

## PODC MINUTES

1/6/97 - 1/9/97

**PRESENT:** JoAnn, Linda, Judith, David, Pauline, Preston, Judy, David. Henry, Harold, Peggy. Sally, Jerry & Pat, Mary Jane Willis, Dan Lyons, Trish

Welcome from Pat Hackney (Extension Director, Chatham County, GA (Savannah)). As part of her welcome, Pat encouraged PODC to consider the following topics: management training, communication skills training, clustering to allow specialization in programmatic areas.

### Adjusting the agenda

Add GPRA—Trish; Planning Document (Vail). May want to adjust work schedule and how we work. Built-in points to check bases. Also future meetings.

### Introductions

Each member introduced themselves and identified current issues in personnel or OD from their state.

### **JoAnn Gruber Hagen** (Wisconsin)

Diversity issue—homosexuality a growing issue. Conflict management due to many rising to supervisory roles with no training. Revamping new faculty and staff orientation to a more integrated (out of boxes), “on-demand” mentality. Tribal colleges—learning how to work with clustering—looking at locally-driven effort. Citizen politics—Harry Boyt “Public Work”—conference in WI and MN. Professional and political effectiveness. Pat Boyles influencing decision makers. Blending working roles so that all are valued.

### **Sally Horton** (WSU Associate Director)

Personnel and family programs. Pilot learning centers—distance education for credit courses—14 sites. Backlash from traditional clientele (ag. producers). Paralysis of downsizing. Free up funds from salaries for operations (92% salaries/8% operations now).

### **Peggy Powell** (Extension Agent, KY)

Additional funding for unfunded positions. Most of political support at grassroots level. Economic development partners also supported. Visioning and mission. Do not have clustering or County Directors. Economic development by regions. No plan in place for accepting payments for providing educational services to other agencies.

### **Jerry Whiteside** (Personnel and Staff Development, GA)

### **Judy Barth** (Human Resources Coordinator for CSUCE)

### **Harold Benson** (Administrative Adv. From ECOP—Division of Ag. Research and Extension at KSU-22 years)

Flex schedule. Challenge of maintaining staff and programming when funding remains the same or decreases. Good relationships with 1862. Restructuring higher education. Distance learning network started. Definition of change. \$1000 - \$10,000 Farmer. Team award—to support the work of the team. Changes—major impact on the environment and quality of life.

### **Henry Brooks** (Extension Adm., U of M Eastern Shore—30th year in Extension)

Frozen positions, expecting cuts. How extension is operated is being questioned. County offices being questioned. Budgets will be cut. All positions frozen for at least one year. 4-H review—probably be some real changes, new 4-H Director. Clustering is being questioned. Counties not getting their money’s worth re: technology explosion. Research coordination.

**David Danner** (Extension Agent, VA, Unit Coordinator for NACAA)

“Area Programming” (cluster busters)—two years ago doom and gloom but turned around now. Funding more dependable now. Need to put counties together with similar interests—quarterly reports. More time on road, hard for secretary to keep up with you, so telephone budgets become tighter. Some things work well across program/county lines. NACAA—pressure from ag. industry—Extension not keeping up with technology in agriculture (cert. crop advisor, IPM, vertical integration, biotech in plants and animals, precision farming, environmental issues, conservation compliance, sustainable agriculture, biological farming, organic products, economic survival). Higher ground (80 programs. 2 spun off). People make the difference. Biggest weakness: F&CS. 4-H programming in every county. Travel: no county supplied with vehicle, state pays travel costs.

**Preston Jones** (CSREES USDA, Plant Protection, Section Leader for Plant Sciences)

Trained agronomist, production ag; worked in CA with adaptive research and program delivery. U of ID—field research—team effort. Louisiana State, USDA program reviews—research activity, Particular interests: Joint appointments—research and delivery programs; seamless organization (research and extension); credit classroom is non credit; alt. review streams—management and philosophy (source of revenues is not unbiased—drives the agenda.) Drift focus to areas favored by the funding source. Accepting funds generates expectations; technology, major topics—what role do we play?; precision ag.—computer generated electronic yield map; playing catch-up to the private sector, haven’t determined economic impact; change in demographics—decline in number of farms (commercial)-sole source of income. Bi-modal population with different expectations and needs. Commercial-becoming more isolated—many need to use intermediaries. Needs of small growers, niche farmers—non-farm program.—how to meet needs of grower. Exciting times ahead.

