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# **Washoe County Leadership Academy 2022-2023 Program Evaluation**

Marlene K. Rebori, Ph.D., Community Development Specialist  
University of Nevada, Reno Extension

## **Introduction**

Leadership development programs are frequently cited as one of the main drivers in building capacity within a community (Chaskin et al., 2001; Emery et al., 2007; Kirk and Shutte, 2004; Lamm et al., 2017). Previous research has indicated those who take on leadership roles in a community tend to have a strong “sense of community” are actively engaged, and are committed to building a resilient community (Pigg et al., 2015; Loomis and Wright, 2018; Gubbay and McKendry, 2022).

Local leadership development training programs in Washoe County, Nevada, in collaboration with University of Nevada, Reno Extension, have been a part of Washoe County’s organizational structure since 1997. The first leadership training program developed in partnership with the county and Extension, launched in 1997 for training and capacity building for Citizen Advisory Board members (CABs). Over the years, various leadership training programs for Washoe County boards, committees and commissions have evolved from the late 1990s through the 2000s, culminating with the Washoe County Engaged Leadership Academy in 2011. However, due to budget shortfalls and an assessment from the county’s Community Engagement Revitalization Program (CIRP) in 2012-2013, Leadership development programs within Washoe County were put on hiatus until county funding became available.

In late 2021 and early 2022, Washoe County wanted to restart a leadership development program targeted for adult residents of the county who are not currently in leadership positions. The goals of the program are both educational and motivational: To educate residents on the services provided by Washoe County employees for the general public, and to help residents develop skills and build capacity to take on potential leadership roles. It is anticipated based on previous research that participation in a leadership program will motivate and inspire residents to become more involved in their community and step into potential leadership roles either within the County, a non-profit, or within their neighborhood associations. Participation in the Washoe County Leadership Academy Program was advertised across Washoe County through local radio public service announcements (PSAs), posted on the Washoe County webpage, and widely disseminated through various local social media channels. Application for participation required interested residents to submit an online application, answer a few questions regarding interest, demographics, and county commission district. Over 100 Washoe County residents submitted applications. Participation in the program was free to attendees and fully funded by the Washoe County Commission.

Selection for participation in the program was competitive and limited to 33 spots. A committee from the Washoe County Manager's Office selected participants for the program. Criteria for selection included ensuring diversity of attendees. Diversity involved equal representation from each of the five commission districts; and diversity of age, experience, demographics and interest in participation. Additional requirements for participation were adults (age 18 and over), and a commitment (both from participants and their employer) to attend at least six of the eight (75%) of the sessions. The program ran for eight months, one day a month, 8 a.m. to 4:30 p.m. In addition to attendance, participants were required to complete a group project that put their leadership skills into practice. Washoe County Leadership Academy was piloted in September 2022 and ran through April 2023, with an initial cohort of 33 individuals across the five commission districts.

This program evaluation is a summary of participant responses and feedback of the Washoe County Leadership Academy from their participation in the pilot year. The evaluation had both closed-ended questions and open-ended questions for the intended purpose of gathering suggestions for ways to improve the program for future leadership development programs. The evaluation was designed by Extension, with feedback, suggestions and guidance from the Washoe County Manager's Office.

## Methods

A survey of 26 questions was administered to program graduates during the final leadership session, graduation on April 19, 2023. The initial number of attendees selected for the program was 33. However due to some attrition and time commitments, five individuals had to drop the program. Various reasons were cited for dropping the program but most indicated the time commitment required. The total sample size of participants on the final session was 24 (N=24). Participants had the option to complete the survey on paper or take the survey online via a SurveyMonkey link through their phones. Half of respondents chose the online platform (n=12) and half chose to complete the survey on paper (n=12). No assessment was conducted to determine why the even split in survey access choice, beyond comfort level of participants. Paper surveys were entered into Excel with SurveyMonkey responses the following week. All responses were anonymous, and no response could be linked back to any individual. Total response counts are included in the quantitative responses. Program evaluation surveys are considered "Exempt" from the University's Institutional Review Board (IRB) protocol. Participants are not considered a vulnerable population and no questions were asked of a sensitive nature.

