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Associates

Environmental Scan of Leadership Programs in, and for, Rural, Regional and Remote Australia

REPORT FOR THE FOUNDATION FOR RURAL AND REGIONAL RENEWAL

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1 Introduction

The purpose of this report is to share the findings of an environmental scan of rural, regional and remote leadership programs currently being delivered across Australia. The project was initiated by the Foundation for Rural and Regional Renewal (FRRR); Andrew Huffer and Associates (AH&A) was engaged in November 2014 to commence this work.

The project aims to obtain a clear understanding of the program offerings and reach across Australia's rural, regional and remote landscape.

The report examines the key findings, with seven recommendations for FRRR and other stakeholders to consider as to how they might support and enhance leadership development across rural, regional and remote Australia. In assessing leadership program offerings a range of elements were examined, including:

- Scale – be it regional, state or national
- Target audience - business, community, industry, Indigenous, women or youth
- Delivery mode – face to face, online and project components
- Accessibility – participant cost, inclusivity policies and location
- Evaluation – how impact is measured
- Alumni – how involvement is maintained post-program

2 Scope

The scope of the project was to provide information on the range of rural leadership programs on offer.

The report has intentionally focused on leadership programs (referred to as rural leadership programs) designed specifically for rural, remote and regionally-based people. The report uses a definition of leadership programs (adapted from the Australian Rural Leadership Program) as programs that 'aim to produce measurable and significant improvements in leadership capacity.' Two categories of programs were analysed:

- i) Long-term programs – over ten days duration, normally involving a residential component
- ii) Short-term courses – less than ten days duration, predominantly serving as introductory programs.

Several national and state-based leadership programs initially surveyed were excluded from the project analysis as they did not encompass issues directly relevant to rural, remote and regional participants within their scope. Those that were delivered exclusively in capital cities, with no rural component were also excluded.

The report does not include scholarship programs (e.g. the Nuffield Scholarship) or philanthropic organisations (e.g. the Gardiner Foundation) as they were not judged to be stand-alone leadership programs.

It's most likely that several leadership programs have not been included within this report due to limitations in reaching program providers or the online visibility of existing programs.

Individual analysis and benchmarking of the efficacy and effectiveness of particular programs, including any assessment of the merits of evaluation methodologies was beyond the scope of this project.

3 Methodology

To understand the landscape of leadership programs in rural, regional and remote Australia, four key methodologies were employed:

- Background research
- Survey
- Interviews
- Analysis

3.1 Background research

A preliminary online background research and review of publicly available information was undertaken to identify key leadership programs and providers. This helped to inform survey and interview questions, and gain an initial overview of the rural leadership sector.

3.2 Survey

An online survey was undertaken in December 2014. The survey was distributed through the FRRR database to approximately 3000 people. The AH&A database of approximately 300 people was also utilised to distribute the survey. LinkedIn and Facebook were also tested as means of gaining further survey responses. This was based on the premise that providers and participants of rural leadership programs utilise these channels for information sharing and promotional opportunities. Whilst this may be the case, the level of activity regarding the survey on these channels indicated that they generated a low response rate.

The survey was fully completed by 436 people*. It targeted three key groups of people with an interest and role in leadership programs:

- **Program providers:** government, non-government and commercial organisations currently delivering leadership programs (66 responses).
- **Program participants:** individuals who have completed a leadership program in the last three years (183 responses).
- **Future participants:** individuals who expressed an interest in participating in a leadership program in the next three years (187 responses).

* A further 176 responses were incomplete and were not used in the data analysis.

3.3 Interviews

Interviews were conducted with eleven people from a range of organisations to better understand the goals, offerings and challenges of the leadership programs that they were associated with.

Table 1. Interviews conducted

Organisation	Role	Scale	Primary target sector
Australian Grape and Wine Authority	Funding support for Wine Future Leaders Program	National	Industry
Australian Rural Leadership Foundation	Coordination and delivery of Australian Rural Leadership Program	National	Community
National Rural Women's Coalition	Coordination and delivery of E-Leaders program	National	Women
Rural Scope Pty Ltd	Coordination and delivery of Australian Future Cotton Industry Leaders Program	National	Industry
Department of Primary Industries (NSW)	Conducted a review of current leadership and agribusiness courses offered through tertiary institutions and agricultural industry sponsored programs	State	Industry
Department of Regional Development (WA)	Development of business case for delivery of multi-level leadership program	State	Community
Marcus Oldham College	Coordination and delivery of Marcus Oldham Rural Leadership Program	State (some interstate participants)	Business
Victorian Regional Community Leadership Program Secretariat	Support for Regional Community Leadership Programs across Victoria.	State	Community
Committee for Geelong (VIC)	Coordination and delivery of Leaders for Geelong and Barwon Community Leadership Program	Regional	Business
Committee for Gippsland (VIC)	Coordination and delivery of Gippsland Community Leadership Program	Regional	Business
Leadership Great South Coast (VIC)	Coordination and delivery of Great South Coast Community Leadership Program	Regional	Business

3.4 Analysis

Research, survey and interview results were analysed to identify key types of programs, offerings and trends in the leadership program landscape. Recommendations have been made based on analysis of findings and insights from the authors within the scope of the project objectives.

4 Executive summary

The scan identified seventeen 'long-term' rural leadership programs delivered at a national (5), state (1) and regional (11) level. A further eighteen programs that act as 'short-term or introductory' leadership programs were also identified.

People that have completed rural leadership programs mainly come from the community, business and industry sectors.

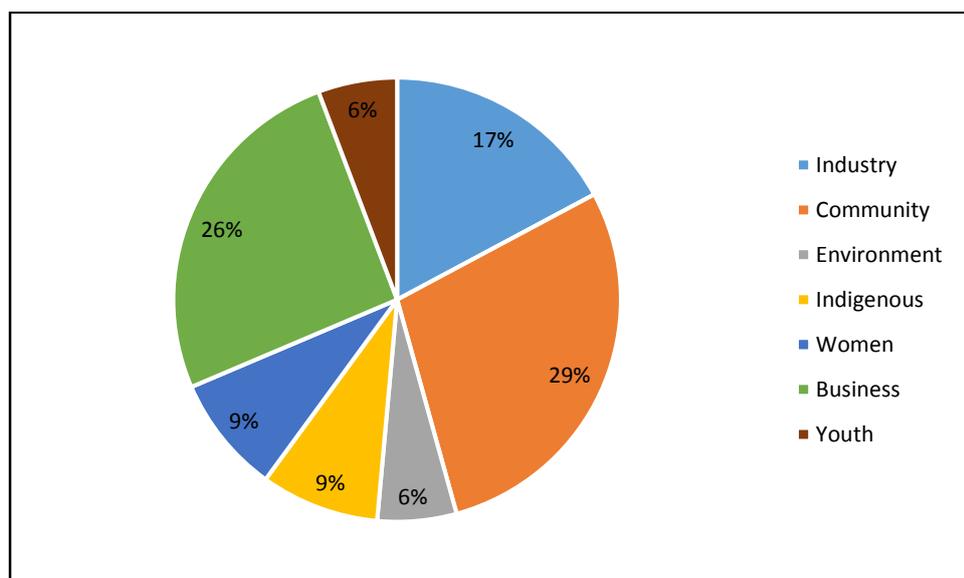


Figure 1 Sector focus of rural leadership programs

Access to rural leadership programs is strongest in Victoria, with ten regionally-based programs available across the state. The Victorian model is strengthened by the role of the Victorian Regional Community Leadership Programs Secretariat (VRCLP), which has had a pivotal role in enabling stronger collaboration between the ten Victorian programs to improve sharing of experiences and resources.

Programs are still predominantly delivered face to face, facilitating vital interaction and enabling strong relationships to be forged between participants.

Future participants are expressing a preference for increased online delivery as a proportion of delivery channel type to overcome the time, financial and opportunity costs associated with travel. 18% of long-term programs and 39% of short-term courses have defined online component within their delivery structure. The E-Leaders program (run by the National Rural Women's Coalition) demonstrates the potential of greater incorporation of online learning into leadership programs that could be considered by other providers.

Time available and cost were identified as the two key barriers to participating in rural leadership programs. Program duration ranges from 1 ½ days for the Murraylands Leaders Program, through to 59 days for the Australian Rural Leadership Program (ARLP).

There is a misalignment in future participant expectations of what a leadership program requires in terms of time commitment required and what is on offer through existing programs. Program providers could assess the value of providing a clearer learning pathway to participants by offering

(or identifying) 'introductory', 'advanced' or 'specialty focus' rural leadership programs to their target market.

The issue of time availability also highlights the need for program deliverers to continue to highlight the benefits, value and accessibility of their programs and perhaps consider changing the delivery mechanism to decrease the time needed for participation.

Approximate costs to participants to complete the long-term rural leadership programs ranged from zero upfront fees through to \$6,600.00. Subsidisation of participant involvement ranged from 34% subsidisation through to 100% subsidisation. Program delivery costs ranged from \$5,555.00 for a 12 day regional community leadership program through to \$59,400.00 for the ARLP. Program providers rely heavily on scholarships, grants and sponsorships to deliver their programs.

The Australian Future Cotton Leaders Program, Leaders for Geelong and the Gippsland Community Leadership Program now use a more structured and accountable project development and implementation model to ensure the work of participants is congruent with the strategic aims of their programs. Rural leadership programs should use well-structured and accountable project development and implementation models to add value to the participant experience and deliver further tangible and visible project outcomes.

Sound program evaluation methodology is an important contributor to the long-term sustainability of rural leadership programs. Program deliverers interviewed believed that the issue of 'attribution' was a challenge in their evaluation methodologies. Independent and verified assessment of the impacts of programs on participant capacity and how this in turn plays a quantifiable role within their industries, communities and regions will assist in the attraction and retention of funding and resources for rural leadership programs.

Alumni programs provide value for participants through ongoing access to peer networks. Program providers continue to strive to identify a sustainable investment in their alumni programs. Providing a high value experience for leadership program participants will increase their commitment to an alumni program and generate opportunities for referrals and access to resources.

Potential program investors should consider the 'reach' of the program that they're intending to support. Whilst many programs are branded as community leadership programs, analysis of alumni shows that most participants appear to participate as employees within the small business or government sectors. Hence potential investors could assist in increasing the participation of community representatives in leadership programs as well as supporting the development of online participation to address the barriers of time and travel for rural and remote-based participants in larger states.

