

**Personnel and Organizational Development Committee
May 10-11, 2001
Fort Lauderdale, Florida**

Present: Deborah Maddy, Larry Arrington, Ken Bateman, Roger Adams, Noland Williams, A.J. Dye, Bill McGowan, Curtis Clark, Sue Black, Clyde Chesney, Jim Kells, Jim Lindquist, Donna Donald, Judith Jones, Margaret Johnson, Carl O'Connor, Linda Benning.

Absent: Robert Richard, Keith Niemann, Jo Jones, Joe McGilberry, Eunice Williamson, Kim Rodrigues, Ted Alter.

Thursday, May 10

Donna Donald called the meeting to order at 8:00 a.m. with each member introducing themselves and talking about the current state of affairs in their state. Ken Bateman was introduced as a new member of PODC. He is representing the NACAA. The minutes of the January 2001 meeting were approved.

Joint PODC, PLC, SPC meeting on May 9

Members discussed their reactions to the information technology joint meeting held on May 9 with PLC, SPC and PODC and ESCOP/PC. One issue raised was the digital divide and the need to develop initiatives to meet the needs of people that are being left behind as technology is increasingly used to disseminate information and educational programs. Linda Benning talked about an internet based master volunteer program directed at training individuals to work in their communities to improve access of individuals to technology and knowledge. Members felt there was a need to do more to move beyond making information available on the internet, and actually utilize the technology to provide education. There is a need for a system-wide initiative that addresses information technology because of the implausibility of each state being able to devote adequate resources.

There was discussion about the joint meeting and what to do with the information that was presented. What is the charge for each of the committees? There should be some process at the close of the meeting to ask what this means and what is the role of each committee to address this topic with future work of the committee. A dialogue with all present would be useful to develop subcommittee initiatives. For PODC, the information technology work group should take up this issue and develop appropriate initiatives.

James Wade said ECOP has delegated information technology initiative ideas to PODC. Some specific discussion issues are: structure and function of information technology within CES, E-commerce, information technology access, personnel needs/implications related to technology. The suggestion coming from this session about the possible development of a separate E-Extension Service also needs study. There is a need to focus our work with this topic around our mission mandate.

Reports

Century 21 report - Carl O'Connor, Nancy Bull and James Wade

The Century 21 Group is made up of about half cooperative extension people and the other half are from continuing education, experiment station, Agriculture Deans and others. It was created by ECOP. The focus is on Extension and how we can focus Extension for the 21st Century. The question is where can and how should Extension be encapsulated into the Kellogg Commission Engaged Institution report. Land Grant Presidents believe the Universities should be more engaged. There is not necessarily a good connect between the President and other parts of the University. Almost none of the Universities have a plan on how to be more engaged. There are very few faculty incentives to increase level of engagement and there

are very few resources to bring about more engagement. Many Presidents recognize CES as the unit at the University that is best positioned to lead efforts for greater engagement. The Century 21 group wants to have a framework in place to provide each Director so they can operationalize it to drive efforts toward greater engagement. There are five work groups: mission, core values and core purposes; relationships; leadership; learning methodologies and technology; funding. The group is seeking input from PODC and those we represent as they begin work on the framework. The timeline is a report or framework by February 2002.

The initial thinking on mission and core values are as follows. Mission: To engage the capacity of the university community to improve the human condition. Core Values: Earned public trust, Responsive to the needs of people, Learning, Excellence, Innovation, Teamwork, Humanistic.

Health and Human Services Initiative - Carl O'Connor

Carl reported on the initiative with Health and Human Services to develop an HHS Extension Service. There have been initial discussions with HHS staff about the possibilities for developing this opportunity. There is hope for funding for pilot projects thru an inter-agency agreement. Cooperative Extension is perceived federally as agriculture, its funding comes from USDA, decisions are made within agriculture, and politically, agriculture committees consider new funding initiatives. More possibilities for funding our important educational priorities might be met by improving our connectedness to other agencies.

NASULGC - Linda Benning

Linda reported from NASULGC on the Partnership Initiative and the Food and Society Project. Committees are working on three issues within the Food and Society project: Health, Environment and Globalization related to food.

NASULGC has a Board on Agriculture that has five sections, one of which is Cooperative Extension. There will be some restructuring that will take place in October after the annual meeting. The consequences of the restructuring are unknown at the current time. Linda mentioned the Farm Bill and work related to it and the budget. Linda also reported on the work of the ad hoc Program Resource Committee, a sub-group of the ECOP Budget Committee. She reported on the National Leadership Conference in March with 21 states participating with their citizen leaders, a national 4-H conference and the JCEP sponsored (PILD) Public Issues Leadership Development conference.

Past Chair Report - Keith Niemann

Keith could not be present, but submitted his Past Chair report on his activities on behalf of PODC.