The evaluation survey consisted of three sections and took approximately 12 minutes to complete, either on paper or on one's phone. The three sections included:

- I. Program Evaluation
- II. Sense of Community and Participation, and
- III. Demographics

For the purpose of summative evaluation data, only Section I. Program Evaluation and Section III. Demographics are provided in this report. Each section records the question first (i.e., Q\_),

followed by summarized responses to allow for a convenient review of the information. Many of the closed-ended questions also provided an open comment section, if participants wished to provide additional comments or feedback. Comments collected are shared verbatim in a bullet format. Other questions were open-ended (i.e., Q8 - Q12) to better assess what participants liked, disliked, would change, or would suggest to improve the program. All comments on the open-ended questions are provided verbatim by participants in a bullet format. Participants were able to skip any question they did not prefer to answer. Some questions have all participants responding (N=24), and some do not. The first question on the survey is in regard to informed consent and asked if participants agree to participate. All participants (N=24) responded they agree to participate.

## I. Program Evaluation Results

### Q2. Please rate your knowledge and ability BEFORE WCLA, and AFTER WCLA.

	BEFORE WCLA				AFTER WCLA					
	Poor (1)	Fair (2)	Good (3)	Great (4)	Poor (1)	Fair (2)	Good (3)	Great (4)	N=	Percent Gain
<b>Community Leadership Skills</b>	3	11	8	2	0	1	12	11	24	<b>44.80%</b>
<b>Civility</b>	1	8	10	4	0	0	12	12	24	<b>55.50%</b>
<b>Collaboration</b>	1	9	13	2	0	0	13	11	24	<b>25.70%</b>
<b>Managing Conflict</b>	3	9	9	12	0	3	14	7	24	<b>26.60%</b>
<b>Leadership in Action</b>	0	9	13	0	0	1	11	11	23	<b>35.0%</b>

Table 1. Knowledge and ability gained from the WCLA Program, as rated by participants.

Leadership development programs are often assessed on increasing the capacity of the individual through skills gained as a result of the leadership program (Pigg et al., 2015). Common skills cited include items such as learning how to manage meetings, dealing with conflict, and communicating clearly. When an individual feels confident in these skills, this contributes to an increased sense of personal skills and efficacy (Pigg, 2013). When program participants rated their individual skills, there was a significant gain in knowledge and ability from before to after the program (Table 1., Figure 1). Each skill topic is listed on the left of the table, with the percent gain in the far right column (Table 1). The most notable skill gain is in “Civility” at 55.50%. In addition, T-tests were conducted to compare before and after ratings, and all topics rated as significant gains in knowledge and ability ( $p < .001$ ).

Although both “Managing Conflict” and “Collaboration” have the least knowledge gain (26.60% and 25.70%, respectively), an overall knowledge gain is still significant ( $p < .001$ ). A noticeable

decrease on the rating for conflict occurred for some individuals who rated their skills as “great” *before* (n=12) to “great” *after* (n=7) with a near 21% decrease in the “great” rating. However, there is an overall gain among all participants (26.6%). Since there was no opportunity to determine why these individuals decreased their “great” rating in this skill, any reasoning to justify or explain the drop in the rating would be conjecture. For future sessions regarding conflict, a more direct effort will be provided on teaching conflict styles and practicing techniques to provide a stronger toolbox for managing conflict in the hopes this revised approach will increase the skill and knowledge among attendees.

