Evaluation of the Leadership Athens County Program
2022-2023

Prepared for the Athens County Foundation
by Ohio University's Voinovich School
of Leadership and Public Service

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COUNTY FOUNDATION

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ACKNOWLEDGMENTS

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EXECUTIVE SUMMARY

Leadership Athens County is a nine-month course offered by the Athens County Foundation to the emerging leaders of Athens County. The program is designed to raise awareness of the issues facing the county and of the organizations working hard to address these needs, as well as to expand the network of professionals working for the betterment of their communities. As in the past, the 2022-2023 cohort of Leadership Athens County met once a month for a day-long session focused on a particular theme.

Ohio University's Voinovich School of Leadership and Public Service was enlisted to provide an evaluation of the program. This year's evaluation included an online survey of participants as well as an in-person discussion with program participants in May 2023. Sixteen of the program's 19 participants completed the survey, and 16 participants took part in the facilitated group discussion. Key findings include:

- The majority of participants indicated the LAC Core Program Goals were met. Participants would have liked to see more emphasis on leadership skills development in the program.

- "Networking with others" and "developing a better understanding of community needs, leaders, and organizations" were identified as the most important benefits achieved from LAC.

- Program participants reported a high level of satisfaction with the sessions and themes of the program.

- Most participants perceived session activities as "Very" or "Extremely" helpful. Site visits were identified by participants as the most impactful mode of learning.

- Participants "Agreed" or "Strongly Agreed" with most statements regarding the effectiveness of the program structure and facilitators.

- Participants provided a range of suggestions for topics, site visits, activities, and strategies for recruitment for future iterations of LAC.

INTRODUCTION

Leadership Athens County is a nine-month course offered by the Athens County Foundation to the emerging leaders of Athens County. The program is designed to raise awareness of the issues facing the county and of the systems working hard to address these needs, as well as to expand the network of professionals working for the betterment of their communities. As in the past, the 2022-2023 cohort of Leadership Athens County met once a month for a day-long session focused on a particular theme. Ohio University's Voinovich School of Leadership and Public Service was enlisted to provide an evaluation of the program.

This report outlines the key findings of the evaluation of the program, beginning with a brief overview of the methodology. The subsequent section provides the results of the evaluation organized by topical area. Participants' recommendations for enhancements to the program are embedded with the relevant topical area throughout the results. Instruments used for data collection are included in the appendices.

METHODOLOGY

Individuals participating in the LAC program were asked to complete an online survey regarding their experiences in the program. Participants were asked to rate the degree to which the LAC core program goals were met, their level of satisfaction with each session in the program, the helpfulness of the modes of learning, and their level of agreement with statements about the program structure and facilitators. Participants were also asked a series of open-ended questions about the program sessions, topics, facilitators, most important things gained, and overall suggestions for improvement. A copy of the survey instrument can be found in Appendix A.

Following the completion of the survey, participants were asked to participate in an in-person group discussion regarding their experiences in the program. The in-person discussion was held during the last session of the program and probed participant's reasons for enrolling in the program, expectations for the program and whether they were met, and suggestions for improving aspects of the program. The discussion protocol is included in Appendix B. With the participants' permission, the group discussion was recorded, and a written transcript of the session was created from the audio file of the session.

Researchers from Ohio University's Voinovich School of Leadership and Public Service analyzed data from the online survey and the group discussion using both quantitative and qualitative analysis techniques. Responses to the open-ended survey questions and the responses to questions posed in the discussion group were analyzed with conventional content analysis techniques.

RESULTS

Sixteen of the program's 19 participants completed the online survey, and 16 participants took part in the in-person facilitated group discussion. Results are presented by topical area below.

Core Program Goals

Program participants generally reported in both the survey and group discussion that the LAC Core Program Goals were met. Figure 1 below provides the responses to the quantitative rating of the goals on the survey, while Figure 2 provides participants' responses to the open-ended question on the survey regarding the most important things gained from the program.

Figure 1. Degree to which LAC Core Program Goals Were Met

The majority of participants indicated "Very Much" or "Extremely" that the LAC Core Program Goals were met in all areas except "Understanding of Leadership."

