

**ECOP Personnel and Organizational Development Committee**  
**January 23-26, 1996**  
**Gulfport, MS**

Present: Paul Warner, JoAnn Gruber-Hagen, Harold Benson, Henry Brooks, Pat Calvert, Danny Cheatham, David Danner, Maurice Dorsey, Chinella Henderson, Nancy Hicks, Sally Horton, Chuck Leifeld, Trish Sacks Manfredi, Ray McKinnie, Judy Meier, Peggy Powell, David Rogers, Jerry Whiteside

Absent: Jim Christenson, A.J. Dye, Lu Harper (ex officio), Pauline Nickel

**TUESDAY, JANUARY 23**

## **INTRODUCTIONS**

The group introduced itself to each other. New members Maurice Dorsey, Sally Horton, Judy Meier, Peggy Powell and Jerry Whiteside were welcomed.

## **LIAISON REPORTS**

### ECOP (Warner) - Funding for Center for Diversity

#### Action:

- Funding request will be on February ECOP agenda. Benson, Joanne Bangston (Center Director) and Warner will package best materials for ECOP reconsideration and request a decision.

#### Discussion:

- ECOP meeting at NASULGC was not business meeting so no action taken on PODC request that \$100,000 funding per year for three years be provided to the Center for Diversity through an assessment to all 1862 and 1890 institutions.
- Established procedure for adopting assessments is for ECOP to first vote to support the assessment and then a written ballot by all Directors/Administrators is taken
- ECOP appointed a subcommittee to work with the Center to finalize their business plan. Wisconsin is providing support from a business specialist.

### Strategic Planning Council [SPCJ (Gruber-Hagan)

January 8-9 meeting cancelled due to bad weather and has not yet been rescheduled.

### Future Applications and Computer Technology REACTI (C!Lv-e--r-tl

#### Action:

- None taken

#### Discussion:

- Working with Center for Interactive Technology to engage extension, research and teaching in focusing on human infrastructure for distance education and on the learner

- Was 2 day conference in North Carolina on distance education technology. Will be fall conference on interactive distance technology to develop leadership in this arena.

Joint Council of Extension Professionals [JCEP] (Leifeld)

Action:

- None taken

Discussion:

- See attached report.

National Extension Leadership Development [NELD] (Hicks)

Action:

- Reconfirmed PODC position that extension's NELD program should not be merged with the Experiment Station's leadership program.

Discussion:

- Program is now self-sustaining. State assessments support the national office. Individual participants cover the cost of their participation (\$10,000 over two years). Kellogg Foundation start-up dollars have ended.
- Believe there was no time limit for continuing the assessment to states. The budget for each class is presented to ECOP for approval. ECOP continues to express support for NELD.
- Ohio will retain the program through early 1997 to finish Class 5. A new host state will be identified by early 1997 and will begin Class 6 in fall of 1997.
- Program involves extension, research and teaching appointees.
- Some members of ECOP are still talking about merging the extension NELD program with the Experiment Station's national leadership program. Programs are quite different and PODC believes that some people could profitably participate in both.
- See attached report.

USDA update (Calvert)

Action:

- None taken

Discussion:

- See attached CSREES organizational chart.
- Agency adopting a more shared leadership style with staff serving as liaisons to regions.
- Expect the Farm Bill to be addressed on February 12, late March or after the elections.

**WEDNESDAY, JANUARY 24**

(Leodrey Williams joined group.)

**ISSUES EDUCATION AND PUBLIC WORK**

(teleconference with Gail Skinner West, Ayse Somersan, Harry Boyte)

Action:

- PODC endorses the concept.
- PODC members Gruber-Hagen, Rogers and Cheatham will assist in developing the proposal.

- PODC will take action on the proposal at our May meeting. Would like opportunity to review a draft prior to the meeting and come prepared to really dig into it.

