

Where are the Next Generation of Leaders?

Attendees: Heather Caldwell, facilitator, Jim Parry, Janet Bridges, Kevin Haspela, Bethany Hanna, Tudi Arneill (recorder), Greg

At Heather's Center, long-time staff (up to 12 years) were not ready to assume ED position when he moved on.

Discussion

Staff training is not as well spent or dismissed in tight budgets. People management skills not included as often as program content or safety. Serious issue re: pay, so results in use them and lose them.

Takes great inspiration to get staff to stay with this field and give them the skills to go after what they want to do. Organizational and educational component is just as huge.

Want staff to be equipped to go anywhere and be successful.

Made transition from purely teaching to some admin. How to help others make the transition for those who enter with great love of teaching to go on to admin?

Requirements of admin job is so huge in time and energy, how many people will be willing to do it?

Pitch for pay: often pulls people away from other orgs. As important as cool locations, cool people, if not more so.

One org. pays well for entry level and won't advertise pay level so applicants are looking at program instead of just salary.

Skill set for being program director is greater than skill set for instructor. All get into it because of passion for the field. Some "get it" and some don't.

Nature center is a facility so ED needs to have business mind-set and have your program directors be the educators. Do you have to have education background to be an ED?

Star instructor shows up as leader on the staff- they succeed because they trip the switch in the kids. Other side of leadership is motivating, keeping program full, budget, attending to maintenance, food service. Different skill sets but if strictly business leader will fail. And vice-versa.

Many bounced up due to success as teacher. ED must hire staff to fill roles that are not one's strong suit.

TSS grad program has a management component. Small part, nonprofit management course. Most students go on to classroom initially. Student chose tract to focus on but education only. Should there be a management track?

Other management training opportunities exist outside the OEE field. Nonprofits who specialize in helping other nonprofits, advanced college degrees, Iams dog food will sponsor nonprofit to attend their management program, YMCA has an internal program.

Generational differences exist between expectations of what a job is, what one is willing to do for work and what the world owes us.

Is entry level EE lower pay levels today when compared to other jobs out there? Is it different than 30 years ago? Today labor laws dictate some improvements. Once become an exempt employee those 40 hr weeks go away. Note: Walmart is open 24/7 and managers there give up hours as unpaid.

Some agencies screen for that “heart” and promote those who show it. Work hard for low pay and prove yourself at certain levels. Entry level should be paid what they are demanding and then let job screen out who is a leader.

Skill sets(TSS):

- EE delivery
- Curriculum leadership
- Hands to work
- Field Science
- Management skill
 - Communication
 - Living cooperatively for the mission
 - Taking care of each other
- Need to speak Spanish
- Need to know how people learn
- Need to be cognizant of family lives different from “traditional”
 - Student needs to stay home from TSS to babysit siblings

From center to center not exact parallels: one program director has major budget responsibilities; another center’s director may not even see the budget. Discussed: everybody needs to live the administration piece.

You will learn more from the antithesis of a good manager than from a good manager. This reflects the self-taught aspect of becoming an good EE manager.

Leadership Institute of Seattle: pushes the inter-personal skills as fundamental

Need to have a vision of where things are going and what do we need to do to make that happen. What changes need to happen?

Where is the market to get those future leaders? Read magazines and financial newspapers to know state of market.

What looking for in resumes: White space, job experience, cover letter, references. Y experiences for a Y job. Gumption- done something a bit out there. Try to determine work ethic. Diversity in life. Initiative. During interview; extemporaneous writing sample. Request additional info and watch how quickly applicant responds.

Staff attends a conference, watch which session they attend: basic programs or looking into administrative issues? Those are folks interested in moving into admin.

Staff expecting tons of professional development may be disappointed, budgets post 9/11 strapped. May have to find their own opportunities: ie. community programs for nonprofits.

Jackson may be a situation where leaders expect to attract already trained leaders due to desirable location.