

ECOP Personnel and Organizational Development Committee
October 10-12, 2001
Sheraton Nashville Downtown - Nashville, Tennessee

Wednesday, October 10, 2001

The meeting was called to order at 8:30 a.m. by Chair Donna Donald. Clyde Chesney welcomed the group to Nashville and made a few announcements.

Donna asked each member to introduce themselves and give an update on what is going on in their states. Members attending were Robert Richard, Bill McGowen, Ken Bateman, Sue Black, Deborah Maddy, Judith Jones, Clyde Chesney, Donna Donald, Keith Niemann, Roger Adams, Joe McGilberry, Noland Williams, AJ Dye, Margaret Johnson, Carl O'Connor, Jim Lindquist.

Not attending: Eunice Williamson, Jo Jones, Kim Rodrigues, James Kells, Larry Arrington, Ted Alter.

Donna asked about the minutes of May 10-11, 2001. There were no suggestions for changes or corrections.

Reports

NASULGC - Myron Johnsrud

Myron reported that Ted Alter would be replaced as one of our ECOP advisors as his term was expiring and that a new representative would be appointed for 2002. Myron mentioned that the Century 21 effort was going well and that Carl O'Connor could update us on that. He commented on the budget process and issues that are being discussed by congress. Myron asked if anyone had ideas for a human resource person that could work with the Extension Directors at their February meeting on topics of future staffing issues and future workforce challenges over the next 10-15 years. Some of the topics include: A look at the employment market for the next 10 years; Exploring different staffing arrangements; and how do you deal with staffing for emergency situations. He announced he would be retiring in February and that a process was underway for his replacement. Myron was asked to check out a rumor about a bill dealing with elimination of the CSRS and early out incentives. He and others had not heard of this but he said he would check it out.

ECOP Report - Donna Donald and Carl O'Connor

Donna talked about her July report to ECOP and shared a copy of the report. She will meet with them again at their meeting next week. Carl O'Connor talked about the National 4-H Conversation. Larry Arrington was approved as the next PODC chair-elect and the rotation of members was adjusted to provide greater balance as we transition from year to year.

Subcommittee on Extension Diversity (SED) - AJ Dye

AJ Dye reported that the SED meeting had been canceled because of the September 11 tragedies. He reported on the current status of the change states project. Ann Shauber of Oregon State University was selected the state SED Co-Chair and Maurice Dorsey remains the federal co-chair.

The Change Agent States for Diversity (CASD) project continues to make good progress. Kathy Castania, Cornell Migrant Worker Program, accepted the role of project manager for CASD. She is 20% with Cornell and working 80% on the CASD project. CASD was successful in competing for \$300,000 from the Fund for Rural America to assist in consistent consulting from a single vendor across all eight states participating in the CASD project. The University of Arizona was the lead State in developing the proposal. The SED, with the leadership of Ann Shauber, submitted a special needs proposal to USDA for funding to develop a virtual Center for Diversity. The award for this effort was \$20,000 and Oregon State is the lead institution.

There were more than 35 nominations for the National Diversity Award. A group of SED members judged the nominations and a selection has been made and approved for presentation at the 11/2001 NASULGC meeting. PODC needs to push for a more visible setting for the Diversity presentation rather than the Extension business meeting.

Their next meeting will be at Crown Point, New Mexico in January.

Administrative Officers Meeting - Judith Jones

Judith reported that the 2002 meeting will be April 7-11 in Kansas City, Missouri at the Crown Center Hotel. Their planning meeting at the hotel was cancelled due to the September 11 attack and therefore they are planning a web meeting to take care of planning responsibilities.

Strategic Planning Council (SPC) - Jim Lindquist

SPC met in Omaha, Nebraska, October 3-5, 2001. The first part of the meeting was a joint session with ESCOP and the primary order of business was the development of a proposal to create an alliance agreement between ESCOP, ECOP and CSREES to further strengthen the partnership between these entities. The concept of forming alliances and developing alliance agreements would allow alliance members to work together on areas of commonality and at the same time support the other missions of the alliance members where there was not common interest. Different alliances could be developed based on need and common interest. There was also discussion around issues of budgeting and revenue sources with Nebraska CES faculty providing information about their experiences.

National Extension Leadership Development (NELD) program - Judith Jones

NELD is moving from Colorado State to Tennessee State University. There will be 23 members of the NELD Class. The opening session begins October 28 in Nashville and the NELD advisory committee

will also be attending. Brenda Hunter was introduced as the NELD program director for Tennessee State. She talked about the leadership development program that Tennessee State has organized. There will be four seminars with the second being held in conjunction with the Public Issues Leadership Development program in Washington DC April 28-May 2, 2002. There will be an international component that will be optional but highly recommended for participants.

Joint Council of Extension Professionals (JCEP) - Jim Lindquist

JCEP is working to plan the PILD conference in Washington DC April 28-May 1, 2002 and the Galaxy Conference for September 21-25, 2003 in Salt Lake City. A new website is operational for JCEP: JCEP.org, with Kirk Astroth of Montana State serving as webmaster. JCEP is initiating contact with several organizations and associations to develop and strengthen partnerships. An example is NACo, the National Association of Counties.

