MESSAGE FROM THE ASSISTANT DIRECTOR:

In Extension work, the concept ‘development’ refers to the growth, evolution, or maturation of individuals, organizations, and communities. In the context of our CD programs focused on leadership development and organization development, we partner with agencies, committees, organizations, and individuals to help them grow, evolve, and mature as well. In doing so, we ultimately aim to improve social, economic, civic, and environmental conditions. This issue showcases the Extension-CD professionals who are working in leadership development and organization development and highlights a few of their contributions in these areas.

Also provided is a sampling of efforts involving Extension-CD professionals in partnership with residents, organizations, agencies, and communities to improve the quality of life in Ohio.

We hope this and future issues of the CD Quarterly News help you better understand how Extension-CD professionals partner to strengthen lives and communities through research-based educational programming.

If you are aware of additional opportunities to partner or have specific questions about the efforts highlighted, please give us a call!

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UPCOMING EVENTS:

• Leading Positive Performance™ Workshop
  Coming this fall!
  (See article on page 9)

• Lean Six Sigma Green Belt Blended Learning Program
  October 1 - December 17
  (See article on page 8)

For a complete listing of upcoming Community Development events, visit comdev@osu.edu.
Joe Heimlich is a professor in Extension at The Ohio State University in the Community Development unit, a specialist at OSUExtension@COSI, and also a professor in the OSU School of Environment and Natural Resources and the Environmental Science Graduate Program. He is also a senior research associate with the Lifelong Learning Group at COSI. Joe has worked in the arena of informal/free-choice environmental learning for over 30 years.

For more than 20 years, he has studied how people learn in and about the environment, and from the other perspective, the efficacy of the programs, experiences, and experiences in informal learning environments against desired outcomes. Joe is known for research methodology and analysis. At COSI, Joe helped develop and works with the Center for Research and Evaluation and is leading a highly visible “Learning City” initiative with a vision of authentic collaborations across all cultural and scientific institutions leading to significant change in how a community uses and perceives these institutions and the role of life-long learning as an intentional component of the community’s life.

Joe holds a B.A. in Communication Arts from Capital University, an M.A. in Public Policy and Education from The Ohio State University, and a Ph.D. in Education Policy and Leadership; Adult Education from The Ohio State University.

Rose specializes in leadership development, organizational development, strategic planning, facilitation, and board development. She earned Master and Bachelor of Science degrees from Ohio University and is a certified trainer for emotional intelligence and Myers-Briggs Type Indicator assessments.

Rose has over 25 years experience in the field of community development. She currently works in the Miami Valley EERA and statewide conducting educational programming and projects to improve communities. She worked in Highland County for 24 years as an Extension Educator and County Extension Director. Prior to joining Ohio State University Extension, she taught at Cambridge High School, Cambridge, Ohio.

Rose’s goal is to deliver high energy educational trainings that create a difference in people’s lives and make a positive impact for their growth and development. Her approach is grounded in relationship building, collaboration, and establishing long-term partnerships. Through providing leadership development training to our workforce, community organizations and leaders, the communities and businesses will transform people into more highly effective employees and leaders.

To have a highly successful business, organization, or community, well-developed leaders are necessary. Leadership training can impact the economy via profitable businesses, highly effective organizations, and positive growth and development within communities.

For a complete listing and profiles of all OSU Extension CD professionals, visit the CD Staff Page on our Web site.
**Extension CD Faculty and Staff Features**

**Spotlight on Leadership Development and Organizational Capacity Building**

**Becky Nesbitt**

*Extension Educator, CD & Assistant Professor (Ohio Valley EERA)*

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An OSU Extension Educator since 1987, Becky Nesbitt provides educational resources to help Ohio’s communities identify and strengthen their economic opportunities. As a part of OSU Extension’s Community Development team, Becky also empowers individuals within businesses and organizations to develop strong organizational and leadership skills. Becky’s educational and research efforts focus on programs related to organizational capacity building such as strategic planning, nonprofit board development, community assessments, customer service, and hospitality training. As a certified facilitator for the Myers-Briggs Type Indicator, Becky also develops and implements educational programs focusing on leadership development.

Becky has worked with a variety of community organizations, local and regional government entities, nonprofits, and businesses to help develop strategies to build capacity, improve effectiveness, and envision sustainability. Becky assists nonprofit board members and staff, community leaders, development professionals, and others to enhance the effectiveness and infrastructure of community and nonprofit organizations.

