

V(A). Planned Program (Summary)

Program # 30

1. Name of the Planned Program

Building Inclusive Communities

V(B). Program Knowledge Area(s)

1. Program Knowledge Areas and Percentage

KA Code	Knowledge Area	%1862 Extension	%1890 Extension	%1862 Research	%1890 Research
608	Community Resource Planning and Development	15%			
803	Sociological and Technological Change Affecting Individuals, Families, and Communities	40%			
805	Community Institutions, Health, and Social Services	35%			
806	Youth Development	10%			
	Total	100%			

V(C). Planned Program (Inputs)

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

Year: 2010	Extension		Research	
	1862	1890	1862	1890
Plan	6.4	0.0	0.0	0.0
Actual	6.0	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	1890 Extension	Hatch	Evans-Allen
235508	0	0	0
1862 Matching	1890 Matching	1862 Matching	1890 Matching
235712	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

Provide facilitation, training, and workshops. Conduct intensive courses and conferences to share state of the art knowledge and research and to integrate research with community needs. Assist with organizational development, fund development, tailoring content to local community need, and gaining non-profit status. Work with media and facilitate partnerships to assist in working to meet needs of Spanish-Speaking and other minority populations.

2. Brief description of the target audience

Targeted audience is all social groups in the community, including low-income and minority, youth and adults. No limitation on gender, ethnic or religious diversity, lifestyle choice, etc. Also targeted are those who are currently serving in a leadership role in an agency, organization, neighborhood, club, community, business or aspire to serve; local and state government officials and professionals working in community development.

V(E). Planned Program (Outputs)

1. Standard output measures

2010	Direct Contacts Adults	Indirect Contacts Adults	Direct Contacts Youth	Indirect Contacts Youth
Plan	5250	2000	425	600
Actual	8752	2268	877	532

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

Patent Applications Submitted

Year: 2010
 Plan: 0
 Actual: 0

Patents listed

3. Publications (Standard General Output Measure)

Number of Peer Reviewed Publications

2010	Extension	Research	Total
Plan	3	2	
Actual	3	2	5

V(F). State Defined Outputs

Output Target

Output #1

Output Measure

- Number of partners hours engaged.

Year	Target	Actual
2010	3000	1462

Output #2

Output Measure

- Number of conferences, courses or workshops held.

Year	Target	Actual
2010	20	34

Output #3

Output Measure

- Number of organizations with which we worked.

Year	Target	Actual
2010	25	72

Output #4

Output Measure

- Percent of non-white caucasian participants reached through program.

Year	Target	Actual
2010	10	13

Output #5

Output Measure

- Percent of Hispanic participants reached through program.

Year	Target	Actual
2010	25	9

V(G). State Defined Outcomes

V. State Defined Outcomes Table of Content

O. No.	OUTCOME NAME
1	Percent of participants in the Community Development Academy reporting an understanding of the diverse relationships that exist within communities.
2	Number of multicultural, ethnic, and racially diverse events organized that bridged and celebrated community differences.
3	Percent of participants in the Community Development Academy that report successfully initiating, mobilizing, or coordinating new community projects.
4	Percent of participants in the Community Development Academy that indicate use of acquired skills and knowledge after one year.
5	Number of jobs created by new businesses/organizations and business expansion or organizational development/growth.
6	Number of jobs retained.
7	Number of volunteer hours generated by community organizations.
8	Number of people reporting taking on increased, different, or new leadership roles in community.
9	Percent of participants in cultural competency programs reporting increased knowledge and skills for dealing with cultural differences.
10	Dollar value of resources leveraged by participants.
11	Percent of participants reporting increased engagement in collaborative relationships to address complex community issues.
12	Dollar value of efficiencies achieved by organizations.

Outcome #1

1. Outcome Measures

Percent of participants in the Community Development Academy reporting an understanding of the diverse relationships that exist within communities.

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Knowledge Outcome Measure

3b. Quantitative Outcome

Year	Quantitative Target	Actual
2010	60	63

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Communities are undergoing tremendous change. Even small villages that have relied for generations on maintaining their traditions are facing demographic and economic restructuring. Change places a premium on developing all the capacities that exist within a community. People need to develop the capacity to work in diverse environments and engage a cross-section of the community in decision-making by valuing and respecting differences and understanding differences are a source of strength.

