

DAC Minutes
Tuesday, December 8, 2020
Zoom

DAC members in attendance: Blake Naughton, Ashley Stokes, Darrin Parmenter, Lori Bates, Wes Alford, Susan Baker, Jean Glowacki, Dan Goldhamer, Martha Thomas, Megan Griffith, Kerri Rollins, Tim Aston, CJ Mucklow, Bill Nobles, Jana Smilanich-Rose, Ruth Willson, Cary Weiner, Eric Hammond, Dennis Kaan, Glenda Wentworth, Marisa Bunning, Annie Albrecht

Absent: Ali Eccleston

Guests: Darrin Goodman, Bruce Fickenscher, MJ Fisher

The meeting began at 1:00pm

Address action items:

- Extension Specialist List:
 - o Megan says it needs to be updated with retirements but it is pretty close. It needs to live somewhere that can be updated.
 - o Jana said she can always pull data to see who we are actually paying. She needs to figure out how to have a couple different reviews to update periodically.
 - o Blake said that when we have the more formal appointment process we'll be able to stay on top of who is on the list.
- Retirement Celebration- we had it last night and it was great to see everyone.

Updates- Blake and Ashley

- Blake congratulated Ashley for her new opportunity. Conversations about the transition have started, and we will sort out the transition by next virtual coffee. We will not have an interim Associate VP, so we will need to break her position up into chunks. We won't be making any major decisions made next week.
- The hope for future DAC Meetings is to have an agenda that will include more specific questions to address.
- The Governor's budget for 2022 is restoring higher education to FY20 levels. We are not counting on being restored to FY20 levels, but that is what we are hoping for.
- There is a search for the new VP for Diversity and Blake is representing our organization on the committee.
- Kerri is representing OEE on the VP for Research planning committee for the Foothills Campus. They are developing a playbook for how to utilize spaces at CSU and all across the state. We need to think about SPUR and those spaces and planning. We are thinking about a full-time position there to integrate SPUR with Extension- a coordinated leadership position that will bring all those parts together.
- There is mandatory COVID testing and other guidelines for returning to campus. What are the challenges for those off-campus with this being a long-term problem?
- Discussion
 - o Glenda said with the continued remote learning, it would be nice if we could get more education on different opportunities and educational learning we could do

in Zoom. Patti and Heather are really good at that. What are some fun learning opportunities?

- Kerri said January would be a good time to have a mandatory meeting on Extension training.
- Ashley said that specific trainings could be set up perhaps in January (Inger with CSU online), bringing together IT, her, and Cary to get out programming. It is not about getting through the next six months, but looking to the future of Extension.
- Kerri said Megan has had great suggestions and Ideaboardz has quick and easy tips to practice on Zoom before being live. A series of classes could be offered for an incentive.
- Tim said there are polling tools and other interesting things we could all benefit from. Kerri and Tim could get people together for the Front Range Spring meeting to have a session on Zoom and/or Teams delivery tricks and tips.
- Wes said Inger, Cary, and Jeff Wood have been pulling resources together, so we have a good base. They need to revisit and think about the best option for offering.
- Cary said Inger is working on a medium-term plan on this issue.
- Glenda said the sooner the better. Waiting until end of May is no good, we need it sooner than later.
- Tim said he is concerned about diluting the brand, so we have to build an entire studio which takes more time.
- Kerri said whether we are going to start charging for this is another question.
- Cary said he hears the more immediate needs and appreciates them.
- Ashley said the State Directors team meeting will address some of the processes and looking at 2021. She posed a question around event approval process- can we put it online and make routing a lot easier? We are going to look at those types of processes to see what we can make better.
- SPUR update- colleges are pulling together ideas and thinking how they might connect to us. Ashley presented to McConnell right before Thanksgiving. She just saw the diagrams of the building and it is exciting to be able to walk the spaces and think about how to use them.
- Regional updates- Annie is putting together an updated map and communications about it to get it out to everyone.

Agents' Updates

Front Range- Eric and Jacki

- Jacki did not hear anything from anyone. Nothing to add.
- Eric said there was a request if it is possible to share a detailed budget for the 4-H program regarding the \$15 fee to stakeholders.
- Jean said she is working with Jana on how to revise the way the budget is shared to make more sense. We are looking at putting things more into percentages and priorities brought to them by counties. The fee is so that we can have specialist positions. We

need to look and see what changes we'll have this year. Some things are reduced so we are looking at new ways to provide professional development.

