

**Personnel and Organizational Development Committee (PODC) Meeting**  
**January 26-28, 1994**  
**Orlando, Florida**

**Participants:**

Milan Rewerts, PODC Chair, Director, Co  
Lu Harper, Chair-elect, County Program Dir., MO  
Linda Bostwick, County Ext. Education Director, IA  
Michael Brazzel, Organizational Dev. Leader, ES, USDA  
Patricia Calvert, Assist. Dep. Administrator, ES, USDA  
Lawrence Carter, Administrator, FL  
Billy Dictson, Eastern District Director, NM  
Roger Fletcher, Associate Director, OR  
Dorothy Freeman, District Director, VA  
Stuart Hawbaker, Unit Leader, IL  
Chinella Henderson, Associate Dean, AL  
Nancy Hicks, Assist. Director, NY  
Peter Horne, Administrator Advisor, Director, NH  
Nicelma King, District Director, CA  
Chuck Leifeld, Ext. Educator/County Ext. Leader, MN  
John Pelham, Interim Program Director, MO  
Anne Sheelen, Associate Director, NJ  
Gene Spory, Director, ES, USDA  
Paul Warner, Asst. Director Training Dev., KY  
  
Genevieve Lucas, Prog. Analyst, ES, USDA

**Absent:**

Reginald Taylor  
Rosalie Bivin  
James Christenson  
Terry Gibson

**Welcome and Introduction:**

Chair Milan Rewerts and Chair-elect Lu Harper opened the meeting by welcoming the committee. Each member talked to the person sitting beside them -- then introduced that person to the committee.

**Orientation:**

The mission, functions, operations, and communications linkage of PODC was reviewed.

PODC Recruitment/Selection, Suggested Criteria/Guidelines was put together to make sure that diversity is a part of PODC. Nicki King questioned item 4... should read "the terms are for three years which officially start following the ECOP meeting in November." Michael Brazzel suggested that item 2 be consistent with the handout that states PODC functions. Milan Rewerts requested the changes be made and brought back to PODC, then forwarded to SPC, PLC, and other committees so that they can record the changes.

Epsilon Sigma Phi (ESP) Professional Organization requested representation on PODC. A committee discussion was held to discuss the pros and cons of ESP being represented on PODC. No decision was made.

### **Minutes:**

Minutes from the last PODC meeting held in San Francisco were distributed to PODC members.

### **Agenda:**

PODC reviewed the proposed agenda for January 26-28, 1994, and made several minor changes.

### **Chair's opening comments:**

Milan Rewerts encouraged the use of electronic mail, conference calls, etc. Pat Calvert was appointed to establish a mailbox for PODC's 1994 members. Hopefully, PODC will serve as a model for the system on how to do business electronically.

SPC has requested 3 nominees per region from which to select one to serve on a steering committee for approximately 3 to 6 months, full-time. The objective of the steering committee is to develop an overall strategic plan for the Cooperative Extension System. A good cross section is needed for this effort. Six people will be appointed to this steering committee.

### **Reorganization:**

Based on a request from the Chair, Gene Spory talked about the reorganization of Extension. He compared the USDA Secretary's proposed plan to Stenholm's proposed USDA reorganization plan. Gene Spory stated, "The Secretary is very committed to this effort; stay tuned and see what happens."

### **Liaison Reports:**

Extension Committee on Organization and Policy (ECOP) - Roger Fletcher stated that everyone has seen the minutes and action items from ECOP, and that the 1994 PODC goals were presented to and endorsed by ECOP.

Strategic Planning Council (SPC) - Lu Harper restated the PODC Chair's opening comments in reference to the steering committee for the overall Strategic Plan for CES. SPC is looking for nominees for a fast turn around time for the overall strategic plan. Hopefully, the steering committee will be present at the Joint SPC/PLC/PODC

Meeting in May 1994. SPC wants PODC to look at the ECOP NASULGC structure (this will be discussed further at the next Joint Meeting). Lu Harper mentioned some of the highlights of the SPC meeting held January 1994 in Miami, FL: A presentation was made on Higher Ground, and a proposed agenda was distributed for the Directors/Administrators meeting.

A discussion was held on the pros and cons of strategic planning and the actual implementation of the plans. It was stated that hopefully, the Strategic Planning Council will be ongoing and will be a group of people that will be constantly involved in the planning process.

