

**Personnel and Organizational Development Committee**  
**January 19-21, 2000**  
**Tucson, Arizona**

Present: Larry R. Arrington, Raymond Bosmans, Clyde E. Chesney, Curtis Clark, Donna K. Donald, A.J. Dye, Margaret E. Johnson, Jo Jones, Judith H. Jones, Keith Niemann, William L. Peterson, Robert F. Richard, Kimberly A. Rodrigues, James L. Smith, Barry W. Stryker, Starlene A. Taylor

Absent: Brenda Sue Black, James L. Lindquist, William McGowan, Charles L. Norman, Milan A. Rewerts, Keith L. Smith, Eunice Williamson

**Wednesday, January 19**

The winter meeting of the Personnel and Organizational Development Committee (PODC) began at 8:00 a.m. on Wednesday, January 19, 2000 at the Westwood Look Resort in Tucson, Arizona. Bill Peterson, as local host, welcomed the group to sunny Arizona.

Bill Peterson introduced Dr. Jim Christenson, Director, Cooperative Extension, University of Arizona. Dr. Christenson, who just finished as chair of the Strategic Planning Council, spoke to "My Vision of the Future for Cooperative Extension and the Land Grant System." He shared his personal vision of the land-grant system; talked about trends; used possible scenarios; and outlined changes in the land-grant system. He ended by posing the question, "how do we work together as a land-grant system?"

Myron Johnsrud and Linda Benning from the National Association of State Universities and Land-Grant Colleges (NASULGC) joined the committee via teleconference.

- Myron mentioned Extension Committee on Policy (ECOP) and committees are creatures of NASULGC. He had questions about the staff development guidelines project. James Smith responded that PODC was revising the National Policy Guidelines for Staff Development booklet (written 1967, revised in 70s and 80s) based upon suggestions from ECOP and some states. The guidelines are for what staff development should be and how it is addressed from the national level. Myron thinks ECOP wants an inventory of leadership opportunities for directors/administrators.
- Milan has just completed a survey of directors/administrators to see how well prepared they are to do their jobs. There was a 60% return (45 respondents). More than one-half have participated in some type of NELD experience/seminars and 90% said they were well prepared for their jobs.
- Linda Benning mentioned the new electronic Administrative Briefing Book. She suggested adding background on PODC. Linda also asked how the site would be marketed. A one-page flyer will be put in the registration packets for participants at the new administrators conference.
- Myron brought up the issue of funding and grants. In visiting with deputy administrators at CSREES, it is clear competitive funding will impact the system. Myron suggested putting together Internet sources on grant writing. PODC agreed to revisit this topic.

Keith Niemann called the meeting to order and welcomed new and current members. Along with introductions members shared current news from their states.

Keith Niemann explained the committee term lengths as determined by ECOP. Present members will finish out their terms as originally specified. New members will serve four-year terms. James Smith, Keith Niemann and Donna Donald will also fulfill four-year terms. Leadership will be as follows: a selected member will act as secretary and chair-elect in the second year, chair in third year and past chair in fourth year of term.

Discussion then moved to future meetings of PODC. The May meeting will be a joint meeting with SPC and Program Leadership Committee (PLC) in Baltimore, Maryland. The three committees will meet together on May 17. Keith Niemann is working with the chairs of the other two committees to plan the agenda. Suggestions from PODC include: knowledge and understanding of ECOP committees, report and feedback of plan of work mechanisms, benchmarking, grantsmanship and writing impact statements. Keith Niemann asked for names of potential presenters. A.J Dye mentioned the Subcommittee on Extension Diversity (SED) and the Urban Task Force would also be meeting in Baltimore the same week. PODC affirmed a desire for interaction with these two groups also. PLC will meet on May 15<sup>th</sup> and 16<sup>th</sup>. PODC will follow the joint session on the 17<sup>th</sup> with their own meeting May 18<sup>th</sup> and 19<sup>th</sup>.

The minutes of the October 1999 meeting in Burlington, Vermont were approved.

## **Reports**

### ECOP – James Smith

James Smith referred members to page three of the ECOP minutes. Action items #2, #3, #4, and #5 related specifically to PODC. ECOP wants PODC to focus on benchmarks. They are also interested in an inventory of leadership development for deans, directors and administrators.

