

# ADVISORY COMMITTEES

## A GUIDE FOR UF/IFAS EXTENSION FACULTY

UF/IFAS Extension  
Program Development and Evaluation Center (PDEC)

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## Introduction

This guidebook provides UF/IFAS Extension faculty with details on how to develop, implement, and properly engage an advisory committee for effective program planning. All Florida county Extension faculty are expected to develop and work with advisory committees at the grassroots level. This document provides answers to many of the questions asked by new faculty about the overall advisory committee structure, membership and function regardless of the program/issue area. Included is information on functions and roles of the advisory committee membership and ideas to help make your committee as effective and efficient as possible.

A UF/IFAS Extension advisory committee has a specific purpose. The committee does not make policy. It is not task-oriented. The members do not function as Extension faculty. The advisory committee has only a few functions, but these are very important to the success of an Extension program:

1. To identify needs/issues within a community or county;
2. To advise or recommend on how best to reach target audiences; and
3. When necessary, to act as advocates for Extension programs and the UF/IFAS Extension Service

A well-developed advisory committee has a special awareness of the needs, attitudes, beliefs and perceptions common among people within their communities. Therefore, advisory committees are a strong link between the UF/IFAS Extension and local groups and individuals. They also provide additional credibility to the development of new programs and the continuation of others.

This guide contains the information needed to start a new advisory committee or make changes to existing committees. If you have any questions related to the development of your advisory committee, please contact the Program Development and Evaluation Center (PDEC) at 352-392-0386 or email Dr. Cheri Brodeur at [cbrodeur@ufl.edu](mailto:cbrodeur@ufl.edu) and they will assist you.

## Purpose of the Advisory Committee

Advisory committees have been an important building block in the development of effective UF/IFAS Extension programs since the inauguration of the land-grant university concept in Florida almost 100 years ago. The mission statement for the land-grant college includes the Cooperative Extension Service mission of “a federal, state and county partnership dedicated to...making knowledge accessible to sustain and enhance the quality of human life.” Advisory committees are a part of this basic grassroots philosophy that provides recommendation in improving accessibility to target audiences and the sustainability of changes that enhance quality of life.

The UF/IFAS Extension advisory committee has two main purposes: to advise and to advocate. An effective and well-developed advisory committee is made up of a diverse membership with the knowledge base needed to provide the best recommendations for Extension program development. The committee as advisors can help identify needs and issues, target audiences, most the effective ways to reach the target audiences, and the cultural differences that need to be understood before developing your programs. Because the advisory committee members are part of the local culture, they are aware of the deeper, more subtle issues facing the community, and often what causes them. The advisory committee also can act as advocates for the Cooperative Extension Service where Extension personnel are limited in access or where faculty are unable to speak. Committee members can carry the message of Extension’s mission to all stakeholders and to populations that may be difficult for Extension personnel to reach.

Extension faculty are managers of change. In everything they do, UF/IFAS Extension county faculty are trying to bring about change to improve the quality of human life. Advisory committees can help provide insight into making sustainable change happen. They can act as a gateway into the acceptance of change by the individuals within the communities who are learning new techniques and ideas from Extension faculty. Change can only occur when individuals see more value in something new than what they presently have. The advisory committee can help identify these values and provide credibility and acceptance to change.

As the name implies, an advisory committee is meant only to **advise and advocate**. These committees are not designed to make managerial decisions, nor are they to be empowered to carry out educational programs or collect Affirmative Action data. These are all responsibilities of the county faculty and staff.

To make this purpose clear, there should be a job description for the advisory committee members that includes the job title, a job description that clearly states the roles and expectations, required qualifications, skills and the time commitment that will be required to do the job. The Affirmative Action compliance requirements should be clearly stated as part of this document. A sample job description for committee members is provided in the Appendix on page 20.

## Roles of the Advisory Committee

It is important to give some thought to the roles of your advisory committee before you invite them to join. Not all counties have the same roles. Also, roles may differ based on whether the advisory committee is an overall committee or a program area committee. The particular commodity area within a program area if one exists may require specific roles based on identified needs. The 4-H advisory committee members may also have some roles that are specific to youth or mandated by federal regulation. Along with this guidebook, 4-H faculty should review the 4-H advisory committee handbook ([hyperlink to this](#)). A worksheet of possible roles and functions for advisory committee members is located in the Appendix on page 22.

## Roles of Faculty

Extension faculty have the following specific roles within the advisory committee:

1. Identify, develop and maintain the general advisory committee structure. You have many structure designs from which to choose.
2. For newly forming AC teams, identify some basic problems you will be dealing with (build your preliminary team around these problems. You can add more members as more critical issues are identified. Problem-solving should be central to the development of the team membership.
3. Work with the committee in identifying, selecting, and appointing committee membership.
4. Provide orientation and training for committee members. It is your responsibility to be sure they fully understand Extension and the role we play. They also must understand their roles and responsibilities within the broader picture.
5. Provide leadership and assistance in development of committee operational policies and procedures.
6. Provide leadership to ensure positive team dynamics and the management of team diversity within your advisory committee. If your team doesn't function well together they cannot be successful in anything they are trying to do.
7. Secure a meeting space.
8. Maintain open communication channels.
9. Provide necessary information for committee decision making.
10. Provide feedback on results of committee efforts. This includes results of your educational programs.
11. Support, encourage, and motivate committee and individual members.
12. Facilitate effective committee operations in such areas as:
  - a. Agenda planning
  - b. Meeting notification
  - c. Dissemination of minutes
  - d. Evaluation of meetings
13. Maintain rotation of membership.
14. Assume a facilitation role or a shared leadership role in actual committee members through the election of an advisory chair and/or officers.
15. Publicize and/or award contributions of the members as individuals or as the total advisory committee, and not the contributions of the agent. This is a shared role.

## Expectations of the Advisory Team: Who is doing the work?

There are many articles in the Journal of Extension that provide additional information on working with advisory committees and expectations of the advisory team. One especially good article from the Journal of Extension clarifies who is doing the work (<http://www.joe.org/joe/1988summer/a4.php>). There are some responsibilities



that should only be on the shoulders of the Extension agent. There are other duties and responsibilities that are better performed by the membership of a well-developed and well-trained advisory committee.

## Affirmative Action and Parity

A strong advisory committee should be a cross-section of a community or county's demographics and as such they are critical in helping the Extension faculty find ways to meet parity in Extension programming. The committee can provide suggestions and recommendations that both reach and provide the best educational programs for targeted audiences. Their input in these areas will help ensure participation of more people in targeted audiences and better outcomes for all audiences including the underrepresented and underserved.

It is the policy of the Florida Cooperative Extension Service both at the University of Florida and Florida A&M University to develop and implement advisory committees in each of the 67 counties in which they provide educational programs. It is expected that the overall advisory committee would be made up of members that represent the county demographics. The program advisory committees (i.e. 4-H, horticulture) will be composed of members whose demographics relate to the target audiences they serve.

## Affirmative Action Compliance and Managing Advisory Committees

The Cooperative Extension Service (CES) which in Florida includes both the University of Florida and Florida A & M University) is charged with the development and implementation of research-based educational programs. These programs cover issues in the areas of agriculture, natural resources (including marine), 4-H youth development, family and consumer sciences, community development and energy. It is the responsibility of CES to reach all citizens of the state with programs that can improve their economic, social, and environmental quality of life regardless of color, creed or national origin.

Since Cooperative Extension was legislatively approved in Florida in 1914, advisory committees have been an important part of this grassroots organization. It is this group that has been instrumental in identifying both issues and target audiences. A well- developed advisory

committee is made up of membership that mirrors the county demographics. It is the input from this committee that helps the county staff to identify issues, find best methods to communicate with the target audiences and provide guidance in best management practices to bring about change within the many cultures that make up a county's population.

Selecting the right members and providing the correct training can help produce a successful advisory committee when it comes to Affirmative Action compliance. Some strategies include:

- Communicating the purposes of the advisory committee, including their role in Affirmative Action compliance.
- Explaining why committee membership is crucial in understanding the culture and needs of targeted audiences.
- Providing a formal orientation that includes basic information on affirmative action compliance, including data collection.
- Including discussion on Affirmative Action compliance and how it can be best incorporated in the development of each new issue (see the Affirmative Action compliance check-up in the Appendix on page 24).
- Identification by advisory committee of minority groups that may not have been included on the advisory committee and identification of possible new advisory committee members to represent these target audiences.

## Parity

Parity is the state of being equal or equivalent to the demographics of a target population. It is looking at the demographic makeup of a particular population and then making sure that Extension programs and advisory committees reflect these demographics. For example, if a particular target population in a county or community is made up of 50% white, 30% African-American, and 20% Asian, then the parity the agent should be trying to reach in attendance at Extension programs should mirror these percentages.

Reaching parity isn't always an easy process, but it is federally mandated for Extension faculty to show that they have done everything possible to reach parity. **Extension**

**advisory committees are subject to federal audits, and although county faculty aren't always able to reach parity, they must provide proof that they have made every attempt to be in federal compliance.** This may include advisory committee minutes in which methods of reaching target audiences have been discussed, as well as examples of the news articles, fliers, newsletters, websites, individual visits, etc. that occurred because of these discussions. This information should be collected and stored for at least five years. Failure to provide this information during a federal audit could have serious consequences. The last federal audit was held in Florida in 2010-11. They are generally conducted every ten years, but sometimes they occur more frequently and without a great deal of notice. A set of Affirmative Action compliance check-up materials is available in the Appendix on page 24.

## Identifying the baseline demographics

To identify what audiences exist within a community, a new agent might look at data that breaks down the county demographics.

SimplyMap (<http://guides.uflib.ufl.edu/content.php?pid=93751&sid=699662>) is a database offered through the George Smathers UF library (<http://www.uflib.ufl.edu/>) that provides a great deal of Florida county (as well as national) information.

The U.S. census (<http://www.geolytics.com/>) also has a wealth of information, as does the State of Florida website (<http://www.myflorida.com/taxonomy/floridian/research%20&%20statistics/>).

