Program Development Leadership Cohort Builds Community, Skills and Experiences

Cel Carmichael | Program Development & Accountability Specialist | **Cornell Cooperative Extension Administration**
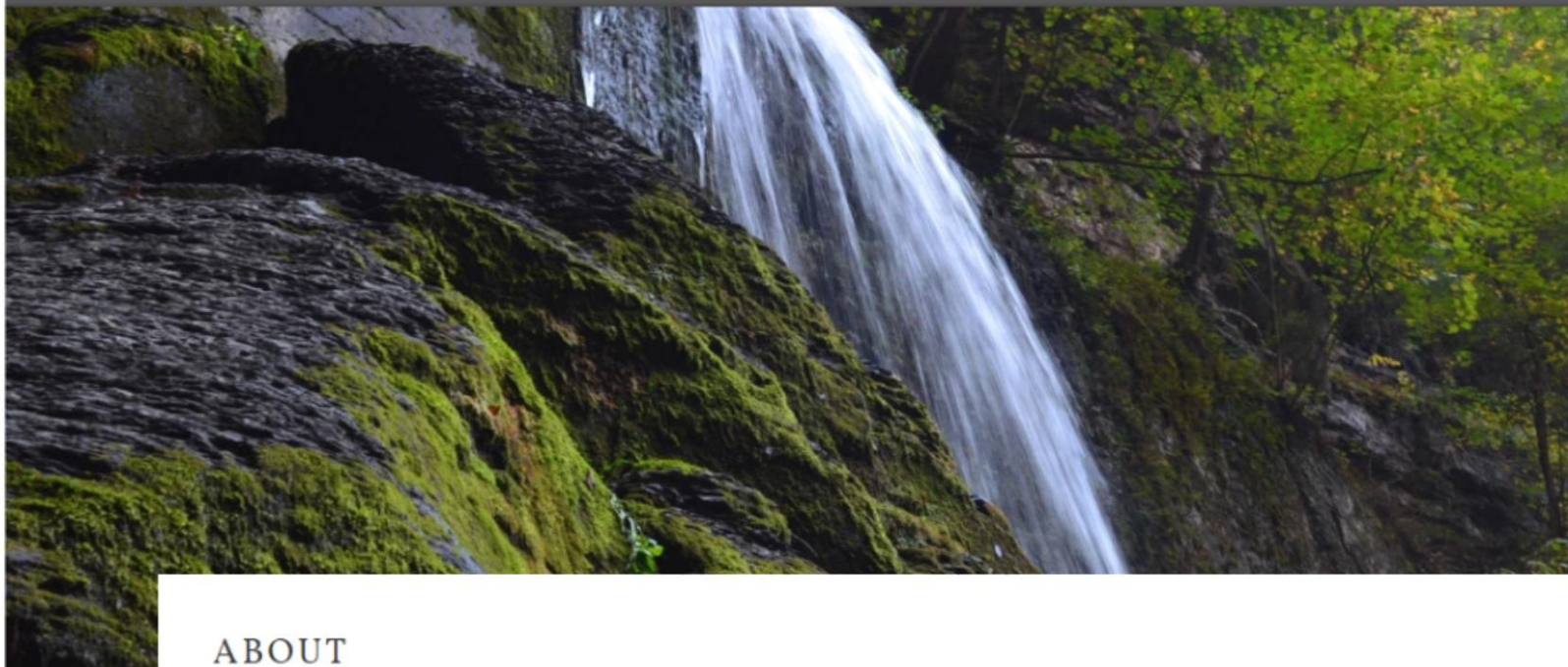
cjc17@cornell.edu

7/18/19

Cornell Cooperative Extension

CEL CARMICHAEL

DESIGNING & EVALUATING EDUCATIONAL EXPERIENCES THAT MOTIVATE TODAY'S LEARNERS

ABOUT

Need to think through messaging, program content or delivery? Or maybe you are looking for a technology solution for education?   These are all areas of interest and experience to me.

Resume. I work as a program specialist for the Cornell Cooperative Extension system and have continued my education in Instructional Design through Quinnipiac University. I really love the "place" where people,

POLL: Does your LGU offer professional development for staff who develop programs or write proposals?

CCE Program Development Leadership Cohort

Building skills, knowledge & relationships.

