OPENING BUSINESS – Ed Jones
Ed Jones began with Roll call and sound check. The quorum is recorded on page 4. The minutes from last meeting (URL) were approved by unanimous consent. There were no additions to the agenda.

I. BUSINESS REQUIRING IMMEDIATE ATTENTION/ACTION – Set Goals and Action Plans

A. ACTION: NEDA Cooperative Extension Section Business Meeting Agenda, p. 5

Ed Jones: Reviewed the agenda. Carolyn Williams made a motion to approve the agenda as presented with following changes. Vonda Richardson seconded.
- Need to change Sheila Martin’s organizational affiliation.
- Suggested agenda items – Communications and Marketing Committee update (should be covered in ECOP; may be communicated to the Section).

B. ACTION: Appointments:

1. IPM Coordinating Committee Liaison –
   Ed Jones/Robin Shepard: John Lawrence (Iowa State University) has agreed to be the liaison. Mark Latimore made a motion to appoint. Tom Dobbins seconded the motion; motion carried. Rick Klemme and Robin Shepard will communicate the appointment to John.

2. NERAOC Coordinating Committee Representative –
   Ed Jones/Rick Klemme: Gina Eubanks has agreed to continue for another 3 years; 2nd term. Tom Dobbins made the motion to appoint; Mark Latimore seconded; motion carried. Rick Klemme will notify Gina of the reappointment by ECOP.

C. DISCUSSION/ACTION: July 2019 ECOP Meeting Follow-up –

1. Executive Director search process to have a person on board by early 2020, p. 6
   a. August – Position posted at bit.ly/ExtEDinDC and here on LinkedIn; in process of expanding distribution
   b. Search Advisory Committee Update
   Ed Jones: Applications are coming in. No meeting is scheduled to date. Correction made to process document, see page 6.
2. Extension Futuring –
   a. National Academies of Sciences, Engineering, and Medicine Extension study
      suspended, p. 7
   b. Riley Memorial Foundation Study (URL)

   Ed Jones: Want to convey appreciation for Jason Henderson’s leadership and staffing for this. Jason
   Henderson: The larger piece was the built on the National Impact Database. Rick Klemme will be attending a
   breakfast meeting conference of the Foundation; how do we build a unified message for teaching, research
   and extension.
   c. Innovation Scoping (pp. 8-9) –
      Jason Henderson/Ali Mitchell – Will be a part of a conversation for the NEDA/CES Business Meeting. There are
      recommendations to be acted upon.

3. Communications & Marketing Committee (CMC) staffing/resources –
   a. ECOP and ESCOP Chairs have submitted a letter to CMC Chair, p.10

   Ed Jones – Request to pause and ask for clarification. Rick Klemme – The conversation should go from a
   written communication. Jeff Jacobsen will be visiting with Steve Loring. Question – how are campus
   communicators engaged? Ed Jones noted that they and government affairs personnel are involved.

4. Cooperative Extension Section/ECOP Budget –
   a. 2020 Budget will be a work in progress, depending on when Executive Director is
      hired and CMC investment decision.
   b. 2021 Budget and beyond to be aligned with strategic direction.

   CES

   Ed Jones – Provided and update – no discussion.

   a. Ali Mitchell is working with ERPD leadership on a summary of the committee
      work.

   Tom Dobbins – With upcoming changes of hiring an Executive Director and what Doug Steele would like to
   implement, this remains on the table, but delayed for decision-making. Ali Mitchell: Changing Our World
   research paid for with ECOP dollars will be shared with the Section, challenges/opportunities for moving
   forward.

II. INFORMATIONAL UPDATES – AS TIME PERMITS:

A. Joint ESS/CES-NEDA Meeting Update –

   Rick Klemme – Last Planning Committee Meeting was conducted. The NIFA Session will require the crafting
   of questions on specific themes. Dr. Scott Angle is the only person attending. The Chuck Hibberd, George
   Hopper requesting a device-free meeting to fully engage.

B. Strategic Realignment –

   Jon Boren – The committee has not met since before the Joint COPs meeting. Waiting to see if the Policy
   Board of Directors want to have any follow-up. Rick Klemme: What is not known is the request of NIFA by
   Congress about elimination of programs. Doug Steel is engaged with Scott Angle regarding line
   consolidation.

