



Managing and Adjusting a Unit as Responsibilities Grow within the Industrial Extension Service

Issue:

A key resignation in the department of the NC State University Industrial Extension Service (IES) stimulated a need for comprehensive organizational restructure. My role quickly moved from Program Manager to Associate Director within a two year period. My project involved the effects of rapid change management during a period of significant need for my own leadership development.

What has been done:

The NCSU IES Extension Operations unit has rapidly evolved with my role as leader changing as described through the following chronicle.

Date	Titles	Responsibilities	Staffing	
Jan 2011	From	Manager, Extension Services	3 Technical Programs	12 reports
	To	Interim MEP Director	1 Large Grant Program	21 total reports
		Manager, Improvement Specialists	6 Technical Programs	2 Supervisors

Environment: High level IES resignation, Big needs quickly

Best Practice: Take advantage of "interim" designation to get proper coaching and to develop work details

Lessons Learned: Share knowledge freely with staff. Ensure they learn all components of your responsibilities.

July 2011	From	Interim MEP Director	1 Large Grant Program	21 total reports
		Manager, Improvement Specialists	6 Technical Programs	2 Supervisors
	To	Assistant Director, NCSU IES	2 Large Grant Programs	43 total reports
		Full Appointment as MEP Director	6 Technical Programs	6 Supervisors

Environment: IES Restructuring, Expanding administrative responsibilities into work teams

Best Practice: Keeping compensation in the conversation, Communicate clear vision of new approaches early

Lessons Learned: Put a lot of effort into daily integrated practices to help new teammates work better together

July 2012	From	Assistant Director, IES MEP Director	2 Large Grant Programs 6 Technical Programs	43 total reports 6 Supervisors
	To	Assistant Director, IES MEP Director	1 Large Grant Program 1 University Research Lab Client Development Team 6 Technical Programs	45 total reports 9 Supervisors

Environment: Retirement at Leadership Level, University Restructuring, Distributing program budget management

Best Practice: Keeping compensation in the conversation, Communicate clear vision of different approaches early

Lessons Learned: Put a lot of effort into daily integrated practices to help new teammates work better together, Plan way more training on financials before giving or taking more related responsibility

Date	Titles	Responsibilities	Staffing	
Mar 2013 reports	From	Assistant Director, IES	1 Large Grant Program	45 total
		MEP Director	1 University Research Lab Client Development Team 6 Technical Programs	9 Supervisors
reports	To	Associate Director, IES	1 Large Grant Program	46 total
		MEP Director	1 University Research Lab Client Development Team 5 Technical Programs Market Development Team	9 Supervisors

Environment: Budget challenges, Downsizing, Restructuring

Best Practice: Early communication, Evaluation process, Layoff notice conversation

Lessons Learned: Continue to communicate for clarity, Refrain from detail that could change later within early communication, Remove downsized employees quickly for better transition, Anticipate additional effects (employees close to retirement making early decision due to environment)

Impacts/New Partnerships:

New discussions on the intersection and integration of traditional Cooperative (Farm, community) Extension versus Industrial (Factory, manufacturing) Extension are now more possible at our university as well as across different land-grant institutions represented in my FSLI Cohort. Methods for improving manufacturing processes can also have an impact on agriculture and food processing. I hope to explore these linkages as my department further engages in relationship building across all university extension programs.

Outcome of Project (societal impact/ measure of increased quality of life)

It has been important to ensure the cohesiveness of the IES Extension Operations team and to maintain the integrity of our work with businesses throughout the transitional events of our organization. New roles and responsibilities have been introduced throughout the IES group, and that is now leading to more empowerment within the team.

How has your project been aided by your FSLI experience?

Almost every step of the way through the project, I was able to apply a technique or draw from an antidote learned from the leadership training or from the great speakers sprinkled throughout the FSLI sessions. My participation in this program was very timely.

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