Met Their Expectations	69%
Made Them Feel Part of a Strong Network of Leaders	69%
Met Their Professional Needs	63%
Improved Their Understanding of Strengths	63%
Increased Their Knowledge of Issues	63%
Improved Their Understanding of Leadership	44%
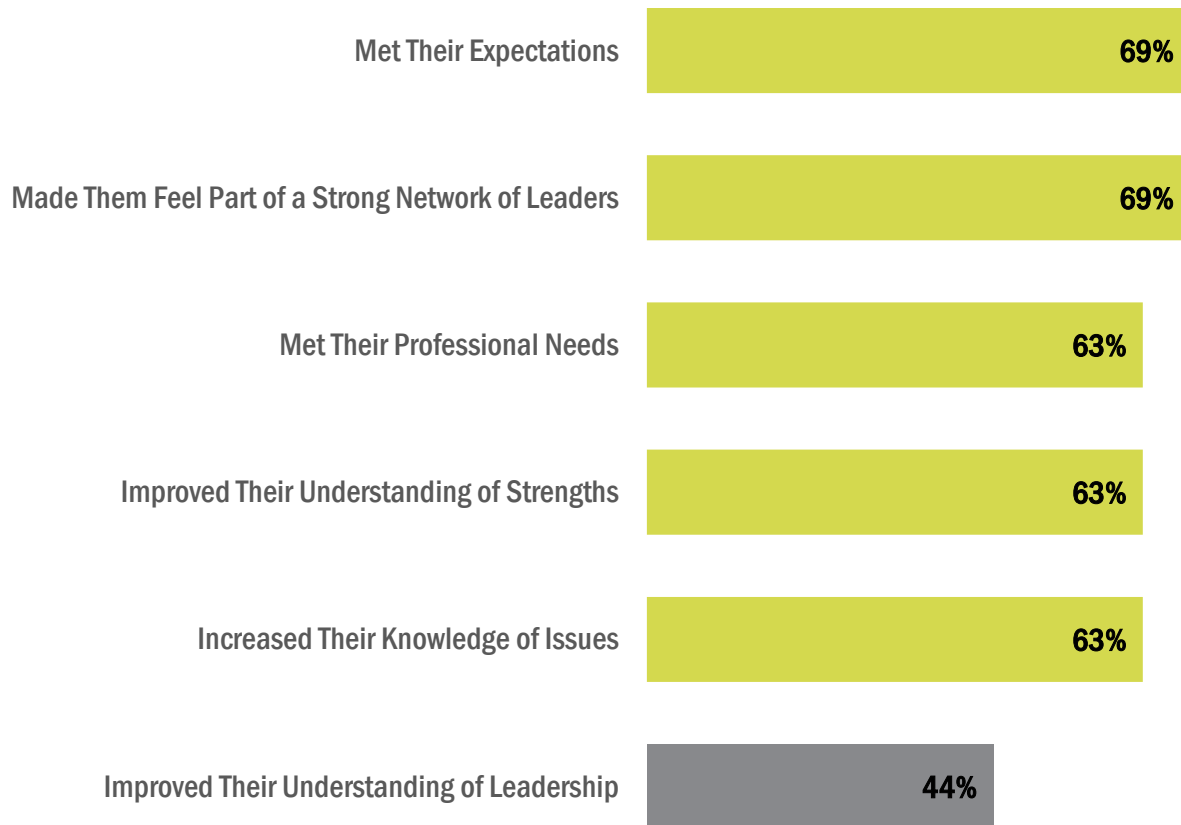
The group discussion with the program participants provided some insights into why "understanding of leadership" was rated lower than the other program goals. The discussion revealed that coming into the program, some participants expected more information on leadership development:

- *"But I also wanted to personally develop into becoming a more effective leader to kind of figure out where do I really want to set myself up in the future. And in that particular aspect, I don't know if I feel like I'm a stronger leader coming out of this program."*

- *"I would echo what two people back from me said, as far as the actual leadership skills, that is one place that I feel could have been developed a little bit more."*

Some participants suggested that it might be helpful to clarify in the marketing materials for LAC that the program is a leadership-building community but not directly focusing on leadership skill-building so that participants would have a better idea of what to expect:

- *"It almost felt that Leadership Athens County can be viewed as a misnomer from our perspective, I think, myself looking at it and hearing from other people, many of us may have thought that we're going to learn leadership skills, like direct actionable leadership skills. And I think this is a leadership building community, but it's a long term. Because we don't, we don't really have any classes, sessions like, this is best practice for being a leader. It's more organic. And I think that that could be a letdown for some people. I found I've really enjoyed this class. But I think some people can walk away being let down."*

- *"I also think that it would be important to identify in the description of the people that it is about the more esoteric aspects of leadership, you know, like, because leadership is not just how to be a manager, you're, there's much more that goes into it. And this goes into the side that's not necessarily management skills, but it's people skills." (agreement from group)*