5 What's on offer

5.1 Long-term rural leadership programs

The scan identified seventeen long-term rural leadership programs (over ten days' duration) delivered at a national (5), state (1) and regional (11) level. These programs saw participation from the Community (40%), Business (30%), Industry (20%) and Environmental (10%) sectors.

5.1.1 National programs

The national programs typically have a mix of regional and capital-based delivery locations. In broad terms, they aim to:

- Improve the capacity of rural leaders to engage and contribute to their communities and industries
- Support and develop emerging leaders
- Create and develop high-level, strategic networks
- Assist ongoing engagement between program participants, their sectors and key decision makers

Table 2. Summary of national rural leadership programs

Program	Primary target sector	Provider
Australian Future Cotton Leaders Program	Industry	Cotton Australia in partnership with the Cotton Research Development Corporation
Australian Grain Farm Leaders Program	Industry	Australian Grain Growers
Australian Rural Leadership Program	Community	Australian Rural Leadership Foundation
Developing Dairy Leaders Program	Industry	National Centre for Dairy Education Australia
Wine Future Leaders Program	Industry	Australian Grape and Wine Authority in conjunction with the ARLF.

Of the national programs, the Australian Rural Leadership Program (ARLP) continues to maintain a strong profile with over 800 graduates and 21 programs delivered since 1994.

5.1.2 State programs

The only current state-level program identified was the [Tasmanian Leaders Program](#), which has a target audience of business and community participants. It delivered in urban and rural locations across Tasmania and is run by Tasmanian Leaders Inc.

The Western Australian Regional Leadership Initiative is being driven by the Department of Regional Development. It is currently awaiting Cabinet approval to go to tender, with delivery anticipated in early 2016.

5.1.3 Regional programs

Access to long-term rural leadership programs is strongest in Victoria, with nine regionally-based programs available across the state.

The Victorian model is strengthened by the role of the Victorian Regional Community Leadership Programs Secretariat (VRCLP), which has had a pivotal role in enabling stronger collaboration between the ten Victorian programs (one of which is classed as ‘short term’) to improve sharing of experiences and resources. (Refer to Section 6.5 for a more detailed description of the role and impact of the VRCLP.) Two long-term regional leadership programs are available in NSW.

Table 3. Summary of regional leadership programs

Program	Provider	Main sector participating	State
Rural Environmental Leaders Program	Centre for Sustainability Leadership	Environment	NSW
Sustainability Leadership Development Program	Centre for Sustainability Leadership	Environment	NSW
Alpine Valleys Community Leadership Program	Alpine Valleys Community Leadership Program	Community	VIC
Fairley Leadership Program	Fairley Leadership	Business	VIC
Gippsland Community Leadership Program	Committee for Gippsland	Business	VIC
Leaders for Geelong	Committee for Geelong	Business	VIC
Leaders Forum Ballarat and Western Region	Leadership Ballarat and Western Region	Community	VIC
Leadership Great South Coast	Leadership Great South Coast	Business	VIC
Loddon Murray Community Leadership Program	Community Leadership Loddon Murray Inc.	Community	VIC
Northern Mallee Community Leadership Program	Northern Mallee Leaders	Community	VIC
Rivers and Ranges Community Leadership Program	Rivers and Ranges Community Leadership Program	Community	VIC

5.2 Short-term, introductory rural leadership courses

Seventeen short courses designed to build or enhance leadership skills were identified. This included five national-level courses, seven state-level courses and six regional-level courses. These programs mainly involved the Business (29%), Community (24%) and Indigenous sectors.

Table 4. Summary of short-term rural leadership programs

Program	Provider	Primary target sector	Level	Delivery Location
Beef Connections	Beef Australia	Industry	National	QLD
E-Leaders Program	National Rural Women's Coalition	Women	National	ACT
Marcus Oldham Rural Leadership Program	Marcus Oldham College	Business	National	VIC
Training Rural Australians In Leadership	ARLF	Business	National	ACT
TRAILblazers (for experienced leaders)	ARLF	Business	National	ACT
Torres Strait Women's Leadership Scheme	Torres Strait Regional Authority in conjunction with the ARLF	Indigenous	State	ACT
Torres Strait Young Leaders Program	Torres Strait Regional Authority in conjunction with the ARLF	Indigenous	State	NT
Leadership to Outback Tourism Industry - National parks	NSW Department of Environment and Heritage	Industry	State	NSW
Queensland Indigenous Youth Leadership program	Queensland Government	Indigenous	State	QLD
Stepping into Leadership	Ag Excellence Alliance and Primary Industries SA	Women	State	SA
MSRF Young Rural Leaders Program	Helen MacPherson Smith Rural Foundation	Youth	State	VIC

Program	Provider	Primary Target Sector	Level	Delivery Location
<u>Camp Kulin Volunteer Leadership Development Program</u>	Shire of Kulin	Community	State	WA
<u>Southern Rivers Local Leaders program</u>	South East Local Land Services	Community	Regional	NSW
<u>South Burnett Community Leadership Program</u>	Red Earth Community Foundation	Community	Regional	QLD
<u>Murraylands Leaders Program</u>	Regional Development Australia – Murraylands	Business	Regional	SA
<u>Wimmera Regional Leadership Skills</u>	Leadership Wimmera	Community	Regional	VIC
<u>Wimmera Business Leaders Program</u>	Leadership Wimmera	Business	Regional	VIC

Details of all programs are shown in Appendix 1.

6 Program analysis

6.1 Program cost

Program delivery costs ranged from \$5555.00 for the 12 day Ballarat and Western Region Leaders Forum through to the \$59,400.00 for the 59 day Australian Rural Leadership Program. . Subsidisation of participant involvement ranged from 34% (upfront cost of \$3300.00) subsidisation through to 100% subsidisation.

Approximate costs to participants to complete the long-term rural leadership programs ranged from zero upfront fees through to \$6,600.00. As a means of comparison the (non-rural) Leadership Development Program provided by the University of Melbourne (Mt Eliza) costs \$9,891.00 for a five day residential program – equivalent to \$1,978/day.

An outline of comparative program costs for participants is shown below. (Note – some providers indicated that financial data on their programs could not be disclosed, resulting in reduced program and course listing.)

Table 5 Comparative costs of programs for participants of long-term rural leadership programs

Program	Participant Fee	No. Days	Cost Per Day
Australian Rural Leadership Program	\$4,400.00	59	\$49
Loddon Murray Community Leadership Program	\$3,000.00	25	\$120
Gippsland Community Leadership Program	\$3,080.00	25	\$123
Northern Mallee Leaders	\$3,000.00	24	\$125
Leadership Great South Coast	\$3,300.00	18	\$183
Leaders for Geelong	\$6,600.00	36	\$183
Fairley Leadership	\$5,500.00	27	\$204
Alpine Valleys Community Leadership Program	\$5,000.00	24	\$208
Tasmanian Leadership Program	\$6600.00	26	\$253
Ballarat & Western Region	\$5,555.00	21	\$265
Rivers & Ranges Community Leadership Program	\$5,500.00	14	\$393

Table 6 Comparative costs of programs for participants of short-term/introductory leadership courses

Program	Participant fee	No. Days	Cost per day
Torres Strait Young Leaders Program	\$0.00	14	\$0
Murraylands Leaders Program	\$60.00	1.5	\$40
South East Local Leaders program	\$500.00	9	\$56
Wimmera Regional Leadership Skills	\$1200.00	11	\$109
Wimmera Business Leaders	\$3,400.00	11	\$309
Marcus Oldham Rural Leadership Program	\$2,500.00	5	\$500
TRAILblazers	\$11,000.00	8	\$1,375
Training Rural Australians In Leadership	\$8,500.00	4	\$2,125

82% of short-term rural leadership courses programs offered had some form of subsidy available to participants, whilst all the long-term rural leadership programs offered subsidised or sponsored places.

Survey work undertaken by the VRCLP in conjunction with the University of Ballarat in 2013, identified that 56% of participants in the Victorian regional leadership programs were employer funded. This data covers programs delivered across nine regions from 1996-2014. A further 17% of participants were self-funded and 11% received full scholarships. 14% of participants used a mix of these contributions to fund their involvement. (2% of respondents did not provide an answer.)

Coverage of participant travel and accommodation costs varied on a program by program basis. Most of the regional programs required participants to cover their own travel costs.

6.2 Program delivery mode

Face to face was the primary delivery format in 88% of long-term rural leadership programs and 78% of short-term programs. This model has substantial benefits, including opportunities to:

- Get to know other course participants and develop strong relationships with them
- Build trust within groups
- Increase levels of interaction within groups
- Enhance peer to peer learning
- Build networks
- Be stimulated by different environments
- Set up a focused learning environment
- Enhance connection with course facilitators and presenters
- Have allocated time for reflection as part of the learning cycle

The downside of the face-to-face model is the cost, both to provider and participants. Experience of the authors' shows that the 'big ticket' items to the provider include presenter or facilitator costs; venue, food and accommodation costs; and travel costs. Costs to participants are the financial cost of attending, travel and time. Participants also need to weigh up the opportunity cost of their attendance against future benefits.

6.2.1 Online delivery

Only 18% of long-term programs and 39% of short-term courses have defined online component within their delivery structure.

The Australian Future Cotton Leaders Program conducts two online forums for participants that are open for up to ten days. During this period participants are asked to provide input into industry-specific issues such as policy development, future funding and technical issues. They also conduct closed email discussion group 'hot-seat' sessions where a participant seeks feedback from program peers on a specific issue.

The E-Leaders course, delivered by the National Rural Women's Coalition (NRWC) in 2013, is a good example of how a program can increase the geographical reach of rural leadership courses using online platforms. The program was structured around a series of twelve interactive webinars covering several aspects of leadership, held on weekly basis over a period of three months. It involved 20 participants from across Australia, chosen from 72 applicants using a merit-based selection process. Participation in the course was free through funding provided by the National Office for Women in the Department of Prime Minister and Cabinet. All webinar sessions were moderated by the NRWC Project Coordinator.



