HR – job descriptions – Melinda, Missouri

1. Frequently our job descriptions are written by committee – too long, too many details, so not very helpful
2. Think about answering the question “why work for Extension” to an audience of millenials. And “why does this position matter?”
3. Highlight hidden benefits? – millenials are looking for flexibility, work culture, opportunity to be innovative & creative
4. Keep it short – get to the point

ANR Program leaders - how should recruitment strategies change for 21st century professional? – added in retention. – Shutski, Wisconsin

1. Pools of candidates tend to be shallow – not many available (shortage especially in plant-based ag)
2. Share resources/information across institutions
3. Amplify work of HR offices – tools to use
   1. Job postings – lean on HR
   2. Clearinghouse web sites? – e.g. JoE Jobs bank
   3. LinkedIn groups and networks
   4. Facebook page – tell the story of ANR Extension work
4. Retention – emphasis first 3 – 6 years of onboarding
   1. Need to understand interests of different generations
   2. Many new hires are women – support for women in the profession – cohort support, safety, others
   3. ANR Career academy – identify mid-career individuals

CRD – what interview strategies might elicit key personal attributes of a 21st Century Extension employee? – Davis, Ohio

1. Include opportunity for candidates to visit the community, work site, stakeholders
2. Use interview questions that require problem solving, communications, adaptability, integrity, etc. – situational type questions
3. Rather than thinking of these as interviews, think of them as a tryout
4. Involve stakeholders in the interview process

Associate Directors – what educational programming skills will be needed by future Extension professionals that should be taught across all program areas? – Martin, Ohio

1. Teaching skills – program design, evaluation, platforms for delivery
2. Public issues, public engagement – when to get involved, when to step back
3. E-educator skills – social media, new technologies for instruction, information sharing
4. Strategic broker, sales person
5. Business 101 – cost recovery, grants & contracts, generating fees, soliciting sponsorships/gifts
6. Team context competency – office reflects a team, statewide teams
7. Organization Development – cross-cultural competencies
8. Technology savvy
9. Emotional intelligence – self-awareness, situational awareness
10. Participatory action research – for identifying and prioritizing needs
11. Reflecting changing diversity of the population we serve – needs to happen in recruiting and retention
    1. Consider affinity groups
    2. Recruit from student organizations
    3. Cross-cultural immersion experiences for current staff

FCS – what orientation strategies are most critical in order to support the 21st Century Extension professional? – Shirer, Minnesota

1. Mentors – need to be trained and carefully selected; they need to reflect 21st Century Extension professionals
2. Online program for teaching and learning
3. Focus on quality in social media
4. Exercise caution with stereotypes
5. Use technology from day one
6. Ensure subject matter expertise
7. Share resources across state lines

4-H/Youth – staff development needs? – Linville, Missouri

1. On ramp for new faculty/staff (vs. stoplight image)
   1. Apprenticeship model
   2. Spend timing learning from high performers at beginning
   3. Academy approach – sharing across states
   4. Cohorts across stateliness through technology
   5. Seek research on developmental stages of Extension professional
2. Content areas –
   1. program planning
   2. volunteer development
   3. staff supervision
   4. working in digital space
   5. being able to tell our story and its public value
   6. budgeting

Finance – what type and level of compensation is needed to hire the next generation Extension employee? – Malacara, Wisconsin

1. flexible work schedules, work locations,
2. will need to pay competitively, but our work environment and opportunities should help to keep them as they encounter competing opportunities

Directors – Chuck Hibberd, Nebraska

1. Extension graduate assistantships – appeal to the helping mentality in millenials
2. Finding people in other disciplines – Rising Stars program at ISU – teams of interns in community setting to conduct a project that serves that community
3. Plant health management major at Ohio State
4. Organizational Culture – welcoming to diverse recruits; what parts of our culture do we want to keep and what parts do we want to sunset?
   1. How to get rid of entitlement culture?
   2. How to infuse entrepreneurial culture?
   3. Classism between specialists and educators
   4. Identifying and rewarding excellence
   5. Office climate – local office is not welcoming or conducive
5. Evaluate our investments – how do they match up with program priorities?
6. Accountability – how can we create systems to track the work and reward what we’re looking for?
7. Performance model – how does it need to change for 21st century professional?
8. What actions can we implement that stimulate the results we want to achieve?
   1. Resources
   2. Opportunities
   3. Relationships

Evaluation – Mary Martin, U. Minnesota – no question, but looked at skills set

1. Substance is educational programs – what’s missing in the list of skills – list of 20th century Extension professionals:
   1. Develop, deliver and evaluate programs that make a difference in the lives of those we serve
   2. Evaluation competencies
   3. Conduct situational analysis
      1. Critical issues
      2. Bringing research to bear on these issues
   4. Conduct systematic inquiry
      1. Documenting impacts and our contribution to those effects
   5. Reflective practice
      1. Not just improvement mind-set
      2. Document, share and disseminate what they learn about best practices (and ineffectual practices)
2. Evaluation capacity is critical to 21st Century professionals, but only half the states brought evaluation professionals

Dorothy – culture discussion needs to include volunteers as well

Next steps – more than best practices?