Once the demographics are known, the agent can try to identify leaders in each of the target audience groups to look for advisory committee membership. Different cultures have different leaders. For example, African-American populations in many communities are historically centered around churches and their ministers or those in the political arena. Many Native American populations in Florida have tribal leaders and elders who are knowledgeable about best ways to reach these populations and the problems that impact them. Creole populations may depend on newspapers and radio stations that publish or provide programs in the Creole dialect. These editors and announcers are usually a part of the Creole population or they have a strong understanding of

the culture providing them with knowledge of the Creole needs and behaviors.

## Structure of the Advisory Committee

The Advisory County structure as it relates to the overall county Extension structure in Florida is very specific. All advisory committees fall under the UF/IFAS Extension umbrella and report to the county Extension director (CED) directly or indirectly, depending on the type of committee. Advisory committees can cover the county's Extension program as a whole, or they can address specific areas within Extension, such as agriculture or 4-H youth development. The overall committee is generally the direct responsibility of the CED, while programmatic advisory committees may fall under faculty responsible for a particular program area, such as a marine or horticulture agent.

A liaison from each programmatic area should be a member of the overall county advisor committee to lend continuity to the process. There may be other members on the overall advisory committee who are not on any other committee.

## Traditional or Inclusive? Two Effective Model Structures

In the past, it has been unusual for all programmatic advisory members to serve on an overall advisory committee. However, in recent years a new inclusive model of advisory committees has been emerging. In the inclusive model, the overall committee is actually made up of members on all programmatic advisory committees. These programmatic members may meet separately for an hour before the overall inclusive committee is called to order. During the overall committee meeting, these programmatic committees provide updates on programmatic issues and then the inclusive committee works together to solve the problems. This relates to the idea that all issues and environments are embedded in each other and that better solutions can be identified by a more holistic approach.

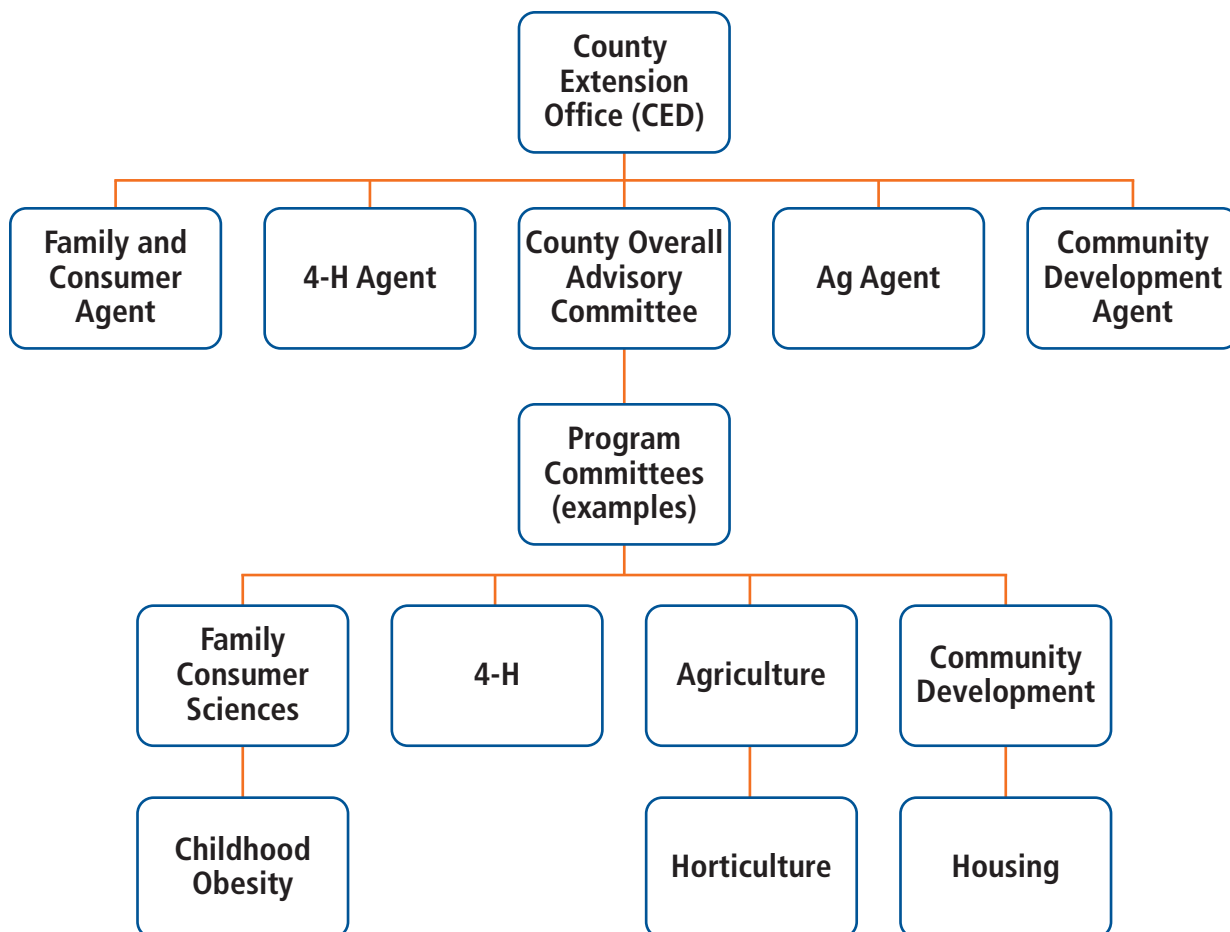
In the traditional model, programmatic advisory committees meet at different times and with different agendas. A representative is then selected who will act as a liaison to the overall advisory committee. Not having a liaison or some method of sharing the programmatic

decisions can lead to a disconnect and difficulties in problem-solving for the overall committee. If a liaison cannot be assigned then at the least the minutes of each of the programmatic committee meetings should be shared with the overall committee and vice versa. Another solution is for all county faculty to serve in a non-voting capacity on the overall advisory committee.

## The Structure of a Traditional Florida Advisory Committee

Depending on the size of the county and the number of faculty and program areas there may be only one overall committee in the county or there could be a more complex level of committees that includes the overall committee, program committees and even subcommittees. Figure 1 shows a fairly common traditional model used in Florida.

Figure 1. A fairly common model of a UF/IFAS Extension County Advisory Committee Structure



The structure of the advisory committee in each county is decided by the CED with input from the District Extension Director. Also, faculty working in the area of 4-H youth development should review the 4-H advisory committee handbook for more specific state and federal requirements.

## Components of an Advisory Committee

Regardless of whether you're using an inclusive or traditional model, three standard components of all advisory committees have been identified (Cole & Cole 1983):

- Internal structure
- Programming
- Group dynamics

**Structural** components include purpose, power, membership and constitution and/or bylaws. Most Florida counties use bylaws. Both a written purpose and



bylaws provide clarity to the advisory committee role and expectations for potential membership as well as stakeholders.

The power to create bylaws is generally given in a county constitution (if one exists) and provides the book of order for the day-to-day procedures for your advisory committee. Having bylaws can be very helpful in dealing with questions that might arise, including quorum for votes, conducting officer elections and rotations of members, defining the rules of order for conducting business, and time and place of meetings. Bylaws also can provide guidelines for filling officer positions that have been vacated or dealing with delinquent members or officers who want to be on the committee but are not active. It is not necessary to have a constitution, but bylaws should exist in every county office. Several samples of bylaws for both county overall advisory committees and programmatic advisory committees are included in the Appendix on page 37.

The **programming** components relate to the actual work that each committee does. It is important that the committee learns what an Extension program looks like, from needs assessment to evaluation. Florida Extension uses a logic model that provides all of the program components. The state Extension office provides training in the Extension program for all new county faculty. Additional training is provided by the Program Development and Evaluation Center (PDEC) for any faculty that requests it (<http://pdec.ifas.ufl.edu>). The program process should be shared with all new advisory committee members during their initial training.

The **group dynamics** component--which is often overlooked in any kind of committee training--includes an understanding of human behavior and human interaction among advisory committee members. This kind of training can reduce conflict, improve interaction, and make for a more effective problem-solving process. PDEC (<http://pdec.ifas.ufl.edu>) offers training for Extension faculty through in-service training opportunities each year.

A successful advisory committee must include structural, programmatic and group dynamic components. Therefore, training in all three areas should be included for all new advisory committee members. In many cases seasoned advisory committee members are involved in annual training for new advisory committee members rotating onto the team.

## Logistics of an Effective Advisory Committee

Before forming an advisory committee, thought must be given to the number of members needed and how to rotate them on and off the team as well as other logistics.

### Number

The number of members on an advisory committee is generally left to the discretion of the faculty in charge. The overall committee is generally the largest of the county advisory committees. It is important to have at least one liaison from each of the programmatic advisory committees on the overall committee and the demographics on the overall committee should reflect the demographics of the county including representatives for the underserved populations. An approximate number might be around 10-15. However, some counties use an advisory committee model in which the programmatic committees are actually embedded in the overall committee. These may be larger committees of as many as 20 or 30 members.

More important than the number of members is that each committee has the right “mix” of members who as a group have the knowledge needed to properly advise and provide advocacy. It is important to remember that the more members there are on a committee, the more important it is for the team to be trained in group dynamics to reduce conflict and increase successful team interaction. In-service training for county faculty is offered each year by state Extension.

### Rotation

Rotation of advisory committee members is an important part of managing a successful committee. Members should be rotated off the committee and new members added in a way that makes certain there are always some “seasoned” members on the committee who can help to train and/or guide new members. New ideas and renewed energy comes from the addition of new people. Rotation can also be an effective tool when a member turns out to be less than ideal on the committee. Time limits assist in rotating out ineffective members. Your bylaws should contain information on how rotation works.

How you rotate on and off the committee depends on how long the rotation period lasts. Some faculty have people on their advisory committees for three years. For members

interested in being chair of the committee, this allows them time to learn the ropes and thus be prepared to run for chair-elect, and then to serve as chair before rotating off the committee. This means that one third of the members should rotate off each year. Some faculty prefer a two-year rotation-- members can then serve for one year on the committee to learn how it functions and then serve in officer roles before rotating off. In this type of rotation one-half of the members are rotating off each year as another group rotates onto the committee.

