

Expanded Table of Contents

Acknowledgements.....	iii
Brief Table of Contents.....	v
Expanded Table of Contents.....	viii
Table of Figures	xv
Table of Tables	xvi
List of Acronyms	xvii
List of Acronyms	xvii
Executive Summary	xviii
Background.....	xviii
Methods	xix
Survey	xix
Interviews.....	xix
Findings	xx
Domain 1. Individual Leader Development.....	xx
Domain 2. Leader Actions: Career-Related Outcomes and Voluntary Leadership Positions Taken.....	xxii
Domain 3. Public Health Leadership Network Development and Network Actions	xxiv
Domain 4. Public Health Systems and Infrastructure Development	xxiv
Domain 5. PHLI and the Future Direction of Public Health Leadership Development in the United States	xxvii
Discussion.....	xxviii
Leader Development and Network Development: Warp and Woof.....	xxviii
Visions for the Future Direction of Public Health Leadership Development in the United States	xxviii
I. Introduction	1
II. The National Public Health Leadership Institute: History and Description.....	1
The Genesis of the Program.....	2
The California Years.....	3

The North Carolina Years	7
Enrollment Statistics	11
Program Conceptual Models	12
Related Advances in Public Health Leadership Development	15
The Public Health Leadership Society	15
State and Regional Public Health Leadership Development Institutes	16
The National Public Health Leadership Development Network (NLN).....	17
III. Evaluation Questions and Methods	19
Background on Methods: Open Systems Theory and Evaluation	19
Online survey	21
Interviews.....	23
Graduate interviews	23
Key informant Interviews	24
Data Analysis	24
Survey Data Analysis.....	24
Interview Data Analysis.....	24
IV. Results.....	26
Domain 1: Individual Leader Development	29
Question 1.1 How do graduates rate PHLI’s long-term, overall influence on their leadership?	30
Question 1.1 How do graduates rate PHLI’s long-term, overall influence on their leadership?	31
Question 1.2 How did PHLI influence scholar’s leadership-related knowledge, skills, and the value that graduates place on certain approaches that were taught?..	32
Understanding leadership.....	33
Understanding public health leadership: systems and collaboration	33
Specific skills in public health leadership.....	36
Valuing new approaches to public health leadership.....	37
Question 1.3 How did PHLI influence scholars’ leadership-related interests, self-awareness, sense of importance and belonging, and confidence?	38
Interest in deeper involvement in public health leadership	38

Leader self-awareness	41
Sense of belonging, importance, and validation	43
Confidence and courage.....	46
Domain 2. Leader Actions: Career-Related Outcomes and Voluntary Leadership	
Positions Taken.....	50
Question 2.1 What types of organizations had survey respondents worked in, when they originally enrolled in PHLI?	51
Question 2.2 What are the PHLI graduates currently doing?	52
Question 2.3 How many “trained leader-years” did the leaders spend working for different types of organizations?.....	53
Question 2.4 After graduation from PHLI, what were the foci of the graduates’ work?.....	55
Question 2.5 Did PHLI influence changes in jobs held by graduates? If yes, what were some patterns and examples?	57
Question 2.6 When graduates took new positions and reported the PHLI had helped them attain the new positions, what types of new jobs had they taken, and with what kinds of organizations? And how had PHLI helped them get these jobs?.....	58
Question 2.7 Did PHLI influence participants to take on voluntary leadership roles that were <i>not directly required</i> by their formal paid job?	62
Question 2.7 Did PHLI influence participants to take on voluntary leadership roles that were <i>not directly required</i> by their formal paid job?	63
Question 2.8 How did PHLI change the frequency with which graduates took on various types of voluntary leadership roles?.....	64
Question 2.9 When, due to the influence of PHLI, graduates took on leadership roles that were <i>not directly</i> required by their formal paid job, what types of organizations did they work with, and what were the patterns and examples of some of the roles they took on?	67
Question 2.10 For graduates who took on new types of voluntary leadership, and reported that PHLI had influenced them to do so, how did PHLI help them attain the formal positions?.....	69

Question 2.11 How much did PHLI contribute to their actions, when graduates took on these voluntary leadership roles?	71
Question 2.12 Tell us more about the voluntary leadership positions that you took on, for which you found PHLI helpful.....	72
Organizational level voluntary public health leadership examples	72
Local and community level voluntary public health leadership examples	73
State-level examples	74
Leading diverse ad hoc projects.....	74
Leading State and Regional PHLI’s	75
Leading Through State Public Health Associations and SACCHO’s	75
National-level examples.....	78
Leading through NACCHO	78
Leading through ASTHO.....	79
Leading through APHA	80
Other National Leadership Roles.....	80
Domain 3. Network Development and Network Actions.....	84
Question 3.1 What general benefits did scholars derive from the network “connections” that they made during PHLI?	85
Networks enhanced overall understanding of public health leadership’s roles and goals	86
Networks led to professional knowledge-sharing.....	86
Networks provided ongoing support for leaders taking action.....	89
Networks led some into formal collaborative work.....	90
Question 3.2 What formal networking organizations emerged from PHLI?.....	92
The National Public Health Leadership Society (PHLS)	92
The National Public Health Leadership Development Network (NLN) and State and Regional PHLI’s.....	92
NACCHO and ASTHO.....	93
Summary	93
Domain 4. Public Health Systems and Infrastructure Development	95

