

**PERSONNEL
AND
ORGANIZATIONAL DEVELOPMENT
COMMITTEE**

**Report to ECOP
October 27-28,1998
Denver, Colorado**

UPDATE ON PODC ACTIVITIES

Alternate Revenue

Sub-committee continues to work on distribution of the white paper. We are preparing an article for the JOE, have requested time to present a seminar at the CSREES Administrative Management Meeting, **are requesting the document be available on the NASULGC homepage**, and are exploring other avenues to distribute the paper and the information contained within it.

Training

See attached report for recent efforts on the New Director/Administrator Briefing Book and Primer for 1st Time Grants Administrators.

Organizational Culture

A process for developing future scenarios and engaging the system in a discussion around them has been developed in conjunction with the Strategic Planning Committee. The proposed time line indicates a final report to ECOP in October, 1999.

PODC TRAINING WORKGROUP REPORT

September 21-22, 1998

Briefing Book for New Directors/Administrators

1. Purpose and Content (see following)
2. Distribution
 - Available in hard copy and electronic format through NASULGC website
 - Recommend that hardcopy is forwarded to new Directors or administrators during the first month on the job
 - Alternatives for responsibility to distribute during the first month
 - ◆ NASULGC
 - ◆ Regional organizations of Directors or Administrators
3. Establish mentoring program for new Directors/Administrators that utilizes briefing book
 - Recommend that it be conducted through regional organizations of Directors or Administrators
 - ◆ Recommend that regions be given latitude in determining most effective way to provide mentoring support to new Director/Administrator colleagues
 - ◆ Recommend some level of accountability to ECOP for timely contact with new Directors or Administrators and arranging for a mentor or a support group of Director/Administrator colleagues for a new Director/Administrator
4. PODC annually reviews content of briefing book and acquires updated information as appropriate

Recommended Contents for New Director/Administrator Briefing Book

1. Introduction/Purpose
 - Compilations of existing references on background and foundations for Cooperative Extension System to support new Directors/Administrators as they establish relationships with key stakeholders
 - Intended to supplement materials assembled by CSREES for Biennial Directors/Administrators Workshop Orientation Conference
2. The Art and Science of Being An Administrator
 - Professional Ethics
 - ◆ Conflicts of Interest (USDA suggested guidelines for states)?
3. What's What and Who's Who?
 - "NASULGC '98: People and Programs"
 - NASULGC's "The Land Grant Tradition"
 - ◆ Video on Morrill Act (Vermont and Georgia)
 - ECOP's "Strategic Directions"
 - ◆ History of ECOP assessments

- CSREES in Profile (from 1998 CSREES Director/Administrator Briefing Book)
 - AESOP (request from AESOP)
 - CARET Who's Who (NASULGC's CARET brochure?)
 - National 4-H Council (request form Council)
 - NELD (request from Colorado)
4. Future Directions
- Kellogg Commission "Engaged University" document
 - ♦ PODC Engaged University documents
 - "Framing the Future: Strategic Framework for the Cooperative Extension Service"
 - "Structure and Function of the Cooperative Extension Service"
 - Urban Agenda (from National Urban Task Force)
 - PODC "Agriculture/Social Programs" document (pending)
 - Partnerships and Collaborations (O'Connor comments?)
 - "Building Political Support for Extension in the 21st Century"
 - PODC Alternative Revenue document
 - PODC "Work/Life Program: In Support of Employees"
5. Civil Rights and Diversity Issues
- "Pathway to Diversity"
 - SED "Benefits of Diversity"? document
 - Civil Rights (request from Curt DeVille)
 - SED/PODC "Recruitment, Selection and Retention" report
 - National Center for Diversity (request from Center)
6. Directories and Dates
- Current Directory of Directors and Administrators (from NASULGC?)
 - Key Workshops for Directors -- purpose, time of year, contact person/organization (from ECOP?)

Primer for 1st Time Grants Administrators

Work continues on this project intended to be a companion piece to the PODC alternative revenue paper adopted and distributed by ECOP the summer of 1998. A product is expected during the coming PODC year.

ORGANIZATIONAL CULTURE PLANNING NOTES

September 21-23, 1998

Planning Steps

1. Put team together
2. Develop process - Refine & Define
Conference Calls
e-mail
3. Scenario Development Time line

SEPT - Get system buy-in via SPC

OCT-NOV - Request Info. on Internal and External trends, predetermined elements and driving forces.

- 1) Via the Internet/web
- 2) States' strategic plans
- 3) Review other studies *Fisher Carpenter

DEC - Summarize Input - PODC Team

DEC-JAN - Team will develop themes via E-mail, conference calls, etc.

