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LEADING EXTENSION THROUGH
A PROGRAM OF ACCOUNTABILITY

Cornelia Butler Flora
North Central Regional Center for Rural Development

HISTORY OF PLC
Susan Holder
Mississippi

Spring 1989
- Southern Region Task Force on Organization appointed by Southern directors
- Recommendations from Task Force
  - Continue existing committees of Agriculture, Natural Resources; Home Economics; Community Resource Development; 4-H and Communications
  - Create permanent committee in Staff Development and Middle Management
  - Standardize the location for all committees to meet together annually; provide joint multidisciplinary program for a portion of the conference
  - Establish a Southern Region Program Leadership Committee for the purpose of stimulating increased interdisciplinary programming

Fall 1989
- Southern Extension Directors approved recommendations
  - Appointed Southern Region Program Leadership Committee

September 1990
- First Program Committee Meeting, Birmingham, Alabama
  - R. Warren McCord, Chair of "Interim" Committee appointed by Southern Directors
  - Theme: Building an Extension Agenda in the Southern Region

- Official PLC members elected by individual committees
  - Jimmy Richardson, Staff Development, Chair

November 1990
- Responsibilities of PLC written/Task Force Proposal Guidelines written

- Extension Work in Urban Counties-George Hadley, Chair
  - Southern Directors approved ad hoc group to write proposal
  - Southern Directors invited 1890 representatives to participate

Spring 1991
- Literacy Ad Hoc Group-Chris Sieverdes, Community Resource Development, Chair
- Parenting/Child Care Ad Hoc Group-Sara Bagby, Home Economics, Chair
September 1991  • Program Committee Meeting, Atlanta, Georgia
  - Theme: *Cultural Diversity/Technology Trends and Application*, Jimmy Richardson, Chair
  • Videoconferencing report prepared by Southern Communicators

November 1991  • Task Force on the Working Poor-Martha Johnson, Advisor
  • Issue Based 4-H Health Curriculum Task Force-Sharon Roland, 4-H, Chair
  • Southern Region Water Quality/Waste Management-Horace Hudson, Community Resource Development, Advisor
  • Ad Hoc Group on Cultural Diversity-Meatra Harrison, Advisor

Spring 1992  • Noland Williams, Representative 1890

September 1992  • Program Committee Meeting-Nashville, Tennessee
  - Theme: *Changing Environment for the Cooperative Extension Service*, Bill Allen, Chair

November 1992  • Health Initiative (later became a SERA)- Martha Johnson, Advisor
  • Technology-Billy Caldwell/Bill Shimel
  • Tennessee Valley Authority Regional Training-Horace Hudson
  • Communities in Economic Transition-Larry Graves, Chair

Spring 1993  • Southern Directors request PLC review all regional committees, SERAs, etc.

September 1993  • Program Committee Meeting-New Orleans, Louisiana
  - Theme: *Moving the Extension Vision Forward*, Horace Hudson, Chair

January 1994  • National Extension Travel and Tourism Conference-Margaret Moore, Chair
  - Home Based Business, Beth Duncan, Chair
  - Southern Region Wetlands and Endangered Species Conference-Verne House, Chair

August/September 1994  • Program Committee Meeting-San Antonio, Texas
  - Theme: *Frameworks for Change*, Horace Hudson, Chair

Fall 1994  • Distance Education-Jimmy Richardson/Cliff Bice, Co-Chairs
  • Shared Leadership-Howard Ladewig, Chair
  • Citizen Politics-Martha Johnson, Chair
  • Southern Directors give new charge-1890 involvement-Lawrence Carter and Zerle Carpenter prepared proposal
  • Electronic Mail Group
September 1995  •  Program Committee Meeting-Charlotte, North Carolina
-  Theme: *Empowerment Through Change*, Bill Schimel, Chair
-  Issues Committees, CQI, New Structure PLC, Account/Evaluation
-  1862 Southern Directors/1890 Administrators Approved New Structure

August 1996  •  Program Committee Meeting-Birmingham, Alabama
-  Theme: *Taking Responsibility*, Susan Holder, Chair
Dr. Dillman did not provide a paper but referenced the following publications:


External Relations in Florida: Helping Decisionmakers Understand Research and Extension Program Efforts

Why external relations?
- Programs are relevant, excellent and useful
- Decisionmakers are frequently unaware of Research and Extension programs
- Funding is critically linked to decisionmaker support

Why is a new approach needed?
- Legislators deal with “problems”
- Testimony by a dean at budget time is too little, too late
- The urban legislator
- Decisionmakers respond to customer input

Importance of a joint effort between Extension and Research
- Expedient
- Some customers use both
- Additional people mean additional ideas
- Research is necessary for Extension agricultural expertise
- Extension urban programs are necessary to support research

What are keys to external relations?
- Support by faculty
- Involvement of satisfied customers
- Focused simplicity in the educational effort
- Sustained attack

Faculty support
- Identification of participating volunteers
- Develop and conduct a “how to” session
- Prepare impact profiles of program success

Customer Involvement I
- Select representatives carefully
- Help customers understand what you’re doing and why
- Allow customers to choose the official they want to work with
- Feed information in “ready” format
Customer Involvement II
  • Have customer talk only about what they know
  • Follow-up continually
  • Recognition of customer representatives

Customer Education
  • Explain how you want customers to contact legislators (letter, call, visit)
  • Assign profile sheet as “homework”
  • Role play with customers

Focused simplicity in the educational effort
  • Review the legislative profile - target comments
  • Bullet statements
  • Use dollar amounts if possible

Sample of a bullet statement that details a dollar amount

Sample of a second such statement

Sustained attack
  • Try to contact representatives at least twice per year
  • Off season

Benefits
  • Elimination of “crisis” management
  • Field faculty are knowledgeable of budget issues
  • Customers share ownership
  • Stronger reporting by Research/Extension

Other Suggestions
  • Develop exchange program with legislative aides
  • Target “rising stars”
  • Hold meetings in locations where decisionmakers can participate
  • Co-sponsor programs with legislators
  • Encourage volunteers to run for office
ACTION ITEMS

Agriculture and Natural Resources

Recommend that Southern Extension Directors consider the following six recommendations relative to the Water Initiative:
1. Maintain separate 3(D) funding.
3. Provide a strong voice with other agencies in support of Water Quality Initiative.
4. Improve coordination with other related Federal Extension programs.
5. Develop a national strategic plan on water quality.
6. Maintain existing partnership relationship with other USDA and other federal agencies.

Recommend the SPLC approve and forward a request to the national PLC to develop a national comprehensive Water Quality Plan.