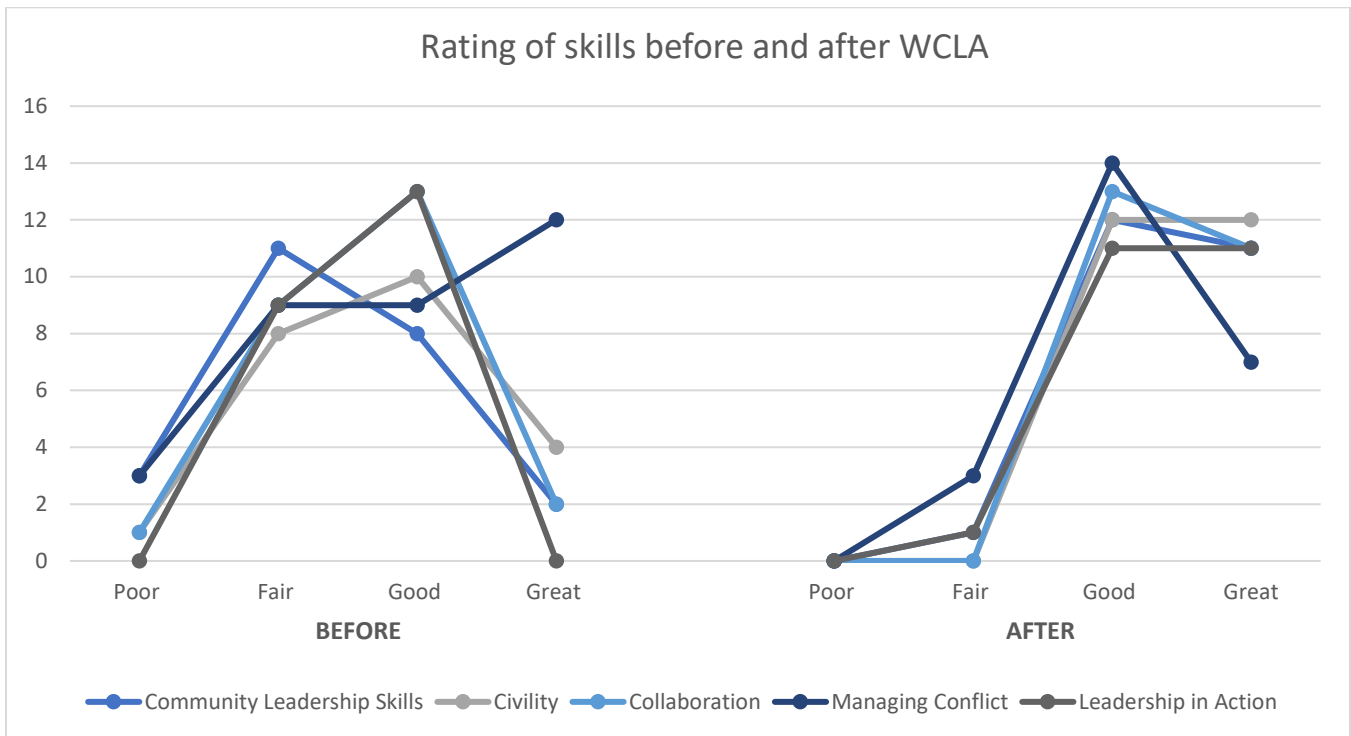


Figure 1. Question 2. Data Chart representing skills and ability before and after the WCLA for each skill session.

### Q3. Overall, how well did WCLA meet your expectations?

Much Less	Less Than	Matched	Exceeded	Greatly Exceeded	Total
0	0	0	12	12	N=24
0%	0%	0%	50%	50%	100%

Table 2. Rating of WCLA expectations.

The program exceeded or skills greatly exceeded expectations for every with 50% indicating the program “exceeded” their expectations, and 50% rating the program “greatly exceeded” their expectations.

**Please share any comments. (Q3. Expectations):**

1. Coming in not knowing anything about certain aspects of our County, to gaining a ton of knowledge and seeing so many functions in action was a great gift.
2. Every day was packed with information and experience, much more thorough than I imagined it would be.
3. Content, connections, and learnings were amazing and exceeded. My employer made time commitment a challenge and I didn't get to be as engaged all months as I would have liked to.
4. Exposure to new parts of the county like Paiute and children services
5. This was a really good experience. I learned so much about the community that I live in, and the people that support it every day.
6. When I walked into this 8 months ago, I didn't expect the knowledge and friends that I have gained since I have been in this program. This program has been so rewarding, and the people that worked hard to put this together should be proud! They showed how amazing Washoe County is, and the people that do the job everyday to ensure the county is functional are amazing and don't get enough credit! Job well done in putting this amazing leadership academy together!
7. I'm so grateful for this opportunity and it provided me so much knowledge about our county.
8. I feel safe in my skin
9. This is a great program. Thank you for selecting me. I learned a great deal and made new friends.
10. Knowledge of cty structure, resources & my ability to share details

**Q4. How effective has WCLA been at meeting your objectives for the participation in the program? Effectiveness is measured on a nine-point scale.**

	Not to Somewhat Effective (1-3)	Somewhat to Effective (4-6)	High to Extreme Effective (7-9)	TOTAL	AVG. SCORE
<b>Understanding County Services and Programs</b>	3	0	203	206	<b>8.5</b>
<b>Forming Networks and Building Relationships</b>	6	20	155	181	<b>7.5</b>
<b>Developing Personal Skills, Communication, and Knowledge</b>	5	38	129	172	<b>7.1</b>
<b>Finding Ways to Become More Involved in Community</b>	3	18	174	195	<b>8.1</b>
<b>Gaining Confidence as a Leader</b>	3	45	132	180	<b>7.5</b>
<b>TOTAL</b>	20	121	793	934	<b><u>7.74</u></b>

Table 3. Average measure of effectiveness for each objective.

