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Personnel, Project and Administrative News of the Texas Agricultural Extension Service

Volume 5, Number 4

June 1996

from the Director— Marketing is everybody's job

Over the years, we have heard a lot about the need to market Extension education more effectively. Marketing must be a unified effort, and with assistance from Agricultural Communications, I believe we have done a good job in some aspects. Marketing, however, must be an ongoing process. It is something that is never completed! And, it is everyone's job!

As we look at marketing our educational programs, I believe it's important to have a plan and make it a key part of our annual Plan of Work. A critical part of our marketing efforts should also focus on the various audiences we want to reach. Knowing our audience is just as important in marketing as it is in tailoring educational programs.

The marketing plan used by the folks at Disney University focuses on "building a positive image." This plan is based on the four M's: motives, markets, messages and methods. Let's take a look at how Extension can fit into such a plan.

What are our motives for marketing the need for citizens to access Extension education? We have several motives. First of all, we have an obligation (the accountability factor) to our publics/stakeholders to let them know what we are doing. Secondly, we must constantly work to maintain public and political support (the credibility factor) and try to garner new support. Third, we want to celebrate and spread the good news—to flaunt our successes.

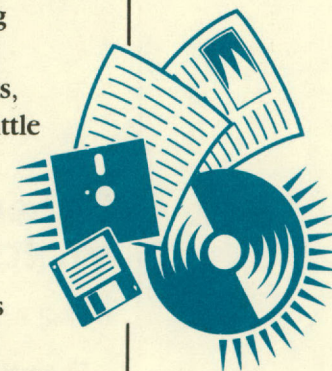
How about markets? There are basically two types of markets to keep in mind—internal and external. Internal markets are

individuals and groups we work with closely, including our own staff, our supporters, Extension Program Councils, commissioners courts and partnering agencies and organizations. External markets include all others—individuals, groups and organizations that have little or no knowledge about our educational programs but who can gain from Extension affiliation.

What kind of messages do we communicate? Many of our messages tell about educational programs and events. Others deal with personnel news. Fewer focus on our programming successes, and I believe that's where we need to expand our efforts. We need to tell the good news such as what we are doing to help people improve their quality of life and economic vitality! We must also be aware of negative messages we may inadvertently or otherwise send to certain audiences. These messages can take on different forms (turf protection, for instance) and can tear down the organization and negate all the good things we do.

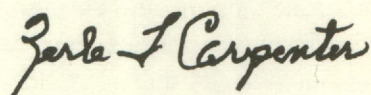
There are many tried and true marketing methods, and perhaps others that we need to use more effectively depending on the audience. Word-of-mouth is a major marketing tool along with news stories (newspapers, radio, TV), newsletters, direct mail, personal letters, mail stuffers, flyers, posters and advertising.

All of what I have mentioned is nothing new, but it serves as a reminder that marketing must be an integral part of all we do. Remember, we are marketing the Extension organization and our mission every time we answer the phone, write a letter, conduct a meeting or an educational



program, or communicate in any way with internal and external audiences. It's a powerful concept to say the least. We must be sure to communicate that our mission is education and that education builds the future.

In referring to his successful entertainment business, Walt Disney said, "You don't build it for yourself; you find out what your guests want, and you build it for them." That's really how we do Extension programs—we do education to address local needs and issues. Our challenge is to market what we do more effectively.



Zerle L. Carpenter

Extension hearing yields positive input

by Bill Braden

Extension's budgeting process and the equity funding plan for counties were the focus of a special hearing by a House Interim Committee May 15 in Austin. Co-chaired by **Rep. Dan Kubiak** of Rockdale and **Rep. David Swinford** of Amarillo, the committee addressed Extension's budget shortfalls and the plan developed last fall to establish a system of equity in county support for county agent positions.

Testifying before the committee were **Chancellor Barry Thompson**, **Vice Chancellor Ed Hiler**, **Zerle Carpenter**, **Chester Fehlis** and **Ronnie Jackson**. In addition, **Sam Seale**, executive director of the Texas Association of Counties; **Jim Barron**, Yoakum County commissioner and president of the County Judges and Commissioners Association of Texas, Brazos County Judge **Al Jones** and several others spoke on the importance of Extension educational programs in addressing local needs and the dedication and quality of Extension employees.