Recommend the Extension Directors encourage Secretary Glickman to recognize and communicate the roles of agencies involved in carrying out the responsibilities of the Conservation title of the FAIR Act and to direct funds in support of these roles directly to the responsible agencies.

Communications

On August 26th, the Communication Committee met jointly with the Staff Development Committee for an audio teleconference with Joan Cybela, Distance Education Specialist, University of Wisconsin. The group was given a demonstration of the video - print training program for users of distance education technology. Following discussion, the group concluded that the need for teaching the communications technology is a staff development need for Extension educators and that The Distance Education Lessons Learned and video-print program developed by the University of Wisconsin would be a valuable orientation for faculty in the Southern Region. The Communications Committee recommends the Wisconsin's practical approach using case studies to focus on quality and sound education principles and to reduce emphasis on the technical aspects used to reach audiences where they are.

Responding to the Southern Directors’ request to review the potential involvement of computer specialists with the Communications Committee, the committee recommends the following:
Recognizing the increasing application of computer technologies as communications media, the Communications Committee recommends that on a one-year trial basis, those heads of computer units with Extension responsibilities not currently part of existing communications units or departments be invited to participate in the PLC Communications Committee planning and coordination for 1997 at Little Rock, Arkansas. On these issues, the communicators felt strongly the need to establish and maintain a dialogue with computer specialists and will report to the directors on the status of involving computer specialists in the communications program activity.
4-H Youth Development

Approval of Southern Region Curriculum Fund Development Business Plan - Dorothy Hall to present at Extension Directors and Administrators Meeting in New Orleans.

INFORMATION ITEMS

1. 1996 Southern Region Program Committee Meeting

The 1996 annual meeting of the Joint Southern Region Program Committee was held in Birmingham, Alabama, April 28, 1996. There were 145 participants including representatives from each of the 13 Southern states, Puerto Rico, and representatives from CSREES-USDA. Preliminary evaluation indicates this meeting was most successful and provided a timely agenda to address the theme of “Taking Responsibility.” Logistical support was provided by the Southern Development Center.

Members of the 1995-96 PLC were as follows:

Susan Holder--Chair, Mississippi State University
John Bentley, Fort Valley State University
Billy Caldwell, North Carolina State University
Shirley Callaway, North Carolina A&T State University
Don Poucher, University of Florida
Patricia M. Ganter--Vice Chair, University of Tennessee
Jacquelyn Wright, Alcorn State University
Greg Taylor, Texas A&M University
Satish Verma, Louisiana State University
Noland Williams, Kentucky State University
Walt Walla, University of Kentucky
Bonnie Teater, SRDC--Mississippi State University

4-H Youth Development
Communications, 1890 Institutions
Agriculture & Natural Resources
Community Development, 1890 Institutions
Communications
Family and Consumer Sciences
Middle Management
Program and Staff Development
Advisor, 1890 Institutions
Advisor, 1862 Institutions
Ex-Officio

Officers of the PLC for 1996-97 were elected as follows: Pat Ganter, Chair and Greg Taylor, Vice-Chair. Full college membership for 1996-97 supports the proposal approved by the directors and administrators calling for representation of 1862 and 1890 institutions. Members are as follows:

Agriculture and Natural Resources
   Michael Ouart, Mississippi State University, and Benny Lockett, Prairie View A&M University
Communications
   Don Poucher, University of Florida, and John Bentley, Fort Valley State University
Community Development
   Greg Taylor, Texas A&M University, and Shirley Callaway, North Carolina A&T State University
4-H Youth Development
   Steve Mullen, Louisiana State University, and Daemon Miller, Florida A&M University
Family and Consumer Sciences
   Pat Ganter, University of Tennessee, and Gina Eubanks, Southern University
Middle Management
   Larry Arrington, University of Florida, and Patrick Morgan, Alcorn State University
2. Extension Work in Urban Counties

This task force, chaired by George Hadley, University of Georgia, in 1994 requested and received approval from the Southern Region PLC and the Southern Extension Directors to:

- continue as a Task Force,
- support staff attending North Central region conference in 1995,
- support a national regional conference in the summer of 1996, and
- build the bridge to unite one urban conference to share successful Extension programs, ideas and resources.

The Task Force hosted the second National Big Cities Conference in Atlanta, on August 1995, entitled “Building Bridges.” The conference had 98 participants from 31 states. The major objective of the conference was to continue dialog on the first conference in San Diego among Urban Extension Directors, State Directors and Urban Extension Administrators. The National Urban Extension Task Force was developed after the San Diego meeting with the goal of developing a vision for the future of U.S. Urban Extension programs as well as a suggested framework within which this vision can be realized.

The third National Big Cities Conference, “Making Connections,” was held in Denver, Colorado, on August 8-10, 1996. The objective of this conference was to create an “Action Plan” from the document developed from the San Diego and Atlanta Conferences entitled, “Urban Extension: A National Agenda--A Report from the National Urban Extension Task Force.” This document was published by USDA-CSREES in May 1996.

The Southern representatives on the National Urban Extension Task Force seeks PLC approval and support to host a Regional and National Big Cities Conference in 1998. This will follow Urban Extension Conferences in the North Central and Northeast regions in 1997 and the Fourth Big Cities conference planned for Pittsburgh in August 1998.

The Southern region members on the National Urban Task Force Committee are: George Hadley, Georgia; Preston Siciliano, Kansas; and David Holmes, Florida.

3. Issue Based 4-H Health Curriculum

The Southern Region 4-H Innovative Health Task Force, under the chairmanship of Sharon Rowland, North Carolina, progressed towards its goal of providing a comprehensive health curriculum for youth across the region. Complete modules include:

- a volunteer leader guide, member’s manual and parents’ guide.
- 11 year old Celebrations Module that addresses physical maturation, self-esteem, family and peer interactions, refusal skills, and health decision-making.
- The Decisions for a Healthy Life Module is being written by a collaborative team with leadership provided by Sheila Aronoff, Oklahoma State University. The module will include curriculum for five age groups, supportive leader guides and parents’ guides.
The task force continues to seek funding for the remaining four modules. A proposal is being sent to Blue Cross for the Diet and Fitness Modules, and Hospital Associations for the Substance Use and Abuse Modules.

4. Distance Education Committee

(Note recommendation from Communications Report.)

