



**Evaluation of the
Executive Leadership Program
for Nonprofit Organizations (ELPNO)
2017**

Report of Findings

Initial Report
March 2017

Executive Summary

The Executive Leadership Program for Nonprofit Organizations (ELPNO) is a professional development program for upcoming executives and leaders in the nonprofit sector. Piloted in 2007, the program offers an engaging format that provides opportunities for peers to translate theory into practice and concepts into strategies that are relevant, immediately practical, and useable in their work.

What We Measured

The ELPNO 2017 Planning Committee asked the J.W. Fanning Institute for Leadership Development at the University of Georgia to assess participants' perceptions of and satisfaction with the week-long program. The evaluation measures participants' on-site response to individual sessions and to the overall program.

How We Measured

Evaluation forms designed for both individual sessions and the overall program measured participant responses. The surveys included Likert-type scales and open-ended questions for additional feedback. The evaluation report presents responses in various models such as tables reflecting mean scores, stop-light charts displaying distribution of responses, and categorized comments to synthesize the information while still maintaining individuality.

Findings

Findings for Overall Program Evaluation

- Questionnaire consisted of 15 Likert-style questions, with answer choices on a scale of 1 to 5, with 1 and 2 being unfavorable responses and 4 and 5 being favorable.
- Of the 15 items on the questionnaire, 53% of questions elicited a favorable (4) or very favorable (5) response from participants.

Findings for Individual Session Evaluations

- 12 individual presenter sessions were rated during the course of the program.
- Participants received a questionnaire for each session. Questionnaires contained 10 Likert-style questions, with answer choices on a scale of 1 to 5, with 1 and 2 being unfavorable responses and 4 and 5 being favorable.
- Overall favorability for each session was high, with eight of the twelve sessions receiving an overall rating of good (4) or excellent (5) from respondents.

Organization of the Report

This report begins with an overview of the ELPNO 2017 program. Next, a brief overview of the on-site evaluation process is provided. Findings are then detailed, including ratings and comments from ELPNO 2017 participants.

Overview of ELPNO

The Executive Leadership Program for Nonprofit Organizations (ELPNO) is a professional development program for upcoming executives and leaders in the nonprofit sector. Piloted in 2007, the program offers an engaging format that provides opportunities for peers to translate theory into practice and concepts into strategies that are relevant, immediately practical, and useable in their work.

ELPNO 2017 was a partnership of three leading academic institutions--the Nonprofit Studies Program in the Andrew Young School for Policy Studies at Georgia State University, the J.W. Fanning Institute for Leadership Development at the University of Georgia, and the Institute for Leadership and Entrepreneurship at Georgia Tech. This joint venture provides cutting edge content that offers insight and guidance as leaders explore proactive methods for improving the effectiveness of their organizations and their individual impact on that work.

ELPNO 2017 was conducted at the Fanning Institute in Athens, Georgia from Sunday, January 8 through Friday, January 13, 2017. Twenty (20) participants attended and many resided at the conference hotel throughout the week. Participants were contacted individually email prior to their arrival in Athens and were given the opportunity discuss their expectations and desired outcomes for the week-long experience and their reasons for choosing the ELPNO program.

ELPNO Faculty

The ELPNO faculty team includes national scholars, as well as nationally recognized local professors from Emory, Georgia Institute of Technology, the University of Georgia and the Andrew Young School of Policy Studies at Georgia State University. It also includes leading practitioners heading national and local nonprofits. Many of the same faculty participate year to year.

For ELPNO 2017, the Planning Committee selected a mix of skilled faculty, industry leaders and subject matter experts, each of whom prepared highly informative and interactive content sessions, including several engaging and intellectual lunch and/or dinner presentations (see Appendix A for a list of program agenda with presenters).

2017 ELPNO Participating Organizations

The 2017 ELPNO class was comprised of 20 individuals from 15 organizations, representing 2 states. 5 were CEO's/Executive Directors, 14 were key management staff, and 1 was the President of a board of directors. Organizational budgets ranged from \$60,000 - \$140 million and organizations employed over 10,000 total employees and are supported by – and support – over 9,000 volunteers.

