

V(A). Planned Program (Summary)

Program # 7

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 | 50% | | 60% | |
| 803 | Sociological and Technological Change Affecting Individuals, Families, and Communities | 50% | | 40% | |
| | Total | 100% | | 100% | |

V(C). Planned Program (Inputs)

1. Actual amount of FTE/SYs expended this Program

| Year: 2013 | Extension | | Research | |
|--------------------------|-----------|------|----------|------|
| | 1862 | 1890 | 1862 | 1890 |
| Plan | 13.9 | 0.0 | 1.0 | 0.0 |
| Actual Paid Professional | 15.9 | 0.0 | 1.5 | 0.0 |
| Actual Volunteer | 0.6 | 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 |
| 574302 | 0 | 0 | 0 |
| 1862 Matching | 1890 Matching | 1862 Matching | 1890 Matching |
| 1726196 | 0 | 142503 | 0 |
| 1862 All Other | 1890 All Other | 1862 All Other | 1890 All Other |
| 529925 | 0 | 0 | 0 |

V(D). Planned Program (Activity)

1. Brief description of the Activity

In 2013, the Leadership and Civic Engagement team continued to emphasize work in community cohorts that learn and work together over time. These cohort groups strengthen leadership skills, increase the number of leaders available to communities, and create connections that strengthen social capital in communities and among communities. This, in turn, leverages other community capitals that are critical to community vitality (Flora and Flora, 2009). In 2013, 26 such cohorts met.

A strong focus in 2013 was the development of University of Minnesota models for both leadership and civic engagement education. To that end, the team designed program activities, learning objectives and educator curriculum around core leadership competencies such as developing others, questioning skills, problem-solving, valuing diversity, positive psychology, teamwork, followership, improving processes, and more. These will become curricula available for national dissemination over time.

There is a small amount of MAES effort tracked to this planned program, most of it in support to research projects related to community leadership, restorative justice and social work research in encouraging youth participation in community leadership.

2. Brief description of the target audience

Leadership and Civic Engagement programs are designed with organizations or community groups that sponsor a program for their emerging or existing leaders. Program cohorts are convened to address a need or opportunity defined by that sponsoring organization or group. The curriculum design for each of these cohorts is then woven around content that helps the cohort. In 2013, the 26 cohorts that were convened addressed the following issues and communities.

1. Local Community Development -- County or City (8)
2. County/Regional issue-based cohorts, including water (7), food access (1), violence prevention (1), public health (1), sustainable development (2) and regional emerging leaders (3)
3. Statewide Community and Rural Leaders (1)
4. National Extension Leadership Program (2)

3. How was eXtension used?

eXtension was used in two ways in 2013. The leadership community of practice was a resource to participants of the North Central Extension Leadership Development program (NELD), which is currently being managed and led by the University of Minnesota Extension.

Also, a Leadership and Civic Engagement educator contributes to the Enhancing Rural Communities community of practice. She is a member of the team that is creating, reviewing, and posting materials focused on leadership, facilitation, civic engagement and community capitals.

V(E). Planned Program (Outputs)

1. Standard output measures

| 2013 | Direct Contacts Adults | Indirect Contacts Adults | Direct Contacts Youth | Indirect Contacts Youth |
|---------------|------------------------|--------------------------|-----------------------|-------------------------|
| Actual | 1647 | 760 | 40 | 0 |

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

Patent Applications Submitted

Year: 2013
 Actual: 0

Patents listed

3. Publications (Standard General Output Measure)

Number of Peer Reviewed Publications

| 2013 | Extension | Research | Total |
|--------|-----------|----------|-------|
| Actual | 3 | 9 | 12 |

V(F). State Defined Outputs

Output Target

Output #1

Output Measure

- Number of community cohort groups convened to develop leadership skills and create civic connections.

| Year | Actual |
|------|--------|
| 2013 | 26 |

Output #2

Output Measure

- Number of workshops and other structured gatherings that provided communities with increased skills, knowledge and behaviors related to leadership and civic engagement.