The metric used for effectiveness was based on participants’ objectives as to why they decided to participate in the program. These objectives were collected from each participant on the first day. Objectives were developed into the five themes, as listed in Table 3. Participants rated on a nine-point scale how effective the program was at meeting their own objectives for participation. An average was calculated for each objective and included in the right column.

The overall average score for Effectiveness of the program is 7.74 on a nine-point scale.

**Q5. How valuable were the WCLA skills sessions? Value is measured on a nine-point scale.**

	Not to Somewhat Effective (1-3)	Somewhat to Effective (4-6)	High to Extreme Effective (7-9)	TOTAL	AVG. SCORE
<b>Leadership Styles/Qualities</b>	2	54	112	168	<b>7</b>
<b>Civility</b>	2	37	150	213	<b>8.875</b>
<b>Collaboration</b>	0	29	162	191	<b>7.9</b>
<b>Conflict Styles/Techniques</b>	5	18	143	166	<b>6.9</b>
<b>Leadership in Action</b>	5	23	158	186	<b>7.75</b>
<b>TOTAL</b>	14	161	725	924	<b><u>7.685</u></b>

Table 4. Average measure of value for the skills sessions.

The metric used to measure value of the program was based on the five skills topics selected for the program. Participants rated the value for each skills topic on a nine-point scale regarding how valuable the training topics were. An average was calculated for each topic and included in the right column.

The overall average score for Value of the program is 7.685 on a nine-point scale.

In total, the average response for program effectiveness (7.74) and the average response for program value (7.68) reflects the perception the program was both highly effective and of high value.

Using a nine-point scale for assessing both effectiveness and value of the program was critical to convert and plot the responses onto an Excel perception map template ([www.perceptualmaps.com](http://www.perceptualmaps.com)). Using data from Question 4 (effectiveness) and Question 5 (value) and controlling for responses per Washoe County Commission District (Question 20), a measure of effectiveness and value was able to be calculated and plotted on a perception map reflecting participants from each county district (Figure 2).