One method that allows continuity is to have a three-year rotation and choose a new chair and chair-elect each year. A member is often required to be on the advisory committee for one year before election to the chair-elect position. This allows the chair-elect to have two years on the committee before assuming the chair position. Some committees then have the chair move into a past chair position. Not all members are willing to give a three- or four-year commitment, although agents will often find this added experience helpful for members. Each faculty member should work with their CED to find the methods that work best within their county.

## Selecting and Recruiting Members

Probably one of the most important steps to a putting together a successful advisory committee is the selection of members. Since the Cooperative Extension Service first began in Florida in 1914, there have been advisory committees in some form assisting county agents in their work. During most of that time, advisory committees have been comprised in the same way. Black, Howe, Howell and Bedker (1992) made some recommendations to advisory committee composition that are still effective today.

In the earlier years of Extension, much of the workforce was active in agricultural production, but that number has dwindled considerably. Advisory committees originally tended to be developed around program areas such as 4-H, family and consumer sciences, and horticulture rather than issues that affect agriculture or quality of life as a whole. Today, because so much is integrated, there is often an overlap in program areas. For this reason it is often best to identify the issues and problems rather than a program area and choose membership around these needs.

Over the years as needs change the membership can change—members can be removed through the rotation process and new members added as the issues change and/or evolve. The important point is that the advisory committee cannot be static but must be able to change and grow as needs arise.

## Member Attributes

There is no single best way to select and recruit members for your advisory committee. As part of the selection process, it is important that your advisory committee have a broad range of knowledge of the programmatic issues facing your community, and that they know or belong to the audiences you will be trying to reach with your programs. It is not expected that every member will have knowledge of every problem or every audience but as a whole, the advisory committee membership should be able to provide the advice you need to develop strong programs and successfully reach your audiences.

Although knowledge is crucial, there are other attributes that must be considered when selecting new members. These include personality, experience, leadership skills, responsibility, dedication and neutrality. You want people on your team who can be flexible in their team decision-making, who portray a willingness to work with others, and who are willing to negotiate with the rest of the team to identify the best solutions. All members should have a highly developed level of leadership skills so that they can share leadership within the committee and will also be good-will ambassadors for Extension throughout the county. They should be well networked throughout the county. Members need to be responsible for attending meetings and carrying out committee responsibilities. Finally, advisory committee members should be dedicated to the mission of Extension and free of personal agendas.

Research by Senge (1990); Salas, Sims and Burke (2005); Schei & Rognes (2005); and Brodeur (2006, 2007) shows strong justification that the development and awareness of certain member attributes is crucial to the success of team or committee development and outcomes. In selecting team members it is a good idea to consider each attribute below and to look for members who exhibit these traits or would be willing to learn them:

- Leadership, in particular shared leadership
- Personal interest in the total community and needs of the community
- Ability to see and reflect the needs of people that can be addressed by the Cooperative Extension system
- Respect for others on the committee and a sensitivity to their needs
- Commitment of time and energy to the committee
- Willingness to do more than their share when needed
- Willingness to be adaptable to new ideas and directions but also to be persuasive when the need arises
- Willingness to work on the team with no hidden or personal agendas
- Willingness to build a shared mental model or cultural camaraderie with other team members
- Communication and listening skills
- Ability to negotiate, to make the final solutions or recommendations better than individuals could accomplish working on their own
- Shared vision and ability to think long-term
- It is always good to make a list of potential candidates, because a well-developed list can let you see where you might be missing important demographics or a critical knowledge base. You can also look at the rotation process and how this will impact you over the next few years. If there is a critical program area and the only two members on your committee who have valuable knowledge for developing your programs, it would not be good if they both rotated off at the same time. Planning ahead like this can save headaches later. Several sample graphs have been included in this guide for this purpose. These include a worksheet to identify potential members and the advisory committee membership grid that allows you to keep track of your membership, when they were hired, when they rotate off and other demographic information that will be useful for affirmative action audits.
- Word of mouth: Talk to other agents or community leaders, especially those in target audiences or who work with target audiences.
- Media: Pay attention to local newspapers, magazines, radio and television. Leaders and those familiar with issues you will be solving often can be identified this way.
- Industry, finance and education: If you are dealing with specific industries, you can often find someone willing to be on your committee who is in industry or teaches in the area in which you have an interest. For example, you might have an ag advisory committee and one of the main issues relates to ag profitability and sustainability. You might involve a local banker who understands issues related to farm credit, and there may be a community college professor who teaches international trade. You might also find someone who works in the information technology field who could provide insight into local and global communication.
- Leadership within target audiences: These individuals are generally people who live within and are a part of a target community. Examples might include ministers, business leaders or teachers.

It can be difficult to find just the right members for your advisory committee, especially if you are a new county agent. Some suggestions are to talk to your CED and other faculty in your office, read the local newspapers including the social section to get ideas of who is showing up and involved in community activities, and talk to any “movers and shakers” you are familiar with in your community. As you continue to network across your county in your program area, ask for names of people who would be good choices for inclusion on your committee. You may have a strong committee but you don’t know what issues might arise in the future or who might have to resign. It is always good to have a list of potential candidates handy. Sometimes the best choice may be a second in command rather than the highest level person. For example, the mayor may not be a good choice because of his/her schedule, but the assistant to the mayor would have the mayor’s ear and would also be likely to be aware of the same problems the mayor is familiar with.

## Finding Members

There are many ways to find potential members of your advisory committee. Some of the most effective sources of information include the following:

## Approaching Potential Members

Once you’ve selected potential members, what is the best way to get them to say yes to your request? Again, there

is no single method. For some an email or phone call is sufficient. These are generally people you know well already or who have a strong knowledge of Extension and the role advisory committees play.

Generally one-on-one contact is best. But if it is not a person you know try to make several preliminary contacts so they get to know you before you ask them to be on your committee. Once they know you, asking for a private meeting is a good way to have their complete attention while you ask them to join your committee. Getting to know them also will generally give you a better idea of “what makes them tick.” What is it that would “sell” them on being a member of your advisory committee? There are many things that motivate people. For example, a potential member may care about the environment of their community and see this advisory committee as a way to improve environmental stewardship. They may be interested in children’s issues, so a 4-H youth development agent might talk about the impact 4-H has on the lives of children and how the advisory committee is instrumental in this area. People are also motivated by networking or by the opportunity to lead or be seen as a leader in the community. Whatever motivates an individual, it is important for you to identify and highlight these areas during the initial request to become a member. It is also important to be aware of any personal agendas that might be a motivating factor. Having one person with a personal agenda on an advisory committee can be a potential threat to the committee’s success.

## Possible questions from new or potential advisory committee members

Potential members often have numerous questions before they say ‘yes.’ Below is a list of possible questions that may come up during the interview process. You should read over the questions and make sure you can answer all of them before you invite potential members to join your advisory committee.

- What is a land-grant university?
- What is UF/IFAS Extension? How long has it been in Florida?
- How is Extension in this county related to the University of Florida?
- What is the mission of Extension?
- How is Extension financed?
- How does the advisory committee fit into the purpose of Extension?
- What is an Extension program? What does it look like?
- What Extension programs are presently delivered in this county?
- How do county faculty and state specialists work together on programs?
- What is the current enrollment or participation in programs in the county?
- How are programs selected? (needs assessment)
- What audiences are presently reached?
- How are potential audiences identified?
- How can a member of an advisory committee help promote the work being done by county faculty?
- How can advisory committee members help the land-grant university as a whole?
- What would be the time commitment required of members?
- Who are the officers of this committee and what are their roles?
- What exactly is my role as an advisory committee member?
- What are the personal benefits for me being on the advisory committee?

## Advisory Committee Training for New Members

A formal orientation of new advisory committee members is crucial to success. Orientation should include:

- The role of the advisory committee
- Advisory committee job descriptions of all members shared with all members
- Bylaws that include member rotations
- Average time commitments
- Brief history of Extension in the U.S. and of the Cooperative Extension Service within the state and county
- Training that includes an understanding of the program plan, advisory committee group process skills (including human dynamics) and an understanding of how Extension does program accountability,



evaluation and analysis of data (including data and data processing that must be followed to meet Affirmative Action compliance)

## Expectations of Advisory Committee Members

It is important when managing an advisory committee that Extension faculty be aware of some of the specific expectations members may have as part of their participation on a committee. It is essential to meet these needs to ensure continued involvement. Expectations may include but are not limited to the following:

- Feeling welcomed at committee meetings
- Receiving a thorough orientation, including a clear explanation of roles, reasonable expectations of what an advisory committee does and the role of the county faculty
- Feeling needed and wanted and that their contributions are valuable
- Needing support from the county Extension faculty until they feel competent
- Needing to feel a sense of accomplishment
- Needing to have specific problems to solve or participate in solving
- Need for active communication between the faculty and the committee members not just at meeting times but continuous

## Advisory Committee Meetings

### Officers

Once you have found your members, you need to identify your officers. They can help you plan the agenda and other logistics. Advisory committee officers are different in every county. In some counties there is just a chair who is elected by the committee or appointed by the agent. In other counties, the officer positions are more formal and include at the minimum a chair and secretary. Many counties go so far as to include a treasurer and parliamentarian.

It is important to keep minutes, and a **secretary** is an important officer. A copy of the minutes of the committee meeting should be shared with the CED, other agents in the office, and with the chair of each of the other programmatic advisory committees, as well as the chair of the overall

committee. Minutes should be archived and kept in the Extension office for at least 5 years.

A **treasurer** is only needed if money is being collected. There are rules governing the collection of money, and this should be discussed in detail with the county Extension director or the district extension director. 4-H has special requirements for advisory committees and the collection of money, and should follow proper procedures provided by the state 4-H office. It is important to understand this process before selecting a treasurer.

A **parliamentarian** can be very beneficial on advisory committees that are having problems proceeding for a number of reasons. There may be power issues on the team, there may be a committee member who is too gregarious or members with personal agendas. A well-trained parliamentarian can keep the meeting efficient and orderly.

