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# Leadership Challenges Facing the Cooperative Extension System

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# Leadership Challenges Facing the Cooperative Extension System

## **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)

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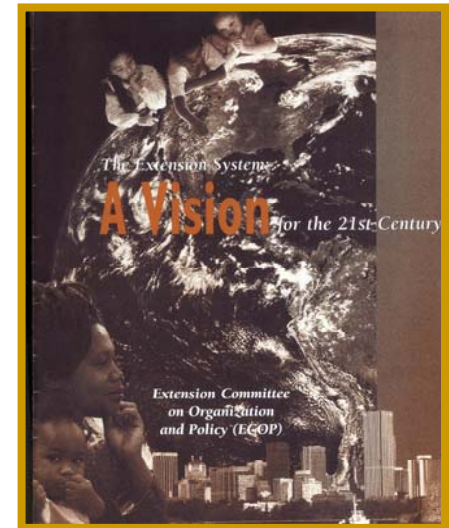
# Outline

- A Vision for the 21<sup>st</sup> 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 21<sup>st</sup> 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



# 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?

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# Recommendation for Extension Review

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

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# Leadership Recommendations for Extension

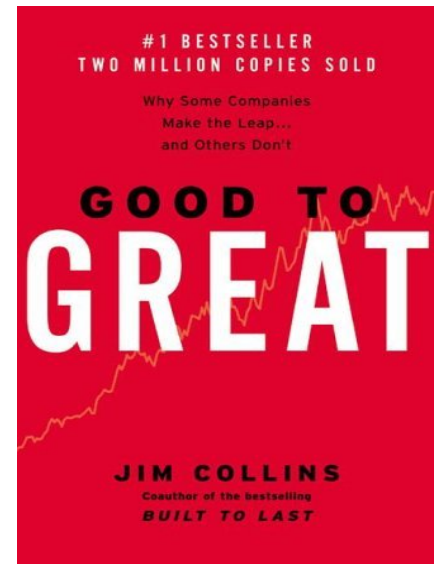
- Evaluate capacity of state's Extension administration to facilitate total engagement.
- Ensure Extension administrative leadership influences the university-wide decision making.
- Develop human resources policies/procedures that attract, retain and train qualified employees.
- Ensure all current and 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)

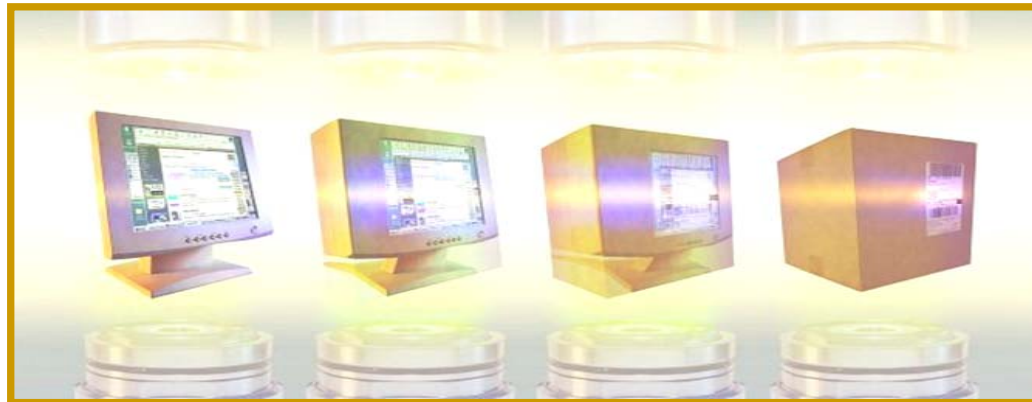
- Human Resources
- Recruitment & retention of staff
- Professional development and team building
- Succession planning



# Recruitment & Retention

- Internships

Computer science/information technology



# Recruitment and Retention, cont.

## ■ Internships

BASF





# 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

# Regional Collaboration

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

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# 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

**Latif Lighari, Ph.D.**  
Associate Administrator and Professor

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