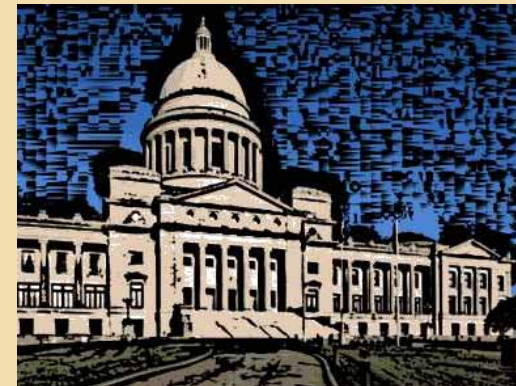


Foundations of Practice

*Community Development
Core Competencies for
Extension Professionals in
the North Central Region*



Foundations of Practice

SLIDE

2

The Foundations of Practice: Community Development Core Competencies for Extension Professionals is composed of three major components:

- Understanding Communities and their Dynamics
- Developing Successful Community Initiatives
- Areas of Specialization and Emphasis

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Component 1

SLIDE

3

The first component, Understanding Communities and their Dynamics, is a series of seven core competencies that focus on:

- The ability to understand community of place.
- The nature of public issues.
- The dynamics and interdependencies of the various segments of the community.
- The basics of community development work.

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Understanding Communities and their Dynamics

SLIDE

4

Basic Understanding of Community

Community Demographics

Community Economics

Community Power Structure

Natural Resources and Sustainability

Community Situational Analysis

Community Development Process

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Foundations of Practice

*Community Development
Core Competencies for
Extension Professionals in
the North Central region*

Community
Situational Analysis



Anne Heinze Silvis



SLIDE

6

Anne Heinze Silvis
University of Illinois Extension
(217) 333-5126
asilvis@uiuc.edu

Anne is an Extension Specialist and is Director of the Laboratory for Community and Economic Development, Department of Human and Community Development at the University of Illinois at Urbana-Champaign. Her work focuses on leadership development, sustainable agriculture, and telecommunications and access in rural areas. Anne chairs the planning committee and hosts the annual Illinois conference for community leadership; and directs funded projects in leadership development, community planning and sustainable agriculture. Anne is a graduate of the University of Wisconsin at Madison and earned an MBA from the College of Commerce at the University of Illinois. Anne serves as Vice-Chair of Rural Partners, the Illinois Rural Development Council, and serves on the Advisory Board for the Peace Corps Fellows Program at Western Illinois University. Anne is a member of various committees and task forces for ACES, University of Illinois Extension, and the State of Illinois.

With thanks to Phil Alexander,
Michigan State University Extension!

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Learning Objectives

SLIDE

7

- A. Learn ways to conduct a situational analysis.
- B. Increase your level of understanding on how to link information from the analysis to decisions.
- C. Explore Extension's role based on current conditions and the community's level of preparedness.

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Today's Agenda

SLIDE

8

1. Study a process you can use to conduct a situational analysis (and learn of additional resources).
2. Focus on developing an inclusive set of stakeholders to guide your analysis.
3. Based on your analysis, think about your role as an Extension Educator and the programs that you can provide to the community.

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



What is situational analysis?

SLIDE

9

- Developing a method to collect, analyze, and deliver information about current conditions, issues, problems, opportunities, and challenges facing stakeholders.
- Analyzing an issue or situation from a historical, political, cultural and community context.
- Using the resulting information to develop programs, priorities, and approaches.

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Why does it matter?

SLIDE **10**

***People support what
they help to create.***

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Why it matters

SLIDE

11

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD

“We are, of course, a nation of differences. Those differences don’t make us weak. They’re the source of our strength.”

Jimmy Carter, 1976



Desired Outcomes

SLIDE 12

- Community partners understand the social, economic, and environmental processes affecting the community.
- Stakeholders are involved in decision-making.
- Extension programming is tailored to fit the needs of the community and the resources of Extension and its community partners.

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Seeing a bigger picture

SLIDE **13**

“Issues such as health, education, social justice, economic development, housing, taxes, transportation, infrastructure, recreation or public safety cannot be dealt with separately from the environment in which they exist.”

Practicing Community Development,
Don and Doris Littrell, 2006.