Organization	Location
Children First, Inc.	Athens, GA
Children's Voice: CASA, Inc.	Douglasville, GA
East Lake Foundation	Atlanta, GA
Foxfire Museum and Heritage Center	Tiger, GA
Future Foundation, Inc.	East Point, GA
Georgia Council on Economic Education	Peachtree City, GA
Georgia Food Bank Association	Atlanta, GA
Goodwill of North Georgia	Decatur, GA
Harry Chapin Food Bank of Southwest Florida	Fort Myers, FL
J.W. Fanning Institute for Leadership Development	Athens, GA
Leadership Sandy Springs	Sandy Springs, GA
National Youth Advocate Program	Decatur, GA
National Youth Advocate Program	Deerfield Beach, FL
New American Pathways	Atlanta, GA
Wild Intelligence	Athens, GA
William Harris Homestead Foundation, Inc.	Monroe, GA

ELPNO 2017 Evaluation

The ELPNO 2017 Planning Committee asked the J.W. Fanning Institute for Leadership Development at the University of Georgia to assess participants' perceptions of and satisfaction with the week-long program. The evaluation was designed to measure participants' on-site response to individual sessions and to the overall program. Hard copies of the evaluation forms were distributed to each participant immediately following each session. Participants were asked to complete each form immediately, though some participants returned the completed forms at the end of the same day or next morning. The overall program evaluation was conducted after the final session on the final day of programming. Participants were assured that their ratings and comments were anonymous, and that open, honest, and constructive feedback was welcome.

The ELPNO 2017 evaluation forms reflected the information interests of the program sponsors, who sought specific feedback regarding the following:

Overall program:

- Extent to which the program was congruent with goals and objectives
- Extent to which the program met learners' expectations
- Perceptions of and suggestions for program processes and future content

Individual sessions:

- Relevance
- Effectiveness
- Usefulness
- Applicability to participant and their organization

The evaluation forms are included as Appendix B. Likert-type rating scales were used for most items, in which 1 represented unfavorable responses (i.e., "Strongly Disagree", "Poor", and "Did Not Meet Expectations") and 5 represented favorable responses (i.e., "Strongly Agree", "Excellent", and "Exceeded Expectations"). Both session and program evaluation forms include open-ended questions for participants to provide additional feedback on various aspects of the ELPNO program.