JAN - Two-day training/scenario building session prior/attached to PODC meeting.
(Dorothy Martin & NELD)

JAN Meeting - Further development and feedback from full PODC

FEB - Update Directors - Progress Report

MAY - Draft of scenarios and marketing. Evaluating the process - Where do we go from here?

OCT - Present Final Report to Directors - ECOP
Recommendations for implementing in states

Scenario Building Team Recommendations:

Linda Webb - ID County Agent
AJ Dye - Associate Director - Fed
Preston J - Program Leader - Fed
Larry T - SD Program Leader-State
Bill P - AZ State 4-H
Barb W - Dep Director - Fed
Peggy P or Donna D-County Agent
Dorothy Martin - Advisor
-1994's - County
-1890's - _____

Internal Survey Instrument

The Future of Cooperative Extension - 2010 AD

What events will occur, and what factors will be present, between the year 2000 AD and the year 2010 AD that will impact Cooperative Extension? Be brief and clear.

<u>Predetermined Elements</u> (Dominant features that look like they will Persist in the future.)	<u>Driving Forces</u> (Major currents in the global environment.)	<u>Current Trends</u> (Visible, viable directions that can increase or decrease.)
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EXAMPLES:	Aging of the population (more older people)	Info Technology (voice activated computers)	Decreasing # of farms and ranches
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Demographic

Socio-Economic

Agricultural

Environmental/
Natural Resources

Youth & Family

Community

Technological/
Telecommunications

Political

IS THERE ANYTHING YOU WOULD LIKE TO SAY THAT WASN'T ASKED?

External Instrument

EIGHT QUESTIONS FOR THE FUTURE

Most people have an understanding of how their world works, but often it is not voiced or shared. This questioning technique works on the basis that people know a great deal, but do not always know what they know.

These questions are to trigger thinking - the key is to understand the person's perceptions and unlock their strategic thinking. The technique could be used on an organization, a company, an industry or even a country. It should be done for a specific area of interest and over a relevant time scale.

The Vital Issues (the Oracle)

1. Would you identify what you see as the critical issues for the future? (When the conversation slows, continue with the comment) Suppose I had a full fore-knowledge of the outcome as a genuine clairvoyant, what else would you wish to know?

A favorable outcome

2. If things went well, being optimistic but realistic, talk about what you would see as a desirable outcome.

An unfavorable outcome

3. As the converse, if things went wrong, what factors would you worry about?

Where Culture will need to change

4. Looking at internal systems, how might these need to be changed to help bring about the desired outcome?

Lessons from past successes and failures

5. Looking back, what would you identify as the significant events which have produced the current situation.

Decisions which have to be faced

6. Looking forward, what would you see as the priority actions which should be carried out soon?
7. Imagine you are currently in 2,01 0 and looking back on 1998
 - a) What three things would you like to know?
 - b) What would you like to have done if all the constraints had been removed?
8. How do you see C.E. in the future?

Agriculture Work Group - PODC Meeting, Madison Wisconsin.

Members: Henry Brooks, Daniel Lyons, Harold Benson, Maurice Dorsey, Ray Bosmans-Chair.

The Agriculture committee is concerned about improving the interface between rural and urban audiences with respect to issues involving agriculture. The committee is addressing the question: What is the place of Agricultural Extension programs in the urban environment?

The committee views agriculture as touching everyone, the entire Agriculture system is strongly coupled with urban and suburban audiences. The committee also views Agriculture Extension as not being limited to the science of production agriculture, it also involves several social issues such as youth, labor, and family. Cooperative extension programs should be teamed with family and consumer sciences, 4-H, and CRD.

In this effort, the committee drafted a preliminary working definition of Agriculture:

"Agriculture is the science of applying technology in the production, marketing and distribution of forestry (lumber and paper raw materials) and plant products, safe food and fiber (clothing and industrial raw materials) in an efficient and environmentally sound manner to consumers. Cooperative Extension's responsibility in agricultural programming (provide research-based information addressing both scientific and social issues) needs to involve rural, suburban, and urban audiences who either produce, consume or are involved in an agricultural service so they can make informed decisions that will have a positive affect on the quality of life. "

To facilitate this working definition of agriculture and the expected role of Cooperative Extension, this committee suggests that the following strategies be employed:

- \$ Develop a list of success stories that interface rural to urban audiences in agriculture .
(Committee is currently involved with this)
- \$ Develop a public relations plan to the general public about Agriculture and Cooperative Extension programs.
- \$ Share Extension success stories with congressional personnel and practitioners.

