

**Personnel and Organizational Development
Committee Meeting
8:00 AM, Monday, October 4, 1999
Burlington, Vermont**

James Smith called the meeting to order at 8:00 a.m. on Monday, October 4, 1999. Barry Stryker welcomed the group.

Present: Larry Arrington, James Smith, A.J. Dye, Dan Lyons, Eunice Williamson, Mary Jane Willis, Donna Donald, Keith Niemann, William McGowan, Barry Stryker, Linda Webb, William Peterson, Clyde Chesney, Curtis Clark, Starlene Taylor, Judith Jones. Keith Smith and Milan Rewerts by conference phone call.

Absent: Sally Horton, Larry Tidemann, Jo Jones, Raymond Bosmans

Next Committee Secretary: We looked at the "Class of 2001" and screened down to Jo Jones, Judith Jones, and Donna Donald as candidates. Smith and Niemann will make a recommendation to PODC on Friday after visiting with Judith and Donna.

Resolution Committee. Dye, Williamson and Lyons were appointed.

Minutes of May meeting in Washington DC. Horton and McGowan were changed from absent to present. Chesney moved and Willis seconded to approve minutes as changed. Motion carried.

Reports

ECOP. J. Smith. Has met twice with ECOP. They are considering making the term on PODC four years instead of three. ECOP appreciates work and input from PODC and other ECOP committees. J. Smith will bring up other items Rewerts and K. Smith want us to discuss throughout this meeting.

SED. Dye and Cathy Martinez (CSU) by phone (report attached).

Change Agent States for Diversity (CASD). Handed out report (attached). Selected eight states for three-year commitment from 20 applications. All states will be involved. Held first meeting September 15-16 in Milwaukee. Each of the eight states will need to organize a "catalyst team" with .1 FTE per person on the team. National Center for Diversity will be a resource for this effort. This effort will be guided by a committee of each state's representatives (State Director plus one or two others-key contacts in diversity or human resources) plus five members of SED, plus funding finders (couple of grant writers). Next meeting will be this spring. All states will receive a newsletter about efforts of CASD. External funding will help, but even if not, CASD will continue as three-year trial period. Michigan State will be receiving SED's National Diversity Award at upcoming Land Grant meetings.

Membership. See attached chart. 1994's can't find funds to support membership on SED. It was suggested that SED make presentations at various national meetings of associations to recruit

membership from the ?non-choir? staff. SED is also working on a list of SED membership responsibilities so those recruited know what they are being asked to do.

NCD. The consultant had an interesting report. Federal partner will follow-up with ?Z Management? marketing study.

Urban Task Force. Willis for Dorsey. (Bulleted report attached.) Looking for representation from 1890's as a ?region.? Looking for a liaison from PLC to National UTF. Seeking someone to replace M. Dorsey in his former IPA position. UTF wants to make the Dorsey IPA (Interagency Personnel Agreement) permanent, but Dye says won't happen and IPA?s may even be in jeopardy. Successful urban programs are highlighted on CSREES web page. Urban Program publication from James Reeves was sent out in last four to six weeks to state directors/administrators. North Central Urban Conference was in April in Detroit in conjunction with NC Directors conference and was very successful. NASULGC commission on Urban Agenda will meet in November in San Francisco.

National Center for Diversity. Willis. The financial support assessment ends in December 1999. ?Z Management?s? marketing report was recently presented to NCD Adv. Committee in June. ?Z Management? will dig deeper (the second leg of their efforts) to see if there is a commitment to support or buy services from NCD from a sample of Extension Director and Administrators. Dr. Benson has agreed to continue to support NCD for Kentucky and maybe surrounding states. May take the shape of a national clearing house for resources.

Rewerts/Smith on Conference Phone. *Mentoring.* Asked PODC to take a look at and do an inventory of what?s going on in the system (re: mentoring for leadership) and suggest guidelines for system. Donald suggested National Associations as opportunities for leadership and mentoring. Also mentioned was the Future Leaders in Extension (FLEX) in Ohio. Center for Creative Leadership in Greensboro, NC was also highlighted.

Benchmarks for Cooperative Extension Excellence. Suggested we work with PLC on this. ?What makes an excellent Cooperative Extension system?? The need for this work is immediate!

PODC, SPC, PLC Joint meeting. ECOP Executive Committee agrees this has not been productive. Is there a reason to meet, a logical intersect? If there isn?t, don?t meet. Maybe SED or NUTF might be someone better to meet with.

Length of Terms. All other committees are four years. PODC should probably also be four instead of three. ECOP is supportive if PODC suggests. PODC spent some time discussing term length and will suggest to ECOP:

- Four year terms
- All current members add on one year
- Class of 99 (2000 now): if they don?t stay, their replacement would be one year only

- Would have one year every four with no new members named to PODC
- Officer rotation: Secretary second year, Chair third year, Past Chair fourth year.

