

PERSONNEL & ORGANIZATION DEVELOPMENT COMMITTEE

May 12-14, 1997

Minutes

Present: JoAnne, Milan, Pauline, Maurice, Mary Jane, Trish, Henry, Peggy, Preston, James, A.J., Judith, Dave, Jerry, Dave D., Linda.

The meeting was called to order at 1:15 PM. JoAnne called for brief introductions, additions to the agenda

- Update on pittsburgh meeting, Urban Task Force-Maurice
- Break at 2:30

No introductions were made. Trish asked for an input or questions re: GPRA. No other comments from committee members.

Sub-committee Reports

Engaged University - David Rogers

JoAnne sent outcome of ECOP meeting. When group convenes we will discuss next steps. JoAnne planning to draft letter for Zane Helzel to send out report on EU to the system.

Alternative Revenue Streams - Trish Manfredi

Will work in committee analyzing the returned surveys. Appears we have been on target. Need to make organized sense out of responses. JoAnne asked if hoping to have a draft report by September? Trish said the committee needs to decide, hopefully by Wednesday. JoAnne said ECOP is very interested in this topic.

Human Resources - Jerry Whiteside

Group talked about developing a survey (*See Handout) Did one on training over the network listserve. Jerry welcomes help on the committee to examine the results and decide action to take. Many people perceive need for help in supervisory/management training. Jerry sees some possibilities that could be done electronically.

Sub-Committee on Extension Diversity - Maurice Dorsey

(*See Handout) Asking for action re: membership. PODC needs to select new appointees. Seeking 1890 & 1994 member representation. See highlights of accomplishments in handout. Next meeting Sept. 24-26, Washington, D.C. Trish asked for matrix showing roles (agent, state, etc.) JoAnne asked for additional nominations.

- North Central - Jose Vasquez (WI), District Director
- West - Judy Kingston (CA), County Agent
- Jan Norquest (AZ), county agent
- South - David Travis (VA)
- Laverne Blount (AL)
- NE - Ingrid Homes (MD), H. Ed. agent
- Gail Jenkins (MD)

Adding 6-8 people between now and September. Trish asked if we should ask PLC also for names. JoAnne will ask Horace Hudson if PL would like to add nominees. PODC will make decisions on list Tuesday PM. Then, JoAnne will contact directors and ask OK. Then she'll call nominees. Dave asked if SED has to have administrative advisor?

Maurice said no, but there was desire for the connection with PODC. SED requested PODC to name an official administrative advisor. **Trish moved, seconded by David Rogers, that PODC not appoint an administrative advisor to SED and co-chairs of SED key PODC chair and the 2 PODC administrative advisors adequately informed about SE. Motion unanimously carried.** A. J. will make a contact with the 1994 Land Grants to seek a nomination.

Report on CSREES Administrative Officers' Meeting

Trish reported on the abundant rain for Texas while we were there. A key speaker on ethics raised consciousness. Mixture of Extension and research. Appears a number of "regulars" have retired. Many new faces. Trish, Judy, and Judith did two sessions on alternative revenue streams. These were participatory sessions unlike most of the other sessions. We encourage future presenters to use different learning formats, particularly group process. JoAnne commented on the wide array of topics available. Trish wondered why there weren't more human resource folks

present. PODC agreed to suggest two people from which one will be selected to serve on the CSREES planning committee for the next meeting of the Administrative Officers. James Smith agreed to serve. Will also ask Judy Barth.

Upon Milan's arrival at 2:40, each member introduced him or her self.

Administrative Advisors' Report

Observations from Milan:

- HR listserv is good
- PODC's work is well respected by ECOP. Example: EU paper.
- continually think about how to best communicate, don't undersell PODC's ability to influence the system.

Dave Rogers appreciated knowing the "Engaged" paper was accepted. There are about 8 issues in the paper about promoting the concept. Does Milan think we should pursue those ways? Milan indicated that we should pursue them. He encourages pushing the system on the 8 points. Milan believes outreach will be the most important issue land-grants will face in the coming years.