## Perception of Effectiveness and Value of the WCLA Program

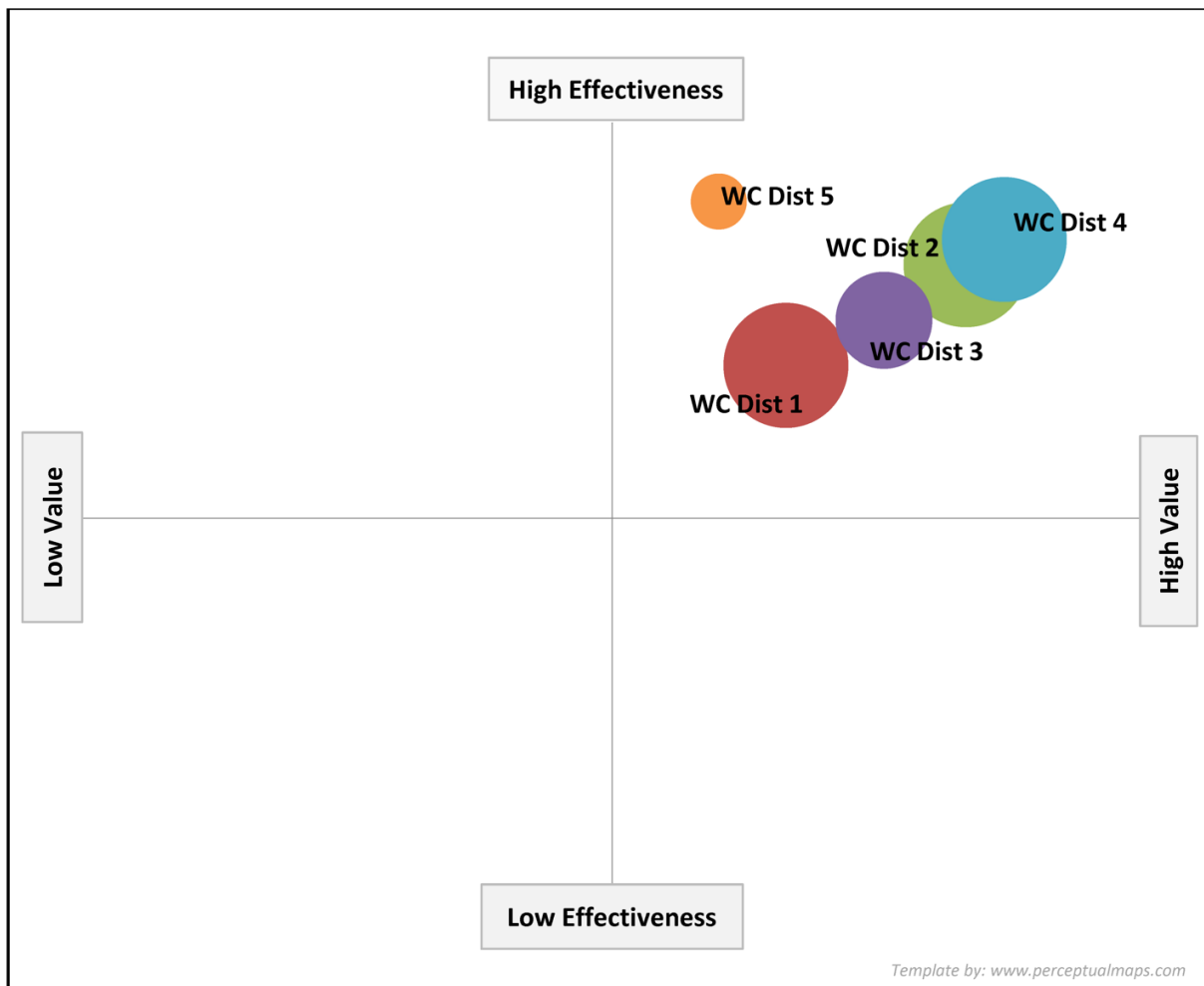


Figure 2. Perception map indicating the effectiveness and value of the WCLA Program as rated by participants.

Although all participants across the five Washoe County Commission districts rated the program within the top-right quadrant, reflecting a perception the program is both highly effective and of high value (Figure 2, Table 5), some variation among the level of effectiveness and value are displayed (Figure 2). To determine the variability within the top-right quadrant, a more detailed assessment would need to be developed, such as a focus group or follow-up interviews. No comments were provided by participants in the evaluation to explain the variation among participants' perceptions.

As a simple matrix, a perception map has two dimensions, such as taste/cost or effectiveness/value, and measures as high-low across both dimensions (Gigauri, 2019). A perception map is commonly used in the marketing and economics disciplines to reflect consumers perceptions of brands (Lee et al., 2015). Since ones' perception is subjective, data gathered to plot a perception map should be rooted in a metric-based format, such as an evaluation survey or questionnaire, to ensure the data used to plot the perception map is unbiased and based on specific, defined metrics of interest. (Lee et al., 2015). Using data from



the program’s evaluation to plot participants’ perception of the program follows this protocol and provides a visual response among participants that they perceive the program to be both highly effective and of high value (Figure 2).

Table 5 outlines the data used to create the perception map in Figure 2. To use the Excel template ([www.perceptualmap.com](http://www.perceptualmap.com)) for creating a perception map, each dimension (i.e., effectiveness and value) needs to follow the range of a nine-point scale (1-9). Additionally the bubble size needs to be coded either small (1) medium (3) or large (5) to accurately reflect the number of respondents in each district to be plotted accurately on the Excel template (Table 5).

WC District	Avg. Effect Score	Avg. Value Score	Bubble Size (1,3,5)	Total Response N=22
WC D 1	6.93	6.63	5	6
WC D 2	8.2	8.32	5	6
WC D 3	7.5	7.55	3	4
WC D 4	8.52	8.68	5	5
WC D 5	9	6	1	1

Table 5. Average effect and value scores per Washoe County Commission District.

#### Q6. Please rate how useful you found the Google Classroom Site for WCLA?

	Not Useful	Somewhat Useful	Moderate Useful	Useful	Very Useful	Not Accessed	% Useful	Total N=
Session Readings	2	4	1	9	7	1	66%	24
Self-Assessment, Leaders Style	0	3	3	7	11	0	75%	24
YouTube Uploads	1	1	2	7	9	1	66%	24
PowerPoints	1	2	1	9	9	1	75%	24
Additional Topic Info	1	0	2	8	8	4	69%	23

Table 6. Summary counts regarding usefulness of online platform for class materials.

As a pilot, the program used Google Classrooms to upload readings, activities, YouTube videos and all PowerPoint presentations for participants to access and view. While Google Classrooms is not an ideal platform, it did serve a purpose of communicating with participants and providing access to all session and training material. Over 65% of all respondents found the Google Classroom site to be “useful” to “very useful” for the purposes intended (Table 6).

Additional comments regarding the use of the Google Classroom site were provided by participants.