Admin Mgt. Lyons Scheduled for May 1 to 5 in Buffalo, NY. Looking for ideas and topics, etc. for 2000 meeting. PODC suggested:

- ?Tools of the Trade ? Diversity in the Workforce?
- ? Benchmarks for Cooperative Extension Excellence?
- ?CASD Presentation?
- ?Nancy Hicks?

NELD. Horton ? New class of 21 staff in place. May need to replace Sally as representative to NELD Advisory Committee. Bylaws attached.

JCEP. Donald ? Report attached. Galaxy II is being planned. NACAA voted not to participate. PILD is planned for April 2000.

Training. Niemann. The training work group met last in DC. No new work completed on briefing book or grants-writing document. Plan to update staff development document and will work on it tomorrow. Several items will be dealt with by this relatively small work group. They could use additional members, particularly with the new topics which surfaced today.

Value of Agriculture: Rural and Urban Interface. Bosmans (in absence). Report attached. James Reeves ?Urban Publication? might be a good additional resource. McGowan suggested changing ?Ag Coop Ext? to ?Ext?Ag Programs.? They will quote the Smith Lever Act in their paper. PODC wishes to commend Ray?s leadership in putting this report together during this time of his injury. Several members raised a concern about the use of the word ?agriculture? in the report. PODC recommends to use carefully.

Organizational Culture. Peterson. They had a 50 percent return on the request for feedback on the three scenarios from leadership within the system. Now what? Possibilities are:

- Extend the results to the whole system
- Add scenarios
- Is there anything beyond scenarios
- Others

Respondents appreciated the opportunity to participate, expect to see results of the ?survey? and expect action.

Open Discussion

National Policy Guidelines for Staff Development. PODC?s role in revising was discussed by J Smith. Should there be national guidelines? Should each state have their own? Training work group will discuss. Could these (should these) be connected to core competencies?

Core Competencies. Organizational culture will discuss. What difference will it make if we identify them. Could be useful in developing position descriptions. Could be useful in developing training. Could be a national template. Could be useful in evaluation process as well. Use caution to not get too specific? stay general. Virginia Tech went too far. JOE had article recently. Could this be written into a scenario? Could be useful with students for recruitment and preparation for career.

Mentoring. Training will discuss.

Benchmarking. (Strategic indicators). Is there a need to share all state's internal performance indicators with everyone. ?What makes a Cooperative Extension System great?? ?What would make our system the best?? Org culture will discuss. Should the Engaged University piece be the foundation for this area, or at least a resource for this area?

Tuesday October 5

J. Smith asked the Org Culture workgroup to develop a brief statement on the benchmarking request from ECOP. Mentoring will be discussed by Training. Performance and merit pay by Training. Should we look for commonalities and uniqueness for sharing purposes? Could performance appraisals be shared on-line? Training group will discuss. Maybe we should do a white paper on history of performance appraisal.

Work groups then met all day.

Wednesday, October 6

The entire POD committee re-convened. Future meeting dates and locations were discussed.

- Arizona. Peterson in charge of arrangements. January 19 (8:00 a.m.) to January 21 (noon), 2000. Tucson. Wednesday through Friday. Rooms are being held until mid December.
- Virginia. Judith Jones in charge. Williamsburg, Fall 2000. October 2-4 or 4-6. Airport suggested: Richmond with 35 to 40 minute drive.
- May meeting may be joint meeting, yet undecided where and when. Urban Task Force, SED, PLC, and PODC or maybe SPC joins us.
- Winter and Fall of 2001 will be California (Eunice W) and Florida (Larry A). Dates and locations TBA.
- Smith announced that Donna Donald will be secretary in 2000, chair in 2001.

Group Reports

Value of Agriculture: Rural and Urban Interface. Worked on draft from Monday. Close to being finished. Only one or two more drafts should finish this work. The purpose is to help folks see the value of urban extension work in a balanced program and give some examples of successes. Not trying to abandon the ?old? in favor of the ?new!? Work group needs help looking for success stories.

Maurice Dorsey probably has list. The urban conference last time had a list. Other contacts were given the work group. James Smith asked for anything for ECOP report!

Organizational Culture.

Scenarios. Letters will be sent to all recent respondents (from FCS, 4-H, ESP, NACAA, NELD, 1890 Admin, 1994 Admin, PODC) thanking them for their input. Competencies that were pulled from scenarios will be communicated. Summaries of the three scenarios will be shared. Communication, Facilitation Skills, Resource Management, Use of Technology, and Accessing Information were common core competencies.

Spin-Offs. Close down scenario work but still have Org Culture (or some hybrid work group) to look through current literature and find ?gems? of what skills are emerging associated with Community Development while respecting subject matter expertise. This could serve as a catalyst for thought on this process of the changing role of the Extension professional. A JOE article and an article for the 4-H professional organization magazine will be created from the scenario work.