**National Extension Leadership Development (NELD)** - PODC concluded that they should be more proactive in supporting NELD and that they are worried about disconnection. PODC decided to invite someone from NELD to make a presentation at the next PODC meeting. Stuart Hawbaker, PODC representative for NELD, agreed to ask Jo Jones to give the presentation.

**Future Application of Communications Technology (FACT)** Patricia Calvert, PODC representative to the FACT Implementation Team, gave a brief summary of FACT and its implementation strategy for the new members of PODC. She reported that the ES CIT staff has reimbursable agreements with several State Extension Services to carry out specific tasks under FACT.

**Distance Education** - Pat Calvert reported that Barbara White, ES Distance Education Specialist, and a member of the ES/ECOP Distance Education Task Force met with PLC earlier in the week; with PLC's review and approval, Barbara White will take the Distance Education Committee recommendations back to ECOP in February for final review and approval. Patricia Calvert recommended that a segment of the agenda for the joint PODC/PLC/SPC meeting in May 1994 be reserved for a presentation on Distance Education.

**Joint Council** - Chuck Leifeld mentioned that the Joint Council of Extension Professionals (JECOP) will be sponsoring a Public Issues Leadership Development Seminar, May 1-4, 1994, in Washington, DC. This program was a success last year. This year the focus will be on Leadership Development, Building Community, Public Issues Education, and bringing Extension's "messages" to the Hill. Also, a JECOP subcommittee is working to develop the program for the Galaxy Conference that is being held in October 1997 in Cincinnati, OH. JECOP is discussing fundraising possibilities.

### **Committee Reports:**

**Operations** - No discussion.

**Diversity** - Pat Calvert stated that the Subcommittee on Extension Diversity (SED) was unable to meet the previous week because of the earthquake in Los Angeles. However, the SED Committee will meet in March prior to the Human Resources Issues Forum in St. Louis, MO. Michael Brazzel, PODC, ES, and Curtis Gear, Wisconsin, are co-chairs of SED. Patricia Calvert briefed PODC on the Council on Diversity in Extension, which convened last summer, and reported that the Council's recommendations and report will be distributed soon.

Pat Calvert updated the committee on the new Center for Diversity at Kentucky State University. The Center recently moved into a new, state-of-the-art headquarters at Kentucky State and hired two new staffers to help with the important work of the Center. The Center is jointly funded by ES-USDA, Kentucky State University and the University of Wisconsin. Also, she reported on the recent Diversity Awards program at the Extension Section of NASULGC last November. SED will be holding a teleconference soon to discuss revisions to the guidelines and program itself.

**Core Competencies** - Anne Sheelen reported on the module, Meeting Change in the 21st Century -- a self-instructional approach. She stated, "The evaluation has not gotten off the ground yet." Anne Sheelen requested comments from PODC members in reference to the module's approach. Nicki King and Peter Horne, both received positive responses. Anne Sheelen stated that she will be sending out a questionnaire about the module -- asking how it was advertised.

A discussion was held evaluating the pros and cons of the module/package. It was noted that ECOP was impressed with the turn around time (1 3 months) and the quality. PODC concluded that the module is an example of excellent work and that the report should be distributed to others, e.g., Administrators in Washington, State Directors/Administrators, etc.

### **New Project Action Plans:**

John Pelham invited PODC to the HRM Issues Forum being held March 23-25, 1994, at the Airport Marriott, St. Louis. Registration is estimated at \$125. By a show of hands about eight members of PODC plan to attend the forum. The Concept Paper was distributed; it is now going through the third revision. Copies will be sent to PODC when it is finalized. The focus is on identifying major themes, performance appraisal programs, interviewing, how to humanely downsize, commonality of human resources, a clear understanding of flextime, job sharing, managing the change process, etc.

Agenda/Speakers - The keynote speakers is Sue Kinder, Vice President for Human Resource Management, IDS Financial Systems located in St. Paul, MN. Roy Tucker from the Vice President's National Performance Review (NPR) will be on the panel. He will discuss recommendations made by NPR. The endnote speaker is Dr. Lennox Joseph, Head of NTL Institute.

**Public Issues Education** - Lu Harper and Terry Gibson serve on a Public Issues Curriculum Task Force. The group is writing PIE curriculum with a projected completion date of June 1, 1994. The core curriculum will be used to implement the "Agenda for Action" as it pertains to staff training.

