

**PERSONNEL AND ORGANIZATION DEVELOPMENT COMMITTEE**  
**Indianapolis, Indiana**  
**May 17-19,1995**

**Participants:** Lu Harper, Chair  
Paul Warner, Chair-Elect  
Linda Bostwick  
Lawrence Carter  
Danny Cheatham  
A. J. Dye  
David Danner  
Joanne Gruber-Hagen  
Nancy Hicks  
Darryld Kautzman  
Chuck Leifeld  
Ray McKinney  
David Rogers  
Trish Sacks

**Absent:** Pat Calvert  
Chinella Henderson  
Pauline Nichel  
Nicki King  
Milan Rewerts  
Reginald Taylor  
Jim Christenson  
Harold Benson

Wednesday, May 17, was spent in joint session of the Strategic Planning Council, the Program Leadership Committee, and the Personnel and Organization Development Committee.

On Thursday morning, May 18, Lu Harper called the meeting to order. A. J. Dye was welcomed as a new member.

The minutes of the January 25-27, 1995 meeting were approved with minor changes.

**ECOP** - Lu Harper reported on the issues that were taken to ECOP for consideration. NELD was discussed with Jo Jones present. A suggestion was to consider combining the ECOP and ESCOP leadership programs into one. Nancy indicated that the NELD Advisory Committee had considered this option and concluded that the programs were sufficiently different to warrant keeping them separate. In fact, it was seen as a strength to have both approaches. Currently the ESCOP program participants come together for one day. The ESCOP program provides opportunities for participants to gain management experience through internships with administrators within colleges of agriculture. NELD, in contrast, focuses on developing the participant's concept of leadership with its

underlying principles and processes. NELD is not directly tied to management roles within a college of agriculture, in fact, approximately half of NELD participants do not come from a college of Agriculture.

The NELD program is still working on increasing the number of 1890 participants.

PODC took a recommendation to ECOP requesting that there be a state assessment to support the National Center for Diversity. There seemed to be general support for the Center, but there was some resistance to the idea of another assessment. ECOP asked regional representatives to take the request to the regions for discussion and to report back at the July ECOP meeting. Trish Sacks indicated that a fact sheet is needed for regional directors' meetings. The ECOP action mentioned a marketing plan. We would encourage the Center and its Advisory Committee to put together a marketing plan to communicate how the system is benefiting from the Center. The Center may also want to consider a membership arrangement for states and/or individuals with certain benefits specified. Pat Calvert has indicated that it is unlikely that the Center will receive funding from CSREES in the coming year. Lawrence Carter suggested that there needs to be a reevaluation of the Center to determine if the system is willing to support such an effort.

The issue of partnership between 1862 and 1890 institutions was taken to ECOP. Gail Imig, ECOP Chair, responded by letter that we need to remind the federal partner of the need to deal with this issue and that language has been prepared to include in the farm bill. (Appendix A).

**SPC** - Paul Warner reported that the Strategic Planning Council spent considerable time discussing the need for broadening the base of leadership support. Strategies identified were the following:

Short Term -

1. Respond to the CARET letter concerning the role of Extension in the 21st century
2. Reaffirm the need for deans and directors to meet with support groups, especially nontraditional audiences
3. Rework and repackage what we have for different audiences ie., market IPM for environmentalists, not just producers

Long Term -

1. Develop a curriculum, primer, or casebook to serve as a guide to expand our base of support. Pat Boyle may be interested in working on this effort. Suggest ECOP ask PODC to take the leadership. It would be for directors, administrators, decision makers, NELD participants, agents, specialists and volunteer leaders.
2. Conduct training on broadening our base. The training would draw upon the written materials described in #1. Initially a workshop would be scheduled for directors and administrators possibly at the land-grant meeting in November. The Executive Committee of ECOP would need to endorse and schedule it. It may also be held jointly with ESCOP.
3. Develop issue-based support at the state, regional and national levels. Repackage program accomplishments around critical issues rather than traditional topics.