Foundations
of
Practice

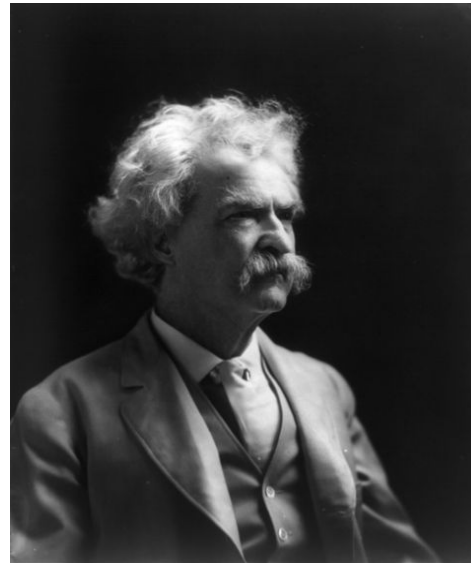
Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCD



How do we know what we know?

SLIDE 14



It ain't what you don't know
that gets you into trouble.
It's what you know for sure
that just ain't so.

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



The process

SLIDE 15

- ✓ Define the purpose of the situational analysis.
- ✓ List stakeholders; develop strategies to involve them.
- ✓ Explore existing data and identify information gaps.
- ✓ Decide how to collect and analyze additional information.
- ✓ Collect and analyze additional information.
- ✓ Report and make recommendations.
- ✓ Take action!

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Situational analysis fits into the bigger picture of planning

SLIDE **16**

- ✓ **Where are we now?**
(conducting situational analysis)
- ✓ **Where do we want to be?**
(developing a vision)
- ✓ **How do we get there?**
(designing an implementation plan)

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Define the purpose

SLIDE 17

Big picture view such as a community profile.

or

Focus on a dimension, decision or issue such as:

- Land use
- Economic Development options
- Water Quality
- Health Care
- Attracting Retirees

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Involved in community planning?

SLIDE **18**

How many of you have been involved in community planning?

- As a participant?
- As a facilitator?
- As a stakeholder of the community plan?
- Plan? What plan?

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Define your role

SLIDE **19**

- ❖ Convene the group?
- ❖ Provide expert advice?
- ❖ Provide information?
- ❖ Facilitate large groups?
- ❖ Work with planners?
- ❖ Participate?
- ❖ Write the report?

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Define the purpose

SLIDE 20

See these sites for planning processes:

www.communitydevelopment.uiuc.edu

Go to *Community Planning*; click on *Online Strategic Planning*

<http://www.ncrcrd.iastate.edu>

Click on *Publications*; click on *Vision to Action*; also check out *Take Charge*.

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Define the purpose

SLIDE 21

See this USDA site for a downloadable publication on strategic planning:

<http://www.ezec.gov/About/strategic.pdf>

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD

And from Kansas State University Extension:

<http://www.oznet.ksu.edu/library/>

Search for *Strategic planning*; click on *Strategic Planning for Community Development*.



Define the stakeholders

SLIDE

22

Stakeholders are:

Any person, group or organization that can place a claim on an organization or community's attention, resources, or output; or is affected by that group.

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Define the stakeholders

SLIDE **23**

Activity . . .

Brainstorm list of stakeholders for an Extension program or activity.

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Sources of information

SLIDE 24

Secondary data is existing data which has been collected, including U.S. census data, county based economic data, school district data, health department data, etc.

Primary data is information that you collect, including surveys, case studies, focus groups, interviews, pilot tests, observational studies, etc.

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Using secondary data

SLIDE 25

If you use secondary data which was collected for a purpose other than your own, ask:

- Who collected the data and for what purpose?
- Does this data target or include our community?
- Did we find the most up-to-date source?
- Does this data match our units of measure, time frame, age groupings, etc.? If we compare this with other data, are we comparing apples with apples?
- Can we explain the numbers if someone asks?

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Using secondary data

SLIDE **26**

Where are the information gaps?

What do you need to know to address the issue?

(as outlined in your first step, “define the purpose of the situational analysis”)

What information is missing?

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Collecting primary data

SLIDE 27

Collecting and analyzing information . . . options:

- Survey
- Focus Groups
- Mapping
- Personal interviews
- Group process

Develop a budget and timetable for each option!

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Collecting primary data

SLIDE **28**

Surveys

- Define objective of survey (what do you need to know, and is a survey the right method?).
- Determine how you will define the population and contact the sample (mail? telephone? intercept?).
- Design questionnaire and sampling procedure (check with your institutional review board!).
- Compile data; analyze data.
- Write report with recommendations.
- Go to www.communitydevelopment.uiuc.edu, then go to the toolbox, then to “community surveys.”

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Collecting primary data

SLIDE **29**

Focus Groups

- Define objective (what do you need to know, and is a focus group the right method?).
- Determine how you will develop the groups (via a partner organization, usually).
- Design questions, identify and train the moderators, and set up the groups (check with your institutional review board!).
- Conduct focus group discussions; compile data; analyze data.
- Write report with recommendations.
- Go to www.extension.iastate.edu and search for the publication, *Focus Group Fundamentals*.

