

V(A). Planned Program (Summary)

Program # 8

1. Name of the Planned Program

Leadership and Civic Engagement

Reporting on this Program

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	70%		60%	
803	Sociological and Technological Change Affecting Individuals, Families, and Communities	30%		40%	
	Total	100%		100%	

V(C). Planned Program (Inputs)

1. Actual amount of FTE/SYs expended this Program

Year: 2012	Extension		Research	
	1862	1890	1862	1890
Plan	14.3	0.0	0.0	0.0
Actual Paid Professional	15.3	0.0	1.1	0.0
Actual Volunteer	1.1	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
535019	0	0	0
1862 Matching	1890 Matching	1862 Matching	1890 Matching
1337970	0	124448	0
1862 All Other	1890 All Other	1862 All Other	1890 All Other
1323605	0	0	0

V(D). Planned Program (Activity)

1. Brief description of the Activity

MAES supported research focused on two areas in leadership and civic engagement in 2012: one was a project to engage teenagers in youth civic engagement and civic youth work, and another was a project looking at the role and potential of restorative justice to heal communities.

A study of civic engagement to reduce youth violence in recreation centers in the Twin Cities had several outcomes in 2012. Weekly professional development and training meetings have changed youth work practice at the recreation centers, and this has led to a continued pattern of no violence. A local funder offered money to take what has been learned and try it in another community. Youths who engaged in the research project have been promoted to supervisory positions, making explicit the new culture of youth work practice.

A new workshop based on the research on restorative justice dialogue was developed, entitled Peace Building through Dialogue: From Conflict Management to Healing in Workplaces, Communities, and Nations. Individuals from 21 different non-western countries attended this workshop in 2012. The project is having an increasing impact upon practitioners and policy makers in Minnesota, other states and a number of other countries.

Extension. The Leadership and Civic Engagement team continued to deliver education to long-term learning cohorts of emerging and existing leaders who can provide leadership to communities, region, state and public organizations. As noted in earlier reports, long-term learning cohorts demonstrate stronger evaluated results than individual workshops. In 2012, 17 cohorts were delivered, including county-based programs, a city program focused on emerging leaders from immigrant communities, issue-based cohorts, statewide leadership programs; regional initiatives, and the North Central Extension Leadership Development program, which the University of Minnesota is currently delivering to the region.

In 2012, the team updated the scholarship of its leadership and civic engagement model. Two new scholarly models -- one focused on community leadership development and the other focused on civic engagement in public decisions -- were developed from an examination of current research by specialists and educators. Some elements of those models were tested in 2012 cohorts. In 2013, more structured pilots and testing of educational materials from the models will be done.

2. Brief description of the target audience

Leadership and Civic Engagement programs reach out to five primary audiences:

- local government agencies, employees and leaders
- nonprofit organizations and collaborative associations
- foundations and their grantees
- the natural resources sector
- the agricultural sector

In 2012, over 11 percent of participants in LCE programs were Minnesotans of color. Local leaders have engaged Extension, requesting programming that invites immigrant communities to become a stronger part of the leadership and civic engagement for the entire community. Extension has responded to that need by developing emerging leadership programs.

Target audiences for MAES supported research also includes criminal justice system policy makers and practitioners in Minnesota and other states. Community leaders, especially communities leaders in Muslim and Liberian communities in Minnesota. Recreation workers and their supervisors and managers, teenagers.

3. How was eXtension used?

A representative from the leadership and civic engagement team is serving with the "Enhancing Rural Capacity" Community of Practice. This CoP is working on 150 FAQs on topics in community development. This is expected to go live for the general public in 2013. Primary contributions have been in reviewing and strengthening drafted materials focused on leadership, facilitation, civic engagement and community capitals.

V(E). Planned Program (Outputs)

1. Standard output measures

2012	Direct Contacts Adults	Indirect Contacts Adults	Direct Contacts Youth	Indirect Contacts Youth
Actual	2314	12500	63	0

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

Patent Applications Submitted

Year: 2012

Actual: 0

Patents listed

3. Publications (Standard General Output Measure)

Number of Peer Reviewed Publications

2012	Extension	Research	Total
Actual	5	8	13

V(F). State Defined Outputs

Output Target

Output #1

Output Measure

- Community cohort groups will meet to develop leadership skills and create civic connections. (Target expressed as number of cohort groups convened.)