Many of the questions from committee members focused on why and how the equity plan was developed. Another hearing is set for June 11 to discuss possible solutions to future funding for Extension.



grants and contracts— Consider various types of foundations

by Bonnie McGee

Understanding the limitations of various types of foundations can assist you in targeting proposals to meet their criteria.

Community Foundations are for, by and of a specific community. Assets of a community foundation comprise a pool of funds created by many donors instead of a single or limited source. The geographic area of foundation interest and grantmaking is usually evident in the foundation's name, as in the case of the Amarillo Area Foundation.

Independent Foundations, also known as national or general purpose foundations, operate under broad charters with the potential for pursuing broad purposes in their grantmaking. These foundations often are begun by families or individuals, and it is reasonable to assume that their independent label comes from a lessened influence by those persons who started them. A professional staff in these larger foundations most often looks for major impact on a broad geographic scale and is less likely to have geographic limitations.

Family Foundations have been created to facilitate the charitable contributions of a particular family. While there is no neat distinction from independent foundations, it is safe to say that family influence and a much smaller level of grantmaking are paramount here. Giving patterns are tied to the interests of family members (schools attended, communities where they reside or programs in which they are directly involved, for example).

Corporate or Company-Sponsored Foundations derive funds with which to make grants from a donor profit-making corporation that usually bears the same name. Established by businesses to carry out systematic charitable giving, these separate legal entities represent the most visible form of corporate giving because of their foundation status. Their grantmaking tends



Texas Agricultural Extension Service

The Texas A&M University System

Inside Diversity

Letter from the editor:

Congratulations to Dr. Linda Williams-Willis, who has assumed the position of administrator, Prairie View A&M Cooperative Extension Program! This position change will result in some changes for "Inside Diversity" as well. With the added responsibilities of her new role, Dr. Willis has decided to step aside and has appointed Dr. Nathaniel Keys, horticulture specialist at Prairie View, as co-editor of "Inside Diversity." Dr. Keys has extensive expertise in the diversity area and served on the team that wrote Pathways to Diversity, the Cooperative Extension Service's national diversity plan. We welcome Nathaniel and look forward to his contributions beginning in the fall issue.

Diversity among people is a diversity of culture as well. Understanding our own culture and the culture of those around us is the key to developing the necessary competencies to function in a world which is a blend of its own diversity. It is important to define what we mean when we use the word "culture" and to understand those characteristics that comprise culture. Finally, to become cross-culturally competent, we must develop those skills that enable us to communicate with people who differ from us in age, class, ethnicity, gender, physical and mental ability, race, spiritual practice and other human differences.

Bethann Witcher, PhD
Extension Nutrition Specialist

Defining Culture

Culture is an integrated pattern of behavior including thought, speech, action and artifacts that is learned and subsequently transmitted to succeeding generations. Culture provides people with an identity, shapes their understanding and perceptions and organizes their physical and social interactions. Culture helps us define family structure, roles and relationships, beliefs, attitudes, practices and communication styles. The knowledge, ideas and skills that enable a group to survive can be thought of as its culture.

Characteristics of Culture

This 10-category approach to cultural analysis can be as effective for Extension agents working with diverse ethnic groups in the United States or industry clientele working with cattle production systems in Mexico.

- **Sense of Self and Space.** Each culture validates self in a unique way ranging, for example, from humble bearing in one place to assertive behavior in another.
- **Communication and Language.** Verbal and nonverbal communication systems distinguish one group from another.
- **Dress and Appearance.** Garments, adornments and body decorations are distinctive by culture such as the business executive look, jeans for youth or military uniforms.
- **Food and Feeding Habits.** The manner in which food is selected, prepared, presented and eaten often differs by culture along with feeding habits.
- **Time and Time Consequences.** Sense of time differs by culture; some are exact and others are relative.
- **Relationships.** Cultures fix human and organizational relationships by age, gender, status and degree of kin, as well as wealth, power and wisdom. The family unit is the most common expression of relationships.
- **Values and Norms.** Needs and priorities attached to certain behaviors vary from group to group. Norms of behavior are based on a culture's values.
- **Beliefs and Attitudes.** People in all cultures seem to have a concern for the supernatural that is evident in their religion and religious practices.