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Collecting primary data

SLIDE **30**

Mapping and personal interviews.

- Using an asset-based approach to collecting information in a defined geographical area.
- Usually requires extensive volunteer input.
- Building Communities from the Inside Out, by John Kretzmann and John McKnight.
- Go to: <http://www.northwestern.edu>; Search for abcd (Asset Based Community Development)
- And the Southern Rural Development Center, www.srdc.msstate.edu and look under publications for: *Mapping the Assets of Your Community*.

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



An Asset-based Approach (is different from our usual assessment!)

SLIDE **31**

- An asset-based approach to development focuses on positives and strengths, rather than on problems and weaknesses.
- Using an asset-based approach to community assessment will influence the process of assessment, change the way people think about their community, and move control toward an internal, and away from an external, locus.
- Residents can use a system for identifying and developing assets which includes examining the people, institutions, and informal organizations in their community.

Foundations
of
Practice

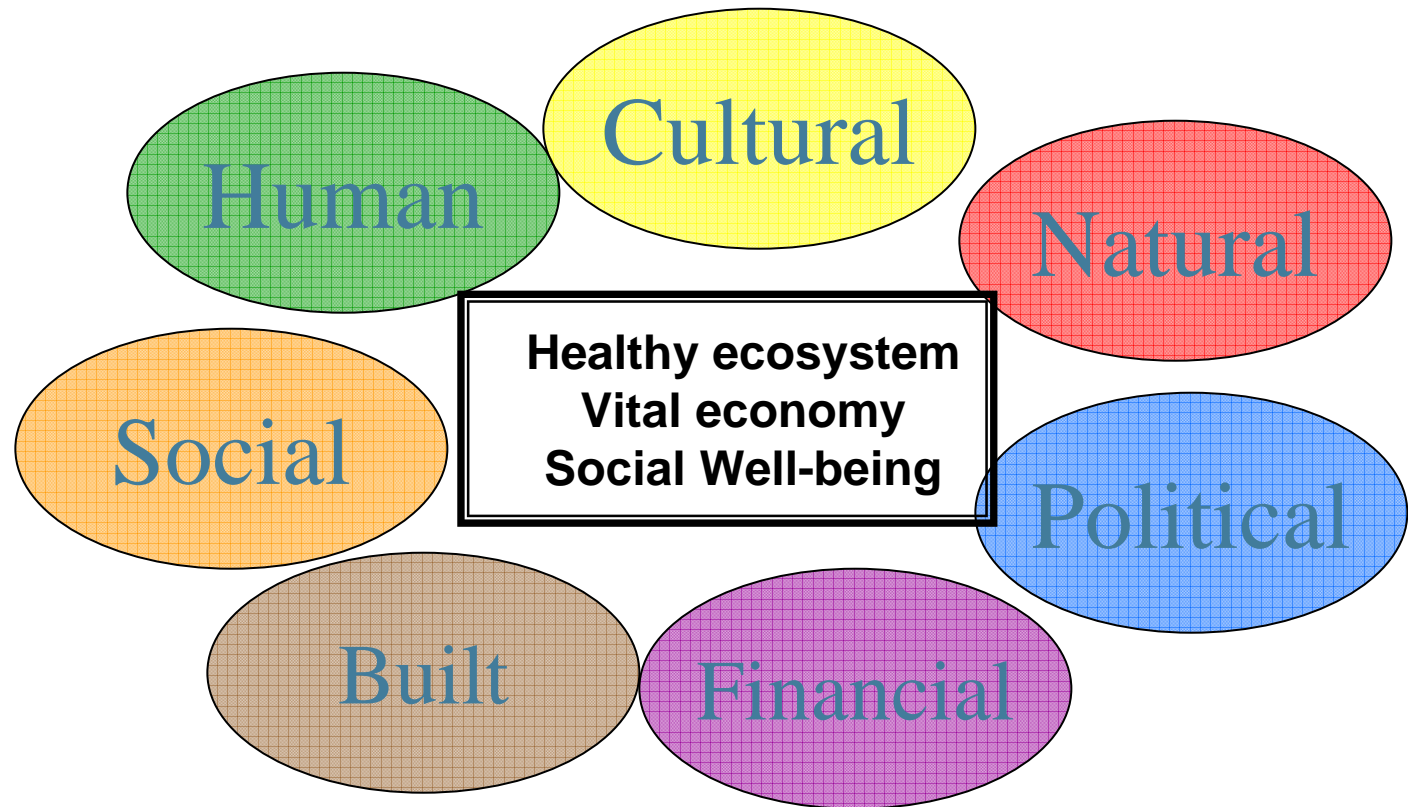
Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Community Capitals

SLIDE **32**



Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCD



Collecting primary data

SLIDE **33**

Using group process as a framework

- Visioning (see *Vision to Action* again)
- SWOT analysis
- “Do we have it”/”do we want it” Matrix
- Force field analysis
- Decision-making systems for large groups (future search, open space, etc.!!)