Other participants indicated that they felt that "the approach was right," but suggested that it might be helpful to highlight leadership more and provide guidance throughout the program:

- *"From the leadership standpoint, I think it would be helpful to have the speakers actually highlight a strength of their leadership skills, then how that is incorporated into their success, or the roles that they currently have. I think that would probably bridge some of the gap that I guess has been presented, so that we have real, we have actual examples of their success."*

- *"Well, I just had the unique experience of, as we started this, I was stepping into a management role in my job. And so I was able to really turn around the Strengthsfinder. I immediately turned that around and applied it to leadership. So in that way, I mean, you're right, it's like taking the things that we use here and turning that into leadership. But that was something that I had to do on my own initiative. So maybe having a little more direct, what's the word, (guidance, yeah, yeah), yeah, like structured guidance on taking what we learned [and] turning it into leadership, because not everybody has that foundation in leadership, right, like, so not everybody can immediately turn this into real leadership."*

Although some participants provided suggestions for improving the program goal of "improved understanding of leadership," survey responses and the group discussion indicated that the Core Program Goals of "feeling part of a strong network of leaders" and "increased knowledge of issues" were significant strengths of the program. See Figure 2 for responses to the open-ended question on the survey regarding what participants gained from LAC.

Figure 2. Participants' Most Important Things Gained from Leadership Athens County

Participants identified networking with others and developing a better understanding of community needs, leaders, and organizations as most important gains.

Networking with Others and Making Connections

- "The opportunity to network within the cohort and with the speakers was really valuable. I expect to take many of those relationships with me after graduation.

- "Networking with fellow member(s) in the community."

- "A better connectedness with other engaged individuals across a spectrum of local/regional organizational support. The building of relationships, to me, was the most important component that otherwise I would have been either unlikely to build, or to have built much-delayed.

Better Understanding of Community Needs and Leaders

- "I have gained a better understanding of my community and the needs of it."

- "Understanding of the landscape of leaders, organizations, etc."

- "There [are] a lot of caring and giving organizations in Athens who work tirelessly behind the scenes to provide services and/or programs to the community."

- "An expanded, deeper understanding of the challenges, opportunities, and various leaders (individuals, entities, etc.) in Southeastern Ohio."

Other Takeaways

- "I really appreciated learning about Black History in Athens County. Since then, I actively tell people about the stories I learned."

- "Development of leadership strengths."

In the group discussion, participants elaborated on some of the themes from the survey

regarding the importance of connections and understanding of issues:

- *"Coming back to the idea of Leadership Athens County is like, shifting the narrative. I think we've all…identified that we are trying to change what it means the definition of wealth, the definition of leadership. We have to have strong connections, we're trying to*

lift a region out of a history of extraction, extraction of people, extraction of knowledge, extraction of, of resources. And that narrative is what has kept this region in this space of poverty. And if we are able to shift the narrative, then you're able to…have the prosperity that is inherent in this place, and the people that are here. So I think strengthening those connections, strengthening those stories, finding ways where the nonprofits and the entrepreneurs and all of it fits together so that we're building upon our inherent wealth is what we want…Finding our commonalities, finding the ways that we're connected is more is the theme. We are more the same, we are more similar than we are different. And finding those connections and strengthening those connections is how we thrive."

- *"I feel like my eyes have been dilated, right. And it's like a cave that I've been looking at from the outside. Now I'm like, in the cave, my eyes are dilated and I'm seeing everything, anything…like shining a flashlight into and just seeing pockets. And I think after this, I'm going to kind of keep my eyes dilated. So I can see into the aspects of situations, of conflict, of opportunities that maybe before would be easier to ignore or not see as a whole."*

Session Content and Themes

Program participants reported a high level of satisfaction with most of the sessions and themes of the program. See Figure 3 below.

