

PERSONNEL AND ORGANIZATION DEVELOPMENT COMMITTEE
New Orleans, Louisiana
January 25-27,1995

Participants: Lu Harper (Chair), Paul Warner (Chair-Elect), Trish Sacks, Danny Cheatham, Darryld Kautzmann, Linda Bostwick, Nicki King, George Cooper, David Danner, Joanne Gruber-Hagen, Harold Benson, Rosalie Bivin, Pat Calvert, Ray McKinney, Lawrence Carter, Chinella Henderson, Pauline Nichel, David Rogers, Milan Rewerts

Absent: Chuck Liefeld, Jim Christenson, Reginald Taylor

Chair, Lu Harper, called the meeting to order. Members introduced themselves, described their positions, and shared changes occurring in their states. The meeting agenda was reviewed and the minutes from the Branson meeting were approved with the following addition: PODC will not be reprinting "Change in the 21st Century," but Cornell will print them on an as-needed basis.

SPC - Paul Warner reported on the meeting of the Strategic Planning Council held January 9-10, 1995 in Philadelphia, PA. An extensive discussion of the Strategic Framework for the Future of the Cooperative Extension System was conducted with Team Co-chair Carol Anderson. Concern was expressed over the negative tone of the document and how it may be used by those outside the system. It was suggested that the ideas and concerns be framed in a more positive way. Concern was also voiced as to whether issues of the universities may be broader than the CSREES unit and whether the Commission on Outreach and Technology Transfer of NASULGC may be the broker in the future. Dr. Stauber, Assistant Secretary Designee, asked for suggestions as to the most important things his office could do to result in the greatest payoff or impact in the next two years. SPC identified the following:

1. Facilitate interaction with other departments of the federal system for coordination of efforts for program delivery.
2. Develop a procedure or process for collaboration of efforts for program and budget priorities.
3. Develop linkages with broadly defined and expanded consumer groups.
4. Provide leadership. Establish yourself as a leader. Who in the system can help partners? Where can partners go to feel that there is someone in the system who is representing our problems and interests?

NELD - Nancy Hicks reported that the new NELD class is underway. Applications for the next class are due February 1 with responses expected by June 1. States where participants have not been selected continue to express concern about the program. NELD staff are communicating with those states. Assistance is being provided in order to improve the quality of applications. The current funding mechanism is that all states are being assessed, and in addition, each state supports its participants. Questions were raised about the way diversity was being handled in the program. Specifically, is the Center for Diversity involved with NELD? It was also suggested that resources outside of the Extension system be utilized where possible. Nancy reported that the program had not been successful in attracting private sector participants. It was felt that Lu ought to take that message on to ECOP. The possibility of collaboration with the ESCOP leadership program was also mentioned. Nancy will carry our thoughts to the NELD Advisory Committee.

Pat Calvert discussed the restructuring of USDA and specifically the components of the Cooperative State Research, Education, and Extension Service (CSREES). (See attachment A.) USDA has gone from 13-14 Under Secretaries to 9 and from 43 to 29 agencies. The goal is to reduce staff numbers by 100,000 by 1994 and 272,000 by 1999. There is still discussion of a budget recision for 1995.

FACT - The Future Applications of Communication Technology effort is still progressing. Pat Calvert reported the formation of a Communications Partners Council to encourage collaborative working arrangements.

ECOP - Milan Rewerts reported on the ECOP meeting in October and referred to the minutes that he sent to the committee. The three priority topics for PODC as reported to ECOP are (1) Organizational Structure and Function of Cooperative Extension, (2) Human Resource Management, and (3) Diversity. (See attachment B.)

JCEP - In Chuck Liefeld's absence, Lu reported on the Joint Council for Extension Professionals. The JCEP Washington conference is scheduled for April 30 - May 3, 1995. For more information contact Chuck.

Administrative Advisor's Report - Harold Benson indicated that as a new advisor he looks forward to working with the committee. He has not yet met with ECOP in his new role. Milan mentioned how important it is for the actions of ECOP to be shared with PODC. Paul suggested that it would be helpful if PODC members could receive ECOP minutes.

Strategic Framework - Milan Rewerts reported that the Strategic Framework document will be presented at the Directors/Administrators meeting in February. Look over the second draft, especially the section on Tensions in Extension. There have been suggestions that the tone be softened. Is it too negative? It also addresses the 1862/1890 tensions that the committee has already discussed.

Human Resource Management Subcommittee - Nancy Hicks reported on the areas that the committee has agreed to address:

- Review the results of the HRM issues forum and determine appropriate follow up
- Survey forum participants to determine the impacts made
- Work with the National Center for Diversity on recruiting a diverse workforce
- Emphasize the human resource side of technology with the FACT group Communicate HRM needs with Extension organizations (Directors, Administrators, mid-managers, ECOP, etc.)

Structure and Function Subcommittee - Paul Warner reported that the committee is progressing with the project on reinventing the Cooperative Extension Service. The goals are (1) to describe differences in state Extension organizations with respect to positioning, structure, funding, and relationships with external groups, (2) the implications of these factors in future directions, and (3) current efforts at organizational change. Funding for the project was received from USDA. The first phase of the project is to collect information from all 1862 and 1890 institutions concerning what currently exists.

