**GIT 6 Update on Assessment of Local Leadership Development Program, April 7, 2015**

*Bevin Buchheister, MD Director Chesapeake Bay Commission*

**Project Purpose**: Provide information to GIT6 and Bay Program on leadership development programs so we can determine if, and how, a local leadership program should be offered. Project is supporting GIT6 development of management strategy for the local leadership Outcome in the Bay Agreement.

**Bay Agreement Outcome:** Continually increase the knowledge and capacity of local officials on issues related to water resources and in the implementation of economic and policy incentives that will support local conservation actions.

**Project team:**

**Don Baugh**- President of Environmental Leadership Strategies since August 2014. Baugh has four decades of leadership experience, leading the Chesapeake Bay Foundation’s education program since 1978, where he developed a number of leadership programs for youth and adults, to include teachers, school principals, and federal, state, and local officials.

**Bob Hoyt**, J.D., Rutgers School of Law, Camden, NJ, Principal and Founder, EcoLogix Group, Inc. He has over thirty years of experience working on environmental issues in government, non-profit, regulatory, academic and private organizations, most recently as the Director of the Montgomery County Department of Environmental Protection from December 2007 until August 2014.

**Georgia Sorenson, Ph.D.-** Research Professor at the University of Maryland Carey School of Law and president of the Academy of Leadership Foundation. She founded the James MacGregor Burns Academy of Leadership at the University of Maryland where she was Distinguished Research Professor, and she cofounded the International Leadership Association (ILA).

**Charlie Stek -** President of Environmental Stewardship Strategies and Chairman of the Citizens Advisory Committee to the Chesapeake Executive Council. As Senator Sarbanes’ Projects Director and chief policy advisor on environmental and natural resource issues, he created the first Federal programs specifically targeted to assist and engage local governments and local school systems in watershed restoration.

**Genevieve Leet-** will complete her master’s degree in May, 2015 at the University of Michigan’s School of Natural Resources and Environment. Leet is a two-time national Morris K. Udall Scholar. She led 18-day backcountry expeditions through the wilderness leadership program LandSea. Currently, she is improving an environmental education unit for the *Ann Arbor Public Schools* expected to reach 1,200 7th graders in 2015.

**Katie Weeks** – Just earned her Masters in Environmental Education from Univ. of N. Carolina

**Chesapeake Bay Commission Staff**: Ann Swanson, Bevin, Jack, Marel

**Project Description:** Review and provide a synthesis of leadership development programs available for local leaders in the watershed. (Using the GIT 6 definition - Local leaders are defined as elected, appointed or staff.) Evaluate leadership programs that are focused solely on environment and also others that could add an environmental component, and also look at nationwide programs. We will identify the ten most promising programs and identify a model that could increase stewardship and watershed restoration efforts.

**Action:**

1. Interview 20 local leaders from MD, VA, PA and D.C. (5 from each) to help research team understand the strengths and weaknesses and areas of greatest concern, and to ID gaps in current leadership training.
2. Web review of 20 leadership programs- begins Monday April 13.
3. Project team will meet and trim the list to ten programs to look at in depth and Don Baugh will interview their directors.
4. Georgia Sorenson is developing an assessment tool that looks at what Bay Program needs and evaluates whether existing programs deliver.

**Product**

1. 8-10 page document identifying the ten most promising leadership development programs
2. Three recommendations for leadership training and estimated budget for each.
3. ID local leadership development program or model that could increase stewardship and watershed restoration efforts.

**Action Taken**:

1. Held coordinating meeting on Feb 19th, Mike Foreman joined by phone.
   1. Bevin will report in to GIT 6 periodically and periodically to Mike Foreman.
   2. GIT 6 should know that this proposal will not answer whether we should create a local leadership institute- this will be a question for GIT 6 to decide after we get the report.

