

Personnel and Organizational Development Committee
January 16-19, 2001
Riverside, California

Present: Donna Donald, Robert Richard, Carl O'Connor, Jim Kells, Keith Niemann, Joe McGilberry, Eunice Williamson, Larry Arrington, Roger Adams, Bill McGowan, Noland Williams, Deborah Maddy, Jim Lindquist, Margaret Johnson, Judith Jones, Brenda Sue Black, A.J. Dye, Kim Rodrigues.

Absent: Jo Jones, Clyde Chesney, Ted Alter, Curtis Clark.

Tuesday, January 16

Donna Donald greeted Personnel and Organizational Development Committee members as they gathered for dinner at the Riverside Mission Inn. Eunice Williamson welcomed PODC members to Riverside and provided information about Riverside and the Mission Inn. After dinner, immediate past PODC chair, Keith Niemann, provided an orientation for new PODC members.

Wednesday, January 17

Donna Donald called the meeting to order at 8:30 a.m. on Wednesday, January 17, 2001 at the Riverside Mission Inn. Members introduced themselves and Eunice Williamson provided hospitality bags. Keith Niemann moved and Margaret Johnson seconded the motion to approve the minutes of the October 2000 meeting in Williamsburg, Virginia. The motion carried to approve the minutes.

Reports

ECOP Representative - Carl O'Connor

Carl O'Connor reported that he is a new appointee to ECOP. He is looking forward to working with PODC and he offered comments on a number of issues related to current and potential future PODC issue topics. He spoke of the funding issue related to the growing emphasis on competitive grant funding and the subsequent threat to formula funding of Extension programs. He visited about the upcoming Partnership Meeting with CSREES and discussed issues relating to how ECOP is organized within NASULGC.

ECOP Report - Keith Niemann

Keith handed out a copy of his report to ECOP. He stressed the encouragement he gave ECOP on their planned Partnership Meeting. He handed out copies of the letter from PODC to Dan Godfrey, ECOP Chair, where we supported this concept. He also reported to ECOP the current efforts of the three work groups. He especially highlighted the Information Technology and Benchmark work groups as well as handing out an update report on the Change Agent States for Diversity SED project.

Subcommittee on Extension Diversity - A.J. Dye

The Change Agent States for Diversity (CASD) project selected a project coordinator, Kathy Castania, Cornell Migrant Worker Program. The eight states have recently received a baseline survey to determine what the current status is in each state with respect to diversity and pluralism. The next SED meeting will be in Montgomery, Alabama in March 2001 and will overlap with the CASD member states. All of the Directors/Administrators have approved of the nominees for the new members of SED. The North Central representative is George Okantey, Purdue, and the other representatives are as noted in the October 2000 minutes of PODC.

Administrative Management Conference - Judith Jones

Judith reported on the Administrative Management Conference that is to be held in Norfolk, Virginia on April 22-26. Information was shared about the educational program at the conference.

National Extension Leadership Development (NELD) - Judith Jones

ECOP decided to continue support for NELD and proposals are being accepted from Universities wishing to be the next host institution for the NELD program. Colorado State University is finishing as the current host.

Joint Council of Extension Professionals (JCEP) - Jim Lindquist

Jim reported on the Joint Council of Extension Professionals meeting recently held in New Orleans, Louisiana. JCEP has a new partner, ANREP, The Association of Natural Resource Extension Professionals. ANREP has agreed to be a co-sponsor of Galaxy II, professional development conference to be held in Salt Lake City, Utah in September of 2003. In addition to ANREP, the Galaxy conference is being sponsored by Epsilon Sigma Phi, the National Association of Extension 4-H Agents, and the National Extension Association of Family and Consumer Sciences. There are preliminary discussions underway for ACE, (Agricultural Communicators in Education) to also meet in conjunction with Galaxy. JCEP is preparing for the upcoming PILD (Public Issues Leadership Development) conference in Washington D.C., April 29 to May 2. JCEP has worked with Joan Gill of CSREES to provide scholarships for faculty from 1994 Tribal College Land Grants to attend professional development meetings of the Joint Council members during 2001. Several faculty have been selected to attend the various national conferences. JCEP is establishing a web site and has registered a web domain, www.JCEP.org. Mike Tate of Washington State is the new ECOP liaison with JCEP. Laurel Kubin of Colorado is the JCEP Chair.