What has been done

The three courses of the Community Development Academy develop understanding and skills to engage diverse groups in community action. Course 1 was conducted twice, and courses 2 and 3 each once. An important element of the curriculum in all three courses is an increased capacity to understand the diverse relationships that exist within communities so they can more effectively engage the range of voices and experiences in the community development process.

Results

In a follow-up survey respondents participating in the CDA in the prior one to three years, 63% reported increased understanding of the diverse relationships that exist within communities, and 39% increased interactions among diverse groups.

One of the benefits of the Community Development Academy that participants consistently mention is the opportunity to be part of a diverse learning group that includes participants from around the world, from various organizations and U.S. geographies and urban as well as rural. Many comments were similar to this one by a recent graduate. "I have gained an appreciation of the differences that exist in and between regions of the country (world), yet there was a heartening commonality of values, vision, and concerns."

4. Associated Knowledge Areas

KA Code	Knowledge Area
803	Sociological and Technological Change Affecting Individuals, Families, and Communities

Outcome #2

1. Outcome Measures

Number of multicultural, ethnic, and racially diverse events organized that bridged and celebrated community differences.

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Condition Outcome Measure

3b. Quantitative Outcome

Year	Quantitative Target	Actual
2010	6	8

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Community service providers, nonprofits, civic groups, foundations, local governments, etc. are being asked to do more with fewer resources and need to work together to facilitate the integration of the increasingly diverse elements of our communities. Bridging networks increase access to resources, expand people's worldview, increase understanding of different cultures and increase capacity to address complex communities issues by cultivating networks that bridge across cultural differences.

What has been done

We facilitated collaboration to increase understanding of the cultural attributes and characteristics of new population groups to Missouri communities to foster community understanding of what newcomers bring to the communities. Training programs, cultural festivals, research projects, workshops and conferences have been conducted that enhance skills in cultural competency and intercultural communication, facilitate collaborations and develop individual capacities.

Results

Programs and events helped people better understand other cultures and increase intercultural communication such as the 9th annual Festival of Friends in Carthage MO, the Northland Ethnic Festival in North Kansas City and English as a Second Language courses in Southwest Missouri.

80% of Cultural Academy participants reported learning how to work with people of different cultural backgrounds and create intercultural connections within the community, and willingness

to increase skills and form new connections across cultures.

105 participants and nearly 60 presenters in Cambio de Colores explored issues and best practices associated with integrating newcomers into Midwestern communities; 71.4% noted that they saw best practices they could replicate.

The Alianzas Program coordinated Bi-National Health Week in four key areas of the state with 1500 participants. Each region is developing a multicultural network to foster local education and health services for Hispanic/Latino immigrants.

4. Associated Knowledge Areas

KA Code	Knowledge Area
803	Sociological and Technological Change Affecting Individuals, Families, and Communities
805	Community Institutions, Health, and Social Services
806	Youth Development

Outcome #3

1. Outcome Measures

Percent of participants in the Community Development Academy that report successfully initiating, mobilizing, or coordinating new community projects.

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Action Outcome Measure

3b. Quantitative Outcome

Year	Quantitative Target	Actual
2010	50	49

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Community organizations must be able to effectively collaborate with other organizations, governmental institutions and agencies, and businesses both internally and externally in order to leverage resources and initiate projects. Small urban and rural community-based organizations must carefully choose the situations and organizations to work with because they cannot afford to make a mistake. It is essential they know when to participate in collaborations as well as when not to participate.

What has been done

Delivery of the three-course Community Development Academy provided a strong emphasis on developing the capacity to work with others and participate in collaborative relationships. Course 2 focused on issues related to community sustainability, with sessions on working collaboratively and application of methods to develop skills. Course 1 was conducted twice, and courses 2 and 3 each once. Other programs, workshops and resources on collaboration were also utilized.

Results

An online survey of Community Development Academy participants was sent to 110 people who completed at least one of the three CDA courses in the last three years (48% return rate). Nearly half, 49%, of participants successfully initiated, mobilized, or coordinated a new community project. Of the projects reported, one-third were related to community economic viability, one-third to building inclusive communities, one in five to community leadership, and one in seven to community decision-making. CDA includes graduate students not currently employed as well.