Cornell Cooperative Extension

Needs Analysis

➢ "Staff need consistent training"

➢ "Program is our product – it is important that we know how to develop programs"

➢ "Consistent planning gets consistent results"

➢ "Senior staff should be able to use program models to plan, implement and evaluate programs & model this process for others"

➢ "Staff need to know one another beyond the county lines"

Cornell Cooperative Extension

A Noted Gap

...and a realized purpose
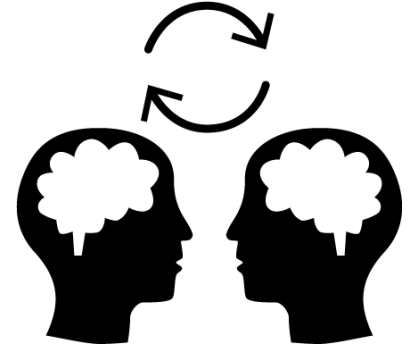
- **Senior staff need to be able to:**
  - Write program plans & proposals
  - Plan for inclusiveness and diversity
  - Regularly evaluate
  - Develop mentoring relationships with colleagues

- **Current training resources are underutilized**

Cornell Cooperative Extension

Learner Characteristics

Senior level program staff:

- Adult learners

- Subject matter experts

- Masters degree or higher

- Often supervise other staff and have other administrative roles including grant writing

- Average of 14 years experience working for CCE

- Average age = 49

- Busy!

Cornell Cooperative Extension

Learner Persona

Ben There

- Long time staffer, lots of experiences, looking to climb the career ladder

Nu Toitall

- New hire, less experience than direct reports, wants to know how to do her job
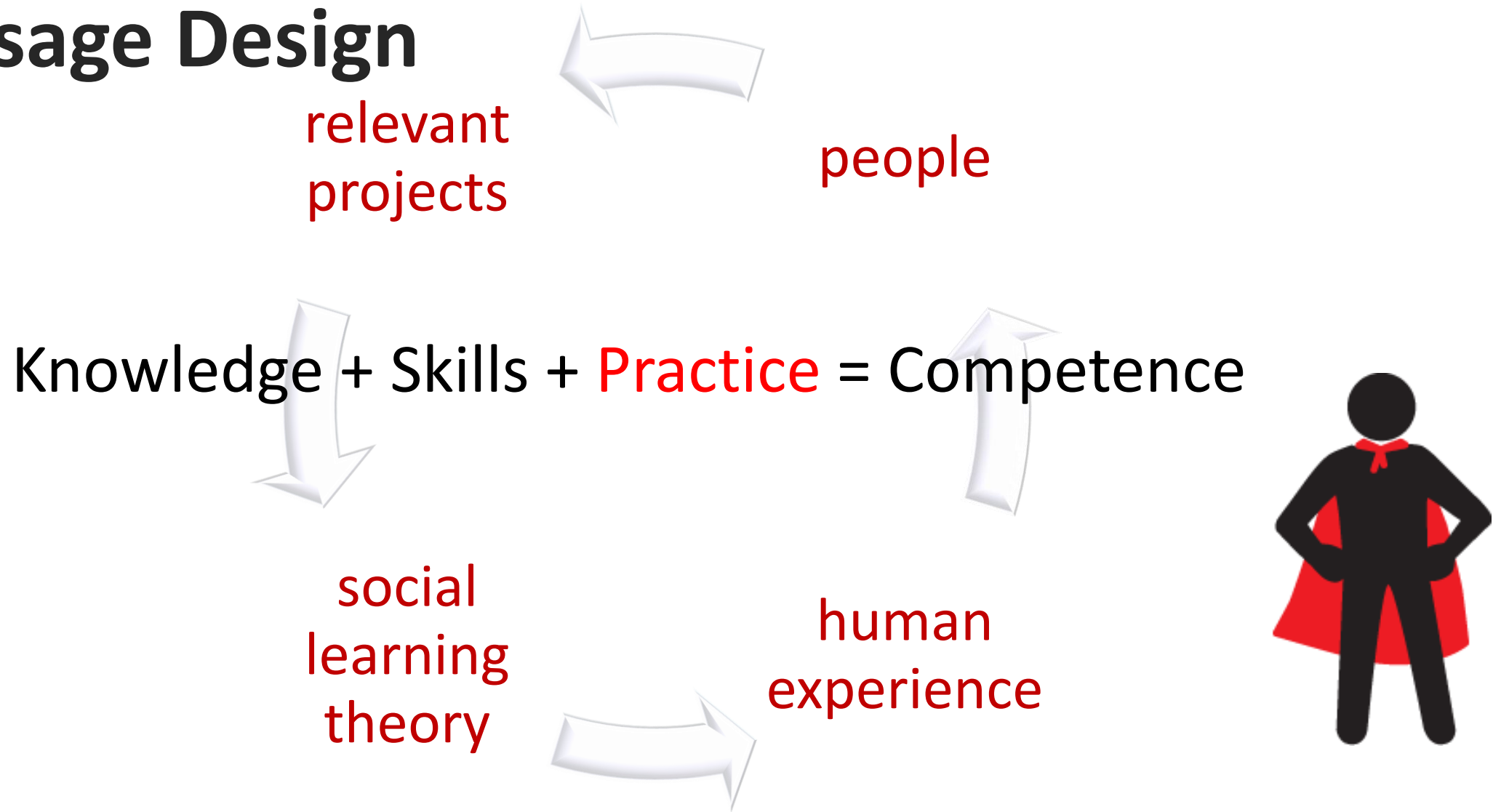
Learning Objectives