C. Standing Committee Updates
   1. Program –
      Carolyn Williams: Data gathering is underway.
   2. Professional Development – Richardson/Essel
      Vonda Richardson: Has not met since Salt Lake, Utah. Will meet at NEDA to continue the process of
      updating the Awards program. Orientation at Joint Meeting in Nashville is complete.
3. Budget and Legislative – Boren/Klemme

Jon Boren: The BLC sub-committee for 4-H advocacy is on the agenda for BLC 9/10/19. The OJJDP effort and the recent OIG audit may be on the agenda, too.

4. 4-H Leadership Committee – Jones/Houglum

Ed Jones: Conversation is on-going about the impact of the NIFA relocation on 4-H relationships.

D. USDA-NIFA Updates; Hold on CES Capital Quest, Plan of Work Reporting – Jones/Tupas/Fitzner/Klemme

Ed Jones: Reported on the joint ECOP/ESCOP letter to Scott Angle regarding delaying implementation of revised Plan of Work/Reporting System and possible formula changes. Chuck Ross noted the need to align NIFA strategic goals with CES strategic goals. Carolyn Williams indicated 1890s interest in aligning priorities with state and local priorities

ADJOURN
ECOP Membership

Voting Members
- Ed Jones, Executive Committee, Chair, Virginia Tech
- Mark Latimore, Executive Committee, Chair-elect, Fort Valley State University
- Chuck Hibberd, Executive Committee Past-Chair, University of Nebraska
- Tom Dobbins, Professional Development Committee & Chair of Extension Resource & Partnership Development Committee, Clemson University
- Beverly Durgan, Professional Development Committee, University of Minnesota Extension
- Bill Hare, Executive Committee, University of District of Columbia
- Jason Henderson, Program Committee, Purdue University
- Gary Jackson, Program Committee, Mississippi State Extension Service
- Barbara Petty, Executive Committee, University of Idaho
- Wendy Powers, Program Committee, University of California
- Vonda Richardson, Professional Development Committee Chair, Florida A&M University
- Chuck Ross, Professional Development Committee, University of Vermont
- Louis Swanson, Professional Development Committee, Colorado State University
- Chris Watkins, Program Committee Chair, Cornell University
- Carolyn Williams, Program Committee Chair, Prairie View A&M University

Ex-officio, Non-voting Members
- Rick Klemme, ECOP Executive Director, Cooperative Extension/ECOP
  - Michelle Rodgers, ECOP Representative to BAA Policy Board of Directors and Project Director, Well-Connected Communities, University of Delaware
- Jon Boren, ECOP Budget & Legislative Committee Chair, New Mexico State University
- Louie Tupas and Mike Fitzner – USDA-NIFA
- Jo Britt-Rankin, Board on Human Sciences, University of Missouri
- Chris Geith, CEO, and Barbara Petty, Chair, eXtension Foundation Board
- Bob Godfrey, Experiment Station Committee on Organization and Policy, University of Virgin Islands
- Jennifer Sirangelo, CEO, National 4-H Council
- Char Wenham, Council for Agricultural Research, Extension and Teaching
- Brian Kowalkowski, 1994 Land-grant/Tribal Colleges Extension, College of Menominee Nation
- Al Wysocki, Academic Programs Committee on Organization and Policy, University of Florida

Executive Director and Administrator Team
- Ron Brown, Southern Region
- Lyla Houglum, Western Region
- Rick Klemme, DC Office
- Ali Mitchell, Northeast Region
- Albert Essel, 1890 Region
- Sandy Ruble, DC Office
- Robin Shepard, North Central Region

Guests
- Karla Trautman, CES Representative to Communications and Marketing Committee, South Dakota State University
- AEA and ASRED Members

Back to agenda
Cooperative Extension Section Business/NEDA Meeting Agenda – September 25, 2019

Nashville Marriott at Vanderbilt University - PARTHENON C

8:00 – 8:30 a.m. eXtension Foundation Meeting – CES to attend (0:30)
   Barbara Petty, University of Idaho, presiding

8:30 - 10:00 a.m. Cooperative Extension Section Business/NEDA Meeting
   Ed Jones, Virginia Tech, presiding (1:30)
       a. Updates 2020 Budget presented, Executive Director search
       b. Economic Engagement and Community Development
       c. 4-H Name and Emblem
       d. Well Connected Communities Wave 2

10:00 – 10:30 a.m. Networking break (0:30)

10:30 – noon Business/NEDA Meeting continues (1:30)
       e. Continuation of Cooperative Extension System conversation
       f. Gavel passing and recognitions
       g. Presentation by new ECOP Chair, Mark Latimore

