculty or staff member's area of expertise in farm management and agricultural policy, or how their expertise supports these areas.
3. A written summary of the faculty or staff member's experience in teaching, outreach, curriculum development, and research.
4. A written summary of the anticipated projects, programs, curriculum, or research which will be conducted by the faculty or staff member in collaboration with the Institute. A description of how this work aligns with the mission of FFMPI should also be included.
5. A copy of their current curriculum vitae.

Support services for FFMPI affiliated faculty and staff will be determined by the FFMPI Director. In allocating resources for support services, the FFMPI Director will consider requirements for the specific assignment, and the nature of the affiliate's research or outreach relative to the total resources available. The FFMPI Director will make office and workspace assignments if these resources are available and/or needed.

Benefits of becoming an FFMPI affiliated faculty or staff member include:

1. The ability to build internal and external networks and develop potential outreach and research collaborations.
2. The opportunity to apply for grant funding through FFMPI and for dollars generated by FFMPI through external partners.
3. The ability to develop or join an interdisciplinary team receiving financial support to work on strategic educational outreach and research opportunities that advance FFMPI's farm management and policy strategic plan.
4. The opportunity to share research findings and educational outreach accomplishments of FFMPI faculty and staff, their students, and collaborators for communications or marketing purposes.
5. The opportunity to engage in Extension outreach and research activities and events.
6. The opportunity to appear in an FFMPI searchable directory.

VI. Overview of FFMPI Administration and Decision Making

Policy and program decisions are made by the FFMPI Director in consultation with:

1. FFMPI faculty and staff.
2. FFMPI affiliated faculty and staff.
3. FFMPI Advisory Council (membership defined below).

VII. FFMPI Administration

FFMPI Director: FFMPI will be housed in OSU Extension, under the direction of the Associate Dean and Director of OSU Extension or their designee. The FFMPI Director will serve as the administrative head and will develop and implement a progressive vision for FFMPI. The FFMPI Director will be responsible for leading FFMPI in developing and maintaining robust high-quality outreach and programs. The FFMPI Director will be appointed/reappointed every 4 years by the CFAES Vice-President and Dean with input from the Associate Dean and Director of OSU Extension and Chair of Department Extension.

Duties of the FFMPI Director shall be as follows:

1. Reports to the Associate Dean and Director, OSU Extension, or their designee.
2. Has general administrative responsibility for the programs of FFMPI, subject to the approval of the Director of Extension and Assistant Director of Extension, Agriculture and Natural Resources of The Ohio State University.
 - a. Continuously evaluates the administrative processes and leads in the study of methods of improving them.
 - b. Evaluates faculty and staff members periodically in accordance with criteria outlined in Section IV above.
3. Operates the business of FFMPI with efficiency and dispatch.
 - a. In collaboration with CFAES leadership, secures the resources necessary to support the FFMPI mission and vision.
4. Convenes regularly with the FFMPI Advisory Committee to ascertain knowledge and producer needs to direct and focus the institute.
 - a. Develops, in consultation with the FFMPI Advisory Council, and Extension Administration, a pattern of administration. This pattern of administration shall be made available to all present and prospective affiliate members of FFMPI, and a copy shall be deposited in the office of the Dean of the College of Food, Agricultural and Environmental Sciences and in the office of the Executive Vice President and Provost.
5. Provides budgetary management of FFMPI operations.
 - a. Prepares annual budget recommendations for the consideration of the Director and Assistant Director of Extension, Agriculture and Natural Resources, after consultation with FFMPI faculty and staff and the FFMPI Advisory Council.
 - b. Represents FFMPI on budgetary issues to the Associate Dean and Director, OSU Extension, or their designee including advocating for refilling or adding faculty positions through the CFAES faculty request process.

6. Plans with FFMPI faculty staff and staff and the Director and Assistant Director of Extension, Agriculture and Natural Resources, a progressive and applied outreach and research program to benefit Ohio farmers and Ohio agribusinesses.
 - a. Encourages farm management and agricultural policy research and Extension programs by faculty and staff as well affiliated faculty and staff.
 - b. Ensures all faculty and staff, regardless of their assigned location, are offered FFMPI's privileges and responsibilities appropriate to their affiliation and in general, to lead in maintaining a high level of morale and teamwork.
 - c. Provides supervision and training to those members of the faculty and staff who may profit from such assistance.
7. Collaborates with the CFAES government relations and office of advancement teams to assess political and industry needs.
8. Builds relationships with internal and external partners.
 - a. Builds and maintains partnerships and/or affiliations with the OSU Extension Farm Office, Fisher College of Business, the Moritz College of Law, the John Glenn College of Public Affairs, and CFAES departments/schools and others as needed.

Associate Director: Based on funding, an Associate Director will be hired by OSU Extension to support the FFMPI Director in directing the work of FFMPI. The Associate Director reports to the FFMPI Director. The FFMPI Director will determine the scope of work based upon needs on the institute and the director at that point in time.

FFMPI Advisory Council: The vision and strategy for the FFMPI will be informed by a FFMPI Advisory Council. Council members are appointed by the Director of OSU Extension for a period of 4 years. The FFMPI Advisory Council is made up of representatives from the following groups:

- a. CFAES Administration-Associate Dean and Director of OSU Extension; Department Chair, Agricultural, Environmental and Development Economics (AEDE) or their respective designee
- b. CFAES faculty representation – 3 faculty members from selected departments.
- c. OSU Extension representation – 2 faculty or staff members from selected areas.
- d. Partner Representation – 7 representatives including representation from: 1. OSU CFAES alumni; 2. Ohio Corn and Wheat, 3. Ohio Soybean Association, 4. Farm/Ag Credit, 5. CFAES student from AEDE. 6. Others as appropriate.

The responsibilities of the Advisory Council are to:

- Assist in developing the overall strategic plan for FFMPI and making periodical updates to the plan.
- Provide input in the development and refinement of FFMPI's Pattern of Administration.
- Recommend benchmarks to measure FFMPI impact and effectiveness in education, research, and curriculum development.
- Be an advocate and partner in securing external funding of FFMPI operations and programming.

Affiliate Screening Committee- A seven-member Affiliate Screening Committee, led by the FFMPI Director, will meet on a periodic basis to review, consider, and make recommendations for affiliate status to those seeking such status or renewal with FFMPI. Membership for the screening committee will include the FFMPI Director, four affiliated FFMPI faculty and/or staff members, and two partnership representatives from the FFMPI

Advisory Council. A rubric, which is available on the FFMPI website, will be used to score the applicants.

Disclaimer - The above guidelines do not constitute a contractual obligation. Fluctuations in demands and resources within FFMPI and the individual circumstances of faculty and staff members may warrant temporary deviations from the policy. FFMPI draws on the strengths of each of the Affiliated faculty and staff members in its mission for excellence in outreach and research. The primary responsibility for ensuring an appropriate distribution of faculty and staff talents rests with the FFMPI Director, with the affiliated faculty member's TIU Department Chair, and with the individual.

VIII. Revision and Amendment Procedures.

This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed at the time of appointment or reappointment of the FFMPI Director. However, revisions may be made at any time. Changes will be made in consultation with faculty and staff. The Pattern of Administration will be posted on the FFMPI's web page and when changes are made the document will be updated accordingly. All revisions, as well as periodic reaffirmation, are subject to approval by the college office.