By the completion of the cohort, learners will be able to:

- **identify, locate and apply** relevant CCE program planning resources.
- **identify and recruit** new audiences/diversity.
- **write a** local plan of work or model plan/proposal for project that includes a needs assessment, outcomes connected to the statewide plans of work, delivery methods appropriate for the audience, a thoughtful implementation/delivery plan, and an evaluation strategy focused on collecting short and mid-term outcomes.
- **demonstrate** how to mentor colleagues and seek collegial feedback.
- **prepare** a program pitch to share program plans with others.

Message Design

relevant projects

people

Knowledge + Skills + Practice = Competence

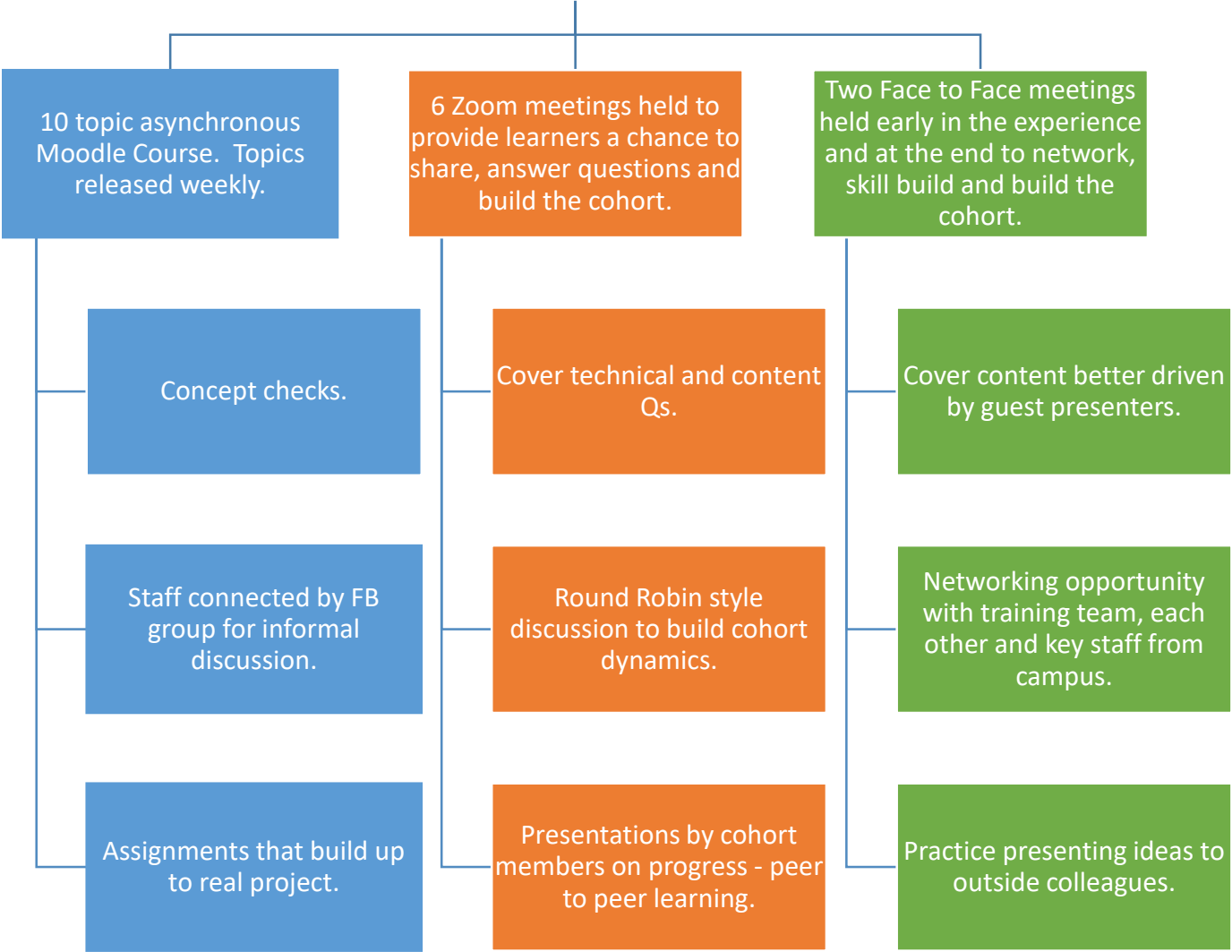social learning theory

human experience

Experience Design

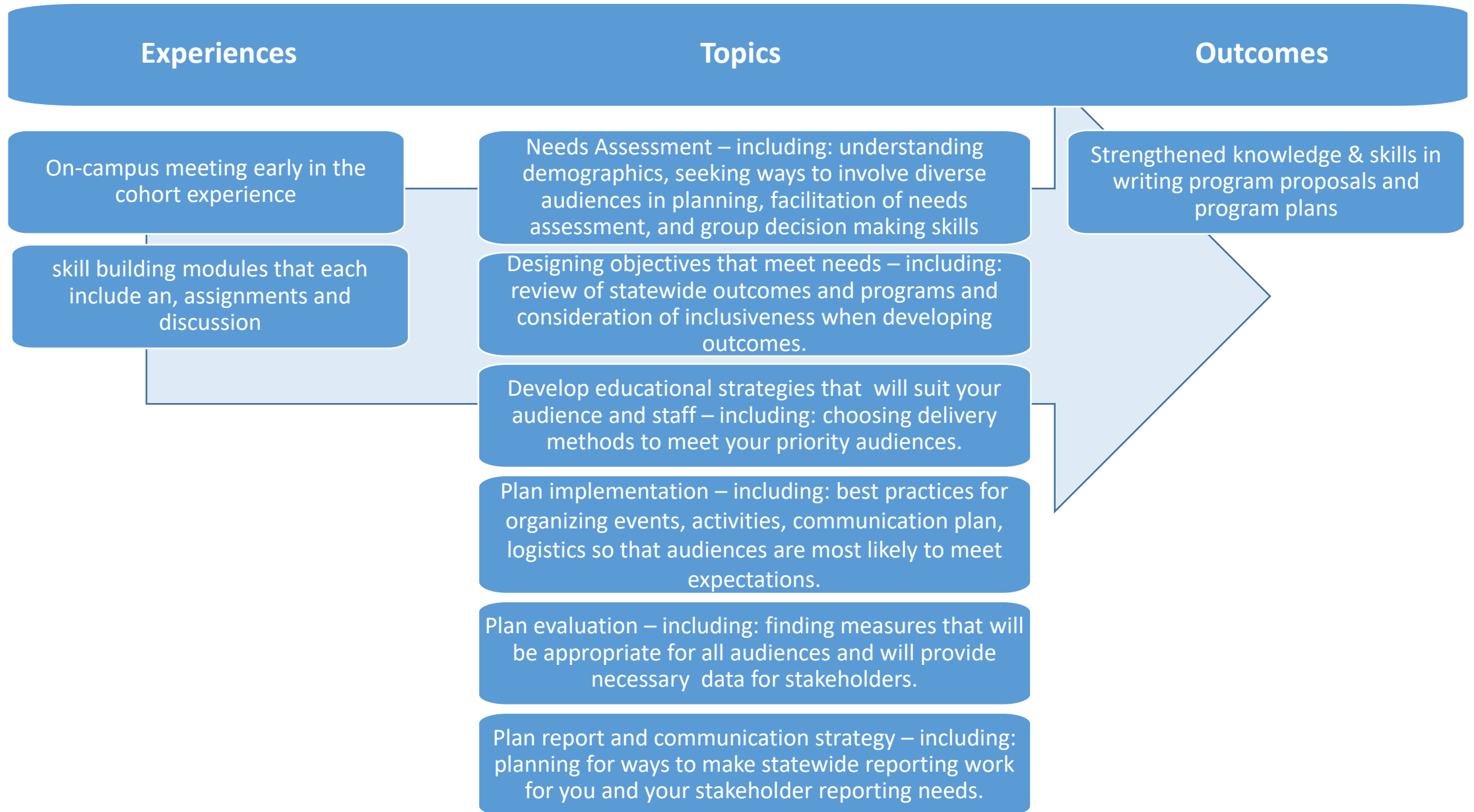Skill development & learning through sessions, practice & feedback.

- 2 two-day on-campus events

- 6 Zoom meetings and independent follow-up Participants will use WebEx, Moodle, and social media to fully engage with each other, the coursework, and provide feedback about the experience.

- The final on-campus event will include a presentation to campus partners and program leaders.