5. Linking Family and Community Strengths Conference

Nearly 200 extension educators and community partners gathered in Louisville, Kentucky, on June 12-14, 1996, for the national conference titled "Linking Family and Community Strengths." The primary purpose of the conference was to improve extension educators’ ability to partner with Extension colleagues in other areas of specialization, as well as outside organizations and agencies. In particular, community development, family resource management, family development, and 4-H youth development staff focused on building capacity in families and communities. John K. Kirtley, co-author of *Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community’s Assets* was the keynote speaker. The conference was an outgrowth of a project funded by the Southern Rural Development Center and was sponsored by the four regional rural development centers, CSREES-USDA, the 4-H Council, the W.K. Kellogg Foundation and the Farm Foundation.

6. Ad Hoc Group on Accountability and Evaluation

The SRPLC devoted significant time to accountability and evaluation issues, August 26, 1996, Birmingham, Alabama. November 1995 an Ad Hoc Group was appointed to give leadership to this effort. The tasks in the following report were shared with Southern Region Extension Directors in May and the follow-up action is in alignment with director's concerns regarding accountability at the state, regional and federal level.

Subsequent to the Monday session during the SR-PLC Meeting in September, the Ad Hoc Group suggested the following:

- Frustration was created when multi-disciplinary teams and functional program teams attempted to determine if program outcomes across the South could be aggregated in order to show impact. It was the observation of CRD facilitators and ad hoc group that this frustration, and in some cases the failure to accomplish the task, did the following:
  - The experiential morning and afternoon tasks created an awareness that program accountability is the responsibility of the total Extension system, program people and program support people.

- The frustration experienced by participants and teams whether successful or unsuccessful, determined the problems and immediate steps each needs to address in order to move from an era of demonstrating accountability through numbers, actions, and accomplishments to an era of demonstrating accountability through outcomes and cost benefit.

*Community Development Joint Committee* - The CRD committee chose to aggregate data on Communities in Transition. All southern region states report on the national initiative "Communities in Economic Transition." National indicators could be compiled at the regional level fairly quickly.
Outcomes States Have in Common

1. Maintain/improve quality of life.
   Intermediate Outcome: Communities conduct adequate/realistic inclusive planning
2. Maintain/improve economic opportunities of business and individuals
3. Improve/increase social and human capital in communities within targeted community groups in the context of economic development

Indicators States Have in Common

Objective 1 - Communities analyze economic base and implement strategic plans.
Indicator 1 - Number of economic development plans with Extension support
Indicator 2 - Number of economic analyses
   Indicator 3 - Number of business retention and expansion programs
   Indicator 4 - Number of targeted industry studies
   Indicator 5 - Number of retail trade area analyses
   Indicator 6 - Number of tourism development plans

Objective 2 - Communities will enhance ability to support job creation and enterprise development.
Indicator 1 - Number of entrepreneurial activities undertaken at the community level.
   Indicator 2 - Types of entrepreneurial activities undertaken at the community level.
Indicator 3 - Number of workshops held for community leaders on supporting entrepreneurial activities
   Indicator 4 - Number of new enterprises created as a result of Extension programming.
   Indicator 5 - Number of new jobs created via new/expanded enterprises.

Objective 3 - Existing businesses and small industries will improve competitiveness, profitability, and marketing capabilities
Indicator 1 - Number and percent of local firms/businesses within the community participating in Extension educational activities.
   Indicator 2 - Number of small firms entering new domestic and/or foreign markets via Extension education activities

Considerations for Directors

The CRD committee can continue to work on the four "needed" indicators to specify tests collection techniques, collection methods and combine into regional impacts.
Indicators reported under federal CET initiative can be combined for Southern Region impacts.

Family and Consumer Sciences Joint Committee - Family and Consumer Sciences chose Nutrition and Health as the highest priority program where accountability data can be aggregated. The indicators selected are:

a. Increase in consumption of fruits and vegetables
b. Increase in consumption of dietary fiber
c. Decrease in consumption of dietary fat
d. Adoption or improvement of an exercise program
e. Increased formation of nutrition/health coalitions

The next step for Darlene Foster, FCS Program Leader appointed to chair this committee, is to go back to the Nutritional Specialists to confirm that the data are available and the numbers can be aggregated.
Considerations for Directors:

Key steps:

Directors need to give consideration to:

- the availability of resources for states that are working together on aggregating data across a program area.
- the role of program development specialists in working with program leaders.
- the feasibility of conducting a proxy study for a high priority program in Family and Consumer Sciences and a proposed method of funding.
- a system for sharing the data across state lines such as establishment of a WWW site. How will such managed and financed?

Agriculture and Natural Resources Joint Committee - The report from ANR indicated the group decided to choose sustainable agriculture over Integrated Pest Management, water quality and environmental landscape management because it was felt that the latter three programs could fit under sustainable agriculture. However, the group had difficulty focusing on key indicators and a general definition of sustainable agriculture. As a result of the afternoon discussion, they decided sustainable agriculture was too broad. They decided to aggregate program data in Integrated Pest Management and Pesticide Safety. Every state is participating in this program area. Now ANR is determining what data to collect for following indicators.

Outcomes States Have in Common

- Safe environment due to reduced pesticide usage
- Increased profitability for agriculture
- Water quality maintained and/or improved
- Reduced frequency of bio-resistance
- Improved image of agriculture
- Fewer and reduced illnesses related to pesticides
- Reduced pesticide related citations
- Savings resulting from reduction in number of pesticide containers in landfills

Indicators States Have in Common - Integrated Pest Management

- Number of reduced incidences of contamination of water and produce
- Number of BMP's adopted concerning pesticide use
- Number of participants in structured/planned IPM programs
- Number of pesticide containers recycled
- Number of farms and acres that have implemented IPM practices

Indicators States Have in Common - Pesticide Safety Education

- Number of participants in pesticide safety education program (KOSA) practices
- Number of persons practicing safe use of pesticides
- Number of certifications and recertifications

4-H Joint Committee - The report from 4-H indicated the group at first was confused but tried to design a youth program support system. Also, the group wanted to validate input of support systems. In addition, the 4-H group proposed a regional study whereby all southern states would contribute funding toward determining the baseline data for the club model for program delivery.
After the reports were made, some overall concerns were aired:

1. This accountability could create additional burden on county level staff.
2. The Southern Region should not evaluate every program but select a few programs that are being done well at these on the WWW.
3. The total process and exercise of "Leading Extension Through a Program of Accountability" was difficult for not currently thinking in terms of outcomes accountability.

