

**REPORT OF
PERSONNEL AND ORGANIZATIONAL DEVELOPMENT COMMITTEE
February 19, 1996
San Diego, California**

PODC reports the following progress on efforts undertaken during this past year:

1. Structure and Function - A survey of directors and administrators has been completed and the final report has been prepared. PODC reviewed the publication "Structure and Function of the Cooperative Extension Service" at its January meeting and recommends that it be distributed throughout the system. The intent is to share information of the current structural arrangements being utilized, to identify the perceived advantages and disadvantages of each, and to stimulate discussion on their implications. A copy of the publication is enclosed.
2. National Center for Diversity - PODC recommends that the Cooperative Extension System commit the sum of \$100,000 per year for three years to support the National Center for Diversity. (This topic appears on the agenda as a separate item.)
3. Human Resource Management
 - a. A Selection, Recruitment and Retention workgroup has been formed to assist states in devising strategies for strengthening minority recruitment and retention efforts.
 - b. Work-Life Survey - A survey of states has been conducted to identify methods being utilized to better balance work and personal time.
 - c. National Administrative Officers Meeting (April 8-12) - PODC has representation on the conference planning committee to help strengthen the program and to insure that it will be useful to the different audiences represented.
 - d. A Human Resources Electronic Network has been formed. It is beginning to be active. More promotion will be needed to increase the number of subscribers and utilization.
 - e. Discussions are underway with CSREES to encourage the use of electronic media in the communication of routine instructions on procedures (i.e., penalty mail guidelines).
4. Influencing Decision Makers - ECOP requested that PODC assist Pat Boyle in the preparation of training materials and that a workshop be held for directors and administrators at the NASULGC meeting. PODC members reviewed and commented on the materials Pat prepared.

At its September meeting, the Committee engaged in a futuring exercise to identify future priorities. Then at the January meeting, those topics took shape as working subcommittees. The four subcommittees for the coming, year are:

1. Human Resource Management -
Continue with tasks already started. Expand into some new areas. Inquire of ECOP the status of the other three competency areas.
2. Outreach/Seamless Organization -
Plans are to develop a white paper on how to enhance the value of outreach within land-grant universities. Issues to be addressed would be: How is outreach organized? How is outreach valued and by whom? How are outreach activities assessed? and As the value of outreach is enhanced, does seamlessness also increase?
3. Shared Leadership
There have been extensive discussions of many, management approaches that stress the need for shared leadership within the organization. Current examples are the concept of chaordic organization by Dee Hock, public work by Harry Boyte, and stewardship by Peter Block. A subcommittee explore the elements of the concept of shared leadership, identify management strategies that emphasize decentralized decision making, examine the pros and cons of the different approaches, and summarize those ideas for the Extension system.
4. Funding
The thrust of this effort would not be on the normal federal, state and local funds, but rather on developing alternative revenue streams. Internally, it would deal with the concepts of user fees, pricing, costin2, incentives for cost savings and revenue enhancement. Externally, it would examine opportunities for grants, contracts, collaborative efforts, and gifts. The goal would be to become a more flexible organization that is less dependent on the three traditional sources of funding.

Paul D. Warner
Chair