Electronic Data Base - Keith Niemann

Keith will continue to look for additional documents for the PODC electronic data base. He is working to get CSREES to host the site. The goal is for it to be a searchable site with sections for PODC minutes, rosters, agendas, reports, publications and correspondence. Deborah Maddy has agreed to help scan several of the documents that James Smith gathered from his files and from the previous two PODC chairs.

National Association of State Universities and Land Grant Colleges (NASULGC) - Myron Johnsrud and Linda Benning

Myron asked where PODC is at with the future scenario work. Donna responded that the work

was done, but that it might be linked back to in the future. She asked each of the work groups to give an update on their working projects. Kim Rodrigues talked about the Benchmarking project and the linkages with Howard Ladewig. Keith Niemann talked about the work of the training work group including the new director briefing book, the electronic data base of PODC work, the professional development position paper and the beginning effort to look at conflict of interest statements in the system. Robert Richard reported on the Information Technology work group. ECOP has a 21st Century committee looking at how we are going to do business in the future. This is built around the engaged institution information that came out of the Kellogg report. Technology, personnel and resources are a few of the issues to be included in the work of this committee which is chaired by David Foster of Oklahoma. Myron suggested a linkage with this ECOP committee by the working group. Donna reported that information technology will be the topic of the Joint PODC, SPC and PLC meeting in May.

Myron reported on the upcoming Partnership meeting in February and issues relating to the new administration at the Federal level. Myron reported on the new Secretary of Agriculture and his knowledge of her from her previous work in USDA. Myron was asked to comment on the upcoming vote on ECOP and the Board of Agriculture with NASULGC. He reported that the votes were due in February 2nd and the results would be known shortly after that.

Committee to Recommend Process for PODC Chair-elect Selection

Donna Donald appointed a committee to be chaired by Keith Niemann to develop a recommendation for a process to select the Chair-elect of PODC. Committee members are Carl O'Connor, Larry Arrington, Deborah Maddy, and Joe McGilberry. The committee proposed the following procedure for selecting a chair for PODC in the future. Keith Niemann, Donna Donald and Jim Lindquist will develop a job description for the position(s) to use with those considering this role and to help their Director/Administrator understand the commitment. The Past Chair, Current Chair and Chair Elect/Secretary will serve as the selection committee. Nominees must come from those in the first year of their four year term in order to complete the officer rotation (Chair Elect/Secretary in second year, Chair in third year, Past Chair in fourth year). The selection process should take into consideration a goal to rotate the new officer among the regions and associations as well as consider gender and racial diversity. The new officer should not come from the sub-committee representatives (currently SED and NELD), CSREES representatives or ECOP Administrative Advisors. The selection committee will visit with potential candidates about their interest. The Current Chair will visit with any interested members' Director/Administrator for support of their candidacy. The selection committee will present the nominee(s) at the summer PODC meeting for consensus and/or suggestions. The Current Chair will notify NASULGC's Johnsrud and ECOP Chair of PODC's selection and will report same at the ECOP fall meeting. ECOP will approve of PODC's suggestion or make another selection. It was moved by Keith Niemann and seconded by Judith Jones to approve this procedure. Motion carried.

Health and Human Services Proposal

Carl O'Connor reported on a proposal to Health and Human Services Secretary nominee Tommy Thompson. The proposal would develop a formula for providing base Extension funds from that

department.