## Meeting Times and Locations

Deciding on the best times to hold your advisory committee meetings is important to having successful attendance. If you are new and have “inherited” an existing advisory committee, you can survey them verbally to see when is the best time to meet. As you add new members in the rotation process, you must always provide the meeting times to make sure it works with his/her schedule.

Careers and job types can have a lot to do with when people are available for meetings. Those who have jobs that are hard to leave during the daytime, such as teachers, usually do better with evening or weekend meetings. Agriculture producers often are easiest to have at breakfast meetings before they begin their day. Business and government personnel often find it easier to attend luncheon meetings. The important point is to communicate your meeting times and be flexible if they need to change.

Proper location is another important point to cover when putting together successful meetings. The location and the room layout are important. Arrangements for facilities should be made as far in advance as possible in order to be assured of the date and time for the meeting. Adequate seating arrangements should be provided for as well as necessary materials such as a white board, flip charts, screens and hookups for computers and projectors that might be needed. The location of the meeting should be as central as possible for all who need to attend. The facilities should be well-ventilated and neither too hot nor too cold.



Lighting should be sufficient for reading purposes and to see screens clearly without glare and to be able to hear and see all of the participants of the meetings.

## Room Arrangements

Most people don't pay a lot of attention to seating arrangements for their advisory committee meetings. However, if you are able to change a room around to meet different needs, the right table configuration and seating arrangements can make for more successful interaction. Three types of seating that work well for advisory committees are 1) the problem-solving circle, 2) the U-training arrangement, and 3) the long table decision-making arrangement.

### U-Training Arrangement

This room arrangement is especially useful when new advisory committee members are being trained. This arrangement provides better visibility for the agent (and other advisory member trainers) and makes interaction between the trainer and participants easier. This method allows the trainer to walk closer to individual participants to speak or answer questions while still being visible to the other participants.

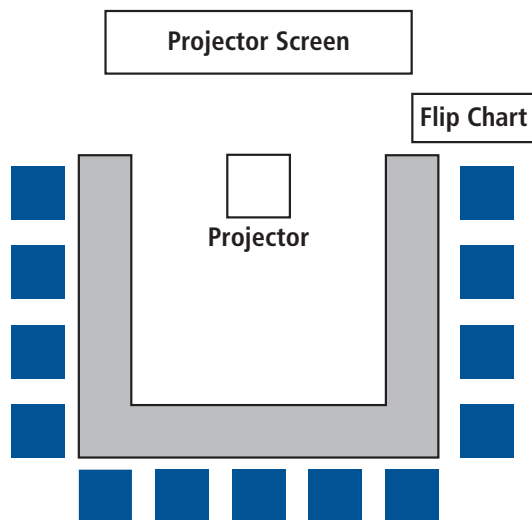


Figure 2. U-shaped arrangement for training.

### Problem-Solving Circle

When a high level of interaction is required among members, the circle can help to minimize power issues. Since there is no "head of the table" in a circular table or chair arrangement, power is more neutralized, which

fosters a feeling of equality and equal contribution for all advisory members.



Figure 3. Circular arrangement for problem-solving.

### Long Table for Decision-Making

Often when advisory committees meet, their charge is to arrive at a specific decision or recommendation. For this process there needs to be a leader, which may be the county agent or the chair of the advisory committee or someone the committee has designated as their leader for a specific reason. Selecting a rectangular table that provides enough seating for all the advisory members provides the opportunity for direct discussion while allowing the leader to facilitate conversations that might include a higher level of conflict. The long table concept also allows the seating of aggressive or "intense" personalities at opposite ends of the table from each other, so their conversations can be more focused on the solution and less on interacting directly with each other. It is also easier with the rectangular shaped table to place the leader halfway between all members by placing them in the middle of the longer side of the table rather than at the "head" of the table.



Figure 4. Long table arrangement for decision-making.

## Agenda Development

Advanced preparations should be made for the recording of the minutes of each meeting. This is generally the responsibility of the secretary. If the secretary is unable

to attend a meeting then a substitute should be selected prior to the meeting time. It is not unusual to prepare a draft of the minutes in advance to simplify the process. Several examples of agendas are provided in the Appendix on pages 47. At the very least, the agenda should contain the location, date and time the meeting will be held, the meeting objectives, topics for discussion and the name of each of the presenters. Additional examples of agendas and meeting hints can be found on the Internet. One great location is the meeting resource center at Effective Meetings.com <http://www.effectivemeetings.com/meetingbasics/training.asp>

## Conclusion: Checklist for a Successful Advisory Committee

- Be very clear in the purpose of your advisory committee and your expectations. Be sure to set up a rotation so that members know how long they are expected to be on the committee.
- Meet at a time and place appropriate for your committee. You can choose the members and then survey them for the most convenient time or set a time and place and when recruiting ask them if the time would work. If it doesn't then find other potential members.
- Don't meet unless you have something to discuss. Most people willing to be on an advisory committee are busy people. This means you want to use their time wisely. If only a few items need to be discussed consider an alternative meeting method such as telephone conference call, email, mailed reports and a follow-up individual call or individual face-to-face. Eventually your advisory committee will understand that you see how valuable their time is, and when a meeting is called they will know important items will be discussed.
- Keep the advisory committee at a manageable size. An overall county advisory committee might be 15 to 20 members, while a program advisory committee might be 6 to 12 members. The size of the committee should be based on the knowledge needed and the representation required to reflect the community rather than the number of people. If you have 12 people on the committee but you find you are missing information on a particular target group, then you should add another member to the committee who has knowledge of these needs. If a team is getting too big you can always consider the use of subcommittees.
- Expect there to be personality issues with your team. Learn about team dynamics and the importance of the different personality types on your committee. Learn to use their strengths and how to neutralize their perceived weaknesses.
- Make your committee a working committee not just an advisory group. Some members might be interested in being more actively involved-- Let them. However, make sure that 1) the assignments are short-term; 2) the assignment makes good use of their time; and 3) there are noticeable results.
- People have reasons for being on committees. Identify these reasons and try to make their time personally rewarding. Also, letting them know that you appreciate them goes a long way. A simple email saying thanks makes a difference. Giving them a public tribute or a certificate also can go a long way in showing appreciation and letting your committee see that you value them.
- Plan something fun for your committee once a year. It might be a Dutch treat lunch out or a holiday party where you provide cookies and punch. Or even better, a pot-luck meal that includes all the advisory committees. Good food and a chance for everyone to get to know each other and network is always a win-win situation.

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# Appendices

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## Appendix I: Timeline for Developing an Extension Advisory Committee

1. Complete a needs assessment
  - a. Talk to CED and other faculty
  - b. Review existing (state and county) strategic plan
  - c. Review local media for needs
  - d. Review commission meeting minutes for local needs
  - e. Survey/talk to members of the general public and industry
  - f. Identify potential audiences with needs
2. Identify individuals who might make good members
  - a. Use the same methods above to identify potential committee membership
  - b. Be sure potential membership list includes all possible candidates
3. Decide on the structure of the committee
  - a. Type of committee (overall, programmatic, any sub-committees)
  - b. Meeting locations/ dates and times
  - c. Rotation of membership
  - d. Officer structure (chair, co-chair, chair elect, parliamentarian etc.)
  - e. Leadership of committee (agent run or officer)
  - f. List of responsibilities for membership
4. Invite members to join
  - a. Understand what motivates people to join committees
  - b. If you don't know potential members well, meet with them several times before inviting them to join committee
  - c. Use mutual friends to help recruit
  - d. It is better to invite face-to-face rather than by email or letter
  - e. There will be questions—know the answers in advance
  - f. Be open and honest about expectations of the committee
    - i. Put expectations in writing
5. Put together preliminary team
6. Conduct orientation and training
  - a. Team responsibilities
  - b. Affirmative action requirements
  - c. Human dynamics
7. Use prepared agendas for meetings
8. Above all stay in communication with your team

## Appendix II. Job Description for a Member of a Florida Extension Advisory Committee (sample)

On behalf of the Florida Cooperative Extension Service (UF/IFAS; FAMU/CES) and \_\_\_\_\_ County, I would like to take this opportunity to thank you for your willingness to serve as a member of the UF/IFAS or FAMU/CES Extension \_\_\_\_\_ [county name] \_\_\_\_\_ (overall or give advisory program area name) Advisory Committee. I would like to take just a moment of your time to explain the important role you will be playing and how the advisory committee functions.

As you know, Extension is a grassroots organization that provides educational programs designed to improve the social, economic and environmental issues affecting citizens in your community and county. Extension is unique in multiple ways that allows us to be very productive:

- Both the University of Florida and Florida A&M University are part of the Florida Cooperative Extension Service.
- There is a UF/IFAS Extension office and faculty in all 67 counties.
- There are state specialists at both UF and FAMU who support county faculty/agents
- Programs in each county are specific to the needs of that county
- Program ideas originate at the county level and advisory committees play a crucial role in identifying these needs.
- All UF/IFAS Extension programs are research-based.
- Most UF/IFAS Extension county agents are faculty members of the University of Florida or Florida A&M University.
- Trained volunteers are an important part of the UF/IFAS Extension county program.
- Funding support for the county programs come from federal, state and county agencies.
- The Cooperative Extension Service is found in all 50 states, and faculty across the nation are networked together through the U.S. Department of Agriculture and the National Institute of Food and Agriculture (NIFA) .

The Cooperative Extension Service as a whole is very complex but hopefully this will give you a better idea of the massive organization you have joined. I also want to emphasize that although we are part of a larger organization, we as an advisory committee exist for one purpose only and that is to serve the people of this county.

### Appendix III. Roles of the Overall Advisory Committee (Sample)

The Overall County UF/IFAS Extension Advisory Committee is comprised of at least one liaison from each of the program area advisory committees and others who have a more holistic interest in \_\_\_\_\_ County. We presently have \_\_\_\_\_ (#) of program area advisory committees. They are the following:

(List each program area committee (4-H, horticulture etc.)

Those who serve on program advisory committees work primarily within their assigned program area (4-H, Family and Consumer Science etc.). The overall advisory committee serves a much broader role. The Overall Advisory Committee in \_\_\_\_\_ County is comprised of \_\_\_\_\_ (#) who represent the county program advisory committees and \_\_\_\_\_ (#) who serve on an at-large-basis. You have been chosen to serve on this committee because you are a leader in your field and we are aware that you care deeply for your community and are highly thought of and respected by your peers. We also believe through your knowledge of the needs and issues within \_\_\_\_\_ County you can provide significant insight and advice into any changes that need to take place.

