

**PERSONNEL AND ORGANIZATIONAL DEVELOPMENT
COMMITTEE MEETING
MAY 18-20, 1998
VIRGINIA BEACH, VIRGINIA**

MINUTES

Present: Chairperson Judith Barth, Larry Arrington, Ray Bosmans, Henry Brooks, Maurice W. Dorsey, A.J. Dye, JoAnn Gruber-Hagen, J. Preston Jones, Daniel M. Lyons, Bill Peterson, Peggy Powell, James L. Smith, Barry Stryker, Larry Tidemann, Linda Webb, Jerry Whiteside, Mary Jane Willis

Absent: Harold Benson, Sally Horton, Judith Jones, Keith Niemann, Milan Rewerts

- A. The meeting was called to order by Chairperson Barth. Barth began the meeting by reviewing the meeting agenda and clarifying some special details about the joint meeting with PLC and SPC. This joint meeting will focus on futuring. Barth also asked the members present to introduce themselves. Barth welcomed Jerry Whiteside and Preston Jones who had been unable to attend the previous meeting. She also welcomed Larry Tidemann as a new member of PODC.
- B. The agenda was reviewed by the committee. There were no amendments.
- C. It was moved by Dye, and seconded by Willis, to approve the minutes of the last meeting which was held in San Antonio, Texas, January 21-23, 1998. Motion carried.

COMMITTEE REPORTS

D. ECOP - Judy Barth

Barth discussed her presentation at the ECOP meeting held Feb. 16-17, 1998 in Corpus Christi, TX. Barth reported that PODC had completed the document entitled "Recommendations for Directors and Administrators" which lists eight recommendations for Extension to increase their outreach as part of an Engaged University. ECOP adopted the document and approved its distribution. Dye will draft a cover letter that ECOP Chair will consider to use to accompany the mailing of the document.

Barth stated that PODC made two recommendations (which ECOP endorsed) to the Center for Diversity. These recommendations were:

1. The National Center for Diversity should focus on getting technical assistance in program marketing. PODC and The Center's Advisory Committee will assist in identifying potential help;

and

2. The Center should develop a comprehensive impact evaluation of The Center's programmatic efforts before the end of the current funding period.

Barth stated that she presented to ECOP the PODC draft report on alternative revenue. Specific recommendations were made by ECOP to strengthen the document. Barth stated that these recommendations would be discussed and incorporated into the document during this meeting.

Additionally, Barth reported to ECOP the PODC would like to develop an outline for a Training Manual that could be used by Extension Administrative Staff to orient new Directors, stakeholders, decision-makers and others at the University to Cooperative Extension. Barth stated that ECOP supports the concept. ECOP suggested that PODC and Pat Boyle (retired) work with the Chairperson of PLC on this venture.

Barth will draft a letter to the National Center for Diversity giving PODC's position on the issues stated above.

E. Subcommittee on Extension Diversity (SED) - Maurice Dorsey and A.J. Dye.

Dorsey thanked Barth and Gruber-Hagen for helping with finalizing the membership. Maurice distributed the following documents to the committee:

1. Top Ten Reasons for Cooperative Extension Have Highly Visible Programs in Urban Areas.
2. History of ECOP & PODC USDA activities/events relating to diversity and,
3. Report summarizing several activities relating to diversity.

The next meeting of SED will be held July 22-24, 1998, Asheville, N.C. Gruber-Hagen recommended that each region bring the names of two individuals, approved by the appropriate Director/Administrator, who might be asked to serve on SED to the next PODC meeting. There is also a need to have 1890 representation on SED. Dye is leading an effort to revise/update "The Pathway to Diversity" document.

F. Urban Task Force - Maurice Dorsey

Dorsey circulated a written report on the National Urban Task Force. The last meeting of the Task Force was held March 25-27, 1998, in Atlanta, GA. The next meeting is scheduled for Nov. 4-6, 1998, in New York City. The Report included the Task Force membership and term of assignment '97-'98. Gruber-Hagen made a motion, which was seconded by Willis, that we discuss with PLC the possibility of leaving a representative from PODC on the Task Force. Motion was carried. Barth will follow up with Nan Booth, Chair of PLC. Dorsey also stated that a marketing plan for Urban Programs is needed.