PODC Data Base - All of the historical documents that James Smith, Judy Barth, JoAnn Gruber-Hagen and I have accumulated for our Data Base have been assigned to one of six categories: Minutes, Rosters, Agendas, Reports, Publications, and Correspondence. All of the documents not already existing in an electronic format have been scanned and digitized and are ready for inclusion in our PODC web site.

Letter to Directors/Administrators - I plan to send a letter to all Cooperative Extension Directors and Administrators announcing some of the recent work by PODC including the Guidelines for Professional Development, Leadership Development Opportunities, the Briefing Book, the Value of Urban Agriculture work group report, and the Conflict of Interest policies.

Linking PODC to other web sites - Pending the outcome of the ECOP restructuring, I plan to request links to the PODC web site on the Professional Associations, NASULGC, and the North Central Professional Development web pages. CSREES has linked PODC on their "The System at Work" page (we are the first listing!)

Article in JOE and Professional Association Magazines - I plan to develop an article for these publications dealing with the ECOP Committee Structure.

Leadership Development Opportunities - Myron Johnsrud has recently provided some additional feedback to the listing of Leadership Development Opportunities for Directors and Administrators that the Training work group developed. I am nearly ready to ask Curtis Clark to add this document to the PODC web page.

ECOP Chair Elect - Lyla Houglum

ECOP Chair Elect Lyla Houglum, talked about roles and responsibilities of the ECOP sub-committees. ECOP had some significant discussion about the PLC, SPC and PODC sub-committees, their responsibilities and how they interact. A committee was appointed to look into possible restructuring of the sub-committees. Lyla asked PODC for discussion and brainstorming about ECOP committee structure, roles and responsibilities. Excellent discussion ensued about current practice and potential possibilities, with several suggestions given for improved operational guidelines, and better communication between ECOP and committees and between the committees themselves. Lyla asked for additional input to be sent to her at lyla.houglum@orst.edu.

ECOP Chair - James Wade

James Wade, ECOP Chair, reported on the CSREES Partnership Conference. The conference had a purpose of strengthening the partnership and the relationship between the partners. The primary participants were representatives of CSREES, Directors of Extension and Directors of Research. ECOP Sub-committee chairs, JCEP representatives and various others were also invited to participate. There were nine primary action items that were sent forward from the conference. All materials from the conference will soon be available on the Mississippi State web site.

Report to ECOP - Donna Donald

Donna shared her PODC report to ECOP at their February meeting. It will be attached to the minutes.

SED Report - A.J. Dye

A.J. reported on the work of the sub-committee on Extension Diversity (SED). He reported on the status of the change agent state project, the Extension diversity award, and diversity fact sheets Maurice is organizing. SED presented a session at the Administrative Officers meeting on the change states program. The committee's special needs funds grant request was funded.

Administrative Officers Meeting - Judith Jones

Judith Jones reported on the Administrative Officers Meeting which was held in Norfolk, Virginia, April 21-24. There were special tracks for the specific needs of attendees that worked very well. The meeting was well attended and there was a lot of positive feedback. The planning meeting for the 2002 meeting will be held in September with the next national meeting to be held April 7-11, 2002 at the Crown Center Hotel in Kansas City, Missouri.

NELD - Judith Jones

Judith also reported on NELD. There are two institutions with proposals for hosting NELD for the next three years. The two institutions are Alabama and Tennessee State. A decision will soon be announced.

There is a concern about the current status of Extension budgets, and the financial costs of putting individuals in the program that may limit some state's participation.

JCEP - Jim Lindquist

Jim Lindquist gave the JCEP report. The PILD meeting was held April 29 - May 2 in Washington, DC. There was record participation this year with 242 representatives from the professional associations in attendance. Galaxy Conference planning is underway for the meeting to be held September 20-26, 2003 in Salt Lake City, Utah. The planning committee has two representatives from each of the partnering associations: ESP, NAE4-HA, NEAFCS, ANREP, and is led by Margaret Viebrock, FCS agent from Washington State.

Alternative Revenue - Larry Arrington

Larry presented the PODC alternative revenue report from 1997-98. A decision was made to ask PODC members to review the document and provide suggestions for updating to Larry by July 1, 2001. Larry will update and bring to the October meeting for PODC review. The revised document will then be posted on the PODC web site.

PODC Chair Elect Selection - Donna Donald

Donna handed out the PODC chair-elect selection process that was approved at the January meeting. It is being followed for the selection of the 2002 chair-elect.