Becky holds a Bachelor of Arts degree in Psychology and Master of Science degree in Human Development from West Virginia University.

**Myra Wilson**

*Program Director*  
*Alber Enterprise Center (OSU Marion)*

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Experience in customized training development, human resources with a heavy equipment manufacturer, and her own entrepreneurial instincts combine to give Myra the ability to understand diverse organizational challenges. She shares her knowledge of adult learning concepts, employee performance management, team building, customer service, and organization development to help identify organizational strengths and offer solutions for enhancing those strengths.

Myra has 22 years of human resources management experience with a global manufacturing company, two years as a private consultant, and eight years in customized workforce development and training. She has served in leadership roles in several organizations in Knox County including president of American Red Cross board of trustees; human resources committee chair for the Chamber of Commerce; president of Soroptimists International of Knox County; president of the local Toastmasters Club; and chair of the Human Resource Development committee for the Ohio Association of Career & Technical Specialists. She was awarded the Athena Award in 2004.

Myra earned a Bachelor of Arts degree in Business/Organization Communication from Otterbein University and is pursuing her master’s in Agriculture and Extension Education from Ohio State.

**Frank Gibson**

*Program Manager*  
*Alber Enterprise Center (OSU Marion)*

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Frank's strengths include listening to clients' needs, analyzing and recommending solutions, and building long-term collaborative networks. He will call upon his diverse experience in manufacturing management; vocational adult education; state government workforce and economic development; and program management to walk clients through the process of identifying “what's holding you back” and offering creative solutions to help them grow, remain competitive, and sustain into the future.

Frank has 23 years industry experience and has served in various supervisory/management positions (Production Supervisor, Personnel Manager, Operation Manager, Safety & Security Manager, and Warehouse Manager). Frank also has 8 years in Vocational Adult Education as a Diversified Industrial Training Coordinator. For 3½ years Frank worked for the Ohio Department of Development/Ohio Investment in Training Program, working closely with the Governor’s Regional Economic Development Representative to assist communities with workforce development needs.
Seek excellence...find success. That’s the tagline of a newly launched educational initiative developed by two OSU Extension Community Development Educators, Becky Nesbitt and Rose Fisher Merkowitz, who found that their educational program interests and experiences were very similar. “For most of our careers, Becky and I have worked in different geographic areas, but have focused on implementing educational goals that are very complementary,” explained Merkowitz. “Since we are each giving leadership to community development programs in neighboring regions, we decided to maximize our individual strengths and combine efforts.”

With a focus on leadership development and organizational capacity building, the team put together a catalog of educational offerings designed to meet the needs of groups, organizations, and individuals across the state. Working with Sandy Odrumsky, Office Administrative Associate for OSUE’s CD Unit, the group designed and launched webpages focused on the team’s wide variety of research-based, educational options. “We wanted to be able to share through the webpage, not only the programs we offer, but examples of some of the successful projects we have completed,” shared Nesbitt. “Someone interested in learning about conducting a comprehensive community assessment or offering a nonprofit board training can check out the website to learn more about our approach and what we have to offer.”

Within the leadership development area, interested individuals can find educational programs ranging from Leadership 101 to Emotional Intelligence. A certified facilitator for Emotional Intelligence and the Myers-Briggs Type Indicator, Merkowitz believes that the Seek Excellence initiative offers leadership programs at all competency and experience levels. “I have had the privilege to work with thousands of individuals throughout the years who have been interested in building their communication and leadership skills,” stated Merkowitz. “Leadership is about building relationships, and whether a person is just getting started or has been a leader for many years, the educational programs we offer are designed to guide participants to the next level of skill development.”

Groups interested in growing their influence and effectiveness will also find relevant educational programs designed to meet their diverse needs. From strategic planning to customer service, the Seek Excellence programs offer a variety of educational options tailored specifically for groups within organizations, businesses, or communities. “Whether a group is looking for strategies to better understand a specific issue in the community or effective ways to grow their organization, we offer programs to meet those educational needs,” said Nesbitt.

To learn more about the Seek Excellence programs, visit go.osu.edu/seekexcellence.