Figure 3. Satisfaction with Session Content/Themes

A majority of respondents were "Very" or "Extremely" satisfied with session content and themes; sessions on economics and infrastructure reported the lowest rate of satisfaction.
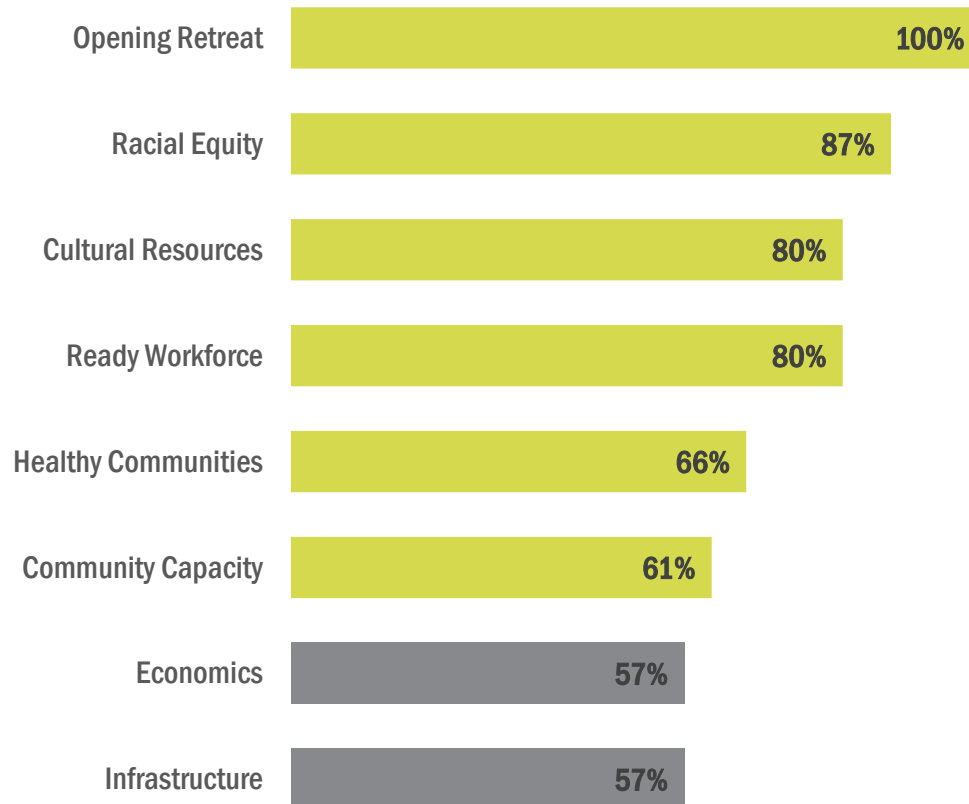
In the open-ended questions about the sessions and in the group discussion, participants identified a number of sessions as being their favorite, including the Opening Retreat, Racial Equity, Building Community Capacity, Identifying Shifting Economics and Opportunities, and Ready Workforce sessions. Some comments that were echoed by several others include:

- *"Excellent, varied sessions featuring so many outstanding individuals and entities in our communities."*

- *"It's not even about the connections; it's more about the angle of attack. I thought the most compelling speaker was Jen Cipher." (lots of agreement from the group)*

- *[The free pharmacy], that was a really good day. A good session. (agreement from the group)*

- *"The cordage workshop was great!"*

The least favorite sessions mentioned by participants included the session at ARTS/West due to the cost of traveling to different places by private car and not seeing a focus on leadership in that session; Shifting Economics; the discussion of Christianity at the Opening Retreat; and the length of the anti-racism workshop and the lack of discussion of solutions offered in that session. Other participants indicated that they did not have a least favorite session and felt they benefitted from/enjoyed all sessions.

Participants' ideas for other topics and speakers to include in future LAC cohorts are presented in Figure 4 below.

Figure 4. Participants' Suggestions for Additional Topics or Speakers to Include

Participants shared a wide range of ideas for topics and speakers that could be included in future iterations of LAC.

"I believe bringing in staff rom Buckeye Hills Regional Council to discuss economic development would be helpful."

"I think there should be more opportunities to learn about cultural arts/elements/trades."

"How health determinants affect the welfare of people in the surrounding Athens area."

"I've loved the introduction to nonprofits, their missions, what they're doing. But when it comes to leadership as a whole, I don't know that's especially well-rounded because I don't think we met people in leadership in local government."