**Building Community** - Dorothy Freeman handed out a resolution to encourage the building of community within the Extension System and among its many stakeholders. She solicited comments on how PODC felt about bringing forth a resolution to the Strategic Planning Council (SPC). The committee agreed that permission/approval was not needed in order to, give a resolution on building community to SPC, ECOP, etc.

PODC made suggestions on improving the handout: the meat of the document was at the end; frustration resulted from the various WHEREAS'S; the last paragraph was too long and should be separated into two or more sentences; recommendation(s) should be at the beginning of the document;

the document was too depressing; and maybe some background information would be helpful. In addition, the wording in the last paragraph, "incorporate into the planning of the development of a strategic plan, the building of community so the plan that results will be one around which there will be ownership..." should be changed to read "incorporate into the planning of the development of a strategic plan, processes which build community so the plan that results will be one around which there will be ownership..."

As a result of the committee's comments, Dorothy Freeman and Nicki King rewrote the resolution as a recommendation as follows:

The POD and PL committees recommend that the Strategic Planning Council and the Extension Committee on Organization and Policy incorporate processes which build community into the development of the strategic plan. These processes will result in greater ownership by all sectors of the Extension community and its stakeholders, thus producing higher levels of energy, creativity, and greater productivity as it is implemented for the benefit of society.

The above idea for building community was endorsed by PODC with minor changes.

As background, PODC noted that community is a group of individuals who has learned how to communicate honestly with each other, whose relationship goes deeper than the masks of composure, who have developed significant commitment to the following principles:

- Inclusion, commitment, consensus
- Realism
- Contemplation
- A safe place
- A group that can fight gracefully
- A group of all leaders
- A spirit
- Scott Peck, Building Social Change Communities, 1979

**Core Competencies** - Anne Sheelen corresponded with Steve Schenamen who was working with a core competencies project in 1993. Steven Schenamen requested to be the project leader and was looking at a committee outside PODC. The question was asked, "Do we need someone from PODC on the committee?" An assessment instrument was discussed. Concern was expressed over using an instrument to assess individual staff. Process as opposed to an instrument to assess staff training needs was identified. The system needs a mechanism for gathering information nationally to feed to ECOP.

**Diversity** - Michael Brazzel stated that SPC was concerned and strongly recommended that PODC evaluate the diversity program. PODC determined that evaluation is needed and that diversity is clearly on their plate. Milan Rewerts, Chair, stated that PODC has a high level of interest and that Michael Brazzel and Pat Calvert should keep PODC advised of progress made in this area. Also, a report should be developed to keep PODC informed of the process.

## **Project Action Plan:**

PODC divided into four subcommittees with the following team leaders:

- 1) Reorganization/Paul Weaver
- 2) Human Resource Management/John Pelham
- 3) Public Issues Education/Lu Harper
- 4) Core Competencies/Anne Sheelen

Each subcommittee was charged with:

- writing a goal statement (define, further define task);
- establishing timeliness steps, and strategies; and
- describing outcomes/end products.

The PODC subcommittees met and reported back the following information:

### **Reorganization:**

The Reorganization subcommittee made the following points:

#### Positioning of CES as an outreach function within Land Grant Universities:

- Are colleges of agriculture too limiting?
- Control/budget (subject areas)
- Should the CES be the outreach program of the Land grant University?
- Is our vision too limiting?
- Is outreach and experiential learning "legitimate" functions of higher education?
- Does Education and/or information dissemination support learning or does it require a boarder information base, thus the entire university?
- What research knowledge do we need?

#### Descriptive of what is vision as to what it could be:

- Our relationship with Agriculture research--what we need the experiment stations to become.
- Same concern with Extension Service within USDA.
- How positioning affects funding and credibility.

#### Organization Structure:

County as geographical area of assignment

-Distances

-Ownership & funding

-Support

-Extension as the source of information and services

-Specialization

-Shared across boundaries (counties/states) (those with strong county partners have different structure than those who do not)

-Research and Extension co-located

-Role of specialists at state and area level

-Reduction of mid-managers

- Reduce control function
- Becoming flatter
- Reduce administration burden
- Combining administrative & program responsibilities
- Encouraging interdisciplinary efforts
- Program leaders

Different models with strengths and limitations:

- Self-directed teams
- Structure should follow vision, mission
- How Extension manages its relationship with outside groups, i.e., state legislative, Feds, ECOP, Regional, U.S. President, Farm Bureau, Environmental groups, labor unions, agent associates