**Pauline Nickel** (Head of Experiment Station in MN)

Kathy Finley: new Dean and Director. Issue teams: 1) Long-range budget planning—how are we spending the resources? 2) Resource development gp—potentially reduced fed.-state-local resources. Grants and contracts. Importance of fundraising and financial responsibility for lands. 3) MES image team—listening to MES customers. Process for identifying an image of Extension organizations. Currently it is fragmented and unclear. Plan to position MES as multi-talented and essential to the state. Hired an image consultant. 4) Information technology—hard choices and decisions. Unique role of MES. Long-range planning. Program dollars that are available for grants—creative, collegiate, short-term: \$3000. Research teams—Extension, research etc. Ag. industries. Now have F&CS working on YAR, rural gangs.

**Trish Manfredi** (Asst. Director of U of MA Distance Education Special Projects and Liaison to Vice-Provost for Outreach)

U Mass—major change for extension under Vice Provost for Outreach (currently searching). Extension will be in at least three colleges. Only administrative offices will be part of the Vice Provost, so think of them as the PI on a major grant. Responsibility to the funding source (i.e. Extension). Many changes happening. Continuing Education, public radio, institutes, etc. Strategic marketing—program development—listening to customers. Focus on funding workshop. Project basis initiative grant-focused, beginning and end, get good work. Blending of the agent specialist roles and career ladder issues. Participatory research, education, and evaluation projects. Qualitative emphasis has impact on P&T. Recognition program for innovative programming—issue around “teams” and people involved. Human Resources Forum. EFNEP—classism. Range of recognition.

**Dan Lyons** (Asst. Admin. For Regional and County Programs, NCS)

“Where dreamers become achievers”—Jesse Jackson, Ron McNair. People in 30 counties (40 FTE)—ag. and natural resources. Small scale ag. farm. Small scale farmers keep the “bells ringing”—school, church, cash register bells. County staffing plans—cross county and area positions. Most money comes from the feds. Budget concerns—upgrade salaries of paras. Faculty status for NCAT. Technology is a concern—placed used computers in homes—outreach and technical assistance. Equipped farm management agents with laptops. “Outreach ‘Program’ for faculty members (10- I)—Ext. Fair—more than 60 people attended. Small Farms Walk (Day), April 9.

**Mary Jane Willis** (Associate Director, NJ)

Rutgers Strategic Plan (RCE 2000). Staff development—increasing awareness. Accountability for programs. Operational plan (85 personnel 15 operations). Development Resource Center—soil testing, plant science calls. Plant science lab (service activities). Supervisor training—work with employee training at Rutgers. Taught by employee relations department. Volunteer screening—formal process for 4-H volunteers (police background checks). Marketing strategies training for employees (helpful for working with local partners). Recognition for excellence in six priority areas in Strategic Plan. Rutgers is involved in Post-tenure review. This year: extension specialists. Priorities: Ag viability, enhanced environment, strengthening families, food safety and nutrition, productive futures for youth, enhancing financial competence, clientele know what they need and should be involved in education.

**David Rogers** (Utah State University, State Program Leader, Assoc. Dean for Extension) Extension Specialist, Prof. of Sociology)

Approached state legislature for Extension. Reviewed role of program leaders. Program leaders relate to College of Ag. or other areas. Will be hiring Associate Vice-President for Extension and Cont. Ed. Connecting research and Extension—so Assoc. VP will have some connection to Experiment Station. Issue—Maintain support of traditional audiences and clients vs. Additional demand. All federal funds are spent of agriculture. “Continue to dance with the one that brought you.” New audience: Green industry. Multi-state programs—pilot in the West on CET.

**Judith Jones** (Assoc. Director for Admin—Budgeting, Personnel, Affirmative Action, etc.)

Had four directors in seven years. Area programs driven by money but also programmatic. Agents=master’s degree. Salary equity adjustment for more than 15 years tenure—up to \$6,000 increase. EFNEP—program assistants. Looking at sec. positions. Cut admin. by 40%, emphasize agriculture—technology emphasis. Increase non-general fund revenues. No funds to MG/eliminate CRD. Level funding. Filing ag positions. Ext. Adv. Council—ELC—program development committees. Joint Conference of all ELC’s in July. Greater involvement of ELC’s. Do not have program leaders at regional level.

**Linda Webb** (ID Extension Educator, Family and 4-H)

Fast growing, but income is not broadly based. Holdbacks (2 1/2% last year) have affected all state agencies. Salary savings can only be used for salaries. Everyone took cut in pay. New Pres.—knows Extension—more involved in outreach. Clustering—land/geography is a consideration. Hiring priority: CFS, 4-H—county-funded. Prog. Asst.. hired by counties. Status of 4-H agents. Screening of volunteers. Dist. GPS online. Problem in getting people to serve in leadership positions at the national level—lack of local and district support.