| Year | Actual |
|------|--------|
| 2013 | 64 |

Output #3

Output Measure

- Number of local applied research studies about leadership and civic engagement to better understand gaps and opportunities that inform local action.

| Year | Actual |
|------|--------|
| 2013 | 11 |

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.) |
| 5 | Research in restorative justice will support families and communities |
| 6 | Research will increase knowledge and capacity of social agencies to help build leadership capacity of low income youth. |

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 |
|-------------|---------------|
| 2013 | 88 |

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Confidence and competence are essential to the success of existing leaders. By investing in leadership education, communities encourage potential and emerging leaders to step up and lead in their communities and organizations.

What has been done

In leadership education cohort groups, emerging and existing leaders experienced educational content that helped them to assess their own style, lead others, manage effective groups and meetings, solve conflicts, think critically about problems, think differently about diversity, and manage other key tasks of leadership.

Results

During 2013, LCE conducted end-of-workshop evaluations with 336 participants. Of these participants, 87.5 percent (207) increased 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 Action Outcome Measure

3b. Quantitative Outcome

| Year | Actual |
|-------------|---------------|
| 2013 | 100 |

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Because community gatherings, forums, committees and working groups are essential to the success of democracy, community leaders must have a strong capacity to lead such groups and meetings in a way that stimulates productivity. These skills must be available among existing local leaders in every day settings so that communities effectively solve problems and choose their future.

What has been done

Leadership and civic engagement cohort curriculum are designed to build both the competence and the confidence of those who lead, especially related to making meetings, planning sessions or committees more productive.

Results

An online follow-up survey was conducted with alumni of leadership cohorts that ended in 2013. Of the 51 respondents to the survey, 100 percent reported that participation in the Extension leadership program had helped them to make meetings, planning sessions, or committees more productive at least "to a slight extent"; 60.1 percent reported they were effective "to a moderate extent" and 31.4 percent said they were effective "to a 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 |
|-------------|---------------|
| 2013 | 67 |

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

An important task of any community is to find the next generation of leaders. Research Fellow Ben Winchester sought to better understand the need for leaders in Minnesota. He considered the number of board and elected positions needed by government and nonprofit entities, and estimates that one in 34 must serve in a leadership positions in very rural areas. In metropolitan areas, one in every 143 residents must serve. According to the Blandin Foundation's Rural Pulse Survey, only 41 percent of rural Minnesotans say they have been asked to serve.

What has been done

The leadership and civic engagement team at the University of Minnesota Extension offers organizations, sectors and local groups the opportunity to sponsor leadership education programs. By doing this, program sponsors actively ask others to accept new leadership roles, and invest in the opportunity to grow the confidence and competence of those who are asked to lead. In 2013, 26 such cohort groups were sponsored.

Results

During 2013, leadership role change data were collected with 141 participants in six leadership cohort programs. Of the participants, 66.7 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.)

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 |
|------|--------|
| 2013 | 61 |

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Rural communities must look beyond community borders and find civic and economic alliances within a region. State and federal governments have handed more responsibility to communities and counties. Local governments and sectors must pool resources to attract business and funding. Changing economies put pressure on rural communities to build assets that compete. Cooperation with other communities help communities thrive.

What has been done

Leadership and civic engagement program activities at the University of Minnesota Extension increase connections among communities. By creating new relationships among individuals and organizations, entire regions become more collaborative in their approach to choosing their future and remaining vital as an economy and a community.

Results

Participants in bridging leadership cohort programs -- 67 individuals from three different county programs -- responded to a set of questions about their interactions with other communities both before and after the program. Items in these two scales asked how often they had worked or collaborated with people in other communities, attended events in other communities, or patronized businesses in other communities. At the end of the program 61.2 percent (41) of the 67 participants had increased their overall level of bridged social capital from the beginning to the end of the program.

