



Extension Community Development Then, Now, and in the Future: Little Rock or Rock Solid?

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Our Journey

- Extension community development roots and traditions
- Extension Community Development in decline
- Engaging Millennials
- NACDEP's public value proposition
- Measuring and articulating impact capital
- The future of Extension community development



Roots and Traditions of Extension Community Development (T. Borich)

- Historical CD Models(then)
 - Adoption Diffusion
 - Social Action Construct
- Contemporary CD Models (now)
 - Strategic Planning – Community Visioning
 - Asset Mapping
 - Appreciative Inquiry



Adoption and Diffusion of Innovation and Technology

- Started in Agricultural Education/Extension
- First researched in late 1940s and 1950s
- How do you get farmers to adopt better farming techniques and innovation?
- Works with communities as well.
- Ever notice how new ideas and technologies spread from community to community?



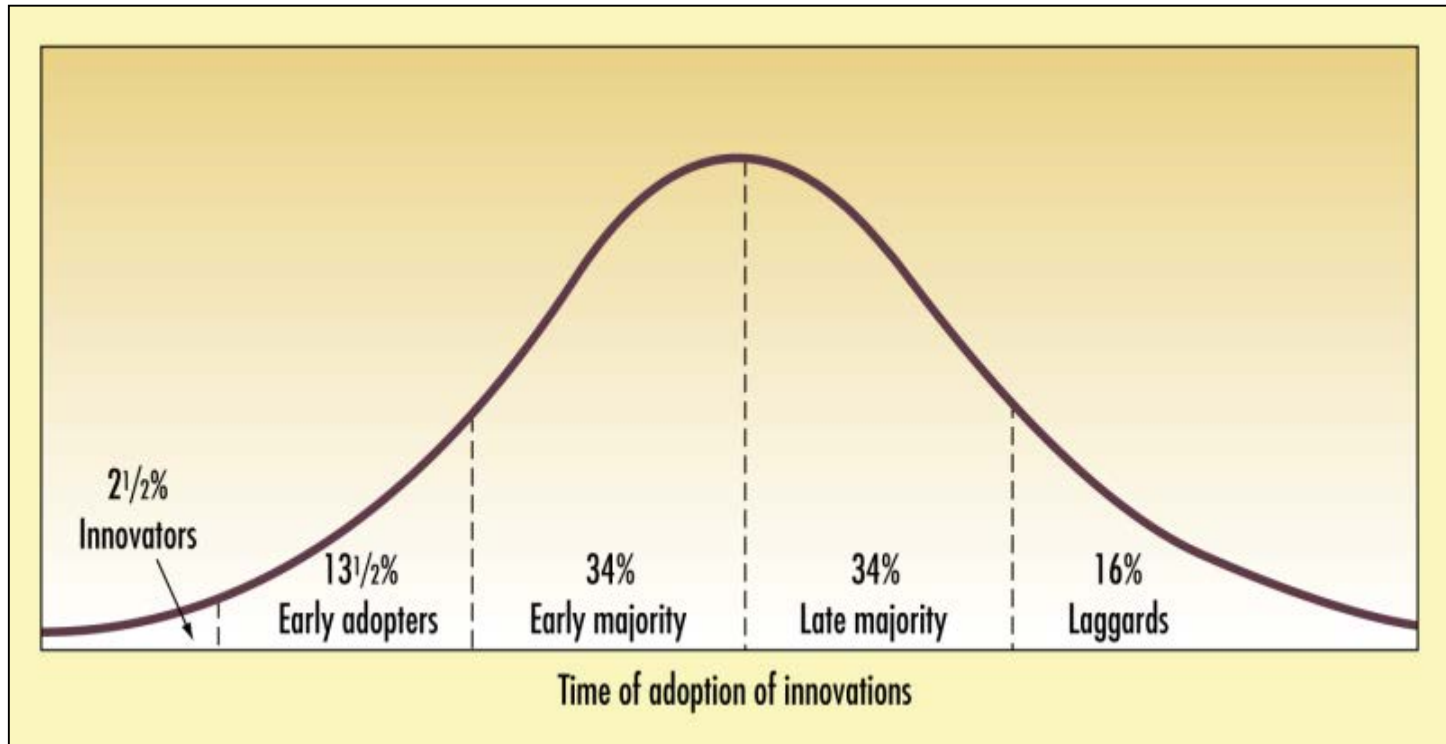
Adoption and Diffusion (Key Roles and Concepts)