Background:

- See attached Skinner West memo and background information.
- Grows out of citizen disengagement from government and seeks to enhance a sense of productive citizens rather than consuming citizens
- Public policy education has moved to become public issues education - building capacity with local citizenry. If we are to use our nationwide system to accomplish this we need to build our internal capacity. Cooperative Extension staff often trained as technical experts. WE will need new skills, theories, practices.
- Proposed timetable:
  - Nov '95 - May '96: proposal to PODC and PLC
  - Summer '96: proposal to ECOP
- PLC has endorsed the idea. Are asking PODC to endorse the idea and appoint two PODC members to work on developing the proposal with Skinner West, Somersan and Boyte.

Discussion:

- Public work and the chaordic organization would seem to be supportive concepts. The broad Cooperative Extension system may not totally embrace chaordic principles but that would not need to detract from this effort.
- Public work concept would promote shared leadership in the organization.
- Some discomfort with the term "public work" and the historical images it encourages.
- Consider our roles to be educator and facilitator - not either/or. Move to a paradigm where the learner is co-responsible for learning.
- Explore connection with NELD.

## **GPRA UPDATE (Manfredi)**

Action:

- No action taken.

Discussion:

- Intent is to strategically place us in position to be supported by Congress - to be accountable for the money that Congress gives us. Will not necessarily address everything that a state does. At least one state has commented that if GPRA only addresses federal needs, then a third or more of the states' program isn't involved (no federal funding support).
- Plan to have draft for each sub-goal by end of February (weather permitting). Will address extension, research and teaching needs.
- Presently working on sorting out strategies, outcomes, goals, etc.
- Expect to have system in place by fall 1996. Planning training and briefing sessions before fall.

## **HUMAN RESOURCES SUB-COMMITTEE**

### HR Electronic Network (Manfredi)

Action:

- None taken.

Discussion:

- 55 participants from 37 institutions participating when last checked formally. Expect it's up to about 75 participants at this time.

#### National Recruitment/Selection/Retention task force (Hicks)

Action:

- None taken.

Discussion:

- Curt Gear is leading the group and will do workshop topic at April '96 Administrative Officers Workshop.
- Hope to have a survey out in the next several weeks.

#### Work/Family Balance (Hicks)

Action:

- None taken.

Discussion:

- Analysis of data will hopefully be shared at April Administrative Officer's Workshop

#### Administrative Officer's Meeting (Hicks)

Action:

- None taken.

Discussion:

- Will be April 8-t2, 1996 in Washington, D.C.
- Will be some plenary sessions with many focused workshops between
- Official registration information is expected out by end of January. Will see if general information can be forwarded again to Directors via e-mail in the near future.

#### National orientation for new financial and personnel staff (Hicks)

Action:

- None taken.

Discussion:

- Scheduled to occur the afternoon before Administrative Leadership Conference starts at night on April 8

#### USDA communication to states (Hicks)

Action:

- None taken.

Discussion:

- Working on better ways to target who really needs information and the best way to get it to them.

#### Funding for Center for Diversity (Liicks)

Action:

- Discussed previously.

#### New staffing patterns and Competencies for the future (Hicks)

Action:

- None taken.

Discussion:

- To be addressed in the future.

## **SUBCOMMITTEE ON EXTENSION DIVERSITY (Calvert)**

Action:

- Pat Calvert requests to be replaced as co-chair of SED. Warner is working on naming a replacement. Curt Gear, other sub-committee co-chair, recommends maintaining the CSREES connection to SED.

Discussion:

- See attached SED handout for history and impact of subcommittee. SED meets 2-3 times a year. Last met in November '95 in Texas.
- Recommend periodically having a joint meeting with PODC and SED but avoid simultaneous meetings - co-chair can't be in both meetings, so misses a lot of each.
- Many issues before SED and HR sub-committee are broad organizational culture issues and shouldn't be pigeon-holed into a sub-committee but should be broadly addressed.

## **INFLUENCING DECISION-MAKERS (Gruber-Hagen)**

Action:

- PODC should continue to look for ways to apply the concepts developed in this effort to broader audiences.