- **Mental Process and Learning.** Some cultures emphasize one aspect of brain development over another such as abstract thinking and conceptualization versus rote memory and learning.
- **Work and Work Habits.** A group's culture includes its attitude toward work, the dominant types of work, division of work and work habits or practices, such as promotions or rewards.

Skills for Effective Cross-Cultural Communication

Communication among members of diverse cultures poses one of the most perplexing intercultural communication problems. Cross-cultural communication behaviors or skills can be learned so that one can function effectively with people. The following skills have been identified with effectiveness within a multicultural environment for transferring knowledge. Most of these are common sense but often not demonstrated in multicultural situations at home or abroad.

- **Communicating Respect.** Expressing respect for others is an important part of effective relations in any country. All people like to believe and feel that others respect them, their ideas and their accomplishments.
- **Tolerating Ambiguity.** Learning to manage the feelings associated with ambiguity is a skill associated with adapting to a new environment and effectively working with people who have different values.

- **Relating to People.** Many European-Americans, concerned with getting the job done, are overly concerned with the task side of their job. This and the neglect of "people maintenance" can lead to failure in transferring skills.
- **Being Non-judgmental.** The ability to withhold judgment and remain objective until one has enough information requires an understanding of the other's point of view and is an important skill.
- **Personalizing One's Observations.** Try to personalize observations, be more tentative in conclusions and demonstrate communication competence that what is "right" or "true" in one culture is not necessarily "right" or "true" in another culture.
- **Showing Empathy.** Most people are attracted to and work well with those who seem to understand things from their point of view or attempt to put themselves in another's shoes.
- **Developing Persistence.** This is an important skill for effective cross-cultural functioning and requires patience and perseverance.

Reference:

Witcher-Byers, B. "Cross-cultural Analysis" in International Marketing for Agribusiness, GEMS, ES-USDA, Washington, D.C.

to focus on the educational, cultural and social welfare needs of the communities where the donor corporation's facilities and employees are located. One of the reasons these foundations exist is to enhance the corporation, and that should go into your consideration to request funds from them.

Extension has received funds from each of these types of foundations. Research about each foundation gives the Extension faculty valuable information to use in developing an appropriate proposal that meets both Extension and the foundation's goals. This match is critical to successful funding.

Join today—
**Be part of a great
movement to boost
4-H**

by Bonnie McGee

At a recent meeting, the Texas 4-H Foundation established "The 4-H Friends and Alumni Association of Texas." As a part of the foundation, this new association offers an opportunity for former 4-H members as well as friends to give back to the organization that has meant so much to them. This decision was made following a feasibility study of 500 randomly selected former 4-H'ers who responded to the concept in a most positive way.

The association's goal is to increase the human and financial resource base to support 4-H and youth development programs. Additionally, there will be volunteer development programs and special emphasis programs.

1997 will be the first year of association membership in which there will be quarterly newsletters and bi-annual meetings. Charter members will be recognized with their names on a plaque at the 4-H Center. Charter and lifetime charter memberships are being accepted for a brief period. You must become a member before December 31, 1996 to be a part of the elite charter membership. A one-time payment for lifetime charter is \$500, and charter membership is \$100 for 1997, with regular \$25 annual fees thereafter.

Besides the charter membership fees, an annual joint membership fee for husband and wife of \$45, a collegiate annual membership of \$15, a regular annual membership of \$25 and an organizational membership structure are available.

Be one of the first to join The 4-H Friends and Alumni Association of Texas by sending your check to the Texas 4-H Youth Development Foundation, 7607 Eastmark Drive, Suite 101, College Station, Texas 77843-2473. Or call 409-845-1213 for more information.



recent retirees—

George D. Alston, agronomist, Stephenville, retired March 31.

Garland McIlveen, Jr., entomologist, College Station, retired March 31.

Randall D. Grooms, livestock specialist, Overton, retired April 30.

Philip J. Hamman, associate department head and program leader for entomology, College Station, retired April 30.

Fonta B. Conway, Rusk County agent, retired May 31.

Kenneth L. Denmark, staff development specialist, College Station, retired May 31.

Jimmie F. Fleming, superintendent of facilities, Texas 4-H Center, retired May 31.

applause—
**Achievements
recognized**

Bart Drees, entomologist, Bryan, and **Judy Warren**, gerontology specialist, College Station, received the 1996 Distinguished Achievement Award in Continuing Education/Extension from the Texas A&M University Association of Former Students.

