

Personnel and Organizational Development Committee
October 2-4, 2000
Williamsburg, Virginia

Present: Roger G. Adams, Larry R. Arrington, Brenda Sue Black, Raymond Bosmans, Clyde E. Chesney, Curtis Clark, Donna K. Donald, A.J. Dye, Margaret E. Johnson, Judith H. Jones, Lames L. Lindquist, Joe McGilberry, William McGowan, Keith Niemann, William L. Peterson, Robert F. Richard, Kimberly A. Rodrigues, James L. Smith, Starlene A. Taylor, Eunice Williamson

Absent: Jo Jones, Milan A. Rewerts, Keith L. Smith, Barry W. Stryker

Monday, October 2

The fall meeting of the Personnel and Organizational Development Committee (PODC) began at 8:20 a.m. on Monday, October 2, 2000 at the Woodland Suites in Colonial Williamsburg, Virginia. Judith Jones welcomed everyone to Virginia and distributed hospitality bags.

Keith Niemann called the meeting to order. He introduced Linda K. Benning, NASULGC as a special guest. Members introduced themselves and shared news from their states. Eunice Williamson moved to approve the minutes of the May 2000 meeting in Baltimore, Maryland. Robert Richard seconded the motion and the minutes were approved as written.

Reports

ECOP – Keith Niemann

Keith Niemann shared the report he gave at the summer ECOP meeting. It included an update on the work being done by the work **groups**. Additional action items were as follows:

- approval of Jim Lindquist as chair-elect
- topic of partnership erosion deferred to partnership task force
- approval and full support for the Preparing for Future Workforce Challenges summit proposal
- one response for input into the Guidelines for Professional Development in Extension booklet
- approval of Judith Jones to the administrative management conference planning committee
- addition of Subcommittee for Extension Diversity chair and NELD chair to the directory under PODC

Subcommittee on Extension Diversity – A. J. Dye

The Subcommittee on Extension Diversity (SED) met in late September in Salt Lake City, Utah. They are making plans to do a virtual center for diversity using some of the resources still at Kentucky. SED is developing a special needs proposal. They believe it is time for a national meeting on diversity as the last one was in 1992. SED wants a broad planning committee with an end goal of a conference in the spring or fall of 2002. Their intent is to reach out to more people and groups. Discussion centered on what PODC's role might be with the conference.

SED is meeting in March 2001 in Montgomery, Alabama. The change agent state diversity project is underway. A \$119,000 grant from USDA funded the project manager. The involved states have catalyst teams on their campuses.

A. J. Dye brought forth the following names for new members to serve January 1, 2001 – 2004.

North East	Starlene Taylor, Delaware State
North Central	Carmen De Rusha, Purdue State
West	Paul Gueteriz, Washington State
1890	Gae Broadwater, Kent State

Judith Jones moved to approve the new appointments. Clyde Chesney ~~seconding~~ ~~seconded~~ the motion and motion passed. A.J. Dye also extended an invitation for PODC to join SED for an October 2001 joint meeting.

Administrative Management Conference – Judith Jones

Judith Jones noted there will be a planning meeting in November. The next scheduled conference is the week of April 22, 2001 in Norfolk, Virginia.

National Extension Leadership Development (NELD) – Judith Jones

Sally Horton is chair of the NELD Advisory Council, which is a subgroup of PODC. This is the last year for Colorado State to host NELD. An ~~rfp~~ ~~RFP~~ (reviewed by ECOP in October) will soon be available for states interested in hosting ~~the next class of~~ NELD ~~interns~~. James Wade is giving leadership to this. National NELD will continue. Items of discussion include surveys of what NELD graduates are doing and interaction with the ESCOP leadership program.

Joint Council of Extension Professionals (JCEP) – Donna Donald

Donna Donald shared these items from JCEP:

- Plans are underway for Galaxy II which will be September 22-26, 2003 in Salt Lake City, Utah, JCEP appointed Margaret Viebrock, Washington as chair and Barbara Tricinella, Oklahoma as vice-chair. The planning committee will have two representatives from each association and a liaison from JCEP.
- JCEP accepted a new member organization in June – Association of Natural Resource Extension Professionals. They have approximately 400 members and will be part of the Public Issues/Leadership Development planning committee.
- A rfp for a research proposal for the “Benefits of Extension Staff Leadership of Professional Improvement Associations” will be in the associations fall publications.
- Jamie Jenkins, Tennessee was approved by ECOP to serve an additional year as the JCEP representative to the budget committee. This term will now be a three-year term.
- Laurel Kubin from Colorado is the new chair.

National Association of State Universities and Land Grant Colleges – Linda K. Benning

ECOP asked Linda Benning and Myron Johnsrud to spend more time with PODC ~~and their other~~ ~~committees~~. Their role is to provide staff support to ECOP and their four standing committees. They also monitor pertinent legislation. NASULGC has two initiatives – food and society and millineun partnership. There are four public resources ad hoc task forces – resilient children, youth and families; employability; health and well being; and agriculture and environment interface.