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LEADERSHIP DEVELOPMENT AND ORGANIZATIONAL CAPACITY BUILDING

BUILDING ORGANIZATIONAL CAPACITY OF INFORMAL SCIENCE EDUCATION INSTITUTIONS
By Joe Heimlich, Extension Specialist, Community Development (OSUEXTENSION@COSI)

Informal learning organizations or institutions (ILOs), and especially informal science education institutions (ISEs), are important contributors to communities. These museums include science centers, zoos, nature centers, living history sites, art museums, gardens, etc. The ILOs and ISEs have different value propositions within a community such as providing lifelong, wide, and deep learning opportunities, serving important social aspects of a community, contributing to community pride, and supporting/bolstering the local economy. How people value these institutions and how people learn at and through ISEs and other informal learning institutions are part of the research in which OSU Extension is engaged.

One of the hallmarks of the OSU Extension program working with the scientific-cultural institutions is building organizational capacity for critical programming. Four specific strategies currently inform the capacity building efforts:

1) evaluation capacity building;
2) collaborative research efforts;
3) direct consultation; and
4) group programming.

These very traditional Extension efforts take on a different perspective in the settings of zoos, nature centers, gardens, science centers, art museums, living history sites, and the like.

Evaluation capacity building is currently underway in several institutions in Ohio. In these settings, evaluation studies provide an opportunity to increase theoretical and operational knowledge (often focused on informal learning) while focusing on outcome and impacts of the work of the institution, including community impacts. Many of these projects grow out of funded programs in the institutions.

Each year, a collaborative research project is undertaken across several “like” institutions and is led by OSU Extension. These collaborative studies grow out of needs identified by the institutions, are used as an opportunity to increase organizational research capacity, and model critical thinking and reflective practice across (and hopefully for within) institutions.

Direct consultation is the traditional one-to-one work of Extension. Though it is often with CEOs, Vice Presidents, and Boards of informal learning institutions, the consultations are opportunities for an external voice to push back on the institution and to challenge the institution to be different. By focusing on visitors/users/audiences/guests, OSU Extension is able to maintain focus on the outcome of the program, thereby allowing the institutional leadership and program deliverers to hear and engage in critical reflection on a program or institution without becoming defensive.

Group programming reflects the traditional group instruction of Extension. In the ISEs and ILOs, this work includes workshops for staff, workshops across institutions, mini-courses, strategic planning, and group facilitation.

How people value these institutions and how people learn at and through ... informal learning institutions are part of the research in which OSU Extension is engaged.
LEADERSHIP DEVELOPMENT AND ORGANIZATIONAL CAPACITY BUILDING

STRATEGIC PLANNING: AN OVERVIEW
By Brian Raison, Extension Educator, Community Development (Miami County)

Philosophy and Approach
OSU Extension has a long track record of working with communities, small businesses, and non-profit organizations on projects involving planning processes that yield coherent, realistic, and workable plans that are representative of the group members’ interests and capable of generating the collaboration necessary to achieve the desired outcomes. A facilitation process insures buy-in and ownership of the plan.

Initial Planning Process
- Meet with client/community to ascertain desired outcomes (objectives of project)
- Determine and specify what type of planning assistance is appropriate
- Jointly develop plan of action to accomplish objectives
- Develop timeline for beginning and completion
- Outline budget structure
- Create memorandum of understanding to begin project

Types of Community Projects or Planning Assistance Detail

Analysis - OSU Extension will utilize state and national databases to analyze local economic conditions, opportunities, resources, areas for improvement, and related information. OSU Extension can develop surveys to ascertain opinions of local leaders, residents, and public, non-profit, and private sectors, and facilitate community meetings to further refine community expectations and potential in different areas of community development.

Vision/Mission - OSU Extension can solicit thoughts and input of local leaders, residents, and representatives from area public, non-profit, and private sectors and assist in fashioning vision and mission statements representative of the interests in your community. OSU Extension can then guide the committee through a process designed to identify goals, strategies, and objectives necessary for achieving the vision.

Action Plan - OSU Extension can assist communities in synthesizing the information collected and in developing an action plan. Through coordination with the community, OSU Extension will assist in developing a plan with programs and activities prioritized and scheduled, and responsible parties identified.

Evaluation - OSU Extension will help the community work through a process to identify performance thresholds for various activities. These performance measures may then be reviewed in order to improve programs, celebrate successes, and do additional planning for the future.