Paul pointed out the need to act quickly if the "broadening our base of support" materials would

be ready for ECOP for review in September.

**JCEP** (Joint Council of Extension Professionals) - Chuck Leifeld reported good attendance at the Public Policy For-um held in Washington, D. C. Plans are moving ahead for the Galaxy meeting scheduled for October 12-16, 1997 in Cincinnati. The theme is to be "Mission Possible: Uniqueness with Unity."

**NELD** - Nancy Hicks and Gail Gunderson reported that two seminars have been held since our last meeting. That completes three of four seminars for the current class. The second seminar focused on diversity and the third was on organizational renewal and change. The international experience in Russia is scheduled for November. The next class will start in September, 1995 so it overlaps with the current one. The participants will be announced by June 1. States are doing more screening themselves now that they are paying the full cost. NELD is also working with new directors. Gail distributed a report on the results of a survey of graduates of the program (Appendix B). It summarizes the responses of the first three classes as to what they feel the program has done for them and documents the leadership roles they have assumed.

**NATIONAL LAND GRANT SURVEY** - Paul Warner presented preliminary results of a national population survey of the public's perception of land grant universities and the Cooperative Extension Service. Some of the highlights of the findings are the following:

- 80% say universities are doing a good or excellent job.
- The general public is not very familiar with the term "land grant."
- When asked to spend \$100 for higher education, they distributed \$46 for teaching, \$30 for Extension/outreach, and \$24 for research.
- 54% had heard of the Agricultural Experiment Station.
- 45% had heard of the Cooperative Extension Service (compared with 40% in 1982).
  - 51 % - Home Economics
  - 38% - Community Development
  - 69% - 4-H
- Aware of CES or at least one program area - 85%
- Ever used CES - 26%
- Willing to spend more for base programs:
  - 54% - 4-H/Youth
  - 54% - Family Development and Management
  - 51% - Natural Resources and Environment
  - 43% - Community Economic Development
  - 40% - Nutrition and Health
  - 34% - Agricultural Production and Marketing
  - 27% - Leadership and Volunteer Development

**HUMAN RESOURCE MANAGEMENT COMMITTEE** - Nancy Hicks reported on activities of the HRM Committee as follows:

**Accomplishments to date:**

- Reviewed the results of the Human Resource Management Issues Forum and the National Strategic Framework results to determine the focus of the appropriate HRM actions for the future. Completed by committee 2/95.
- Completed the follow-up survey with the Human Resource Issues Forum participants to determine actions taken and impacts made 2/95. Shared the results with the Forum participants 3/95.
- Appointment of Joanne Gruber-Hagen and Nancy Hicks to the National Center for Diversity Committee on Recruitment, Selection and Retention of diverse staff 3/95. First teleconference is 6/95.
- Currently working (Trish Sacks) with the FACT (Patricia Calvert) to establish an on-line HRM Network.
- Encouraged Human Resource Managers to participate in professional development experience e.g. CUPA (College and University Personnel Association). In Human Resource Issue Forum cover letter 3/95.
- Shared concerns regarding the continued support (financial and human) of the Center for Diversity with ECOP. Lu Harper 2/95.
- Shared concern regarding diversity throughout the Extension System with ECOP. Lu Harper 2/95.

**To do:**

- Encouraging the orientation of new Human Resource management administrators in DC with USDA.
- Encouraging USDA to distribute procedural information (e.g. federal regulations) using, innovative methods and technology (e.g. CD's, satellite, video tapes).
- Encouraging the system to provide a national meeting focused around issues (rather than an annual meeting of administrators). Start with a national meeting which focus on recruitment, selection and retention of diverse staff (a combined effort of the National Center for Diversity, PODC-SED Committee and the POCD-HRM Committee).

- Surveying the system to determine the practices in place and seek information regarding programs, benefits and work arrangements which have been found to attract, retain and support Extension educators.