- Opinion Leaders: Often influence what is accepted or rejected within a community.
- Early adopters: communities that risk early adoption of new ideas and technologies often reap the greatest benefits.
- Change Agent: person promoting change
- Communication network-how a new idea or technology is communicated
- Assumes community innovation follows a pattern

Adoption and Diffusion (Examples)

- High speed internet, cable television,
- Economic development strategies
- Health and transportation systems
- What is a “good” community
- Fits a “best practice” model
- iPhone

Adoption and Diffusion of Innovation and Technology



Adoption Diffusion

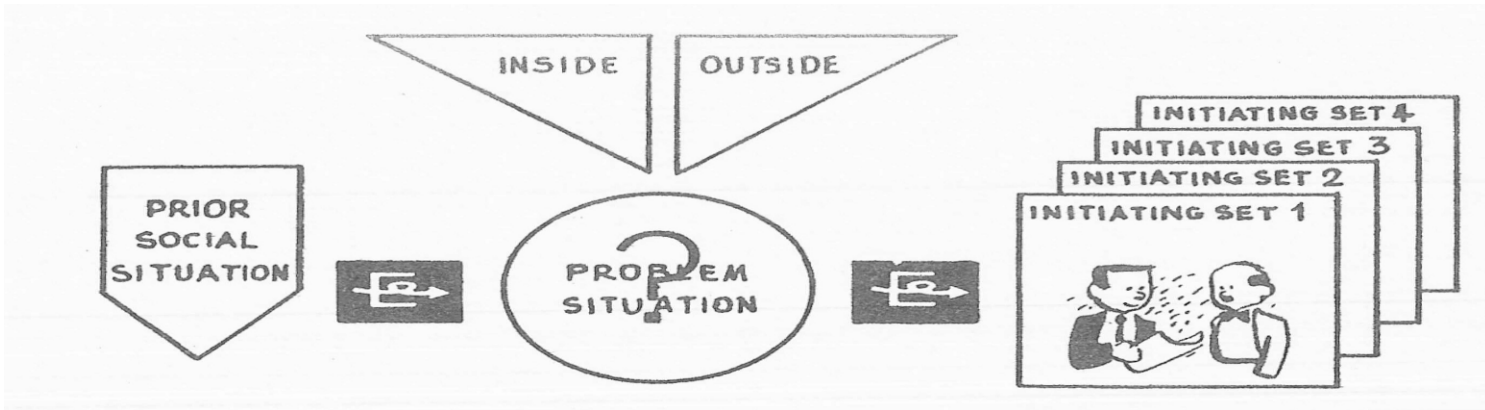
Conclusion

- Well researched
- Applied for decades, especially by Extension
- Can use ideas and innovation from outside
- Communication networks (internal and external) are essential
- Problems:
 - Often ignores local knowledge (human capital)
 - Assumes good communication and organization (social capital)
 - Inherent risks to community (political and financial capital)

Social Action Construct

- Developed by George Beal and Joseph Bohlen in the 1960s at ISU
- Incorporated the many concepts of Adoption and Diffusion in a Social (Community) Action Process
- Focus is upon maximization of community resources toward accomplishing a specific goal
- Extension Agent or community leader as “Change Agent”