JoAnne had distributed her report from the ECOP meeting earlier and won't review it at this time. At lunch a relatively new ECOP member seemed surprised that ECOP had not discussed the engaged paper, but recommended action items he brought to ECOP. Milan said we should push our important items in front of ECOP. If discussion is desired, ask for it in advance.

The group broke at 2:55 and reconvened after the break in the three work groups. The whole committee will meet together again at 1 PM Tuesday.

Tuesday, May 13

Present: JoAnne, Pauline, James, Henry, David R., Trish, Judy, Maurice, Jerry, David D., Linda, Judith, Peggy, Milan, Preston

The meeting reconvened at 1:15 on Tuesday. JoAnne reviewed the agenda for the meeting tomorrow. We will meet together in work groups around the topics: Workforce Preparedness, Alternative Revenue Streams, and Educational Technology with members of PLC and SPC.

Next meeting will be September 17-19 in Seattle. JoAnne distributed information on the location and discussed what the fees include. Lunch is included on Wednesday and the meeting will end at noon (lunch not included) on Friday. The deadline for registering is August 30 to Ann Brelsford and August 15 to the Hotel. Trish asked about new members who would be appointed by ECOP in November. Should they attend the Seattle meeting if they know they are appointed? JoAnne will visit with Milan about protocol.

Fall Meeting - Do we want to do strategic planning at the expense of work groups that are already functioning? David R. asked when we would have time to share the efforts of our work groups thus far. David's group has recommendations for follow-up to the report to ECOP.

JoAnne suggested that we return to the original agenda and get reports from the work groups.

Engaged University

Spent yesterday and this morning identifying examples of what might be done in universities to move forward toward the goal of being an engaged university. Went through the 8 points. Group plans to have a document ready by September to share with PODC with suggestions for Extension directors. Group members shared examples of the types of suggestions they have identified thus far. A lively discussion on presentation followed. Trish suggested the use of the term "service learning" as an alternative to interns - a real buzz word on campus these days. The EU group will have two types of suggestions: (1) for directors, (2) a list serve, initially, and, ultimately, a web page for outreach. Electronic storage will be more important than hard copy in the future. David will serve as the collector of hard copy and establish a mini library on "Outreach." Trish suggested Eldon Fredrick at Purdue who helped to archive a listserv on a web page. David asked if the groups ideas are worth pursuing. Work with PLC and encourage regional PLC to continue the discussion on the issue. Ask ECOP to hold a conference where the entire university

is involved. The whole university must adopt the concept of outreach if it is to be successful. Mini land-grant meeting (joint session) could also be encouraged to continue the discussion of outreach. Milan suggested that the idea warranted merit. David asked for clarification on distribution. Did it go to NASULGC? Not to JoAnne's knowledge, only to ECOP. Group is preparing letters for Zane and Myron. Is this the appropriate channel of communication? David invited the committee to affirm the plans? PODC affirmed the actions to date and the plans for the future. JoAnne suggested that ECOP will ask how the group intends to accomplish the task. David confirmed that he will circulate the draft prior to the next meeting and then finalize it for the next meeting. Milan suggested that PODC might want to spend time identifying what NASULGC is and how it is constituted. He also suggested that we might want to participate in the COTT summer meeting (June 4 & 5): Modifying the Campus Culture. May be missing an opportunity to share the EU paper. Trish will share a contact at USDA (Judy Rude) to establish the listserve. JoAnne asked the group to consider where the hard copy (library) might be housed on a permanent basis.