Figure 2 Key delivery modes

An internal evaluation of the 2013 program found that the technology (Blackboard Collaborate) used is sound, web-based and simple to use, helping to overcome time and cost as major barriers to participation. The trade-off is a reduced ability to develop ongoing relationships between participants which may assist a stronger embedding of program outcomes and ongoing peer support. Online channels are also highly dependent on participants' access to a reliable and affordable online connection.

Overall the E-Leaders program demonstrates the potential of greater incorporation of online learning into leadership programs that could be considered by other providers.

6.2.2 Project work

Participants are required to develop and deliver a project in 82% of long-term programs and 67% of short-term courses. Projects have been incorporated into leadership programs to help embed participant learning in a practical context. Application of the skills developed through project implementation is also intended to provide tangible benefits to stakeholders and communities that participants represent.

Leaders for Geelong is a two year program with intensive leadership focussed activities and events in year one, followed by participants undertaking an active learning project with their peers in the second year. The dedicated period of time to focus on the project was intended to provide more clarity for participants and their employer sponsors. This shift in focus has seen an increase in the sophistication and quality of projects proposed and delivered by participants.

Leaders for Geelong uses a highly structured and accountable project development and implementation model to ensure the work of participants is congruent with the strategic aims of the program. Initial project ideas are put forward by cohort participants. These are refined into eight key project topics and scoping documents prepared. Participants then decide on which of the eight projects they would like to be involved in. Projects can also be nominated by an organisation in the community. Each project has an auspicing organisation which will potentially benefit in some way. Each project team is supported by a coach to assist with learning, reflection and tracking of progress.

This approach should lead to an increased value-add from the program for the Geelong region and provide valuable experience to participants in the development and delivery of strategic projects of measureable value.

Examples of recent projects from the Leaders for Geelong program include:

- The Surf Centre of Excellence - explores the opportunity to bring together surf industry knowledge, infrastructure and technology in the form of a surf centre of excellence.
- Eastern Park, Geelong - aims to showcase and stimulate interest in Eastern Park, including all its assets and features, and engender interest from partners to further develop Geelong's most significant piece of urban open space
- The Barwon Produce Map - an interactive website for producers to connect with consumers and showcase their products.

Participants in the Australian Future Cotton Leaders Program are required to submit a project to the program selection panel prior to commencing the program. The panel reviews each project and provides feedback based on its strategic value to the specific components of the cotton industry supply chain.

The Gippsland Community Leadership Program has moved from an open, flexible approach to a more formalised approach regarding participant projects. Project definition needs to be completed

by the mid-year residential of the program. Participants are able to continue with project implementation post-program, but need to comply with documentation and reporting guidelines.

All program deliverers interviewed believed that projects added extra value to their programs and enhanced leadership skills outcomes.

6.3 Program evaluation

Sound program evaluation methodology is an important contributor to the long-term sustainability of rural leadership programs. Independent and verified assessment of the impacts of programs on participant capacity and how this in turn plays a quantifiable role within their industries, communities and regions will assist in the attraction and retention of funding and resources for rural leadership programs.

84% of long-term programs conduct post-program participant surveys to identify the ongoing and sustained impacts of the programs. 68% utilise before and after skills self-assessments to identify the areas of strongest growth and development for participants. The ARLP, Wine Future Leaders and Gippsland Community Leadership programs regularly use graduate case studies to highlight qualitative, attributable program impacts on participants.

All program providers interviewed indicated that a key evaluation challenge remains in identifying the *attribution component* of the program. i.e. what changes/improvements could be directly attributed to participation in the program.

Marcus Oldham College uses a post-program survey, 12 months after program completion. The survey measures participant progress on commitments that they made to establish if they moved from 'intention to implementation.' This also helps to remind participants of their commitments and reinforce the message that leadership is an ongoing commitment of learning and action. The results generated provide valuable evidence for supporters and sponsors of the program by highlighting the tangible contributions that graduates make to their industries and communities. Program participants who have received an Invergowrie Foundation Leadership Award are required to complete a post Program evaluation report that is provided to The Invergowrie Foundation. An annual impact report based on the post-program survey is not publically available.

Program evaluation is now a high priority of the Leaders for Geelong program, with a greater emphasis on capturing hard (quantitative and verifiable) data. Measures of participant progress are made prior to, midway and post-program based on an authentic, distributive and adaptive leadership model. Post-survey work is trying to measure how *capacity* has been increased amongst graduates and how this has contributed to the growth of the region. The impact of the Leaders for Geelong program has also been measured by a study undertaken by Deakin University that examined the social return on investment of the program. Longitudinal impact studies are also being undertaken.

The partnership approach between Leaders for Geelong and Deakin University to provide an independent measurement of program impact could be adopted by other program providers to help maintain the financial sustainability of their programs.

In summary, demonstrating value to participants and funders is a critical area for program providers to deliver on.

6.4 Alumni programs

6.4.1 Alumni models used

. Alumni programs offer a structured opportunity for program participants to maintain connection with each other once they have completed their course. The models reviewed vary from self-organising Facebook groups through to well-structured networking and professional development events featuring high profile speakers.

Alumni programs were offered by 61% of program providers. Support provided included:

- Facebook page
- Email network
- Professional development events
- Networking events
- Mentoring programs
- Connection with previous program participants

The Gippsland Community Leadership Program continues to engage its graduates through their membership of the program advisory committee. ARLP graduates become members of the Australian Rural Leadership Foundation with full voting rights – and of course the chance to impress people with this on their CV!

The Great South Coast Leadership Program is aiming to extend the reach of its alumni program by connecting its graduates with those of national programs such as the ARLP. Marcus Oldham College is intending to increase the profile of its leadership and alumni programs through initiating state-wide rural leadership forums. Industry programs such as the Wine Future Leaders Program provide alumni opportunities for input into industry directions as well as increased profile and connections within the wine and grape industry.

The National Rural Women’s Coalition has trialled two self-organising alumni models for their ‘E-Leaders’ and ‘E-Sustainability’ programs. The ‘E-Leaders’ graduates came from a range of backgrounds with differing motivations and projects. Their Linked In group used to maintain connection had little engagement and eventually closed. The ‘E-Sustainability’ program had participants with more strongly held shared values and collaborative projects. Their private Facebook group has continued successfully with little input from the NRWC.

The Australian Future Cotton Leaders Program has also successfully used closed Facebook groups as an alternative to a formalised alumni structure after initially trialling Linked-In groups, which saw low participation rates.

6.4.2 What participants want from alumni programs

Participant feedback has shown that a major attractant of the ARLP and national industry-based rural leadership programs is the opportunity to develop and access networks. This was echoed by ‘future participants’ survey responses.

Participants are also looking for the chance to build networks with graduates from previous cohorts. People in these cohorts are seen as more experienced, influential and connected leaders who may further assist leadership, personal and business development opportunities.

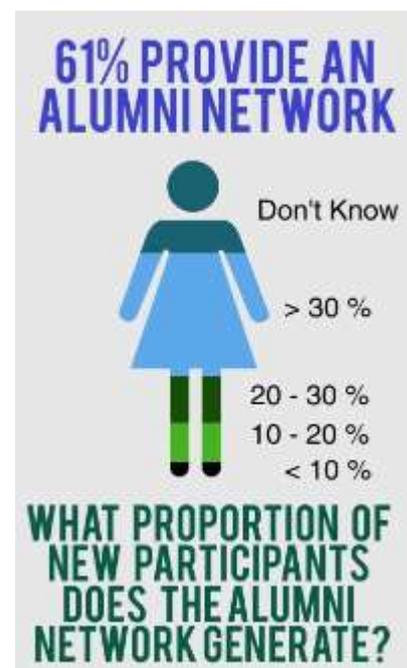


Figure 3 Use of Alumni networks

Survey data highlighted that alumni programs can reduce the risk of graduates feeling isolated once they've completed their program. Interviews revealed that the programs enable participants to gain comfort from being surrounded by people who've either shared or had a similar experience in a leadership program. They're with people who understand and accept the often significant changes in their lives from the programs they've participated in. A previous program participant explains, "I wanted to maintain the amazing sense of connection and motivation that was present in the course. It is a means of consolidating the new skills learned in the course."

The survey work undertaken by the VRCLP (refer to Section 6.5) revealed that guest speaker events, professional development workshops and networking functions were the main preferred activities sought in alumni programs. The majority of respondents preferred a 'pay as you go' model for attendance and were wanting events offered on a quarterly basis.

6.4.3 Benefits of alumni programs to program providers

Program providers gain a tangible benefit through referrals generated by alumni programs, with up to 30% or more new program referrals being attributed to past participant involvement in alumni programs by almost 40% of program providers. However it is unclear what the actual return on investment of the alumni programs are when their establishment and running costs are taken into consideration.

Few programs charge for alumni participation. The alumni activities can be used as powerful marketing tool when successfully implemented. A well-designed alumni program will continue to add value for the program participant's experience. This will increase their likelihood of recommending the program to others, with the barrier of price decreasing as value from the program continues beyond the actual program delivery period.

6.4.4 Making future alumni programs work

Interviews with providers revealed that developing successful alumni models and programs has been a key challenge for regional and national programs. Much of the challenge of alumni programs is in being able to identify a quantifiable return on investment for both participant and provider.

Providing a high value experience for leadership program participants may increase their commitment to an alumni program and generate opportunities for referrals and access to resources.

A brief online review of university alumni programs showed that they exhibit common key success factors. Successful programs:

- Provide avenues for new job or business opportunities
- Maintain databases that identify graduate roles and use these to target and reach graduates
- Provide the opportunity to maintain, reignite and build valuable networks that provide a tangible benefit to alumni
- Facilitate professional development opportunities

Alumni programs that help to recreate the feeling of achievement from leadership programs and provide ongoing network development may help maintain higher participation levels and connection with (as well as commitment to) their leadership programs.

6.4.5 Areas for future investment

The experiences of program providers showed that participants enthusiastically support and attend alumni events *if* they're organised for them. Alumni programs could be further improved with greater access to resources such as a funded coordinator's position.

6.5 A program support model – the Victorian Regional Community Leadership Program Secretariat

6.5.1 Role

The Victorian Regional Community Leadership Programs Secretariat (VRCLP) was established in 2012 by the Victorian Government to support the (then) nine Regional Community Leadership Programs across Victoria.