**Q6F. Additional comments**

1. I think putting a bit more pressure on us individually to access the classroom and physically do “homework” would have been beneficial.
2. I am not strong with technology, had some access issues, and generally preferred the in person components of the program.
3. Useful content
4. I'm an experiential, kinesthetic learner so YouTube is great.
5. was very difficult to navigate.
6. I kept forgetting about this. More reminders would be good.
7. I found it useful.

**Q7. Do you feel your level of involvement in the community will increase as a result of your participation in WCLA?**

No	IDK	Yes	Total
0	1	23	24
0%	4.1%%	95.80%	100%

Table 7. Level of Involvement in community as a result of the WCLA Program.

One of the desired outcomes from any local leadership development program is to increase the skill level and involvement of participants within the community (Pigg, 2015). Overwhelmingly, nearly all (95.8%) of program participants feel their level of involvement will increase in the community as a result of their participation in this program (Table 7, Figure 3). As a main program objective, *to build the capacity for leaders to take on more involvement in the community*, this result is particularly rewarding for program administrators.

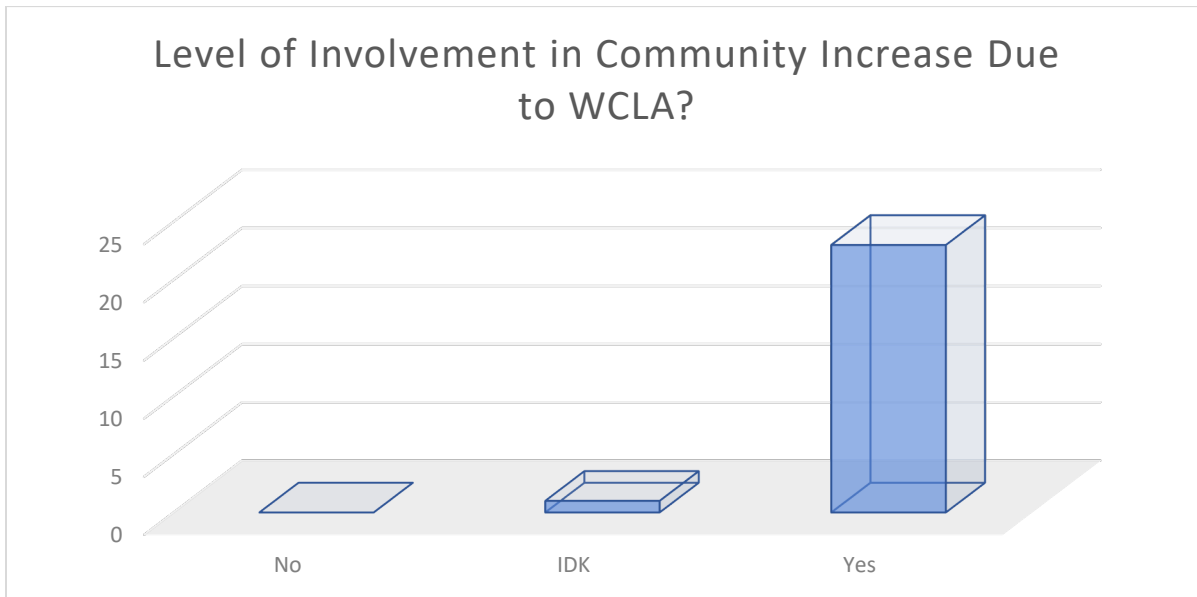


Figure 3. Bar chart representing participants' level of involvement in the community resulting from their participation in WCLA Program.

**Q8. What did you Like the Most about the WCLA?**

1. The group and the friendships made
2. We learned SO MUCH!
3. Relationships, ideas and motivation to increase involvement, self evaluation, tools to help me lead
4. The variety of experiences! Every month was totally new and different, I learned a ton, and was always excited before each session when I saw the agenda.
5. Knowledge of the county, network growth, and my personal growth.
6. Exposure to new parts of the community and services you would never see without a guide
7. Seeing the passion and warmth of the different organizations within WC
8. The amount of effort, detail, and compassion from Commission Staff and the entire Washoe County team. No stone was unturned.
9. The collaboration with other leaders in the community on our group project, and learning so much about the amazing things the county is doing.
10. The exploration of the many services that the county offers.
11. I liked being able to learn from so many talented and intelligent peers. I learned a lot from them.
12. Collaboration and networking with others in the community
13. Networking w/others
14. the diversity of participants
15. learning & understanding why they work the way they do in our local government
16. My peers
17. Working closely with other leaders and also getting to know the incredible WC comms and commissioner support team