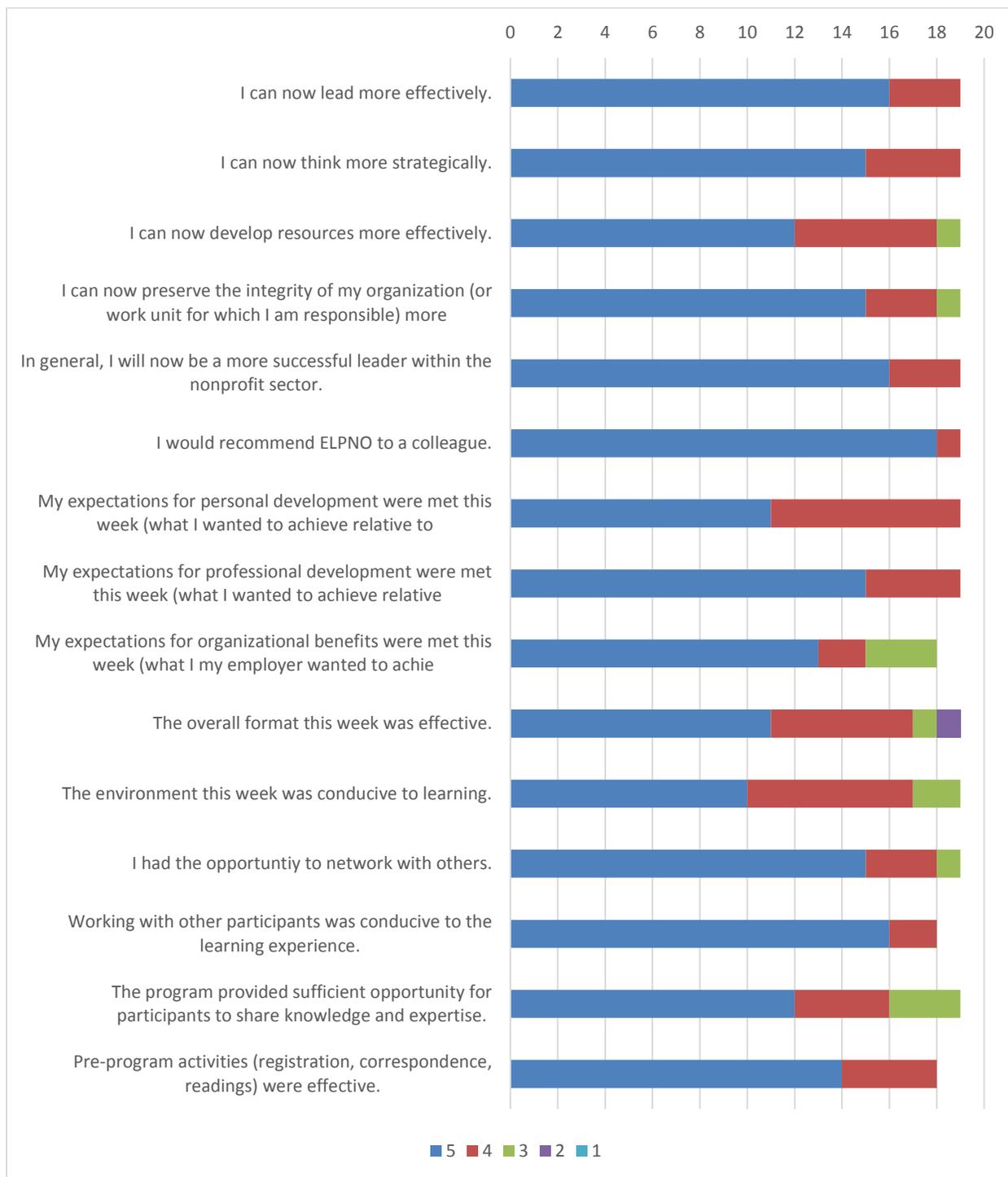
Findings – Overall Program

Ratings

Table 1: Mean Scores by Survey Item

Items	Mean	Std. Deviation	N
1. I can now lead more effectively	4.84	0.37	19
2. I can now think more strategically	4.79	0.42	19
3. I can now develop resources more effectively	4.58	0.61	19
4. I can now preserve the integrity of my organization (or work unit for which I am responsible) more effectively	4.74	0.56	19
5. In general, I will now be a more successful leader within the nonprofit sector	4.84	0.37	19
6. I would recommend ELPNO to a colleague	4.95	0.23	19
7. My expectations for personal development were met this week (what I wanted to achieve relative to my personal leadership skills and abilities)	4.58	0.51	19
8. My expectations for professional development were met this week (what I wanted to achieve relative to my career goals)	4.79	0.42	19
9. My expectations for organizational benefit were met this week (what I and my employer wanted to achieve relative to business goals)	4.56	0.78	18
10. The overall format this week was effective	4.42	0.84	19
11. The environment this week was conducive to learning	4.42	0.69	19
12. I had the opportunity to network with others	4.74	0.56	19
13. Working with other participants was conducive to the learning experience	4.89	0.32	18
14. The program provided sufficient opportunity for participants to share knowledge and experience	4.47	0.77	19
15. Pre-program activities (registration, correspondence, readings) were effective	4.78	0.43	18

Figure 1: Distribution of Responses by Survey Item



On a 5 point scale, where 1 means “Strongly Disagree” and 5 means “Strongly Agree” or where 1 means “Poor” and 5 means “Excellent”

Participant Comments on the Overall Program

Seven open ended questions were included on the Overall Program Evaluation form:

- What are your suggestions for transmitting material to participants and corresponding in advance of the program?
- What suggestions do you have for future ELPNO topics/sessions?
- What else could we have done to maximize your ELPNO experience?
- What suggestions do you have for improving participant interaction/collaboration?
- How did you first hear about ELPNO?
- What suggestions do you have for our future marketing of the program?
- What other comments or suggestions do you have?

All participant responses to these open ended questions are provided in this section. Comments are listed in random order. Comments are shown as written by the participants, with minor editing for spelling and punctuation, but respondents' emphasis has been preserved.

Question 16: What are your suggestions for transmitting material to participants and corresponding in advance of the program?