The strategic imperatives of the VRCLP are to:

- Demonstrate the impact of Regional Community Leadership Programs (RCLPs)
- Raise the profile of RCLPs
- Build the capability of RCLPs
- Support sustainable strategies of RCLPs

Each of the ten RCLPs is represented on the board of the VRCLP. The board meets six times per year, using three face to face meetings and three teleconferences. The VRCLP holds an annual conference for board members and all RCLP committee members.

6.5.2 Key activities

The VRCLP initially focused on gathering baseline data to demonstrate the collective impact of the RCLPs and the return on investment that they provide. As part of this process, a state-wide survey of 1700 RCLP alumni was undertaken in 2013 in conjunction with the University of Ballarat. A further survey was undertaken in 2014 with RCLP stakeholders to understand their perceptions of program benefits.

The VRCLP has also worked to identify and implement options to increase collaboration and operational efficiencies across the RCLPs.

Importantly, the VRCLP has represented the collective needs of all RCLPs with key stakeholders, including current and future funders.

6.5.3 Value delivered

Gathering of baseline data has enabled the identification of the collective impact of RCLPs across Victoria on participants, the communities they serve and the organisations that they're a part of. For example, the survey work undertaken showed that 52.5% of respondents increased their community engagement activity through their participation in RCLPs. This was extrapolated to be the equivalent of up to \$13.6M/year in volunteering time contributed by RCLP alumni. When compared to Australian Bureau of Statistics Census data, the VRCLP results showed that RCLP alumni provide volunteer support to a greater number of organisations in comparison to the general population.

The data and results from the VRCLP survey work have been valuable in providing verifiable evidence of the impact of RCLPs to key funders, stakeholders and program supporters. In practical terms, this enabled the VRCLP to gain a new state government funding commitment of \$8.0M to support RCLPs in Victoria. Scholarship support, grants and funding were also sourced from the Gardiner Foundation, FRRR and the Williamson Foundation.

The VRCLP has improved operational efficiencies by developing standardised funding agreements at a state and regional level. One major funder is now contracted via a single funding agreement, rather than the ten previous agreements.

A collaborative approach to resource utilisation has been another area of value provided by the VRCLP. For example, instead of individual RCLPs contracting a consultant to improve their alumni program, the VRCLP model provides the opportunity for the consultant to collectively provide services to several RCLPS thus reducing transaction costs and leveraging benefits across all RCLPs. Efficiencies are also being gained through sharing of best practice between RCLPs.

6.5.4 Future opportunities

With valuable 'runs on the board' from its first three years of operation the VRCLP is now looking to build strategic partnerships with organisations that share a similar target audience demographic, but provide different services. This model is regularly used in marketing to reach and engage new clients at relatively low cost through resource sharing.

Further opportunities exist in further using a collective approach to improve alumni programs (through web-based platforms), licensing of software, marketing and investor recognition and relationship development.

The secretariat's role has enabled the RCLPs to think more strategically about their program design and long-term sustainability. It's helped to highlight the importance of rural leadership development and has increased government and corporate support.

This is a sound model for consideration by other states, regions or industries looking to improve the profile, sustainability and effectiveness of regional leadership programs.

7 Previous Leadership Program Participants' Experiences

7.1 Introduction

Input into the environmental scan was sought from people who had already participated in a rural leadership program. The aim was to determine the key benefits from their participation and to identify any impediments to successful completion of their courses. Analysis is based on the 183 responses to the survey.

7.2 Key points

- ✓ Time available and the commitment required to complete leadership programs were the main challenges experienced by participants
- ✓ The benefits gained closely matched participant expectations
- ✓ 81% of participants joined an alumni program

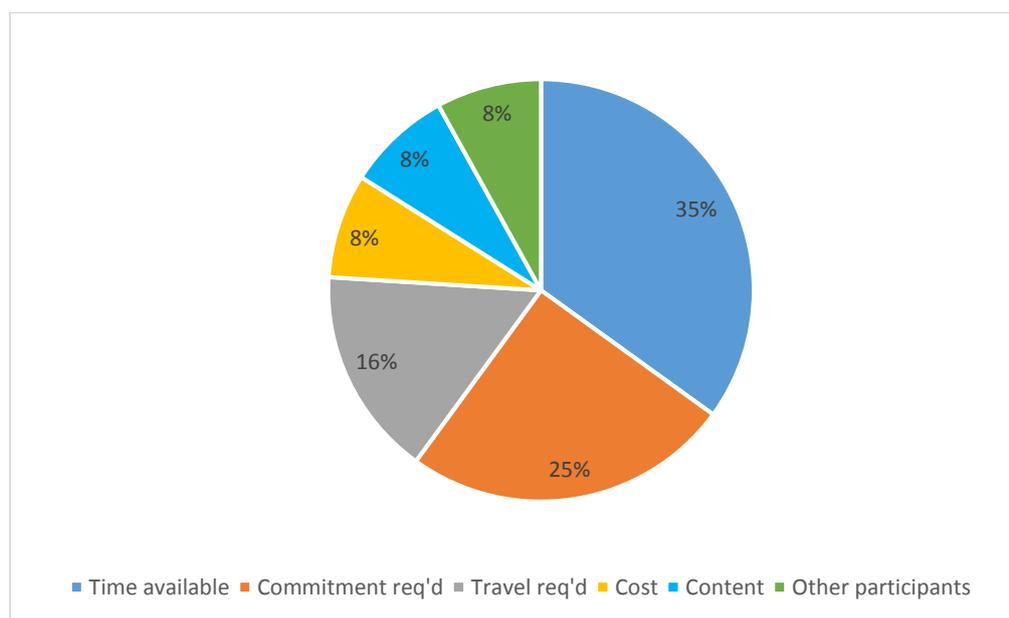


Figure 4 Key challenges - participants

7.2.1 Time and commitment requirements

Comments received from previous participants show that program deliverers need to be clearer regarding the overall time required to complete leadership programs

- "Time expectation for the project component of the course not clear to start with."
- "The expense of time out of work/business and additional personal time contribution expectations."
- "Understated commitment required for project work."
- "Completing the identified project in the time frame."
- "Attending the course after a full day at work then driving the 60km home late at night."

Clearly there's a balancing act between having sufficient time allocated by program deliverers to properly provide core content versus the time availability of participants. A program provider interviewed reflected on the time constraints, saying, "Well, how long does it take to create a leader? Participants need to be focused on developing their own potential. Those concerned with time may be less clear on why they're coming along in the first place."

Experience of the authors in delivery of professional development programs over the last 15 years has shown that attracting participants to longer running programs is becoming increasingly difficult, with many people looking for ‘instant solutions’ to complex problems. However, the evidence from program providers doesn’t fully reflect this, with constant or consistent demand being experienced for their programs.

7.2.2 Travel required

Table 7 shows that 37% of participants travelled less than 60km (each way) to attend each module of their leadership program. A further 29% travelled up to 200km (each way) to attend.

Table 7. Participant travel requirements

Travel distance	Participant %
Local <20km	22%
Nearby <60km	15%
Regional <200km	29%
State <1000km	23%
National <4000km	10%
International 4000km+	2%

7.2.3 Delivery location

The majority (56%) of program participants who responded to the survey live in Victoria where 58% of all long-term rural leadership programs were delivered and 29% of short-term rural leadership courses were delivered. Delivery location was based on data provided by program providers. The ‘skew’ of data towards Victoria largely reflects the ten regional community leadership programs delivered there.