Discussion:

- Pat Boyle (retired Director in Wisconsin) worked with his own working group to draw up initial draft. Bostwick, Cheatham and Gruber-Hagen contributed to the third draft that was shared at NASULGC in November (distributed at meeting).
- Discussion on paper was limited to 30 minutes at NASULGC. Extension seemed to embrace it. Applicability will vary with the extent to which states centrally control access to elected decision-makers.
- Boyle will revise the paper one more time before taking it to the national Director's meeting in San Diego in February.
- Already are spin-off workshops from the paper - national Epsilon Sigma Phi, upcoming Wisconsin conference.

## **FUNCTION AND STRUCTURE SUB-COMMITTEE (Marner)**

Action:

- Feedback to Warner within a week.
- Gain ECOP approval to distribute report.

Discussion:

- Draft of report distributed.
- 71 of 74 institutions responded. Followed up with 19 for more qualitative data.
- Making information available via WWW requires more organizational support than is currently available.
- Would it be possible to include the data on pro's and con's of different structures? Can get access to data set through Warner.



## COMMITTEE WORK IDENTIFIED IN SEPTEMBER MEETING

### Seamless Or2anization (Bostwick)

#### Action:

- None taken.

#### Discussion:

- Iowa State model for collaboration of extension, research and teaching in attracting and retaining students.
- Nickel interested in collaboration of extension and research through extension/research centers (like she's involved with in Minnesota).
- Plan to identify barriers to seamless approach and then develop models to address them.

### Extension In Outreach (Rogers)

#### Action:

- None taken.

#### Discussion:

- Enhancing credibility of outreach within university.

### Broadening Funding Base (Gruber-Hagan)

#### Action:

- None taken.

#### Discussion:

- Formula funding best addressed by ECOP budget committee.
- impact on organization of block grants to states.
- Fees for service (rules, ethics, pro's/con's). Infrastructure needs to be more aggressive in seeking non-formula funding sources. Should seek input from PODC, PLC and budget/business types.
- Clearing house for resources available in other federal agencies that we could address.

**THURSDAY, JANUARY 25**

## WORK GROUPS

### Group Directions

- Agree on topics for work group; set priorities.
- Identify the products.
- Assign responsibilities and lead roles.
- Establish a time line.

**FRIDAY, JANUARY 26**

## 1996 SPRING MEETING

The spring meeting will be held May 8 - May 10 at Coeur d'Alene, Idaho. The first day will be a joint meeting with the Strategic Planning Council.

## **1996 FALL PODC MEETING**

Action:

- Sept. 18, 8:30 a.m. - Sept. 20, noon or  
Oct. 2, 8:30 a.m. - October 4, noon
- 1st preference location - Newport, RI  
2nd preference location - Mystic, CT  
3rd preference location - Anapolis, MD

## **PROCEDURAL EXPECTATIONS FOR PODC APPROVAL OF SUB-COMMITTEE WORK GROUP ACTIONS**

Action:

- use sub-committee/work group reports back to PODC to clarify concerns, to determine if something should be held within PODC for further development, to determine if PODC recommends involvement with others, etc.

## **WORK GROUPS**

### Human Resources

Group members:

- Hicks, Whiteside, Horton, Meier

Goals, time frames and lead roles:

- 4/96 Professional development for HR staff (Whiteside)
- 4/96 Collect and share summaries of HR workshops at Administrative Officers Conference (Hicks)
- 5/96 HR specialists better utilize technology (Horton)
- 4/96+ USDA more appropriately share information (Hicks, Whiteside)
- 5/96 Expand participation in HRESOURCES network (Horton)
- 5/96+ Explore ECOP's plan for developing competencies for 21st century (Benson, Warner)
- 5/96+ Follow-up on work/life study (Hicks)
- 5/96+ Review ECOP publication on staffing for future (Benson)

Detailed work group notes attached.

### Extension in Outreach/Seamless Organization

Group members:

- McKinnie, Brooks, Bostwick, Rogers, Nickel

Goals, time frames and lead roles:

- Assemble information on what is known
- Process information and provide an analysis
- Write report
- 1/97 Disseminate

Detailed work group notes attached.

