

PERSONNEL AND ORGANIZATIONAL DEVELOPMENT COMMITTEE
Coeur d'Alene, Idaho
May 15-17, 1996

WEDNESDAY, MAY 15

In Attendance: Linda Bostwick, Pauline Nickel, Chuck Leifeld, Harold Benson, Henry Brooks, Jim Christenson, Peggy Powell, Nancy Hicks, Jerry Whiteside, Paul Warner, David Rogers, Sally Horton, Maurice Dorsey, Judy Barth

Meeting was convened at 8:00 a.m. Chair Paul Warner welcomed committee members.

Agenda Additions: Jerry Whiteside requested to add discussion of the January, 1997 meeting to be held in Savannah, Georgia

Membership Changes: Danny Cheatham is retiring and a replacement has been requested. Pat Calvert has retired.

Announcements:

- 1 JoAnn Gruber-Hagen is participating in the Strategic Planning Council which coincides with this first day of the meeting. She will join us later and report.
2. Trish Sacks Manfreddi cannot attend.
3. David Danner will not be present due a death in the family.
4. Not clear on the participation this week of A.J. Dye and Ray McKinnie.
5. Carol Anderson will join PODC to report on an ECOP ad hoc committee on resources.
6. Position changes:
 - Pauline Nickel - now heading the University of Minnesota Southwest Experiment Station
 - Maurice Dorsey - now director of UDC-Center for Cooperatives, University of the District of Columbia
 - Henry Brooks - remains Extension Administrator for 1 890 programs with greater emphasis within state of Maryland
7. Changes in Extension Directors
 - Iowa - decision expected August 1; citizen on search committee
 - Minnesota - state is becoming familiar and comfortable with new Director
8. Discussion on changes and focuses to agriculture, less on family and youth, organization changes, staff changes, changes in systems from national perspectives

Each member made a Presentation of his or her state's situation

1. Changes in programmatic focus to agriculture only (David Rogers)
2. Georgia changes in position titles (Jerry Whiteside)
3. Relationship to our meeting (Henry Brooks)
4. Keep our own vision and focus on our goals - not focus on downsizing, reorganizing, change
5. UTF, Urban Programs, UDC (Maurice Dorsey)
6. Ties to academic programs (Sally Horton)
7. State is prioritizing by outside groups, not on advisory committee, not on payroll of Arizona. Look at where we're going. Look for higher ground.
8. Changes good in Colorado - CS 2000 (Judy Barth)

Liaison Reports

1. ECOP - Paul Warner
 - Status of Center for Diversity - ECOP approved funding the Center as proposed for \$100,000 per year for 3 years. Good for system. Good for diversity. Vote was simple majority of voting institutions 39 yes, 7 no. 32 institutions did not vote. Not all assessments may be collected each year. Much discussion about assessments within the system. Assessments are based on the size of the federal budget to the institution. Assessment years are 1997-1999.
 - Report of Structure and Function Study - it has been presented to ECOP, reproduced and distributed. More copies have been requested. NELD participants are looking at projects like this.
 - Developing Political Support - under leadership of Patrick Boyle, retired Director from Wisconsin. There has been good support for the project. "Strategies for Effective Communication with Public Officials" was circulated to the group.
 - Carol Anderson will report to us today on the ad hoc committee for resources.
 - Jim Christenson reported on Kellogg Foundation, President's Commission, the Engaged Minority.

2. JCEP -Chuck Leifeld
 - No meeting since PODC's last meeting.
 - Galaxy Conference - looking for proposal for seminars. He will put information on e-mail when he returns home. Dates are October 12th, 1997 in Cincinnati, Ohio. Registration materials will be out in a few months. Paul Warner will forward to PODC members. The training group from Disney has come out. They are strong on marketing and Disney.

3. NELD - Nancy Hicks (written report distributed and attached to these minutes)
 - May 2-3, 1996 Directors/Administrators Workshop 11, 'Putting Next Age Leadership Into Action', San Diego, CA canceled due to low registration. It hasn't been rescheduled.

Discussion:

- Leadership is throughout the system - interns are not just Directors or positions at the top of the organization.
 - Kellogg and ECOP did not get what they expected, i.e., large turnover of Directors.
 - Individuals may move up or down within the organization depending on their niche.
 - We do not link with the Federal partner.
 - Combining NELD with Agricultural Experiment Stations leadership program.
 - \$10,000 per NELD intern is an issue.
 - Regional programs are good.
 - Impact of NELD will be realized in future years.
4. Administrative Report (Karl Stauber report)
Comments by Jim Christenson:
 - Much change occurring in system -
 - Diversity change
 - Agricultural systems change (greater diversity in leadership)
 - Federal level change (Bob Robertson)
 - Dialogue on 'Relevance of Extension' - State Departments of Agriculture are supportive of research but not Extension - do not see Extension as relevant any more.
 - Synthesis Meeting Themes (Jim, Harold, Henry)
 - university doesn't listen
 - duplication
 - clearly articulate mission and goals
 - Extension is supported only in applied research. CES is seen as handing out leaflets and information transfer.
Comments by Harold Benson:
 - Reviewed the strategic plan

ECOP Ad Hoc Program Resources Committee, Carol Anderson (report attached)

- A framework is being put together to determine funding sources as related to program issues and focus.
- Guidelines for RFP's will be out in a couple of weeks.
- Projects will revolve around collaboration
- Funds are not for urban areas.