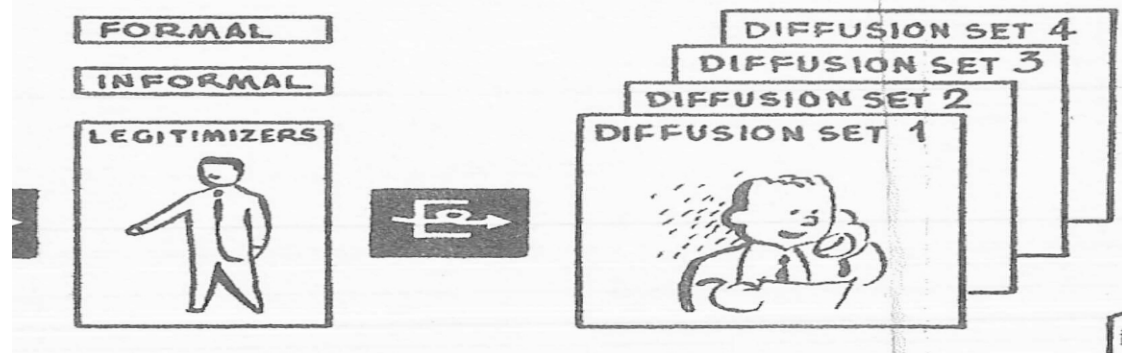
Social Action Construct



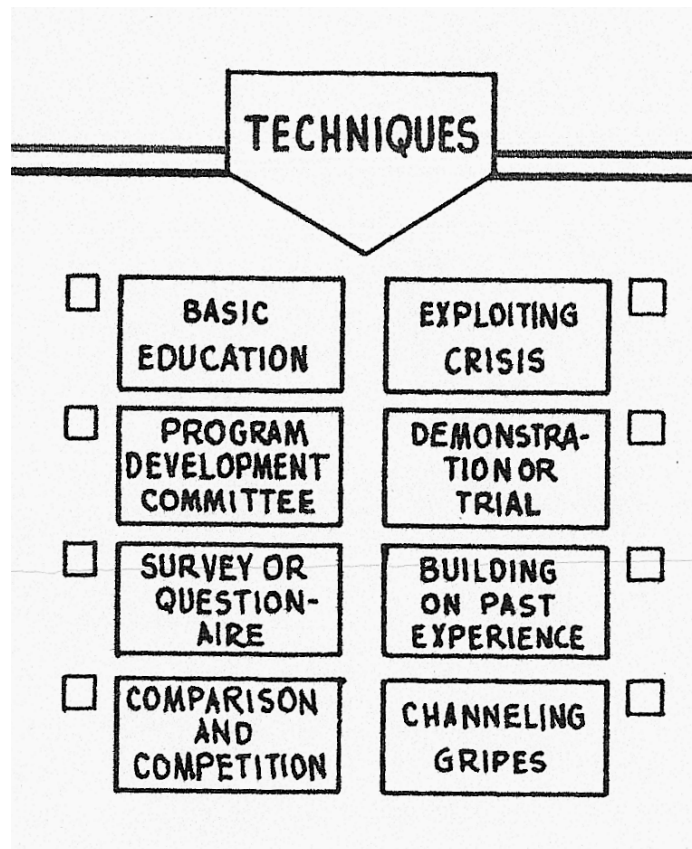
- #1** Situational analysis
- #2** Problem identification (Inside community or outside?)
- #3** Form an initiating set (First small group to get things started)

Social Action Construct

- #4 Alternative course of action reviewed with formal and informal “legitimizers” (Power Actors)
- #5 Garner diffusion sets (broader participation) through drawing attention to issue or problem and potential solutions



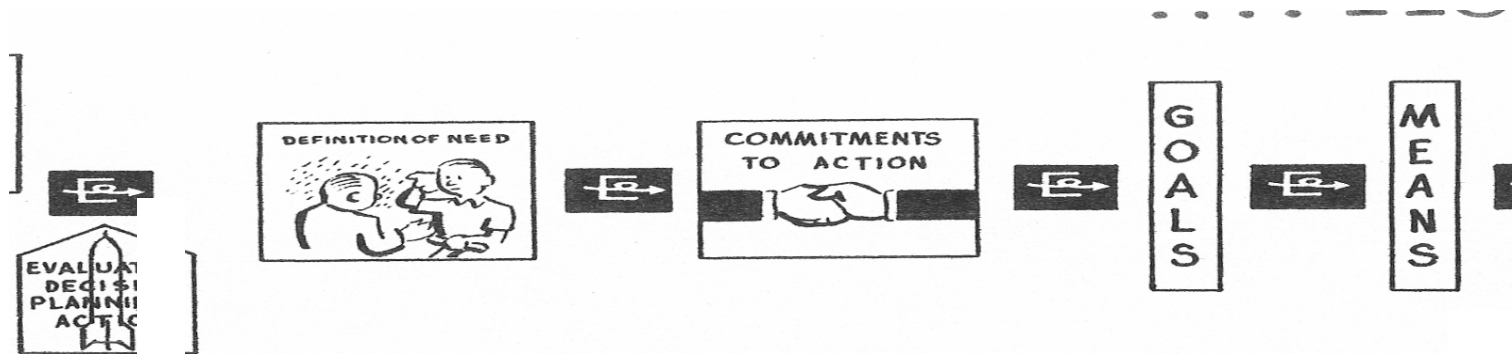
Social Action Construct



- How do you draw attention?
- Through “diffusion” techniques.
- Drawing attention to the problem and soliciting more participation.