Work Group Reports - Updates since October 2000 Meeting

Training - Keith Niemann

The Training work group has worked on gathering Conflict of Interest statements from several universities and plans to include information about Conflict of Interest Policies in the Guidelines for Professional Development booklet. The Guidelines rewrite was finalized at the October meeting and Larry Arrington facilitated printing hard copies and the mailing of these to each CES Director and Administrator with a cover letter by Niemann. Keith will ask the Training work group for assistance with scanning documents for the searchable PODC Data Base web site. Niemann will write to all Directors and Administrators announcing some of the recent work by PODC including the Guidelines, Leadership Development Opportunities, the Briefing Book, the Value of Urban Agriculture work group report, and the Conflict of Interest policies. Linda Benning (NASULGC) volunteered to assist with this project. There are plans to link the PODC/CSREES web site to all of the Agent Association web sites as well as the North Central Staff Development site located at Michigan State. An article about the various ECOP committees will be submitted to the newsletters/magazines of the agents associations and the Journal of Extension.

Organizational Culture - Kim Rodrigues

Kim reported on the work of the Benchmarks of Excellence work group. She also reported on the work group's recently conducted survey of state administrators regarding benchmarking efforts. The group discussed Howard Ladewig's presentation about EASE at the last PODC meeting. The group will be continuing their efforts around the Benchmarking issue.

Information Technology - Robert Richard

This work group is just starting on this effort in response to a request from Ted Alter and James Wade to do some thinking about how we can meet the technology challenges of the future. The committee is looking at developing an inventory of the current use of information technology by the different states and will be discussing how to develop opportunities for more efficiency in the system related to development and utilization of technology.

Outcomes and Impact Assessment - David Campbell

Kim Rodrigues introduced David Campbell, Community Development Extension Specialist, Human & Community Development Department, University of California, Davis. Campbell presented an interesting and engaging overview of Outcomes and Impact Assessment.

Thursday, January 18

Donna Donald opened the meeting at 8:30 a.m. reporting that Ted Alter, ECOP Administrative Advisor, had asked to convey his regards to the committee and that he was looking forward to working with the committee in the future.

Jim Lindquist will chair committee to review PODC Operations document. Also serving will be Judith Jones and Roger Adams. The committee is to report back with suggested changes at the May meeting.

Kim Rodrigues asked for a review of David Campbell's presentation to the committee on Wednesday. Feedback included the following points: The workshop was open, relaxed, flexible and informal; the format encouraged dialogue and participation; the content provided valuable information for individual participants to utilize in state programs, as well as content value for the PODC group (and subcommittees); good review and great reminder for all of us to use the Program Logic Model, in this committee and elsewhere; recognized there is no one "right way" emphasize evaluation components "up-front" in designing projects/programs; the background information, especially for new members, needed more detail and emphasis (especially as it related to EASE); recognize that most evaluation efforts do not get beyond outputs.

For future PODC workshops, we should recognize: it is important to provide as much information in advance as possible; treat our PODC members like our own clientele when developing workshops - do not assume all members are at the same learning point; educational workshops related to PODC work might be better planned for Spring or Fall meeting(s) rather than January due to introduction of new members to the ongoing work.

Donna asked whether PODC wanted to make any recommendations to ECOP regarding EASE (Evaluation and Accountability System for Extension). General discussion surfaced many questions about EASE and evaluation issues in general. Kim Rodrigues offered for the Organizational Culture committee to further investigate issues and concerns related to EASE and report back in May.

Donna reported that PLC had referred to PODC an issue for discussion related to a presentation by Paul Guitterez on Extension's commitment to hispanic audiences. Discussion suggested this was both a personnel and a program issue and that the sub-committee on diversity should take up the personnel discussion. We will ask SED to make recommendations back to PODC.

Donna asked about issues related to alternative funding and PODC's previous work in this area. Larry Arrington offered to send the philosophical statement developed by PODC to the committee for future discussion. Carl O'Connor suggested the need for a white paper that would talk about the importance of the Smith Lever Act and the base funding it provides. The issue of competitive grants and the threat to base funds will not only add to the management issue related to personnel who will have to come and go depending on the source of funds. He has calculated that he can operate on 6 percent overhead on base funds but it requires nearly 40 percent overhead with competitive grants.

Donna asked the Information Technology work group to give some thought to the joint meeting with SPC and PLC in May since that will be the topic of that meeting. There was general discussion from PODC members and suggestions given to Donna for her to take to the joint meeting planning committee.