### Shared Leadership/Capacity Building

Group members:

- Dorsey, Powell, Calvert, Leifeld, Gruber-Hagen



Goals, time frames and lead roles:

- 5/96 Gather info on shared leadership and prepare rationale for why CES should move more towards shared leadership
- 5/96 At May meeting, PODC determines if we proceed
- 9/96 If proceed, develop think paper to discuss with PODC and determine next steps at Sept meeting

Detailed work group notes attached.

#### Developing Alternative Revenue Streams

Group members:

- Manfredi, Cheatham, Meier, Danner

Goals, time frames and lead roles:

- 1/96 define and organize task, OK from PODC, develop briefing paper (2 pages) or 2/95 ECOP meeting (Manfredi, Warner)
- 2/96 Input from ECOP (via Warn, proposal to CSREES for dollar support (via Cal), begin data collection from USDA (via Meier), begin literature review (via Manfredi)
- 3/96 Complete analysis of 5 year data, complete literature review, present to survey team, conference call
- 4/96 Develop draft of survey (PODC subcommittee), get input/volunteers from Adm Management conference
- 5/96 Validate with and get input from PODC, finalize survey, selected Adm Management participants critique draft
- 6-7/96 Distribute survey, follow-up calls, begin analysis, focus groups
- 8/96 Finalize analysis, strategies for non-returns – calls, personal pressure
- 9/96 Preliminary report to PODC, PODC brainstorm what data really says conclusions, implications for system, packaging report, dissemination strategies, challenges tot he system → PODC agenda, white paper – organizational development? staff development?
- 10/96 Develop draft II
- 11/96 Share for input at Land-grant meetings
- 12/96 Prepare final draft
- 1/97 Present to PODC
- 2/97 Present to ECOP

Detailed work group notes attached.

### **ACTION ITEMS TO TAKE TO FEBRUARY ECOP MEETING**

Action:

- Center for Diversity funding recommendation
- Function and Structure report approved for distribution
- Acceptance of PODC mission and commitment statements from Vail futuring report
- Status reports on the four work groups

**MEETING ADJOURNED AT 11:45.**

# SUMMARY OF PODC ACTIONS

January 23-26, 1996

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(teleconference with Gail Skinner West, Ayse Somersan, Harry Boyte)

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- PODC members Gruber-Hagen, Rogers and Cheatham will assist in developing the proposal.
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PODC Meeting, January 23-26, 1996

Shared Leadership2 Work Group - Leifeld, Dorsey, Calvert, Powell, Gruber-Hagen

JANUARY ---- > MAY

- Gather information
  - flat organization (i.e., MN) [Chuck]
  - examples of county leadership without county directors
    - Washington found that not everyone wants to be on self-directed team (why, barriers, (do they want to share leadership on some things and not others?)
    - North Dakota
  - books, papers
    - Washington found that literature outside of CES not always applicable
  - anecdotal evidence within CES
  - "leaders" in CES that model shared leadership
    - Jerry Apps, Debbie Maddy (Ohio-> NY), Bonnie McGee (TX)
    - Center for Creative Leadership (NC), Kellogg leadership projects, Points of Light (leadership w/ volunteers - see N. Hicks), National Training Lab
  - related models and topics
    - chaordic, public work, seamless/outreach, matrix organization, school-based management, life cycle of groups, group dynamics
    - self-directed teams, self-managed teams
      - Washington, N. Dakota, county government
  - shared leadership with elected officials (who may not need/want to share)
  - NELD [Maurice]
  - USDA info [Pat]
  - NC Administrative Leadership Conference [JoAnn]
  - solicit ideas from Directors, Associate Directors, District Directors, Program Leaders, office chairs, specialists [JoAnn]
  - National Association for Leadership Educators [Maurice]
  - regional Directors' meetings
  - how communities are sharing leadership [Maurice]
  - Galaxy Conference (Oct '97) workshop/poster [Chuck]
  - electronic searches [Peggy, JoAnn]
  - electronic networks (anecdotal, ldrs, resources) [Pat]
- Prepare recommendation if we should proceed with this concept
  - pro's and con's, rationale
- PODC jointly determines if we should proceed at May meeting