- I think you need an ELPNO APP for our phones and tablets. Once we register, everything we need, including the multitude of EVALUATIONS would appear on the app and all the info would be stored permanently on a server.
- A lot covered. I liked the material, but liked the set-up on Thursday with the desk of 5 to a table. Were able to share more experiences. Love the case studies.
- Mail out printed material so we would have our minds full of ideas when we arrive.
- What you did was effective emails, dropbox, etc. You could have given more readings ahead of time.
- Perhaps put more of the reading materials online prior to arrival. Some days didn't have readings ahead of time.
- I appreciated receiving the readings beforehand.
- I appreciated having access to materials in advance. Suggest making any "in class" assessments available to fill out ahead of time.
- I would have liked to know in advance who the participants were to ELPNO.
- One format for all articles - all dropbox or all links.
- Dropbox was very helpful and I think the length of time provided was sufficient.
- Post cases earlier in dropbox. Post come case questions earlier.
- To make sure all materials are copied correctly and all information is readable

- I suggest self evaluation to be a pre-test. Encourage groups to do a bit of additional research on Cooper Union prior to activity.
- Dropbox was very helpful and I think the length of time provided was sufficient
- The format you used was effective and not too overwhelming. I would consider the leadership assessment tool being sent earlier.

Question 17: What suggestions do you have for future ELPNO topics/sessions?

- Brinkerhoff Principles for Effective Financial Management of Nonprofits (Peter Brinkerhoff) and Visioneering (Andy Stanley).
- More individual leadership - Managing & dealing with conflict is an example.
- More on board development
- Staff management.
- All topics were good and helpful
- Pretty comprehensive. Felt like topics were broad and could even drill down if there were more time.
- Supervision and Management.
- Performance Management.
- Creating Partnerships.
- Names and organizations bigger on name tags so one doesn't have to squint.
- Electronic evaluations - Poll Anywhere is a great online resource
- More fundraising (I'm biased).
- I would love sessions specific to the different agencies we represent. This would have fostered additional intimate sessions & provide more for my work.
- Adding sessions on Women and minorities in leadership and developing confidence.
- More reflective time.
- Problem solving session where small groups meet to troubleshoot ideas about struggles they may be having.
- Branding and Marketing
- Maybe a session related to hiring/ attracting talent to an organization...and keeping them.
- More activities.
- I think the topics were all good.

Question 18: What else could we have done to maximize your ELPNO experience?

- More field trips.
- Incorporate more adult learning concepts. Most of us are not academics and it was a bit much.
- Some of the slides were hard to read - make fonts larger. Long lectures in the morning in the dark are hard.
- Try to rotate groups more or figure ways to seat people at dinners or social times to encourage more interactions
- Suggest possibly having longer break in the afternoon (1-2 hours) and reconvening later at night.
- More time! More time to reflect on the material.
- Send bios of the other participants out in advance.
- Being insightful, putting theory to practice with the guidance of our leaders and instructors.

- Split lectures and reflective exercises more evenly (e.g. 1/2 day of lecture and casework and 1/2 day on more personal discussions).
- Extend it through Friday evening.
- More opportunity for small and large group discussions. Participant led learning
- My ELPNO experience was wonderful. Janet Julie are excellent organizers and presenters.
- More field trips
- I think we could have benefitted from more time on some topics (ethics & maybe financial leadership) w/more cases.

Question 19: What suggestions do you have for improving participant interaction/collaboration?

- I loved the campfire circle at the end...more please!
- More work groups so everyone works with everyone else.
- Moving the room around was great. Moving our seats around was wonderful facilitation.
- More road trips/field trips. More interactive. Sitting for long hours not easy.
- More opportunity to learn more about others work in the large group setting. Group panel to ask questions of each other.
- Post training closed facebook group to maintain contact.
- "18".
- The exercise and small group collaboration were very useful for me.
- Message board.
- Private Facebook page for the class
- More group activities and case studies.
- Pre & Post assessments on leadership (agency and instrumentality).
- More small group chances to apply learning, at expense of lecture time.
- Our group was great about this. It was a very comfortable atmosphere.
- It would be great to learn in a more collaborative manner. The week, especially the first two days, was very lecture heavy.
- More group work each day. Break out sessions usually force more interaction.
- I think you could consider small group tables more frequently.