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



SWOT Analysis

SLIDE **34**

An *internal* perspective:

Strengths

Weaknesses

An *external* perspective:

Opportunities

Threats

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



SWOT Analysis of Human Capital of Our Group

SLIDE **35**

Strengths

Weaknesses

Opportunities

Threats

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCD



Have/Want Analysis

SLIDE **36**

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD

		What we want	
		Yes	No
W h a t w e h a v e	Y e s	<p><i>We have it and we want to keep it.</i></p> <p>Preserve</p>	<p><i>We have it but we want to get rid of it.</i></p> <p>Eliminate</p>
	n o	<p><i>We don't have it, but we want it.</i></p> <p>Acquire</p>	<p><i>We don't have it, and we don't want it.</i></p> <p>Prevent</p>



Goal Analysis

SLIDE **37**

Goal:	
Forces that help us →	← Forces that hinder us

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Action Plan

SLIDE **38**

Using the goal information:

- Brainstorm alternative actions,
- Set priorities,
- Allocate resources,
- Outline the action plan (including action, outcome, resources, deadline, and contact person).

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Roles for Extension

SLIDE **39**

- Convener
- Facilitator
- Resource Person / Information Provider
- Teacher / Educator
- Participant / Collaborator
- Other? (maybe no role)

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Summary

SLIDE 40

- Situational analysis is a systematic method of collecting, analyzing, and delivering information about current conditions, issues, problems, opportunities, and challenges facing stakeholders within a community.
- Use the information to develop responsive, effective Extension programming.

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



Reflection Questions

SLIDE 41

1. How do we understand what's really going on in a community? To whom do we listen? How do we obtain our information? What are our biases? Are we inclusive?
2. How do we determine the "right time" for an Extension program?
3. How do we assess risks? (Risks to ourselves? Extension? The community?)

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD



References

SLIDE 42

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD

- Bens, Ingrid. 2000. *Facilitating with Ease*. San Francisco, CA: Jossey-Bass Inc., Publishers.
- Darling, David and Gayla Randel. *Leadership for Healthy Communities: Characteristics of Healthy Communities*. Manhattan, KS: Cooperative Extension Service, Kansas State University.
- Flora, Cornelia and Jan Flora with Susan Fey. 2004. *Rural Communities: Legacy and Change*. (2nd Edition) Boulder, CO: Westview Press.
- Rennekamp, Roger, Julie Zimmerman, and Martha Nall. *Situation Analysis*. Lexington, KY: University of Kentucky Cooperative Extension Service.
- Salant, Priscilla and Don Dillman. 1994. *How to Conduct Your Own Survey*. New York, NY: John Wiley and Sons, Inc., Publishers.
- Singletary, Loretta. Editor. *Conducting Community Situational Analysis: A field guide to dynamic Extension programming*. Reno, NV: University of Nevada Cooperative Extension.
- Using a Multidisciplinary Approach to Conduct a Situational Analysis. USDA NRCS Social Science Institute. www.ssi.nrcs.usda.gov (Look at all the publications listed under the heading, "Social Sciences Team Publications.")



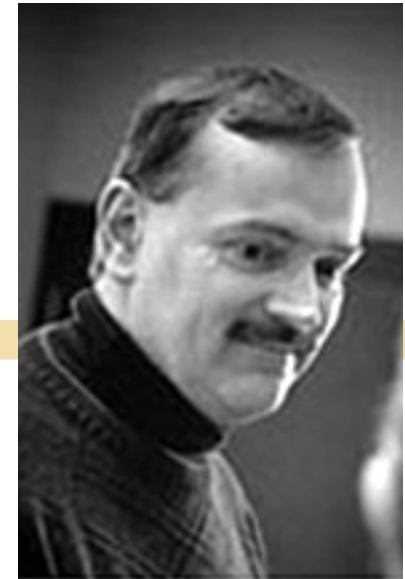
Next Session

SLIDE **43**

Community Development Process and Evaluation of the Series

October 31 and November 8, 2006

1:30 to 3 p.m. CST



Tim Borich

The ability to know how to organize and mobilize resources for action, as well as possible barriers, is necessary in developing programs that are meaningful and effective.

Foundations
of
Practice

Community Development
Core Competencies
for Extension
Professionals in the
North Central Region

© 2005 NCRCRD