- Jana said she will share something with more of the impact of the funds and not get into the weeds about fringe benefits or costs like that. What are the greatest needs, what we prioritize, etc.
- Jean said they have gotten input from agents on what they would like to see from the new positions 4-H will be hiring- a 4-H Youth Development Specialist, Curriculum and Program and a 4-H Youth Development Event Coordinator. These will hopefully be posted in January.
- Ashley said 4-H or other investments need to show the value of what we do and what that return is for the community. Digital Measures is one tool that can do that. Being able to have communications is going to show what Extension is really bringing to our communities.
- Annie said she is pulling together stories to demonstrate how important and impactful Extension is.
- Eric said he will let them know something is coming in the not too distant future.

Western Region- Darrin P and Glenda

- Glenda asked what the representation on this committee will be like with the new regions.
- Ashley said one rep from each region instead of two from each is one proposal.
- Glenda said that sounds reasonable.
- Darrin said pulling in one agent for each region would be helpful.
- Blake said we will have a DAC redesign meeting. DAC and PLT leaders will meet and think about these advisory structures, composition, agendas, etc.
- Tim said there are a lot of meetings. Moving into next year, looking at all the stuff going on, having a better deployment plan and efficient structure is important.
- Blake said we will rethink ways we collaborate PLT and DAC in January to talk it out.
- Kerri asked "what about Y'all Calls?" Maybe not have them every week, but we should factor those in as well. We should have agent opportunities to speak directly to Blake/leadership.
- Ashley said there have been around 150 mark at each Y'all Call which shows benefit.
- Tim said you can't overcommunicate. It is a matter of trying to get the cadence correct on this stuff.
- Glenda said it is nice for agents to actually be able to talk about what they are doing.
- Glenda brought up another issue: the delay in offering positions makes us lose candidates.
- Blake said the President is still approving each position. Blake will just keep on her to do that as fast as she can. It should be a temporary step. Lori is working with CSU HR on rethinking this, and she and Kaylie are keeping us following the rules. Hopefully, we can get CSU HR to speed up on their end, then we can speed it up on our end. Shared Services has this as one of the goals. We are trusted and can become more efficient and faster.
- Kerri said it is currently a two-step process. Is there any discussion about making that a one-step process?

- Blake said there is a rational reason about why the two-step process is still in place, but is working on it. He wants a budget and staffing plan process to happen at the same time, including interim RD structure, county positions, regional positions, retirements, etc. Once they see we are taking care of public funds, hopefully we can fly on the rest.
- Lori said we have a great search staff. Because of these delays, we are really good about our recent positions. We apologize and say that our processes are taking longer, telling them up front. We have not lost any candidates due to delays, but have lost them because the position wasn't for them or for other reasons. We are trying to be very open and communicating with applicants. Chairs have done a great job and they are doing the best they can. CSU HR is being pretty responsive on recent searches. We are thankful to all the support and have run some really great searches lately.

Peaks and Plains- Dennis and Kurt

- Kurt put out a call, and 4-H and Front Range agents had the same question about 15 dollar state fee. Also, with the new 4-H enrollment system, one of the last screens is telling them they owe a 15 dollar fee. Many families are writing enrollment checks and mailing them into County Extension offices, but most offices have had that fee as a normal enrollment fee. Support staff are having to follow up with families to get the rest of the money.
- Jean said to encourage agents to contact the State Office directly. Joy presented about that and the concern wasn't brought up.
- Kurt said in-person approvals have been approved throughout the year- are there triggers that would rescind those approvals? All 4-H clubs were approved for in-person meetings in October so November meetings happened in person, then cases started exploding and Kurt shut everything down in December. Are there things where a county moves levels and if that effects things or not?
- Ashley said if something was approved a week ago and public health changes, that day of what is happening in the county overrides that. Unless you absolutely have to do it, let's not do in person. We are looking at these extremely carefully. Knowing how it is going up right now, she doesn't know why anything is happening in person.
- Blake said if things change in a county, our plans change.
- Jean said she just talked about this in the State 4-H Meeting and over lunch. There is so much difference of opinion with how to deal with safety so people look for a different answer. We're really trying to protect everyone and there is no essential reason to say people communicate better face to face. People want it so badly, but if you're uneasy because something's happening we should veer on the side of caution. If an agent feels like it's unsafe, it shouldn't be in person. Ashley's been really clear about it.
- Kurt said if a club has less than 10 people, it is still allowed in the county to have a party, but Kurt has said they can't do it.
- Ashley said leadership is very supportive of agents.
- Kurt said he is more concerned about a newer Extension agent that feels pressured to have an event.
- Jean said she sees new agents are doing a really good job.
- Tim said some agents aren't totally on their feet yet and are getting pressure from the community to make some decisions.