18. the people & learning about county
19. All the field trips. Meeting staff. Learning about all the services & how invested the staff are.
20. Learning about operations and needs. The people.
21. The days of learning all about Washoe County services and places.
22. Learning about county departments and meeting leaders.
23. Learning, meeting/getting to know classmates

**Q9. What did you Like the Least about WCLA?**

1. Feeling outside my comfort zone
2. The communication platforms/tools just didn't hit. It was overwhelming to start and didn't ultimately prove useful to the group.
3. The online collaboration/communication tools were challenging to use and didn't provide much value to me
4. Days were packed and afforded little opportunity to develop project early on in the program. I under estimated the project demands while balancing challenging professional and family obligations
5. Time commitment as a young parent. Days started too early and went too late. Feel many of the days could be cut by 2 hours.
6. It was all pretty good. I would love to see a program like "get to know your county" more widely available. I want to bring my (and all) kids!!
7. Some of the "exciting stuff" was towards the beginning — it would have been nice to have it more spread out. (Example, have the library and jail tour closer.)
8. Nothing
9. The survey format. Perhaps next time a QR code option could be implemented?
10. N/A
11. Nothing!
12. N/A
13. I had to miss one session due to a dental surgery
14. maybe 1 or 2 more months
15. nothing
16. Microsoft teams
17. I think the actual leadership sessions were least useful but I'm sure that depends on your experience coming in.
18. Time commitment. It was moderate, but difficult. I don't see how this could be changed, based on the very thorough curriculum.
19. Some people I felt like were not very into the program. They didn't contribute or show up.
20. Sometimes there was not enough time for each department - I wanted to know more
21. Hmm...food was good but would have liked some lighter options

**Q10. What is one thing you would change?**

1. Just more testing/challenges

2. More team building & interaction early on so that we could have built stronger bonds - I'd like to know the other participants more b.c we'd know that these connections will last.
3. More time (ha!), More content!
4. More opportunity for networking in groups of various size, outside the group projects. I feel like I barely got to know some of the people, and some more social opportunities would have helped build better relationships
5. More project collaboration time in the mid months.
6. Get more community leader in the class or form a shorter version for folks. Also would rather learn about leadership from veteran community leaders than a teacher. One example was touring fire HQ with chief. His thoughts on leadership were the most valuable of the program.
7. Invite families to the graduation!

5. See before
6. See #10
7. Manage expectations at the beginning to properly prepare attendees on what happens if they miss a session.
8. No, this is amazing!
9. Focus more on issues prevalent in the community and the county's involvement in fixing them.
10. Not at this time
11. Add a LMFT to the community services team
12. Give members the ability to schedule future Teams video meetings
13. More networking among leaders the first day.
14. No
15. I think people need to be aware they need to show up and can't miss and need to be involved in a project.
16. Incorporate ways we can stay involved after it ends and how we can access more training, e.g. CSD University
17. More support/structure w/Group Project :)

#### **Q12. Any additional thoughts to share?**

1. Just REALLY appreciate the time, thought and effort put into the program. Thank you!
2. Thank you!
3. Just really appreciate the opportunity!
4. Great program, I would and will recommend to others.
5. Very grateful for the care and thought put into the program. Excited to see how you evolve for future classes.
6. Thank you. I am very grateful
7. I would love to have had more engagement from BOC and Managers.
8. I appreciate every single person who had a hand from the county in ensuring this was a valuable experience for us all!
9. THANK YOU for this wonderful experience and opportunity!
10. No Thank you so much!
11. Thank you for selecting me to participate.
12. This was honestly a life changing experience for me. I am walking away as an ambassador for Washoe County and as someone with stronger leadership skills
13. No
14. Perhaps the project list of recommendations could be expanded based on the needs within the County. OR - The limitations of the resources for continued support of potential projects could be outlined more clearly? This was a wonderful, educational experience!
15. Thank you for selecting me. It was a great experience and I'm happy to continue to support this program in any way.
16. Fantastic program! Thank you for all the hard work planning.
17. Happy to support next years crew - mentor program w/projects?

## II. Demographics

### Q19. Gender

Male	Female	Nonbinary	Total Response
11	9	0	20
55%	45%	0%	100%

Table 8. Gender distribution among WCLA participants.

The majority of respondents who answered the question regarding gender, identified as male (55%), with female (45%). No participant identified as nonbinary. Not all participants answered the question (Table 8).