Question 20: How did you first hear about ELPNO?

- I work for Goodwill - Everyone knows!
- My organization.
- From Janet & Dr. McCline here at Fanning.
- Local folk in Athens - Tony Waller, Emily Boness.
- Through alumni who highly recommended this program.
- From Janet R.
- Co-workers have attended.
- Kat Cason and Maritza Keen told me about the program. I would not have known about this if they had not suggested I attend.
- ELPNO alumni.
- Supervisor.

- My ED is a former ELPNO graduate.
- My CEO is a graduate of the program.
- From my CEO.
- Colleagues, including supervisor.
- My agency told me about it.
- From the president of our organization who had received an email.
- Email.
- My president recommended it.

Question 21: What suggestions do you have for our future marketing of the program?

- Look at marketing material - one page or pamphlets that we can take back and share in the community.
- Emails to every 501c3
- All your tactics, clips, mugs, photos, bags, pens seem appropriate.
- Contact more affinity groups, marketing online, get out into the community more!
- I can think of two other nonprofit ED's who would benefit from this program. Perhaps emailing to all local nonprofits 6 months ahead including some remarks from graduates.
- Discounts to orgs who help recruit.
- Advertising at local universities, social media, TG day at the capitol, which is held once annually.
- Information and marketing materials should be sent to all npos throughout the state.
- Incentives for "alum" orgs to send others, descriptions of value of ELPNO to certain audiences & perhaps acknowledgement of types of professionals for whom this type of week-long training may not be suitable
- Continue the hard work and providing an enjoyable experience because this will lead to word of mouth marketing.
- Have us (and other alums) send you possible names.

Question 22: What other comments or suggestions do you have?

- Plastic souvenir cups with lids that we can take home - to avoid water spills.
- Please keep the program going. More like 1 or 2 day topic seminars. Maybe look at holding in satellite offices. Partner with organization to bring more satellite offices. Would be great for 1 or 2 day programs.
- Awesome!
- A chair tutorial in the beginning could be helpful. The room was cold. Actual breaks w/o anything else. More interactive sections on the lecture days. Since the days are so long don't push dinner late. Explain "in residence" when we sign up. For us all to get all info with picture of class mates.
- Thank you!
- I haven't checked, but are the former graduates and/or names of NP organizations listed on the website?
- Time to share our marketing materials with the group - so we leave with each other's info.
- Thank you!