4. Associated Knowledge Areas

KA Code	Knowledge Area
803	Sociological and Technological Change Affecting Individuals, Families, and Communities
805	Community Institutions, Health, and Social Services
806	Youth Development

Outcome #4

1. Outcome Measures

Percent of participants in the Community Development Academy that indicate use of acquired skills and knowledge after one year.

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Action Outcome Measure

3b. Quantitative Outcome

Year	Quantitative Target	Actual
2010	65	66

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Leaders of nonprofit organizations, government officials, extension faculty and others working in communities need to develop their capacities to work more effectively with the groups and organizations they encounter in their communities. Issues are increasingly complex, communities more diverse and resources harder to find. Acquiring skills that can be applied in a community

context is increasingly important to successful community development.

What has been done

The Community Development Academy courses combined leading edge thinking with practical application to enhance the capacity of people to work effectively with a broad range of community issues. Each issue requires some form of decision-making process and implementation in the community arena beyond the individual, the family, or business firm. The program is designed to help people create their own change in their communities. Course 1 was offered twice and courses 2 and 3 once.

Results

66% Community Development Academy participants in at least 1 of the 3 CDA courses in the past 3 years (48% return rate of 110) reported incorporating the content into their work. Participants in 2 or more courses felt more knowledgeable about community development principles and process and reported incorporating learning into their work than those in only course 1. Graduates of the 3 courses reported effectively engaging in a successful community development effort more frequently. One noted, "Graduating from CDA has changed my perspectives on how I teach, research and engage in public service. The Academy helped me develop a proposal for a new Center for Rural Sustainable Development at and put me in touch with leaders in the field who acted as mentors and advisors in that process. Attending the academy was a pivotal experience and I know describe my academic career as before and after the Academy." CDA includes graduate students who may not yet be employed at time of the evaluation.

4. Associated Knowledge Areas

KA Code	Knowledge Area
608	Community Resource Planning and Development
803	Sociological and Technological Change Affecting Individuals, Families, and Communities
805	Community Institutions, Health, and Social Services
806	Youth Development

Outcome #5

1. Outcome Measures

Number of jobs created by new businesses/organizations and business expansion or organizational development/growth.

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Condition Outcome Measure

3b. Quantitative Outcome

Year	Quantitative Target	Actual
2010	0	0

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Failure of traditional economic development strategies forces rural areas to seek new ways to spur economic activity. Communities have created wealth through the nonprofit sector and businesses that serve diverse populations. Wages in the nonprofit sector are similar to or higher than those of the for-profit sector in industries where there is a large concentration of employment across both sectors. Missouri's 229,555 nonprofit employees earned almost \$6.7 billion in wages in fiscal year 2001.

What has been done

We provided board training, facilitated planning, and education programs for resource development. Technical assistance programs in fundraising, cultural competency, financial planning, a volunteer management help nonprofit organizations leverage resources and increase the value of their dollar invested in employees. Projects with communities in several regions with a significant Hispanic immigrant population formed collaborations to provide services and support for those working in the area.

Results

In northeast Missouri \$3,723,750 dollars were generated through grants and contracts with local organizations creating and/or sustaining the equivalent of at least 90 jobs in the region.

Board development programs with a public radio station led to a restructuring of the organization and the hiring of new staff; a hospital board helped improve relationships with staff, and a social service agency was better able to address fiscal issues and restructure service delivery.

In one community a collaborative meeting among three local associations will result in a plan to work together to support and train entrepreneurs.

New nonprofit organizations in a community represent a leveraging of resources, access to new goods and services, more diverse employment opportunities and increased the capacity of communities to provide needed services. This year, Extension programs helped establish 59 new 501(c)3 nonprofits in Missouri.

4. Associated Knowledge Areas

KA Code	Knowledge Area
803	Sociological and Technological Change Affecting Individuals, Families, and Communities
806	Youth Development

Outcome #6

1. Outcome Measures

Number of jobs retained.