G. National Center for Diversity - Mary Jane Willis

Willis stated that the next meeting for National Center for Diversity Advisory Council is scheduled for June 4-5, 1998 at Kentucky State University in Frankfort, KY. Willis reiterated the concerns of PODC regarding the Center's survival but stated that she would have a more complete report after the Advisory Council meeting June, 1998.

H. Recruitment. Selection. Retention - JoAn Gruber-Hagen, Maurice Dorsey

Gruber-Hagen reported that this committee had done its job. A document has been written, spearheaded by Dr. Curtis Gear, about "Recruitment, Selection and Retention." The process of getting approval for distributing this document did not follow protocol in moving through the System and a letter needs to be written to explain the status of the document. This letter should emanate from SED. Gruber-Hagen thanked those involved in this effort. There was some discussion about 1994 Institutions' involvement. Additional discussions are needed.

I. Administrative Management Meeting - James L. Smith

Smith reported that the Administrative Management meeting was held in St. Louis, MO April 21-24, 1998. The meeting was well attended. Popular topics related to the following:

1. Fair Labor Standards Act
2. Recruitment and Selection
3. Flexible Working Hours
4. GPRA

Smith also stated that several in attendance did not know about a recent USDA Office of Inspection or General Audit Report of one of the State Cooperative Extension Services. Based on the findings of that audit all Directors and Administrators will be notified about due process obligation which must be afforded to Schedule A appointees. Smith further stated that the Chair of ECOP, Walter Walla, will work with the Legislative Chair to draft legislative language to attempt to correct this situation. The next Administrative Management meeting will be held in Salt Lake City, Utah.

Chairperson Barth asked for a volunteer to serve on the planning meeting. Dan Lyon indicated he would like to think about serving and will let Barth know his decision. Someone will be named at the next PODC meeting in September, 1998.

J. NELD - Sally Horton

In the absence of Horton, Barth gave an update on NELD. Barth stated that the last meeting of NELD interns was held in Washington, D.C. in May of 1998. Barth mentioned that there were some concerns that NELD should be training leaders (interns) for tomorrow—futuristic. The same concerns are being expressed by the Advisory Committee. The next NELD Seminar will be September 12, 1998 in New Orleans, LA. The International Seminar is scheduled for the last week of April in 1999!

K. Administrative Advisors - Milan Rewerts, Harold Benson

Rewerts and Benson were absent. No report.

L. JCEP - Milan Rewerts

In the absence of Rewerts, Webb gave a brief report. She mentioned about JCEP efforts/goals in building partnerships and balancing work and family. No specific decisions were made or specific issues raised.

M. Non-Agenda Item

Gruber-Hagen -dy by giving Barth a cheese head because the Denver Broncos beat the Green Bay Packers in the Super Bowl played in January, 1998. Gruber-Hagen also gave the committee a brief update on the September 21-28, 1998 meeting to be held in Madison, Wisconsin. Several items were discussed such as airlines, meeting place, hotel room rate, etc.

Initial Work Group Reports

N. Organization Culture - Linda Webb

Webb questioned what will this work group do. It was decided to pursue a combined group process to get a feel for this topic. Barth asked, and Dye suggested, that we work with PLC to address/study this issue. The committee will continue to work on this topic at this meeting.

O. Training - JoAnn Gruber-Hagen

Gruber-Hagen reported that this group would proceed to work on a document to parallel the Alternative Revenue document. The white paper would focus on helping those individuals who write Grants & Contracts. The group will also work out a time line and game plan to develop the manual for new directors/administrators to help them orient stakeholders and others about CBS.

P. Agricultural/Social Concerns - Maurice Dorsey

Bosmans reported that this group would focus on identifying specific ideas and establishing a time frame, and a cost/budget to implement ideas. He was also concerned about the outcome of such an endeavor. It appeared that the committee had different interpretations of what this topic meant. Additional clarification is needed. The committee will be working on this at this meeting.

Q. Alternative Revenue Streams - Judy Barth

Barth stated that this group would review the recommendations of ECOP and spend time modifying/revising the document to respond to recommendations.

