

Extension Administrative Structure Overview (Effective July 2020)

Administrative Structure Transition Overarching Goals:

- ✓ Increase agent time available for programming.
- ✓ Increase supervisor mentoring opportunities.
- ✓ Streamline fiscal accountability and compliance.
- ✓ Reduce staff to supervisor ratios.
- ✓ Enhance administrative engagement with local leadership.

New Administrative Structure:

- Establishes 24 administrative areas designed with consideration of the boundaries of current districts and based upon number of personnel, number of facilities and financial metrics. (see attached map)
- Area Extension Directors (AEDs) will serve as the administrator for each of the 24 areas.
 - Location: AEDs will have a designated shared office space available at the corresponding regional office. Counties will be expected to provide a work location (office, workstation, conference room, etc.) for use when the AED is in the county.
 - Support staff: The regional office administrative support staff will provide designated support for confidential and personnel records, travel, and other needs not specific to an individual county. County support staff will be responsible for functions currently performed within the county office (overall file maintenance, District Board support, daily fiscal functions, etc.).
 - Job responsibilities: The AEDs job responsibilities are delineated in six categories – employee management and development; financial and public accountability; program development; interaction with county boards and advisory councils; communication and collaboration; and professionalism. (Final job description to be attached.)
- Defined county coordinator roles remain to ensure continuity of county operations.



- The regional office structure will include:
 - The Regional Extension Director (RED) will be the lead administrator for the geographic region. The job responsibilities are divided in six categories: employee management and development; budget and finance; governmental and public relations; leadership, policies and procedures; communication and collaboration; and professionalism. This includes supervision of Area Extension Directors and administrative support staff assigned to the regional office.
 - The regional administrative support staff will continue to perform functions in support of county operations currently associated with District Director administrative staff. Each regional office will have two administrative support staff associates with each assigned to support specific areas.
 - Regional Extension Directors were announced in January 2020 and the transition to the regional model will be fully in effect with the hiring of the first twelve Area Extension Directors.
- Funding for salary, benefits, travel, training, and equipment for Regional Extension Directors, regional office personnel and Area Extension Directors will be provided using state and federal funds.
- This new administrative structure does not eliminate options to provide flexibility for counties who have unique needs that may require additional management and oversight. Extension administration is committed to working with counties to best serve local needs.
- Implementation of the 24 area model will occur incrementally.
 - Initial actions: Hiring of first twelve Area Extension Directors
 - Funding is currently available to hire twelve Area Extension Directors (AEDs). Initially, each of these AEDs will be assigned administrative responsibility for two areas.
 - The proposed hiring timeline is as follows:
 - Late summer/early fall 2020: Post positions for application
 - Fall 2020: Interview process including an opportunity for county engagement and feedback.
 - Late fall/early winter 2020/2021: AEDs announced.
 - By January 1, 2021: Twelve AEDs in place.
 - Next steps: Hiring of additional Area Extension Directors
 - As funding is available, additional Area Extension Directors will be hired. This will be an incremental process.
 - The timeline will be determined by budget availability.

Hybrid Administrative Structure with Twelve Area Extension Directors:

With the current budget realities, a hybrid administrative structure will be implemented. Twelve Area Extension Directors will be hired with each serving as administrator for two areas.

During the hybrid phase, Regional Extension Directors will work with counties with current county managers in place to potentially continue these positions. No new county manager positions will be added.

In all other counties, Regional and Area Extension Directors will work with counties to determine the best in-county management roles utilizing coordinator assignments and/or a designated facilitator.

Initial Objectives:

- Developed for administrative purposes only and will support current and new multi-county programs and partnerships.
- Provide an increased level of mentoring and supervision for Extension field staff.
- Support broad-based programming inclusive of all audiences and encompassing all program areas.
- Continue the transition to enhanced fiscal accountability and oversight.
- Determine the best approach for in-county management and oversight by maintaining the flexibility to meet each county's unique needs.
- Enhance linkages between the Kentucky Cooperative Extension Service and local Extension leadership through strengthening the council system.
- Improve and expand communication and engagement with county Extension District Boards.