Friday, May 11, 2001

Professional Development Workgroup - Deborah Maddy

Deborah agreed to chair the work group through the October meeting. The work group is changing their name from professional competencies to professional development. Maddy reported on the work group's purposed statement, adopted at the January meeting: Develop a strategy to help states assure that Extension employees have and continue to have the necessary core and discipline competencies to anticipate and deliver quality educational programs of relevance and importance to our publics. The work group feels this is important to aid in the orientation and professional development of new Extension professionals as the system experiences significant turnover. As the committee approached the competencies assignment, it seemed to make sense to develop a guide to complement the "Guidelines for Professional Development" booklet released in Fall 2000. The table of contents for the project will include:

- A. Case Statement
- B. Literature Review (brief)
- C. Lists of competencies compiled from Extension institutions
- D. Strategies for success
- E. Resources

First Step: each 1862 and 1890 institution will be asked if they currently have a list of core and/or disciplinary competencies for the professional development of county and campus based faculty and staff. If so, what's working well? Are there problems to be aware of? Different work group members took responsibility for contacting and/or coordinating one of the regions. Members of PODC were asked to contact their own states for information and provide to the regional contact by September 1. It was also suggested, in some cases, it might be good for a courtesy letter to go to Extension Directors, letting them know the request for information was being made of their professional development staff. Other suggestions for contacts were Sally Maggard with CSREES, 4-H PRK, and Bonnie McGee for urban programs.

Information Technology - Judith Jones

Judith reported on this work group's discussion. The group felt they need to finally decide on what the group's "product" will be. One popular idea was that they should have a "Five Year Plan" for assistance to the system, including:

- a. environmental scanning
- b. examination of functions
- c. guidelines for training
- d. find out from youth what they think future needs are
- e. contact NETC group and check them out as a possible resource
- f. explore the relationship between Ag Communicators group and IT group
- g. consider protection of IT developed as intellectual property
- h. look at public/private partnerships

There are three types of resources and training needed: content providers: specialists, researchers; instructional designers/educators; and IT professionals. Topics that frequently come up include: user friendliness, research on what is needed, guidelines for training, what does John Q. public think, research capacity of our universities, and credit--who gets it?

Regarding the web, the work group discussed the importance of interface between web designer and educator, the web is not just a repository for "information" but must be used in new ways as an "educational" tool as well if we are to see adoption and changes in behavior. The work group also discussed the need to have an evaluation component to anything we would do over the web.

Other topics for discussion: the need to think about "usability testing" using stakeholders as one testing group; e-Extension may be appropriate as a tool to accomplish the mandated multi-state programming; e-Extension has potential to reach different audiences who are going to other non-research based sources. This might also bring this group into contact with the local extension office and faculty for other needs they may have.

We need to consider new Census data and the changes in who will become our audiences in the future and the need to train staff to use GIS and census data to target programs to the right audiences.

Organizational Culture - Bill McGowan

The committee discussed two possibilities for exploration; the examination of the Cooperative Extension System using the chaordic model of Dee Hock and secondly the writings of Scott Peters that call for a return to the "civic mission" of land grant institutions. The committee opted to explore further the work of Dr. Peters. The committee hopes to invite Dr. Peters to the October meeting. The committee will ask him to consider two or three priorities he sees must happen for the System to meet its civic mission. In several of his works, Dr. Peters uses a quote from *The Holy Earth*, by Liberty Hyde Bailey, Dean of the College of Agriculture at Cornell from 1903-1913, and chair of The Country Life Commission. Bailey wrote: "It is not sufficient to train technically in the trades and crafts and arts to the end of securing greater economic efficiency - this may be accomplished in a despotism and result in no self-action on the part of the people. Every democracy must reach far beyond what is commonly known as economic efficiency, and do everything it can to enable those in the backgrounds to maintain their standing and their pride and to partake in the making of political affairs."

Bailey hammers away at the notion that Land-Grants must have a much broader mission than economic development. Peters study of the roots of Cooperative Extension and the land-grant institution are critical particularly in light of the Kellogg Commission on the Future of the State and Land-Grant Universities.

Bill McGowan will contact Dr. Peters and invite him to the Fall meeting. The consensus was to have Dr. Peters spend 1-1/2 hours with the total committee and then spend additional time with the organizational culture work group.

PODC Operational Guidelines - Jim Lindquist

Jim reported on the work of Roger and Judith and Jim in updating the operational guidelines. Jim will send a copy of the draft guidelines to Lyla Houghlum and Linda Benning for their review as ECOP reviews the committee structure.

PODC Terms - Donna Donald

Donna reported on the need to shift terms of PODC members to even out the number of new members joining PODC each year. Based on discussion from the group, she will draft proposed changes in terms and send them to the committee for review.

Action Item

Judith Jones moved and Noland Williams seconded that ECOP be approached about adding a PODC slot for ANREP. Motion Carried.

Clyde Chesney provided members information about Nashville and initial planning for the program for the PODC meeting to be held October 10-12, 2001. Clyde is planning a tour of Tennessee State University while we are in Nashville.

The winter 2002 PODC meeting will be January 16, 17, 18. Possible locations for the January meeting were discussed. Possible states were South Carolina, Florida, Mississippi and Louisiana. We may want to try a joint meeting with PLC. Donna will follow up with PLC and state contacts.

Donna adjourned the meeting at 11:00 a.m.