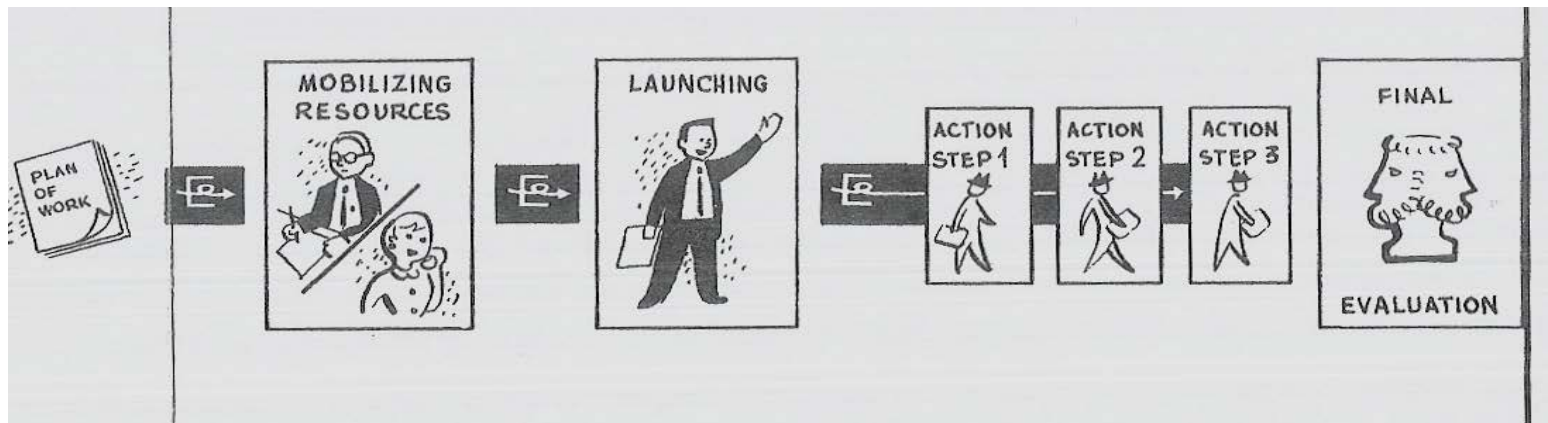
Social Action Construct

- #6 Redefine needs
- #7 Get commitments to action
- #8 Set goals to resolve issue/problem
- #9 Define means to achieve goals



Social Action Construct

- #10 Create a plan of work
- #11 Mobilize resources
- #12 Launch program (include publicity)
- #13 Implement action steps
- #14 Final (summative) evaluation





Social Action Construct

Conclusion

- Tried and true, almost linear process
- It is situational, but assumes community capitals can be utilized if directed
- Seems to work best when community has local resources (financial and human capital)
- Problems:
 - It's somewhat elitist
 - Works less well in communities with great power or class differential (haves and have nots)

References

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- Kretzman, John P. and John L. McKnight (1993) *Building Communities From the Inside Out*. ACTA Publications: Chicago IL.
- Green, Gary P. and Anna Haines (2012) *Asset Building and Community Development*. (3rd ed.) Sage Publications, Inc.
- Rogers, Everett M. (2003) *Diffusion of Innovations*. (5th ed.) The Free Press: New York
- Walzer, Norman (ed.) (1996) *Community Strategic Visioning Programs*. Praeger: Westport, Conn.

Extension CD Roots and Traditions (N. Franz)

- All Extension work is community development
 - WI-Palmer McCoy and Cathy Techtman
 - NY-Rod Howe and Andy Taylor
 - NH-Charlie French and Michelle Gagne
 - VA-George McDowell and Matt Benson,
 - IA-Tim Borich and Susan Erickson
- Integration of social, economic, and social development for community development



Is Extension Community Development in Decline?

