# CCE Program Development Leadership CohortCourse Syllabus

2019 - Draft

Blended Learning Experience

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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.
* **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.
* **Mentor colleagues** and staff that are supervised in the program design process.

### format & procedure

PDLC is an immersion/cohort style approach where lead program staff will work and learn with their cohort members to address a local program development problem. The approach uses online topics to share fundamental concepts, web meetings to walk through problems and questions and to build the team and two face-to-face events to further build the cohort and develop relationships with staff and departments on campus. The final face-to-face event includes a presentation from the cohort members to a select audience. The final presentation is intended to grow interest in having staff trained in program design and provide recognition to the cohort members. The due dates are not firm; they are mainly intended to help keep you on track.

This course is broken up into nine topics.

**EACH TOPIC WILL INCLUDE SECTIONS FOR:**

* **Connect –** The connect section will help you to reflect on what you already know about the topic and ask you to share with instructors and colleagues what you want to know.
* **Readings** – Readings are an essential component of the course. The readings will provide background on the information studied within each topic.
* **Lecture Material** – Most topics include a lecture (reading or video) that provides an instructor perspective on the topic, and a concept check to help you to evaluate your understanding of the materials in the topic.
* **Assignment** – Each topic will have an individual and/or a group component that will be used to provide practical experience in an aspect of program design. The individual assignments will build toward a final program plan or proposal at the end of the course.
* **An online or face-to-face interaction** toprovide insights into program opportunities, academic pursuits, and contacts within the CU system.

**FINAL PROGRAM PLAN/PROPOSAL**

During the course, cohort members will work both individually and with colleagues. By Topic 7, members will begin to work towards the completion of a final program plan/proposal. The assignments worked on during the course will build towards to final project/portfolio.

Cohort members will use the cornell.box.com for draft assignments and will upload final projects there as well.

Final program plan/proposal will be required to receive PDLC certificate of completion.

### assumptions & Participation guidelines

**Communication with the Organizational Development Staff.** We will respond to direct email within 24 hours of receipt – with flexibility given on weekends or during holidays. If you have a question that would be relevant to your classmates, please post it to the forum. If you have specific questions that can only be answered by the instructors you can email or call us directly.

**Online Etiquette.** In the online environment, it is expected that you communicate in a manner that is both professional and respectful of others. Use respectful language and tones when communicating with other students and the instructor. Also, observe common rules of grammar and punctuation. Communicate in a clear and succinct manner maintaining the level of academic integrity expected in a face-to-face course.

**Engagement with External Tools**. Your enrollment in this cohort assumes that you are consenting to involvement with outside entities in the pursuit of educational interests and engagement. These may include and are not limited to social media platforms, websites, blogs, discussion groups, virtual communities, online academic databases and learning platforms. Should these resources require login and password information, be advised not to use personal identification information such as your employee ID or social security number.

Need help with the technology? Send an e-mail to [cce-helpdesk@cornell.edu](mailto:cce-helpdesk@cornell.edu).

**INCLUSIVITY STATEMENT**

We understand that our members represent a rich variety of backgrounds and perspectives. Cornell Cooperative Extension is committed to providing an atmosphere for learning that respects and invites diversity. While working together to build this community we ask all members to:

* share their unique experiences, values and beliefs
* be open to the views of others
* honor the uniqueness of their colleagues
* appreciate the opportunity that we have to learn from each other in this community
* value each other’s opinions and communicate in a respectful manner

### PDLC Planner 2019

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| Topics in Moodle | Check-ins by Zoom | Networking/Content in Person |
| <http://moodle.cce.cornell.edu/course/view.php?id=255> | <https://cornell.zoom.us/my/celcarmichael> | Daytime: 400 Riley Robb; Cornell Campus |
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| |  |  |  | | --- | --- | --- | | Topic | experience | Schedule | | course content opens | Moodle Coursework | 12/17 | | Introductions | Moodle Coursework | **Due**: 1/7 | |  | Check-in by Zoom  Course walk thru/intros | **1/8 – 10:00am - noon** | | Topic 1: Program development models and frameworks | Moodle Coursework | **Due**: 1/14 | | Topic 2: IDENTITY MATTERS | Moodle Coursework | **Due**: 1/14 | | Topic 3: IMPLICIT BIAS | Moodle Coursework | **Due**: 1/14 | |  | Face to Face Event (1) | 1/15 & 1/16  9:30am – 8pm; 7:45am – 1pm | | Topic 4: ASSESSING NEEDS | Moodle Coursework | **Due**: 1/28 | |  | Check-in by Zoom Topic | **1/29 – 10:00am - noon** | | Topic 5: Designing Objectives THAT MEET NEEDS | Moodle Coursework | **Due**: 2/11 | |  | Check-in by Zoom | 2/12 – 10:00am - noon | | Topic 6: PROGRAM DESIGN & DELIVERY METHODS | Moodle Coursework | **Due**: 2/25 | |  | Check-in by Zoom | 2/26 – 10:00am - noon | | Topic 7: IMPLEMENTATION OF pROGRAMS & EVENTS | Moodle Coursework | Due: 3/11 | |  | Check-in by Zoom | 3/12 – 10:00am - noon | | Topic 8: Evaluaton STRATEGIES | Moodle Coursework | Due: 3/25 | |  | Check-in by Zoom | 3/26– 10:00am - noon | |  | System Conference Some Cohort Members to Present | 4/9 -4/11 | |  | Check-in by Zoom | 4/16 – 10:00am - noon | | Topic 9: REPORTING OUT | Moodle Coursework | Due: 4/29 | |  | Face to Face Event (2) | 4/30 & 5/1  9:30am – 8pm; 7:45am – 1pm | | **All final projects due on or before** | Check-in by Zoom  Wrap up | **5/16 – 10:00am - noon** | |