Question 4.1 Did PHLI influence changes in programs, organizations, systems, and policies? Quantitative evidence from the survey.	95
Question 4.1 Did PHLI influence changes in programs, organizations, systems, and policies? Quantitative evidence from the survey.	97
Question 4.2 Did PHLI influence changes in programs, organizations, systems, and policies? Qualitative evidence from the survey and interviews.....	103
Systems Changes: Changes in Collaborations, Partnerships, Coalitions and in Specific Methods and Tools for Improving Organizational and System Performance	107
National-level “systems changes” related to collaborations and systems performance improvement tools	108
Systems changes: State-level collaborations, partnerships, and associations.	114
Local-level “systems changes” related to collaborations and systems performance improvement tools	122
Policy Changes.....	124
Organizational Changes	126
Reorganizations	126
Planning	128
General leadership philosophy of stakeholder and community engagement .	130
New organizational program priorities and expansions	131
Installing performance management and improvement systems	131
Other organizational changes described: other processes and general culture.	132
Program Changes	133
State and Regional leadership development programs	134
State level programs improved or expanded.....	135
Organizational-level programs started.....	137
Summary.....	137
Domain 5. PHLI and the Future Direction of Public Health Leadership Development	139
Leadership Development: Visions and Goals.....	140

Promoting Leadership Development	142
Respondents’ Recommendations for the Future of a National PHLI	144
Who should be Developed?	144
Level in the Organization	144
Sector	145
Professional Attributes.....	145
Model, Class Size and Program Length.....	146
Curriculum	148
Learning Methods	150
Program Credentialing and Scholar Certification.....	151
Continuing Education Opportunities and Informal Leadership Development	152
Vision.....	152
Target Audience.....	152
Model	153
Formal Development/Continuing Education Courses	153
Informal Activities	154
The Relationship between State/Regional Institutes and the National Institute	155
Vision.....	155
Purpose.....	155
Target Audience.....	156
Curriculum	156
Network Development, Maintenance, and Activities	157
Coordination	158
Network Activities	159
Network as Think Tank	159
The Network as a Mechanism to Diffuse Ideas	160
System Coordination.....	161
Evaluation	162
Funding for Leadership Development	165
Summary	166
V. Summary and Discussion.....	168

Domain 1. Individual Leader Development.....	168
Domain 2. Leader Actions: Career-Related Outcomes and Voluntary Leadership Positions Taken.....	170
Domain 3. Public Health Leadership Network Development and Network Actions	171
Domain 4. Public Health Systems and Infrastructure Development	171
Domain 5. PHLI and the Future Direction of Public Health Leadership Development in the United States	172
Leader Development and Network Development: Warp and Woof.....	173
Visions for the Future Direction of Public Health Leadership Development in the United States	174
References.....	175
Appendix A: PHLI Survey Instrument	178
Appendix B: Interview Guide for PHLI Graduates	189
Appendix C: Interview Guide for Key Informants	195

National PHLI Stories

Bobby Pestronk	48
Jody Hershey	49
Georges Benjamin	62
Margaret Schmelzer	77
Susan Allan	82
Carol Woltring	101
Patrick Libbey	117
Bob Stolarick	138

Table of Figures

Figure 1. Program Model for the California-based PHLI Program (1991-1999).....	6
Figure 2. Five Phases of the North Carolina-based PHLI Program (2000-2006).....	10
Figure 5. Basic Model of National PHLI Outcomes.....	27
Figure 6. Expanded Model of National PHLI Outcomes	28
Figure 7. PHLI’s Overall Long-Term Influence on Graduates’ Leadership	31
Figure 8: Survey Respondents’ Work Organizations When they Enrolled in PHLI	52
Figure 9. Current Work Status of PHLI Survey Respondents	53
Figure 10. Number of “Trained Leader-Years” Graduates Worked in Various Types of Organizations after Attending PHLI.....	54
Figure 11. Top Areas of Focus	56
Figure 12. Did PHLI help you attain the leadership positions that you later took?.....	57
Figure 13. How did PHLI influence your taking this position	61
Figure 14. Did participating in PHLI influence you to take on leadership roles that were not directly required by your formal paid job, such as task forces, boards, professional associations, or informal advocacy?	63
Figure 15. Specific organizations that PHLI influenced graduates to take on voluntary leadership responsibilities with – number of responses.....	69
Figure 16. How did PHLI influence graduates’ taking on voluntary roles in public health leadership?	70
Figure 17. Amount PHLI contributed to leadership actions taken	71
Figure 18. To what extent did PHLI strengthen your professional network of people you can contact for ideas about how to handle your leadership situations?	88
Figure 19. In the past 24 months, have you asked for or given another PHLI graduate some “wise counsel” on how best to proceed in a leadership situation?	88
Figure 20. In the past 24 months, have you collaborated with other PHLI graduates on any projects or activities?.....	91
Figure 21. Types of Changes Influenced by PHLI Graduates	99
Figure 22. Model of National Outcomes	169