Leadership Challenges Facing the Cooperative Extension System

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2005 CSREES Administrative Officers Meeting

Sheraton Greensboro Hotel at Four Seasons
Greensboro, North Carolina
April 24-28, 2005

Clyde E. Chesney, Administrator
and Chair, Extension Committee on Organization and Policy (ECOP)
Outline

- A Vision for the 21st Century
- Questions to Evaluate Our Engagement
- Leadership Recommendations
- Human Resources
- Self-Assessment
- Recruitment & Retention
- Professional Development
- Succession Planning
The Extension System:
A Vision for the 21st Century

February 2002 ECOP Report

…..the writers open with a statement that
the new century is a symbolic beginning
that compels institutions and
organizations to reflect upon their purpose
to examine their vision and to determine
whether they are prepared to cope with
the changing world.
A Changing World

- Globalization
- Consolidation
- Integration
- Mergers
- Technological breakthrough
- Demographic change

April 2005
Challenges for Extension

- Faces of America
- Globalization
  (will America always be #1?)
- Community capacity and vitality
- Information technology
- Crises, risks & uncertainty (9/11)

Requires **ENGAGEMENT**
Questions to Evaluate Our Engagement

- How well do you think Extension provides informal outreach education with the communities it serves?

- How effective is Extension in developing, sustaining and using partnerships effectively?

- How effective is your Extension Service in maintaining scientific neutrality in its educational products?
Questions to Evaluate Our Engagement

- Does Cooperative Extension meet the diversity of program needs appropriate to your location?

- Does Cooperative Extension serve a representative cross section of the people in your community – including disadvantage, aging, youth, ethnic groups, cultural differences, i.e. all clientele groups?

- Does your Cooperative Extension Service provide information to address issues in a comprehensive, interdisciplinary way?
Questions to Evaluate Our Engagement

- Does your Cooperative Extension Service program focus on community concerns and issues when setting its educational priorities?

- How effective is your local Cooperative Extension Service in supporting and collaborating with the community in which you live?

- Does Extension support your community and its leadership in a way that helps the community respond to its issues/problems and maximize its fiscal and human resources?

April 2005
Recommendation for Extension Review

- Mission and changing program directions
- **Leadership**
- Partnership
- Funding
- Information technology and leadership methods

April 2005
Leadership Recommendations for Extension

- Evaluate capacity of state’s Extension administration to facilitate total engagement.

- Ensure Extension administrative leadership influences the university-wide decision making.

- Develop human resources policies/procedures that attract, retain and train qualified employees.

- Ensure all current and new Extension administrators participate in leadership development experiences.
Leadership Recommendations for Extension, cont.

- Allocate resources to assure that all employees spend at least 10 percent of their time in training and professional development.

- Develop volunteer recruitment, training and retention strategies that meet the needs of a broad engagement mission.
Good to Great

- Must have the right people on the bus
- People must be in the right seats

By Jim Collins
Self-Assessment (1890’s & 1994’s)

- Human Resources
- Recruitment & retention of staff
- Professional development and team building
- Succession planning
Recruitment & Retention

- Internships

Computer science/information technology
Recruitment and Retention, cont.

Internships

BASF

April 2005
Recruitment and Retention, cont.

- Class visitation & joint appointment

Family and Consumer Sciences
Recruitment and Retention, cont.

- MANRRS & other professionals agencies
Recruitment and Retention, cont.

- Creating equity among the different systems
- Consent Decree
Professional Development

- Performance evaluation process
- Career development plans
- Retreats
- Focus on team building
- Service Excellence

TSU Extension State Staff
Succession Planning

- NELD
  - Class VIII  (1890)
  - Class IX    (1890 – 1994)

- USDA Fellow

- NACO Fellow

- Lead 21

- Food Systems Institute

April 2005
Regional Collaboration

AEA Professional Development Committee

- Leadership development
- Professional development (Joint AEA/ARD Conference)
- Succession planning

April 2005
Leadership

- Always be mindful of your responsibility to:
  - Inspire, and help mentor future leaders
  - Establish supportive environment
Leadership, cont.

- Remember
  - Heritage and legacy (1890s & 1994s)
  - Your professional development
  - Establish vision
THANK YOU!

Clyde E. Chesney, Ph.D.
Administrator and Professor

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Associate Administrator and Professor

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