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Condition Outcome Measure

3b. Quantitative Outcome

Year	Quantitative Target	Actual
2010	0	0

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Retention of jobs is often more economical than replacing or creating new ones. Communities have created wealth through the nonprofit sector and businesses that serve diverse populations. Wages in the nonprofit sector are similar to or higher than those of the for-profit sector in industries where there is a large concentration of employment across both sectors. Missouri's 229,555 nonprofit employees earned almost \$6.7 billion in wages in fiscal year 2001.

What has been done

We provided board training, facilitating planning, and education programs for resource development. Technical assistance programs in fundraising, cultural competency, financial planning, a volunteer management help nonprofit organizations leverage resources and increase the value of their dollar invested in employees. Projects with communities in several regions with a significant Hispanic immigrant population formed collaborations to provide services and support for those working in the area.

Results

An educational program on leveraging resources helped newer nonprofits increase their understanding of in kind contributions and actual costs, increasing their capacity to leverage local resources, retain staff and compete for grants and contracts.

An effort to revitalize a community betterment organization in one rural community resulted in the engagement of a new generation of business leaders committed to making the community a better place to live with new programs that increasing recreational opportunities and celebrate the heritage of the community.

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4. Associated Knowledge Areas

KA Code	Knowledge Area
608	Community Resource Planning and Development
803	Sociological and Technological Change Affecting Individuals, Families, and Communities
805	Community Institutions, Health, and Social Services
806	Youth Development

Outcome #7

1. Outcome Measures

Number of volunteer hours generated by community organizations.

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Action Outcome Measure

3b. Quantitative Outcome

Year	Quantitative Target	Actual
2010	1225	6832

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Volunteers are critical to the implementation of community programs, the backbone of many development efforts and are often the core staff for many service providers in rural and urban communities. They are recruited for the skills and resources they can bring to a community effort often resulting in a better project at considerable savings to the community. When resources are scarce and difficult to access an ability to attract and effectively utilize volunteers can be critical.

What has been done

Programs to help groups and organizations recruit and develop volunteers focusing on the development of skills volunteers can bring to an organization and the value of those skills. Volunteers are being utilized in nonprofit organizations, extension programs, and community groups as key elements of program development and delivery.

Results

The Strengthening Nonprofits program collaborated with 283 other community partners leveraging 766 partner hours at a value of \$14,324 to support Missouri nonprofits. In addition, 587 volunteers engaged in 5,713 hours of service at a value of \$106,833. The total value of these is estimated to be \$121,157.

In one case, after a planning session to consider staffing plans, partnerships with volunteer groups were formed and staff sharing with other entities was determined to be the most cost-effective plan given the funding situation and volunteer base.

Bi-national Health Week activities in three cities leveraged the support of 450 community members contributing 2,250 hours with a value of \$42,074.

Nearly 60% of Community Development Academy participants surveyed reported being better at leveraging resources and working with others. The survey results indicate CDA participants mobilized an estimated 13,170 volunteer hours estimated to be as an additional value of \$212,300.

4. Associated Knowledge Areas

KA Code	Knowledge Area
803	Sociological and Technological Change Affecting Individuals, Families, and Communities
805	Community Institutions, Health, and Social Services

Outcome #8

1. Outcome Measures

Number of people reporting taking on increased, different, or new leadership roles in community.

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Action Outcome Measure

3b. Quantitative Outcome

Year	Quantitative Target	Actual
2010	0	0

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Community leaders are the central force in effectively mobilizing people to address local issues. Frequently, community leaders find themselves learning as they lead an issue or organization as opposed to learning about leadership in a leadership course. They wonder how to achieve the kind of success they dream about and recognize that they cannot be successful alone or without greater personal capabilities.

What has been done

The Community Development Academy, Cultural Academy, and work with nonprofits in board training, planning, and resource development have been conducted to increase leadership skills and develop capacity for dealing with tangible and current issues in communities and organizations.

Results

An online survey was sent to 110 Community Development Academy participants who completed at least one of the three CDA courses in the past three years (48% return rate). 63% credited the CDA with increasing their skills in using the community development process quite a bit or extensively. 39% increased their interactions among diverse groups. 60% said they were better at leveraging resources, mobilizing nearly 600 volunteers who provided over 13,170 hour with an estimated value of \$212,300.

An effort to revitalize a community betterment organization resulted in the engagement of a new generation of business leaders committed to making the community a better place to live with new programs that increased recreational opportunities and celebrated the heritage of the community.