**STRUCTURE AND FUNCTION COMMITTEE** - Paul Warner reported on the progress of the Structure and Function Committee. The survey of directors and administrators is now complete and the analysis is progressing. With some follow up, seventy-one institutions responded, for a response rate of 96%. Raw data, graphs and charts were presented giving the results for each question. The following is a summary of the findings:

- 74% of the institutions reside within a college of agriculture.
- 29% have changed their structure in the past 5 years.
- 71 % have middle-level managers, the median number is four.
- Three-fourths of the institutions have county chairs.
- The single county staffing pattern remains the most prevalent.
- Thirty-six institutions report more than two-thirds of their counties located either with county government or not collocated.
- The larger the geographical area of assignment the more emphasis on technical background.
- "On campus in academic department" was the most frequently reported arrangement for locating specialist.
- The greatest number of institutions have most but not all of their specialists in tenure track positions.
- Almost 2/3 of the institutions have off-campus teaching and research centers.
- Two-thirds of the institutions have an overall state advisory group.
- 41 institutions report that all of their counties have overall county advisory groups.
- 43 institutions report all of their counties have at least one program-specific advisory group.
- Capacity to support programming on the initiatives (I -4 scale):
  - 3.65 - Children, youth and families at risk
  - 3.58 - Water quality
  - 3.26 - Sustainable agriculture
  - 3.20 - Food quality and safety
  - 2.75 - Communities in economic transition
  - 2.47 - Decisions for health
- 45% report that support for Extension is a university-wide expectation.
- "Informal relationships" is the most frequently used method of securing university assistance in nontraditional areas.
- The mean score on the influence of Extension on the research agenda is 3.23 on a 6.0 scale.
- Directors and administrators are satisfied with the balance between state and county influence on programming decisions.
- More local and less state influence is desired on policy decisions.
- 1862 directors would like less federal influence on policy decisions, while 1890 administrators would like more federal influence.
- State appropriations tend to be identified either as a line item or as a specified amount in the state budget.
- Few states have a county tax specifically designated for Extension.

- Local budgets are largely prepared by Extension staff with limited or no input from advisory groups.

**DIVERSITY COMMITTEE** - Pat Calvert was unable to attend but sent a written report. She referenced the many accomplishments of the committee and the establishment of the National Center for Diversity as a system-wide resource. Even through the Strategic Framework document emphasizes the importance of diversity and pluralism (see "Framing the Future", p-6), she expressed concern over future efforts in this area due to limited financial and human resources. She asked for direction and guidance from PODC. Due to her current responsibilities as Deputy Administrator for CTED/CSREES, Pat asked that she be replaced as committee co-chair. (Appendix C)

**PLC** - Ned Kalb indicated that PLC plans to meet near Washington, D. C. once a year so as to involve national program leaders in their meeting. He inquired as to PODC's interest in a joint meeting at that location. PODC members felt that the need for PLC to involve national program leaders was greater than for PODC so we would forego the invitation and continue with our current plans. Tentative plans are for the next joint meeting to be hosted by Leroy Luft in Coeur d'Alane, Idaho, May 13-17, 1996.

The two committees met Thursday afternoon and from 8-9 Friday morning.

**HRM COMMITTEE** - The following actions were recommended by the HRM Committee and approved by PODC:

1. Encourage CSREES to offer an orientation program for new state Human Resource and Financial Management professionals to be held in Washington, D. C. once a year. (A.J. Dye and Nancy Hicks)
2. Encourage CSREES to create, in cooperation with Extension and research practitioners, brief electronic media presentations (satellite, video tapes, CDs) and accompanying concise fact sheets on relevant management procedures (e.g., penalty mail, procedures for handling special projects, retirement calculations, international arrangements, develop a budget for a RFP, etc.). (A.J. Dye and Nancy Hicks).
3. Encourage the collaborative planning by state and federal partners of a national issue-focused conference for financial and human resource managers in Extension, research and instruction.