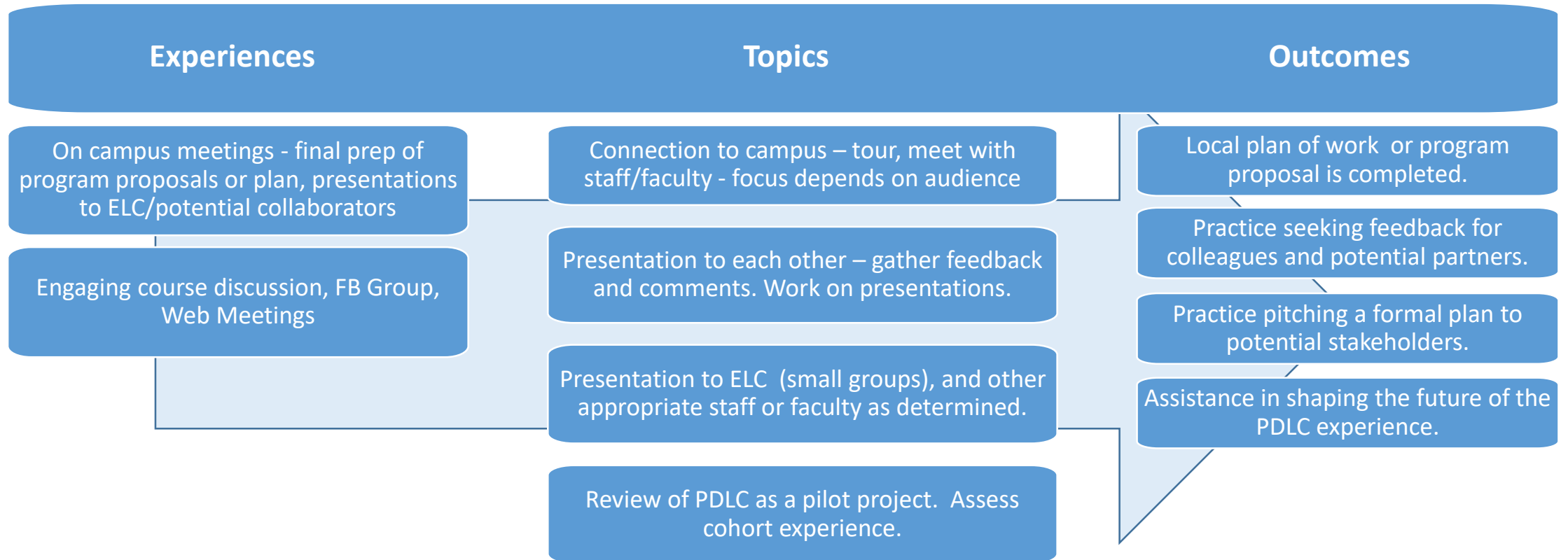# Emphasis on knowledge gains + peer to peer learning + real projects

3 Tiered Approach:
- **Online Learning Modules**
- **Zoom Meetings**
- **Face to Face events**

10 topic asynchronous Moodle Course. Topics released weekly.

6 Zoom meetings held to provide learners a chance to share, answer questions and build the cohort.

Two Face to Face meetings held early in the experience and at the end to network, skill build and build the cohort.

Concept checks.

Cover technical and content Qs.

Cover content better driven by guest presenters.

Staff connected by FB group for informal discussion.

Round Robin style discussion to build cohort dynamics.

Networking opportunity with training team, each other and key staff from campus.

Assignments that build up to real project.

Presentations by cohort members on progress - peer to peer learning.

Practice presenting ideas to outside colleagues.

Objectives: Skill Building

Experiences	Topics	Outcomes

On-campus meeting early in the cohort experience

skill building modules that each include an, assignments and discussion

Needs Assessment – including: understanding demographics, seeking ways to involve diverse audiences in planning, facilitation of needs assessment, and group decision making skills

Designing objectives that meet needs – including: review of statewide outcomes and programs and consideration of inclusiveness when developing outcomes.

Develop educational strategies that will suit your audience and staff – including: choosing delivery methods to meet your priority audiences.

Plan implementation – including: best practices for organizing events, activities, communication plan, logistics so that audiences are most likely to meet expectations.

Plan evaluation – including: finding measures that will be appropriate for all audiences and will provide necessary data for stakeholders.

Plan report and communication strategy – including: planning for ways to make statewide reporting work for you and your stakeholder reporting needs.

Strengthened knowledge & skills in writing program proposals and program plans

Objectives: Building Collegial Mentoring

Experiences	Topics	Outcomes
On campus meetings - final prep of program proposals or plan, presentations to ELC/potential collaborators	Connection to campus – tour, meet with staff/faculty - focus depends on audience	Local plan of work or program proposal is completed.
Engaging course discussion, FB Group, Web Meetings	Presentation to each other – gather feedback and comments. Work on presentations.	Practice seeking feedback for colleagues and potential partners.
	Presentation to ELC (small groups), and other appropriate staff or faculty as determined.	Practice pitching a formal plan to potential stakeholders.
		Assistance in shaping the future of the PDLC experience.
	Review of PDLC as a pilot project. Assess cohort experience.	