Carl O'Connor mentioned that he had to leave in the afternoon, but that he was glad he was on

this committee and he looked forward to his continued participation.

The committee members broke into work groups at 9:50 a.m. Work groups of new members: Jim Kells - Training; Deborah Maddy - Training ; Roger Adams - Benchmarks; Noland Williams - Benchmarks.

Larry Yee - Chaordic Organizations

The group reconvened at noon for lunch and a discussion on Chaordic Organizations led by Larry Yee, County Director in Ventura County, California. Larry told of his 1996 sabbatical experience in working with Dee Hock, retired Visa International executive and founder of the chaordic organization movement. He worked for approximately six months with Extension staff at meetings across the country and several other groups including Ralph Nader's Applesed Foundation and the Northwest Marine Alliance.

Larry asked the group to consider some questions:

1. How confident are you that the organization or institution to which you belong is capable and has the capacity to deal with the increasing rate of change and increasingly complex social, economic, environmental, educational, cultural and technological challenge of the 21st century?
2. How could we organize human endeavor if we could develop a different understanding of how life organizes itself?
3. How can we be different together?
4. Is Cooperative Extension capable of fundamental institutional change?

Book recommendations: "Leadership and the Information Revolution" by Harlan Cleveland; "Birth of the Chaordic Age" by Dee Hock; "A Simpler Way" by Margaret J. Wheatley and Myron Kellner-Rogers.

Larry has implemented the chaordic organization concept to organize the Ag Future Alliance in his county, an alliance group made up of many very different interests. Discussion from the group centered on how chaordic organization theory could be implemented into practice within the Cooperative Extension system. There was uncertainty about large scale implementation, but recognition that different individuals are implementing chaordic organizational theory into their jobs and their units.

In answer to the question about what PODC might be able to do about promoting chaordic organizational change, Larry responded developing a network of support for those that are working to develop chaordic practice and then some specific objectives to promote implementation.

Temecula Valley

PODC members spent part of the afternoon and the evening on an educational and entertaining tour of points of interest in the Temecula Valley.

Friday, January 19

Donna convened the meeting at 8:30 a.m. and discussed the agenda for the morning asking the work groups to meet and then reconvene at 9:30 a.m.

Future meetings

Donna announced the joint meeting of SPC, PLC and PODC in Fort Lauderdale, Florida in May. The joint meeting will be May 9 and PODC will meet May 10 and May 11 until noon. There will be an evening activity planned for PODC for either Wednesday or Thursday night.

The fall PODC meeting will be held in Nashville, Tennessee hosted by member Clyde Chesney. The group agreed on a Wednesday through Friday noon time, October 10, 11 and 12. Everyone should arrange to arrive in Nashville by the evening of October 9.

Donna mentioned the CSREES Partnership meeting and that she would be representing PODC at that meeting. Other PODC members attending the conference are Brenda Sue Black, Judith Jones, Carl O'Connor and A.J. Dye. Donna asked the chairs of the work groups to have reports to her by January 29 for inclusion in the PODC report to ECOP.

Work Group Reports

Information Technology - Robert Richard

The following members were present: Robert Richard (LA), Judith Jones (VA), Eunice Williamson (CA), Sue Black (WV), and Joe McGilberry (MS). The following items were discussed:

1. Awareness of the future of technology and its implications for Extension.

A need exists for Extension educators to be aware of the future of information technology and its implications on the structure and delivery system of Cooperative Extension. As such the group recommends that Extension avail itself of the following opportunities to discuss the above referenced item: Joint meeting of SPC, PLC, and PODC in May; NASULGC meeting(s), Extension Professional Association meetings (NACAA, NAE4-HA, ESP, NEAFCS, Association of Natural Resource Extension Professionals), Web base teleconference through CSREES.

2. Web based, searchable database for sharing state IT tools and applications.

Discussed the need for the cataloging of state applications and uses of information technology. Recommend that CSREES discuss the creation of such a system.