Objectives:

- Develop consumer service philosophy
- Share cutting-edge programs
- Build understanding of educational programs and the Extension vision
- Strengthen networking across functions and build teamwork.

Context:

Human and financial resource units have all of Extension as their customers. (Trish Sacks and A.J. Dye)

4. Recommended actions to respond to the "Framing the Future" document:
  - A. Request a reconfigured diversity task force to identify priority issues and needs that must be addressed to meet diversity issues articulated in the "Framing the Future" and "Pathway to Diversity" documents.
    - Submit a draft to PODC no later than the January, 1996 meeting.
    - PODC would finalize at the May, 1996 meeting
    - Present group disband at that time
  - B. PODC prepare an RFP to meet the issues and needs identified by the task force for which we need consulting expertise.
    - Submit RFP initially to the Center for Diversity
    - Submit to others if Center cannot respond
  - C. PODC prepare a plan to address the remaining priority issues and needs
  - D. Future diversity task forces would be designed for specific purposes with deadlines. (Joanne Gruber-Hagen and A. J. Dye)
5. Request that the center for Diversity submit to PODC a marketing plan and a financial plan so that PODC can be supportive of seeking additional financial support. (Lu Harper)
6. Conduct a survey of "Human Resource Practices for Extension." This is an effort to identify work/life programs, benefits and work arrangements that best attract, retain and support Extension employees. (Lu Harper and Nancy Hicks)
7. Implement the Human Resources electronic discussion group through active promotion to all appropriate groups. (Trish Sacks)

**FUNCTION AND STRUCTURE COMMITTEE** - The committee reviewed the findings of the directors' and administrators' survey and explored approaches to moving to the second phase of providing a qualitative assessment. The following steps were outlined:

- A matrix would be constructed to represent the different organizational structures at the state and the field level.
- Each institution would be categorized according to the organizational structure at each level.
- Representative institutions would be selected from each cell, giving consideration to the length of time an institution has been in **its** current structural arrangement.

- Each type of structure will be assessed on the basis of the impact of structure on the following concepts:
  - a) Programming
  - b) Budgetary support
  - c) Control
  - d) Advisory input
- It was decided that this assessment would be a single response from the director/administrator or his/her designee. There would not be an attempt to sample a cross-section of organizational members.
- General, open-ended questions will be developed to represent the concepts identified.
- Directors/Administrators will be contacted by telephone during the summer.
- Presentations of the data will not be made until the qualitative assessment can be included.

Committee members working on this effort are Paul Warner, David Rogers, Ray McKinney, Darryld Kautzmann, David Danner, Linda Bostwick, Lawrence Carter, Danny Cheatham, along with Roger Rennekamp and Martha Nall at Kentucky. No formal actions were requested.

**NEXT MEETING** - The next meeting of PODC is scheduled for September 20-22, 1995 in Vail, Colorado. We will be at the Evergreen Lodge at a rate of \$74 for a single or double. There will be an early reservation date of July 1. Lu challenged the committee to do some futuring about the nature of the Extension organization at our September meeting. She will attempt to secure a resource person to help us in that process. If that becomes possible, it was suggested that we commit an additional day, the 19th.

**BROADENING OUR BASE OF SUPPORT** - At the initiative of the Strategic Planning Council and with the endorsement of the ECOP Executive Committee, PODC was requested to take the lead in the development of resource materials on the topic of "broadening our base of support." The materials would support a workshop for directors and administrators at the November meeting. The materials would need to be reviewed by ECOP in September. Pat Boyle has indicated interest in working on such an effort. PODC members to give leadership to this effort are:

Joanne Gruber-Hagen, Chair  
 Linda Bostwick  
 Danny Cheatham

There being no further business, the meeting was adjourned at 12 noon.

Paul D. Warner  
 Chair-Elect