1. Developed list of potential local leaders to interview. Started with list of local leaders from GIT 6 workshop. CBC members recommended local leaders to interview but were told that we may not select the ones they recommended.
2. Project team developed list of questions for interviews- project team worked on developing and refining this.
3. Local Leader Interviews
   1. Bob Hoyt and Bevin selected 5 people from each jurisdiction - MD, PA and VA. and D.C. - with advice from Jack and Marel. We looked for geographic diversity, a mix of elected and staff, a mix of experience, large and small jurisdictions and for those who were not “in the choir” already.
   2. Personal interviews with local leaders are almost complete (18 0f 20)

Initial Observations:

* When asked where the health of the Bay stood in their priorities PA people interviewed said the Bay comes in last. But, local waters were important.
* Most people interviewed did not have any grasp of the big picture on Bay cleanup. They knew what they were required to do, but not how it fit into the bigger scheme of Bay cleanup.
* Almost none of the people interviewed had any formal leadership training. Most got their knowledge from professional experience, some from their education.
* Trusted sources of information include: NGO’s like the Alliance, CBF, Stroud Water Research Center, Rappahannock River Basin Commission, and other sources like the CBC, Bay Program and the colleges or universities local leaders attended.
* **They all hate the use of acronyms**!

1. The project team selected twenty programs to do web research on. Suggestions were taken from GIT6 and LGAC. Georgia Sorenson created an analysis framework specifically tailored to the needs of the Bay Program. Leadership programs were reviewed for their focus, mission, cost, participants per year, incentives to participate, relationship to Bay natural resources, skills taught, pedagogy, mentoring, group projects, proof of excellence, output, outcomes achieved and metrics of success.

The programs selected were:

***VIRGINIA PROGRAMS***

VA NATURAL RESOURCES LEADERSHIP INSTITUTE

VIRGINIA SOIL AND WATER CONSERVATION DISTRICTS (SWCD)

LEADERSHIP FAIRFAX

LEAD VIRGINIA

THE GRACE E. HARRIS LEADERSHIP INSTITUTE

***MARYLAND PROGRAMS***

WATERSHED STEWARDS ACADEMY

LEADERSHIP ANNE ARUNDEL

ENVIRONMENTAL LEADERSHIP PROGRAM

LEGACY LEADERSHIP ENVIRONMENTAL INSTITUTE (LLEI)

FORMERLY THE HOWARD COUNTY LEGACY LEADERSHIP INSTITUTE FOR THE ENVIRONMENT (HOLLIE)

INSTITUTE FOR CONSERVATION LEADERSHIP

LEADERSHIP MARYLAND

LEADERSHIP GREATER WASHINGTON

UNIVERSITY OF MARYLAND LEADERSHIP DEVELOPMENT PROGRAM (LDP)

***PENNSYLVANIA PROGRAMS***

RULE (RURAL URBAN LEADERSHIP PROGRAM)

PENNSYLVANIA STATE ASSOCIATION OF TOWNSHIP SUPERVISORS (PSATS) PSATS MUNICIPAL GOVERNMENT ACADEMY (PMGA)

***PROGRAMS OUTSIDE THE CHESAPEAKE BAY***

NONPOINT EDUCATION FOR MUNICIPAL OFFICIALS (NEMO)

DUKE ENVIRONMENTAL LEADERSHIP (DEL) PROGRAM

MASTERS OF ENVIRONMENTAL MANAGEMENT (MEM) & EXECUTIVE EDUCATION PROGRAM (EEP)

NATURAL RESOURCES LEADERSHIP INSTITUTES (NRLI)

CENTER FOR WHOLE COMMUNITIES

URBAN LAND INSTITUTE: LARSON LEADERSHIP

1. **Next Steps:** After analyzing the twenty programs the project team will select ten of the best programs on May 6th and do a more in depth analysis on them. Don Baugh will interview their directors or senior staff in person and by telephone. He will review program design, offerings, participants targeted, duration, cost and reported impact. From this the team will recommend three programs as potential options, and ways to fill the gaps in current efforts.

**Timeline:**

May 6 - Project team will select 10 programs for further interview/analysis

May -Interviews/analysis

June 17-Complete summary of all 10 programs

June- July- Draft report

August- Final Report