Year	Actual
2012	17

Output #2

Output Measure

- Workshops and other structured gatherings will provide communities with increased skills,

knowledge and behaviors related to leadership and civic engagement. (Target expressed as number of events.)

Year	Actual
2012	76

Output #3

Output Measure

- Research about leadership and civic engagement in communities will contribute to program logic models and understanding of successful interventions in communities. (Target expressed as number of studies undertaken during the year.)

Year	Actual
2012	3

V(G). State Defined Outcomes

V. State Defined Outcomes Table of Content

O. No.	OUTCOME NAME
1	Participants in Leadership and Civic Engagement programs will increase their knowledge of relevant leadership and civic engagement topics. (Target expressed as the percentage of participants reporting increased knowledge.)
2	Structured community gatherings such as public meetings, forums or planning sessions are more productive. (Target expressed as percentage of participants who report in follow-up surveys that participation in Leadership and Civic Engagement programming led to improvements in structured community gatherings.)
3	Community leadership cohort members will increase the intensity of their leadership. (Target expressed as the percentage of evaluated participants who increase their involvement in at least one of their organizational roles.)
4	Communities will work across sectors and interests to address public problems. (Target expressed as percentage of participants who report in a follow-up survey that the Extension program created a bridge between sectors or interest groups.)

Outcome #1

1. Outcome Measures

Participants in Leadership and Civic Engagement programs will increase their knowledge of relevant leadership and civic engagement topics. (Target expressed as the percentage of participants reporting increased knowledge.)

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Knowledge Outcome Measure

3b. Quantitative Outcome

Year	Actual
2012	92

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Community leadership benefits from solid skills and knowledge so that leaders can convene and facilitate groups, understand leadership, and understand changes that affect local decisions and success.

What has been done

Through educational cohorts and community-based workshops, Extension's Leadership and Civic Engagement educators provide education and support about topics that strengthen leadership and civic engagement.

Results

During 2012, end-of-workshop evaluations were administered for 65 workshops, with 1,242 participants. Over 99 percent (1,232) of these participants reported an increase in their knowledge across all relevant learning objectives in each workshop, as measured by retrospective pre and post-survey.

4. Associated Knowledge Areas

KA Code	Knowledge Area
608	Community Resource Planning and Development
803	Sociological and Technological Change Affecting Individuals, Families, and Communities

Outcome #2

1. Outcome Measures

Structured community gatherings such as public meetings, forums or planning sessions are more productive. (Target expressed as percentage of participants who report in follow-up surveys that participation in Leadership and Civic Engagement programming led to improvements in structured community gatherings.)

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Condition Outcome Measure

3b. Quantitative Outcome

Year	Actual
2012	97

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Many decisions made for the public good benefit from engaging the public as those decisions are discussed. When governing boards, community groups and organizations involve community members, decisions are better informed and solutions more strongly address community concerns. Specific skills in convening and facilitating groups are essential to quality leadership.

What has been done

Extension's civic engagement programs are informed by research, and help communities through consultation, educational cohorts and social capital assessments. Our goal is to help leaders, groups and community members engage in productive dialogue and grow the social connections within communities.

Results

An online follow-up survey was conducted with alumni of leadership cohorts that ended in 2012. The purpose was to understand whether participants used skills to to make meetings, planning sessions and committees more productive. 96.5 percent said that they had been able to convene and facilitate groups more productively, and 79.3 percent reported that this had happened to a moderate or great extent.

4. Associated Knowledge Areas

KA Code	Knowledge Area
608	Community Resource Planning and Development
803	Sociological and Technological Change Affecting Individuals, Families, and Communities

Outcome #3

1. Outcome Measures

Community leadership cohort members will increase the intensity of their leadership. (Target expressed as the percentage of evaluated participants who increase their involvement in at least one of their organizational roles.)