Facilitation & Programs:
Strategic Planning / Strategic Doing
Mission and Vision development or renewal
Vision-to-Action planning
Business Retention & Expansion
Diversity Dialogues
Group Process / World Café
Deliberate Decision Making
Delivering Great Presentations
Personal Mission Statements
Non-Profit Board Development

Survey & Research:
Needs Assessment / Appreciative Inquiry
Employee / Member Information Surveys
Customer Needs / Satisfaction Surveys
Employee Wellness / Health Systems

A facilitation process insures buy-in and ownership of the plan.
Committed to assisting organizations improve their potential for growth, sustainability into the future, and competitiveness, the Alber Enterprise Center is an outreach service of The Ohio State University reporting to both the Marion campus Dean Greg Rose and Extension Director Keith Smith.

The organization development staff consists of Myra Wilson, Program Director; Frank Gibson, Program Manager; and Annette Shuster, Office Administrative Associate. Founded in 1996 as Ohio State’s first campus-based workforce development center, this small office achieves its mighty mission through collaborations with experienced consultants and trainers throughout Ohio and beyond who specialize in leadership development, continuous improvement, and innovation. Alber’s vision is to create premier partnerships with employers and educational providers that promote positive changes in employers, thus stimulating positive changes in the employees in those organizations as well as a lasting impact on the communities in which they are located.

“Your organization is one of our go-to choices for education and process-assistance needs.”

“Employers may call us with specific training in mind, and the first item on our agenda is to ask the right questions to uncover the real need,” Myra explained. “Sometimes what the managers think is the solution to a problem within their workplace — employee training — may not be the only remediation the organization needs to move ahead.” Frank and Myra have a sequence of key questions that help the employers discover what other development activities they need to take. “It can be a little tricky to maneuver if we can see that the roadblock may be the managers themselves!”

Alber Enterprise Center has a diverse clientele. They work with hospitals, manufacturers, public school districts, transportation companies, and many other types of organizations across the state. The size of the companies typically ranges from 50 to 500 employees. “Any larger than that,” Myra said, “and the company usually has a human resources staff that can do internal training or manage outside trainers.”

An example is how Alber has impacted a community through their work with a company whose goal was to become the top supplier of its product in Ohio. Alber staff designed a creative way to evaluate the company’s customer service representatives as well as those of competitors, and then made recommendations for improvement and also provided training solutions for the company.

The human resources manager of that company wrote: “There is no doubt that our association and use of the resources of the Alber Enterprise Center has had a lasting and fundamental impact on the overall profitability and continued competiveness of our company. Your organization is one of our go-to choices for education and process-assistance needs.”

More information about the Alber Enterprise Center is available at www.osutrainingtoyou.com.
The Bridge Gaining Momentum at Alber Enterprise Center

Frank Gibson’s natural instincts for uncovering organization performance issues and Myra Wilson’s talent for developing processes are working in tandem to create a new and exciting issue analysis program for the Alber Enterprise Center. Dubbed The Bridge, for the ability of the process to connect the chasm between where an organization is now to where they want to be in the future, the process uses four business analysis tools and the logic model. Storyboarding and targeted questions from the facilitators guide the organization’s team through the process.

- **Control Analysis** uses Covey’s Circle of Concern/Circle of Control-Influence to explore how participants can keep the project scope within reach for them.
- **Gap/Forces Analysis** uses an adapted version of Lewin’s force field analysis to identify the forces driving the organization to the future state as well as the restraining forces holding them. Once the group identifies the strongest restrainer, the project is built around removing that restrainer.
- **The Strengths/Weaknesses/Opportunities/Threats tool** analyzes the obstacles that could stand in the way as well as the benefits of moving forward.
- **The logic model** is used to develop the final project definition, gathering information already identified in the prior three steps.

Finally, no project is complete without a plan for implementing and integrating it into the organization. One of the most common tools for developing a work plan is Kotter’s eight-step Change Model. Other project management tools can also be used.

The Alber staffers have been practicing the process on various groups over the past year. One of the most successful groups that Frank facilitated was Stephanie Jolliff’s FFA class at Ridgemont High School in Hardin County. Rather than charging a fee for the facilitation, the Center arranged to have the students take notes during the process in order to assist the Center in creating a facilitator’s kit. Stephanie said, “The students found it to be a very exciting tool from which they developed several service learning projects for our school and community. It also taught them valuable critical-thinking skills.”