The Overall Advisory Committee generally works directly with the County Extension Director (CED). As a member of the Overall Extension Committee you will be asked to provide guidance to the CED on the broader county-wide Extension initiative in the following areas:

**(NOTE:** County Extension faculty should review the list of expectations below and change them to reflect the specific role of the overall committee in your county.)

1. Identify problems and issues related to existing programs and alert Extension faculty of these needs. This may include alerting the County Extension Director (CED) of comments, suggestions and concerns related to any of the Extension programs that have been obtained from the community-at-large.
2. Advise on new program areas that need to be added, and program areas that need to be phased out because they are no longer deemed to be relevant.
3. Advise on prioritizing program efforts. The committee will provide advice as to whether the priority of effort needs to be improved or shifted. For example, the growth of the landscape industry in a county and the reduction of the cattle related industry might require a shift in effort and programming.
4. Advise on programmatic staffing needs based on any changing programmatic efforts (see #3).
5. Advice on locating resources both human and material needed to carry out programs.
6. Act as spokespersons and goodwill ambassador for Extension with County Commissioners and other local organizations and agencies. The committee should develop direct lines of communication with county commissioners, city and county managers, and local politicians, and local community leaders. The committee should have effective lines of communication with all media within the county (newspaper, radio, television).
7. Identify targeted audiences and how best to reach them.

## Appendix IV. Roles of Extension Advisory Committees by Level

Role or Function	Committee Level		
	Overall	Program Area *	Issue/ Commodity
1. Assist in establishing and maintaining cooperative relationships with other agencies and groups within the county.	X	X	X
2. Advisement on total program balance. (agri., 4-H, Home Economics, Marine, CRD).	X		
3. Provide legitimization of:			
a. purpose and existence of overall Extension program.	X		
b. need for education programs in specific program areas.		X	
c. need for educational programs in specific commodity, issue, or special interest areas.	X		X
4. Assist in obtaining overall budgetary support.	X		
5. Create other advisory committees.	X	X	
6. Assist in communicating program plans and activities to the clientele groups represented and to the general public.	X	X	X
7. May function as a group for social or political action.	X	X	X
8. Advise concerning program balance or emphasis within issues/ commodity areas.		X	
9. Assist in the identification of issues, problems, needs and opportunities.	X	X	X
10. Assist with identification of target audiences.	X	X	X
11. Assist with establishing program priorities	X	X	X
12. Assist with securing resources for implementation of specific activities or events.		X	X
13. Report program plans and results to:			
a. county commissioners and other relevant publics.	X		
b. overall advisory committee		X	
c. program area advisory committee.			X

\* Agriculture, Family and Consumer Science, Natural Resources, 4-H, Sea Grant, Community Resource Development and Energy.

## Appendix V. Expectations of the Advisory Committee

UF/IFAS Extension faculty and committee members have preconceived ideas on how they would like the committee to function, roles of members and what they think an advisory committee can accomplish. Different members may have different expectations so it is important to communicate clearly your expectations and to be as realistic as possible. This is an exercise in identifying these expectations and discussing them within the committee to come to some agreement and understanding.

**What do you think the Extension county faculty expects of the Advisory Committee Members?**

**What do you as a member of the Advisory Committee expect of the County Extension Faculty?**



## Appendix VI. University of Florida IFAS Extension Affirmative Action Check-Up

Mary Ann Morgan, IFAS HR Director and EEO Officer

### Preparation

1. Notify CED of decision to conduct an Affirmative Action check-up in the specific county.
2. Request County Affirmative Action reports for the past two years.
3. Obtain basic demographic/ racial / ethnic data on the county including youth population, adult population, school demographics.
4. Obtain two years of ROA's and POW for review of contacts and potential audiences.
5. Obtain copies of ES237 for past two years.
6. Secure at least two AA/Civil Rights posters to take along.
7. Notify county approximately one month in advance to prepare the items on "Affirmative Action Check-Up Items"

### During review

1. Invite all staff (including key secretaries) to participate in the overview of history and components of the Affirmative Action Check-Up
2. Review historical information about the passage of the Civil Rights Act and the subsequent legislation.
3. Review the history of the Extension Service and USDA relative to discrimination in programs and employment, paying specific attention to the judgements found against the agency and how we must continue to take positive actions to prevent any discrimination in our programs or employment.
4. Discuss how the Federal, State, and Counties AA plans were developed and have not changed since 1972.
5. Point out the areas of concern for Florida Counties and that Federal Audits are routinely completed. Review the purpose of the AA Check-up.
6. Go through two handouts (General guidelines and FAQ's - available on the WWW), item by items, indicating what will be looked for during the Check-Up and clarifying expectations and concerns. Gather input from staff and answer questions immediately.
7. Review the demographics of the county and note that these racial, ethnic ratios will be used consistently as a measure of potential and realized contacts in Extension programs.
8. Assure staff that a follow-up letter summarizing concerns, corrective actions necessary, and strengths found, will be issued within about two months. It will also be sent to the DED's. It is strongly recommended that the staff, at follow-up staff and advisory meetings, take positive corrective action as a result of deficiencies.

### Follow-up

1. Write summary with appreciation for the effort, strengths, corrective action needed, and critical tasks which must be accomplished in a short time. Include specific information about each major section with positive or corrective information.
2. Follow-up with answers to questions raised during the day.
3. Send copies to County Extension Director, Associate Dean, and DED.

## Affirmative Action Review

### Notes/Work Sheet

County \_\_\_\_\_

Reviewer (s) \_\_\_\_\_

Date of Visit \_\_\_\_\_

	Below standards	Meets Standards	Comments
<b>Files</b>			
Must have complete set of standardized files			
Must have a copy of the AA plan for the County			
Current years (and five year history) should be accessible from other sources (compliance letters, registration, participation lists, mailing lists, etc.)			
Everyone (all staff) knows where the files are and what is in them.			
Annual reports filed with the State			
<b>Clientele Contacts/Parity</b>			
Staff understand the concept of parity.			
Review ethnic potential audience for the county, targeted program audience by ethnic and gender in the ROA / POW. Contrast with the county demographic data.			
Examine corrective plans planned in the POW to correct the targeted ethnic participation.			
<b>Advisory Committees</b> (check sheet attached)			
Must be representative of the potential audience for the program committee by race and gender			
If overall advisory, should be representative of county by race and gender.			
Must have an expansion and Review Committee.			
Must discuss AA reflected in the minutes of the meeting, the status of the AA in the program - that is for all program areas.			
Minutes should reflect the participation / non participation of minority members in the group. (Should not just be a paper representation).			
<b>Expansion and Review Committee</b> (see attached sheet)			
Must be geographically representative from throughout the county			
Must be racially representative			
Must be gender representative			
Must include 1/3 young people			

	Below standards	Meets Standards	Comments
Separate meeting time, separate listing, recommended minimum of once a year, most likely immediately after the opening of the 4-H year.			
Minutes reflect a close examination of 4-H participation by geographic area, gender, and racial makeup. Maintain minutes			
Reviews a map and the geographic boundaries for EACH club			
Examines racial makeup of clubs to be sure that 80% of membership comes from within the club boundary lines.			
Examine racial makeup of club boundary area (need demographic access). Ask the question does the club make up the same racial ratio. (In essence, looks at the potential makeup of the club). This establishes parity and what the club makeup should be. Club needs to be in parity which is plus or minus 4% of the potential audience.			
Based on results, all reasonable efforts (3 avenues) must be taken.			
<b>By-Laws / Operational Guidelines</b>			
Any written by-laws (4-H clubs, council, FCE board, advisory committee) need to have verbiage which includes non-discrimination statement.			
<b>Mailing Lists</b>			
Whether in hard copy or electronic, all groups must be coded by race and gender. Minorities must be coded. These must be the official lists.			
Insure that there is no separate listing by minority groups or by gender.			
A minority media list is acceptable.			
<b>Participant Lists</b>			
Must keep a list of all participants of events, activities. (May be kept by individual faculty.)			
These should be coded by race either during the meeting or immediately following the event.			
Comparisons may be made over a five year time examining trends in minority or female participation. (Only need to keep for 5 or so years). Shows attention to trends.			
<b>Announcements of Program Offerings / Public Notification Plan</b>			
Event and program announcements always have, in the body of the information, the non-discrimination statement. (Cannot count the disclaimer printed on the letterhead). Work to include this statement in the narrative part of the notification or article.			

	Below standards	Meets Standards	Comments
Clip the article and also keep what was sent to the newspaper if there is a history of the paper not including this information. File together and keep in the file.			
If photos are available either in newspapers or for those which were just taken, include those as well to document minority participation. Photos can also be displayed on the wall, with the map.			
Posters which are placed should also have the non-discrimination statement.			
<b>Mass Media Outlets / Grass Roots Organizations</b>			
List any mass media which are used and note which are specifically targeted toward minority groups.			
List any grassroots organizations that relate to a specific minority group -- these should be used to send program announcements.			
Discuss ways that to get information to minorities or underprivileged - social service organizations, minority professional, sororities, church. Build a broad based list who can provide avenues to minorities			
<b>Complaint Poster and Procedures</b>			
One posted in reception area			
One posted in each major meeting room			
All Staff can answer the question - "who should be contacted if there is discrimination"			
<b>Compliance Letters</b>			
Every 4-H club has a letter on file (school enrichment not necessary)			
FCE groups each have a letter			
Any group we work with on a routine basis (Farm Bureau, cattlemen, clubs) must have a current letter (five years) on file. Include groups which may have membership dues, etc.) On letterhead			
Updated every five years or when the leadership changes.			
<b>Club Boundaries / Maps</b>			
4-H: Club boundaries are indicated on a map, club by club, or on a separate sheet. Club boundaries should reflect where 80% of the club membership comes from. Club boundaries should not appear gerrymandered. For clubs of all of one race, draw the boundaries as close as possible. Watch closely that all reasonable actions are taken to integrate the club.			