PODC Database - Keith Niemann

Keith has visited with Curtis Clark of CSREES to host the PODC archive database on their server. He will also visit with Linda Benning about NASULGC hosting the site so that it is with the ECOP website. Several PODC members mentioned that staff at their institutions could potentially serve as web masters.

21st Century Committee - Carl O'Connor

The 21st Century Committee is working on developing a piece that will focus on the future and prospective changes for the System. There is a sense of urgency that because of future funding issues, the need to return to our historical mission and the demand of contemporary and future programmatic needs, changes in current organization and practice will need to occur. The piece will be written for University Presidents as well as Cooperative Extension professionals relating Extension's role as part of the engaged institution. They will be recommending Extension be positioned outside the College of Agriculture and be University wide in its scope. They are looking at Extension's mission, vision and values and relating how these have not changed and need not change for Extension to function successfully as a University wide system. They talk about the success of the agricultural model and the possibilities for the future by expanding beyond that to develop community connections. They hope to roll out the piece at the February Extension Director's meeting. PODC members were asked to discuss strategies for implementation.

Issues/Questions discussion included:

State mandated programs for societal problems.

Chase dollars or stick to mission - parameters?

Think about urbanization of legislators.

Who's going to make it work?

Plan short term wins.

Identify States who have already made the change. What they did/learned? What are benefits?
Define sense of urgency (funding) - inside and outside the System.
Develop mixed coalition.
Linkage with CARET?
Board of Agriculture?
Clear vision - it is what started our organization.
Issues today - addressing the times.
Key legislators (federal and state) involved on front end.
Sneak Preview strategy.
Professional Associations - field staff must be brought along.
How many steps? Who's taking steps?
Communication - Presidents (our role) Extension.
Reaction from Extension groups (Farm Bureau, Commodity Groups, etc.)
Identify key people.
Identify resisters - who they listen to, internal and external.
Identify high profile champions.
What level of acceptance is needed?
Education of Presidents about Extension's role.
Who's driving the bus?
Part of mission is to get on Presidents' agenda.
Framework - commonalities.
What are the measures of success? Short term and long term.
Link adoption of this with dollars - legislative component.
How to sustain the effort? Who leads?
Where will the element of control be?
Single outreach vs. segmented outreach.
Reaction of Continuing Education Units at Universities

Strategies emerging from the discussion were:

Identify resisters.
Identify high profile champions.
Identify states who have already made the change.
Link with CARET
Identify key people from external groups (FB, Commodity, Board on Ag)
Identify key legislators (federal and state)

Necessary Steps:

Decide who is in charge.
Put together mixed coalition.
Decide what level of acceptance is needed.
Pursue support of JCEP Organizations

Communicate with University Presidents
Develop abstract - quick short list.
Decide who you sell first.

Opportunities for Presentation and Discussion of the 21st Century Report:

Lay Leaders Meeting - March
PILD - April
Regional JCEP Leadership Meetings - February
JCEP Board - January
National Extension Professional Association meetings - Summer and Fall
CSREES Administrative Officers Meeting - April
Directors and Deans meetings - Spring/Summer

Health and Human Services Initiative - Carl O'Connor

Carl also gave an update on the proposal to the Health and Human Services agency for funding of Extension initiatives from that agency. There is a possibility for some joint Extension activity between HHS and USDA that is currently under discussion.

National Summit for Future Workforce Challenges Proposal - Donna Donald

Donna shared the proposal that had been developed following the joint meeting of PLC, PODC, SPC, and ESCOP on future workforce challenges. The proposal is valid and should be pursued following the Director's meeting in February where they will be talking about workforce issues.

Report from Southern Region PLC and Directors Meetings - Judith Jones

The Southern Regions is developing methods for multi-state sharing of ideas and initiatives. She shared a paper: Multi-State Curriculum: A Systems Approach. The purpose of this proposal is to launch a multi-state professional development system for Extension. The proposal leverages the relationships and expertise among the Southern Region Extension organizations and the land-grant institutions they represent. Additionally, multi-state programs and curriculums will be developed using this systems approach. The effort is in response to the old practice of each state muddling through and doing their own thing.

Thursday, October 11

Work Group Reports

Professional Development Work Group - Deborah Maddy

The group is getting a handle on what different states are doing with professional competencies. They

have surveyed states and gathered information about what they have done around the work of professional competencies for Extension professionals.

Organizational Culture Work Group - Bill McGowan

Bill discussed the work of Scott Peters, of Cornell University, and shared an article: Rousing The People On The Land - The Roots of an Educational Organizing Tradition in Extension Work. The work group has been discussing Scott Peter's work in the context of examining Extension's purpose. The work group talked about revisiting the scenarios that had been developed by PODC and discussing the organizational structures that best fit the scenario deemed by consensus to be most likely.