Schedule of Readings

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| **Topics** | **Readings** |
| **INTRO TO PDLC** | Review PDLC write up, syllabus, and promo. <http://staff.cce.cornell.edu/orgdev/Pages/planning.aspx>  Review resources related to Program Definitions and Standards: <http://staff.cce.cornell.edu/orgdev/Pages/Program-Definition-and-Standards.aspx> |
| **TOPIC 1: PROGRAM DESIGN MODELS & FRAMEWORKS** | Review Resources and tutorial found on staff site: <http://staff.cce.cornell.edu/orgdev/Pages/Course-Description2.aspx?courseid=1> |
| **TOPIC 2: GROUP & INDIVIDUAL IDENTITY** |  |
| **TOPIC 3: IMPLICIT BIAS**  **FACE TO FACE EVENT (1)** | * [**How (Un)ethical Are You?**](http://staff.cce.cornell.edu/orgdev/Documents/HBR%20How%20(Un)ethical%20Are%20You.pdf) * [**Implicit Bias and Social Justice**](https://www.opensocietyfoundations.org/voices/implicit-bias-and-social-justice)   [**The Authentic Self: How Do You Know If You’re ‘Really’ Racist or Sexist?**](http://healthland.time.com/2010/10/11/seeking-the-authentic-self-how-do-you-know-if-youre-really-racist-or-sexist/) |
| **TOPIC 4: ASSESSING NEEDS** | * Review Resources and webinar recording found on staff site: <http://staff.cce.cornell.edu/orgdev/Pages/Course-Description2.aspx?courseid=79> |
| **TOPIC 5: DESIGNING OBJECTIVES** | Review Resources and tutorial found on staff site: <http://staff.cce.cornell.edu/orgdev/Pages/Course-Description2.aspx?courseid=2>, <http://staff.cce.cornell.edu/orgdev/Pages/Course-Description2.aspx?courseid=12> |
| **TOPIC 6: DEVELOPING EDUCATIONAL STRATEGIES** | Read the article: "Factors Impacting Program Delivery: The Importance of Implementation Research in Extension" by Ryan J. Gagnon, Nancy Franz, Barry A. Garst, & Matthew F. Bumpus. <http://www.jhseonline.com/#!current-issue/c1mk2> |
| **TOPIC 7: IMPLEMENTATION PLANNING** | Scan through details of a Work Breakdown Structure doit.maryland.gov/sdlc/formserver**template**s/**wbs**.doc |
| **TOPIC 8: EVALUATON PLANNING** | Review resources found here: <https://cornell.box.com/s/qjckl2slouhur9yyapebjizq3ov3dchg> |
| **TOPIC 9: REPORTING OUT** | Review resources found here: <http://staff.cce.cornell.edu/orgdev/Pages/reporting.aspx> In particular – read the most current update and watch the tutorials that are relevant to your knowledge gaps. |

**SUGGESTED READINGS/SOURCES (NOT REQUIRED)**

Bowser, B.P. (1993). *Confronting Diversity Issues on Campus*. Newbury Park, CA: Sage Publications. [LC1099.3 B69]

Dirksen, J. (2012). *Design for how people learn.* Berkeley, CA: New Riders.

Journal of Extension <https://joe.org/>

Journal of Human Science & Extension <http://www.jhseonline.com/>

Liedtka, J., Salzman, R., & Azer, D. (2017). *Design thinking for the greater good: innovation in the social sector.* New York: Columbia University Press.

**OTHER LINKS**

* **PDLC Moodle course**:  <http://moodle.cce.cornell.edu/course/view.php?id=255>
* **Hotel**: Program participants should contact the Best Western University Inn at 607-272-6100 identify yourself as CCE Program Development Leadership Cohort Conference Participants for the $115 per night rate.  Hotel and transportation are at the expense of the Association, Area Team or Individual. Meal costs during the program will be paid for by CCE Administration.
* **Interaction App:** Will be using an app called FlipGrid for connecting. <https://flipgrid.com/ccepdlc4> Code, if asked, is: **ccepdlc2019**
* **Meetings will be held 10-noon** by zoom: <https://cornell.zoom.us/j/6072272715> If you do not have a good headset for communicating, please plan to call in with the phone number.  We’ll spend some time during zoom meetings going over the technology, topics, assignments and hearing from presenters.