MAY ---- > SEPTEMBER (if decide to proceed)

. Analysis of information, application to CES --- > plan

. definitions

- principles
- channels to implement (existing, new ones needed)
- benchmarks, outcomes

Interview shared leadership leaders

NOW

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ID organizational partners	Establish common definition of shared leadership
Establish relationship to other PODC issues (form/function, seamless org, outreach in univ, HR practices)	Establish principles of shared leadership
Who are pioneers in shared leadership?	Identify barriers to shared leadership
How does shared leadership fit with chaotic organization and public work	Identify related topics, search terms
Pro's and con's of shared leadership	Develop rationale for why or why not organization should move more in direction of shared leadership
If move to adopt shared leadership principles, implement in manner consistent with shared leadership principles	Hire people who can be expected to behave in a manner consistent with shared leadership
Identify and communicate methods and techniques consistent with shared leadership	Identify who needs to learn how to act in ways consistent with shared leadership
Identify outcomes and benchmarks	Identify where actions need to occur
Explore unique perspectives	Develop "think paper" to stimulate broader discussion
Identify transferable elements of shared leadership organizations	Develop tools for groups and individuals who want to act more consistently with shared leadership principles

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COOPERATIVE EXTENSION TYPIFIED BY SHARED LEADERSHIP

Alternative Revenue Streams

Philosophy, ethics, integrity, mission of serving all ... not letting funding drive the organization.

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Internal: user fees

- self-supporting
- pricing, costing
- incentives/disincentives

External: block grant opportunities

- grants
  - gifts
  - contracts
  - sources of sources
  - collaboration/competition
- 

Encouraging entrepreneurship, control vs. self-directed

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Organizational development:

- organizational culture
  - impact of less middle management
  - preparing system to compete
  - infrastructure
  - short term staffing
  - federal policies regarding in-state dollars
  - risk management
  - shift of power (who has the gold rules)
- 

Staff development:

- preparing individuals
- self-managed teams

TIME LINE

- January '96
- define and organize tasks
  - . OK from PODC
  - . develop briefing paper (2 pages) for 2/95 ECOP meeting (Manfredi, Warner)

- February '96:
- . input from ECOP (via Warner)
  - . proposal to CSREES for dollar support (via Calvert)
  - . begin data collection from USDA (via Meier)
  - . begin literature review (via Manfredi)
- PODC Meeting, January 23-26, 1996  
Funding Work Group
- March '96:
- completion of analysis of 5 year data
  - completion of literature review
  - present to survey team
  - conference call ??
- April '96:
- develop draft of survey (PODC subcommittee)
  - get input/volunteers from Adm Management conference
- May '96:
- validate with and get input from PODC
  - finalize survey
  - selected Adm Management participants critique draft
- June-July '96:
- "distribute" survey (i.e., implement) - hard copy, e-mail
  - follow-up calls
  - begin analysis
  - focus groups
- August '96:
- finalize analysis
  - strategies for non-returns - calls, personal pressure
- September '96:
- preliminary report to PODC
  - PODC brainstorm what data really says  
conclusions, implications for system, packaging report, dissemination  
strategies (see end for possible strategies)
  - challenges to the system --> PODC agenda
  - white paper - organizational development? staff development?
- October '96:
- develop draft 11
- November '96:
- share for input at Land-grant meetings
- December '96:
- prepare final draft
- January '97:
- present to PODC
- February '97:
- present to ECOP

POSSIBLE DISSEMINATION STRATEGIES

Administrative Officers meeting  
hard copy to Directors/Administrators  
agent associations  
post on World Wide Web  
present at regional Directors meetings  
Galaxy conference

Seamless Organization Issues:

- 1) What are the barriers between research, teaching and extension?
- 2) What are the barriers to department/college integration (collaboration)?
- 3) How can extension and distance education be brought together?
- 4) What are organizational designs for conducting distance education?
  - university-wide
  - college-based
- 5) Do traditional views of extension as "service" create barriers in providing seamless system?
- 6) Can/should count extension staff teach credit courses in their areas?
- 7) Is there any difference consultant's behavior/timing/delivery and Extension agent's behavior?
- 8) Level of training/specialization of agents?
- 9) Role of budgets and accounting in fragmenting delivery systems
- 10) Clients don't care where the assistance comes from (research/teaching/extension), university needs to be able to respond - "one stop shop"?

Outreach in University Issues:

- 1) Relative importance of outreach and research/teaching
- 2) How does outreach get evaluated?
- 3) Role of professional associations?
- 4) Barriers between research and extension
- 5) Differences in requirements/demands of research/extension and challenges of teamwork
- 6) Differences in value of teaching/research/extension - why?
- 7) How to create equal recognition for outreach as with teaching/research
- 8) What is outreach and can it have value?
- 9) How can outreach activity be expanded beyond extension (or should it be?)
- 10) Where should efforts begin in increasing outreach activities?
  - training, academic departments, colleges, professional associations, stakeholders
- 11) Is outreach science?
- 12) Are there differences between structural arrangements
  - specialists in Extension units, specialists in academic departments, Extension in college of ag, Extension as a university system

Statement of Problem/Issue: How can the value of outreach activity be elevated to a higher level within the university?

Product: Develop a "white paper" to be shared with ECOP and the Extension system

PODC Meeting, January 23-26, 1996  
Seamless Org/Outreach in University

Tasks:	Who:	Time:
1) Assemble information on what is known	David*, Ray	
2) Process information and provide an analysis	Linda, Harold, Yates (CSU), Ted Wilson?	
3) Write report		
4) Disseminate	Johnsrud, Council on Outreach	January 1997

Report Outline:

Definitions of Outreach

How is outreach organized?

- universities
- colleges
- departments
- Washington State model
- Cindy Noble
- P. Magraw (NELD)

What outreach activities are highly valued?

How much value is assigned to various activities and by whom?

How is evidence of outreach activities assessed?

As equality of value assigned to outreach activities increases, does seamlessness increase?

Human Resources - Hicks, Whiteside, Horton, Meier

Nancy Hicks, current chair; Jerry Whiteside, future chair

Concept focus:

- 1) Human Resource - professional development opportunities
- 2) Effective use of electronic technology
- 3) Staffing for the future

4) Balancing work and family life  
PODC Meeting, January 23-36, 1996

Action items:

- 1) Human Resource professional development opportunities - Jerry (4/96)
  - National CSREES Administrative Officer Conference, CUPA, ASTD, AMA
  - communicate opportunities on the HR network and at the National Administrative Officers meeting
- 2) Collect and share summaries of HR workshops presented at tile National Administrative Officers meeting - Nancy (5/96)
  - collect and share notes and ideas from the workshops addressing HR issues
- 3) Encourage further participation on the HR network - Sally (5/96)
  - identify institutions not on the network and encourage participation on the system
- 4) How can HR specialists better utilize technology? - Sally (5/96)
  - send message out on the HR network collecting ideas on the effective use of electronic technology
- 5) How can USDA more appropriately share relevant information? - Nancy and Jerry (4/96)
  - meet with relevant USDA staff to discuss how we can best communicate relevant information
- 6) Explore ECOP's plans for addressing competencies for the 21st century - Wagner and Benson (5/96)
  - 4 competencies were identified
  - one (Managing Change) has been addressed to date.
  - what are ECOP's plans for addressing other 3?
- 7) Explore follow-ups on the work/life study - Nancy (5/96)
  - when complete, determine follow-up activities needed
- 8) Review ECOP publication on staffing for the future - Benson (5/96)
  - review the section of the document addressing HR staffing recommendations to determine if it needs to be updated or if further work would be helpful