Ad Hoc Group Members:

- June Brotherton, NC, Communications Committee Representative;
- Chester Fehlis, TX, GPRA Southern Region Representative;
- Charlene Jacobs, KY, Middle Management Committee Representative;
- Jerry Jones, VA, Agriculture and Natural Resources Committee Representative;
- Mike Lambur, VA, Program and Staff Development Committee Representative;
- Lynn Thibodeaux, TX, 4-H Committee Representative;
- Nayda Torres, FL, Home Economics Committee Representative;
- Joe Zublena, NC, Community Development Committee Representative;
- Walt Walla, KY, Director and Advisor;
- Noland Williams, KY, Director and Advisor;
- Bonnie Teater, Southern Rural Development Center Representative; and
- Pat Ganter, TN, Chair.

Ad Hoc Group Tasks

First Priority

Design program accountability formats that will show internal and external stakeholders the impact and outcomes of Southern Region Extension programs. This includes the seven base programs that cross state lines. The ad hoc group should begin by documenting current impact and outcomes of programs. Such documentation should include impact statements written in a user friendly form. Specifically the stakeholders to be targeted first include: Directors, ECOP-PLC, CSREES, then legislators.

This sub-committee is recommending a format similar to the Joint Council report which can be found at the following url address: http://www.reeusda.gov/news/impact/00-intro.htm. The Ad Hoc Group hopes to collect Southern region program impact and have it on the world wide web this year.

Longer Term Priority

Design program evaluation and accountability methods to:

- Collect credible impact data to proactively assure validity of data, and strengthen the linkages between the educational program and the outcomes expected (for the seven base programs).
- Establish and nurture an ongoing accountability/evaluation dialogue in the Southern region through network sharing of processes and products.
- Design and implement multi-state/regional evaluation studies of a few significant high profile programs. The programs should be the result of one of the seven base programs.
Provide guidance to state Extension services in the Southern region on issues relating and integrating state/loc planning, reporting, accountability and evaluation. This should be aligned to federal performance based planr reporting needs under GPRA.

SR-PLC Accountability Process
Dr. Cornelia Flora, Director, North Central Regional Center for Rural Development, led the PLC in a process to determine program impact accountability. The southern region states identified 13 programs common to most states. The program issue areas identified as common across southern states were:

- Child and Family Education (Parenting)
- Communities in Economic Transition
- Environmental Landscape Management
- Family Economics
- Integrated Pest Management and Pesticide Safety Education
- Leadership - Public Policy Education
- Nutrition and Health
- Rural Health
- Sustainable Agriculture
- Value Added - Food Processing Competitiveness
- Water Quality
- Workforce, Employability, Career Development
- Youth Leadership Development

Dr. Flora led the multi-disciplinary groups through the following questions. Each group addressed one of the issue areas of program identified and answered:

- What are the indicators of this outcome measured in your state?
- What are the common indicators in the southern region?
- Identify any indicators that need to be added for future program accountability in the southern region.
- List the key outcomes expected across the southern region.

Each of the multi-disciplinary groups used:

- State Program Outcomes and Accomplishments (re: list of program issues listed below);
- The Indicators and Benchmarks Used in Determining Program Outcomes and Accomplishments; and
- The Method Used to Collect the Data to support their discussions.

In the follow-up afternoon sessions each program committee took one of the programs developed in the morning to determine if data could be aggregated from existing programs. The following questions led the discussion.

- What outcome(s) did you measure?
- What component of that outcome did you measure?
- How did we get the information we needed?
- Where was the information we needed? (Who had it in what form?)
- Who collected the information we needed? Who recorded the information?
- Who designed the data base for the information?
- How much did it cost to collect the information? How much did it cost to record the information?
- How much did it cost to design a data base for it?
When was the information collected? How often? In what form?
How did we measure progress from the baselines? What has changed over time?
What do you see as the next steps?
Are there Issue Programs that should be reported on in the future? These should be high profile programs thatcro
southern states.

7. Strategic Planning for Rural Health

Based on a recommendation from the Community Resource Development Committee, the PLC approved the conc
requested that the CRD, Family and Consumer Sciences, and Agriculture and Natural Resource Committees prep the
proposal to provide a 3-day regional workshop on "Strategic Planning for Rural Health" to be held some time next
state teams, including Extension personnel and other agency representatives. This would be jointly sponsored wit
Economics Committee. The SERA-IEG-19, Rural Health and Safety, would provide a framework for the workshe
COMMITTEE REPORTS

AGRICULTURE AND NATURAL RESOURCES

Participants:
Elwyn Deal, Clemson University
Warren McCord, Auburn University
C. Michael French, University of Arkansas
Jim App, University of Florida
P. S. Rao, Florida
Bill Lambert, University of Georgia
Glenwood Hill, Ft. Valley State University
Curtis Absher, University of Kentucky
Clint Depew, Louisiana State University
Michael Ouart, Mississippi State University
Jesse Harness, Alcorn State University
Billy Caldwell, North Carolina State University
John O'Sullivan, North Carolina A&T State University
Roger Crickenberger, North Carolina State University
Benny Lockett, Prairie View A&M University
Tom Helms, Southern Experiment Station Directors
Rafael Olmeda, Puerto Rico
Ray Humberd, University of Tennessee
Bill Harris, Texas A&M University
Jerry Jones, Virginia Tech University
Bill Hubbard, Regional Forester, University of Georgia
David Foster, Administrative Advisor, University of Arkansas
John Bottum, CSREES
Steve Halbrook, Farm Foundation

 Officers for 1996-97:
Chair -- C. Michael French, University of Arkansas
Chair Elect -- Bill Harris, Texas A&M University
Secretary -- John O'Sullivan, North Carolina A&T University

 Administrative Advisor:
David E. Foster, University of Arkansas

 PLC Representative:
1862 Institution -- Michael Ouart, Mississippi State University -- 3 year term
1890 Institution -- Benny Lockett, Prairie View A&M University -- 2 year term
COMMUNICATIONS

Participants:
- Ron Addis, Clemson University
- John Bentley, Fort Valley State University
- Cliff Bice, Mississippi State University
- Joe Courson, University of Georgia
- Gary Dagnan, University of Tennessee
- Mike Futrell, Louisiana State University
- Kevin Hayes, Oklahoma State University
- Thomas Knecht, North Carolina State University
- Donald W. Poucher, University of Florida
- Bob Reynolds, University of Arkansas, Little Rock
- Ellen Ritter, Texas A&M University
- Willie Strain, Auburn University

Officers for 1996-97:
- Chair, Donald W. Poucher, University of Florida
- Administrative Advisor, Billy Hicks, University of Tennessee

PLC Representatives:
- Don Poucher, University of Florida
- John Bentley, Fort Valley State University

Information Items:

The communications committee is improving the concept of proposed strategic planning framework that had been the previous year.