### National Center for Diversity – A.J. Dye

The National Center for Diversity ceased to exist in its previous form at the end of December. The staff was reassigned and there will be no more assessments in 2000.

### Administrative Management Conference

The administrative management conference for 2000 will be in Buffalo, New York the first week in May. SED will be presenting two workshops and Judith Jones will also give a workshop. The updated administrative handbook will be promoted. Donna Donald asked for clarification on the different handbooks being discussed. The three are meant to be complimentary and not duplicate information. They are as follow:

- CSREES - resource guide to replace Extension Administrators Handbook (electronic)
- PODC – Briefing Handbook for New Administrators (both hard copy and electronic)
- NASULGC – New Administrators/Directors Orientation Workbook

### NELD – Judith Jones

Judith Jones reported the question is being asked if we continue with assessments for NELD and keep it running. If so, a new host state is needed. This will be a discussion item for the administrators/directors meeting at the end of February in New Orleans. NELD is having a program in June in Minneapolis as an update and refresher for administrators.

### Joint Council of Extension Professionals (JCEP) – Donna Donald

- Salt Lake City Utah will be the site of Galaxy II in 2003. JCEP is currently soliciting for chair and vice chair and for a JCEP liaison and committee members. NACAA voted not to be a part of Galaxy II and will have representation on the steering committee.
- The four past presidents from JCEP will be attending the entire ECOP meeting plus the directors/administrators meeting in New Orleans at the end of February. They plan a written report for the proceedings book, a verbal report, and four discussion items for informal conversations. Those items are: the role NEAFCS is playing with the 1994 institutions; the NAE4-HA governance project and model for leadership; impact assessment for the Public Issues/Leadership Development Conference (PILD); and Galaxy II.
- PILD is in early April in Washington, D.C. JCEP plans to assess the impact on participants once they return home. This will be done through a survey method.
- JCEP plans to support a research project to address the benefits of Extension staff in leadership of professional development associations. They presented a proposal and asked for PODC's input.
- JCEP is changing their approach on the national presidents (all four associations) presentations at the four national meetings. This year they will be doing a poster session instead of a workshop, hoping to reach more members. The current presidents are taking leadership for this effort.

At 12:00 p.m. the committee broke for lunch. The session reconvened at 1:00 p.m. with a conference call with Milan Rewerts and Keith Smith, ECOP administrative advisors.

- Milan Rewerts and Keith Smith indicated the future of national NELD is under debate. Will states continue to pay the assessment based on Smith-Lever funds plus the cost of \$12,500 per intern from a state? Also should there be a cross connection of ESCOP and ECOP NELD? PODC is asked to direct comments and ideas through Judith Jones.
- PODC is being asked to explore benchmarks of excellence. Someone will impose standards if extension doesn't develop its own. Perhaps, the committee can look at the opportunities proposed by the engaged university concept. What are quality indicators? PODC might want to connect with Lorilee Sandmann or do a quick survey of states. Because this is a far reaching concept Milan Rewerts and Keith Smith suggest starting with Cooperative Extension, then moving to University Outreach and finally the Land-grant University.
- There was a brief discussion of the May joint meeting with PLC, SPC and PODC and the desire to include SED and the Urban Task Force.
- A.J. Dye noted he was involved with the CSREES handbook. In addition to an update on the PODC Briefing Handbook for New Administrators, the group shared plans for revision of the National Policy Guidelines for Staff Development booklet.
- The ECOP advisors asked about the issue of core competencies.

### **Work Group Reports**

#### Training – James Smith

The work group will discuss a survey of leadership development opportunities. Core competencies and the mentoring concept are potential items for inclusion in the National Policy Guidelines for Staff Development booklet. They weren't going to deal with grant writing but will now need to revisit the decision. The work group members will look at a prototype (developed by Curtis Clark and staff) of the Briefing Handbook for New Administrators.

### Value of Agriculture – Rural/Urban Interface – Ray Bosmans

This work group is developing a tool to help Extension faculty who work with agriculture in urban areas justify why they have or want to expand agricultural programs. In addition to a short written report, the work group will prepare a compilation of agriculture program in urban areas. They are using the “Making a Difference Through Urban Programs” document by James E. Reaves, USDA/CSREES Fellow to pull things together. The work will be completed by the end of this year.