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 #5

1. Outcome Measures

Research in restorative justice will support families and communities

2. Associated Institution Types

- 1862 Extension
- 1862 Research

3a. Outcome Type:

Change in Knowledge Outcome Measure

3b. Quantitative Outcome

| Year | Actual |
|-------------|---------------|
| 2013 | 0 |

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

With the difficulties presented by conflict and violence in families, communities and nations, there is a growing interest in understanding and applying restorative justice principles and practices. A MAES supported social scientist has been examining the growing impact of restorative justice dialogue programs in Minnesota and beyond. He has been studying the impact of restorative dialogue in responding to violent crimes, hate crimes, human rights violations and political violence in the U.S. and other countries.

What has been done

The methods of case study analysis, data collection and analysis has provided a broader multi-dimensional conceptual framework for theory and practice in restorative dialogue, moving far beyond its origin in the criminal justice system.

Results

The project is having an increasing impact upon practitioners and policy makers in Minnesota, other states and other countries. The Turkish Ministry of Justice is implementing national legislation to develop victim offender mediation services throughout the country, based on the results and recommendations of this research. The researchers is providing technical assistance and training to the Facing Forward Project in the Republic of Ireland. Similar assistance and training was given to the Ministry of Justice officials and community activist in Peru. Of particular local impact, the results of this research are being used by community leaders and member of the

local Muslim community and the Liberian community in Minnesota who are committed to using restorative justice principles and practices to help with the healing process within their families and community following the massive civil conflict in their country and the scars of which have been carried by those Liberians who fled their country and came to Minnesota.

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 #6

1. Outcome Measures

Research will increase knowledge and capacity of social agencies to help build leadership capacity of low income youth.

2. Associated Institution Types

- 1862 Research

3a. Outcome Type:

Change in Knowledge Outcome Measure

3b. Quantitative Outcome

| Year | Actual |
|------|--------|
| 2013 | 0 |

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

President Obama and Congress have called on Americans of all ages to voluntarily serve their neighborhoods, communities and nation. Too often, younger people have been invited to participate but do not. This is especially difficult with teenagers in poverty at relatively high risk to violence as victims and perpetrators, facing poor school outcomes and limited life-choices. Researchers have been studying best ways to build groups of youth and youth workers who learn to practice civic work in low income communities.

What has been done

Researchers have been studying best ways to build groups of youth and youth workers who learn to practice civic work in four urban low income communities. They established relationships with a local nonprofit educational group exploring alternate training for aspiring teachers alone and jointly with recreation workers, librarians, and for police officers under the guidance of the new youth worker trainers. A youth co-led gang prevention group was established and met regularly with the researchers.

Results

Violent youth crime rates in the communities where the work is being done is now lower than it had been, and lower than in comparable St. Paul and Minneapolis neighborhoods. A youth job initiative is being developed. The researchers have published a book on Civic Youth work and, on co-creating democratic youth spaces, with a supporting preface by the Mayor of St. Paul supporting the work that is being done, and a new set of training and policy development with recreation workers and their supervisors in being developed based on the positive results of this applied research project.

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

- Other (None)

Brief Explanation

V(I). Planned Program (Evaluation Studies)

Evaluation Results

Evaluation of Leadership and Civic Engagement programs measure knowledge gains after training, and look closely at whether the program has effectively resulted in participants providing more leadership in their organizations and communities. For in-depth efforts, evaluators look longitudinally at whether the program strengthened community capitals. This year, the program looked at whether social capital was strengthened among communities in counties in Southern Minnesota. The study found that 61.2 percent of participants had increased their interactions with towns near them because of the leadership and civic engagement program led by Extension.

Key Items of Evaluation

Leadership and Civic Engagement programs at University of Minnesota Extension were shown to increase the levels of leadership provided by program participants, and to increase the level of interaction participants had with other communities in their region. Of participants who completed leadership programs in 2013, 66.7 increased their level of involvement in at least one of their organizational roles. And 61.2 percent of those in "bridging" leadership programs reported they had increased their interactions with businesses and individuals in nearby communities as a result of the program.