



## Workforce Readiness Through Leadership-as-Practice Development (LaPD)

World Future Forum Conference

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## Considerations for Today

- Background on Agriculture Workforce Training & Collaborative Leadership Project
- Leadership-as-Practice Development (LaPD) Framework
- Potential benefits of taking an LaPD approach
- Project Update and Future Plans
- Q and A

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### Considerations for Interdisciplinary Agricultural Leadership Curricula

In 2009, the National Research Council challenged agricultural education professionals to transform their relationship to the evolving global food and agricultural enterprise.




- Training and development of entrepreneurial leaders helps effectively forge and advance agricultural innovation (Mars, 2015).
- Improving resources and support for educators helps those ultimately responsible and held accountable for student achievement (DiBenedetto & Myers, 2016).
- Many community colleges have new agriculture specializations (Fabris, 2019; Graham 2019), yet community college faculty do not always have time and resources for professional development about teaching and learning (Nagy & Gilbert, 2021).

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## Why Are We Doing This Work?

- As America's workforce changes, so does the nature of work and the skills necessary for success (Flores et al., 2012).
- Agricultural employers increasingly need a workforce that effectively engages in collaborative leadership (Alston et al., 2018; Clayton, 2016).
- Students need practical skill development in collaborative leadership (Biggs et al., 2018; Courmoyer, 2019).



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### Opportunities to Bridge the Gap



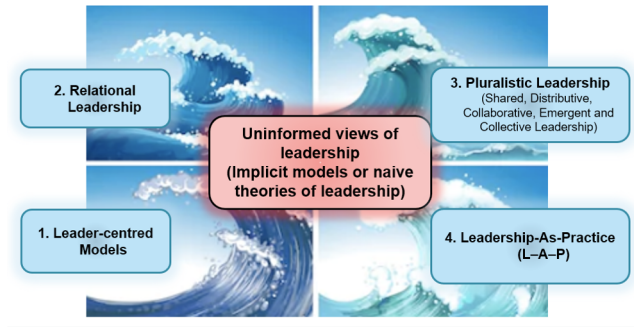


**Specific Aims**

- (1) Enhance an agricultural technology program's core curriculum with practical skill development in collaborative leadership appropriate for workplace success;
- (2) Adapt and extend collaborative leadership curricula for use with the community college agriculture workforce training programs; and
- (3) Create reusable learning objects that allow application of the collaborative leadership curricula in food and agricultural sciences programs at other community, junior, and technical colleges/institutes.

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### The Four Waves of Leadership



Salicru, S. (2019, June 16). *Why do the four waves of leadership matter?* LinkedIn. <https://www.linkedin.com/pulse/why-do-four-waves-leadership-matter-sebastian-salicru/>

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### Tenets of Leadership-as-Practice (Raelin, 2008)

Conventional	Leaderful
 Serial	 Concurrent
 Individual	 Collective
 Controlling	 Collaborative
 Dispassionate	 Compassionate

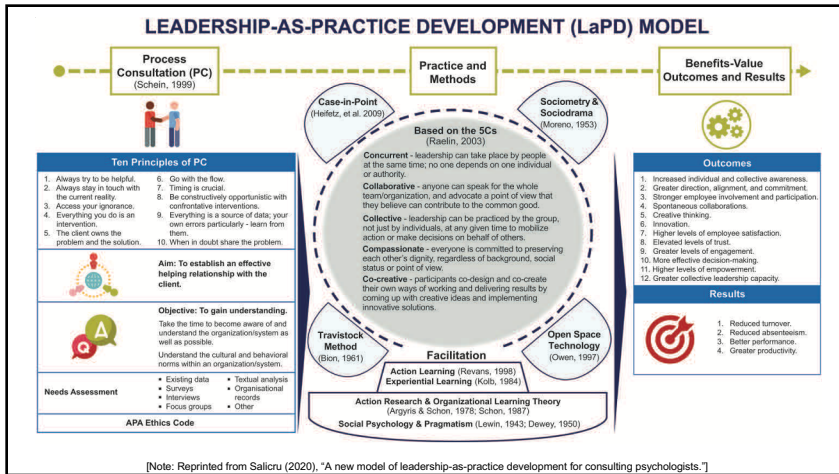
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## Leadership - as - Practice Development (LaPD)

Four LaPD Principles (Raelin, 2020):

1. Reviewing and renewing the leadership concept held by learners and their organizations.
2. Surfacing and working with leadership processes, practices, and interactions.
3. Working in the learners' context on their organizational problems and adaptive challenges.
4. Working with the emotional and political dynamics of leadership in the system.

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## Overview of Outcomes to Date

- Focus group participants validated APLU report on employability skills (a.k.a. "durable skills")
- New VT Ag Tech internship assessment & feedback
- Enhanced VT Ag Tech first-semester seminar
- 13 VCCS faculty from 9 colleges piloting curricular enhancements related to teaching professionalism, asking questions, and incorporating rubrics

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2021-2024 Education Portfolio Project Directors Meeting

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## Implementation Challenges

- Change in local program leadership
- Diversity among community college programs
- Limited partnerships between VT CALS and CC faculty prior to this project
- Co-creation of learning experiences
- Virtual meetings and professional learning
- Maintaining communication & engagement
  - Google drive for sharing files
  - VCCS Canvas site for cohort communication
  - Regularity with Zoom meetings

"We ditched the open office. Now we're going free range."

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## Lessons Learned & Future Directions

- VCCS cohort members request face-to-face time
- Ongoing pilot/refine curricular adaptations
- Continue strengthening relationships between community college and Virginia Tech faculty
- Planning for VT Ag Tech capstone course
- Conference proposals (AAAE & NACTA)
- Project blog site (in development)
- Converting ideas into reusable learning objects
- Virginia Community College System Peer Group Planning
- Summer Workshop, July 2022

Hunches, Theories, and Ideas

DATA

Changes That Result in Improvement

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AWT for Collaborative Leadership

Home About the Project Meet the Team! Engagement and Outreach Blog Contact Us

## Agriculture Workforce Training for Collaborative Leadership

Developing Future Agriculture Leaders

Welcome to the Agriculture Workforce Training Project

Agricultural employers are increasingly in need of a workforce that effectively engages in collaborative leadership.

This project designs, develops, and evaluates curricula for community colleges to prepare the agriculture workforce for effective leadership in an increasingly diverse environment.

**In the News**

- **'Life-changing' Agricultural Technology.** Program prepares students for careers and new opportunities.
- **Workforce readiness grant prepares next generation of agricultural leaders for new educational opportunities.**
- **A new program at Roanoke Community.** College aims to help young farmers

<https://sites.google.com/vt.edu/awt>

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## Please Contact Us with Follow-up Questions & Ideas



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