Objectives: Project Development

Experiences	Topics	Outcomes
3 weeks of webinar meetings – small group discussion	Picking a program/proposal that needs work, lit review, implementation of needs assessment strategies review/design of objectives that fit with CCE Mission, Association and funder needs. Meet/discuss/work	Strengthened knowledge & skills in writing program proposals and program plans.
Use of tools (logic model, Netway, Dick & Carey Model, Program Development & Reporting tool.	Developing instructional plan, work with local staff and volunteers to plan for logistics, prep of promotions, delivery, staffing to meet the objectives. Meet/discuss/work	Practice mentoring colleagues and seeking collegial feedback.
	Develop evaluation plan, templates and when they will be used. Prep the final program report – what will that look like to meet stakeholder needs. Meet/discuss/work	Local plan of work for this program is completed.

Implementation

- Promotion & recruitment

- Course Syllabus

- Online course

- F2F events

- Web meetings

- Relevant project development

CCE PDLC

LEADERSHIP DEVELOPMENT

Program Development Leadership Cohort

For resource educators thru executive directors

skill building + colleagues + your project = growth

November – March

PDLC an in-depth learning experience for staff who lead programs and write proposals. PDLC is focused on strengthening program planning skills, inclusiveness/diversity practices, evaluation and connections with colleagues. Staff will work on a local project throughout this process.

Questions? Contact cjc17@cornell.edu.

DETAILS: http://bit.ly/CCEPDLC

APPLY:
Due by November 1

THE EXPERIENCE:

CU CAMPUS
1/15 + 16
4/30 + 5/1

WEB MEETINGS

WEB MODULES

FACILITATORS:
Celeste Carmichael
Program Development Specialist
cjc17@cornell.edu

Eduardo González, Jr.
Diversity Specialist
eg36@cornell.edu

Kim Fleming
Professional Development
kff2@cornell.edu

CCE Program Development Leadership Cohort
Course Syllabus

2019|
Blended Learning Experience

Instructors: Celeste Carmichael   cjc17@cornell.edu   607-227-2715
Kim Fleming   kff2@cornell.edu   607-255-6506
Eduardo Gonzalez Jr   eg36@cornell.edu   212-340-2950

Certification: Presented upon course completion

COURSE DESCRIPTION

The Program Development Leadership Cohort is an experience designed to build the leadership and program development capacity of Cornell Cooperative Extension (CCE) program development and leadership positions.

Educational programs are the product for CCE. PDLC helps educators plan programs that consistently hit the mark, showing personal and community level impact. Through this experience staff participants will grow confidence and competence in designing, delivering and evaluating local programs and training those that they supervise to do so as well. In this course staff will use program design models for planning, engaging local stakeholders, writing program proposals, and articulating plans to others.

OUTCOMES

CCE Program Development Cohort is an in-depth program planning experience for staff with major program leadership responsibilities in an association. The training will focus on experiences that will strengthen skills related to building:

1. program plans & proposals
2. diversity, equity & inclusiveness
3. evaluation
4. mentoring relationships with colleagues
5. confidence

At the completion of this course students will be able to:
- **Explain** to others colleagues what the benefits are of using a program design model/framework.

Cornell Cooperative Extension

Technology

Other thoughts and suggestions that you might have?

Add your ideas to the chat box – I invite you to have your comments visible to all.

Cornell Cooperative Extension

Stafflearn   English (en) ▾   My courses ▾   Search courses   🔍

⚙ ✱ ▾

CCE Program Development Leadership Cohort

PDLC is an in-depth learning experience for staff who lead programs and write proposals. This experience is focused on strengthening program planning skills, inclusiveness/diversity practices, evaluation and connections with colleagues. Over the next few months you will work on a local project, applying the skills we will be exploring.   As you finish sections, look for a completion badge to appear.

📋 News forum

Topic 1 -- Program Development Models and Frameworks

Your progress ❓
✅

An Art & Science to Program Development Work

There is an art and a science to Program Development (PD) – you may remember hearing this at the New Staff Orientation. The 'art' is what you 'know' works and the 'science' is based on research, which is about practice. In a recent survey of CCE Association Directors and Program Leaders, many acknowledged not considering a framework for program development when planning, implementing and evaluating local CCE programs. That said – we see many examples of intentional programming and good work that fit the description of PD shared by staff. PD is happening but perhaps without a systematic approach.