R. Barth asked for suggested locations to hold the January meeting. New Orleans and San Diego were suggested.

Tuesday, May 19, 1998

S. **Work Group Meeting. Joint Lunch with PLC**

T. **Concluding Work Group Reports.** See Attached Reports

**Joint Meeting with PLC & SPC
Wednesday, May 20, 1998**

To prepare members of PODC for the joint meeting with PLC & SPC on Futuring, Barth provided committee members with four articles related to the futuring concept. During the joint meeting there were two speakers: Dr. Bill Falk, Professor, University of Maryland and Dr. Pat O'Brien, Deputy Administrator, Special Programs-CSREES.

Meeting adjourned at 12:00.

James L. Smith
Secretary

PODC Training Workgroup -- Notes
May 19, 1998
Virginia Beach, VA

MANAGER/SUPERVISOR SKILLS PAPER

FOCUS: Primer for 1st Time Grants Administrators

FORMAT:

Introduction/Purpose

Major Skill Areas

1. Program/Project Management

Self-assessment exercise to identify learning needs in this area Discuss specific skills fundamental to effectiveness in this area

... define, describe, apply each skill

... tips from the pros for each skill

... theory and research that guide practice for each skill

... learning resources for each skill

2. Budget/Financial Management

Self-assessment exercise to identify learning needs in this area Discuss specific skills fundamental to effectiveness in this area

... define, describe, apply each skill

... tips from the pros for each skill

... theory and research that guide practice for each skill

... learning resources for each skill

3. Personnel Management

Self-assessment exercise to identify learning needs in this area Discuss specific skills fundamental to effectiveness in this area

... define, describe, apply each skill

... tips from the "pro's" for each skill

... theory and research that guide practice for each skill

... learning resources for each skill

ASSIGNMENTS

Write first draft of each section -- focus on skills fundamental to effectiveness

Introduction/purpose

JoAnn Gruber-Hagen

Program/project management

James Smith

Budget/financial management

JoAnn Gruber-Hagen

Personnel management

Jerry Whiteside and Keith Niemann

TIMELINE

August 15

Draft of each section circulated to other workgroup members

September 1

Workgroup members send comments to drafter of each section

September 21

Bring 2nd draft of sections to PODC meeting in Madison

September 21-23

Prepare 3rd draft of paper and determine distribution/utilization plan

September 24

Share 3rd draft and distribution./utilization plan with PODC committee as a whole

September-January

Prepare final draft and final distribution/utilization plan

January, 1999

Final draft and distribution/utilization plan to PODC committee for adoption

February, 1999

Paper and distribution/utilization plan presented to ECOP for adoption and dissemination

NEW DIRECTORS' OR ADMINISTRATOR'S BRIEFING BOOK

FOCUS: "User friendly" source book for new Extension Directors and Administrators to help them identify key partners and stakeholders to establish relationships with during first 1-2 years and strategies for establishing these relationships

PLAN AND TIMELINE:

- May '98 Gruber-Hagen works with Rewerts and Benson to confirm 2 new and 2 veteran Directors or Administrators to contact to identify needs the briefing book should address. One name will be forwarded to each of the following: James Smith, Jerry Whiteside, Keith Niemann and JoAnn Gruber-Hagen.
- Gruber-Hagen will finalize proposed questions to guide conversations with these 4 Directors/Administrators.
- Gruber-Hagen will seek to schedule Pat Boyle to meet with workgroup during September PODC meeting in Madison.
- Summer '98 Conversations with the 4 Directors or Administrators conducted.
- August 15 Each person shares notes of conversations with Director/Administrator with 4 work group members and Pat Boyle.
Pat Boyle
5021 Bayfield Terrace
Madison, WI 53705
pgboyle@facstaff.wisc.edu
- Aug - Sept Gruber-Hagen works with Boyle to rough up a first draft of an outline for briefing book based on input from conversations with Directors/Administrators and from Boyle's work in "Building Political Support for Extension in the 21st Century".
- Sept 21-23 Prepare 2nd draft of outline for briefing book
- Sept 24 Share 2nd draft of outline with PODC committee as a whole
- Sept-Jan Prepare 3rd draft of outline
- Jan '99 Share 3rd draft of outline with PODC committee as a whole in advance of meeting --determine next steps

PODC: Organizational Culture Working Group
May 18-20, 1998
Virginia Beach, VA

Summary of Organization Culture Working Group Meeting

Objective: To facilitate a system focus and interactive approach to enable organizational change. Purpose is to enhance the system's ability to accommodate, facilitate, manage and evaluate change. This would be a proactive approach which involves the entire system (higher ed, research, field staff, volunteers, clientele). The process would be structured to invite individuals to use the platform to solve problems while having embedded the principle of dealing effectively with change.