Under Frank’s leadership, the Center has partnered with OSU Extension Community Development educator Rose Fisher Merkowitz and Ohio State Marion Academic Advising Assistant Director Chris Trapp to secure a 2013 OSU CARES grant. The grant will fund the development of the facilitator’s kit, train the FFA students to facilitate the process, and trademark The Bridge name and process.

Lean Six Sigma Green Belt Training Begins October 1

Alber Enterprise Center and Performance Innovation LLC (Norma Simons) are hosting a Lean Six Sigma Green Belt Blended Learning Program starting October 1. Lean Six Sigma (LSS) is a disciplined process improvement approach focused on reducing waste, increasing customer satisfaction, and reducing variability for improved profits ... among many other benefits.

Green Belts are typically process managers/leaders who manage a couple of projects each year in their function-specific area of the organization while maintaining their regular work duties. The LSS Green Belt course artfully blends the tools of Lean with the rigorous DMAIC problem-solving methodology and statistical toolset.

The fee is yet to be determined. Watch for more information coming soon.
The Orange Frogs are Coming this Fall!

Get ready to witness the transformation of the green frogs to orange this fall.

Alber Enterprise Center is teaming with International Thoughtleader Network to host the Leading Positive Performance™ experiential workshop. Applying the latest research-based techniques from the field of positive psychology, workshop participants first learn to embrace the benefits of positive performance, they then share them naturally with co-workers, leading to a compounding effect inside the organization.

Based on the works of Shawn Achor, author of The Happiness Advantage: The Seven Principles of Positive Psychology That Fuel Success and Performance at Work, and taught at Harvard’s famed happiness course and to companies worldwide, Leading Positive Performance™ provides a sustainable approach to enhancing productivity at the individual, team, and organization level.

Nationwide Insurance in Columbus has invested in the creation of a culture of positivity. Achor’s newest book, The Orange Frog, “is a brilliant, one of a kind business parable that brings organizational development to life. Not only can you learn how Happiness creates advantages in the work place, but also how to simply enjoy life a bit more.” -Curt Wohlers, Vice President, Sales Development, Property & Casualty Staff Sales, Nationwide Insurance.

Watch for more details coming soon!

… Leading Positive Performance™ provides a sustainable approach to enhancing productivity at the individual, team, and organization level.
CD FACT SHEETS AVAILABLE ON OHIOLINE
(RELATED TO LEADERSHIP DEVELOPMENT AND ORGANIZATIONAL CAPACITY BUILDING)

Click on the titles below to view a listing of fact sheets included in each of the following series:

- Basic Estate Planning Series
- Building Coalitions
- Community Organizing

To view a complete listing of OSU Extension fact sheets and bulletins, visit: ohioline.osu.edu.

Give to Community Development . . .

More and more, we look to gifts to help offset the costs of professional development and recognition. OSU Extension CD has a support fund in place to accept your donations for this purpose. If you have given to support these efforts in the past, we thank you very much. If you are interested in giving now, please let us know if you have questions. Giving is made very easy at www.giveto.osu.edu/OSUECommDevSupport.

OSU EXTENSION COMMUNITY DEVELOPMENT MISSION:

Helping communities enhance their well-being.

For more information about OSU Extension Community Development programs contact us at 614-292-6232 or visit us on the Web for a complete listing of programs.

OSU EXTENSION MISSION:
Engaging people to strengthen their lives and communities through research-based educational programming.

Ohio State University Extension embraces human diversity and is committed to ensuring that all research and related educational programs are available to clientele on a nondiscriminatory basis without regard to age, ancestry, color, disability, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, race, religion, sex, sexual orientation, or veteran status. This statement is in accordance with United States Civil Rights Laws and the USDA.

Keith L. Smith, Associate Vice President for Agricultural Administration; Associate Dean, College of Food, Agricultural, and Environmental Sciences; Director, Ohio State University Extension; and Gist Chair in Extension Education and Leadership.

For Deaf and Hard of Hearing, please contact Ohio State University Extension using your preferred communication (e-mail, relay services, or video relay services). Phone 1-800-750-0750 between 8 a.m. and 5 p.m. EST Monday through Friday. Inform the operator to dial 614-292-6181.