**James Smith** (Auburn AL—Tuskegee)

Federal Court Order—Alabama A&M and Auburn University have been merged—AL Cooperative Extension System. 7 1/2% decrease in budget last year. Lost 59 positions. Expect increase this year. Org. change: Knight v. State of Alabama. Steve Jones director at Auburn report to President of Auburn. Director is CEO 2 Assoc. Dir. for Prog., Rural and Trad. Prog., Assoc. Dir. At A&M—Urban Affairs and nontraditional Extension programs. Assoc. Dir. for HR at Auburn. Eliminate A&M personnel. 3 regional offices, 9 district agents, 67 county coord. Equalize all salaries (\$400,000), fringe benefits. AL A&M state reg. Provide \$40,000,000 for urban centers, ag. centers. Oversight committee report. Court monitor—report monthly. Implementation teams in place. Issues of concern in Alabama: (1) morale, (2) violence in the workplace, (3) biological technology, (4) hiring knowledgeable personnel, (5) program funding agreements, (6) consulting, (7) salary compression, (8) expert agents, (9) new technology, (10) conflict resolution, (11) Windshield agents, (12) Non-point source pollution.

**OLD/NEW BUSINESS**

The chair reviewed the current work plan for PODC.

Existing or new topics for work groups. (1) Alternate sources of funding—Trish (Ch.) Handout draft survey. Not how to get funds, but infrastructure on handling funds. (2) Seamless organization/engaged university—David Rogers. Workgroup will meet tomorrow morning. (3) Human resources (Jerry Whiteside): CSREES meeting to help get everyone involved. Human resources network (handout). Work life study distributed to Extension Directors. Professional development opportunities in human resources. (4) Better use of technology. Other topics—Competencies of Extension employees and program/staff development, supervisor training, conflict resolution.

### **Overview of the Vail report of issues identified:**

- Creative staffing models and Respective Competencies: differentiated staffing, disciplinary vs. process skills, finite terms of appointment.
- Younger, recent employees have different orientation to work. Influence of technology.
- Role of Extension Agent in the 21st century.
- What's the impact of technology upon regional agent specialization?
- Moving today's knowledge base into new technology (alternative methods of delivery): competencies in ed desig/dev for new technology, competencies in using technology in instruction, balance between technology and human touch.
- What is the Extension role in equalizing access to technology?
- What does technology do to sense of community?

### **Workplace issues**

Violence, safety/security

Stress, morale

Recognition

Urban extension work—how does it fit into commission?

Regionalization—impacts of county clustering, longitudinal, multi-state

Understanding turnover—exit interviews

Compensation

Conflict resolution

Screening volunteer staff

Extended office hours to better serve clients

How to build and develop/maintain constituent client support base

Environmental scan

Central repository of studies, reports, rec's, etc.

### **CONSOLIDATION OF TOPICS FOR 1996-1997 WORK PLAN**

1. Alternative Revenue Streams
2. Seamless organization
3. Alternative Staffing Models
  - differentiated staffing
  - disciplinary vs. process skill
  - finite appointment terms
  - employees with different orientation toward work
  - supporting and developing staff in differentiated roles
  - role of Extension Agent in the 21st century
  - studying long-term impact of multi-county
  - extended office hours
4. General HR Issues
  - A. Supervision/Managerial issues
    - in traditional sense, in teams, non-paid
    - competencies, evaluation, professional development
  - B. General HR issues
    - understanding turnover
    - screening volunteer and paid staff
    - work place issues
      - violence
      - safety and security
      - stress/morale
      - recognition
  - C. Centralized access to Cooperative Extension, HR studies, reports, etc.

5. Urban Extension work
  - liaison is Maurice—he would report if here
  - articulate how fits into mission
  - PLC role
  - National Urban Task Force role?
6. Building/maintaining constituent support base for all programs
  - tie to political effectiveness and influencing decision-makers
7. Technology issues (PLC/CTDE)
  - influence of technology on staffing and how system operates
  - impact of technology upon multi-county agent specialization
  - moving today's knowledge base into new technology
  - balance between technology and human interaction
  - competencies in ed. design for new technology
  - competencies for using technology in instruction
  - Extension role in equalizing access to technology
  - impact on multi-state programming