### Q20. Commission District

	Male	Female	Total
District 1	5	1	6
District 2	3	3	6
District 3	2	2	4
District 4	3	2	5
District 5	0	1	1
Total	13	9	22

Table 9. Distribution of WCLA Participants per Washoe County Commission Districts.

All Washoe County Districts were represented in the WCLA program; however, two people did not respond to the question. District 5 had some participants drop out of the program, therefore only one representative in District 5 finished the WCLA program and respond to the question (Table 9).

### Q21. Map of the Washoe County Commission districts for reference. No data to report.

### Q22. Do you usually vote in elections?

Yes	No	Only Presidential Elections	Total Response
21	0	1	22
95.45%	0%	4.54%	100%

Table 10. Response by participants if they vote in elections.

Voting in Elections is typically a strong indicator for civic engagement, and previous research (Pigg et al., 2015) strongly links citizens who are engaged in civic activities to having a long-term commitment to the community. Program participants are civically engaged, with over 95% of participants indicating they vote in every election (Table 10). Program participants have a significantly higher voter turnout than the general population in Washoe County, which had a 64% voter turnout rate in 2022. In 2020, during a presidential election year, Washoe County had a voter turnout rate of 82.53% (Nevada Secretary of State Office, 2022/2020 Records).

### Q23. Age

Age Range	30-40 Years	41-51 Years	51-60 Years	Total Response
Count	12	8	1	21
Percent	57.10%	38%	4.76%	100%

Table 11. Age distribution of WCLA participants.

Program participants were younger, with over 57% between the ages of 30-40 years. One of the purposes of leadership development programs in local government is to build the leadership capacity in the community among a younger generation (Table 11).

### Q24. Education Level

Education Level	Some College	Trade/Tech	Bachelor's	Advanced Degree	Total
Count	5	3	9	5	22
Percent	22.70%	13.60%	40.90%	22.70%	100%

Table 12. Education level of WCLA participants.

Program participants are more educated than the general population in Washoe County, with over 63% of participants having a bachelor's degree or higher (Table 12). Per U.S. Census QuickFacts (2021), 33.7% of the general population in Washoe County has a bachelor's degree or higher.

### Q25. Household Income

\$15-000 \$29,999	\$30-000 \$49,999	\$50-000 \$74,999	\$75-000 \$99,999	\$100-000 \$150,000	Over \$150,000	Total
1	1	2	4	5	9	22
4.50%	4.50%	9.09%	18.10%	22.75%	40.90%	100%

Table 13. Income distribution among WCLA participants.

The majority of program participants are from a higher economic class than the general population within Washoe County, with over 63% of program participants having a household



income of \$100,000 or more (Table 13). U.S. Census Records (2021) indicate the median household income for Washoe County is \$74,292.

### Q26. Length of Residency in Washoe County

Length of Residency	0-5 years	6-15 years	16-25 year	Over 25 years	Total
Count	5	3	8	6	22
Percent	22%	13.60%	36.30%	27%	100%

Table 14. Length of residency among WCLA participants.

Over a third of participants have resided in Washoe County between 16 and 25 years, and 27% have resided in Washoe County more than 27 years. Over 63% of participants have lived in Washoe County 16 years or more (Table 14).

## Conclusions and Recommendations

As a pilot program, Washoe County Leadership Academy has demonstrated a strong impact on participants for the 2022-2023 year. T-tests conducted to compare before and after scores on all skills training topics (i.e., Community Leadership, Civility, Collaboration, Managing Conflict and Putting Leadership into Action) found significant gains in knowledge and ability ( $p < .001$ ). All participants felt the program “exceeded” or “greatly exceeded” their expectations. Likewise, the program was perceived as both highly effective and of high value among the attendees. Finally, over 95% of participants felt their level of involvement in the community will increase as a result of their participation in the program.

In addition to recognizing these positive outcomes, some areas of improvement and recommendations for future programs are cited by participants within the narrative sections of the evaluation. Most notably, **participant recommendations** include the following:

- The need for a better, more consistent use of an online platform to share materials,
- Offer discussions on topics, and post homework and assessments for participants.
- Better integrate the use and discussion of “leadership” by guest presenters and county department heads when presenting to program participants.
- Provide more assistance and support for the project-based component of the program.
- Increase the length of the program by one or two months.

Reviewing demographic data, it appears program improvements regarding selection of attendees could be more equitable across the population in Washoe County. For example, a more representative sample of participants regarding education level, diversity of age, and household income level could bring in broader perspectives and help build a more diverse cohort of future community leaders. It is recommended for future leadership programs to ensure the concept of diversity is expanded to include these additional attributes.

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