Information Technology Work Group - Robert Richard

The work group talked about developing a five year plan for information technology. The group needs to decide where they need to focus to do the most good for the system. They would like to discuss this with the entire PODC for direction.

January PODC Meeting

Margaret Johnson offered to host the committee in Charleston, South Carolina at the Charleston Place Hotel for the January meeting. Hotel rooms would be \$99. These rates will also be available for the Sunday and Monday prior to the meeting. The dates are January 15-18. Information web sites are:

www.discoversouthcarolina.com

www.charlestonplacehotel.com

May Meeting

The May meeting is tentatively scheduled for April 30-May 2 in Atlanta, Georgia. This will be a joint meeting with PLC, SPC and ESCOP.

October Meeting

The October meeting will be held in the Portland, Oregon area. The fall meeting will be used to conduct a committee review and futuring/planning exercise for the coming year.

Informational Technology Work Group Input from PODC

Who is the Educator of the future: Master Communicator, Autonomous Learner, Systemist (looking at the big picture) - Thomas Patterson

Is this also our client of the future?

Helping people help themselves.
Interface with technology?
Client is in center of an array of choices. We are no longer the only game in town.
What % of clients are shopping internet?
Audiences are different due to readiness, access, etc. No one model fits all.
What is “Extension Center” of the future?
Information vs. Education
Educate on how to use information that is available through technology.
Access - e-Extension leaves out many.
There is an implication by some that Extension will not survive without e-Extension.
Why would e-Extension be separate when we already have brand identify.
We don’t send consistent message to our public.
Reject notion that we need new separate e-Extension.
Need a whole bag of options of delivery, not one.
e-Extension is information delivery, Extension should be about education.
Speed of change & not keeping up.
Complex people problems.
Greater need for community based resources.
Non-Land Grants and other agencies getting into the “education” business.
What is Extension’s uniqueness?
Is Extension still needed? Answer the why.
What is the purpose of Extension?
Information Technology is the connective tissue for the whole system.
Who do we go to for national leadership to get the conversation going.
JOE Article
Model methods.
Southern Region models
Change is what this is all about.
Need group that will move us from Point A to Point B and soon.
Is PODC correct group?
See Bullet # 2 in PODC mission.
JOE articles spread the word.

PODC Organizational Development Mission

Joe McGilberry requested that in future meetings we devote sufficient time for the whole group to discuss the projects (key issues facing the system) that each of the work groups are working on. This will add value to our work and help us fulfill our personnel and organizational development mission. Brainstorming enriches because there are no right or wrong answers. PODC should be a catalyst for change. PODC website is key to get the word out.

Tour of Tennessee State

Clyde Chesney hosted the group on a tour of the Tennessee State University campus and Nashville.

Friday, October 12

Work Group Reports

Professional Development - Deborah Maddy

Professional Competencies for the Cooperative Extension System

Purpose of effort: Develop a strategy to help states assure that Extension employees have and continue to have the necessary core and discipline competencies to anticipate and deliver quality educational programs of relevance and importance to our publics.

Product: a Web based resource completed and released Fall 2002, complementing Guidelines for Professional Development

- Content:
1. Case Statement
 2. Literature review (brief)
 3. List of Competencies that emerge from a national review of what is currently being used within the system
 4. Strategies for success
 5. Resources (links to identified "best practices")

After review of competencies materials submitted by 16-20 states, the following are recommended for further development:

Diversity/Pluralism/Multiculturalism
Educational Programming
Informational and Educational Technology
Interpersonal Relations
Knowledge of Organization
Leadership
Organizational Management
Professionalism
Subject Matter

By November 11, a draft of the case statement, the strategies for success, and definitions of the competencies will be circulated for review and editing by the work group. At the January meeting of PODC, final refinement of the content will be completed and strategies will be identified for introducing the professional competencies work to the system.

Organizational Culture - Robert Richard and Bill McGowen

The Information Technology and Organizational Culture work groups agreed to merge and to work on a project that focuses on strengthening Extension partnerships and enhancing organizational connectedness.

Bill McGowan proposed a new PODC initiative involving all participants at the 2003 Galaxy Conference in a "public conversation" focused on the purpose and structure of Cooperative Extension? This is consistent with our mission to make members of the "System" think about what we do, how we do it and what type of organization best meets that need. The Scenario of the Future survey of selected folks in extension and the article that appeared in JOE and might serve to start the "framing" of the piece to be used for the conversation. The Kellogg Commission's Engaged University, McDowell's book on Land-Grant relevance in the 21st century, the writings of Scott Peters focused on what, when founded, Extension started to do and moved away from, and a piece in draft form by a small group on Extension in the 21st century all speak to the significance of knowing who we are and what we do.

Future meetings

We talked about meeting in Oregon in October and Mississippi in January 2003. Donna will determine the dates for the fall 2002 ECOP meeting and members will let Jim Lindquist know of their major conflicts in September and October before the fall meeting dates are set.

