

## PERSONNEL AND ORGANIZATIONAL DEVELOPMENT COMMITTEE

October 2-4, 1996

Mystic, CT

Present: Judy Barth, Harold Benson, Linda Bostwick, Henry Brooks, David Danner, Maurice Dorsey, A.J. Dye, JoAnn Gruber-Hagen, Nancy Hicks, Sally Horton, Judith Jones, Chuck Leifeld, Trish Sacks Manfredi, Ray McKinnie, Pauline Nickel, Peggy Powell, David Rogers, Paul Warner, Jerry Whiteside

Absent: Jim Christenson, Chinella Henderson

**WEDNESDAY, OCTOBER 2**

### INTRODUCTIONS

Maurice Dorsey, District of Columbia: now serving as Chair of the National Urban Task Force and co-chair of Subcommittee on Extension Diversity

Chuck Leifeld, MN (JCEP/NAE4HA representative): recommends Lois Diamond of National Training Laboratory - "Transforming Conflict"

David Rogers, UT: Utah is considering Cooperative Extension becoming state budget line item; reviewing role of Program Leaders in Utah

Ray McKinnie, NC A&T

JoAnn Gruber-Hagen, WI: Carl O'Connor, new Director of WI Cooperative Extension, is very committed to participatory leadership/management; state Legislative Audit Bureau is currently conducting a program audit of UW Extension, including Cooperative Extension

David Danner, VA (NCAA representative): New Director in Virginia; moving into more area programming

Jerry Whiteside, GA: GA is in middle of strategic planning process which could result in significant organizational changes such as county clusters and reorganizing the college

Peggy Powell, KY (NAEFCS representative): NAEFCS meeting was success

Paul Warner, KY: KY is completing a visioning process; working on performance-based planning/accountability; identifying strategic goals; some growth in local resources

Judy Barth, CO: state budget is ceasing to be line item; increased "micro management" from university is possible; current legislative audit

Sally Horton, WA: WA is looking at administrative cut backs; working to get better balance between salary and operational budget; actual budget has increased but mainly in ear-marked funds for targeted programs; county offices looked at as "learning centers" for credit and non-credit courses

A.J. Dye, USDA/CSREES: states doing good job of keeping Congress informed resulting in no major budget cuts at this point in time

Linda Bostwick, IA: Stan Johnson, from research side of Iowa State, has been named Vice Provost (Extension Director) as of September 15 -- he brings much international work and much stature within the University

Henry Brooks, MD Eastern Shore: new University President as of January 1, 1997 indicates interest in how extension cuts across all university departments

Harold Benson, KY State: facing challenges of single source budget that is level or decreasing at Kentucky State; challenge in managing human resources during transition to new technological resources that staff don't seem enthusiastic about

Nancy Hicks, NY: state budget is okay but college budgets dwindling; reviewing connection of Cornell with university system; been more successful directly with legislature than through university; county budgets had decreased but now on upswing; 3 of 4 Assistant Director positions are open or about to be open

Trish Sacks Manfredi, MA: restructuring at college level; extension programs will be aligned with departments; Extension Director will report to Vice Provost for Outreach (not filled yet) on 1/1/97; in 2nd of 3rd year of university early retirement programs - have realized that when a retirement is announced 3 years early, the position is "written off"; Extension gets 35% of salary savings back from retirements; not getting "old" positions back but getting "new" positions

## **WELCOME TO CONNECTICUT**

Nancy Bull, Associate Director of Connecticut Cooperative Extension welcomed the group to Connecticut.

## **LIAISON REPORTS**

### **ECOP Report -- Paul Warner (see handout A)**

Discussion:

- Committees had significant time on the ECOP agenda
- April 1-4, 1997 will be the next National Administrative Officers Meeting in San Antonio, TX
  - ECOP has requested that a person from PODC be named to the Administrative Officers planning committee
  - this person may not be truly viewed as a PODC representative - need to continue to build this perspective and expectation
  - planning committee is viewed as representing regions
- Center for Diversity
  - the Center is asked to report to ECOP through PODC
  - the Cooperative Extension system has committed to 3 years of monetary support for the Center beginning January, 1997 (\$100,000 per year for 3 years)
- ECOP is working with Dr. Robinson, Administrator for USDA/CSREES, to understand ECOP committee structure and ECOP's desire for CSREES representation to PODC (A.J. is only current representative, there used to be two)

### **Strategic Planning Council (SPC) Report -- JoAnn Gruber-Hagen (see handouts B&C)**

Discussion:

- Differences in roles between PODC and the Program Leadership Committee (PLC) were discussed

### **National Extension Leadership Program (NELD) -- Nancy Hicks (see handout D)**

Action:

- PODC will name a representative to NELD Advisory Committee
- PODC sees current responsibility relationships within NELD as appropriate

Discussion:

- Linda Williams-Willis (Prairie View A&M) is new chair of NELD Advisory Committee
- Colorado will be the host state for 1997-2001
- Classes will be 2 years with no overlap of classes (classes VI and VII at Colorado)
- Colorado proposes to foster closer tie with ESCOP leadership development experience
  - one seminar will be with ESCOP group
- State support for each intern will be \$12,000/intern which is up from \$10,000 (Kellogg funds have ended that supported instructional costs)
- States are assessed to support NELD but not all states pay assessment
  - should states that don't pay assessment be allowed to have interns?
  - should states that don't pay assessment pay more per intern?
- Who is NELD accountable to?
  - ECOP identifies Site Selection committee
  - NELD site team is accountable to ECOP
  - Advisory Committee selects interns
  - Advisory Committee works closely with site team
  - Colorado will clarify role of NIELD advisory committee

### **Administrative Report -- Harold Benson**

Action:

- PODC discuss will discuss with ECOP chair possible PODC roles with 1996 Tribal Colleges

Discussion:

- ECOP
  - accepted recommendation that Colorado be next NELD site
  - discussion on enhancing relationship between 1962 and 1994 Tribal Colleges
  - accepted SPC recommendations on national program initiatives
  - NELD interns will share accomplishment reports at Directors' meeting
  - "Engaged University" paper accepted
  - National Center for Diversity reports to ECOP through PODC
  - 1994 Tribal Colleges
    - lot of extension programs with Native American audiences may not be linked with 1994 tribal colleges power and authority

- money will go to 1862 institutions for 1994 institutions
- dollars awarded on basis of competitive proposals
- 1994 Tribal Colleges
  - Tribal Colleges do not represent all Native Americans - some colleges are closely aligned with one tribe at exclusion of others
  - important for Native Americans to take leadership in this area
  - seems that ECOP currently is in lead role
  - 1862's could have two roles - (1) conduit for funding or (2) collaboration with Tribal Colleges
  - Paul Warner will touch base with Leroy Luft, ECOP Chair, to determine future PODC roles

### **Joint Council of Extension Professionals -- Chuck Leifeld**

Discussion:

- Galaxy Conference for October 12-16, 1997 in Cincinnati is well under way
- Future Galaxy Conferences have not been determined
- Public Issues Leadership Development Conference
  - will be held in early spring, 1997
  - won't be at National 4-H Center - will be closer to Hill
  - good opportunity for PODC to interact with associations

## **WORK GROUP STATUS REPORTS**

Action:

- Alternative Revenue Streams will address personnel and organizational development issues coming out of Welfare Reform and Workforce Preparedness program initiative
- Human Resources workshop will discuss staffing components (hiring, professional development, etc.) coming out of Welfare Reform and Workforce Preparedness program initiative
- Discuss our perspectives about curriculum, methodology, marketing, evaluating, etc. for "non-traditional audiences" with PLC (audiences with lower basic skills, mandated audiences, etc.) coming out of Welfare Reform and Workforce Preparedness program initiative

Discussion:

- Four work groups gave brief updates on status and work that will be done at this meeting
  - Seamless Organization
  - Human Resources
  - Alternative Revenue Streams
  - Shared Leadership
- Extended discussion on PODC-related issues that may come out of Welfare Reform or the pending Workforce Preparedness program initiative (see action items above)

**ADJOURNED FOR THE DAY AT 4:58 P.M.**

**THURSDAY, OCTOBER 3**

## **OTHER UPDATES**

### **GPRA -- Trish Manfredi**

#### Action:

- Request that CSREES clarify status of strategic plan and current operative timetable (see end of minutes)

#### Discussion:

- Legislation says GPRA must be in place by FY99
  - CSREES pushing to have in place by FY98
  - Impact indicators are being drafted - original timeframe was out to states in December 1996
  - state feed back due February 1997
- It is understood that not everything a state does fits into GPRA goals and CSREES strategic plans
- Baseline data is very important
- Concern over how to account for all inputs (staff time, etc.)