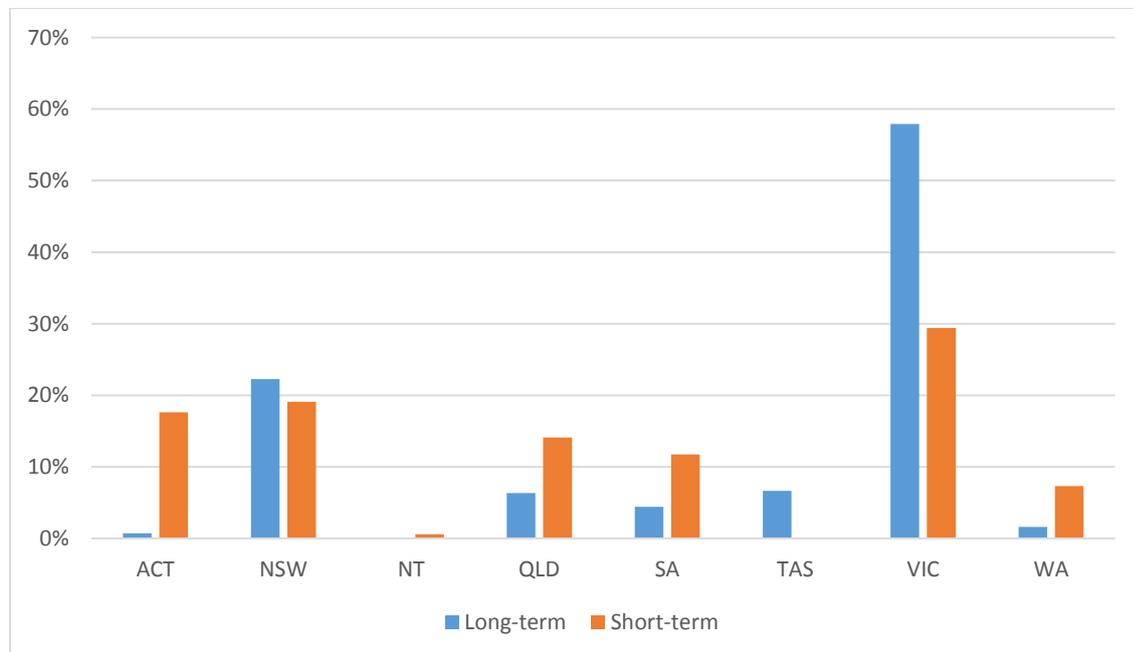


Figure 5 Delivery location of long and short-term programs

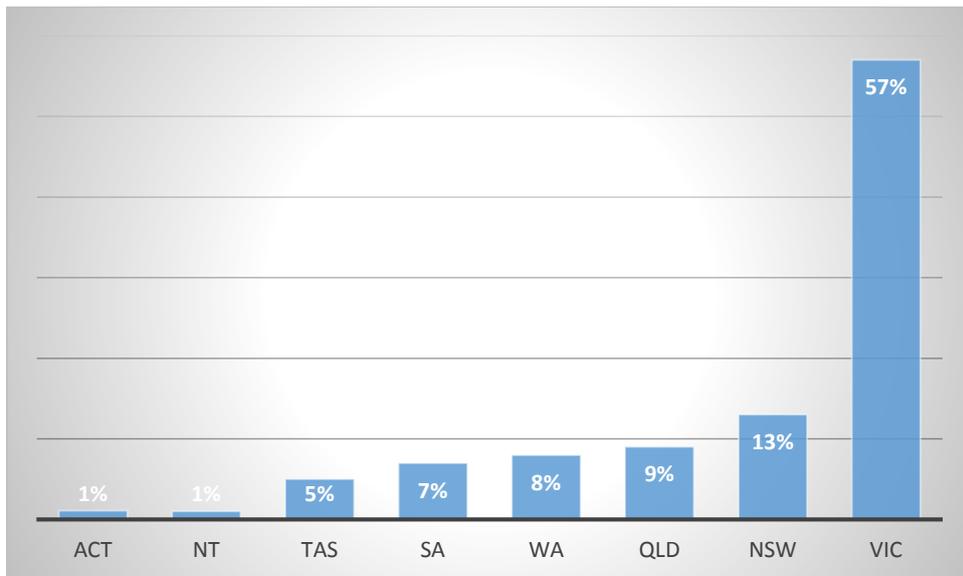


Figure 6 Location of past program participants

7.2.4 Delivery mode

Face to face was the primary delivery format in 88% of long-term rural leadership programs and 78% of short-term programs. Face-to-face delivery greatly assists in building relationships and rapport amongst participants. The trade-off in face-to-face delivery is both the opportunity and real costs associated with travel. Refer back to Section 6 for a more detailed description and analysis of program delivery modes.

7.3 Expectations and benefits of participation

Past-participants surveyed were presented with a selection of seven core expectations that they might have wanted to realise from undertaking a leadership program. These were based on the aims of several existing rural leadership programs and included some of the core competencies that underpin effective leadership.

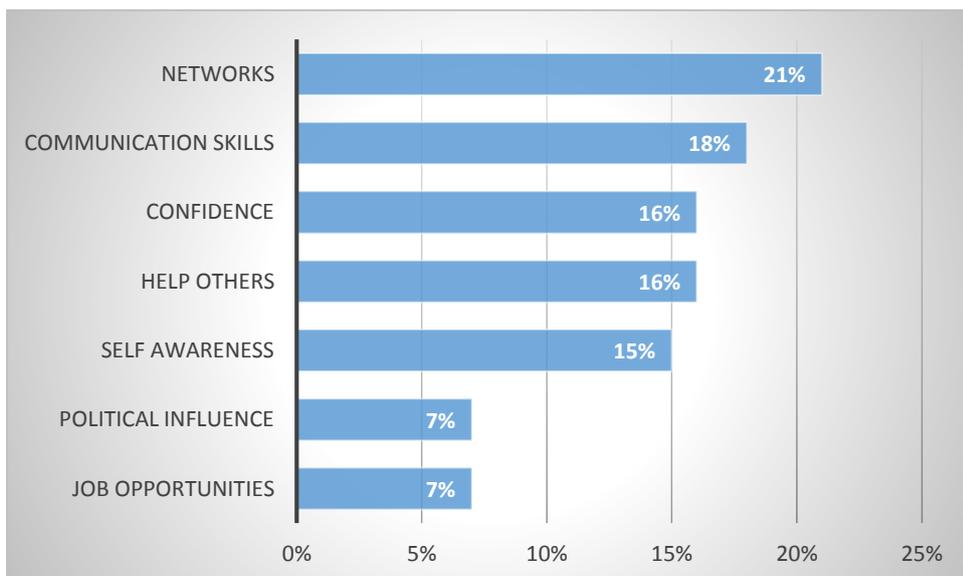


Figure 7 Participant needs pre-program

Past-participants were also asked about the benefits they gained from their leadership program, based on the same indicators of expectations. The two graphs show a strong alignment between expectations sought and benefits gained.

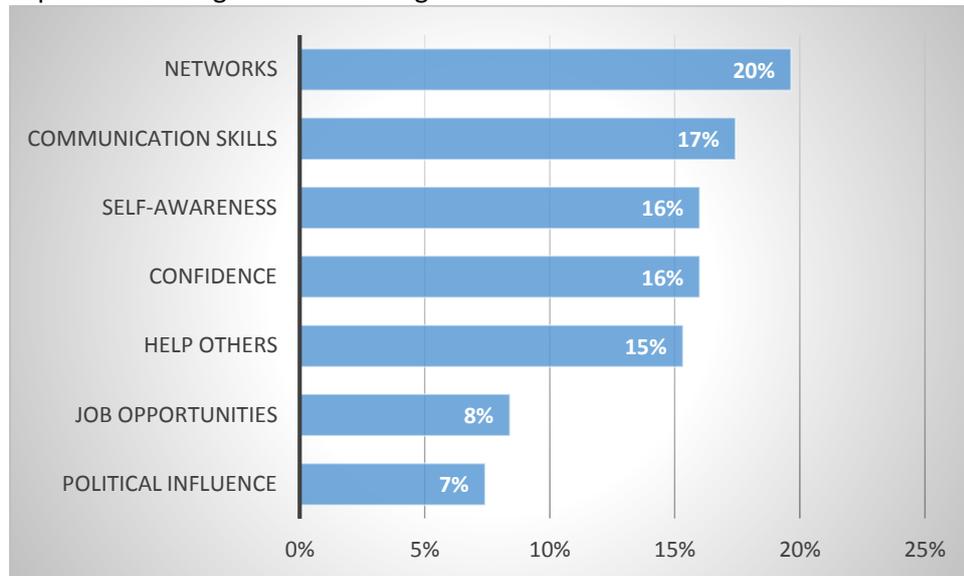


Figure 8 Participant benefits post-program

Program providers interviewed also reiterated that improved network opportunities as a key driver for people wishing to undertake long-term rural leadership programs.

Interestingly, 'political influence' is neither a key expectation nor benefit for people participating in rural leadership programs. However, several programs include meetings with MPs in state and federal parliament as a core component of their programs. The long-term impact and value of these activities may be worth including within any longitudinal evaluation of leadership programs.

7.4 Alumni role

The high proportion of face to face delivery within rural leadership programs combined with the time that participants spend together on project teams provides sound opportunities for development of networks and building of relationships. Alumni programs provide an ongoing structure for these relationships and networks to be maintained.

Over 80% of participants have joined the alumni networks of their programs. The main reason given for joining was to maintain the networks developed, which is consistent with participant benefits gained from the program and their driver for participation. Further work needs to be undertaken to identify how long participants maintain their involvement in alumni programs.

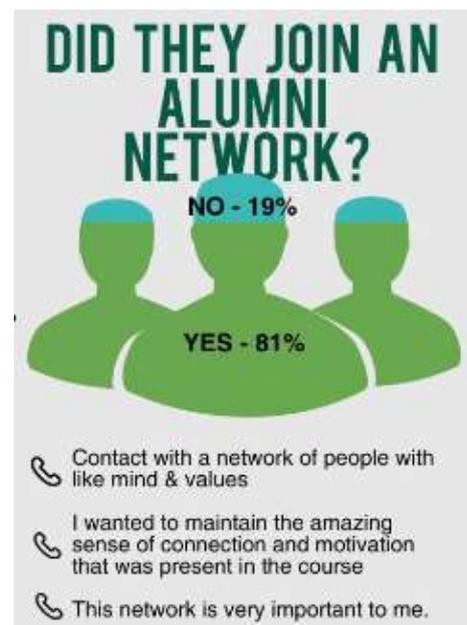


Figure 9 Alumni participation

8 Future Leadership Program Participant Motivations

8.1 Introduction

Input into the environmental scan was sought from people who are yet to undertake a rural leadership program but have expressed an interest in participating in the next three years. 187 complete responses were received in this category.

The aim was to determine the location of potential participants and to identify what they hoped to gain from their participation.

8.2 Key points

- ✓ Survey responses were received from people based predominantly in NSW and Victoria
- ✓ Their main motivation to undertake a rural leadership program is to develop their leadership skills
- ✓ The preferred duration of a program is between two and five days
- ✓ Key barriers to participation are time, cost and travel
- ✓ Preferred delivery modes are face-to-face and online.

8.3 Expectations of Rural Leadership Programs

Survey respondents were asked what they hoped to gain from participating in a leadership program. Unlike previous program participants, this question was an open-response question, with no prompts regarding topics.

The main outcomes being sought were:

- Leadership skills
- Networks
- Engagement skills
- Improved capacity of their communities

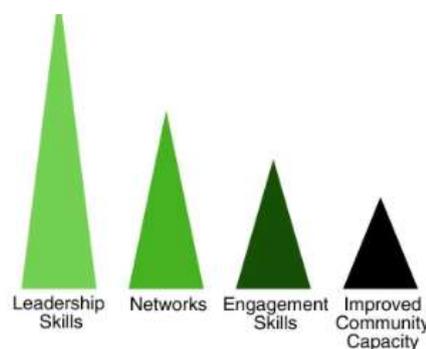


Figure 10 Future participants expectations

8.3.1 Leadership skills

Not surprisingly, the primary response was to 'develop leadership skills.' Further analysis of responses was undertaken to better understand *why* future participants wanted to develop their leadership skills. Analysis showed that their core reasons were strongly related to improving the *capacity of their communities* through taking on *leadership roles*.

8.3.1.1 Improving community capacity

This fits with the 'servant-leader' definition originally developed by Greenleaf (1991) proposing that a 'servant-leader works for the common good of their community. They attempt to empower and encourage others to work together in ways that strengthen and transform communities.'

Respondent's comments included:

- "Increase skills and knowledge base to effectively lead rural rejuvenation and growth."
- "Community growth for smaller communities."
- "I'd consider anything that might improve prospects for the Hunter and other non-capital regions."