Progress of Work Groups

1. Alternative Revenue Streams (Judy Barth)
 - Circulated 1 copy of report
 - Journal of Public Service and Outreach

- The Third Mission: Service and the Academy, Vol. 1, Spring 1996
2. Human Resource Development (Jerry Whiteside)
 - Report is attached.
 - Collect and share HR summaries of workshops at Administrative Managers Meeting in Washington, D.C. (Next Age Leadership, Organizational Structure: Does It Make A Difference, Balancing Work and Family)
 - How HR specialists use technology (Horton)
 - How can USDA share more relevant information with partners? Encourage more participation on the network.
 - Work/Life Study to be written up.
 - Review and determine whether further work is necessary on ECOP-Update on the Status of the Future (Benson)
 3. Shared Leadership (JoAnn Gruber-Hagen)
 - Leifeld interviewing individuals in Minnesota regarding "flat organization"
 - Dorsey - working on NELD project focused on 'Partnerships for Stronger Organization'
 - Powell - . shared extensive literature search
 - Gruber-Hagen - follow-up from Chaordic Organization meeting
 - Recommendations will be shaped up in sub-group meeting and shared next day
 4. Outreach/Seamless Organization (David Rogers)
 - See attached report
 - Noted diversity in definitions of outreach

Next PODC Meetings

- October 2-4, 1997, Newport Harbor Hotel, Newport, RI
- January 7-10, 1997, Hyatt Hotel, Savannah, GA
 - new member orientation, January 7, morning
 - meeting begins January 7, 1:00 p.m.
 - meeting adjourns January 10, noon

THURSDAY, MAY 16

Joint meeting of PODC, PLC and SPC.

FRIDAY, MAY 17

Work groups met from 8:00 to 10:00 a.m.

Subcommittee on Extension- Diversity

- Naming members and leadership of committee
- Representatives of PODC and Center for Diversity meet with SED at their next meeting in New York to determine roles and relationships
- Warner, Dorsey, Hick and Gruber-Hagen act in behalf of PODC (check with Benson and Dye)
 - invite Center for Diversity to identify representatives
 - bring recommendations back to October PODC meeting

Strategic Planning Council Report (Gruber-Hagen)

- SPC would like to see the differences between Experiment Station and Extension NELD programs
 - share with SPC and states
 - include in future report to ECOP
 - need to clarify relationships with NELD, PODC, ECOP .
- Federal initiatives for coming year were identified and will be released by SPC co-chairs before these meetings are completed

Reports of Work Groups

1. Human Resources

- SED was discussed
- Have completed many of past work group goals
- Ongoing goals:
 - share summaries of Administrative Officers Workshop (through network)
 - complete work/life study and publish by late June (through network)
 - better use of technology and network - Horton will put message on network – “Hints on How to Better Use the Network” (by end of June)
 - Professional Development opportunities for Human Resource professionals - on network by end of June
 - seek permanent relationship with Administrative Officers Workshop
 - ask ECOP to support PODC having a standing representative on Administrative Officers Workshop planning committee Web site for PODC?
 - recommend that ECOP establishes a site and PODC is part of that (check with Myron)
 - resources?
 - on NASULGC server?

2. Alternative Revenue Streams

- Will follow-up on prior timetable.

3. Seamless/University Outreach

- This issue is identified in the Framework document Are discovering other efforts on the topic
- How can Extension serve as a leader in the movement toward developing engaged institutions (outreach)
 - evolving models (see handout from Wednesday)
 - extension models for seamless approach - strengths and weaknesses
 - extension help university-wide outreach programs mature partnerships, funding, preparing faculty for outreach, promotion and tenure
- Others are invited to join the effort
 - May meet face-to-face this summer
 - Plan to have rough draft to January PODC meeting
 - Seek on-going relationship with Kellogg's Commission on Higher Education

4. Shared Leadership

- Talk with members from all sectors about appropriateness of building interest in new organizational model broadly across the organization
- Establish common "talking points" for consistent message and feedback
- Tie in with other existing CES documents and statements
- Timetable:
 - Summer 96 - teleconference to clarify concepts
 - October 96 - develop "talking points"
 - January 97 - at least half way through talking with others
 - May 97 - summarize the discussions
 - identify next steps

Points to Share with ECOP in July

1. Any actions regarding diversity
2. Comparing NELD and ESCOP leadership program
3. Request PODC on Administrative Officers Workshop planning committee
4. ECOP homepage

Meeting Adjourned at 11:30 a.m.

Minutes recorded by: Maurice Dorsey (May 15)
JoAnn Gruber-Hagen (May 17)

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