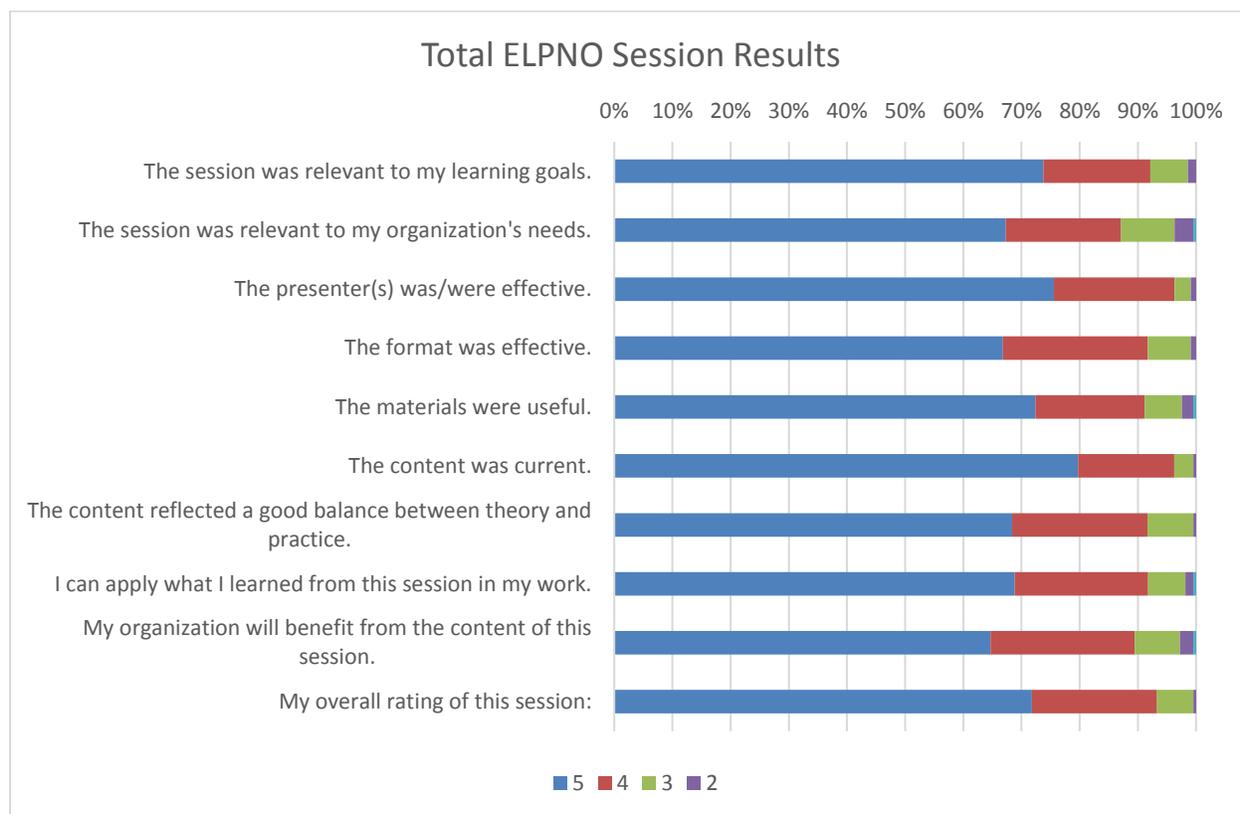
- Thank you so much for stewardship this week. I was infused with purpose and this led to perspective for going forward. Some of the format of program can be maneuvered slightly to engage though out the week, but, overall, it was an amazing week.
- Thank you for the thought and care and preparation of the course. Thank you for making it a valuable experience.
- Best experience of my professional life. Thanks!
- I am honored to be part of the program. Thank you!
- I don't want to sound picky, but there was a lack of healthy food options
- Really enjoyed the speakers who were working in the field (Kathy, Dolph, Cathy).
- Excellent Program!
- More healthy food options throughout the week.

Findings – Combined: All Sessions

Table 2: Mean Scores by Survey Item for Individual Sessions, Combined

Items	Mean	Std. Deviation	N
Overall Rating for this Session	4.65	0.62	209
1. The session was relevant to my learning goals	4.65	0.67	217
2. The session was relevant to my organization's needs	4.50	0.83	217
3. The presenter/s was/were effective	4.71	0.56	217
4. The format was effective	4.58	0.67	217
5. The materials were useful	4.61	0.74	203
6. The content was current	4.75	0.53	212
7. The content reflected a good balance between theory and practice	4.60	0.65	215
8. I can apply what I learned from this session in my work	4.58	0.72	218
9. My organization will benefit from the content of this session	4.51	0.78	218

Figure 2: Distribution of Responses by Survey Item for Individual Sessions, Combined



On a 5 point scale, where 1 means “Strongly Disagree” and 5 means “Strongly Agree” or where 1 means “Poor” and 5 means “Excellent”

Appendices

Appendix A – ELPNO 2017 Conference Agenda

pages 15-20

Appendix B –ELPNO 2017 Evaluation Forms

pages 21-24

Appendix A – ELPNO 2017 Conference Agenda

Sunday

3:00 pm **CHECK – IN**
THE GEORGIA CENTER’S UGA HOTEL & CONFERENCE CENTER –
1197 S. Lumpkin Street, Athens
georgiacenter.uga.edu

5:30 pm **OPENING RECEPTION**
GEORGIA CENTER, MAGNOLIA ROOM

Welcome & Introductions

Janet Rechtman

J.W. Fanning Institute for Leadership Development,
University of Georgia

Special Welcome for Woods Bowman Fellow

John O’Kane

Nonprofit Studies Program, Georgia State University

Ray Bishop

President, Goodwill of North Georgia

Chair of ELPNO Advisors

Elaine Armstrong

Vice President of Marketing & Co-host of The Good Works Show,
Goodwill of North Georgia

