

PERSONNEL AND ORGANIZATIONAL DEVELOPMENT COMMITTEE
SEPTEMBER 17-19, 1997

Present: Gruber Hagen, Rewerts, Powell, banner, Manfredi, Brooks, Henderson, Smith, bye, Rogers, Dorsey, Nichols, Horton, Webb, Jones, Barth **Absent:** Branson, Lyons, Jones, Benson

A. ECOP Report (See attached written report) - Gruber-Hagen

1. JoAnn commented on ECOP's denial of support to supervisory/managerial training. Their opinion is that this training need could be solved by outside training.
2. Some on ECOP questioned whether PODC should be thinking futuristically and about organizational development if that is the responsibility of SPC.
3. We would like to include PODC, PLC, SPC issues in New Directors' Orientation. bye added that the next one of the orientations will try to include AES Directors and CE Directors.
4. The "Engaged University" paper did get distributed by ECOP. Some question of whether it should also be sent to SPC, PLC, and PODC, members.
5. Much time spent on the 4-H National Ad Campaign, National 4-H Event, new leadership of the National 4-H Council. May be looking to sponsor research in youth development. Rewerts responded to Smith's question re: National 4-H event. Philosophy statement of ECOP is in the written report.

B. Engaged University - Rogers

The sub-committee is developing a list of recommendations and implementation ideas. These were sent to PODC members, will be finalized at this meeting, and it will be ready to submit to ECOP in October. Requested information from PODC members before finalization. We will use 8:30-9:00 tomorrow to get that input. Have secured a seminar spot at the Galaxy Conference: Wed., 2 PM. Brooks presented the concept to his University at orientation for new faculty. PODC members raised a possible concern: universities may look to CE to be the "engager." May need to be very up front about what we (CE) are able to do. Need human resources to do it. Rewerts commented: If the university thinks CE will do this for the university, then we have missed the mark. May also want to categorize the ideas under "what we can do with no new resources" vs. "with new resources." Tied into service learning, now an emphasis at the university and the high school level.

Henry also asked: when do we drop issues? How do we decide when we have finished? JoAnn pointed out that there may be advantages to keeping this on the front burner. Mary Jane pointed out it remains a topic of concern for the Kellogg Commission (and will be for 5 years).

C. Alternative Revenue Streams - Manfredi

Will be on the Galaxy seminar schedule, Wed., 9:45 AM (50 minutes, 56 people). The survey pointed out that there is no way to measure amount of \$ flowing to Extension from non-appropriated funds. Distributed draft to be reviewed and revised. Trish asked: Should we stop with strategies? What's the next step? JoAnn: What does the new organization that embraces ARS look like? Do we need to start to look at that? What kind of culture do we need? David asked what will be covered at Galaxy? How will we approach the agent audience? Suggested accountability, resource, use, program strategies for individuals - agents and specialists. JoAnn asked when we would have something to take to ECOP? Committee feels we would be ready by Feb. meeting of ECOP.

D. Managerial/Supervisory Skills - Gruber-Hagen

Jerry, James, and JoAnn had been moving towards an REP to do the training. Issue is - do we continue? If so, we need a different strategy. May not need to spend \$30,000.

E. Subcommittee on Extension Diversity (SED) - Dorsey (Written report)

Dorsey reviewed new members. Announced the National Diversity Award. NCD JoAnn Bankston did a national symposium on "Creating the Fabric of Diversity." SED has been asked to do a presentation to the Feb. 1998 Directors' Meeting. A) clarified 1890 membership on PODC. Will need to recommend new members to SED in January. We agreed at January meeting to identify new members. Each region needs to identify new names, check with the appropriate Directors. Do need to notify the regions so they will look for reps. this fall. A) and Maurice will report again on Friday on how we might accomplish this.

F. Administrative Advisor - Rewerts

Referenced the new “Strategic Directions” document. Walt Walla will be new ECOP chair after NASULGC. Don’t be unnerved if ECOP does not respond positively. May want to raise the issue - need new directory and also minutes of ECOP sent to all PODC members. New members are not official until after NASULGC, but if they are known they may ABEND the September meeting. May depend on the agenda and the flow. When do we want to bring new members in? When should we do a strategic look ahead? We have done this in September and January in the past.

COTT summer meeting was suggested as relevant to PODC’s work. Cindy Noble chairs the “Alignment with Mission” effort.