Alternative Revenue Streams - Trish

Identified the initial 10 categories which the group eventually reorganized into three major areas: Human Resources, Accountability, and Program/Mission. The group also did some generic strategies to address the issues identified. Finally, the group identified strategies for Human Resource issues and then Program/Mission issues. Judy asked for clarification on how the group might get time at the Galaxy Conference. Linda clarified the process - to go through a professional association or ESP or JCEP. Linda will check with Ed Maxey re: what the possibilities still are. Trish reported on tomorrow's joint meeting: we will explore how to get the info. throughout the system. May want to explore the Galaxy program to identify ARS programs and interview them, anecdotal stories, etc. JoAnne indicated that ECOP has been fully informed thus far and expressed no objection. At this point, we are still clarifying. The group is open to any suggestions. Jerry asked what the end product would be. Trish identified a white paper to ECOP including the issues and some of the strategies that have worked, also suggestions for other groups (such as Base Program groups). Possible action, not prescriptive action. May want to get on the agenda for new Directors/Administrators training. Milan concurred. We may want to look at Lugar's questions to identify if we have additional information that could help to answer some of his questions.

Supervision/Managerial Training

Jerry reported on the group's work. (*see attached) JoAnne offered the opinion that there will be those within the system who see this topic as "common sense" and we should not waste time or money on this topic. The group identified the need, the goal of any system response, and a suggested system response. May want to try to do some things electronically. Need to get ECOP's blessing first and then design a marketing plan. Suggestions vs. prescriptive solutions, a departure point. Judy asked what the budget for the Change Module was - the group thought it was approximately \$20,000. Also the target audience would be the first time county or project manager, not district directors who are more the focus of the regional mid-manager conferences. James' director has three concerns: last year 55 retirements and 33 newly appointed county directors, NEP and military contracts where project directors do not have the skills to handle hiring and firing. Milan asked if the group identified some unique way to distribute the information we assemble. Sense of the group was that there is a lot of stuff out there that we just need to distribute. Trish suggested mentoring, peer to peer learning which crosses geographic boundaries. Also electronic support groups. Trish asked PODC if they are on the right track. The group concurred. JoAnne also asked if CSREES might have \$ to support this idea or individual states, esp. in the nutrition program. We could give credit to any sponsoring states.

Between now and the end of September, where do we want to be? We will still be working on the engaged university, alternative revenue streams, supervision/managerial competencies and an emerging issues of educational technology, urban extension work, and Lugar questions. Do we need a group teleconference? Would the listserve provide a dialogue mechanism? JoAnne encouraged the group to use the listserve to further the work of the work groups. JoAnne offered a proposal: reserve 2 half days, group work (half day individual work, half day reporting back), half day on organizational/committee issues, and half day on looking at where we are, where we've come from, and where we want to go next. Again, use the listserve to distribute information to PODC members.

James asked the purpose of the National Urban Task Force. Maurice distributed the national agenda and a report of recent work of the NUTF. Discussion followed. Judith expressed the concern that some people would self-select out of the conference based on the title "Big Cities. Maurice will express the concern to the Task Force. David also expressed the concern that some states are concerned about Extension's "urban." efforts. Some see "urban" as

another word for social programs, of which they are NOT supportive. Bob Robinson has suggested "Community-Based Programming."

Judy distributed the FACT reports and the Silver Bullet (DOA) JoAnne asked if someone would be willing to provide the leadership on the listserv on a discussion of the SB. JoAnne will take the leadership on the Silver Bullet.

Reports to review:

- Lugar Questions - Trish & Preston & David D. - Aug. 15-30
- Silver Bullet - JoAnne and Linda - First 2 weeks of June
- Strategic Framework (Framing the Future) - Maurice & Mary Jane

July 1-14

- FACT Reports - Trish & Henry - Aug. 1-15
- HRM Forum Report (1994) St. Louis - Judy & Jerry-July 14-30
- Pathways to Diversity - 1991 - Maurice & James-June 15-30
- Building Practical Support -Judith and Pauline-July 21-Aug 4

National Center for Diversity

Peggy distributed a flyer on the third national symposium sponsored by the CES National Center for Diversity and two brochures describing the work of the Center. JoAnne suggested that we might want to invite JoAnn Bankston to a meeting to report. Mary Jane asked for an updated budget report. Where are they in the process of becoming self-sufficient? Where are they in terms of their programmatic goals? Mary Jane asked that the report be hard copy and then followup with an audio conference. Milan suggested that interactive video might be used as a part of the Seattle meeting. Could also delay this report until January when they would have completed a first year. How much have they generated?