Back to agenda
Executive Director Search Process
Approved by ECOP 7/23/19 – Updated by ECOP Executive Committee Meeting 8/8/19

<table>
<thead>
<tr>
<th>Search Advisory Committee Member</th>
<th>Email</th>
<th>Assistant</th>
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<tbody>
<tr>
<td>Chair - Ed Jones, Virginia Tech,</td>
<td><a href="mailto:ejones1@vt.edu">ejones1@vt.edu</a></td>
<td>Nicole - <a href="mailto:martinn@vt.edu">martinn@vt.edu</a></td>
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<tr>
<td>ECOP Chair, Liaison to 4-H Leader</td>
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<td>ship Committee, 540-231-5299</td>
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<td>Stafed by Sandy Ruble, Assistant</td>
<td><a href="mailto:sandyruble@extension.org">sandyruble@extension.org</a></td>
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<td>Director, Cooperative Extension/</td>
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<td>ECOP, after the screening is</td>
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<td>completed, 202-478-6088</td>
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<tr>
<td>ECOP Executive Committee</td>
<td><a href="mailto:latimorm@fvsu.edu">latimorm@fvsu.edu</a></td>
<td>Valerie - <a href="mailto:sandersv@fvsu.edu">sandersv@fvsu.edu</a></td>
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<td>Mark Latimore, Fort Valley State</td>
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<td>University, 478-825-6296</td>
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<td>Barbara Petty, University of</td>
<td><a href="mailto:bpetty@uidaho.edu">bpetty@uidaho.edu</a></td>
<td>Debbie -</td>
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<tr>
<td>Idaho, 208-885-5883</td>
<td></td>
<td><a href="mailto:drigby@uidaho.edu">drigby@uidaho.edu</a></td>
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<tr>
<td>Program Committee – Chris Watkins,</td>
<td><a href="mailto:chris.watkins@cornell.edu">chris.watkins@cornell.edu</a></td>
<td><a href="mailto:sed52@cornell.edu">sed52@cornell.edu</a></td>
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<td>Cornell University,</td>
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<td>607-255-8546</td>
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<td>Professional Development</td>
<td><a href="mailto:lylesi@unce.unr.edu">lylesi@unce.unr.edu</a></td>
<td>Tatiana -</td>
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<td>Committee – Ivory Lyles,</td>
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<td><a href="mailto:gouemt@unce.unr.edu">gouemt@unce.unr.edu</a></td>
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<td>University of Nevada,</td>
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<td>775-784-7070</td>
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<td>Executive Director and</td>
<td>robin.sh <a href="mailto:Shepard@wisc.edu">Shepard@wisc.edu</a></td>
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<td>Administrator Team Representative</td>
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<td>– Robin Shepard, 608-890-2688</td>
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<td>Support for Search process-A PLU</td>
<td><a href="mailto:mszechenyi@aplu.org">mszechenyi@aplu.org</a></td>
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<td>Human Resources, Michelle</td>
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<td><a href="mailto:aloredo@aplu.org">aloredo@aplu.org</a></td>
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<td>Szenchenyi, Director, 202-478-6033</td>
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**Charge:** The Search Advisory Committee will:
- Join all members of ECOP in recruiting candidates to apply.
- Review applications and conduct interviews on a rolling basis until a suitable candidate is identified.
- Review current National Office staffing model, including the EDA Team roles (0.25FTE X 5) and recommend National Office staffing alternatives by (DATE?). This may occur after the full-time Executive Director position is filled.

**Resources:** Position Announcement. Detailed description. File sharing by APLU Human Resources.

**Timeline:** (subject to adjustment by the Search Advisory Committee with a goal of interviews being completed early-mid December):