Benchmarks of Excellence for the Cooperative Extension System. PODC is ready to explore this topic further, however we need to better understand what the ECOP Executive Committee expectations are. More specifically:

- Are we looking at the Land Grant System or Cooperative Extension?
- If only Extension, PODC can explore the personnel (human resource) components and PLC the programmatic ones.
- Do we include research and academic programs?
- Can you provide additional guidance on which agreed upon measures you would like to see targeted?
- Would institutions be expected to do self-assessments or will there be external reviews?
- What would be the ultimate goal of this approach, as it relates to strategic planning and accountability?
- How can this activity be defined and articulated so that pockets of excellence can be recognized, or is the expectation that institutions achieve excellence across the board?
- Given feedback on the above statements, PODC will determine our appropriate role and potentially identify a Work Group which could begin work at the January 2000 meeting.

Training. Given the current situation of the profusion of Grant Writing and Management material availability on the Internet, and the fact that Management of Grants is very Institutionally specific, this Work Group does not see the value of proceeding any further with plans to place a Grant Management Primer on the CSREES Web Site and will not assign any additional resources to the completion of this project.

Core Competencies and Mentoring will be additional topics that will be included in the revision of the National Policy Guidelines for Staff Development. The Work Group will attempt to complete this revision at their next meeting in January. Once revised, it will be printed and made available for all Cooperative Extension Directors/Administrators and will also be available in an electronic version on the

CSREES Web Site. The Work Group would ask ECOP if you feel specific core competencies should be identified for the entire system?

The Training Group was asked to discuss ?Job Performance and Merit Pay - What can PODC offer in the way of suggestions if any?? The Work Group determined that issues surrounding Performance and Merit Pay is extremely Institutionally based and this Work Group would not be able to produce any document that would be of use to a general audience. Therefore, we will not be developing any product for the System to use or discuss.

The New Administrators Hand Book (NAHB) developed by this Work Group is completed and should be infused into the System in the following ways. The NAHB should be available on-line via the CSREES Web Site and offered by distance education formats to all Cooperative Extension Directors/Administrators. The NAHB should not be confused with the, or take the place of the Orientation Workbook CSREES produces, but should be supplemental. Both should be central to the CSREES Orientation for New Administrators (next tentatively scheduled for the spring of 2000). It should be delivered in a computer lab setting during this Orientation. PODC will continue to have the responsibility for discovering new materials for the NAHB while the author of each document currently suggested for the NAHB would be responsible for any updates to their contribution to the Handbook.

The entire committee had the following suggestions and reactions to this workgroups report. Watch the terminology so our handbook (New Administrators Handbook) isn't confused with the Handbook Nancy Hicks is working on. The Hicks Handbook will be online. Hicks Handbook should be referenced in ours or the CSREES New Administrators Orientation Workbook.

Other Discussion. We need some kind of electronic data base of PODC minutes, documents, white papers, etc. The past-chair should do this. Past contacts would be Paul Warner, Keith Smith, Milan Rewerts, Trish Manfredi, Joann Gruber Hagen and Judy Barth. James Smith will report on this item in AZ in January.

What should PODC do related to thinking about future tasks? Should we bring in a futurist at AZ to help us think about what to do next? Are we at a point where we are looking for new things to do? Scott Peters from Cornell was mentioned. He could talk about his concerns for where Extension is at. Jim Christiansen, University of Arizona Dean, could do something along this line as well. Whoever comes should look at what we did in Wisconsin. Jim Christiansen was suggested as the best option for the AZ PODC meeting in January.

The Resolution Committee. Offered the following two resolutions:

Whereas Dr. James Smith, Associate Director, Alabama Cooperative Extension system has faithfully served as a member of the Personal and Organizational Development Committee (PODC) for the past three years; and

Whereas Dr. Smith is a valued member of the Cooperative Extension System family; and

Whereas Dr. Smith has completed his term as Chair of PODC;

Therefore Be It Resolved that PODC expresses its deepest gratitude to Dr. James I. Smith for his service and leadership to the ECOP PODC and wish him continued success in the future.

Ordered this 6th day of October, 1999 at Burlington, Vermont.

Whereas, the 1999 Fall meeting of the ECOP Personnel and Organizational Development Committee (PODC) was held in colorful Vermont; and

Whereas, the facilities and local arrangements including pure Vermont maple syrup have been well coordinated and organized; and

Whereas this meeting was planned and coordinated by University of Vermont Extension personnel

Be it therefore resolved that PODC expresses its appreciation to Barry Stryker, Assistant Administrator and Robin Lockerby, Information Specialist for providing coordination for this meeting.

Ordered this 6th day of October 1999 at Burlington, Vermont.

Congratulations were also offered to Linda Webb on her promotion. J. Smith thanked PODC for our support and confidence in his leadership of this group. The meeting was adjourned at 11:05 a.m. on October 6, 1999.

Respectfully submitted,
Keith Niemann, Secretary