Models: implications for future programming

- Director does
- Ad hoc-unmanaged or crisis managed
- Boundary spanners-specialization within boundary spanners,
  - delegated, PR or congressional contact people
  - Advisory committees
- Special interest groups handle commodity groups

Sources of Funding:

- Managing relationship with funders & access (Federal, state, local)
- Our position in organization influences funding--i.e., agriculture, youth issues, and health
- Within universities in relationship with state government agencies
- Our identity and its limitations (agriculture, universities, union, 4-H)
- Getting beyond the traditional walls

Strategies:

- Change image (use credible image)
- Secure other sources of funds
- Play up image appropriate to other agencies and organizations
- Change what we do and who we are
- Reposition the organization

Goal:

Describe differences in Extension organizations:

- Mission
- Structure
- Funding
- Relationship with external groups; their implications for future directions; and current efforts at organizational change/reinvention.

### Strategies:

#### Existing studies:

- New university outreach approaches
- NASULGC approaches
- CAHA
- ES/USDA funding study
- Industry
- Futuring
- Reinvention
- Re-engineering studies

Case survey of all states/territories;

Case study of seven states includes outreach approaches beyond Extension, e.g., community colleges in states; and

Cross-state telephone and focus group interviews.

### Resources:

- Four people for 1 year
- Seven Teams for case studies (2-3 people/team for 1 week)
- \$50,000 budget (ECOP- \$25,000 - ES- \$25,000)
- Coordinator from state

### Products:

- Case survey instruments
- Review of studies
- Protocol for in-depth case studies
- Questions for interviews
- Final report
- Presentations at ECOP, five Regional Directors and Administrators meeting, agent Associates, individual state consultations, staff conferences, Federal government (USDA)

## **Public Issues Education:**

The Public Issues Education subcommittee made the following points:

### Goal:

All Extension staff will have a basic understanding and develop basic skills to educate about public issues

### Strategy 1:

Provide and support in-service education on core competencies for all faculty and staff.

### Actions:

Develop a National Conference on Public Issues Education:

- Invite all states to send a team to be trained to train staff back in their respective state.

- Use the core curriculum being developed as part of the training.
- Identify public issues “experts” (nationally known) in some current issues of wide spread concern to be part of the conference. Examples: Specialists in family issues, environment issues, health care issues, pesticide issue, etc.
- Identify resources available for Public Issues Education to share with staff. Include other training workshops, networks, publications, videos, and resource people.

Implementation:

- The PODC subcommittee will be responsible for the program content.
- A Land Grant University or group such as Epsilon Sigma Phi will be approached to conduct this national meeting.
- If additional funding is needed, a proposal will be developed and submitted to possible funding sources.
- The ECOP representative will be asked to introduce and promote the national meeting to ECOP and ask for their help in getting State Directors/Administrators endorsement and participation of the states.
- Promote in the regions through the regional directors/administrators groups.
- Timeframe = December 1994

Strategy 2:

Subcommittee recommends that a course in Public Issues Education be reinstated at Minnesota Summer School in 1995.

Strategy 3:

The subcommittee recommends working with PLC to implement Strategy 7 that is directed to programmatic staff working with public issues related to a subject matter or discipline.

Strategy 4:

The subcommittee decided that Strategy 8, which relates to expansion of staff capabilities in Public Issues Education through hiring practices, is conducted through state directors/administrators and Human Resource Management staff. The subcommittee does not have the power or capabilities to implement Strategy 8.

A discussion was held by PODC on the pros and cons of training trainers.

**Human Resource Management:**

John Pelham - The committee worked on finalizing plans for the HRM Forum in March at St. Louis. The Forum should identify key human resource management issues that PODC can address in the future.

### **Core Competencies:**

Anne Sheelan - The committee after a lengthy discussion, recommended putting a hold on this project.

### **Teleconference:**

PODC meeting adjourned with comments regarding the Joint Meeting of SPC/PLC/PODC. Milan Rewerts appointed Pat Calvert and Genevieve Lucas to set-up an auto conference for PODC members after the ECOP Meeting. PODC decided that the conference should be held on March 7, 1994, at 4:00 eastern time.

### **Next Meeting:**

The next meeting will be held in Minneapolis, MN. It will begin at 8:30 a.m. on Wednesday, May 16, 1994. There will be a joint meeting with SPC and PLC. The meeting will adjourn Friday, May 18.

### **Adjourn:**

Meeting adjourned Friday, January 28, 1994.