

Organizational Development

Organizational Development

V(A). Planned Program (Summary)

1. Name of the Planned Program

Organizational Development

V(B). Program Knowledge Area(s)

1. Program Knowledge Areas and Percentage

KA Code	Knowledge Area	%1862 Extension	%1890 Extension	%1862 Research	%1890 Research
805	Community Institutions, Health, and Social Services	100%			
	Total	100%			

V(C). Planned Program (Inputs)

1. Actual amount of professional FTE/SYs expended this Program

Year: 2007	Extension		Research	
	1862	1890	1862	1890
Plan	9.3	0.0	0.0	0.0
Actual	16.0	0.0	0.0	0.0

2. Actual dollars expended in this Program (includes Carryover Funds from previous years)

Extension		Research	
Smith-Lever 3b & 3c 1126081	1890 Extension	Hatch	Evans-Allen
	0	0	0
1862 Matching 1126081	1890 Matching	1862 Matching	1890 Matching
	0	0	0
1862 All Other	1890 All Other	1862 All Other	1890 All Other
0	0	0	0

V(D). Planned Program (Activity)

1. Brief description of the Activity

The statewide organizational development team provides a variety of educational activities including presentations, professional development offerings through workshops, conferences and teleconferences; dissemination of teaching materials through websites, publications, CDs and DVDs.

Building capacity among volunteer planning commissioners: Wisconsin's comprehensive planning law prompted a surge in the formation of local plan commissions and an estimated 7,500 volunteer plan commissioners. Farmers, environmentalists, business owners, development professionals, educators, retirees, and others serve 3-year terms. Most lack professional planning experience. Turnover is high — about half are replaced every 2 to 3 years. Data compiled by the Wisconsin Department of Administration show that in 2007, one-third (32%) of Wisconsin communities have adopted a comprehensive plan required by 2010, another third (33%) are in the midst of a planning process, and 13% are in preliminary stages — many with UW-Extension educational support. About half of 19 workshops focused on basic skills such as establishing a plan commission, developing a comprehensive plan, plan process design, public participation, and procedural requirements. The other half focused on advanced topics such as plan implementation.

Building regional inter-governmental cooperation: Waushara, Green Lake, and Marquette Counties have similar demographic, economic, and political situations. The volunteer county economic development corporations (EDCs) did not have the resources and staff to adequately address local economic development issues. County community development educators Patrick Nehring (Waushara), Jeff Hoffman (Green Lake) and Marty Havlovic (Marquette) initiated a dialogue through presentations at joint meetings of their county economic development corporations. The community development educators instructed the resulting joint sub-committee on how to form a joint EDC. They continued to provide educational support as the Tri-County Regional Economic Development Corporation (TREDC) incorporated and began to operate. All three finance committees and county boards agreed to fund TREDC without any of the questions or objections that accompanied economic development funding requests in the past, indicating that they now value economic development. The EDCs in each county agreed to pool their revolving loan funds into a single fund for the Tri-County Area.

Communicating Across the Generations: When employers voiced frustrations in managing workers from four generations, UW-Extension Washburn County community development educator Beverly Stencel developed the Communicating Across the Generations curriculum and workshop (revised 2007) to train audiences of all ages, cultures, socioeconomic and immigrant status through educational partners in state and tribal government, public and trade schools, businesses and organizations nationwide. By learning to blend the creative energies and work styles of all four generations, managers are creating dynamic teams. Employees are developing skills to appreciate their differences, improving their performance quality, productivity and job satisfaction.

2. Brief description of the target audience

The statewide organizational development team and Community-Based Leadership Team work with a variety of audiences including leaders of non-profit, government, and quasi-governmental organizations; boards of directors; county boards of supervisors; town boards and city councils, general membership of organizations in integrated leadership programs. In 2007, 18,776 adults were reached through direct educational methods.

Extension colleagues and other professionals: The statewide Organizational Development and Community-Based Leadership teams work with the Community Planning and Plan Implementation, and other Community, Natural Resource and Economic Development teams; Family Living programs including Family Caregiving, Affordable Housing and Poverty and Food Insecurity teams; and individual county community development, agriculture, family living and 4-H youth development educators supporting organizational development education, building capacity among leaders of non-profit organizations, and building capacity for inter-governmental cooperation. In 2007, team members trained 369 community volunteers and UW-Stevens Point Center for Land Use Education trained 750 volunteer planning commissioners.

Community partners include civic leaders, public officials, service groups, city and regional planners, consulting firms, city and tribal chambers of commerce, economic development corporations, housing coalitions, hunger task forces, community action programs, United Way, Hospice, Humane Society, labor forums and labor market service providers, Wisconsin Women’s Business Initiative Corporation, League of Women Voters, minority associations, students, retired teachers, school districts, school boards, community and technical colleges, post-secondary educators, Wisconsin Counties Association, Wisconsin Towns Association, League of Wisconsin Municipalities, Wisconsin Alliance of Cities, Wisconsin Taxpayers Alliance, Wisconsin Farm Bureau Federation, Wisconsin Milk Marketing Board, Wisconsin Department of Administration Intergovernmental Relations Division, Department of Agriculture, Trade and Consumer Protection, and the Department of Commerce.

Communicating Across the Generations: States from Virginia to Texas and California are using this peer-reviewed UW-Extension curriculum revised in 2007 to educate on generational diversity. Program participants including staff of the Wisconsin Department of Corrections, Department of Workforce Development, Department of Public Instruction and Wisconsin Employee Trust Funds, Wisconsin Indianhead Technical College students, American Indian tribes, UW-Extension faculty and staff, the Wisconsin Rural Leadership Program, private sector businesses and community organizations have found Communicating Across the Generations relevant and meaningful in meeting the generational diversity challenge.