The communications committee also conducted training for all members of the PLC starting Tuesday afternoon, and continuing through noon August 28th. During this period of time, 70 individuals from the various committees received Wide Web training.

The communications committee agreed that the development of accountability measures for communications programs remained the top priority throughout the region for the coming year. A sub-committee was appointed to develop a concept on accountability measures including such items as Extension major programs success and failure, awareness creation public relations, customer satisfaction measures, and services rendered/savings realized measures as starting points for accountability indices for communications programs.

At the suggestion of the PLC, the communications committee staggered the terms for PLC representatives as follows: representative, Don Poucher, 1996, 1997 and 1998; 1890 representative, John Bentley, 1996, 1997, 1998 and 1999.
COMMUNITY DEVELOPMENT

Participants:

Bob Robinson, CSREES/USDA  Joe McGilberry, MS
Billy Caldwell, NC         John Michael, CSREES/USDA
Shirley Callaway, NC       Jon Ort, NC
Gerald Doeksen, OK         Al Ortego, LA
Cornelia Flora, NCRCRD     Chris Sieverdes, SC
Clark Garland, TN          Dan Smith, SC
Steve Halbrook, Farm Foundation Greg Taylor, TX
Michael Hedges, AR         Bonnie Teater, SRDC
Bill Hubbard, Regional Forester, GA  Jacque Tisdale, SRDC
Horace Hudson, GA          Walter Walla, KY
John Lee, SRDC             Joe Zublena, NC
Rick Maurer, KY

Officers for 1996-97:

Chair: Chris Sieverdes, Clemson University
Vice-Chair: Joe McGilberry, Mississippi State University
Secretary: Al Ortego, Louisiana State University

Administrative Advisor:
Jon Ort, North Carolina State University

PLC Representative:
Greg Taylor, Texas A&M University, 1862 Representative (1 year left on term)
Shirley Callaway, North Carolina A&T University, 1890 Representative (2 years left on term)

Information Items:

1. The next SERA-IEG-19, Rural Health and Safety, meeting will be November 7-8, 1996, in Birmingham. All state encouraged to send a representative to the meeting, even if the representative is not a formal SERA member. Announcements will arrive in states shortly.

2. A regional "tool kit" committee will meet October 14-15 in Atlanta to assess regional resources and develop a sys regional proposal writing. This will allow for quick regional proposal submission when appropriate RFP's are an well as help states identify existing resources and programs when needed. Committee members are Horace Hud Callaway, Chris Sieverdes, Gerald Doeksen, Rick Maurer and Bonnie Teater.

3. A national Leadership and Volunteer Development Support Team is updating the booklet "For the Common Gooć Strategic Plan for Leadership and Volunteer Development." Southern Regional representatives on the team are Cl Sieverdes, SC, Martha Nall, KY, and Richard Booker, VA.

4. The CRD Committee will continue to have bimonthly conference calls. These have proven very valuable for prog and updates, as well as regional coordination of efforts and reports. 1996-97 conference calls will be held on Sept November 26, January 31, March 31, May 30, and July 31, all at 10:00 am ET, 9:00 am CT.
4-H YOUTH DEVELOPMENT

Participants:  
Barbara Board, VA  
David Weatherford, SC  
Ben Powell, TN  
Susan Holder, MS  
Mike Davis, NC  
Rosalie Bivin, LA  
Roger C. “Bo” Ryles, Jr, GA  
Steve Mullin, LA  
Bill Umscheid, KY  
Wilma Ruffin, AL  
Sue Fisher, FL  
Allan Smith, CSREES  
Lynne Thibodeaux, TX  
Mildred Holland, MS  
Fredrick Custus, VA  
Damon Miller, FL  
Chinella Henderson 1890 Admin, AL (Wed)

New Officers 1996/1997:  
Frank Plafcan, Chair; Arkansas  
Roger C. “Bo” Ryles, Vice-chair; Georgia  
Charles Cox, Secretary; Oklahoma  
Dorothy A. Hall, Administrative Advisor, Arkansas (Not in attendance)

PLC Representative:  
Steve Mullin, Louisiana  
Daemon Miller, Florida

Information Items:

Consideration of a proposal for a regional youth development study for determining the impacts of the 4-H club model. Lynne Thibodeaux, Texas and Dorothy Rogers, Arkansas to develop a proposal.

After completing an activity related to the GPRA, the group addressed the following items:

Strategic Design Team:

Bo Ryles reported on current issues being discussed by the team. One of the items is the creation of a board or youth council which might be similar to a group of state officers. There are several issues that need to be considered regarding such a group, including their responsibilities and functions and how they would carry out those functions. The issue of meetings and travel expenses were also mentioned. Bo will provide from SDT additional information to be shared with states before any action is taken or recommendations are made in support of this issue.

States are encouraged to contribute $300 to help support the expenses for the Strategic Design team members who are not Extension employees.

Report from Federal Partner - Allan Smith

Allan Smith shared a list of Families, 4-H and Nutrition Program contacts along with additions. He also shared excerpts from the CSREES Strategic Plan and how it relates to GPRA.

A list of the nationally juried 4-H Experiential Learning Youth Development Curriculum Collection was shared. All regions are now represented with juried materials.
The summary of recommendations by The National Research Council for Land Grant Universities and Colleges of Agriculture was presented with limited discussion. A concern was noted that 4-H was not obvious or clearly represented in the document.

Allan also presented a concept paper that he had shared with the F4-HN senior staff with suggested plans for the future of national 4-H leadership. Strategies for strengthening the partnerships between the public and private sector was included in the discussion. The program leaders expressed a desire to strengthen relationships but are still concerned about ways to rebuild trust with National 4-H Council.

The group agreed that the National Leadership Council (one program leader representative from each region) should continue as an effective way to provide input to Dr. Hobbs

**National Enrollment (N4-H)**

Lynn reported that the program is to be completed by Nov. 1 with a goal to distribute in late November.

**National Program Leaders Meeting**

The joint meeting of 4-H and Home Economics Program Leaders will be in San Diego, CA, November 17-20. The meeting will be held in conjunction with the NSALGA meeting. The anticipated registration fee will be about $480 and hotel charges will be about $80 per night. Persons who attend any portions of the land-grant meeting will be required to pay full registration for that conference.

**Report from Dr. Hobbs**

Dr. Alma Hobbs, 4-H and Nutrition CSREES Deputy Administrator, shared a new “Team Nutrition” educational poster that has been developed by the national program unit. The educational kit will be distributed nationally. It was developed jointly by 4-H and HE Nutrition specialists.