- “Skills, knowledge, networks and tools that I can bring back to my community to make a difference.”
- “Skills to become help lead our community into the future.”
- “I would hope to develop better leadership skills, to ensure I can better contribute to rural, regional and remote communities that I come into contact with.”
- “I would like to gain or improve my knowledge in the area of developing communities including leadership skills.”
- “Better ways to lead community.”

8.3.1.2 *Improved ability to take on leadership roles*

Comments reflecting this included:

- “Better leadership of groups I chair.”
- “Enhanced skill in taking on a broad variety of leadership roles.”
- “Confidence and skills to take on leadership roles within my community.”
- “More confidence to lead a group of people and know what I am doing is right.”
- “How to work alongside, communicate and collaborate with people from a leadership position.”

8.3.2 *Networks*

Respondents wanted to develop networks to support their ongoing learning and connect with people that have a similar, proactive approach to leadership in their communities. Their comments reflected this:

- “Broader networks amongst other ‘can do’ people.”
- “Network with other leaders, connecting with others to solve local problems and knowing I can continue to draw upon that network.”
- “Meeting other leaders in rural areas.”
- “Greater connection across the region.”

8.3.3 *Engagement skills*

Respondents are looking for skills to actively engage their local communities to improve connection and influence the changes that affect them. Evidence of this included:

- “I hope to gain practical ways to engage my community - we badly need connectedness.”
- “Leadership skills in which I can use when engaging with people in the local community.”
- “I would like to gain or improve my knowledge in the area of how to effectively engage the community members to drive change.”
- “Skills to help encourage my rural community to get involved in new and different aspects of life.”

8.4 Time available

Most respondents (47%) favoured a leadership program of two to five day's duration. A further 20% stated that they could devote six to eight days. 13% stated that they could devote up to 30 days to a rural leadership program. Interestingly, 16% of respondents stated that they were only willing to devote one day to a rural leadership program.



Figure 11 Future participants' time commitment

This contrasts with programs offered, where only 20% are held over two to five days with most (51%) being held over a 9 to 30 day period.

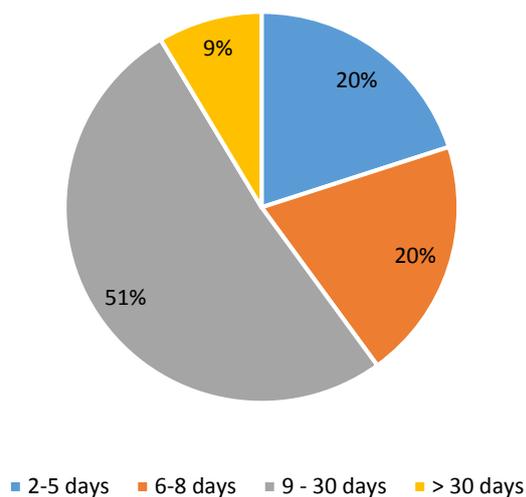


Figure 12 Time requirement for participant attendance

This data provides a few issues to consider:

- It reinforces the challenge of 'time available' identified by previous program participants
- It highlights the disconnect between future participant expectations of what a leadership program requires in terms of time commitment and what's currently on offer
- It flags the potential to provide a clearer pathway for leadership programs to engage participants in 'introductory', 'advanced' or 'single focus' rural leadership programs
- Current long-term programs appear to still be experiencing strong demand for positions

Whilst most providers already have robust programs in place, a package of introductory or specialised program components could include:

- Introduction to rural leadership
- Building your community and industry networks
- Leadership skills to increase community capacity
- Developing effective community engagement skills

8.5 Barriers

The key barriers for future participants are 'time required to participate' and 'cost of leadership programs.' This is consistent with a preference for two to five day programs rather than longer duration programs.

It also highlights the need to promote the availability of program subsidies, grants and scholarships to potential participants. 82% of short-term rural leadership courses programs offered had some form of subsidy available to participants, whilst all the long-term rural leadership programs identified offered subsidised or sponsored places. As outlined in Section Six, subsidisation of participant involvement ranged from 34% (upfront cost of \$3300.00) subsidisation through to 100% subsidisation.



Figure 13 Barriers to participation

Travel was also identified as a barrier by future participants.

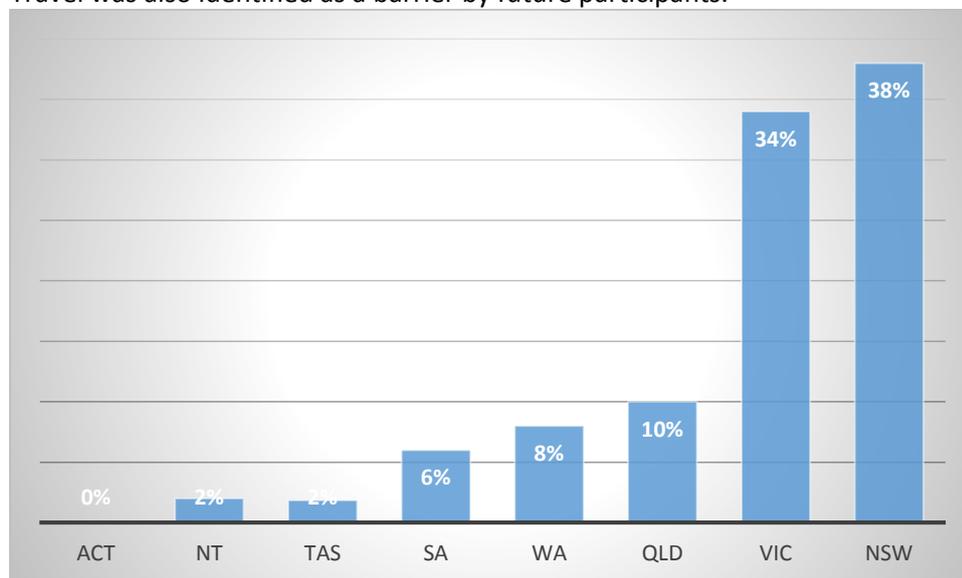


Figure 14 Location of future participants

8.6 Delivery preference

Respondents expressed an almost equal preference for face to face (35%) and online (32%) delivery which would help address the identified barrier of travel for future participants. Therefore, a change in focus of delivery modes is suggested for future program delivery to have stronger online and project elements, whilst reducing the face to face component.

9 Recommendations

Six brief recommendations have been made to provide direction on the 'next steps' following completion of this environmental scan, based on the information reviewed throughout. They are intended to improve the reach and effective use of resources of rural leadership programs. Importantly, they are also intended to help address one of the key identified barriers to participation in time available to participants.

Recommendation 1 – Consider the secretariat model

The Victorian Rural Community Leadership (VRCLP) secretariat model to be considered by other states or regions to improve the coordination, delivery, profile, financial sustainability and effectiveness of regional leadership programs and identify the most appropriate support mechanisms required. Where only one or a small number of community leadership programs are within a state, a regional umbrella group be considered.

Basis for Recommendation:

The Program (VRCLP) secretariat's role has enabled its regional program deliverers to think more strategically about their program design and long-term sustainability. It's also helped to highlight the importance of rural leadership development to maintain government and corporate support.

Recommendation 2 – Incorporate e-learning options

Rural leadership programs develop an increased utilisation of structured online learning tools as part of their delivery mechanisms.

Basis for Recommendation:

The National Rural Women's Coalition (NRWC) E-Leaders program is a good example of increasing the geographical reach of short-term, introductory rural leadership programs. The technology used is sound, web-based and simple to use. It overcomes the major barriers to participation in rural leadership programs – time and cost.

Recommendation 3 – Ensure participant project work is well designed

Rural leadership programs use well-structured and accountable project development and implementation models to add value to the participant experience and deliver further tangible and visible project outcomes.

Basis for Recommendation:

Programs such as the Australian Future Cotton Leaders Program, Leaders for Geelong and the Gippsland Community Leadership Program now use a more structured and accountable project development and implementation model to ensure the work of participants is congruent with the strategic aims of their programs.

Recommendation 4 – Develop a partnership approach to evaluation

A partnership approach such as that between Leaders for Geelong and Deakin University, to provide an independent measurement of program impact, could be adopted by other rural leadership programs to help measure and maintain the financial sustainability of their programs.

Basis for Recommendation:

Sound program evaluation methodology is an important contributor to the long-term sustainability of rural leadership programs. Independent and verified assessment of the impacts of programs on participant capacity and how this in turn plays a quantifiable role within their industries, communities and regions will assist in the attraction and retention of funding and resources for rural leadership programs, and in so doing, help reduce the cost barrier for participants.

Recommendation 5 – Maintain alumni programs

Rural leadership programs continue to maintain and strengthen alumni programs

Basis for recommendation:

Alumni programs offer a structured opportunity for program participants to maintain connection with each other once they have completed their course. Program providers continue to strive to achieve sustainable investment in their alumni programs. Providing a high value experience for leadership program participants will increase their commitment to an alumni program and generate opportunities for referrals and access to resources.

Recommendation 6- Develop clearer learning pathways

Rural leadership programs provide clearer, and more flexible learning pathways to participants by offering or identifying 'introductory', 'advanced' and 'single/specialist focus' short/long rural leadership programs to their target market. Each should identify the time needed to participate in the program and the basis for this.

Basis for recommendation:

Time available was identified as a major challenge and barrier to involvement by both previous and future program participants. There's a misalignment in future participant expectations of what a leadership program requires in terms of time commitment and what's on offer through existing programs, and also in program providers' understanding of what future participants actually want.

Appendix 1. Rural, Regional and Remote Leadership Programs in Australia

This section summarises survey responses from program providers, in raw data form and in accordance with the following six categories:

1. Long-term, dedicated rural leadership programs – comprehensive programs which aim to build the full range of leadership competencies in participants. These are divided into national, state and regional level programs. Most programs are subsidised or offered with government support.
2. Short-term, introductory rural leadership programs – overview programs which introduce participants to core leadership principles and skills
3. Programs awaiting funding – programs ready to be offered to the general public once funding is confirmed.

