

One aspect of leadership presents a difficult situation. There is no doubt that strong, entrepreneurial leadership is needed in order to build an organization. It is also just as clear that as institutional status is achieved, leadership must become more diffused throughout the organization and decision making along with it. If it does not, new management can do about what it wants, and the institution cannot be said to have stability.

Resources will be a major limiting factor, especially in expansion, but also in seeking to be effective and stable. This is linked directly with the enabling linkage. An institution must be valued by Society, and it must be valued in a practical manner. There has been little attention in donor projects to the development of enabling linkages. It is a key factor.

Personnel is the single most important resource, and it cannot be bought. It can be developed, and it can be managed to increase its effectiveness and even its retention. This is a longer range activity and strongly suggests the need for long run or strategic planning.

Doctrine is probably one of the best measures or predictors of an institution's effectiveness, upon which so much can be built by good management. Doctrine itself is a function of management. Research and extension organizations need a doctrine that values practical utility. This is almost always translated into a desire to serve a specific sector of the population. The doctrine must fit the purpose of the institution. If it does not fit, effectiveness is impaired. Management can develop and articulate doctrine. It is not a fixed variable. Donor projects can make a contribution but can't overcome basic problems in host institution management.

Expansion requires resources--money and people. And it requires long-run planning. Long run planning puts a premium on the leadership resource. Top management cannot do the job alone. Forced-draft planning under pressure from donors has limited value if any. A project can contribute to long run planning with relatively little resource. Time is important in putting a plan together, and that is available if it is not wasted. No capital is needed. Some special technical assistance may be useful, but in most cases it is not needed in large amounts.

Leadership has to visualize the adequate scale, be up to managing a larger scale operation, and arrange for the resources to support a larger scale operation. Scale has to be related to other factors. It is very easy to attempt a scale beyond resources, resulting in a loss of effectiveness, which in turn makes resource acquisition more difficult.

There is a tendency in many institutions to attempt to go-it-alone, or perhaps a hope. None can. R/E institutions need inputs--whether personnel from national schools or foreign. They both need technical and scientific input. And they both need somewhere to go with their output. For all these problems and more they need collaboration with other institutions. They need to trade--to provide a service in exchange for a service.