### **Communications Visioning Activity -- Trish Manfredi**

#### Action:

- Stay in touch with PLC technology work group

#### Discussion:

- Proposing an assessment of what's happening, baseline data, what we have learned about using technology

### **Subcommittee on Extension Diversity -- Dye, Dorsey**

#### Action:

- PODC cautions SED to limit number of drafts of position paper that are distributed for comment - people will tune out and ignore the effort after too many iterations
- Appropriate for SED members to identify their committee role when authoring or producing other work in behalf of SED but would not be appropriate when the work is not in behalf of SED
- PODC request ECOP support for restoring Diversity Council as part of CSREES
- PODC and SED will clarify guidelines for their interaction with and support of each other

#### Discussion:

- Evolution of SED
  - grew out of Pathways document
  - only standing sub-committee within ECOP structure
  - SED is sub-committee of PODC and, as such, is accountable to ECOP through PODC
  - PODC chair appoints SED membership - with approval from state Director, often with recommendation from SED
  - SED has sought to have its membership represent the diversity of the system
- Results from SED Meeting at Rochester (September)
  - establish a focus on selection and recruitment
  - support incorporating diversity in CSREES strategic planning
  - support CSREES learning how other federal agencies deal with diversity issues

- increase frequency and depth of communication with PODC
- commission short position paper on diversity, pluralism and affirmative action to clarify differences in concepts and how they relate (DeVile, Geisler, Williams-Willis seek Center for Diversity involvement)
  - will invite comments on early draft from Directors, program leaders, PODC, diversity state contacts - starting with narrow circle initially, broadening input with succeeding drafts
- Center for Diversity requests PODC representative to Center for Diversity Advisory Committee
- SED asks PODC to seek ECOP support to re-establish Diversity Council within CSREES
  - was lost during reorganization
  - would become CSREES's counterpart to SED
  - has been key in working with federal partner in past
- Discussion on appropriateness of SED committee members identifying their role with the committee on all work they produce regardless of whether it was initiated as a SED project

**National Urban Task Force -- Maurice Dorsey** (information sharing - no formal relationship with PODC)

Discussion:

- Task force exists to support programs and professional development for Cooperative Extension staff serving urban audiences
  - membership is representational -- regional, 1890, ECOP/PLC, CSREES, urban areas of different sizes
- Successful conference at Denver this year
- Former National Urban Program Leader has been assigned title of Community Partnership National Program Leader which encompass urban community partnerships
- National Urban Agenda (handout at meeting)

**Status of Past Discussion of 1862/1890 Institutional Relationships -- Harold Benson**

Discussion:

- Funding issue referred to ECOP legislative committee
- Concerns regarding communication channels were communicated to ECOP

**Work/Life Study -- Nancy Hicks**

Discussion:

- Was released on electronic "hresources" network this summer
- Shared at Western Region Mid-Manager Conference
- It would be a good follow-up study to obtain direct employee data rather than data from HR staff
- Copy of report was distributed

**Recruitment/Selection/Retention Workgroup -- Hicks & Gruber-Hagen (handout E)**

Discussion:

- Curt Gear (Wisconsin) continues to chair this group
- Drafts of sections of the report are being pulled together and will be edited by Pat Calvert

- PODC can expect to see a copy of the report in the January 1997 meeting

### **National Center for Diversity -- Harold Benson**

Action:

- PODC will name a representative to the NCFD Advisory Committee

Discussion:

- CSREES has committed \$25,000 to NCFD
- Curt DeVille will represent CSREES on NCFD Advisory Committee
- Handouts on upcoming workshops distributed

## UPCOMING PODC MEETINGS

### Next PODC Meeting

Action:

- Meeting will be January 7-10, 1997 in Savannah, GA

Discussion:

- January 7, morning: new member orientation
- January 7, 1:00: meeting begins
- January 10, noon: meeting adjourns
- Hyatt Regency, Savannah, GA (\$89/night - single or double)
- December 23 reservation deadline
- Continental breakfasts January 8-10
- Scheduled lunches January 8-9
- Recommended reading -- Midnight in the Garden of Good and Evil which is set in Savannah and gives a lot of background on the city and its families of long-standing

### Joint PODC/PLC/SPC Meeting

Action:

- Prefer 1/2 day of concurrent sessions on topics of mutual concern
- PODC chair should negotiate
- If PLC and SPC aren't interested in interactional format we would opt to not participate

Discussion:

- Update on what each group is doing
- Do not want a day of being talked at
- Possible topics for half day of concurrent workshops
  - technology
  - workforce preparedness
  - other organizational development issues coming out of welfare reform
  - diversity
  - personnel and organizational development issues in national initiatives
  - impact on research agendas
  - diversified funding streams
- Would it be possible to meet concurrently with ECOP so there could be some interaction between the committees and ECOP - during breaks, meals, etc.