The data in the tables below reflects the words of survey respondents. This best reflects each provider's self-assessment of their offering

Long-term rural leadership programs

National long-term programs

Program Name & Provider	Primary Target Sector	Program Aims	Structure & delivery	Timeframe	Delivery location	Accessibility	Evaluation	Alumni Network
Australian Future Cotton Leaders Program	Industry	Supports individual commitment to creating and leading change in the Australian cotton industry	10% online 70% F2F 20% project	12 days over 12 months	National (NSW, QLD)	Participants pay travel and accommodation Participation is industry-funded	Formative (throughout) Summative at completion	Participants encouraged to actively contribute to industry via hosting national conference sessions. Maintain connection via pre-conference activities
Cotton Australia in partnership with the Cotton Research Development Corporation http://cottonaustralia.com.au/cotton-growers/industry-leadership-programs								
Australian Grain Farm Leaders Program	Industry	Identify emerging young farm leaders Support leadership in action by providing skills development Develop and support emerging farm leaders to engage with the industry, to improve outcomes for Australian grain producers.	50% F2F 50% project-based	18 days over 10 months (inc. farm project)	NSW	Open to growers 25-40 y.o. Participation is industry-funded	Formative (throughout) Summative at completion	Participants encouraged to actively contribute to industry via sharing results of farm project
Australian Grain Growers http://www.graingrowers.com.au/events-courses/courses/australian-future-grain-leaders-program								

Program Name & Provider	Primary Target Sector	Program Aims	Structure & delivery	Timeframe	Delivery location	Accessibility	Evaluation	Alumni Network
Australian Rural Leadership Program	Community	<p>Improve the capacity of rural leaders to engage and contribute</p> <p>Produce a network of informed, capable and ethical leaders who work collaboratively to advance the interests of their industries, businesses, communities and rural Australia in general</p>	<p>80% F2F</p> <p>20% Project</p>	59 days over 17 months	National	<p>\$4400.00 participant cost</p> <p>\$55000.00 subsidy.</p>	<p>Before and after skills self-assessment</p> <p>Case studies</p> <p>Internal evaluation and benchmark studies</p>	<p>30% actively engaged with 95% on email list</p> <p>Online resources</p> <p>Enews & events</p> <p>Linkage to 800 ARLP graduates</p> <p>Graduates become voting members of ARLF</p> <p>>30% referrals</p>
Australian Rural Leadership Foundation http://rural-leaders.com.au/								
Developing Dairy Leaders Program	Industry	<p>Prepare the next group of leaders for the dairy industry</p> <p>Provide leadership skills within rural communities</p> <p>Support young farmers to improve their leadership skills</p>	<p>70% F2F</p> <p>30% project-based</p>	10 days over 4 months	National	<p>Women, Youth policies</p> <p>Fully industry funded</p>	<p>Post event survey</p> <p>Before and after skills self-assessment</p> <p>Telephone follow-up KASA</p>	<p>25-50% participation</p> <p>20-30% referrals via AN</p>
National Centre for Dairy Education Australia (NCDEA) http://www.dairyaustralia.com.au/People-and-skills/Managing-your-staff/Leadership-and-mentoring.aspx								

Program Name & Provider	Primary Target Sector	Program Aims	Structure & delivery	Timeframe	Delivery location	Accessibility	Evaluation	Alumni Network
Wine Future Leaders Program	Industry	<p>Identify leaders with the skills and knowledge to sustain Australian wine into the future.</p> <p>Create a network of confident, committed individuals to contribute to the future success of the Australian wine sector.</p>	<p>80% F2F</p> <p>20% project</p>	14 days over 6 months	<p>National participation.</p> <p>Delivered in NSW, SA, VIC.</p>	<p>Participants pay travel and accommodation</p> <p>Participation is industry-funded.</p>	<p>Post event survey</p> <p>Participant case studies</p>	<p>50-75% participation</p> <p>Social media</p> <p>Events</p>
<p>Australian Grape and Wine Authority (in conjunction with the ARLF) www.futureleaders15.com/</p>								

State long-term programs

Program Name & Provider	Primary Target Sector	Program Aims	Structure & delivery	Timeframe	Delivery location	Accessibility	Evaluation	Alumni Network
Tasmanian Leaders Program	General community	<p>Facilitating a greater understanding and therefore connection with challenges that face Tasmania</p> <p>Developing sustainable productive networks across all sectors</p> <p>Promoting leadership</p>	<p>10 % online</p> <p>65% F2F</p> <p>25% project-based</p>	26 days over 9 months	State-wide TAS	<p>\$6,600 cost to participants</p> <p>\$6,600 subsidy</p> <p>University underpins the entire recruitment process as it is the key to the success of the program</p>	<p>Post event survey</p> <p>Before and after skills self-assessment</p> <p>In the process of impact assessment in terms of community, business and personal benefit</p>	<p>50-75% participation</p> <p>Networking opportunities; additional post-program professional development opportunities; facilitation of connections with community groups and organisations which align with a graduate's skills and interests.</p> <p>30% or more referrals from Alumni Network (AN)</p>
Tasmanian Leaders http://www.tasmanianleaders.org.au/								

Regional long-term programs

Program Name & Provider	Primary Target Sector	Program Aims	Structure & delivery	Timeframe	Delivery location	Accessibility	Evaluation	Alumni Network
Rural Environmental Leaders Program	Community Environment	Develop entrepreneurial and leadership skills to help create change in the area of environmental sustainability	2% online 38% F2F 60% Project work	14 days over 4 months	Northern Rivers Regions, NSW	Indigenous, Women, Youth Policies 100% subsidised	Pre and post program surveys. Participant self-assessment of personal sustainability and ecological footprint. Participant satisfaction Program personal and professional impacts	80% have participated in alumni events Alumni network of 400 people
Centre for Sustainability Leadership http://www.csl.org.au/programs/relp								
Sustainability Leadership Development Program	Community Environment	Develop entrepreneurial and leadership skills to help create change in the areas of sustainability and social justice	2% online 38% F2F 60% Project work	14 days over 4 months	Illawarra and Northern Rivers Regions, NSW	Indigenous, Women, Youth Policies 100% subsidised	Pre and post program surveys. Participant self-assessment of personal sustainability and ecological footprint. Participant satisfaction Program personal and professional impacts	No alumni network
Centre for Sustainability Leadership http://www.csl.org.au/programs/sldp-illawarra								

Program Name & Provider	Primary Target Sector	Program Aims	Structure & delivery	Timeframe	Delivery location	Accessibility	Evaluation	Alumni Network
Alpine Valleys Community Leadership Program	Community	<p>Developing capacity of rural community leaders</p> <p>Enhancing regional networks</p> <p>Increasing the capacity of regional organisations</p>	100% F2F	23 days over 10 months	Wangaratta (10% from NSW and 90% from Vic)	<p>\$5000.00 participant cost</p> <p>Disability Indigenous Policies</p>	Post-event survey	<p>25-50% participation</p> <p>Alumni events, Masterclasses, Leadership short courses, Information re regional leadership events, mentoring, board and scholarship opportunities, newsletter</p> <p>30% or more referrals from AN</p>
Alpine Valleys Community Leadership Program www.avclp.org.au								
The Fairley Leadership Program	Community and Business	<p>Annual program for emerging leaders to explores major issues and opportunities for the Goulburn Murray Region</p> <p>Develop links and understanding between emerging leaders.</p> <p>Learn from existing leaders - combine emerging and existing leaders as a continuing resource to further enrich the community.</p>	%100 F2F	25 days over 11 months	Shepparton	<p>\$2000.00 community participant cost</p> <p>\$5500.00 participant cost</p> <p>\$3000.00 subsidy</p> <p>Disability, Indigenous, Youth Policies</p>	<p>Post event survey</p> <p>KASA</p>	<p>50-75% participation</p> <p>e-news, events</p> <p>30% referrals via AN</p>
Fairley Leadership http://www.fairleyleadership.com.au/								

Program Name & Provider	Primary Target Sector	Program Aims	Structure & delivery	Timeframe	Delivery location	Accessibility	Evaluation	Alumni Network
Gippsland Community Leadership Program	Business Community	Develop and grow existing and emerging leaders within the Gippsland region	70% F2F 30% Project	16 days over 10 months	Gippsland region, VIC	\$400.00 participant cost \$2750.00 employer cost \$6850.00 subsidy	Before and after skills self-assessment (profiling tool) Post-program surveys	440 alumni Minimum of two major events/year Newsletter
Committee for Gippsland www.gclp.asn.au								
Leaders for Geelong	Business Community	Develop personal leadership capacity to address the current social, economic and environmental issues of importance to the Geelong region	60% F2F (Year 1) 40% Project (Year 2)	30 days over 2 years	Geelong region, VIC	\$6600.00 participant cost	Pre, Middle and Post Program assessments using Authoritative, Distributive and Adaptive leadership model	200 Alumni Networking events and professional development program. Newsletter Alumni network used as source of board members by NFP's
Committee for Geelong www.committeeforgeelong.com.au/leaders-for-geelong								
Leaders Forum Ballarat and Western Region	Community Business	Broaden their understanding of leadership Connect to diverse networks Explore the community Reflect personally and professionally	80% F2F 20% Project	12 days over 10 months	Ballarat and Western Region, VIC	\$1320.00 participant cost \$4235.00 employer or sponsor cost		
Leadership Ballarat and Western Region www.lbwr.org								

Program Name & Provider	Primary Target Sector	Program Aims	Structure & delivery	Timeframe	Delivery location	Accessibility	Evaluation	Alumni Network
Leadership Great South Coast	Community Business	Inspire creative ways of dealing with change, challenges and realities Strengthen capacity of leaders to respond to the region's economic, environmental and social opportunities and challenges Develop skilled, confident, innovative community Establish a regional leadership network	80% F2F 20% Project	21 days over 10 months	Great South Coast Region, VIC	\$3300.00 participant cost \$5000.00 subsidy Equal opportunity access based on merit. Scholarships available.	Before and after skills self-assessment (profiling tool) ROI via RDV state secretariat program including input from alumni Broader surveys with partners and alumni	Up to 50% participation 2 x networking + 3 x PD events Includes engagement with participants from national programs >30% referrals from alumni
Leadership Great South Coast http://www.leadershipgreatsouthcoast.org.au/								
Loddon Murray Community Leadership Program	Community Business	Develop creative, courageous, confident community leaders Build on existing personal and community leadership skills Increase awareness and understanding of regional issues, resources and networks Establish a regional 'leadership network'	80% F2F 20% Project	24 days over 10 months	Central and North West VIC	\$990-\$1980.00 participant cost \$5000.00-7000.00 subsidy Disability Indigenous Women Youth policies		Graduate program – PD workshops, webinars and events
Community Leadership Loddon Murray Inc. http://www.cllm.org.au/index.html								