Proposed Process:

Use a web based bi-weekly facilitated discussion where participants would interface with discussion leaders and other participants. Real life situations (or scenarios) would be used to generate discussion. Discussion leaders could be NELD participants or graduates who have studied change in the Extension System. Some people suggested were Larry Yee. CA; Duane Dale, Northeast.

Web site could be the SPC web page. Need to contact George Cooper about arrangements. Important to keep the stakeholders involved in this process.

We are looking for input, insight, output. It is very important that this process is relevant to the participants and the system. Not just another discussion with nothing happening.

Look at the issues and barriers to change in Extension. Address the assumptions of change (Managing Change in the 21st Century) and how they apply to Extension today and in the future. Gather resources, references for additional information on change and futuring in Extension.

Important that this process is an interactive discussion.

What's Next: Develop a plan to present to ECOP at July meeting.

**Urban Agriculture Sub Committee Report
from the May, 1998 PODC Meeting
Virginia Beach, Virginia**

Committee Members present:

Raymond Bosmans, Chair
Maurice Dorsey
Daniel Lyons
Henry Brooks

The charge of this committee is to look at agriculture extension programs and its place in the urban environment, identify issues that agricultural extension programming can address. The committee was asked to discuss the “top ten” reasons for Cooperative Extension to have highly visible programs in urban areas. This list was developed by Bill Christenson in Feb. '98. The list is as follows:

10. Agriculture issues are not rural or urban issues, but policy issues.
9. Historically, many special appropriations by Congress for Cooperative Extension have targeted urban areas (EFNEP, Urban 4-H, etc.)
8. Most taxpayers and most consumers live in urban areas.
7. Many value-added Agriculture Enterprises are located in urban areas.
6. Of the 22 million farm and farm related jobs, 16 million are located in urban (metropolitan) areas.
5. 25% of mean (gross) farm sales comes from urban (metropolitan) areas.
4. Most political leaders live and work in urban areas.
3. Most Agriculture commodity/agency heads live and work in urban areas.
2. We need to focus more on folks than fields.
1. Because urban residents have significant unmet needs for which we have relevant, research-based programs and education.

Our committee discussed the points in this list and identified the following issues:

1. **Urban nutrient management** - homeowners and commercial horticulture can create the same adverse environmental impacts with excessive plant nutrients as can traditional agric.
2. **Pesticides issues and implementation of Integrated Pest Management** - These are even more critical than in rural areas.
3. **Public Relations for Agriculture and Extension in general is weak in urban areas** - There is a tremendous loss of traditional support by both clientele and budget. We need increased and more aggressive professional P.R. efforts in urban and suburban areas. P.R. needs to be consistent, not always driven by a crises. Seek professional media help (costs involved) to develop media spots. Use clientele to tell our story, use feature success stories. Reeducation about Extension is very important. The scene is always changing with a frequent turn over in government.

Target: political leaders, university leaders, the general public. We need to improve Extension's connection with research. Extension could be a more valuable player in the basic and applied research arena. Extension is a critical connection between research and clientele.

Collaborators identified to work with Extension in Urban Areas:

Master Gardener volunteers
Grass roots organizations
Extension Advisory Councils
EFNEP personnel
Farm Bureau
Urban Forestry Boards
Soil Conservation Districts
Civic organizations
the Media
Universities

Personnel Training:

Not only will we need to educate and re-educate our clientele and those who fund Extension, we will also need to re-educate our own professionals to better understand the complex relationship between traditional Agriculture, "Urban" Agriculture and the issues involved. We have to be able to deliver a quality product when the demand is created.

Budget Costs:

Professional P.R. production on television will cost money. Money that we are not accustomed to spending. A marketing package is needed to solicit new dollars. Look to USDA, Grants and our own landgrant colleges for direction and resources to develop such a package.

This brief summary is the outcome of preliminary activity for this committee. With continued work and input from others involved we see that studying and putting action to these issues will have a positive outcome for Extension. We can see the creation of new coalitions, an equitable, stable or even an increased funding for Extension and an increased participation by clientele.