San Diego meeting - a portion of the program will be dedicated to the impact of the election on CSREES. The concept of a national organization of state leaders will also be discussed and considered. This group would provide a forum for program leaders to meet and address critical issues of a national scope as this forum is not currently available.

4-H Name and Emblem - this has become a very complex issue. Efforts are focusing on protecting the name and emblem by the Secretary of Agriculture.

While discussing future programming efforts, Dr. Hobbs emphasized the idea that not all programs have to be housed in DC. She indicated a willingness to work with states in supporting some projects jointly, with states taking leadership for specific projects and events.

A question was raised about the role of the Strategic Design Team. Alma indicated that consideration is being given to restructuring the group and indicated that she has given the group direction in regard to their role, indicating that the role is not in regard to policy decisions - as the group is only an advisory group. She suggested that the SDT has “taken a life of its own and now needs to define what its responsibilities and functions are to be.”

Finally, Dr. Hobbs encouraged our efforts to build partnerships with both the public and private sector.
National 4-H Advertising Campaign - Christie Phillips
Christie Phillips provided a complete overview, timeline and flowchart for the National Ad Campaign plan and how the campaign will work. Mildred Holland, Mississippi suggested that the message emphasize positive issues, not negatives and that social issues are not portrayed as being ethnic issues. The group agreed that issues should represent all populations, not just minorities. The need for broader representation to the steering committee was discussed. It was agreed that one state leader from each Extension region should be on the steering committee along with an 1890 representative. Christie agreed with the concern and felt there was not a problem with increasing the representation to the steering committee.

Funding strategies were also discussed. Christie shared a funding plan for raising $1.5 million for the campaign. While the plan is only a suggestion, yet to be approved, it would require small states to contribute $17,500 (none from the Southern Region); medium states (AR, LA, MS, SC, and AL) to contribute $22,000; large states (OK, KY, TN, GA, VA and NC) to contribute $30,500; and very large states (FL and TX) to contribute $40,000. The formula is based upon a $12,500 base for all states and a variable amount based upon an average of 4-H club enrollment and population percentage.

Susan Holder asked if the Ad Campaign has been approved by the State Extension Directors and Administrators. Christie said it was approved by ECOP. Some discussion followed as to whether the report was accepted or if the plan was approved. The group asked that this point be clarified. Another major issue was the training and support that would be required at the local level in order for the campaign to be successful.

CYFAR Initiatives - Strengthening Grants - Beth Adkins
The goal of the newest round of grants is to use what was learned in the original projects and sites. The first grants were primarily awarded to 4-H and 4-H P.I.’s while the most recent grants are more Home Economics related. Beth strongly encouraged states to network on strengthening grants and to use findings from past projects to justify and drive any new project efforts.

Southern Region Leaders Forum - Bob Drakeford
There are more than 1,100 persons registered to attend the conference. Bob shared a copy of the rotation system for managing the event in the years to come. He also reported that six states were sending youth teams and others could still be added.

Minority Participation Report - Mike Davis, Steve Mullin and Damon Miller
A set of major goals and objectives have been identified and five working teams have been established. A list was circulated suggesting persons to serve on the teams. The five teams will be: Survey and Assessment, Diversity Education and Retention Strategies, Marketing, Youth Voices and Action (to look at curriculum) and a Funding Team.

SR Curriculum Development Fund and Business Plan - Charles Cox
A 24-page business plan was submitted along with an operating budget. Bo moved that the proposal be approved with any modifications that might be necessary following a review by Dorothy Hall (Advisor). Susan Holder seconded, and the motion carried.

Other Curriculum Issues
Sue Fisher moved that the SRCD team develop a financial plan on developing the communications project and how states who did not contribute to the initial development might be part of the project.
Susan Holder seconded the motion, which carried. Mississippi, Alabama and Kentucky have all made modifications to the materials and are possible partners in modifications.

The group agreed to recommend Steve Sutton (TN) and Rae Wilkenson (MS) to the National Experiential Learning Design Team, following endorsement and support of each respective state’s administration. Barbara Board, (VA) agreed to be considered for future inclusion on the Southern Region Curriculum Team.

1996 National Congress, and Beyond - Bo Ryles
More than 1100 persons are expected for Congress, with all but five states planning to send delegates this year. Service learning and youth issues will be part of the focused programs this year. Frank shared a program update and reported that Dr. Raymond Campbell, Oklahoma Associate Director is serving as the ECOP representative to Congress.

Discussion was held regarding possible plans for rotation, funding and staffing of Congress. Discussion was held regarding the need for a permanent staff persons and that corporate funding needs to be coordinated on a national basis rather than just regional. This item will be on the agenda at San Diego. It was suggested that our CSREES partners, especially Dr. Robinson, needed to hear from each of us regarding our appreciation of continued support of Congress. A report on the 1995 Congress was presented by Susan Holder. The Congress was a tremendous success and laid a foundation for future Congress events. The group requested that Dorothy Hall provide a final financial report to all Southern states.

Quarterly Conference Calls:
The following conference call dates were established:
9 a.m. central time
November 12
February 6
May 1
August 7

Shooting Sports Report
Susan Holder reported on the Shooting Sports project. She announced that a training is being planned in Texas March 9-13 at the Texas 4-H Center in Brownwood. It will be open to southern states along with other states in the central and southwestern parts of the country. One day mileage from the land-grant university to the site will be available for state teams consisting of two persons for seven disciplines. Smathers/Smathers, SC will serve as chairs for 1997 as Susan Holder’s term expires in December 1996.

Regional Horse Championship Report
A report was given on the 1996 event which included 25,000 class entrees and 500 participants. The event will be held in Georgia in 1997. The coordinator will be Gary Heusner, Georgia, Susan Holder will serve as the advisor.

Triennial Training Conference
A report on the 1996 Southern regional triennial training conference in Memphis was presented by Frank Plafcan. All state leaders agreed that this is was a very necessary conference. It is useful in keeping state faculty informed and is a good tool for sharing ideas. It also serves as a forum for focusing on issues that are of concern across the region.
Discussion for triennial conference for 1999 was held, several states expressed an interested in serving as the host. It was further discussed that more program collaboration should be accomplished between states. A regional 4-H Collaboration Committee was formed consisting of Steve Mullin, LA; Diane Smathers, SC; Sue Fisher, Florida, Damon Miller, Florida, and Wilma Ruffin, Alabama. This group is to study options for program collaboration and report during the quarterly conference calls.

**National Livestock Judging Committee**

Ben Powell, Tennessee, will serve as the regional contact.