Linda Benning mentioned the issue of partnership erosion was referred to the joint ECOP and ESCOP task force. There will be a meeting the week of February 12 in Baltimore for directors, administrators, national program leaders and CSREES senior level personnel. PODC requested to have a representative. PODC decided to send a letter to ECOP with its concerns about the federal partnership. Judith Jones, Jim Lindquist and Keith Niemann will draft a letter to present on Friday.

Other items reported include: updated web site; ECOP letter to Under Secretary Miley Gonzalez about schedule A appointments; and the November joint meeting of NASULGC and CARET (last meeting together).

PODC Electronic Database – James Smith

James Smith indicated he received assistance from past chairs with relevant information. Suggested categories include: agendas, minutes, reports, publications, rosters, correspondence. Curtis Clark will help in getting appropriate on the web site. Keith Niemann as past chair will assume responsibility for this project. Kim Rodrigues asked that we be able to do searches and learn from the Journal of Extension.

ECOP Liaison – Milan Rewerts

Milan Rewerts joined the group via teleconference. ~~He is completing his term as ECOP liaison but Keith Smith will continue.~~ Both Milan and Keith Smith are completing their terms on ECOP and as liaisons to PODC.

- Colien Hefferan has been appointed CSREES administrator.
- ECOP sent a letter and proposal to Under Secretary Miley Gonzalez in response to the schedule A issue.
- ECOP applauds the work of PODC on benchmarking and reiterates the importance of this to the system.
- NELD will move forward with ~~an RFP~~ RFP for states wishing to host NELD ~~interns~~.
- ECOP wishes PODC to consider information technology as a work area.

ECOP Discussion Item

Information Technology and the Future Structure of Extension

Keith Niemann distributed a one-page paper outlining the issue. Discussion ensued surrounding ECOP's charge to PODC. Related topics are: workforce development, teacher training, community engagement and access. There is a web based education commission at <webcommission.org> that might be relevant. PODC's response was favorable to moving ahead with an Information Technology work group.

Work Group Reports

Training – James Smith

The draft for Guidelines for Professional Development in Extension went to ECOP. They gave their approval to proceed. The topic of ethics is a new item for possible inclusion. The New Director/Administrator Briefing Book must be kept updated. The work group decided to ~~pass on~~ include the issue of ~~grantsmanship in the Briefing Book although competitive grants and funding may need to be addressed in the future.~~ They are working on a paper relating leadership opportunities.

Value of Agriculture – Rural/Urban Interface – Ray Bosmans

Ray Bosmans distributed the completed paper from the work group. It is intended as a tool for administrators and agents to use. It will be distributed through a variety of avenues.

Organizational Culture – Bill Peterson

The self-assessment tool for measuring success (benchmarks) is on hold until after the presentation by Howard Ladewig. The work group supports the proposed National Summit for Future Workforce

Challenges. They are looking forward to having the entire PODC participate in the cultural competency training in the afternoon.

Cultural Competency Workshop – Kathy Castania

After a lunch break, PODC reconvened at 1:35 p.m. Kathy Castania, Cornell facilitated the cultural competency workshop. Kathy is a member of SED and works closely with migrant workers.

She started the conversation with a discussion of members' common knowledge of diversity. She shared the idea of power differences being a major stumbling block. Kathy advocated talking about divisions being necessary to undo them. She presented the framework to illustrate present society. The dominator model works in "power over" dynamics while the partnership model is based on "power with." Ultimately the important question is "who owns the change in the system?" Kathy ended by presenting three conditions for change.

1. Dissatisfaction with the status quo
2. Vision of where we need to go
3. Process by which we get there

Kathy referred members to two documents for reading – *Why is Diversity Important for the Cooperative Extension System and Pathways to Diversity*. PODC agreed a representative from SED should be submitted for the summit planning committee. PODC recessed at 5:10.

Tuesday, October 3

The committee reconvened at 8:10 a.m.

Keith Niemann facilitated a discussion of the information technology issue. Ideas brought forth include:

- Balance of high tech and high touch
- Efficiency of access
- Exploration of positive recommendations
- Federal interagency personnel act (IPA) person or state loan some staff to give leadership, framework sent back to ECOP
- Possible way to bolster extension's visibility

After a brief synopsis of the work groups charges, members self selected which they wished to join. At this time the work groups are as follows:

Training – Keith Niemann, James Smith, Curtis Clark, Larry Arrington, Starlene Taylor, Ray Bosmans, Margaret Johnson, Roger Adams, Jim Lindquist

Organizational Culture – Bill Peterson, Kim Rodrigues, Bill McGowan, Donna Donald, A.J. Dye

Information Technology – Joe McGilberry, Judith Jones, Robert Richard, Sue Black, Curtis Clark, Clyde Chesney, Eunice Williamson

Donna Donald asked for input regarding the summit. Kim Rodrigues, Bill Peterson and Eunice Williamson volunteered to have their names submitted for the planning committee. Ingrid Holmes, Ann Schauber and Kathy Castania were suggested as possible members from SED. It was suggested to have diversity melded into it to increase self-awareness and management skills. Possible formats for the summit might be a combination of face-to-face, downlink and virtual center.