Public Issues Education - Lu Harper reported on accomplishments of PIE. They include a series of satellite programs, a national workshop held in Milwaukee, WI with 46 attendees from 22 states, and the publication of a new manual on PIE. The full report of the committee is Attachment C.

Orientation of Members - Lu Harper reviewed the mission, membership, functions, and operations with committee members. An updated list of members will be provided with the minutes. Also a single e-mail address can be used to reach all members.

Thursday morning the Human Resource Management and the Structure and Function Subcommittees met. Thursday afternoon was spent in a joint meeting of PODC and the subcommittee on Diversity. Curtis Gear, subcommittee co-chair gave the following report:

Subcommittee on Extension Diversity (SED)

Membership: (See Attachment D)

History of SED:

- 1987 ECOP discussion on diversity
- 1988-90 ECOP Task Force on Diversity in Extension
- Nov. 1990 Task Force Report to PODC
- 1991 ECOP declares Emphasis on Diversity in CES

Emphasis on Diversity in CES (Implementation Plan):

- Develop a CES Strategic Plan on Diversity
(Product: Pathway to Diversity)
- Hold National Diversity Conferences
(Product: Denver and Albuquerque conferences)
- Conduct Diversity Training for Diversity and Administrators
(Product: half day sessions in southern, north central and northeast regions)
- Create a Council on Extension Diversity
(Product: consultation by external diversity educators)

SED Mission:

Facilitate and monitor the implementation of the 'Emphases on Diversity in CES' to achieve and sustain diversity and pluralism.

Pathway to Diversity (Strategic Goals):

- Commitment to Pluralism
- Environment for Diversity and Pluralism
- Workforce Diversity
- Audience and Program Diversity
- Full and Influential Participation
- Equitable Partnership

SED Current Activity Emphasis:

1. Refine existing organizational mechanisms
2. Assess impact of Pathway to Diversity
3. Employer of choice - Co-sponsor a national conference on recruitment, selection, and retention.
4. Expand Interstate Diversity Dialogue and Sharing

SED Impacts:

- Stimulated the development of the Diversity Bulletin Board
- Stimulated the development of the National Center on Diversity
- Implemented the National Diversity Awards
- Stimulated a work group on recruitment, selection and retention
- Influenced states to develop strategic plans on diversity and include diversity as part of state POWs
- Organized two national conferences on diversity
- Compiled and disseminated proceedings from Albuquerque conference
- Studied and stimulated action on equitable partnerships between 1862 and 1890 institutions within the system
- Participated in building awareness and the implementation of constructive state actions to achieve and sustain diversity and pluralism

CED will refine the proposal to secure state funding support for the National Center for Diversity and bring it back to PODC on Friday morning. There was also an extensive discussion on equitable partnerships between 1862 and 1890 institutions, both in monetary support and in attitude and respect.

On Friday the membership focused on committee reports, recommendations for action, and the identification of issues to take to ECOP.

Human Resource Management Subcommittee - Nancy Hicks reported that the committee divided its efforts in two major areas (1) information and collaboration and (2) diversity.

1. Information and Collaboration
 - a. Form a network, identify HRM people
 - b. HRM meetings - Recruitment and retention ought to be the topic of the first one during the next year.
 - c. Assist HRM staff in seeking out professional development opportunities.
 - d. Orientation for new HRM persons
 - e. Use other communication methods for conveying information (videos, etc.)
2. Diversity
 - a. Encourage increased diversity of the Center for Diversity
 - b. Consider diversity in policy formulation
 - c. Encourage ECOP Legislative Committee to think in terms of a systems perspective

Structure and Function Subcommittee - Paul Warner reported the following committee actions:

1. Reviewed the commitments made to ECOP and the funding source
2. Discussed the major concepts to be addressed -- positioning, structure, funding, and relationships with outside groups
3. Talked about what has been accomplished and the tasks to be completed
 - a. Review of previous studies
 - b. Collect information from directors and administrators
 - c. Follow up by telephone to get a qualitative assessment by a cross section of a limited number of representative states
4. A draft of the questionnaire to go to directors and administrators was reviewed
5. A timeline was established
 - February 15 - finish questionnaire and mail to directors and administrators
 - March 15 - Deadline for return of questionnaire
 - March 15 - May 15 - Summarize findings. Draft follow-up questions for telephone interviews

Subcommittee on Diversity - Curtis Gear brought the following proposal concerning the funding of the National Center for Diversity:

1. A one-time assessment from 1862 and 1890 institutions for \$100,000.
2. States contract with the Center for specific products
3. The Center seek foundation funding, using the institutional support as evidence of commitment

The report was approved by PODC with the following change -- that the assessment be made annually for 3-5 years and that there then be an evaluation of the arrangement.

Topics to Go to ECOP

1. NELD
 - a. The future of the program at the end of Ohio State's 3 year term
 - b. Concern over lack of outside participants
2. Make directors and administrators aware of the questionnaire they will be receiving from the Structure and Function Subcommittee.
3. The recommendation for funding support for the National Center for Diversity
4. Partnership between 1862 and 1890 institutions.
 - a. Address legal constraints on participation of 1890s in 3(d) funds
 - b. Assist the system to be more sensitive in its relationships and attitudes to insure fairness, dignity and respect

Paul D. Warner
Chair-Elect