<table>
<thead>
<tr>
<th>Task</th>
<th>Who</th>
<th>Dates</th>
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<tbody>
<tr>
<td>Post Position Announcement</td>
<td>APLU Human Resources</td>
<td>8/12</td>
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<tr>
<td>Establish Rubric for Screening Process</td>
<td>Search Advisory Committee</td>
<td>By 9/25</td>
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<tr>
<td>Close Posting (Until Position is Filled)</td>
<td>APLU Human Resources</td>
<td>9/27</td>
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<tr>
<td>Screen Candidates (paper)</td>
<td>Search Advisory Committee</td>
<td>10/18</td>
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<td>--Summarizing strengths and weaknesses</td>
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<td>Phone Interviews/Select Final Candidates</td>
<td>Search Advisory Committee</td>
<td>11/8</td>
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<td>National Webinar presentation by Candidates with</td>
<td>ECOP Members, Partners to be determined,</td>
<td>12/4</td>
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<td>participant survey to gather input by the System</td>
<td>and Directors/Administrators</td>
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<tr>
<td>Face to Face Interviews</td>
<td>Search Advisory Committee/ECOP</td>
<td>12/12</td>
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<tr>
<td>Offer Position-Complete Hire Process</td>
<td>ECOP Chair/APLU Human Resources</td>
<td>1/24</td>
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<tr>
<td>Introduce New ED at APLU/ECOP/ECOP Spring Meeting</td>
<td>Search Advisory Committee Chair</td>
<td>March 17-19</td>
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</table>

**Other considerations:** Line of questioning could be guided by 3 or 4 themes, tied very closely to the description, in breakout sessions. Budget is estimated up to $5,000; advertising, cost of face-to-face meetings, etc.    

[Back to agenda]
Robin,

I appreciate your persistence and patience in working with us on the future of Extension.

ECOP had an extensive conversation about the generous NASEM/BANR offer to examine the future of Extension, and we have decided to suspend our participation in this effort.

We foresee major transitions in Extension leadership at many land-grant universities and with the Executive Director position that was just posted last week – with a plan to have new ED in place in early 2020. I will be assisting with the on boarding process and transitioning out of the position next April.

Having the new ED in place and with a new group of national leaders on ECOP, we believe suspending our involvement in the scoping process is the right decision.

I am confident that ECOP will want to re-engage on this opportunity following the transitions.

We do very much appreciate your support for Extension in general for the scoping meeting/study in particular.

Rick

Back to agenda
As American society evolves, and the communities that cooperative extension (CE) serves grow and change, the national CE system must embrace innovations, both radical and simple, in order to remain relevant, useful, efficient, and inclusive. This body believes that innovation is a process, not a goal. Therefore, as the scoping body for CE’s intention to increase innovation in capacity building across the national system, we strongly recommend that any group engaging in this process be able to clearly answer the following questions:

1. What are we trying to innovate on or around?
2. Why are we trying to innovate on or around it?
3. What metrics will we use to measure success of any forthcoming results?

Innovations may come in areas including but not limited to:

- how educators deliver programs across function areas;
- what programs are developed and how they are delivered;
- how we collaborate/cooperate within and beyond CE;
- what constituencies are served;
- how equity principles are employed in CE at the University and in the field;
- how we assess and communicate our impact and value;
- the style and methods used to communicate our relevancy and connect to stakeholders;
- how we position ourselves within the University and scientific establishment; and,
- how we share resources and relate to each other as state entities.

Quintessential CE successes come when it embraces dispersed leadership and co-creation to deliver programs and information to customers where they are and on their own terms. Forward-looking Extension leadership seeks out innovations that emerge from a variety of sources. Given this, we acknowledge that innovations that are responsive to community and system needs – for example, in delivery, constituent identification, program types and design, and communication methods – necessarily come from the ground up. Conversely, supporting structural innovations that require institutional or systemic change – for example institutionalizing equity principles across program areas, program restructuring, budgeting adaptation, developing new external partnerships, and positioning within the University – are the responsibility of Directors, Administrators, or other individuals in strategic vision positions.

We also recognize that the system struggles with deploying, communicating, and rewarding innovations when they happen, that educators are often not supported at institutions or within the broader CE culture to embrace the high-risk or fast failure methods that can lead to innovations or radical change, and that those educators may in fact be penalized for embracing them.

Therefore, we recommend that the purpose of any ECOP innovation focused group, populated by Director/Administrator level individuals, should be to enable, encourage, support, share, and provide a national resource to capitalize on innovation in CE. The purpose of any innovation group stood up and overseen by said body should be topic area specific and populated by those who do the work.
We also recommend that the structure of any group embody the following principles:

- **Clarity of purpose:** To ensure that the individuals at the table have both the capacity and the authority to address the stated purpose, recognizing that CE serves diverse learners.

- **Inclusive & equitable representation as a consideration and goal:** This group recognizes the human resources, infrastructure, and monetary wealth disparities across the CE system and the myriad ways a program’s limited resources has material impact on the ability to innovate and willingness to take on the risks of innovating.