ELPNO Class of 2014

The Class of 2017

Julie Meehan

J.W. Fanning Institute for Leadership Development

Keynote

Introduced by ELPNO founder, Dennis Young

Douglas B. Ammar

Executive Director, Georgia Justice Project

8:00 pm **WRAP UP & ADJOURN**

SUNDAY, January 8

Monday

Strategic Leadership in the Nonprofit Sector

- 8:00 am **WELCOME, HOUSEKEEPING, & REFLECTION**
J.W. FANNING INSTITUTE
- 9:15 am **Understanding the Environment in Which NPOs Operate**
Dr. Shena Ashley, Urban Institute
- BREAK
- Understanding the Environment in Which NPOs Operate (cont'd)**
- 11:45 am LUNCH
- 1:00 pm **Thinking Strategically About the Issues NPOs Face**
Dr. Jesse Lecy, Maxwell School of Citizenship and Public Affairs,
Syracuse University
- BREAK
- Thinking Strategically About the Issues NPOs Face (cont'd)**
- 4:00 pm **FACULTY PANEL Q & A**
- BREAK
- 5:30 pm **AGENCY TOUR & DINNER**
NUÇI'S SPACE - 396 Ocone Street, Athens
nuci.org
Bob Sleppy, Executive Director
-
- 7:00pm **ADJOURN**

MONDAY, January 9

Tuesday

Stewardship: Governance, Ethics, & Financial Leadership

- 8:00 am **OPENING REFLECTION**
J.W. FANNING INSTITUTE
- 8:30 am **Board Governance**
Dr. Mindy Wertheimer, School of Social Work, Georgia State University
- BREAK
- Board Governance (cont'd)**
- 11:45 am WORKING LUNCH
- Ethics Overview**
Dr. Edward Queen, Dr. Abbot Turner Program in Ethics and Servant Leadership, Emory University
- BREAK
- 1:15 pm **Financial Leadership**
Dr. Elizabeth Searing, Rockefeller College of Public Affairs and Policy, University at Albany (SUNY)
- BREAK
- Financial Leadership (cont'd)**
- 4:00 pm **FACULTY PANEL Q & A**
- BREAK
- 5:30 pm **DINNER & SMALL GROUP CONSULTATION**
J.W. FANNING INSTITUTE
-
- 8:00pm **ADJOURN**

WEDNESDAY, JANUARY 11

Wednesday

Resource Development Strategies

- 8:00 am **OPENING REFLECTION**
J.W. FANNING INSTITUTE
- 8:30 am **Trends in Nonprofit Finance**
John O’Kane, Nonprofit Studies Program, Georgia State University
Dr. Dennis Young, Cleveland State University
- BREAK
- Trends in Nonprofit Finance (cont’d)**
- 11:45 am LUNCH
- 1:00 pm **Financial Strategies: A Case Study**
Dr. Kathy Palumbo, Community Foundation for Greater Atlanta
- BREAK
- Financial Strategies (cont’d)**
- 4:00 pm **FACULTY PANEL Q & A**
- BREAK
- 6:00 pm **DINNER & NONPROFIT LEADERSHIP CIRCLE**
Sustaining a Nonprofit Career
GEORGIA CENTER, MAGNOLIA ROOM
- Dr. Carol S. Collard, CaringWorks, Inc
Dolph Goldenburg, The Goldenburg Group
Dr. Kathy Palumbo, Community Foundation for Greater Atlanta
- 8:00 pm **ADJOURN**

Thursday

Personal Leadership

- 8:00 am **OPENING REFLECTION**
J.W. FANNING INSTITUTE
- 8:30 am **Effective Nonprofit Leadership**
Dr. Janet Rechtman, J.W. Fanning Institute for Leadership Development
Julie Meehan, J.W. Fanning Institute for Leadership Development
- BREAK
- Effective Nonprofit Leadership (cont'd)**
- 11:45 am WORKING LUNCH
- BREAK
- Effective Nonprofit Leadership (cont'd)**
- 4:00 pm **FACULTY PANEL Q & A**
- 5:00 pm **ADJOURN** - Dinner *on Your Own*

THURSDAY, January 12

Friday

Reflection & Graduation

9:00 am **Reflective Exercise: Tying it Together**

Dr. Janet Rechtman

10:30 am **Self-Graduation**

12:30 pm **ADJOURN**

Boxed lunches will be provided and training rooms will be available for additional conversation, fellowship, and reflection.

