

Draft Purpose/Background Information for Purpose

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August 30, 2011

## Draft Purpose

### *Background Information for Purpose*

Leadership is a key component of any organization. This organization is a post-secondary school in the United States comprised of 12,767 employees. Currently there are more than 2,000 employees in a leadership position. In such a large organization, departments are comprised of various units and their individual leaders. This structure creates several autonomous units that foster an environment of decentralization of their departments. In turn, leaders are afforded the leverage of operating according to their discretion. Recent budget cuts have contributed to the slowed hiring process. With demands of each department increasing, leaders are forced to branch outside of their title and do several jobs to meet demands of their unit.

The university is presently striving to become a part of the Association of American University. The current expectation of the university's leaders is to have high level performance incorporating the methodology of service excellence. In order to achieve this goal, the university needs to support its leaders in attaining the competencies needed in order to become a high performing leader. The university is actively offering a competency based leadership program for its current and aspiring leaders. This program is comprised of several online and face-to face training sessions along with coaching and mentoring opportunities conducted by fellow leaders.

In order to increase the management competency skills of post-secondary level leaders at the university, the organization needs to implement an educational strategy that will allow leaders to expand their knowledge and identify their skill gaps and understand the importance of making time to learn about them. In order to meet these demands the university is currently working on alternative delivery methods for training and resources available to its leaders. The university also has implemented an annual performance appraisal process that allows leaders to

determine the competency relevant to their current skill gap. Once the leader knows the competencies they are lacking, they have a chance to go to try and attain that knowledge and skill. In order support leaders in the university to achieve this goal, the university needs to continue to look at different avenues of disseminating information about resources and trainings available through various marketing outlets. The institution also needs to implement a new strategy to reach the leaders with very little time such as creating m-learning, live and pre-recorded trainings done through various outlets.

### *Problem Statement*

Leaders at the University are currently lacking several management competencies and due to time constraints attached to their positions; they are unable to fill their skill gaps through traditional training methods independently. Leaders should be able to attain management competencies throughout their career using training and other educational methods.