Behavioral interviewing speaker – Sarah Conley, Human Resources Recruiter, The Ohio State University

See ppt slides if available

Program Area Debriefs

Directors:

Next year’s conference is Sep. 8 – 10 in Fargo, ND

Goals for next year

1. Focus on 4-H recommendations and their implementations
2. Expanding use and contributions to the Measuring Excellence in Extension database
3. Evaluating leadership efforts – NC NELD & others – how are they meeting our needs

Evaluators: - Penny

1. Goals & Action plan
2. 8 individual, 6 states; network via phone conference periodically through the year – up to 19 participate, includes some state program leaders
3. Building evaluation capacity
   1. Involved in new staff orientation – 5 to 45 minutes – varies among states
   2. Involvement in working with local teams – especially on signature programs
4. Minnesota has five evaluators, one for each program area – work as a team
5. Two smaller issues –
   1. water quality evaluator (with R. Powers) for 0.25 fte;
   2. emergency response indicators
      1. will request directors appoint a small group to work on these

4-H – Barbara Stone

1. partnership agreement among NIFA, LGU/ECOP, National 4-H Council nearing signatures
2. common measures project advancing
3. new CEO at National 4-H Council – Jennifer Sirangelo – very supportive, very rigorous process
4. NC group seen as leaders and able to work collaboratively
5. Common measures – grounded in PYD, three mission areas; prioritized regional emphasis from among these to use for reporting against as a regional group
6. Efforts around feeding 9 billion people – follows on Battelle study; big idea: preparing youth for the most important jobs in a competitive global economy, through the lenses of science and agriculture – building logic model around this – they think this should be fundable
7. Growth goal for NC Region – 10% annual growth in sustained and short term youth numbers; try to reach 35 million by 2050 (? – for the region, cumulative vs. annual?);
8. emphasis on capacity building in metro areas and educators based in them

ANR – John Shutske

1. Relationships
   1. With private sector – spinoff of Battelle study (summer, 2012)
   2. With NSF, USAID, EPA in addition to USDA/NIFA
2. Readiness
3. Resources
4. Recruiting
5. Retention
6. Major efforts – ANR Academy – mid-career Extension professionals
7. Support & Build out Regional Water program –
   1. Effort of all program areas – ongoing support & attention needed
   2. Focus on leveraging new network for future growth
8. Follow up and pursue resources connected to new relationships
   1. EPA and private industry – wise use of new technologies
   2. USAID and others engaged in Internationalizing Extension (including R. Pardello in Minnesota)
   3. Maintaining robust “inventory” of specialist capacity and sharing resources/considering capacities in making hiring decisions – spreadsheet on dropbox site
9. Evaluating our results
   1. New relationships and connections, synergies
   2. New resources (dollars, ideas, diversifying our portfolio)
   3. Engagement of our faculty/educators – e.g. in new relationships under 3. Above
   4. Ultimately impact on acres, sustainability, dollars, quality of life/environment

FCS – Paula Peters

1. SNAP-Ed – issues revolving around funding and potential defunding; how are different states handling the unknown around SNAP-Ed funding – some with action plans in place; resulting in reduced positions in SNAP-Ed
   1. Still one of the largest sources of funding for Extension across the nation
   2. Estimate 1,100 employees in NCR related to SNAP-Ed
   3. As a result of recent publicity, are becoming more known by residents
   4. Need to share success stories and impact reports; need to put into a database and have training on writing impact stories
2. Health task force – Karen Bruns, Linda Cronk
   1. Health promotion strategy
3. A new Battelle study on human sciences
   1. Use the information to seek expanded funding of Extension work in this area

CRED – Greg Davis

1. 21st Century professional discussion – how to work together as a team to build collaborative professional development across state lines
2. Multi-state programming – working on revenue generation models – to foster working regionally; sharing programming resources, sharing staffing
3. Brent Elrod – new NPL for community & rural development

HR – Stacy Warner, KSU

1. Relationship to campus HR offices – vary by state, learned from those differences
2. Sarah Conley joined the group and contributed
3. Action plan – nothing created yet; but will be following up with each other on sharing resources, learning from each other

Business managers – Jeff Bassford, Nebraska

1. Discussed current budget situations in each state, salary increase plans, etc.
   1. Carry forward balances an issue this year – WI had a particular challenge this year
2. Conference call with federal contacts
   1. REEPort issues – how to manage & utilize – shared challenges with federal partners – few answers available to date
   2. Perspective on farm bill, appropriation, sequestration – don’t know much, but reinforced need to remain connected and share information – have a list-serve for that purpose
3. Discussion questions about 21st Century Extension professional – Dan Malacara reported earlier; noted that being competitive in salary is important, but don’t need to exceed competitors – environment can make a difference at that point.
4. Meeting next year planning.
5. Need to find ways to help support programming and not make financial processes an impediment to mission – growth opportunities

Associate Directors – no report