FRIDAY, January 13

Appendix B – Evaluation Forms



2017

Session Evaluation

Session:

Please rate the following on a scale of 1 to 5, where 5 means “Strongly Agree” and 1 means “Strongly Disagree.”

- 1. The session was relevant to my learning goals 5 4 3 2 1
- 2. The session was relevant to my organization’s needs 5 4 3 2 1
- 3. The presenter(s) was/were effective 5 4 3 2 1
- 4. The format was effective 5 4 3 2 1
- 5. The materials were useful 5 4 3 2 1
- 6. The content was current 5 4 3 2 1
- 7. The content reflected a good balance between theory and practice 5 4 3 2 1
- 8. I can apply what I learned from this session in my work 5 4 3 2 1
- 9. My organization will benefit from the content of this session 5 4 3 2 1

Please rate the following on a scale of 1 to 5, where 5 means “Excellent” and 1 means “Poor.”

- 1. My overall rating of this session 5 4 3 2 1
- 2. The most effective part of this session was:

- 3. The least effective part of this session was:

- 4. Additional Comments:





2017

Program Evaluation

The goal of ELPNO is to expand a participant's capacity to be a successful leader within a nonprofit organization. Related objectives are to increase a participant's ability to lead effectively, think strategically, develop resources, and preserve the integrity of the organization. We also recognize that each participant also brings to the program their individual goals and expectations, which we hope to meet.

To help us better achieve program outcomes, meet learner expectations, and improve program processes, we ask for your feedback at the end of the week. Think back on your overall experience. If we haven't earned your highest rating, tell us why! Your ratings and comments will assist us in continual improvement. Thank you.

Please rate the following on a scale of 1 to 5, where 5 means "Strongly Agree" and 1 means "Strongly Disagree."

As a result of my participation this week:

- | | |
|--|--|
| 1. I can now lead more effectively | <input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 |
| 2. I can now think more strategically | <input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 |
| 3. I can now develop resources more effectively | <input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 |
| 4. I can now preserve the integrity of my organization
(or work unit for which I am responsible) more effectively | <input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 |
| 5. In general, I will now be a more successful
leader within the nonprofit sector | <input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 |
| 6. I would recommend ELPNO to a colleague | <input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 |

Please rate the following on a scale of 1 to 5, where 5 means "Exceeded Expectations" and 1 means "Did Not Meet Expectations."

- | | |
|---|--|
| 7. My expectations for personal development were
met this week (what I wanted to achieve relative to
my personal leadership skills and abilities) | <input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 |
| 8. My expectations for professional development were
met this week (what I wanted to achieve relative to
my career goals) | <input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 |
| 9. My expectations for organizational benefit were met
This week (what I and my employer wanted to achieve
relative to business goals) | <input type="checkbox"/> 5 <input type="checkbox"/> 4 <input type="checkbox"/> 3 <input type="checkbox"/> 2 <input type="checkbox"/> 1 |



Please rate the following on a scale of 1 to 5, where 5 means “Strongly Agree” and 1 means “Strongly Disagree.”

- 10. The overall format this week was effective 5 4 3 2 1
- 11. The environment this week was conducive to learning 5 4 3 2 1
- 12. I had the opportunity to network with others 5 4 3 2 1
- 13. Working with other participants was conducive to the learning experience 5 4 3 2 1
- 14. The program provided sufficient opportunity for participants to share knowledge and expertise 5 4 3 2 1
- 15. Pre-program activities (registration, correspondence, readings) were effective 5 4 3 2 1

16. What are your suggestions for transmitting material to participants and corresponding in advance of the program?

17. What suggestions do you have for future ELPNO topics/sessions?

18. What else could we have done to maximize your ELPNO experience?



19. What suggestions do you have for improving participant interaction/collaboration?

20. How did you first hear about ELPNO?

21. What suggestions do you have for our future marketing of the program?

22. What other comments or suggestions do you have?

Thank you for your feedback!



**J.W. Fanning Institute
for Leadership Development**
UNIVERSITY OF GEORGIA



ANDREW
YOUNG
SCHOOL
OF POLICY
STUDIES

