

**REPORT OF  
PERSONNEL AND ORGANIZATIONAL DEVELOPMENT  
COMMITTEE  
July 29 - August 1, 1996  
Bar Harbor, Maine**

PODC currently has divided its efforts into five areas with work groups pursuing each. The tasks of each of the groups are at different stages of completion. The four topics are: Human Resource Management, Diversity and Pluralism, Alternative Revenue Sources, Outreach/Seamless Organization, and Shared Leadership.

1. Human Resource Management
  - a. Nancy Hicks of PODC served on the Planning Committee for the national Administrative Officers meeting held in Washington, D.C. April 8-12, 1996. This was the first joint Extension and research meeting and attracted an attendance of 331. The program was much improved over previous years. Summaries from the presentations on topics related to human resource management will be put on the Human Resources Network. It is recommended that ECOP request that PODC have a representative on the Planning Committee each year. We had that representation this year but only because Nancy pursued it.
  - b. Work and Life Study - A survey of states was conducted to determine methods being used to better balance work and personal time. Results of this effort should be ready to review at the fall meeting.
  - c. Better use of technology - The Human Resources Electronic Network is operating. It is beginning to get more active, but more promotion is needed to increase the number of subscribers and its utilization. A message will be put on the system to assist subscribers to improve its utilization. A second area of concern of the committee is the lack of a centralized location for accessing electronic copies of documents, minutes, ECOP and committee memberships, etc. There is a need for information produced by ECOP or its committees to be made widely available throughout the system. It should be accessible electronically and be located at a single site. Therefore it is recommended that there be established an ECOP homepage. A logical arrangement would be for the information be set up and maintained by NASULGC.
  - d. Professional development opportunities for human resources professionals will be publicized on the electronic network.

- e. The combined effort of the Human Resources workgroup, the Subcommittee on Extension Diversity and the National Center for Diversity has produced a survey of states on "Strategies to Create a More Culturally Diverse Workforce." The intent is to identify successful recruitment, selection and retention strategies and approaches that could be shared with other states. Data collection should be completed by mid-June and a report of the findings available in the fall.
2. **Alternative Funding**  
This work group is focusing on developing alternative funding streams beyond the traditional federal, state and local sources. This effort will be coordinated with the ECOP Ad Hoc Committee on Program Resources. The direction of this effort will be influenced by the results of the survey of states being conducted by Scott Reed.
3. **Outreach/Seamless Organization**  
Two challenges outlined in the "Framing the Future" document are to broaden the outreach function university-wide and to reduce the separation among research, teaching and outreach. A workgroup is examining the evolving models of outreach, the strengths and weaknesses of a more seamless organization, and Extension's role in that process. The product of this effort will be a paper sharing the finding on these issues with the entire system.
4. **Shared Leadership**  
There have been extensive discussions of many management approaches that stress the need for shared leadership within the Extension organization. Current examples are the concept of chaordic organization by Dee Hock, public work by Harry Boyte, and stewardship by Peter Block. A subcommittee will explore the elements of the concept of shared leadership, identify management strategies that emphasize decentralized decision making, examine the pros and cons of the different approaches, and summarize those ideas for the Extension system.

#### NELD

Frequent discussions have occurred over the differences between the NELD program and Agricultural Experiment Station leadership program. A written document comparing the two programs is being prepared.

Paul D. Warner  
Chair