- **Fail fast:** Innovating means trying new things, many of which may fail, and trying again. By creating a professional space where fast failure is not a threat to an individual members’ standing within a University is critical for true innovation to take place.

- **Intentional partnership:** A team focused on empowering, elevating, and sharing innovation across the CE system must also consider its relationship to external entities as potential partners and resources.

**Recommended Next Steps:**

It is recommended that ECOP endorse and support in a standing Innovation Committee, similar to the 4-H Leadership Committee, to embrace strategic opportunities. Through an open application process ECOP would empanel a group of no more than 10 individuals, representing each region and broad program area expertise. This committee would have the authority to name, as ex-officio members, representatives of external partners such as eXtension and NIFA. This Committee would tackle leader level innovation topics (as described above) and would provide oversight to any topic area specific groups that should be empaneled.

This structure would enable intentional partnerships between CE and external partners while allowing the Committee to leverage the resources of all parties, including but not limited to APLU’s structure, the expertise of NEDA members (for ECOP), and communities, funding sources, and on-the-ground CE innovators (for eXtension and others). This Committee may make recommendations to both ECOP and, if invited, the eXtension Board of Directors, be able to send a representative to sit on the eXtension Board of Directors as invited, present findings to APLU, convene diverse CE professionals across subject matter areas, and produce independent products. This scoping committee is willing and able to provide a selection committee with criteria upon request.

The first orders of business in support of the ground-up and top-down innovation outlined above:

1. Establish a process through which innovation topics of national importance (see list above for examples from the scoping committee) are selected for attention. Establish and move forward a process by which individuals are found and empowered to serve on those groups.

2. Prepare and present recommendations on the structural, cultural, and institutional changes that University’s may implement to empower innovation in CE at the University level AND/OR a set of guiding principles that institutions may embrace as they attempt to foster, lift roadblocks to, and empower innovation earlier in an educator/researcher’s career. These recommendations or principles should be presented at the 2019 Joint CES/ESS Annual Meeting and the 2020 APLU Annual meeting in working sessions geared towards and marketed to University Presidents, Provosts, and Deans.
Dear Steve,

The ECOP and ESCOP leadership teams met in DC last week to continue conversations on how the Land-grant University (LGU) system can work together more effectively. One topic was the status of the Communications and Marketing Committee (CMC) and the most recent “strategist” hire to develop a strategic plan for communications and marketing for the LGU system, which would likely be followed by a request to hire a Director of Communications and Marketing.

While we appreciate your time and effort on the CMC, we respectfully request that this project be stopped until the LGU system has additional conversations. We are not convinced that the LGU system knows what it wants from a communications and marketing effort and a potential investment. We should not move forward to hire a person to develop a strategic plan when we are not able to articulate the desired outcome of that plan. For example, does the LGU system know the intended audience for a communications and marketing effort? Do we want an advocacy plan, a communication plan, a marketing plan, all of the above, or something else? What is the message(s) — will this really be a national message? Will the message reflect the message communicated by individual LGU and based on individual LGU successes and impacts? How will success of this new effort be measured or evaluated? Are the typical metrics of success from social media campaigns indicative of impact? Given the focus on BAA-related activities, are all BAA members (beyond AHS, ECOP and ESCOP) potentially contributing financially to this planning effort as well as to whatever follows? This effort should also align expectations with the actual budget and the contributors.

Note that we have not copied the CMC or Governmental Affairs individuals on this message. Since the CMC is funded by AHS, ECOP, and ESCOP, we feel that these communications should remain within this group. Concurrently, we do NOT believe that the system is fully informed on this effort as it has been ever-changing and not openly vetted.

Thanks in advance for considering this request. We would be happy to schedule a conference call to discuss this recommendation in additional detail, if needed.

Sincerely,

Deb Hamernik
ESCOP Chair

Ed Jones
ECOP Chair

C:  George Hopper ( Incoming Chair, ESCOP)
    Mark Latimore (Incoming Chair, ECOP)
    Ray McKinnie (Chair, AHS)
    Jeff Jacobsen (ESCOP Executive Vice-Chair; Executive Director, NCRA)
    Rick Klemme (Executive Director, Cooperative Extension/ECOP)
    Eric Young (ESCOP Incoming Executive Vice-Chair; Executive Director, SAAES)
    Albert Essel (1890 Extension Administrator)
    Rick Rhodes (CMC Executive Vice-Chair, Executive Director, NERA)
    Doug Steele (APLU VP FANR)