	Below standards	Meets Standards	Comments
<p>FCE: Club boundaries are indicated on a map, club by club, or on a separate sheet. Clubs boundaries should reflect where 80% of the club membership comes from. Club boundaries should not appear gerrymandered.</p> <p>For clubs of all of one race, draw the boundaries as close as possible. Watch closely that all reasonable actions are taken to integrate the club.</p>			
<b>All Reasonable Efforts</b>			
<p>Must be done for all clubs which are - or + 4% out of parity. Must be done for <i>each club</i> that is out of parity, both in 4-H and FCE.</p>			
<p>Three dimensions are required:</p> <ol style="list-style-type: none"> <li>1. All available mass media to inform potential participants of the availability of the program.</li> <li>2. Personal letters or special circulars sent to people. A mailing list will be necessary for this. E &amp; R committee can help- ask who they know who could be contacted with a special letter of invitation. Personal letter, does not have to be everyone, but a reasonable amount. Document</li> <li>3. Personal visit to a representative number of potential recipients. These need to be documented as well.</li> </ol>			
Keep documents on file.			
<b>4-H Camp Attendance (Overnight)</b>			
Examine total number of volunteers at camp by race and gender			
Examine total number of participants by race and gender. Compare with county youth potential by racial balance.			
Examine placement of minority youth in cabins to insure non-discrimination.			
<b>Staff Conference Minutes</b>			
File should be kept with all staff conference minutes.			
Notation of AA discussion (particularly clientele contacts and program outreach discussion should be seen in the minutes at least once per year. Documented in the staff minutes.			
Staff Training by individuals or groups should be also noted.			
<b>ES237</b>			
Total club enrollment by race, compare with county youth racial balance. Seek trends.			



	Below standards	Meets Standards	Comments
Total all 4-H participants (all delivery methods) enrollment by race, compare with county youth racial balance. Seek trends.			
Total all club volunteers by race, compare with county youth racial balance and general population balance. Seek trends.			

Others

## Affirmative Action Check-Up Items

(sent one month prior for county preparation)

- a. The “official files” (federal acts, policy memoranda, etc. Should be in the front of the “affirmative action” file drawer)
- b. Annual compliance reports / all reasonable effort certification submitted to the District Directors’ Office the past couple years.
- c. 4-H ES 237”s for the past couple of years.
- d. Letters of compliance from groups served on a continuing basis (Cattlemen’s Association, Farm Bureau, garden clubs, community 4-H clubs, FCE groups, etc.) Certifying that the organization is open to all.
- e. List of mass media outlets covering all or part of the county (newspaper(s), radio stations(s), TV station(s), etc. Particularly note any specifically focusing on minority audiences.
- f. List of “grassroots” organizations that would likely serve or have contact with minorities, or minority leadership in the county.
- g. Copies of flyers or posters used to notify the public program offerings.
- h. Copies of news releases/articles/ program notices submitted to media outlets (whether used by the media or not.) Clip articles in newspapers to releases if possible.
- i. Current advisory committee membership lists.
- j. Minutes of advisory committee meetings for the past couple of years. Lists of committee members.
- k. Lists of participants in programs and/or activities conducted the past couple of years.
- l. Minutes of county staff conferences for the past couple of years.
- m. Documentation file for “all reasonable efforts” carried out the past couple of years.
- n. All mailing lists (or available through envelope manager).
- o. County maps delineating geographic boundaries for FCE and non-public school based 4-H clubs. .

## Record the Following for Each Advisory Committee

Committee \_\_\_\_\_

1. Membership:      White \_\_\_\_\_      Asian \_\_\_\_\_  
                              Black \_\_\_\_\_      Other \_\_\_\_\_  
                              Hispanic \_\_\_\_\_  
                              Male \_\_\_\_\_  
                              Female \_\_\_\_\_

2. Is there a current membership list for the committee?

3. Does the committee represent a potential audiences(s) that contains minorities \_\_\_\_\_

Females \_\_\_\_\_

4. Are the minority members of the committee identified on the membership list by appropriate code?

The female members?

5. Are there minutes of the committee meetings?

6. If there is minority membership, is it active on the committee (s) (attends meetings, serves on sub-committees, etc)?

The female membership?

7. Do the committee minutes reflect discussion of affirmative action at least once per year? (Status of parity in contacts and in minority participation in specific Extension programs)

8. Do the committee minutes reflect affirmative action considerations in program development?

9. Are there written by-laws or operational guidelines for the committee?

If yes, do the by-laws/guidelines specify that the committee is open to all persons regardless of race, creed, color, national origin or gender?

## 4-H Expansion and Review Committee

1. Is there a 4-H Expansion and Review Committee?

### **YES**

Is the membership geographically representative?

Are there minority members?

Is the membership at least one-third youth?

Does the committee meet at least once annually?

Are there minutes of committee meetings?

Do the minutes reflect discussion of the status of the 4-H program in reaching minority youth, and if not in parity, the expansion of the program to involve a greater number of minority youth?

### **NO**

Does the 4-H advisory committee perform the Expansion and Review function?

Does it meet the criteria indicated above for membership and discussion of affirmative action concerns?

## **4-H Council**

1. Is there a 4-H council?
2. If yes, does it have minority membership?
3. Are there written by-laws or operational guidelines?
4. If yes, do they specify that the 4-H Council is open to youth regardless of race, creed, color, national origin, or gender?

## Family Consumer Education Program (FCE)

1. Are there written by-laws or operational guidelines for the FCE program?
2. If yes, do they specify that the FCE organization is open to all person regardless of race, creed, color, national origin or gender?

## Appendix VII. Identifying Potential Advisory Committee Members

Below is a list of positions that might help you find likely candidates. List their names and contact information for later use.

Mayor (or assistant to the Mayor) \_\_\_\_\_

City or County Commissioner \_\_\_\_\_

Director of the Chamber of \_\_\_\_\_

Bank Official \_\_\_\_\_

Growers, \_\_\_\_\_

Wholesale or retail \_\_\_\_\_

Principal or other school official (school board) \_\_\_\_\_

Parents/Teacher Association \_\_\_\_\_

Service organization representative (red cross, girls and boys club director) \_\_\_\_\_

Clergy \_\_\_\_\_

Social worker \_\_\_\_\_

Politicians or their aides \_\_\_\_\_

Farm organization president or officer \_\_\_\_\_

Justice system representative \_\_\_\_\_

Radio, television or newspaper editor or reporter \_\_\_\_\_

Extension related organizations (Extension homemakers, 4-H leaders organization) \_\_\_\_\_

Grower or producer \_\_\_\_\_

Marine Patrol \_\_\_\_\_

Military (ROTC, recruiters) \_\_\_\_\_

Military organization ( VFW) \_\_\_\_\_

Retired organizations (AARP, retired teachers association) \_\_\_\_\_

Youth \_\_\_\_\_

Historical society or museum curator \_\_\_\_\_

Business Clubs (rotary, lions) \_\_\_\_\_

Social Clubs(Gormet groups, Investment club) \_\_\_\_\_

Others \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

## Appendix VIII. Identifying Potential Advisory Committee Members for a New Extension Programmatic Committee

1. What is the mission statement and/or goals for your Program Area?
2. What are the needs you have identified so far for this program area?
3. What areas of expertise will you need from advisory members (identifying target audiences, resources, understanding of specific needs within a community, etc.)?
4. Who do you know within your community who could provide this expertise or could identify potential members?



## Appendix IX. Advisory Membership Grid Overall:

Adapted from New Mexico State University CES

[illegible]

Advisory Committee Type: 4H \_\_\_ Ag \_\_\_ Other \_\_\_

## Appendix X: Sample By-laws

[Editor's Note: This is a sample. Your council by-laws need to reflect the needs of your community]

### BY-LAWS of the UF/IFAS EXTENSION \_\_\_\_\_ COUNTY ADVISORY COUNCIL, INC. EIN \_\_\_\_-\_\_\_\_\_

#### ARTICLE I NAME

The name of this organization shall be UF/IFAS Extension \_\_\_\_\_ County Advisory Council.

#### ARTICLE II PURPOSE

1. The broad purpose of the UF/IFAS Extension \_\_\_\_\_ County Advisory Council is to ensure that research-based educational information is provided to the public by providing community input into and support for the \_\_\_\_\_ County Extension Program.
2. The Council will be advisory to the County Extension Director of the UF/IFAS Extension Service in \_\_\_\_\_ County. The Extension Service operates under various federal, state, University of Florida and \_\_\_\_\_ County Laws, statutes, ordinances, administrative regulations and policy guidelines. The ultimate responsibility for all phases of the local Extension program rests with the County Extension Director.
3. A good deal of programmatic flexibility and discretion exists at the local level. The Advisory Council will function in this broad and flexible programmatic area.
4. Some of the specific areas in which the Advisory Council will provide advice and/or assistance include the following:
  - a. Advice on broad program goals, efforts and thrusts of the local Extension program, including new program efforts and the phasing out of any programs no longer deemed relevant or necessary.
  - b. Advice on the relative mix of program efforts. The Council will offer advice on whether too many resources are being allocated to certain programs in view of high priority needs in other program areas. The Council will provide advice on whether the program mix should be shifted or altered and in what directions.
  - c. The Council may at times wish to communicate with the \_\_\_\_\_ County Board of County Commissioners concerning the program efforts of Extension. The Council may lend its support to these efforts when they are consistent with the Council's own feelings and beliefs.
  - d. The Council will advise the County Extension Director on programmatic staffing needs consistent with the Council's view of these needs.
  - e. The Council will act as a sounding board within the community and will alert the County Extension Director to comments, suggestions, and criticism of the Extension program and staff.
  - f. The Council will advise the County Extension Director in determining priority program efforts on a continuing basis.
  - g. The Council may advise the County Extension Director and/or County Administrative staff concerning local Extension programs, staff and any other matters deemed appropriate.