The joint meeting in May 2001 was discussed. Possible topics are:

1. Building a virtual side of the organization

2. Information technology – a tool to enhance and implication for the entire system
3. Cultural competencies
4. Partnerships – follow-up to February conference

These will be presented to the Strategic Planning Council (SPC) and Program Leadership Committee (PLC) for discussion and a joint selection.

Donna Donald presented potential sites for the joint session. Those meeting no objections were Cincinnati, Nashville or Florida.

From 10:30-12:00 PODC entered into a discussion relevant to benchmarks with Howard Ladewig.

Linking Benchmarks to the Evaluation and Accountability System for Extension (EASE)

Howard Ladewig, Texas A&M joined the group to share his work with the EASE project. EASE is a mixing of performance plans and budgeting. A national study was done to determine what databases were being used for reporting.

Howard's presentation centered on:

- What stakeholders are asking from us
- Summary of legislative requirements for performance based budgeting
- Hallmarks and components of an evaluation and accountability system
- Development of EASE model
- Conceptual map
- Benchmarks
- Challenges and opportunities

PODC recessed at 2:20 for team building activities.

Wednesday, October 4

At 8:00 a.m. members broke into their respective work groups for planning. Then they reconvened together at 9:40 a.m. Keith Niemann thanked Judith Jones for making the local arrangements. He also conveyed appreciation to members completing their terms on PODC – Larry Arrington, **Barry Stryker**, Starlene Taylor, Bill Peterson, Ray Bosmans, James Smith, **Keith Smith** and Milan Rewerts.

Eunice Williamson and Kim Rodrigues will host the winter meeting in California. The meeting will be January 17–19 at the Mission Inn in Riverside. New member orientation will be the evening of January 16. The meeting is scheduled to begin on Wednesday, January 17 at 8:30 and finish at noon on Friday, January 19. Registration details will be forthcoming in early November.

It was announced that the North Central National Urban Extension Conference will be the first week in May 2001. Due to several others meetings scheduled for that week, the joint meeting for PODC, SPC, PLC and ESCOP will be planned for the second week in May.

No dates are set for the October meeting of PODC. Donna Donald will gather dates of other fall meetings and then move forth to secure a date and location. Potential locations are New York, Florida, Iowa, Tennessee and Louisiana.

Judith Jones entertained input for the letter on partnerships to be sent to ECOP. After additions and corrections, Eunice Williamson moved to approve and send the letter directly to ECOP. Jim Lindquist seconded the motion and it passed unanimously. Keith Niemann will handle this task.

Work Group Reports

Keith Niemann asked that work groups have reports and action items to him by October 9.

Training – Keith Niemann

- Leadership Development Opportunities – added some items to the list, this will soon be available on the CSREES web site
- Guidelines for Professional Development in Extension – fine-tuned the document. Will be sent in hard copy to directors/administrators in all institutions within two weeks. Will include ethics.
- New Director/Administrator Briefing Book – available only electronically.
- Electronic DataBase – will include minutes and publications. With the assistance of Curtis Clark will place on CSREES web site and link to NASULGC.
- Articles – plan to write article on all ECOP committees for publication in professional associations' publications and Journal of Extension.

Organizational Culture – Kim Rodrigues

- Benchmarks report will be distributed to PODC.
- Joint meeting notes from May will also be distributed to PODC.
- Howard Ladewig will be contacted to get list of EASE state contacts.
- Benchmarks reports will be sent to EASE state contacts.
- A.J. Dye will contact Greg Crosby to see if he is interested in assisting with the benchmarks project.
- Dave Campbell of UC-Davis and Larry Yee are possible speakers for the January meeting.

Information Technology

Overarching question of how to use information technology to improve efficiency of the system.

Where are we and where do we want to go?

Curtis Clark will develop input system.

Joe McGilberry raises the issue of virtual centers

Additional Items

Eunice Williamson moved to express appreciation to Keith Niemann for his leadership as chair. Judith Jones seconded the motion and it passed with resounding agreement.

Clyde Chesney suggested the name of Dr. Ray McKinnie, A&T as an important contact for the summit planning committee. He is part of the 1890s workforce group.

Judith Jones shared the virtual farm web site from Virginia. It is www.ext.vt.edu/resources/4h.

The fall meeting of PODC adjourned at 11:15.

Donna K. Donald
Chair-elect and Secretary