- Reduced county, state, regional, and national staffing
- Founders retiring and not being replaced
- Reduced community development faculty support
- Reduced base funding
- Less Extension worker career preparation classes and entry points
- Aging of clientele and other stakeholders



Stemming Decline: Engaging Millennials

- Value local food and food systems
- Care about places
- Active through grass roots vs. institutions/government
- Smart device lifestyle (tech use is opposite of boomers)
- Education for lifelong learning vs. degree
- Embrace diversity and inclusion

Stop Extension Oppression of Millennials

- Hiring and support (i.e. finding an FCS specialist under 30 years of age for professional development funding)
- Engagement (i.e. requests to turn off electronic devices vs. devices for interacting with education)
- How many of you were born after 1980?
- How many of you have your devices on?
 - Tweet on!



Stemming Decline: NACDEP's Public Value Proposition Now and in the Future

- What value does NACDEP provide for members and non members?
- Why does NACDEP exist?
- How has NACDEP fared during Extension budget declines?
- What do Extension professionals and community development professionals say about NACDEP?



What is Public Value?

The value of a program to those who do not directly benefit from the program.

Laura Kalambokidis
University of Minnesota
Extension



What is Private Value?

Personal value derived directly from an Extension educational opportunity.

Nancy Franz
Iowa State University

Extension Public Value Stories

- Teen court
 - Private – youth stay out of court
 - Public – reduced court and human services costs
- Citizen's leadership academy
 - Private – gain public speaking skills
 - Public – sustain civil society through leadership development

Common Public Values

- Decrease health care costs
- Decrease public costs related to risky behavior
- Decrease public costs related to financial problems
- Decrease public response costs to emergencies and disasters
- Increase academic success for a highly qualified and productive workforce
- Decrease public costs related to dependency on local, state, and federal services
- Increase health and ability of public safety workers

Common Public Values

- Decrease lives lost
- Increase quality jobs
- Decrease the cost of consumer goods
- Improve environmental quality
- Increase global competitiveness
- Increase civic engagement of citizens



Four Steps to Achieving Public Value

- Map the program
 - Logic model, concept map, text
- Determine what impact to measure
 - Inputs vs. outputs for ROI
 - Learning, behavior, condition changes
- Collect and analyze data
 - Five common methods
- Tell the public value story – tied to research and evidence
 - Why, what, so what

Common Public Value Concerns

- Damage control for nontrainable decision makers
- Fear of generalization
- Fixation on randomized control trials
- Lack of contributonal data
- Fear of change

Public Value Movement Lessons

- Be proactive
- Start with early adopters-forget resistors
- Build urgency using real stories
- Seek professional development
- Select public value champions
- Develop a wide variety of public value examples

More Lessons

- Engage clientele and stakeholders
- Engage researchers, economists, evaluators, and communicators
- Create a strong statistical and qualitative data base
- Use boundary spanners to share PV
- Be selective on programs/strengths to show PV



Extension Community Development Public Value

Extension's community leadership program **reduces a community's disaster recovery period** for businesses, schools, and residents. This action saves lives and countless dollars in emergency recovery operations and avoids job loss. (UMES)

Extension Community Development Public Value

Over 100,000 people from 70% of counties in the state participated in energy savings programs. 70% of the participants indicated implementing one or more recommended practices that will realize a projected **savings of \$5 million each year** of the program. This benefits communities by decreasing reliance on public assistance, keeps more money in communities, and creates local jobs to meet energy retrofiting needs.

(CCE)

Stemming Decline: Measure and Articulate Impact Capital as a Community Capital

- Common measures (3 of 5 APLU regions)
 - NCR - # of business plans developed
 - NCR - # of participants reporting new leadership roles and opportunities
 - SR - # of collaborative activities initiated by organizations and communities
- Anchor and backbone institutions



Measure and Articulate Impact Capital as a Community Capital

Community gain vs. individual gain

- Program exemplars
 - Horizons
 - Food and Fitness Initiative
 - Community Profiles
- Evaluation methods
 - Ripple effect mapping
 - Social network analysis

Extension Community Development Future Critical Strategies

- Integrate and innovate
 - Include historical CD models, theories, and frameworks into current innovations
- Shout Out
 - Determine, measure and articulate the value of NACDEP and Extension CD
 - Amplify Extension CD impact by adding impact capital to community work
- Step Up
 - Embrace Millennials where they are at
 - Rebuild Extension CD leadership



NACDEP's Future

Use the past rocks in your pathway and the rocks you have climbed to build an unshakable solid foundation to survive landslides and thrive!