

LEADERSHIP DEVELOPMENT OPPORTUNITIES

PODC Position Paper

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ECOP has asked PODC to identify short term professional development programs offered by public and private sector organizations that would seem appropriate for current administrators.

In reviewing this assignment, PODC discussed the following questions. Is the System helping our people? develop leadership skills sufficient to lead the System in the future? If not, should we? And if we are, how are we performing this task? Are these opportunities equally available to all? Is it NELD that should be providing this Leadership Training?

Myron Johnsrud conducted a survey of current Extension Administrators (results reported to ECOP on January 19, 2000 and reviewed by PODC on May 18, 2000) which provided the following information regarding the felt training needs of Extension Administrators as they looked back at their early days in their current position as well as those learning opportunities they used themselves:

1. There does not appear to be a great felt need on the part of Extension Directors/Administrators for a major effort to facilitate an extensive access to professional development opportunities.
2. Combined with the wide array of other professional development programs cited, there seems to be a need and interest in being aware of what professional development opportunities are available in the public and private sector arena.
3. Recommendations - Find a means to make available information to the potential opportunities for administrative and leadership education programs may be a worthwhile endeavor.
4. Ninety percent of the respondents felt quite well prepared for their current job.
5. The average tenure as a director is 4.3 years.
6. NELD Program seminars attracted the attendance of more than 50% of the respondents.
7. Twenty-nine additional professional development programs were cited as used by the respondents.
8. Perhaps the NELD Program leadership could facilitate a Mentoring experience.

Following the review and discussion of Myron's survey results, we identified additional questions:

- a. Why are items one and two above contradictory?

b. What does the system value or recognize as ?required? to be successful and ?credentialed? to move upward in the System?

c. Should a ?laundry list? of leadership learning opportunities be developed?

d. What would be the intent of this list - to help current Leaders or to help those aspiring to be System Leaders?

There apparently is another survey underway being conducted by Ted Alter and James Wade designed to determine the level of support for NELD from CES Directors/Administrators.

At this point, without further direction, PODC would suggest:

1. It would be extremely useful to conduct exit interviews (if they are not being done) of previous Directors/Administrators. Why did you leave? What learning opportunities would have helped keep you in your previous position?
2. PODC believes that it is the responsibility of the individual University System as well as the individual leader to identify the opportunity and resources needed.
3. We believe that there is confusing evidence that an effort to identify and list leadership learning opportunities would be of any use to the System. It would certainly seem less than fruitful to begin an effort to develop a list before results of the Alter/Wade survey are made available.
4. Why worry about cataloging leadership development opportunities for the people who feel well prepared for the job and will likely leave the system in a few years. Rely instead on a Mentoring program led by the NELD organization to provide support for those that are currently in their State?s leadership position.
5. The system should be interested in preparing younger faculty for both top leadership roles as well as leadership roles regardless of position.
6. NELD should be the premier program for preparing Extension leaders if the majority of states plan to continue supporting NELD.
7. Given the wide array of leadership programs listed in Myron?s survey, a ?recommended? list of opportunities will be difficult, if not impossible, to develop and keep current because these programs come and go and constantly change. Who would take that responsibility?

Based on all of the information above, PODC asks ECOP for more direction on this issue.