Two groups have been selected to receive 1996 USDA Honor Awards which will be presented June 5 by Secretary of Agriculture **Dan Glickman** in Washington, D.C. One is the South Texas Cholera Task Force composed of **Elizabeth Rivera, Teresa Baires, Elaine Fries, Bertha Garza, Ida Dromgoole, Adelita Munoz, Yolanda**

Morado and **Joan Gillespie**. The other is the IPM group consisting of **Ray Frisbie**, **Tom Fuchs**, **Bob Robinson**, **Pat Morrison**, **Juan Anciso**, **Brant Baugh**, **John Bremer**, **Louis Chedester II**, **Greg Cronholm**, **Clyde Crumley**, **Tommy Doederlein**, **Kay Ensey**, **Rex Frieson**, **Ray Huffman**, **Martin Jungman**, **Mark Logan**, **Richard Minzenmayer**, **Glen Moore**, **Warren Multer**, **John Norman Jr.**, **Doug Paxton**, **Charles Payne**, **Chris Sansone**, **Greta Schuster** and **James Swart**.

The Texas A&M University System Board of Regents recently bestowed the emeritus title on the following retirees:

Jean Thomas, Bell County agent; **Frederica Seaman**, district director, Bryan; **Calvin Lyons**, horticulturist, College Station; **Billy Reagor**, Crockett County agent; **Gus Person**, Guadalupe County agent; **Mary Jamison**, district director, Fort Stockton; **Dan Galvan**, assistant director for urban programs, College Station; **Angela Dickey**, Wood County agent; **Ken Cook**, district director, San Angelo; **Glenn Huddleston**, Anderson County agent; **Ken Denmark**, staff development specialist, College Station; and **Jimmy McCelvey** Harrison County agent.

Mary K. Bielamowicz, nutrition specialist, College Station, has been appointed to the Texas Department of Health's Osteoporosis Advisory Committee.

Debra J. Pollard, Parmer County agent, recently received an MS degree in home economics education from Texas Tech University.

Ted McCollum, beef cattle specialist, Amarillo, received the Outstanding Achievement Award from the Society for Range Management.

Tommie McDaniel, Rusk County agent, received the BET (Build East Texas) Award of Excellence in Agricultural Research and Extension.

Dan Hale, meats specialist, College Station, has been selected to receive the American Meat Science Association Extension Award.

B. L. Harris, associate director for agricultural sciences, College Station, and **John Sweeten**, resident director, Amarillo, have been selected to receive The Universities Council on Water Resources Education and Public Service Award for 1996.

Graduates of the recently completed Class II of the Leadership Extension Program are as follows: **Dirk Aaron**, Lamb County agent; **Nora Acevedo**, Jim Wells County agent; **Leesa Wood Calvi**, Randall County agent; **Bruce Carr**, Dallas County agent; **Galen Chandler**, Denton County agent; **Gary Clayton**, Wise County agent; **Jennifer Cumbie**, Angelina County agent; **Mary Frances Hall**, Brazoria County agent; **Rick Hirsch**, Henderson County agent; **Glenn Holub**, Caldwell County agent; **Kenneth Johnson**, Johnson County agent; **Charla Kothmann**, Guadalupe County agent; **Pamela Lincoln**, Cass County agent; **Jett Major**, Hockley County agent; **Cheryl Mapston**, 4-H associate, Uvalde; **Larry Nickel**, Fayette County agent; **Enrique Perez**, Starr County agent; **Rebecca Rogers**, Kendall County agent; **Dolores Sandmann**, Comanche County agent; **Susan Schramm**, Hays County agent; **Vi Taylor**, Fayette County agent; **Kathy Smith**, Burleson County agent; **Pamela Terry**, Fort Bend County agent; **Jack Thigpen**, economic development specialist, College Station; and **Linda Vogel**, Washington County agent.

in memoriam—

Ruby Worthen, district director, Fort Stockton, retired June 30, 1947; died March 14, 1996.

Arthur R. Gerlow, economist-management, Bryan, retired December 31, 1995; died April 25, 1996.

Barbara Jones, Marion County agent, died May 11, 1996.

Hood G. Wills, retired as Hardeman County agent on October 31, 1971; died May 27, 1996.