### **FUTURE MEETINGS**

1. (Before Mar/Apr meeting) Teleconference on technology update with B. White—PODC interested members
2. (Late Mar/Apr) Teleconference PODC meeting—SED Urban Task Force. Use list-serve to share concerns. Structured agenda—60-90 minutes maximum.
3. Face-to-face PODC meeting—May 12-14, 1997, Crystal City
  - Mon—PODC Aft.
  - Tue—Joint a.m., PODC Work groups
  - Wed—PODC
  - Mon—PODC Aft., PODC a.m.
  - Tue—PLC & PODC joint 1/2 day afternoon
  - Wed—SPC-PLC-PODC (PODC until 3 p.m. with working lunch)
4. Fall PODC—Seattle
  - Sept. 17-19-Opening lunch (noon)
  - \$72/night through weekend
  - Meeting rooms two blocks away
  - 20 people reg. \$91 (2 lunches and breaks)

### **GPRA—Trish**

- Regional briefing sessions this spring (1 1/2 days)
- West—March 26-28. Denver
- South—April 8-10, Memphis
- NC—April 14, Milwaukee
- NE—April 24-25, Baltimore or Newport

Intro to template, working sessions, sharing problems, follow up, what to do when get back to university. Training is for Extension and Experiment Station people. Don't have baseline data. Performance auditing. Doesn't cover everything we do in Extension. Will require combined information. Plans are due Nov. 97.

**Evaluation Proposal** from group of CES Evaluation Specialists (Ellen Taylor-Powell. WI) Impact evaluation training. Request support from PODC. Impact information is critical need—limited resources and staff, so help is needed. Not comfortable with having PODC bring this to ECOP. However, general consensus is that there is a need (org. dev.) for evaluation? Since evaluation is a support staff function, the appropriate committee is PLC. Move the system to acknowledge that they have a responsibility to provide this type of training. Approach CSREES for joint sponsorship of this satellite program. Recommend that it go to PLC. Support need for evaluating within our staff. Not tied to GPRA. Need for evaluation is broader than just responding to GPRA.

### **Discussion of the Engaged University paper**

Formatting and order, definitions, examples, recommendations.

## **Committee Reports**

1. Trish—Alternative Revenue Streams—The committee identified sources of ARS, issues involved in ARS, and determined that the final outcome of the committee would be an “organizational guide to ARS.” Committee agreed to survey PODC member states, conduct two seminars at the CSREES Admin. Mgmt. Meeting in San Antonio, solicit Director input, analyze the results, and propose strategies for dealing with the issues raised. The goal would be to have a “white paper” that would be reviewed at our fall meeting and go to ECOP in February '98.
2. David reviewed the revised paper on the Seamless Organization. **Mary Jane moved. James seconded to forward the paper as revised to ECOP.** Motion carried.
3. HR—Jerry Whiteside. Focused on supervision/managerial issues. CSREES Admin. Mgr. meeting—PODC would like a representative on the planning committee.

## **ECOP Report by JoAnn**

*Worklife Study*-ECOP requested that references to private sector be deleted after some editing. The report has been distributed.

Technology Joint committee: PODC, SPC, PLC, CTDE will be formed.

National Center for Diversity—report through PODC

Impact of Welfare reform—support PODC-PLC working jointly on this issue.

SED-Directors suggest individuals to fill vacant positions (2 per region). PODC!SED will also identify nominees plus alternates. Chair of PODC will contact Director then person nominated and then appoint. Start with Spring meeting (April)—3 year term.

## **JCEP (Joint Council of Extension Professionals)—Linda**

—Galaxy conference. Proposals for seminars/poster sessions due Jan. 30.

—Public Issues Leadership Development Conference—influencing decision makers—Pat Boyle’s paper. April 28-30.

—Balancing work and family—what are issues? Scientific review REP, Ohio State, Ext. family members, people who have left Ext. Initial report at Galaxy. Sally—so what? What are some of the solutions? Policy recommendations?

—Panel discussion of Presidents—issues of concern to all assoc. Linda will be the link with JCEP for this year.

## **Recruitment, Selection, Retention Task Force**

Curt Gear chairs. Preparing a report. Not a lot being done within the Extension system but lots of concerns. Not much success. Curt and JoAnn will work on finalizing the report. Pat Calvert will edit. CSREES will print. Done by Spring.

**Technology**—unable to reach Barbara White. PODC will continue discussion in May

Discussion of membership and intent of the original PODC founders. We will ask Milan for history.

## **Items for Upcoming ECOP Meeting**

PODC representative to Adm Officers Mtg—Planning

Seamless Org paper

SED report

National Center for Diversity

Other work

RSR, ARS—informal survey

Super. Managerial data collection

—PODC agreed to use the list serve for cogent issues between face-to-face meetings.

—PODC thanked Jerry for hosting the meeting.

Respectfully submitted

Judy Barth

Chair-Elect