### Fall PODC Meeting

Action:

- September 16/17-19, 1997
- Seattle

Discussion:

- Sally Horton will investigate options
- Consider Williamsburg for a future meeting site

## **RETIRING CONMTTEE MEMBERS**

Appreciation was extended to all PODC members who will be completing their terms with the committee at the end of this meeting

- Linda Bostwick
- Jim Christenson
- Nancy Hicks
- Chuck Leifeld
- Ray McKinnie
- Paul Warner

## **WORKGROUPS MET INDEPENDENTLY FOR REST OF DAY**

**FRIDAY, OCTOBER 4**

## **WORKGROUP REPORTS**

### **Human Resources -- Jerry Whiteside**

Action:

- Maintain support for naming a PODC representative to National Administrative Officers Meeting planning committee
- Seek ECOP support for distribution of Work/Life Study to Directors

Discussion:

- National Administrative Officers Meeting
  - PODC representative to planning committee
  - workshops of interest to all categories of staff attending
  - possible workshops -- diversity, worker's comp, flextime, recruitment, Alabama model, key note speaker on changes
  - publish summaries of workshops on "hresources", distribute "hresources" flyer, hand out work/life study
- Work/Life Study
  - clarify data sources, any limitations of interpretation and application
  - send copy to Directors via ECOP
  - workshop on work/life issues at Galaxy Conference (not this report per se)
  - workshop on work/life issues at Administrative Officers Meeting
- Professional Development for HR Professionals
  - encourage 1890 staff to take part in network
  - update and reissue professional development opportunities for HR staff
  - reissue "tips for using list serves"
- Support use of videos for orientation

- query "hresources" for availability of videos on HR topics

- Hresources network
  - Jerry Whiteside will assume management of the list serve
  - will seek to get it to be automatic response back to all of list serve

### **Seamless Organization -- Dave Rogers**

Action:

- PODC will review 5-6 page statement at January meeting
- PODC members send examples of involvement in engaged universities to David Rogers

Discussion:

- How can Extension be a partner (rather than leader) in developing an engaged university?
- 5-6 page statement will address
  - challenges faced by the university (set context for need)
  - describing an engaged university
  - conditions. for achieving an engaged university
  - a few limited examples of involvement in engaged -universities
  - conclusions
- Panel discussion on this at Galaxy Conference?

### **Shared Leadership -- JoAnn Gruber-Hagen**

Action:

- Incorporate this topic into all, ongoing PODC work as an fundamental organizing principle
  - all PODC workgroups consciously address principles of "shared leadership" in their work and recommendations
- Discontinue Shared Leadership workgroup

Discussion:

- Group concludes that this isn't a topic that can be effectively handled as a stand-alone issue
- Shared leadership takes on substance in the context of carrying out other efforts, addressing other issues

### **Alternative Revenue Streams – Trish Manfredi**

Action:

- Telephone study with 3 states in each region to identify key concerns
- Position paper will be prepared to identify concerns and issues
- Seminar at 1997 Administrative Officer's Meeting

Discussion:

- Focus on effort
  - Identify current and emerging trends in revenue
  - Address organizational and personnel issues
  - Will not focus on federal agency funding relationships
- Conduct qualitative telephone study with 3 states in each region to identify key concerns
  - criteria for states to be determined
  - talk with different sectors within state (administrators, managers, agents, specialists, support staff, etc.)

- Position paper to identify concerns and issues
  - challenges, barriers, opportunities
  - recommendations to address concerns
  - position paper on “Fees for Services”
  - collect work done on these issues via “resources” network
  - find work done about 5 years ago by Don West and Leon Hunter
  - Peter Bloome has looked at systems outside of U.S. that are totally self-funded – they end up looking very different
  - control for danger of creating perception we can sustain ourselves without appropriations
- Seminar at spring 1997 Administrative Officers Meeting

**Federal Update on GPRA – A.J. Dye**

Discussion:

- 13 objectives
- Memphis group will review work of teams
- Information out by early December for pilot information desired back by mid-February (original timeframe)
  - all state will be asked to submit pilot information

**MEETING ADJOURNED AT 11:30 A.M.**

**Personnel and Organizational Development Committee**  
**October 2-4, 1996**  
Mystic, CT

**SUMMARY OF ACTIONS -- page 1**

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**Personnel and Organizational Development Committee**  
**October 2-4,**  
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**SUMMARY OF ACTIONS -- page 2**

Upcoming PODC Meetings

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