Ultimate beneficiaries include leaders of community-based organizations, volunteer planning commissioners, economic development corporation volunteers, employers, workers, teachers, students, parents, 4-H youth and adult volunteers.

V(E). Planned Program (Outputs)

1. Standard output measures

Target for the number of persons (contacts) reached through direct and indirect contact methods

	Direct Contacts Adults	Indirect Contacts Adults	Direct Contacts Youth	Indirect Contacts Youth
Year	Target	Target	Target	Target
Plan	18000	0	0	0
2007	18776	0	0	0

2. Number of Patent Applications Submitted (Standard Research Output)

Patent Applications Submitted

Year	Target
Plan:	0
2007:	0

Patents listed

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3. Publications (Standard General Output Measure)

Number of Peer Reviewed Publications

	Extension	Research	Total
Plan			
2007	6	9	15

V(F). State Defined Outputs

Output Target

Output #1

Output Measure

Direct participant contact

Year	Target	Actual
2007	18000	0

V(G). State Defined Outcomes

O No.	Outcome Name
1	Participants will increase their awareness, knowledge, and/or visibility regarding issues related to organizational development.
2	Participants will develop strategies and take action that enhance the performance of their respective organizations.
3	Additional resource leveraging such as funding, expertise and partnerships that address organizational development issues.

Outcome #1

1. Outcome Measures

Not reporting on this Outcome for this Annual Report

2. Associated Institution Types

3a. Outcome Type:

3b. Quantitative Outcome

Year	Quantitative Target	Actual
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3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

What has been done

Results

4. Associated Knowledge Areas

KA Code	Knowledge Area
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V(H). Planned Program (External Factors)

External factors which affected outcomes

- Economy
- Appropriations changes
- Public Policy changes
- Competing Public priorities
- Populations changes (immigration,new cultural groupings,etc.)

Brief Explanation

Competing public priorities: "Organizational development is a capacity-building approach applied to many educational programs across all Cooperative Extension program areas. This approach helps communities and organizations address a variety of priority issues on the basis of organizational structure, function and leadership. The Organizational Development Team leadership in Wisconsin has found it necessary to re-examine its team approach and representation across UW-Extension's four program areas. This team is in the process of redefining the institutional response to this need and identifying measurable outcomes for capturing impacts through evaluation."

Because the Organizational Development Team is reorganizing, organizational development was not included in the 2008-2012 statewide plan of work submitted to CSREES and will not be reported for FY 2008.

V(I). Planned Program (Evaluation Studies and Data Collection)

1. Evaluation Studies Planned

- After Only (post program)
- Retrospective (post program)

Evaluation Results

Building capacity among volunteer planning commissioners: A survey conducted by land use specialist Rebecca Roberts, UW-Stevens Point Center for Land Use Education, identified need for skill development related to plan implementation and other advanced topics. Roberts devised a three-tiered educational response consisting of: 1) training workshops, 2) support materials (including a fact sheets series and handbook revisions), and 3) increased communication among Extension educators, plan commissions, and planning professionals. She announces workshops and educational materials through quarterly Land Use Tracker newsletters reaching all 72 county UW-Extension offices as well as hundreds of professional planners and plan commission members.

The workshops and educational materials have increased knowledge and skills among 750 volunteer planning commissioners in 45 counties, increasing capacity among local planning departments and county UW-Extension educators. As a result, local officials have established plan commissions, created bylaws, developed public participation plans, reviewed and amended application and decision forms, and influenced development and implementation of comprehensive plans. Roberts has also helped to initiate and support ongoing county-based programming efforts, including several multi-county partnerships: <http://www.uwsp.edu/cnr/landcenter/workshopspc.html>

Building Capacity in evaluating outcomes: Since 2004, a multi-year effort was initiated to build organizational and community capacity in managing for and reporting results. Led by evaluation specialist Ellen Taylor-Powell, a cross-program area team diagnosed the situation, researched best practices in building community capacity in evaluation, began developing a comprehensive curriculum and delivering workshops, trainings, and technical assistance in measuring outcomes. In 2007, the team delivered 7 workshops reaching more than 230 participants, representing about 170 local and statewide organizations. Taylor-Powell works with county educators to customize resources and provide assistance to meet local needs.

End-of-workshop evaluations and follow-up surveys reveal that participants increased knowledge and understanding of outcome evaluation, how to plan an outcome evaluation, logic modeling, distinguishing activities from outcomes and new ways to communicate results. Participants report improved skills in data collection methods and analysis techniques. Quantitative and qualitative data show increased confidence among participants to engage in outcome measurement and to teach and help others in their organizations: County educators Sarah Burgert (Green), Kathy Eisenmann (Jefferson), Mary Kluz (Marathon), Chris Kniep (Winnebago), and Mary Meehan-Strub (La Crosse) reported increased political effectiveness, inter-governmental cooperation, regional long-term care collaboration and improved system's response to children with special needs and their families, prompting requests for sharing the materials nationwide.

Key Items of Evaluation

Building capacity among local leaders and volunteer planning commissioners: Land use specialist Rebecca Roberts, UW-Stevens Point Center for Land Use Education, has developed a workshop curriculum and trained 750 volunteer plan commissioners in 45 counties. Post-workshop evaluations show that participants increased their knowledge by about 30 percent. As a result, local officials have established plan commissions, created bylaws, developed public participation plans, reviewed and amended application and decision forms, and influenced development and implementation of comprehensive plans: <http://www.uwsp.edu/cnr/landcenter/workshopspc.html>