This may beg the question - if a program works, attracts people, why should we apply program development theory?

Applying a PD model and framework helps plan to achieve more consistent, predictable results.

Research and practice show common elements in successful programs. Descriptions and 'how-to' for these common elements can be found in PD Models and the frameworks that we might use to think through the steps of PD. Many PD models are similar to each other even across disciplines like planning and community development, Cooperative Extension PD, and educational/instructional design.

The PD process broadly consists of determining the current state and needs of the learner, defining the end goal of instruction, and creating some "intervention" to assist in the

---

ℹ **Helpful Links**   🗕 ◁

CCE Public Page

CCE Staff Page

Cornell Box Files - PDLC Share Folders

Equal Program Opportunity

Foundation Directory

Mann Library Portal for CCE: Tutorials

PDLC Planner (download)

PDLC Syllabus (download)

Observations | Noted Best Practices

- Communicate regularly and frequently (Moodle announcements)

- Create a peer-to-peer learning environment (Moodle, Flipgrid, small groups)

- Provide clear and concise information & directions (include objectives, syllabus, badging)

- Include playful/light human interactions (web meeting warm-ups, small groups, level up/leaderboard)

- Make scheduling simple (Outlook invitations)

- Share big picture plans (syllabus, logic model)

- Make the learning relevant (self selected project)

- Help learners to monitor their progress (check off, badging, H5P)
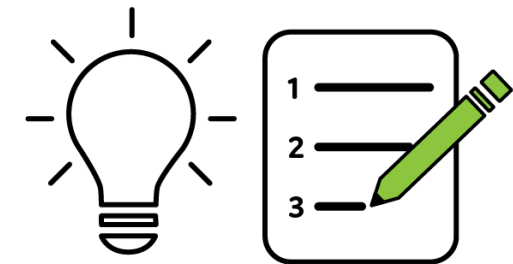
Use of Flipgrid – video forums to connect colleagues

Register

Register to become a part of this community of learning. Registration allows for you to participate and receive announcements about volunteer related topics.

Email

Phone Number

☐☐☐ – ☐☐☐ – ☐☐☐☐
####

Tell us a little bit about you (check all that apply). I am:

☐ a potential volunteer.

☐ a staff member.
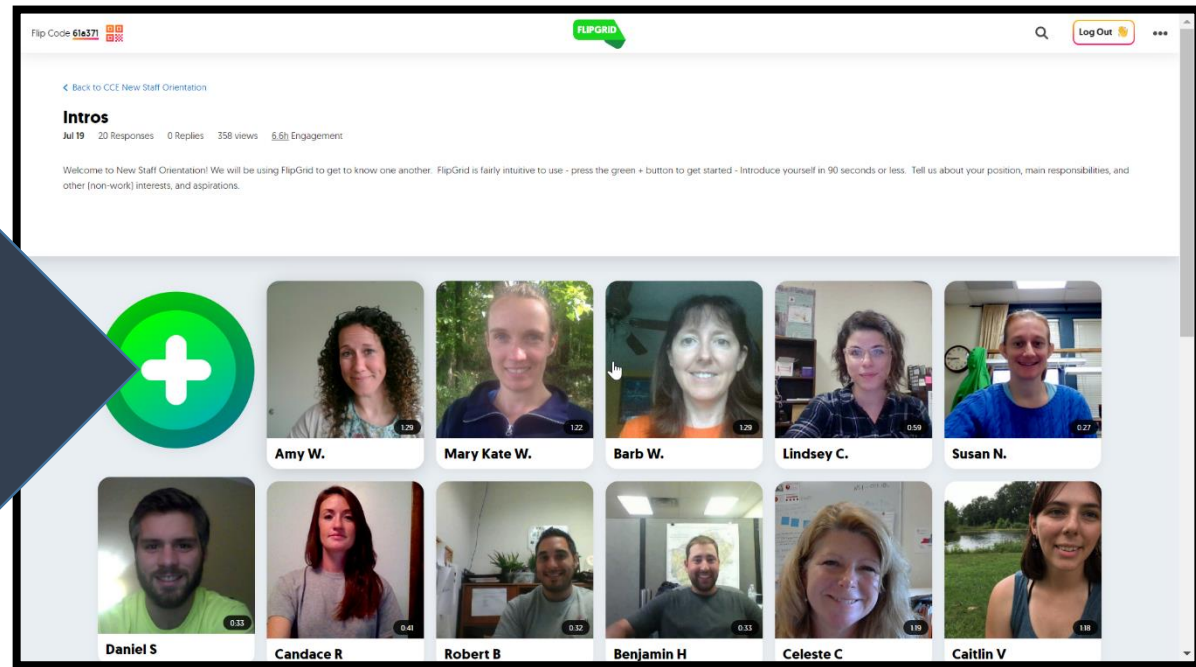
Announcements sent to those who register

CCE Volunteer Matters

Volunteer Matters is a con focused on Volunteer Man

resources, share content, as about upcoming professiona

Announcements

Share Volunteer Management Resources HERE!