### Organizational Culture – Bill Peterson

The report for this work group is finished. Thank you letters and summaries were sent to respondents and a report given to ECOP. The work group will be editing a draft of a news article for submission to the Journal of Extension and the publications of the four national associations. They will now turn their attention to benchmarking.

The committee adjourned at 2:30 to work groups. New members selected groups to join.

## **Thursday, January 20**

Keith Niemann reconvened PODC at 8:00 a.m. for some brief discussion items.

The Rural/Urban Interface work group is at the writing stage. While Ray Bosmans begins that effort, the rest of the work group will sit in on one of the other two. Members are encouraged to be thinking about three issues. They are: follow-up to Jim Christensen’s remarks about the USDA connection; concern of not finding people for administrative positions and needing to go to second round of interviews and raising the level of requirements for positions.

Keith Niemann shared a note from Bill McGowan. He could not be with the committee this meeting as his son is graduating from Marine boot camp in South Carolina.

Bill Peterson reported the Organizational Culture work group will also have a report of the scenario project on the web. Curtis Clark and A.J. Dye are facilitating this effort. The work group also recommends Organizational Culture become a standing work group of PODC.

James Smith said the Training work group will revise the National Policy Guidelines for Staff Development booklet. They are still discussing grantsmanship. The Briefing Book for New Administrators will be brought to closure before the next PODC meeting.

Judith Jones asked about the use of the PODC listserv she maintains. The committee’s consensus was to immediately discontinue the listserv and members will maintain their own mailing lists.

The committee then moved back into the work groups. After lunch everyone traveled to the Arizona Sonora-Desert Museum for an educational experience.

## Friday, January 21

Donna Donald, chair-elect, reconvened the committee at 8:00 a.m.

### NELD – Judith Jones

Judith Jones solicited feedback about NELD. A survey has just been done with the 100+ graduates to see what leadership positions they've assumed. Jo Jones stated people aren't getting experience in the current program and suggested building in an internship. Questions were raised about recruitment of minority participants. Margaret Johnson said NELD needs to have opportunities for participants to learn about difference cultures. What is the impact of regional leadership programs (the east and north central regions have strong ones)? What could institutions do with the assessment on their own? Some of the states are doing their own leadership programs planned by NELD graduates. Instead of seeing the regional ones as threats, look at NELD as a program that has succeeded with spin-offs. Is it possible to do NELD in a less expensive model/way?

### Urban Task Force – A.J. Dye

A.J. Dye announced Mary Jane Willis is no chair of the Urban Task Force. They have monthly conference calls. A current issue is whether CSREES will create another Interagency Personnel Agreement (IPA) position. Instead of an annual conference the Urban Task Force is trying to move to professional development events for urban leaders. The urban webpage has been updated and the urban publication is in the second printing.

### Subcommittee for Extension Diversity – A.J.Dye

There has been no meeting since the last PODC meeting. A subgroup will meet with people in Washington, D.C. to see what they want to do with the change agent states project. There is less than two million dollars for three years in eight states. SED is looking to ARS and CES for seed money. A proposal is being written (just about complete) and SED is looking for grant partners. Each state agrees to create a catalyst team to do trainings within the state with assistance from a consultant team.

### Electronic Data Base – James Smith

James Smith is trying to identify and locate all documents prepared by PODC (since its inception in 1988) and put them on a website. He is following up with Paul Warner and Judith Barth for these documents. James Smith will have them identified by the May meeting. Curtis Clark will help to get the materials on-line. A sub-committee may be needed to help with this project. Kim Rodrigues mentioned adding minutes to the list.

### JCEP Research Proposal – Donna Donald

- Jo Jones agreed the proposal fits within the PODC role.
- Members posed these questions - what if the results are negative and will the research results make any difference?
- A suggestion was to look to NELD for a partner in the project.
- Kim Rodrigues said the research could be broadened to look at the benefits of leadership experiences in national associations for the individual, his/her community, the association (state and national) and the Cooperative Extension System.
- Clyde Chesney noted some of the hypothesis in the background materials would be good to test.