- Jean said if you're not being up front and following through with the guidelines that is a problem. Differences in opinion become a violation. Should be using code of conduct to keep people safe in 4-H. Parents need to be called out that they can't participate unless they follow the rules.
- Ashley said we should revise and revive the document so that newer agents have that support.
- Jean said it's not enough to just tell people, we need to put guidance in writing and do actual practice of how to handle these situations.
- Dennis said he didn't have anything to add that hasn't been talked about already. Kudos to Jean for handling the question about 4-H families looking at less restrictive counties. The policy needs to be the same for all but we just need to tweak that language. This is a good conversation to move that forward.

DCT Update – Dan Goldhamer

- They had the last DCT meeting to wrap up the year. They discussed the importance of the OEO coordinator and everyone serving on search committee. They have the power to disrupt bias they might see.
- Dan is excited about transition of the Blueprint being Extension's. He is trying to imagine how to support that moving forward. If anyone wants, the standing DCT meeting could have on their agenda to look at where the Blueprint is and see how can they help.
- They are exploring the idea of working groups- smaller teams for each one of the goals. They have three people for each goal for 2021.
- He is excited and happy for the new interim RDs, but the majority of leadership positions are filled by men when 70% of Extension are female. What are the barriers that caused this? It is problematic if all our leadership is all white men and diverse staff is lower paid.
- Blake said we need to address why we don't have diverse staff in leadership roles.
- For Spring and implementation of the Blueprint, the Chief Diversity Officer will work with Lori and Wes and everyone else who has a role in the goals of the Blueprint.
- Kerri said thanks for sticking with the Blueprint. It is great work, hard work, and we are doing everything we can to support. Thank you for doing the work.
- Ashley said it is hard work, but it is important and wants to take it in a positive direction. She is a point person but as she transitions will make sure it's moving forward. She is excited to have a diversity point person.
- Dan said Ashley made it happen.

PLT Update- Cary

- PLT might come before DAC next time so we have more targeted items to talk about at DAC. PLT meets tomorrow, but last quarter Blake led discussion around Engagement collaboratives and how they may or may not relate to our program structure.
- The new program planning framework is being promoting through admin updates. Our PRUs are piloting the application of that new framework as they complete their plans of work for coming year. Issue canvas is support to apply that program planning framework and what they're trying to achieve in a single page. It encourages collaboration and transparency so that staff is aware of issues.

- Inger introduced initial thoughts on distance education. She is putting together a medium-term holistic plan for distance education.
- Tomorrow we will talk about program structure and see if that's meeting needs. We will also reflect on how Forum went, particularly in the PRU planning sessions, and see what needs are moving forward. The Needs Assessment is working closely with CAD and now working with all staff in the Y'All Calls. We want to look at the Needs Assessment through the lens of the PRUs. We will talk about digital measures.
- Plans to Invest is another item on agenda at PLT. They were not used consistently so what are the reasons for that. Should they be required vs. optional? The eventual goal is to integrate Plans to Invest into performance appraisal so employees can discuss with their supervisor at that time. Your input would be appreciated now or offline through email. A new version has been updated in Word, but there is some time to make the decision.
- Blake said he is interested about Plans to Invest for calendar 21 in the context of COVID, transition, etc.
- Kurt said Plans to Invest were a reporting mechanism, not sure it translated well into Digital Measures this first year.
- Cary said the idea originated through CPRS so it had a standalone document and maybe the message didn't get out to everyone clearly enough. The one-pager exists, and it would be nice to eventually embed in performance appraisal or faculty status.
- Kerri said maybe waive this for a year as we transition to faculty status, forgoing would be a reasonable idea to consider.
- Jackie said integration is important. If it doesn't get measured, it doesn't get done. There aren't any consequences if they don't. How important is it, is it really valuable? If it is, it should be a requirement and should be held accountable. She would vote for putting some things on hold right now to lighten the load.
- Bill said we do a poor job of evaluation of programs in Extension. It is really important we figure out a way that we can share the information from bottom up and top down. Cannot stress how much he hates evaluations and reporting, but how else will people see the value in what we're doing?
- Tim said he worries about program coordinators that are county employees doing good work, and what happens to them and reporting when we move to faculty status. Will they be left out? What's the plan as we move to faculty status for these coordinators to report. We need to be clear about what this means for us and all the other things.
- Blake said we have to report on the content we are delivering no matter our role. It is important for everyone.
- Cary said to feel free to email him with more ideas on Plans to Invest.