- h. The Council will be kept fully informed of the \_\_\_\_\_ County Extension Program through regular meetings and written materials and reports submitted by the County Extension Director.
- i. The Council will establish effective lines of communication with the Board of County Commissioners, the County Administrative staff, state legislators, the state Extension administration and local community organizations and leaders concerning any relevant matter affecting the local Extension program.
- j. The Council may, if requested, play an important advisory role to the District Director, the County Administrative staff and the Board of County Commissioners when a vacancy occurs in the position of County Extension Director. The Council may be asked to interview candidates for the position and offer its advice to the appropriate decision making individuals or group should this be required.

## ARTICLE III MEMBERSHIP

1. The Advisory Council shall consist of members, each with a single vote.
2. The member's term will be for three years beginning on January 1<sup>st</sup> of the year appointed. These terms shall be staggered.

3. Candidates for membership shall come from the following categories:

One elected representative of each County Extension subject area Advisory Committee

Up to nine (9) members from the agricultural community

Up to three (3) residents at large

Up to three (3) from the business community

Up to three (3) from local government

Up to three (3) members from civic or professional organizations

The Advisory Committee representatives shall be selected by their committee for membership, prior to the Council Nominating Committee meeting. One third of the Advisory Committee represented will provide representatives each year. Potential members from the general population of \_\_\_\_\_ County shall have demonstrated a special interest or involvement in some phase of the Extension Program. This interest or involvement may be by virtue of work, profession, or personal interest. Members should be selected to maintain geographic and subject matter interest on the Council, to include, Family, Youth and Consumer Sciences, 4-H Youth Development, Sea Grant, and Agricultural commodities in \_\_\_\_\_ County.

4. The Council shall appoint a membership committee of three each July to recommend members to be appointed to replace those whose terms expire that year. This committee will present the list of potential members to the Council for selection two weeks prior to the October meeting. However, if there is an occasion where it is necessary to expedite new member approval, votes may be taken electronically.
5. Recognizing that a functioning committee must have input from all its members, a member absent without reason or excused absence from two consecutive meetings will be advised by the Council, and have the option of attending the next meeting or be removed from membership.
6. The Chairman, Vice Chairman and Secretary of the Council will have the responsibility of filling any vacant positions caused by resignation, lack of attendance, death, or member moving from the county or any other reason.

### PURPOSE:

Said Corporation is organized exclusively for charitable, religious, educational, and scientific purposes excluding, for such purposes, the making of organizations that qualify as exempt organizations under sections 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code. No part of the net earnings of the corporation shall inure to the benefits of, or be distributed to its members, trustees, officers or other private person, except that the corporation shall be the carrying on of propaganda, or otherwise attempting

to influence legislation and the corporation shall not participate or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provisions of these articles, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or (b) by a corporation, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code, or the corresponding section of any future tax code.

## ARTICLE IV DISSOLUTION OF ASSETS

Upon the dissolution of this corporation, assets shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose.

## ARTICLE IV OFFICERS

1. The officers of the Advisory Council shall include a Chairman, Vice Chairman, Secretary, and Treasurer. Officers may serve consecutive one-year terms in any office. Officers shall be regular Advisory Council Members at all times during their service as officers. If an officer for any reason is unable to complete his or her term, the Council members may appoint an interim replacement.
2. There shall be appointed annually by the Chairman ad three-member Nominations Committee ratified by the Council whose responsibility will be to nominate a slate of candidates for officer positions. The Nominations Committee shall be named at the July meeting. Annual elections shall be held at the October meeting for the new Advisory Council year beginning the following January 1<sup>st</sup>. Written nominations or nominations from the floor will also be accepted at the October meeting. Officers will take office January 1<sup>st</sup> and serve one-year terms.
3. The duty of the Chairman will be to preside at the regular meeting of the Advisory Council, give overall leadership to the organization, appoint committees, and carry out other duties assigned by the Bylaws.
4. The duty of the Vice Chairman will be to preside at the regular meetings of the Advisory Council in the absence of the Chairman and to assist the Chairman as may be appropriate.
5. The Secretary is the recording and corresponding officer and the custodian of the records of the organization.
6. The Treasurer shall have custody of all Extension Advisory Council funds. All monies are to be deposited in an approved depository in the name of the Extension Advisory and shall be drawn out only by check and debit card when applicable and in accordance with the Articles of Incorporation, the by-laws, and as authorized by the Director.

## ARTICLE V MEETINGS AND YEAR

1. The Advisory Council shall decide on a regular meeting schedule. Regular and special meetings may be called by the Chairman or upon the recommendation of the majority of the members.
2. The Advisory Council year shall begin on January 1<sup>st</sup> of each year and end on December 31<sup>st</sup>.

## ARTICLE VI COMMITTEES

1. It shall be the responsibility of the Chairman to appoint committee chairpersons and members on an as needed basis. The number of individuals to be appointed to each committee is left to the discretion of the Chairman. Committee members will be chosen from Advisory Council membership and UF/IFAS Extension volunteer corps.

2. The Chairman may also appoint special committees during the course of the year. These committees will automatically terminate at the end of each Advisory Council year unless they are reappointed by the subsequent Chairman. Committee members will be chosen from Advisory Council membership.

## ARTICLE VII FINANCES

1. There will be no dues for Advisory Council members.

## ARTICLE VIII QUORUM

1. A quorum for regular or special meetings of the Advisory Council will be 50%.

## ARTICLE IX AMENDMENTS BY BYLAWS

1. Amendments to these Bylaws may be made at any regular meeting of the Council by two-thirds vote of the Council (a quorum being present) after 15 days written notice has been sent to all Council members.

## ARTICLE X PARLIAMENTARY AUTHORITY

1. The latest edition of the Roberts Rules of Order will be designated parliamentary authority of the Advisory Council.

## ARTICLE XII CONFLICT OF INTEREST POLICY

### Section I – Purpose

The purpose of the conflict of interest policy is to protect the tax-exempt \_\_\_\_\_ County Extension Advisory Council's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace section 112.311, Florida Statutes or any applicable federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

### Section II – Definitions

1. Interested Person – Any director or principal officer with executive board delegated powers, who has a direct or indirect financial interest, as defined below is an interested person.
2. Financial Interest – A person who has a financial interest if the person has, directly or indirectly, through business, investment, or family:
  - a. An ownership or investment interest in any entity with which the UF/IFAS Extension \_\_\_\_\_ County Advisory Council has a transaction or arrangement.
  - b. A compensation arrangement with the UF/IFAS Extension \_\_\_\_\_ County Advisory Council or with any entity or individual with which the Council has a transaction or arrangement or
  - c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the UF/IFAS Extension \_\_\_\_\_ County Advisory Council is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial. A financial interest is not necessarily a conflict of interest. Under Article III, Section 2, a person who has a financial interest may have a conflict of interest only if the appropriate executive board decides that a conflict of interest exists.

### Section III – Procedures

1. Duty to Disclose – In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the officers and trustees with executive board delegated powers considering the proposed transaction or arrangement.
2. Determining Whether a Conflict of Interest Exists – After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the executive board meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board members shall decide if a conflict of interest exists.
3. Procedures for Addressing the Conflict of Interest
  - a. An interested person may make a presentation at the executive board meeting, but after the presentation, he or she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
  - b. The Chairperson of the UF/IFAS Extension \_\_\_\_\_ County Advisory Council shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
  - c. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the executive board shall determine by a majority vote of the disinterested executive board members whether or transaction or arrangement is in the \_\_\_\_\_ County Advisory Council's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.
4. Violations of the Conflicts of Interest Policy
  - a. If the executive board has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
  - b. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the executive board determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

#### Section IV – Records of Proceedings

The minutes of the executive board shall contain:

- a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the executive boards, decision as to whether a conflict of interest in fact existed.
- b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

#### Section V- Annual Statements

Each executive board director and officer with executive board delegated powers shall annually sign a statement which affirms such person:

- a. Has received a copy of the conflict of interest policy.
- b. Has read and understands the policy.
- c. Has agreed to comply with the policy, and

- d. Understands the UF/IFAS Extension \_\_\_\_\_ County Advisory Council is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

#### Section VI – Reviews

To ensure the \_\_\_\_\_ County Extension Advisory Council operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable, based on competent survey information and the result of arm's length bargaining.
- b. Whether partnerships, joint ventures, and arrangements with management organizations conform to the UF/IFAS Extension \_\_\_\_\_ County Advisory Councils written policies, are promptly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

#### Section VII – Use of Outside Experts

When conducting the periodic reviews as provided for in Article VII, the UF/IFAS Extension \_\_\_\_\_ County Advisory Council may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the executive board of its responsibility for ensuring periodic reviews are conducted.

DATE Bylaws adopted.

DATE Bylaws adopted to include Treasurer

DATE Conflict of Interest Policy Adopted

DATE Electronic membership approval adopted

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## BYLAWS

UF/IFAS Extension \_\_\_\_\_ County  
Overall Advisory Committee

## ARTICLE I NAME

The name of this organization shall be UF/IFAS Extension \_\_\_\_\_ County Overall Advisory Committee

## ARTICLE II PURPOSE

1. The purpose of the UF/IFAS Extension \_\_\_\_\_ County Overall Advisory Committee is to provide clientele and community input, support and direction in the programming of the \_\_\_\_\_ County Extension Service.
2. The Committee will be advisory to the County Extension Director of the Florida Cooperative Extension Service in \_\_\_\_\_ County. The Extension Service operates under various federal, state, University of Florida and \_\_\_\_\_ County laws, statutes, ordinances, administrative regulations and policy guidelines. The ultimate responsibility for all phases of the local extension program rests with the County Extension Director.
3. Specific areas in which the Overall Advisory Committee will provide advice and/or assistance include the following:
  - a. Input in broad program goals, efforts and scope of the local Extension programs, including new program efforts and the phasing out of any programs no longer deemed relevant or necessary.
  - b. The Committee may at times wish to represent the Extension Service \_\_\_\_\_ when communicating to the \_\_\_\_\_ County Board of County \_\_\_\_\_ Commissioners or state legislators.
  - c. The Committee will advise the County Extension Director on programmatic staffing needs consistent with the Committee's view of these needs.
  - d. The Committee will act as a sounding board within the community and will alert the County Extension Director to comments, suggestions, and criticism of the Extension program and staff.
  - e. The Committee may confer with the University of Florida District Extension Director and/or \_\_\_\_\_ County Administrative staff concerning local Extension programs, staff or any other matters deemed appropriate by the Committee.
  - f. The Committee will be kept fully informed of the \_\_\_\_\_ County Extension Program through regular meetings and written materials and reports submitted by the County Extension Director.
  - g. The Committee may, if requested, play an important advisory role to the District Director, the County Administrative staff and the Board of County Commissioners when a vacancy occurs in the position of County Extension Director in an advisory capacity.