4. Associated Knowledge Areas

KA Code	Knowledge Area
608	Community Resource Planning and Development

Outcome #9

1. Outcome Measures

Percent of participants in cultural competency programs reporting increased knowledge and skills for dealing with cultural differences.

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Action Outcome Measure

3b. Quantitative Outcome

Year	Quantitative Target	Actual
2010	60	65

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Communities are undergoing tremendous change. Even the smallest traditionally stable urban and rural areas are faced with changes as demographic and economic restructuring takes place across Missouri. These changes place a premium on developing all the capacities that exist within the community. To do this people need to develop the capacity to work in diverse environments and engage a cross-section of the community in decision-making.

What has been done

The Cultural Academy, Community Development Academy, Cambio de Colores conference, and cultural competency training programs provided opportunities for people to enhance their capacity to create communities and work environments that appreciate and draw on the diversity of the community.

Results

The percentage used in this indicator of 65.5% is an index created by weighting and averaging the evaluation results of two important programs: the Community Development Academy and the Cultural Academy. 63% of Community Development Academy participants having participated in at least one CDA course in the last three years responded in an online survey of CDA (48% return of 110) reported an increased their understanding of the diverse relationships that exist within communities. 80% of participants in the Cultural Academy, conducted for MU Extension faculty and community partners, indicated in the post-test score of a post-pre-post survey they learned how to "work with people of different backgrounds," and "create intercultural connections within the community."

4. Associated Knowledge Areas

KA Code	Knowledge Area
803	Sociological and Technological Change Affecting Individuals, Families, and Communities

Outcome #10

1. Outcome Measures

Dollar value of resources leveraged by participants.

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Action Outcome Measure

3b. Quantitative Outcome

Year	Quantitative Target	Actual
2010	2000000	6260639

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Community groups and organizations are finding increasing difficulty in generating the resources they need to effectively address the complex issues they confront. Economic development, housing, education and health care all have community components that require an ability to

leverage and attract the resources of multiple groups and organizations in order to provide an effective community response.

What has been done

The Community Development Academy and programs with nonprofit organizations are working to increase participant capacity to leverage community resources. Learning how to build collaborations, engage volunteers, identify new types of resources, grant writing, and fundraising activities are all tools that have been used with program participants to increase their capacity to leverage scarce local resources.

Results

Based on survey results from participants in at least one Community Development Academy course in the past three years, participants leveraged \$2,228,732 because of what they had learned in the program. The value of \$121,157 in partner and volunteer hours was leveraged.

One community leveraged \$5,000 to generate \$50,000 in food for two food banks. In another community, the food bank leveraged resources to meet the immediate food needs of nearly 1,000 people.

The Southwest Missouri Laura Ingalls Wilder Home developed a marketing plan valued at \$15,000 to increase visitors, tourism and tax revenue. Thirteen other organizations developed strategic plans, marketing plans or business plans valued at \$122,000. In Northeast Missouri community groups leveraged \$3,723,750 in grants and contracts.

4. Associated Knowledge Areas

KA Code	Knowledge Area
803	Sociological and Technological Change Affecting Individuals, Families, and Communities
805	Community Institutions, Health, and Social Services

Outcome #11

1. Outcome Measures

Percent of participants reporting increased engagement in collaborative relationships to address complex community issues.

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Action Outcome Measure

3b. Quantitative Outcome

Year	Quantitative Target	Actual
2010	58	59

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Missouri is a diverse state racially, ethnically, and politically. Most of the overall population increase in the past Census was due to an increase in non-white populations. Improving economic conditions, addressing health care issues and effectively providing community services requires collaboration from many different areas of the community. Communities are undergoing tremendous change and must rely on all the capacities that exist within the community.

What has been done

Collaborative efforts have been formed to provide health care access to Hispanics, address issues challenging Missouri communities around immigration, community development, food policy and capacity building for nonprofits and other organizations. Programs such as the Community Development Academy, Promotoras de Salud, Cultural Academy and Cambio de Colores teach people how to understand and work across cultural differences.

Results

Nearly 60% of the participants in the Community Development Academy reported being better at leveraging resources and working with others.