Specialist Update- Marisa and Susan

- Marisa said she appreciated the information provided at beginning of the meeting because she had some questions on that. Thanks for the spreadsheets that were shared with us. It is a good starting point to come up with this complete list. It is important for connecting counties with campus and campus with other fields. We are planning to have strategic approach for the use of the list.

- Susan said she is grateful to have the list and mechanism to maintain it. She gives Ashley credit for getting that ball rolling.
- Ashley said we are working on the best way to get that list really solid and set up meetings with the colleges regularly. Blake does a great job of connecting with deans but we can connect more broadly.
- CJ said there is a list for College of Ag too, but let's get it down to one that works for everyone.
- Blake said we need to think about what the roles and gaps and needs are that our state specialists fill. He said we can put a pin in this a little until needs assessments are done. How are we achieving the goals that we share? We are going to think a lot about specialist and agent workforce in 2021 and how to support. We will build a bigger network without necessarily hiring a bunch more people.
- Susan said within her own network across the country she knows all their unique expertise. If we had a good communication web to every specialist across campus and could quickly communicate then we would have the connection we need.
- Blake said to think about where gaps are in your specialization and how do we fill it out. Focus on state specialist level but also build out network based on experts in other states.
- Ashley said as new RDs come in, she is stressing connections to campus. Having deans join Y'all Calls in the future or other things will help people to be connected.

Digital Measures Update- Cary and Darin Goodman

- The Digital Measures Advisory committee has 18 people plus Cary and Darrin and are working on ways to make DM a more effective reporting system for users and supervisors and those at the state level. They are evaluating objectives and what changes to make for 2021. They are looking at ways to support and better motivate reporting practices. They are looking at producing quarterly reports in excel so data is very useful. They temporarily post reports on a site and they will eventually go into the intranet.
- Performance appraisals update- there is a workflow plugin in DM to create a mockup performance appraisal. It allows a multilevel approval process so multiple parties can participate in the review process at different points along the way.
- Ashley said that performance reviews will be more tailored, specific, and helpful as people reflect on the past year. There will be a pretty big pivot of what it will look like in the future because of faculty status.
- Blake said to wait on what performance reviews will look like in DM because he doesn't want Darrin to have to do anything twice.

Human Resources Update- Lori

- Families First Act- over 20 staff members have taken advantage of this. It has been very beneficial. Currently there are 12 employees that are still working with November hours and will finish up with December hours in January. It has been very nice for a lot of staff.
- Three people have gone through EO training this fall. In the first part of year there will be 7 approved EOCs. They will all step up and serve on searches throughout Extension.

- In July, there was a coordinated meeting with Diana to meet with current EOCs to ask questions and have positive conversations. Lori asked if we could do this every year. EOCs can have that relationship with OEO when they have needs and questions.
- There have been 12 new hires since July 1.
- Retirement cards are going out for Reagan and Steve Newman.
- Ashley said that appraisals can be done virtually (in answer to Jackie's question). There will be more robust conversations on how to adjust these.

Professional Development Update- Wes

- Exit Survey Process group forum- Shannon and Diana Prieto are matching our process to Central HR. Lori, Kaylie, Wes are reviewing exit surveys quarterly to look at things to work on and change. How do we change/update survey? They are working with VPD to include more diversity and inclusion questions which will align more with the CSU exit interview. The score has been fairly low on organizational leadership so they are trying to understand what that means and where that lies. They are updating the questions on that. They want to be more transparent, so they are thinking on how to report information back out while containing anonymity of survey takers. They are still developing this and finding when and who it is appropriate to report out to. There are efforts to address retention issues.
- Blueprint- there have been trainings for leadership. 7 people went through the certificate program. Wes is working with the VPD to schedule a more condensed version of the program. He is running into a few barriers but is going to try to get it set up.
- Onboarding work continues. There has been good feedback so far with the initial system, and he is now working to do this for specific employee category groups. They talked yesterday in CAD on county-hired employees and the process for that because they were quite often missed in onboarding. CADs onboarding is a huge piece to work on. He wants to have a robust onboarding for CADs.
- It is time for another Support Staff Conference. We will have focus groups, feedback from support staff, directors, and will look at the areas in which we need to provide training. It will likely be a virtual conference.
- Growth plans for when we move to faculty status- Wes wants to have ladders in place and professional development in place to support them. He is very excited about this and to get working on it more in depth.
- Ashley said she looked at this for RDs as well so thanks for his insight there.

MOU Process Proposal- Jana and Tyler – skipping in the interest of time. Most people heard at CAD meeting yesterday.

A DAC mini meeting will take place in January/February to talk about what DAC will look like in the future. Megan and Martha will schedule soon.

The meeting adjourned at 3:05