3. Identify core competencies associated with information technology.

Organizational change and organizational learning are necessary for the Extension system to adequately meet the evolving needs of clientele. Accordingly Extension should identify the core competencies needed by its personnel, not only with regard to information technology but also related to program development and delivery. Will continue to explore this area and expect to work in conjunction with the training/competency work group

4. Improving skills and adaptation of core competencies in developing and delivering educational programs.

Identification of core competencies without subsequent, appropriate use of those competencies is futile. The work group will continue to explore mechanisms to ensure not only the identification of core competencies but also the use of those competencies to meet the needs of clientele.

5. Awareness and/or creation of linkages between Extension educators and Information Technology professionals.

Some confusion exist relating to the existence and function of an Extension Technology group/organization. PODC members were unclear as to the function of this group and its relationship to and with Extension educators. The group will seek more information regarding the technology group and explore the opportunities for linkages with the group.

Training (Professional Competencies) - Keith Niemann

The Training Work Group is being “recessed.” In its place, a Professional Competencies Work Group (made up of Niemann, Johnson, Lindquist, Arrington, Maddy, Kells, Clark) is being proposed. PODC consensus was to approve of this change. The purpose statement developed by this group is “Develop a strategy to help states assure that Extension employees have and continue to have the necessary core and discipline competencies to anticipate and deliver quality educational programs of relevance and importance to our publics.” We first intend to find out what work has already been done around this issue by other states and possibly by graduate students. Arrington offered a possible graduate student to do this research. If this grad student isn’t a possibility, the committee will search their regions for this information. Kells will visit with Joe Levine of MSU, Arrington will ask Howard Ladewig at Florida, and Niemann will check with Julie Middleton at Missouri. Outcomes hoped for include: an on-line Competency Bank where states can go to develop their own competency lists; the identification of Centers of Excellence in states where exceptional work has been conducted around competencies; the possible identification of differing “levels” of competency; and the development of web based modules for training on needed competencies.

This work group also suggested that the previous PODC publication on Alternative Revenue Sources be reviewed for its relevance and possible revision. Arrington volunteered to work on this project which could result in a fourth PODC Work Group. Arrington invited members to review the Alternative Revenue materials prior to the May meeting. The final report can be found on the web at <http://www.nasulgc.org/publications/altrev.htm> The Journal of Extension

(JOE) article can be found at <http://www.joe.org/joe/1999august/comm1.html>

Organizational Culture Group - Kim Rodrigues

Action items from the group include: 1) Kim Rodrigues will forward December 20, 2000 EASE update to all PODC members in order to ensure all members have this information. Encourage review and comment. [Http://ease.tamu.edu](http://ease.tamu.edu)

2) Kim R will send cover letter and report to ECOP, SPC and PLC to update them on Benchmark work to date (Note: Any further work or opportunities to link to EASE dependent on development of EASE Advisory Committee). 3) Carl O'Connor will send Kim the goals outlined in their state Extension System. Kim will forward to all subcommittee members for review and future discussion relative to the larger CE System. 4) Bill McGowan will contact Scott Peters and forward all relevant information and references to review prior to May meeting to ensure subcommittee members start from similar points of reference. 5) Subcommittee will work on single parameter for the System, linking to SED. Kim will review Pathways to Diversity and identify potential benchmarks that may provide specific measure(s) to assess the achievement of a desired outcome. Kim will send these potential benchmarks to A.J. Dye prior to March 3 SED meeting. A.J. will send the survey used with Change Agent States to our subcommittee. Kim reminded PODC members that the CSREES home page has diversity information available through ESES - Diversity.

PODC Operating Principle

Kim Rodrigues suggested an operating principle be established for the POD committee: To be intentional about building internal capacity of the System that transcends yet recognizes the valuable components of the existing System. PODC members agreed to put this on the agenda for the May meeting for further discussion by the entire committee.

PODC members thanked Eunice Williamson for her efforts in arranging a productive and enjoyable meeting in Riverside. Eunice will provide a final report on the financial outcome from the conference.

Donna adjourned the meeting at 10:20 a.m.