The Promotoras de Salud program helped 275 people better understand and access local health care services. 89.7% of the participants were able to follow through with the treatments recommended by the health care providers.

Cambio de Colores participants represented 58 organizations from across the Midwest that formed a network for exchanging research findings and sharing best practices and outreach activities.

Bi-national Health Week served 1500 people across Missouri. More than 65 new partnerships were established with local community agencies that leveraged resources to increase healthcare access to underserved Hispanic/Latino residents.

80% participants in the Cultural Academy said that in the next 6 months they were very willing to "form new connections across cultures and increase skills in working with diverse populations."

4. Associated Knowledge Areas

KA Code	Knowledge Area
805	Community Institutions, Health, and Social Services

Outcome #12

1. Outcome Measures

Dollar value of efficiencies achieved by organizations.

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Condition Outcome Measure

3b. Quantitative Outcome

Year	Quantitative Target	Actual
2010	0	0

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Nonprofits, service organizations and other community groups are challenged to do more with less as there are fewer resources available to provide the types of services communities need and expect from these organizations. Groups are struggling find ways to get the services they need by leveraging their resources, forming collaborations and becoming more efficient to stretch the dollars that are available to serve the broadest set of needs.

What has been done

The Community Development Academy and programs with nonprofit organizations worked to increase their capacity to enhance the value of the services and resources available in their community. These groups are learning how to build collaborations, increase the capacity of their leadership, share resources, identify new types of resources and write grants.

Results

Over 70 not-for-profits in the core urban community of Kansas City have applied for assistance from the Compassion Fund to become more effective in meeting the needs of individuals and families

After a board development session one participant noted, "You have taught us to identify local assets we tend to overlook that would be of interest to visitors. We take much of [our community] for granted. Keeping the good things for ourselves does not seem to be helping the town prosper economically."

4. Associated Knowledge Areas

KA Code	Knowledge Area
608	Community Resource Planning and Development

V(H). Planned Program (External Factors)

External factors which affected outcomes

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

Brief Explanation

The principle factor affecting outcomes is the scarcity and reduced resources for development in communities due to the economic recession. Emergency service programs such as shelters, food pantries, and health clinics are hit particularly hard because they have seen both an increase in demand for their services and a reduction of resources available to support their work.

The public discourse on issues of immigration has created a climate of anger and fear in a number of communities experiencing a large influx of Latino immigrants. Exacerbated by poor economic conditions and proposals to regulate the movement and access to resources of immigrants to Missouri, the discourse has added to local tensions and decreased levels of trust among immigrant groups and local communities toward service and education programs.

Midsized nonprofits have dwindled through consolidation and the reduction of resources. The mid-sized nonprofits are the organizations that provide the bulk of the human services in small and rural communities. The emerging large organizations are limiting the scope and diversity of their programs, resulting in an explosion of new, smaller, community-based nonprofits with few staff, limited resources and capacity to provide services. Programs designed to strengthen nonprofits tend to focus on small community-based organizations that have fewer other options for educational resources and support. A new statewide association of nonprofits began in 2010 that promises to network the sector and develop collaborative relationships among support organizations that should provide a broader range of support to the state's nonprofit sector and improve the voice of the nonprofit sector in public policy discussions.

Population changes continue to affect nonprofits as the first baby boomers turn 65; many communities will see a shrinking workforce due to retirements and fewer young people available to take crucial positions in their communities. Rural areas are particularly vulnerable to labor shortages in key fields like education and healthcare. Immigrants are moving into many communities to work in basic service industries. Few organizational resources deal directly with immigrants moving into small communities and the impacts of demographic changes are just beginning to be understood. Organizations that serve as bridging institutions are often under-funded, have limited prospects for growing their resource base, and have to compete with other groups and organizations that have longer histories, more capacity, and an existing resource base to strengthen their position. The

lack of bridging institutions in many communities is negatively affecting their ability to effectively integrate the new populations into the community.

The slowdown of economic downturn and a projected slow economic growth and looming budget reductions has increased workload of organizations, the demand for the programs that support the work of nonprofit organizations, and the premium placed on effective planning and board development. Extension is not exempt.