The meeting concluded with reports from states.
FAMILY AND CONSUMER SCIENCES

Participants:
Helen Brooks, Alcorn State University
Carolyn Carter, Louisiana State University
Marilyn Corbin, North Carolina State University
Jannie J. Carter, Alabama Cooperative Extension System
John Dooley, Virginia Tech
Darlene Forester, University of Kentucky
Pat Ganter, University of Tennessee
Margaret Hale, Texas A&M University
Lynda Harriman, Oklahoma State University
Martha Johnson, Auburn University
Carol Ann Johnson, Fort Valley State University
Diane Jones, University of Arkansas
Raygene Paige, Mississippi State University
Brenda Thames, Clemson University
Gloria Torres, University of Puerto Rico
Nayda I. Torres, University of Florida
Alva Youngner, University of Georgia

Officers for 1996-1997:
Chair: Nayda I. Torres, University of Florida
Secretary: Darlene Forester, University of Kentucky

Administrative Advisor:
Clarke Jones, Virginia Tech

PLC Representatives:
Pat Ganter, University of Tennessee
Gina Eubanks, Southern University

Action Items:
1. Recommend to Southern Region Directors a workshop be provided on accountability to include content specialists and evaluation staff.

Information Items:
1. Accountability: Three (family economics, child and family education, and nutrition and health) of the 13 major areas were discussed during the roundtable discussions came to this group. Nutrition and Health was selected for report outcomes. The indicators selected are:
   a. Increase in consumption of fruits and vegetables
   b. Increase in consumption of dietary fiber
   c. Decrease in consumption of dietary fat
   d. Adoption or improvement of an exercise program
   e. Increased formation of nutrition/health coalitions
The next step is for Darlene Foster to go back to the nutrition specialist to confirm that the data is available and that it can be aggregated.

Key steps: Directors need to give consideration to the availability of resources that assistance be available for evaluation and that data be shared across state lines.
Timeline: By next lay leaders meeting.
Spokespersons to report:

Who: Internal, clientele.
To Whom: External, WWW, Southern Region
Marketing plan Legislatures

2. Alma Hobbs, Family, 4-H and Nutrition CSREES Deputy Administrator met with the group to provide update from the federal level.

3. Southern Region state leaders voted unanimously to change the name from Home Economics to Family and Consumer Sciences.

4. Successes in obtaining funding: information on sources of external funding received by either state or county must be shared by all.

5. Family Nutrition Educational Programs for food stamp eligible recipients was discussed by Linda Benning via conference call. Linda indicated the current position is that they are not looking at any cap; if match is available and the proposal is approved.

We agreed to have an all day meeting for the Southern region coordinators of FNP and the state leaders at the national meeting of EFNEP and FNP specialists to be held in February 1997. Committee: Margaret Hale, Nayda Torres and Forester.

6. Decisions for Health-SPC and PLC recommended to ECOP; agreed with recommendation.

7. EFNEP Funding-The "Background Information on Extension Appropriation via Smith-Lever Formula and earmarked as it Relates to 1890 and EFNEP" report and the "Final Report 8/10/92 of the 1890/1862 Task Force" were distributed (attached).

8. Needs of Specialists: A proposal is being developed which will be forwarded to PLC and then to Directors to have a workshop on Aging for state teams. The suggested location is Atlanta and the timeline is during the Fall of 1997.

9. New Initiative-Recommendation that Building Family Self-Sufficiency be proposed as a Southern Region Initiative committee agreed to develop this proposal.
MIDDLE MANAGEMENT

Participants:
Alabama: Samuel Fowler, LaVerne Blount, Jacquelyn Q. Ifill
Arkansas: Dorothy Rodgers
Florida: Larry R. Arrington
Georgia: John Parks, Ilene Daily
Kentucky: Charlene Jacobs, John Mowbray
Louisiana: Rosalie Bivin, Severn C. Doughty
Mississippi: Patrick Morgan
North Carolina: Sandra A. Zaslow
South Carolina: Carol Webb, Margaret E. Johnson
Tennessee: James W. McKee
Texas: Kyle Smith
Virginia: Fred Curtis, Judith Jones, J. David Barrett, Joe Hunnings, Mike F. Geisinger

Officers 1996-97:
Charlene Jacobs, Chair, Kentucky
Severn C. Doughty, Vice Chair, Louisiana
Susan Lyday, Secretary, North Carolina

PLC 1890 Representative 1996-98:
Patrick Morgan, Alcorn Cooperative Extension Program, Hazelhurst, Mississippi

PLC 1862 Representative 1996-99:
Larry R. Arrington, Florida

Information Items:
Mid-managers attended the morning program entitled "Leading Extension Through a Program of Accountability" by Cornelia Flora. The joint committee sessions attempted to show the mechanics by which to determine indicate successful programming and mapping outcomes in terms of performance accountability.

Mid-managers in early afternoon attended one of four major program areas to discuss more fully the indicators, in outcomes discussed in the morning session. At 3:45 p.m. Dorothy Rodgers asked representatives who attended the sessions to report to the group as to the progress of "Leading Extension Through Program Accountability."

The report from CRD indicated that most participants were confused and non-focused.

The report from Home Economics was much more focused, and this group decided to concentrate on nutrition, fat cholesterol, exercise, fiber, health conditions and food safety. Participants collected key indicators from all of the Region, but the group must devise baseline data before the key indicators are meaningful.

The report from ANR indicated that this group decided to choose sustainable agriculture over IPM, water quality; environmental landscape management because it was felt that the latter three programs could fit under sustainable agriculture. However, the group had difficulty focusing on key indicators and a general definition of sustainable agriculture.

The report from 4-H indicated that the group at first was confused but tried to design a youth program support system that the group wanted to validate input of support systems. In addition, the 4-H group wanted to propose a southern re
study whereby all southern states would contribute funding toward studying a youth program support system.

After the reports were made, some overall concerns were aired:

1. This accountability could create additional burden on county level staff.

2. We should not evaluate every program but select a few programs that are being done well and report those.

3. The total process and exercise of "Leading Extension Through a Program of Accountability" was very con

Dorothy Rodgers then handed out a copy to each participant - Arkansas' four-year Program of Work 1998-2002 - : everyone to review. Dorothy also handed out individual Plan of Work sheets that their agents will be preparing th whereby the performance goal, benchmark data and program impact data are recorded.

John Michael (CSREES) led a discussion on the congressionally-mandated Government Performance and Results (GPRA) draft so mid-managers could grasp the concept before it goes into effect in the spring of 1997. John share with each member of the strategic plan and 13 objectives that will be addressed.