Additional Topics

JoAnne requested each work group establish their own work plan and distribute reports prior to the Sept. meeting.

JoAnne outlined the program for tomorrow. Those attending:

- ARS-Trish, Judy, Preston, David D.
- WP-Peggy, David, Maurice, James, JoAnne
- ET-Mary Jane, Judith, Linda, Jerry, Pauline, Henry

Future PODC Meetings

January - San Antonio, second week in January, mid to late is preferable. Gov't rate - University ID. Judy will check.

May - Williamsburg. First Half. Judith will host.

September, Fall of 1998. Conference center on the lake in Madison. Convention Center/Civic Center for one of the days. JoAnne will host.

SED Membership

South

- *Patricia Simmons, GA
- *John Hancock, KY 1
- Bob Williamson, NC
- Claudett Smith, NC
- *David Travis, VA 2
- Dr. Laverne Lunt, AL

Northeast

- *Ingrid Holmes, MD 1
- Gail Jenkins, MD 2

North Central

- Sandra Stockall, NE
- Juan Moreno, MN 3
- Rolando Flores, KS
- L.R. Hughes, MO
- Jose Vasquez, WI 1
- May Mong, MI 2

West

- Myriam Grajales-Hall, CA
- Donald Addy, MT
- Stan Gortdema, ID
- Judy Kingston, CA 1
- Jan Norquist, AZ
- Cathy Martinez, CO 2
- Helene Zeug, HI

Each region needs to come to the January meeting with names of two individuals who might be asked to join SED. The committee retired until 1 PM tomorrow after the joint meetings with SPC and PLC. PODC reconvened at 1 PM on Wednesday. JoAnne led a discussion of the outcome of the morning joint meetings.

Alternative Revenue Streams (ARS)

Myron added another dimension to the discussion.

- * Keep a broad definition of “resources” - people (paid and volunteer), facilities, \$
- * articulate a philosophy and vision before looking for \$
- * More national system approach to the issue. Identified top issues
- * PODC takes the lead
- * Strategies: Examples of successful
Analysis of alternative
Share material information as we acquire it in
clear and consistent manner
ethical issues - high interest

JoAnne suggested that we approach ECOP with the idea that as we accumulate information, we release it to the system. That when we are ready to suggest something, that we go to ECOP first.

Linda reported that we do have the opportunity to provide seminars at the Galaxy Conference. EU and ARS as topics. The discussion group this morning gave a clear mandate to the ARS group that professional associations are a primary audience. May want to write articles for professional association newsletters.’

Workforce Preparation (WP)

NOTE: JoAnne has notes

Theme that ran through the discussion was collaboration. A capacity building mechanism as well as a strategy for accomplishing WP programming. Staff development will be important. New staff issues - hiring in less than 6 months, paid vs. non-paid (service opportunities), etc. Business policies have to be streamlined, infrastructure. CES is a source of jobs, do we want to structure that way? Organizational culture shift - less centralized, increasing trust, shared leadership, developing sustainability. Think tank for the organization - use leadership groups (NELD, ESCOP leadership program). Seek opportunities to share thoughts with those who can do something about it. Orientation for new staff, especially in urban areas. Staff development should address the orientation of the audience - learner centered. Working group that cuts across PODC/PLC to get something out on how to develop and deliver programs. What would our structure look like to re-engineer the organization to be the lead agency on WP?

Educational Technology

Talked to for most of the time. Did not have a good discussion. Where do I put my resources did not get answered. NC web page has info. on how to use e-mail. Cathy Bridwell talked about the survey. Kevin Gamble talked about his work at NC. Trish suggested that we have mini grants that could be used as models. Kevin suggested that there are no Extension models of educational instruction that are worth repeating or putting forth. He suggested that there are retail models. Most planned session.

The organizational and personnel issues that arise due to the use of ed. tech. are what may be important to pursue for PODC. JoAnne will communicate to Horace and LaVon the feeling of PODC members who attended this session.

Meeting adjourned at 2:30 PM approximately.