Have resources to share with your colleagues? Please submit he review and post, or get back to you shortly with questions. Thank yo

Volunteer Involvemen

This section is about helping you to strengthen your v components of volunteer development and managem approach, and explore and contribute pieces that uph development.

Q & A about Volunteer Involvement Basics

Volunteer Matters: Involvement Basics & Policy Webinar Recording

Cornell Cooperative Extension

Home > Volunteers > Exploring Extension & Our Volunteer Opportunities

Badging to show topic completion

Register

Register to complete orientation. Once registered, login to get credit for your course completion.

Sections completed

Exploring CCE Course Completion Badge

Topic 1 - complete!

Topic 3 - complete!

Topic 2 - complete!

Exploring Extension & Our Volunteer Opportunities

💬 Thank you for your interest in volunteering with Cornell Cooperative Extension.

Within this learning center, you will find media and interactive tutorials designed to help you with our organization. We are looking forward to having you as a part of our volunteer team

First time here? Please register to the left and follow email prompts to set up a moodle acco your email address and password and your work will be saved. Click on any topic below to g

📄 FAQ for potential volunteers

Topic 1: Volunteering with CCE

Topic 1: Please watch the video, check the check box top right of the video indicating you have d the activities in the wrap-up section. Once items are complete, you will receive a "1" completion

CCE Volunteer Orientation

📦 Topic 1 - Wrap-up

Relevant Projects

As participants work through content, they are **applying concepts to a local project of their choosing** that needs TLC related to program or proposal development.

Sometimes projects are wide: planning a plan of work for a local program area, sometimes they are focused – creating a workshop series. In all cases the knowledge and skill gains are made relevant by applying them to a local project.

At the end of PDLC participants present their full project – they create a one-pager for distribution and present to colleagues and each other at the final face to face event.

Results

- 4 years in

- 60 Senior Program Staff members have participated

- 2 have moved to Executive Director roles

- Several funded projects

- Many presentations at conferences include instructional design frameworks

- Continued collegial network

Challenges

- People are busy!

- Expectation – roughly 40 hours of professional development. Not everyone gets what that means when they start. It is a commitment.

- ED (supervisor) support

- Participant motivation varies – strategize, keep it simple

- Time, time, time
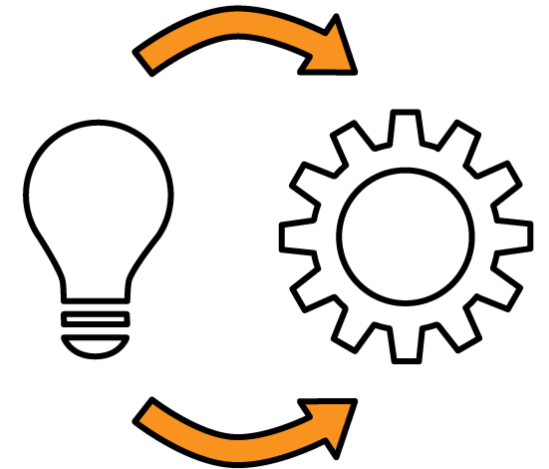
Ideas for moving PDLC forward

- Require PDLC for all staff with program leadership responsibilities?

- Offer as an individual or coaching option – keep open for people to complete with a cohort following DIY experience?

- Larger class size?

- Graduate credit?

Cornell Cooperative Extension
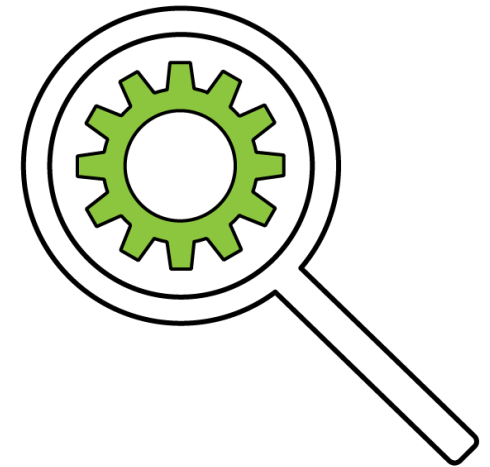
Are there any ideas here that could be applicable in your state?

Add your ideas to the chat box – be sure to have your comments visible to all.