Program Name & Provider	Primary Target Sector	Program Aims	Structure & delivery	Timeframe	Delivery location	Accessibility	Evaluation	Alumni Network
Northern Mallee Community Leadership Program	Community	Develop skills, knowledge, confidence of participants Strengthen networks in the region Support graduates in active community leadership roles	100% F-2F	26 days over 9 months	Mildura, VIC	\$1500 participant cost \$6500 subsidy Disability Indigenous Women Youth policies	Post event survey Telephone follow up Quantified ROI	50-75% participation Alumni sub-committee Planning with priority actions >30% referrals from Alumni Network (AN)
Northern Mallee Leaders http://www.nml.org.au/								
Rivers and Ranges Community Leadership Program	Community Business	In-depth learning about complex regional issues, and the partnerships and leadership skills needed to address them.	80% F2F 20% Project	24 days over 10 months	Shires of Mitchell, Murrindindi, Nillumbik, Whittlesea and Yarra Ranges, VIC	\$550.00 participant cost \$4950.00 employer cost \$5500.00 subsidy	Before and after skills self-assessment (profiling tool) Post-program surveys	In first year of delivery
Rivers and Ranges Community Leadership Program - http://www.rclp.org.au/								

Short-term, introductory rural leadership courses

National short-term courses

Program Name & Provider	Primary Target Sector	Program Content	Structure & delivery	Timeframe	Delivery location	Accessibility	Evaluation	Alumni Network
Beef Connections	Industry	Connect young people with mentors Improve confidence Share ideas and network	25% F-2F 50% Tele 25% Project	8 days over 12 months	National	Open to growers 25-35 y.o. Youth policy	Post event survey Before and after skills self-assessment KASA	First year of program
Beef Australia http://beefaustralia.com.au/learn/beef-connections/								
E-Leaders Program	Women	Grow leadership skills of rural women Engage with policy makers and advisors Communication skills including building and nurturing relationships beyond rural Australia	40% online 45% F2F 15% Project.	6 days over 3 months	Visit to Parliament House	Participants pay all travel costs	Before and after skills self-assessment. Weekly reflections survey	Used Linked In (for E-Leaders) and Facebook (for E-Sustainability) programs. Facebook got high levels of interaction.
National Rural Women's Coalition http://www.nrwc.com.au/Projects/ELeadersProgram.aspx								
Marcus Oldham Rural Leadership Program	Business	Develop the leadership, communication and planning skills of participants Provide opportunities for participants to network with keynote speakers from industry and the community	100% F2F	5 days residential	Geelong, VIC	\$2,500.00 participant cost + travel	Before and after skills self-assessment 12 month post-program survey	Informal Aiming to initiate state leadership forums in 2015/2016
Marcus Oldham College http://www.marcusoldham.vic.edu.au/the-centre-for-the-study-of-rural-australia/research								

Program Name & Provider	Primary Target Sector	Program Content	Structure & delivery	Timeframe	Delivery location	Accessibility	Evaluation	Alumni Network
Training Rural Australians In Leadership (TRAIL)	Business	Assist emerging rural leaders to increase their foundational leadership knowledge, gain exposure to key role models and develop partnerships with peers for long-term networking and support.	20% F2F 80% Project work	5 days over 3-6 months	Canberra - residential	\$8500.00 participant cost + travel Disability, Indigenous, Women, Youth policies	Before and after skills self-assessment	75-100% participation Online resources Enews & Events
Australian Rural Leadership Foundation - http://rural-leaders.com.au/programs/trail-for-emerging-leaders								
TRAILblazers	Business (Experienced leaders)	Increase personal awareness of leadership strengths and capacity Advanced leadership thinking for complex challenges affecting rural Australia Develop a network of high-end rural leaders	100% F2F	8 days residential	Canberra	\$11000.00 participant cost + travel	Before and after skills self-assessment	75-100% participation Online resources Enews & Events Linkage to 800 ARLP graduates Graduates become voting fellows of ARLF >30% referrals
Australian Rural Leadership Foundation - http://rural-leaders.com.au/								

State short-term courses

Program Name & Provider	Primary Target Sector	Program Aims	Structure & delivery	Timeframe	Delivery location	Accessibility	Evaluation	Alumni Network
Leadership to outback tourism industry - National parks	Industry	Capacity Empowerment Employment	20% F2F 80% Project work	5 days over 6 months	Outback NSW	\$2000 subsidy Indigenous policies	Post event survey	No AN
NSW Department of Environment and Heritage - http://www.environment.nsw.gov.au/index.htm								
MSRF Young Rural Leaders Program	Youth	Grow existing leadership skills in young, rural Victorians Foster new leadership skills in young, rural Victorians Build a network of young rural leaders in Victoria	5% online 90% F2F 5% project-based	6-8 days Residential program	Regional Victoria	\$1500.00 subsidy Disability, Indigenous, Women, Youth Policies	Post event survey	25-50% participation Facebook pages
Helen MacPherson Smith Rural Foundation - http://msrf.org.au/								
Queensland Indigenous Youth Leadership program	Indigenous	Develop leadership skills and learn about democratic (political) processes	100% F2F	6 days residential	Brisbane	Fully subsidised by QLD government Disability, Indigenous, Women, Youth policies		
Queensland Government - https://www.qld.gov.au/atsi/education-training/indigenous-youth-leadership-program/								

Program Name & Provider	Primary Target Sector	Program Aims	Structure & delivery	Timeframe	Delivery location	Accessibility	Evaluation	Alumni Network
Stepping into leadership Emerging leaders Growing leaders	Women	Increase confidence to take on roles Build understanding of strengths and skills Develop networks	30% online 70% F2F	4 days over 9-12 months	Adelaide	\$500.00 participant cost \$3500.00 subsidy Women Policy	Post event survey Before and after skills self-assessment KASA	50-75% participation Facebook page 30% referrals via AN
Ag Consulting Co- http://www.agconsulting.com.au/								
Torres Strait Women's Leadership Scheme	Indigenous		100% F2F	9 days over 3 months	Torres Strait Canberra	Fully subsidised by TSRA		
Rural Leaders http://rural-leaders.com.au/programs/client-specific-programs (Funded by the Torres Strait Regional Authority - TSRA)								
Torres Strait Young Leaders Program	Indigenous	Build a stronger regional Australia through leadership Build personal and relationship leadership strengths	5% Online 95% F-2F	14 days over 1 month	National (Tharwa, ACT)	\$10000.00 subsidy Disability Indigenous Women Youth policies	Post event survey Telephone follow up	25-50% participation Professional and personal development opportunities; events and gatherings; support for alumni activities and events; resources
Australian Rural Leadership Foundation - http://rural-leaders.com.au/rural-australia-and-us/our-role (Funded by the Torres Strait Regional Authority - TSRA)								

Regional short-term courses

Program Name & Provider	Primary Target Sector	Program Aims	Structure & delivery	Timeframe	Delivery location	Accessibility	Evaluation	Alumni Network
Camp Kulin Volunteer Leadership Development Program	Community	Train leaders in the Wheatbelt and across WA These leaders to have the capacity to deliver programs through our Camp Kulin Kids Camp program Leaders to develop skills which lead to opportunities for them and their communities	20% online 30% F2F 50% project-based	>30 days Training period of 1 week, plus ongoing learning on the job	Kulin, WA	Disability, Indigenous, Women, Youth policies	Before and after skills self-assessment Telephone follow up Post event survey KASA	50-75% participation Ongoing online support via social media groups, regular 'catch up' days/evenings every month 30% referrals via AN
Shire of Kulin - http://kulin.wa.gov.au/main/council/camp-kulin/								
Murraylands Leaders Program	Business	Self-development Team development Organisational development	100% F-2F	1.5 days, over 1 month	Murray Bridge, SA	\$60.00 participant cost	Post event survey	No AN
Regional Development Australia – Murraylands - http://www.rdamr.org.au/murraylandsyounghprofessionals.html ; Dynamic Training and Facilitation - http://dynamictf.com.au/								
South Burnett Community Leadership Program	Community	Connect with like-minded individuals Develop skills that build individual resilience and increase community capacity Through people grow a stronger South Burnett	100% F2F	5 days over 1 month	Kingaroy, QLD	\$2090.00 participant cost Disability, Indigenous, Women, Youth policies	Telephone follow up Post event survey KASA	25-50% participation Regular informal get-togethers 20-30% referrals via AN
Red Earth Community Foundation - http://www.redearth.info/								

Program Name & Provider	Primary Target Sector	Program Aims	Structure & delivery	Timeframe	Delivery location	Accessibility	Evaluation	Alumni Network
South East Local Leaders program	Community	Explore and extend personal styles and effectiveness Build the knowledge and skills to use systems thinking in understanding complex problems Apply learning in practical "real life" projects and reflect on practice as an on-going learning community	80% F2F 20% Project work	9 days over 4 months	Bega, NSW	\$100-\$500 participant cost \$2000 subsidy Indigenous, Women, Youth policies	Post event survey KASA	50-75% participation Coordination support of face-to-face meetings 10-20% referrals from AN
NSW Local Land Services - http://southeast.lls.nsw.gov.au/resource-hub/training/south-east-local-leaders-program								
Wimmera Regional Leadership Skills	Community	Builds life skills to enhance participation in workplace, community and personal arenas.	70% F2F 30% Project	9 days over 6-9 months	Wimmera region, VIC	\$1200.00 participant cost \$1200.00 subsidy Women, Youth policies	Before and after skills self-assessment KASA	25-50% participation Website Facebook page e-list 20-30% referrals via AN
Leadership Wimmera - http://wda.org.au/leadership								
Wimmera Business Leaders Program	Business	Develops skills in senior management to foster regional business success and innovation	70% F2F 30% Project	9 days over 6-9 months	Wimmera region, VIC	\$3600.00 participant cost \$1200.00 subsidy Women, Youth policies	Before and after skills self-assessment KASA	25-50% participation Website Facebook page e-list 20-30% referrals via AN
Leadership Wimmera - http://wda.org.au/leadership								