John also mentioned there will be two major components of the GPRA. The first is to include upper level strategi performance plans which are done by states annually. States must come up with performance goals and targets; i. low birth weight in infants by five percent. Second is reporting. States must establish baselines before they can d indicators.

For more information on this, consult http://www.reeusda.gov/part/gpra/gprahome.htm.

Susan Lyday, North Carolina, reported on the upcoming Southern Regional Middle Management Conference Mar 1997, at the Great Smokey Mountains Holiday Inn Sunspree Resort, Asheville, North Carolina. The focus will be Organizational Change: Character, Confidence, Accountability." Program highlights include future directions, ev and accountability, legal implications, citizen involvement, balancing rural and urban needs and managing and me employees.

Judith Jones, Virginia, then recommended that states be allowed to invite county directors to attend this meeting i to middle managers. This will be at the discretion of states based on perceived need and availability of funds.

The nominating committee met after the mid-managers' meeting concluded on August 26, and nominated:

PLC Representative 1890 - Patrick Morgan, Mississippi - 2-year term.
PLC Representative 1862 - Larry Arrington, Florida - 3-year term.
Chair - Charlene Jacobs, Kentucky
Vice Chair - Severn C. Doughty, Louisiana
Secretary - Susan Lyday, North Carolina

Tuesday, August 27, 1996
1 p.m. Election of officers was conducted and stand as the nomination committee had proposed.

John Mowbray made a presentation titled "Accountability Through Personnel Appraisal." Basically, he assessed ; performance appraisals in the Southern Region and noted commonality among states. He also noted a host of oth dissimilarities. One bottom line surfaced: "If your appraisal is over four years old, it needs revising."

Charlene Jacobs then made a presentation, "Accountability Through Personnel Management." She stressed progr
discipline; that is, ask employees to be accountable to the system to improve performance, to contribute to a productive force and, if all that fails, termination of the employee may be warranted.

Charlene then proceeded through a discussion on such topics as grounds for dismissal, oral warnings, written warnings, and the importance of documentation.

Jim McKee, Tennessee, then led a discussion on financial accountability - county funding plan. How did it happen? 1) awareness, 2) marketing Extension programs, 3) awareness through county executives and ag committees, 4) goal-developing strategies in working with county officials, 6) performance appraisal.

Kyle Smith, Texas, discussed Financial Accountability - County Equity Plan. There were many similarities between what Jim McKee explained and what Texas is doing. Reasons for doing it: a significant budget shortfall, a need to awareness increases to faculty and a change in philosophy regarding or maintaining position vacancies.

The decision was made not to eliminate 90 county positions but implement a county equity plan which could help pay increases and add county positions. The goal was to bring each county to at least a 20 percent local funding level. At this meeting, all but five of the 254 counties have reached this goal.

Wednesday, August 28, 8 a.m.:
The mid-management group participated in the WWW demonstration.

Susan Lyday again discussed the Middle Management Conference for March of 1997. She asked the group some questions about speakers and content. Susan asked the group if each state would please bring a gift for a door prize, and to bring donations for the hospitality suite.

Judith Jones then led a discussion on professional scheduling. Guidelines were shared as to how Virginia handles who work excessive hours and how administrators encourage agents to do professional scheduling. Written guides were shared to all agents in Virginia. Discussion then led to agent retention. The group thought that faculty-assisted tuition is a marvelous opportunity to retain agents.

States reported on the "state of Extension" for each state. Most reported good news.

The committee recommended that the outgoing chair, Dorothy Rodgers, remain on the Mid-Managers Committee additional year as an advisor. The total group all voted for this resolution. The meeting adjourned at 11 a.m.

MIDDLE MANAGEMENT REPRESENTATIVES (attached)
PROGRAM AND STAFF DEVELOPMENT

Participants:
Bill Shimel, South Carolina
Margaret Johnson, South Carolina
Rich Poling, South Carolina
Ronnie White, Mississippi
Bill Murphy, Virginia
Glenn Israel, Florida
Satish Verma, Louisiana
Roy Lessly, Tennessee
Paul Warner, Kentucky
Joe Waldrum, Arkansas
Jerry Whiteside, Georgia
James Smith, Alabama
Howard Ladewig, Texas
Richard Liles, North Carolina
John Michaels, CSREES

Officers for 1996-1997:
Chair B Jerry Whiteside, University of Georgia
Vice Chair B Ron Shearon, North Carolina State University
Secretary B Glenn Israel, University of Florida

Administrative Advisor:
One has not been assigned.

PLC Representatives:
Satish Verma, Louisiana State University
Margaret Johnson, South Carolina State University (1890)

Information Items:

This committee affirms the concept of performance measurement at all levels of Extension programming. This process should be used to ensure relevance, excellence, and usefulness of Extension programs to our stakeholders. We stand ready to assist directors as we prepare for implementation of the Government Performance and Results Act (GPRA). Furthermore, we believe the Cooperative Extension System (CES) will be better served if directors strive to (1) clearly maintain the separate concepts and principles of performance measurement and the implications of GPRA for Extension programs; (2) communicate quickly throughout CES the states of the Southern Region are actively involved in the process of selecting performance indicators and other critical concepts and principles relative to GPRA implementation; (3) quickly establish the timeline and framework for the formation of implementation teams making certain that such teams include members with expertise in evaluation methodology.

Our group further discussed GPRA with John Michael from CSREES about possible deadlines and team formation; a short timeframe for turnaround. This discussion is the basis of the above action item requests.

We had visits from Barvette Patterson with State Farm Insurance and Dr. Pat Edwards with Mercedes Benz U.S. International, Inc., to discuss how they conduct staff development in their organizations. We received many excellent
for how to improve our programs from these corporate programs.

Paul Warner gave us an excellent briefing from the Personnel and Organizational Development Subcommittee of

We agreed there would be a regional Southern Extension Leadership Development (SELD) meeting in Alabama p their 4-H Center in the spring (perhaps in April) for Extension faculty in the region who have not participated in the N EXCEL programs. The southern directors had previously approved such a meeting each year.

We discussed the concern about the merger of the 1890 and 1862 Institutions in Alabama and the potential conse other states in the southern region.

Finally, we discussed the value of aggregation of southern regional data and questioned the value of this data for i We agreed, however, that such a process would be helpful in aggregating national data. We were not sure what the audit that data would be.

We had several opportunities for informal discussion with our group and continue to find this meeting an extreme resource for staff development faculty in the Southern Region to interact with each other, exchange ideas, and look for commonalities.
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August 25-28, 1996

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