- Margaret Johnson noted in the past leaders came up through the Extension system. Now leaders are coming in from outside. Does this have implications for this research proposal or could it be another study?
- It was the consensus of PODC they endorse the project but have no time or money to invest in it. The three representatives from agents' associations, Ray Bosmans, Robert Richard and Donna Donald agreed to be contacts if JCEP wishes.

#### Training Work Group – James Smith

1. The work group discussed leadership training opportunities and the question, “Is the system helping “our people” develop leadership skills to lead the system in the future?” James Smith will follow up with Myron Johnsrud for a report of the survey just completed. If warranted the PODC work group will do a simple survey.
2. Keith Niemann will contact CSREES about existing resources and direction relating to preparation of grants. Members of the work group may need to personally visit Washington, D.C.
3. The Briefing Handbook for New Administrators is nearing completion. PODC members are asked to visit the website at [www.reeusda.gov/hrd/podc/PODC.htm](http://www.reeusda.gov/hrd/podc/PODC.htm) and provide feedback to Keith Niemann by February 1. Then Curtis Clark and staff will fine tune. A promo piece will be placed in the registration packet for the national directors/administrators February 22-24 meeting. There will also be a promo with a demonstration of the website at the same meeting.
4. The word policy will be removed from the title of the National Policy Guidelines for Staff Development. Work group members are to have edits of the booklet to Larry Arrington by April 1, 2000. He will then provide electronic copy to all PODC members. The booklet will be finalized in Baltimore at the May 2000 meeting and ready for presentation to ECOP at their July meeting. Mentoring, core competencies and technology are possible new items for inclusion.

#### Rural/Urban Interface Work Group – Ray Bosmans

1. The work group will need to reconvene in Baltimore. The next step is to solicit resources from the states.
2. The document will be shared with PODC prior to the May meeting. Plans for distribution include placement on USDA website and the same avenues as the urban document.
3. An explanation of PODC and the purpose of the project will be added at the beginning of the document. Other pieces of the document are a situation statement and listing of resources.

#### Organizational Culture Work Group – Bill Peterson

1. The scenario project is in the final steps. The news article (Donna Donald) is in final draft form and the report will be on the website (Curtis Clark and A.J. Dye). A copy of the article will be sent to participants. A letter and copy of the report will go to the 1862 administrators. A presentation at the 2001 regional JCEP meetings is another possibility for dissemination.
2. The Organizational Culture work group strongly supports spending at 1-1/2 hours at the May joint meeting clarifying roles of the three committees and current projects/issues.
3. The benchmark project is underway. A request will be sent via email to all administrators asking for response to a simple survey on benchmarks. Kim Rodrigues and staff will do preliminary research and a literature review on benchmarks in a variety of entities. In May the work group will discuss the results and devise a plan to go back to states/territories and solicit preferred benchmarks. Bill Peterson will contact PLC immediately to ascertain interest in this project and hopefully there can be joint dialog in May. The position paper can be finalized at the fall meeting for presentation to ECOP.

### Partnership Erosion

The committee discussed the erosion of the federal/state partnership. Barry Stryker talked of how it impacted the small states. Questions raised included:

- What does the federal partnership mean?
- What are the elements leading to this conclusion?
- What started the erosion?
- Can further erosion be prevented or corrected?
- How much has federal support (dollars) eroded in the last 5-10 years?
- Is erosion programmatic or monetary?
- How effective are we in communicating that Extension is serving today's population?
- Are federal employees doing a good job of representing Extension to legislators?

PODC thinks there may be a better way to compile "the story." The current reporting system is not uniform or usable. Keith Niemann will seek direction from ECOP as to PODC's role in this issue.

Donna Donald reminded task group leaders to get reports via email to Keith Niemann by February 1 for inclusion in his PODC report for ECOP.

The members decided they would like to have a "fun outing" on the Tuesday evening prior to the May joint meeting. Ray Bosmans volunteered to help Keith Niemann in planning the event.

Donna Donald thanked Bill Peterson, his wife Judy, and staff for superb arrangements. The outstanding food, facilities, tours and weather contributed to a productive meeting.

The PODC meeting adjourned at 11:15 a.m.

Donna K. Donald  
Chair-elect and Secretary