

**Program Leader's Network
Middle Manager's Meeting
State Report Form (2)**

There are certain topics that continue to be of general interest to all middle managers and you will be given an opportunity to share the present status of your institution during our annual PLN meeting in Biloxi, Mississippi. In an effort to organize this process, please take a few minutes to fill out the questionnaire, and provide 30 copies to distribute to your colleagues at the upcoming meeting. Someone from your state should be prepared to make a short presentation related to this questionnaire.

1. What is your organization doing to enhance leadership succession as organizations go through significant retirement cycles?

We have implemented a 4 day, 2 part series of trainings with emerging mid career agents entitled, "Extension Academy for Professional Excellence". Moreover, our very best County Extension Coordinators are placed in leadership positions within important committees within the College and University. They are being asked to chair significant endeavors. Also, the Joint Council of Extension Professionals have provided a means to learn more of the activities and decisions of the administration. Our less experienced agents are having to learn extremely fast especially when they are appointed in the role of CEC. Often, the agents are named as "Acting, or Interim CEC" for a period of time in which to learn the role and position. We have streamlined the CEC training with some on-line education and have revamped the 3 day training with more pertinent material and knowledge. We do provide each new CEC a mentor in which to partner with. We have revamped the CEC training and separated it into two parts (phase 1 and phase 2)

**2. What is the status of the Cooperative Extension Service in your state?
Growing, challenged, maintaining status quo?**

Our status in Georgia is one that is still challenged; yet, growth potential is on the horizon as well as possible restructuring in some areas. We had a 5% cut in the '05 budget and we had to return back to the college an additional 4.5% to help defray cost of the Retiree benefits. The 4.5% actually translated into an additional 5.2% cut to County Operations for a total FY '04 cut of app. 10.2%. Moreover, we submitted an annual assessment and permanent assessment late in the calendar '04 budget year along with these earlier mentioned reductions, further hampering our District budgets. We are anticipating an additional 1 % permanent assessment in '05 budget year. Some districts had to terminate professional faculty and classified staff due to the cuts. Our '05 budget did not get finalized until the end of May 2004. We are having a difficult time it appears retaining excellent agents and even program assistants and secretaries; however, we are beginning to advertise a few county and district faculty positions. We will receive on average a 1.5% raise in January for professional staff and a 3.4% raise for classified staff. We decided to pool all the raise money together

to help increase the dollar figure for the classified staff so as to offset health insurance premium increase. Staff morale continues to be low, but appears to be raising with the news of our restoration of approximately \$1.6 million of funds to cover the increased cost of Extension retiree benefits, the raise in January and positions being advertised.

3. What are the degree requirements for?

- a. County positions:**
- b. Area/District positions:**
- c. Middle manager positions:**

County positions: Masters degree for ANR and FACS positions in an area of specialization within their degree, i.e., Crop and Soil Science, food and nutrition, etc. For 4-H, currently, we advertise for agents with Bachelors and or Master degrees in Agriculture, Family and Consumer Science, Education or other youth related fields. We are hiring a number of 4-H professionals with bachelor's degrees and classifying them as Educational Program Specialists. This is an administrative classified position and does not carry faculty rank.

Area/District positions: Master's degree, Doctoral preferred

Middle Manager positions: Master's degree, Doctoral preferred

4. What are the starting salaries for the following:

Starting salaries at the county faculty level

- A: Bachelor's: \$25,000 commensurate with experience, etc.
- B: Master's: \$35,000 commensurate with experience, etc.
- C: Doctoral: \$45,000 commensurate with experience, etc.

5. Have you made any recent changes in employment procedures or new agent training? Share copies of any new policies.

Currently, the chain of approval goes all the way to the Provost for his approval before we can retain and fill a position. Once completed, we also must get approval to advertise the position, and approval to make offer and hire. This goes through several channels, Asst. Dean for Extension, Assoc. Dean for Extension, Senior Assoc. Dean, Dean and Director to the Provost for the University. We do have a termination pool for classified positions in which all new advertised positions must be posted only for the termination pool for 2 working days before it is released externally/internally to others. We have placed much of the job orientation and employment procedures on-line from our Home Page for easier access. We still have our Foundation's training for new agents with program area specific and general training. We require all of our ANR and FACS agents to take a two day 4-H orientation training.

6. What efforts have been made to recruit employees and increase diversity of workforce?

It has been a couple of years since we have had the opportunity to hire faculty, however, we are hoping to hire 4-5 bilingual agents to work with the Latino

population. Moreover, we are enhancing our efforts through recruiting opportunities at all colleges, but more specifically to the 1890 colleges and Universities. Our college has employed a diversity coordinator in the Human Resources Department to assist in our recruiting efforts.

7. Are there any additional major changes affecting the Extension System in your state (example: changes in administrations, restructuring, budget reductions, increase in budgets)?

Our present Dean will retire and relinquish his title effective December 31, 2004. We are in the process of forming a Dean Search Committee. Moreover, our Assistant Dean for Extension will retire effective October 1, 2004. Our Senior Associate Dean has retired, but has continued to work half time through this calendar year. He will step down from this position in December. The Assistant Dean for Extension will be divided into two positions. We have currently formed a Search Committee for the State Coordinator of County Operations. The other position will retain the title of Assistant Dean and also State ANR Program Leader. He/She will also procure non-state dollars to enhance Extension funding. We are also amid an information gathering segment as we examine our entire Extension Delivery System. We are visiting 4 states, Texas, Missouri, Florida, and North Carolina; two industries for profit, Bayer Corp. and Syngenta. Also a couple of non profit organizations. We have study groups and will form modeling groups with a statewide 2 day Winter Conference in January so everyone's input can be solicited. As you may be aware we have transitioned from 5 districts to 4 districts with 2 districts having 39 counties and 2 having 40 counties to administer/oversee.