Peggy raised the issue of agent association support for PODC representatives. JoAnn reaffirmed the need for agent level representation on PODC. Does PODC want to give guidance to ECOP? Linda suggested a strong letter of support from PODC to JCEP with copy to national presidents. May have been some confusion on the role of PODC. Linda moved, Mary Jane seconded to send letter. Sally suggested that with the 3 agent associations we may be missing representation from a significant number of new workers who do not belong to an agent association. Rewerts also pointed out that the “Strategic Directions” document does not address the levels of staff (roles) participation in PODC and this may be a major omission. JoAnn suggested that the letter to JCEP might be a thank you. We could include as part of the report that agent association representatives to PODC are a vehicle to reach county-based staff. James asked - are we saying what we want to say? Rewerts suggested - acknowledge dialogue, adds a field perspective which adds value to or discussion. Motion carried.

G. Urban Task Force (UTF) - Dorsey

Will need to add UTF to the information on PLC in “Strategic Directions.” Maurice commented on the concern over information dissemination to the county-based staff amplified the comments on the competency model for urban extension agents. Discussion of how this effect intersects with PRK. Maurice will suggest to Texas system they look at the model. Will come to PODC later for support for system implementation.

H. National Center for Diversity (NCD)

Will need half a day for a report in January. Invite JoAnn Bankston.

I. Recruitment, Selection, Retention (RSR)

Pat Calvert is working on the draft document. Will probably see this in January.

J. CSREES Administrative Management Meeting

James is our representative to this planning committee.

K. GPRA - Trish

Research side may reject the reporting to GPRA. 3D programs are added as of Aug. 20. November 1 is the first due date. Give comments to Trish.

L. The Engaged University - Revisited - Rogers

Dave Rogers lead a discussion on the Implementation strategies for the Engaged University paper. Need - to be relevant to individuals throughout the institution so must provide a broad array of strategies, Extension and other parts of the university. Asked the group to add suggestions, additions, re-alignments, etc.

Suggestions which emerged:

Add short definition of “E U”

List the benefits

Rec. 1 - If there are examples of where research, ext. and instruction have planned and implemented, need to identify them. ie. teen pregnancy project in WI.

- Align tenure process to reflect the value that outreach should have.

- identify the “appropriate indicators.” Discussion centered around the idea that the institution will determine this within their own context. Cause the university to enter into a discussion around the appropriate indicators so that outreach is seen as an equal partner to research and teaching.

- CSREES is getting ready to sign an MOU on sustainable development extension network (NASA, Education, Commerce), mention this in the document and draw the parallel to the university.

Rec. 2 - "Support" interdisciplinary teams

Rec. 3 - Add reference to Paul Warner's study

- be more specific so that not every individual faculty member has to be engaged in all three efforts, but every department will be

Rec. 4 - Need to be aware that Ext. is not the only player in the game nor the sole repository of expertise. Intended audience is directors and administrators.

Rec. 5 - Is the funding referenced ext. funding or university funding? Be sure to include references to outside the univ. to the external environment.

Rec. 6 - add methodology, seek partnering with outside groups, Center for Diversity, I 994 Tribal Colleges, reference under-represented groups. Avoid reference to diverse as nontraditional. Use resources rather than funding. 'Train the trainers' philosophy.

Rec. 7 - Need

Rec. 8 - Include ext. office and linkages to other community agencies and organizations. Report back to the community also.

M. Reports

Maurice reported on the Pathways to Diversity and Framing the Future documents which was his, James and MJ's assignment from our last meeting (written report).

Judy gave a NELD report. The first seminar will be held next week in Vail. Advisory Committee will meet on Sunday. The class is 25. A discussion followed regarding the ESCOP/ECOP leadership experience and where appropriate integration points might be for ECOP/ESCOP.

Judy reported on SPC. Discussion followed on the role of SPC.

Myron J. offered to provide copies of Working With Our Publics to anyone who wants them.

N. Discussion of Future Meetings

Cost containment:

Only to hub cities so can get a reasonable airfare.

Breakout future meal costs - discussion as to whether to, difference of opinion. No conclusion. Must stay over Sat. night. Cost to doing business.

JoAnn will communicate with ECOP - want diversity in membership for PODC, in all respects. Welcome partners from both sides of the house, ie. AES. May need to be proactive and give ECOP and the regions some examples of what we might need. JoAnn will draft a proposal and forward to all of us. Include 94 colleges.

Is there a possibility that we might meet only two times per year? Discussion indicated that the work of the committee is accomplished at the meetings, not at home. So three times may be the minimum. We have not been successful in maintaining communication, momentum and work over the Internet.

Peggy will explore the possibility that the state might be asked to underwrite the costs in the future. May want to explore minimizing the joint meeting with PLC unless there is a tangible reason to do so.

Jan. 98 meeting: 1st choice - 21-23. 2nd choice 14-16.

May 98 meeting: 1st choice 6-8, 2nd choice 13-15

Sept. 98 meeting: Sept. 21-24.