**EXTENSION COMMITTEE ON PERSONNEL
AND ORGANIZATIONAL DEVELOPMENT COMMITTEE
STRATEGIC PLANNING PROCEEDINGS
SEPTEMBER 23,1998 - MADISON, WI**

Facilitated & Recorded By Bill Rizzo
Community Resource Development Educator – UW-Extension of Dane County, WI

STATEMENTS OF ORGANIZATIONAL PURPOSE

- identification new methods of solving problems within the system
- training and education - plan based upon federal mandates
- examine personnel issues affecting Extension and ECOP mandates
- nation-wide organizational development
- regional issues concerning how business is done and how it affects programs
- emergent issues that threaten (the) system
- identify training needs within (the) system
- help the system deal with change
- identify training resources
- create training resources

STAKEHOLDERS

- Extension colleagues
 - * administrators/personnel (administrators)
 - * educators
- ECOP
- public audiences
- CSREES

INTERNAL STRENGTHS/HELPING FORCES

- diversity (organizational, people, ideas, geography)
- experience and knowledge of members
- comfortable structure
- synergy (among members)
- commitment (of members)
- length/longevity of term
- (members) work a comfortable distance away from each other
- fellowship
- (ability of members) to play together
- (members) give themselves permission to argue (without) it being taken personally
- sense of humor (of members)
- mutual support (among members)
- (members have) respect for each others' opinions

INTERNAL WEAKNESSES/HINDERING FORCES

- diversity as a function of experience (of members) in COOP Extension
- niche
- strategic planning - Is there full participation?
- programs sometimes go forward without an implementation plan
 - * how do we help institutionalize programs?
 - * organizational development/personnel/education "just takes care of itself"
- member turnover and sporadic participation
 - * reappointment schedule
- effectiveness of PODC orientation program
- leadership model - facilitative, shared leadership model needed
- (member) time constraints
- financial resources for some (members)
- PODC budget - spending for travel
- philosophical differences between ECOP and PODC
- role/links to system - an issue of understanding
- confusion - unclear organizational language (for new PODC members)
 - * unclear communication
 - * too many acronyms that aren't universally understood
 - * confusion concerning representation: Who do we serve?

EXTERNAL OPPORTUNITIES

- develop strategies that help the Extension system respond more quickly to change
 - * to impact leadership and the outcomes that flow from it
- to capitalize on technology
- help Extension examine itself and consider how it needs to change
- feeding relevant information to leaders on the practice of organizational development and strategic issues for Extension
- collaboration with other organizations and agencies in and outside the university.
- encourage system to recruit and select employees that reflect community composition
- broaden funding base
- due to increased institutional receptivity, respond to the retention issue - the time is right
- develop strategic alliances
- build on the strength of the teaching/research model
 - * practice telling the story - doing it better
- strengthen cooperative relationships between traditional partners - strive for unity
- collaborate in planning/improve communication with other ECOP committees
- employ organizational development knowledge base to (the) way in which PODC develops programs

EXTERNAL THREATS

- impact of technology on need for people (staffing levels)
- appropriation from Congress (shrinking), and the need to keep up with technology needs
- level of technological literacy needed
- possible view of ECOP that PODC's work isn't important
- potential lack of state support for PODC work, in terms of time, dollars, (perceived) import of work (of members' home institutions)
- system-wide employee commitment to work of Extension
 - * more individual identity with discipline vs. (Extension) organization
 - * more emphasis on life balance and personal priorities
- pressure to adhere to the status quo, in terms of program
- increasing emphasis on regional responses/strategies to issues
- not getting credit for what we (members) do
- information overload due to technology
- erosion of public confidence in public institutions
- reluctance to invest public dollars, such as taxes
- focus and responsiveness
- competition for human resources (by other organizations)
 - * responsiveness
 - * technical assistance
 - * "enabling" knowledge
- erosion of public's understanding of Extension - translates into funding and other forms of support
- competition for same resources, broadly
- lack of consensus concerning Extension's mission by decision makers and major stakeholder groups, and even within Extension:
 - * commodity groups and conflicts of program and strategy
 - * conflicts of beliefs and historic way of doing business

STRATEGIC ISSUES

- (12 votes) inclusiveness in staff and program - recruiting and retaining (staff)
- (11 votes) alliance building
- (9 VOTES) funding
- (9 VOTES) technology
- (6 VOTES) lack of organizational learning
- (6 VOTES) lack of public recognition and understanding of Cooperative Extension role-role and impact
- (6 VOTES) ability to access and disseminate research-based information
- (4 VOTES) lack of professional capacity in process skills, use of technology, strategic planning, teamwork, collaboration
- (3 VOTES) Implementation of 1998 farm bill
- (2 VOTES) lack of an accreditation process for Extension - standards/consistency across U.S.

STRATEGIC ISSUES (SECOND ROUND)

- inclusiveness in staff (recruitment & retention) and program
- alliance building (funding programs, developing programs)
- external funding (federal)
- technology