## ARTICLE III MEMBERSHIP

1. The Overall Advisory Committee shall consist of members, each with a single vote.
2. The membership term shall be for two years, beginning in the first meeting of the year appointed. These terms can be repeated and should be staggered.
3. Candidates for membership shall be:
  - a. One representative from each program subject area.
  - b. Up to nine (9) members from the agricultural community.

- c. Up to three (3) residents at large
- d. Up to three (3) from the business community
- e. Up to three (3) from local government
- f. Up to three (3) members from civic or professional organizations

Potential members of the Overall Advisory Committee shall have demonstrated a special interest or involvement in some phase of the Extension Program. This interest or involvement may be by virtue of work, profession or personal interest. Members should be selected to reflect the geographic, gender and racial distribution of \_\_\_\_\_ County. The subject areas to be represented are Family and Consumer Sciences, 4-H Youth Development (may include a 4-H County Council representative), Commercial Agriculture, Residential Horticulture, Florida Friendly Landscapes, Community Development, Natural Resources.

- 4. The Overall Advisory Committee shall elect a Chairperson each year, who will preside over all regular meetings and assist the County Extension Director in developing meeting agendas.

## ARTICLE IV MEETINGS

- 5. The Overall Advisory Committee shall meet at least two (2) times per calendar year and special meetings may be called by the Chairman or upon the recommendation of a majority of the members.

## ARTICLE V FINANCES

- 1. There shall be no dues for the Overall Advisory Committee members.

## ARTICLE VI QUORUM

- 1. I quorum for regular or special meetings of the Overall Advisory Committee shall be fifty (50) percent of the membership.

## ARTICLE VII AMENDMENTS TO BYLAWS

- 1. Amendments to these Bylaws may be made at any regular meeting of the Committee by two-thirds vote of the Committee (a quorum being present) after 14 days written notice has been sent to all Committee members.

## ARTICLE VIII PARLIAMENTARY AUTHORITY

- 1. The latest edition of Roberts Rules of Order will be the designated parliamentary authority of the Committee.

## ARTICLE IX PROVISIONS FOR ADOPTION OF BYLAWS

- 1. These Bylaws will be considered at the meeting of the UF/IFAS Extension \_\_\_\_\_ County Overall Advisory Committee meeting on \_\_\_\_\_.
- 2. Any provision in the proposed Bylaws may be amended by majority vote at the
- 3. Committee meeting prior to the vote to adopt the Bylaws.

DATE

Procedures for the Establishment of  
The \_\_\_\_\_ County Master Gardener Volunteer Program Advisory Committee  
\_\_\_\_\_ County Cooperative Extension Service

**AUTHORITY:** This Committee is authorized and organized in accordance with the guidance from the University of Florida Cooperative Extension System.

**PURPOSE:** The Committee shall advise, assist and support the \_\_\_\_\_ County Master Gardener Volunteer Program Extension Faculty/Master Gardener Coordinator regarding the identification, implementation, evaluation and support of educational programs. The Committee shall provide influence and help in program facilitation and obtaining financial support. The Committee shall also have the opportunity to review and provide comment on policies, rules, and regulations of the \_\_\_\_\_ County Master Gardener Volunteer Program.

**MEMBERSHIP:** The Committee shall consist of nine (9) members comprised of members from the \_\_\_\_\_ County Master Gardener Program that provide input from the volunteers who work with landscaping and gardening issues, and members from the residential community that provide input from the homeowner perspective.

Extension Faculty members are permanent, non-voting members of this committee and include Extension Faculty members: \_\_\_\_\_ County Master Gardener Coordinator and Florida Yards and Neighborhoods Agent.

Committee members shall not receive compensation for their services. Extension Faculty member **shall** designate two alternate committee members to serve in the absence of Committee member(s). Committee members and alternates are to be present for the entire Advisory Committee meeting. If a Committee member or a designated alternate Committee member misses two meetings without excuse, Committee shall vote to consider removal of that member or alternate. If the member or alternate is removed, the Extension Faculty member shall replace that member as soon as possible for the remaining portion of the term of office of that member or alternate. Alternate Committee members are expected to be present at each business meeting of the Committee. Extension Faculty members are permanent, non-voting members, and are exempt from this requirement.

Members will serve a three-year term with one-third of the membership rotating off each year. New members will be recruited from the most recent class of volunteers. There shall be a one-year period before any previous member may be returned to the Committee. Extension Faculty members are permanent members, and are exempt from this requirement.

**VOTING:** Committee members shall be entitled to one (1) vote, in person, on all matters that shall come before the Committee. Designated alternate(s), while serving in the absence of a Committee member, shall have the authority to perform the duties and exercise the powers of that member and shall be entitled to one (1) vote in person on all matters that come before the Committee. The Committee Chairperson shall designate alternate(s) that will have voting privileges at the meeting. Extension Faculty members are non-voting members.

**OFFICERS:** All voting Committee members shall annually elect a Committee Chairperson (non-Extension staff) and Vice-Chairperson (non-Extension staff), to serve in the absence of the Chairperson from among the serving members. The Chairperson and Vice-Chairperson serve at the pleasure of the members of the Advisory Committee.

- a. It shall be the duty of the Chairperson to preside at all meetings of the Committee, call special meetings, appoint sub-committee Chairpersons with the consent of the Committee by majority vote of members present, and perform other such duties as they pertain to the office.
- b. The term of office shall be from January 1 to December 31 of any given year.

**STAFF SUPPORT:** The \_\_\_\_\_ County Cooperative Extension Service office shall provide the staff necessary to perform the administrative and secretarial duties of the Committee. Duties include: timely notice of meetings and committee meetings to the affected members; recording, transcribing, and maintaining a permanent file of the minutes of the Committee; receipt, preparation, and transmittal of incoming and outgoing correspondence of the Committee and maintenance of a permanent file of such correspondence, receive all funds and donations made to the Master Gardener Program and deposit all funds into the \_\_\_\_\_ County Extension Fund, issue checks to pay all claims and bills incurred by the \_\_\_\_\_ County Master Gardener Volunteer Program as approved by the Committee and the \_\_\_\_\_ County Master Gardener Coordinator or the County Extension Director, provide a current financial statement at each Committee meeting; and performing other such duties as may be requested by the Committee.

**SUBCOMMITTEES:** The Chairperson shall appoint any such committees as are deemed necessary by the Committee in order to carry out its duties and responsibilities. The Chairperson of the Committee shall appoint the Chairperson of each committee. The Chairperson of the Committee shall also have the authority to dissolve any such appointed committees when the duties of that committee are complete. A listing of the committees and their respective charges shall be maintained. Additions to and deletions from that listing shall not constitute an amendment to these procedures.

**MEETINGS:** A majority of the voting members of the Committee and at least one Extension Faculty in the \_\_\_\_\_ County Master Gardener Volunteer / Florida Yards and Neighborhood Programs shall constitute a quorum for the purpose of conducting official business of the Committee. The Committee shall meet on a quarterly basis and at the call of the Chairperson. Committee meetings shall be called by the committee Chairperson with notification to the Committee. Announcement of all scheduled meetings shall be in accordance with the requirements of the \_\_\_\_\_ County/State of Florida "Sunshine Law". Meetings shall be conducted in accordance with the procedures of the most recent version of Robert's Rules of Order.

**AMENDMENTS:** These procedures may be amended, repealed, or suspended at any meeting of the Committee by a two-thirds vote of the voting members of the Committee present at that meeting, provided that written notice of such amendment, repeal, or suspension shall have been sent to each member of the Committee at least two weeks prior to said meeting.

**COMMITTEE REPRESENTATION:** The Committee shall act as a body in all matters and only the Chairperson or designated spokesperson shall communicate with third parties on behalf of the Committee.

## Appendix XI. Sample Agendas

### Sample Agenda (adopted from the 11<sup>th</sup> edition of Robert's Rules of Order)

Call to Order

Reading and Approval of Minutes

Reports of Officers

- Chair
- Vice-chair (if one exists)
- Secretary

Reports of Standing Committees

- Fair Committee (example)

Reports of Special Committees

- Committee assigned to check with county office on agricultural land usage in North side of County (example)

Special Orders (matters which have previously been given a special priority at a previous meeting that need to be dealt with)

Unfinished Business or General Orders (came up at a preceding meeting and scheduled for general discussion at the present meeting)

New Business (anything new in the present meeting that needs to be brought before the group)

Final Announcements/comments Adjourn

## Sample Agenda for New Advisory Committee Orientation

*Where possible use your existing advisory committee to assist in training. It is especially important to involve them in the group dynamic exercises.*

1. Objectives of the training
2. Introductions (existing and new members)
3. Overview, organizational chart and brief history of the Extension organization
4. Purpose/role of the advisory committee
5. Bylaws
6. Meeting dates and time commitment
7. Extension program planning process (logic model)
8. Accountability and evaluation/affirmative action requirements
9. Group dynamic skills (interaction with whole committee)



## Sample Agenda

### Developing Effective Advisory Committees (via polycom)

**DATE**

**TIME**

TIME—Welcome and Introduction of Participants

TIME —Learning about advisory committees from “seasoned” faculty. Each speaker will be given 15 minutes to talk about their successes and problems they encountered with advisory committees and how they solved the problems. This will be followed by a question and answer period.

TIME —Methods for identifying potential advisory committee members

TIME —Putting together an advisory committee job description and understanding what motivates new members to say yes!

You will be receiving the following material via email after the training:

1. A copy of the PowerPoint
2. A copy of a handbook for working with advisory committees
3. Sample letters to use in your advisory committee process
4. A list of agent responsibilities for working effectively with advisory committees
5. Information on how to use SimplyMap (a data base of useful information in understanding your county and the county demographics better)



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