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Condition Outcome Measure

3b. Quantitative Outcome

Year	Actual
2012	70

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

A Minnesota study in 2010 revealed two significant trends in rural Minnesota leadership: 1) The number of community organizations, and thus the number of leadership positions, is increasing, and 2) The number of people who are available to serve as leaders is decreasing. Organizations in the most rural counties require an average of one in 34 residents to serve as leaders, compared with one for every 143 in major metropolitan areas. So, demand for leadership is up to five times more in rural counties than urban, while supply is diminishing.

What has been done

The Leadership and Civic Engagement team provides research-based long-term cohort programs with skill-building workshops to foster the competence and confidence among emerging and existing leaders who can meet the challenge.

Results

Leadership role change data were collected with 149 participants in eight leadership cohort programs. Of the participants, 69.8 percent increased their level of involvement in at least one of their organizational roles -- either a new role, an increase from "inactive" to "active" or "leader" roles or an increase from "active" to "leader" roles. Data also indicate that the program is creating brand new leadership. At baseline, 63.8 percent of participants held any leadership role. At the end of the program, 71.1 percent held at least one leadership role -- an increase of 7.3 percentage points.

4. Associated Knowledge Areas

KA Code	Knowledge Area
608	Community Resource Planning and Development

803 Sociological and Technological Change Affecting Individuals, Families, and Communities

Outcome #4

1. Outcome Measures

Communities will work across sectors and interests to address public problems. (Target expressed as percentage of participants who report in a follow-up survey that the Extension program created a bridge between sectors or interest groups.)

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Condition Outcome Measure

3b. Quantitative Outcome

Year	Actual
2012	71

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Because community leadership must integrate complex information and multiple perspectives, the involvement and cooperation of all local sectors and organizations is important. Business, government, and nonprofits must work together to solve problems and create a shared vision for the future. Moreover, as economies become more regional, communities must reach beyond their boundaries as they think about the future.

What has been done

Three bridging leadership cohort programs are comprised of participants from diverse background and communities in three rural Minnesota counties. The goal is to strengthen the ties among individuals and organizations.

Results

Fifty six participants in these cohorts responded to a pre-post survey regarding dimensions of community leadership. Within that survey, participants were asked to respond to eight items regarding how frequently they had worked, collaborated or interacted socially with people who are different than them, or with people from different communities. Over 71 percent (40) of the 56 participants increased their overall level of bridging social capital from the beginning to the end of the cohort program. These results are from actual pre- and post-survey data, not retrospective pre-test data.

4. Associated Knowledge Areas

KA Code	Knowledge Area
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608	Community Resource Planning and Development
803	Sociological and Technological Change Affecting Individuals, Families, and Communities

V(H). Planned Program (External Factors)

External factors which affected outcomes

- Other (Cultural Adaptation)

Brief Explanation

No factors affected outcomes. The team continues to focus on learning cohorts in order to increase program outcomes, and adapt programming for emerging leaders from diverse community cultures.

V(I). Planned Program (Evaluation Studies)

Evaluation Results

Evaluation of leadership and civic engagement programs focus on the program's ability to increase knowledge, increase the levels and degrees of leadership provided to communities by participants, and improve local processes that help communities act together.

Studies involve pre and post-assessments of leadership, the use of the Community Leadership Survey to measure community leadership items, and post-program follow ups with program graduates.

Evaluation studies show that leadership and civic engagement programs are increasing the confidence and competence of emerging and existing leaders; that community members are increasing the degree and amount of leadership they provide to communities; and that leaders are better able to create a shared vision for the future among different groups, towns and sectors.

Key Items of Evaluation

Leadership and civic engagement programs in Minnesota worked with seventeen cohort groups in Minnesota in 2012. Long-term involvement in leadership education is known to increase the knowledge, relationships and competence of community members so that they step up to lead. Evaluation studies show that leadership and civic engagement programs are increasing the confidence and competence of local leaders; that community members are increasing the degree and amount of leadership they provide to communities; and that leaders are better able to create a shared vision for the future within communities.