O. Work Group Reports

Engaged University - Revised the Recommendations for Directors and Administrators. Still working on Rec. for ECOP. Reflect changes suggested from PODC. Will be adding more examples. Will reference appropriate reports and provide access to them through the NASULGC web page. JoAnn will speak to Myron about this possibility. ie. Paul Warner's report, original Kellogg document and the Task Force Report. Will revise again and use for Galaxy Conf. Will submit one more time to this group and then to ECOP.

Future of the topic - PODC clearing house for materials. Sally asked how we logistically could do this. Dave volunteered to take on that responsibility. Final revision will be done after Galaxy.

ARS - Trish reported on the group's discussion. Discussion of guiding principles. Will propose to ECOP the principles and the report on the pulse survey. Dave suggested that we need to get this information out. JoAnn asked if the HR impacts will be obvious. Trish responded yes. Could PODC have a place before the director's meeting and attempt to engage in dialogue, id. common sense and good people will solve all the problems. Briefing at next new directors and administrators mtg. HR managers, etc. will also need to hear the message. Multi-faceted approach. High cost to the system from the problems that result from ARS.

Managerial/Supervisory Skills - How do we continue to work on this and not need additional \$. Spent time on the competencies that a manager/supervisor needs. Make contacts with supervisors and supervisees to validate the critical elements of supervisors skills. Have four questions that will be asked. Also develop a timeline, what skills are most important, need to be covered first. JoAnn asked for input to the questions the group proposed. Might be better to give list of skills to respond to ahead of time so people have time to think about the questions and formulate answers. Then we would contact states to try to identify those willing to collaborate on developing training resources - develop one training module in return for receiving the entire set. Might also be able to market them on a cost-recovery basis to other states. Some training may be available from the private sector, but these would at least be reviewed and evaluated. Even though some of this training is available, supervisors are still getting into trouble, and risk law suits so some consistent education is needed. Trish said that even though there is a lot of literature out there, there is a need to pull it all together and make an intensive effort to provide it to those who need it. Possible follow-up might be a "school" that might offer classes for a week over several years. Possible that some of our partners might be interested. Come January group will have finished the calls and compiled the list of competencies, and be on the way to identifying states to develop parts.

P. GPRA-Again

Trish reported on a conference call to discuss research's reaction to GPRA. Conference calls and a meeting in DC next week to follow-up on research's 2 counter-proposals. Most of the people involved in this are research, so Trish is planning to go.

Q. Recognition of "Retirees":

JoAnn recognized and thanked people going off the committee. Pauline, Trish, Judith Jones (but she will most likely be reappointed as a full-term member), David Rogers, David Danner, and Chinella.

R. Upcoming topics for discussion

JoAnn reviewed the list of topics from the last discussion of priorities for this committee.

Linda - technology - what is PLC doing, we do not want to duplicate, there are training/revenue/etc. questions. Perhaps PLC and PODC should exchange minutes. PLC might welcome the help since they have been very actively involved in the Nat. Initiatives. Related to technology - David R. - changes in roles of specialists and agents as related to technology? Means of disseminating information/guidance on sorting through and interpreting the information available.

Chinella - what happened to the HR meeting of 1994? Seems like it didn't have closure. Need to follow up. Judy will commit to reviewing the document and sharing with committee to form basis for discussion next time.

Peggy- shared admin report on welfare reform Kentucky has done that highlights the need for staff development

Judy - is turnover an issue? Linda (ID) significant retirements and degradation of positions. JoAnn - salary problems and high turnover due to reduction of freeze. Linda - eroding county support. David - culture of the employee, short term versus long time employee. Is the current employee expectations different now. Are they self select out or are they leaving voluntarily? SED RSR paper may help. JCEP commissioned extensive research report on balancing work and family presented at Galaxy (Gale Gunderson). Change in promotion and tenure system. System wide - not very employee friendly, ie. time/salary, what individuals contribute is not valued. Issue of part time vs. full time. Joel Barker - what currently not happening or not possible now that if in the future it happened would be most beneficial to the organization? Great deal of issue around employee turnover.

S. JoAnn's assignments:

Seek replacement of Floyd Branson

Engaged University - revised document and letter for Zane or Walt Walla

Myron-Strategic Directions - identify SED as standing committee of PODC, broad representation on PODC (may develop matrix), Urban task force committee of PODC, also include the 1994 institutions; can PODC, SPC, and PLC get copies (highlights) of minutes of ECOP to those committees; in the future PODC members need to get directories and the updates; letter to JCEP that association reps. are important and examples of how it has been helpful; how get things on the web site; exchange PODC/PLC minutes. Issues from HR forum to the committee before Jan. mtg. Committee members need to bring 1-2 names from each region for SED to the next meeting with state approval. Also had names from the May meeting. Also need to get a rep from the 1994 tribal colleges. AJ and Preston are working on this.

Thank you to WSU, Sally, and Ann. Adjourned at 11:39