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

1. Evaluation Studies Planned

- After Only (post program)
- Retrospective (post program)
- During (during program)
- Case Study

Evaluation Results

The Community Development Academy, Bi-national Health Week, Global Leadership Exchange and Cultural Academy engaged in programmatic evaluations. Our nonprofit program has a framework for evaluating programs, and effective measures are currently under development. End of session surveys have been developed that have standardized some of the data collected after training sessions. The Promotoras de Salud program will complete a program evaluation in FY2011.

The Global Leadership Exchange Program completed an in-depth program evaluation that showed both the Thai and Missourians delegations measured perceived gain in knowledge and skills on fourteen aspects of the leadership competencies related to the program objectives and incorporated learning into their work.

An online survey was sent to 110 Community Development Academy participants who completed at least one of the three CDA courses in the past three years. 75% reported that their knowledge of community development group process increased quite a bit or extensively. 63% reported that their knowledge of community development tools increased quite a bit or extensively, credited the CDA with increasing their skills in using the community development process quite a bit or extensively and reported increased understanding of the diverse relationships that exist within communities. 39% increased their interactions among diverse groups. 60% said they were better at leveraging resources, increasing resources on average of \$35,376 per participant. Based on responses, CDA participants mobilized an estimated 27,438 volunteer hours with an estimated value of \$487,299. It should be noted that the CDA includes graduate students who may not yet be employed in a profession one to three years following participation in the course(s).

A total of 1500 participants registered in Bi-national Health Week and 291 were surveyed. 61% were women, (75% were born in Mexico. 67% preferred to speak Spanish. 74% self-identified their race as "Other", 32% said the main reason for attending was for the medical screenings. 71.7% considered the services received as very helpful, 8.9% learned they had a medical condition and 32.8% planned to share information with family, friends and neighbors. 50.9% said they get their healthcare needs met at a community health

center and 68.1% did not have medical insurance.

Thirteen participants attended the Cultural Academy. End of session evaluations showed that 80% learned how to "work with people of different backgrounds," and "create intercultural connections within the community," and 60% learned how to "recognize biases and prejudices." 80% said that in the next 6 months they were very willing to "form new connections across cultures, and increase skills in working with diverse populations."

Key Items of Evaluation

There are three elements of this evaluation that should prove important to the agenda set by NIFA. They include the work being done with vulnerable populations, the programs offered that increase the capacity of communities, institutions and organizations to address complex issues, and providing a forum for intercultural communication and educational exchange.

Cambio de Colores, Alianzas, Bi-national Health Week, and Promotoras de Salud are all programs designed to facilitate the healthy integration of vulnerable populations into rural and urban areas. These programs effectively engage research and extension resources with community partners to develop and implement innovative responses to the difficult issues directly affecting these populations. These programs have proven to be highly effective models for bringing diverse interests together, building academic community partnerships and creating effective linkages to vulnerable populations that can lead to effective programmatic responses. These programs are models for building partnerships between university resources and vulnerable populations that can endure over time and could inform how NIFA approaches the process of ensuring that vulnerable groups have a voice in addressing the issues that affect them. The Promotoras de Salud is potentially an effective model for collaborating with a community organization to extend needed services to vulnerable populations.

The Community Development Academy is a proven model that helps people develop their capacity to address complex community issues. CDA has had nearly 1000 participants in at least one of the three courses since it began in 1996 and has proven to increase the capacity of its participants to work collaboratively, increase their ability to work in diverse environments and improve their capacities to leverage resources. Participants come from around the US and the world and are applying what they have learned to all five program areas in NIFA. The Cultural Academy is using a similar methodology to increase people's abilities to understand differences and the early results are promising. Given the increasing diversity of both rural and urban communities across the country the cultural academy addresses important competencies for all program areas going forward. Both of these programs increase the capacity of faculty and staff to work in diverse environments and enhance extension's capacity to address a wide range of issues in very complex environments.

The Global Leadership Exchange (GLE) is a program that began as a grassroots leadership exchange between women in Missouri and women in Thailand. For its first 10 years it was supported completely by volunteers. The success of the program has made it possible to expand the scope of the program but rely on grant funding, build a broader base of relationships and evaluate the effect of the program on the participants. GLE has proven to be an effective model building cross-cultural relationships using a leadership exchange process that emphasizes learning about diversity through cultural immersion and

the resolution of issues through the sharing of best practices.