"Maybe a presentation from some older folks. A lot of the presenters were on the bleeding edge of what's happening in Athens County. I'd like to hear about some efforts that have been working for a while and having success."
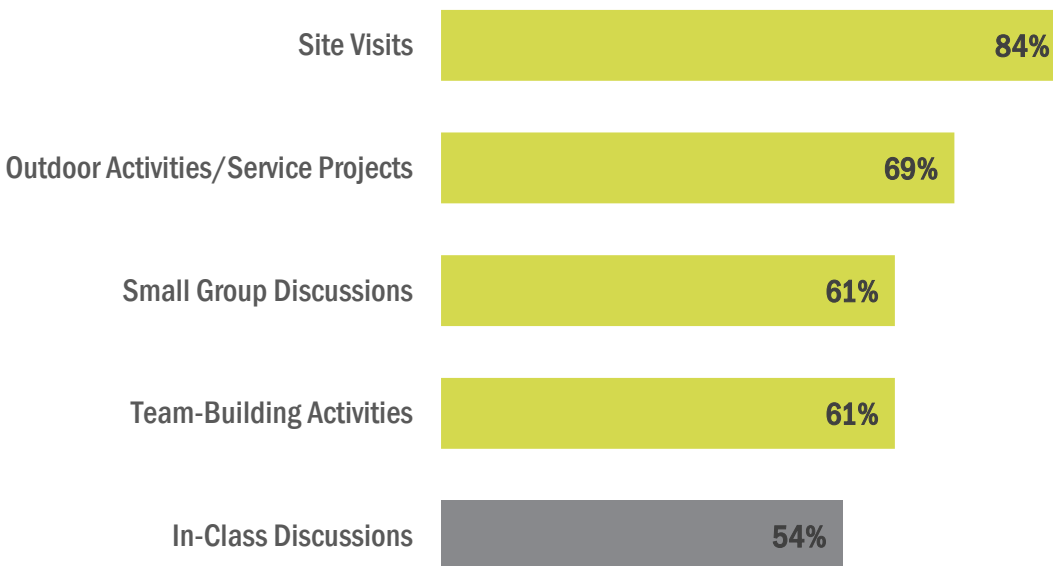
"More exploration of sustainable development/infrastructure and issues in the region (solid waste (AHSWD, Zero Waste Initiative)); folks working on conservation of ecosystems (watershed restoration & economic development, for example work being done at True Pigments); opportunities to learn about ways to work in the education sector (Solid Ground School, local school districts, etc.); more engagement from local elected officials (Amy Renner was great; Athens County Commissioners, City Council, Township Trustees, etc. would be helpful to talk about the barriers from a policy perspective)."

Session Activities/Modes of Learning

Participants' ratings of how beneficial the sessions' activities were to their learning are presented in Figure 5.

Figure 5. Participants' Perceived Benefit from Session Activities

The majority of participants perceived session activities as "Very" or "Extremely" helpful.

Activity	Percentage
Site Visits	84%
Outdoor Activities/Service Projects	69%
Small Group Discussions	61%
Team-Building Activities	61%
In-Class Discussions	54%

Participants' responses to the open-ended questions regarding what things they would keep the same in the LAC program indicated that the site visits were most impactful. Comments included the following:

- *"Keep field trips and site visits. There's no better way to experience and connect with a place than to go there."*

- *"I really enjoyed time spent in Chauncey, Nelsonville, Glouster, and Stewart! I think getting out into other parts of the county is beneficial, as it allows programming to be less Athens-city centric."*

- *"The visiting of various locations across Athens County (this was important to highlight the various social-economic circumstances & to enable the first-hand viewpoint of locations and activities); full-day event duration (important to allow for a range of activities and to enable me to focus on the tasks of the day); The circle; Food; The Art of Hosting; Guest Speakers; Outdoor outings (when possible)."*

A few participants expressed concerns about the cost of having to drive to locations far away and wondered if the transportation costs, along with the cost of tuition and being able to afford a day off work. make the program less accessible.

In the open-ended questions on the survey and in the group discussion, participants provided suggestions regarding activities that would have enhanced their learning. Participant's suggestions regarding site visits are presented in Figure 6. Overall suggestions regarding modes of learning included: (1) adding more leadership exercises so participants can practice what it means to lead; (2) making all sessions more interactive and less focused on speaking; (3) having more community-based outreach and projects; (4) allotting more embedded time for organized reflection, and (5) providing more opportunities that aren't sitting in a circle to allow for more interactions across the group as well as to engage individuals who may not contribute to larger group discussions.

Figure 6. Suggestions for Site Visits

Participants indicated that some adjustments in locations may be beneficial in future iterations of LAC.

Representation of the County

- "I felt some parts of the county were left out like Coolville, Shade, and Albany. Athens is great, but I don't think it represents the whole county very well." "I think representing at least every school district [would have been good]."

- "I think representing at least every school district [would have been good]."

- "Find somewhere in Albany and Coolville to round out the County."

Outdoor Locations

- "I think that beyond communities too, getting out into nature would have been important. I think it's such a, I think it's a really important part of our county."

- "Definitely do a short tour of the Baileys Trail System and the Chauncey Park, plus the new brewery in Chauncey. LOTS to talk about there about the emerging outdoor recreation economy and land use reimagined."

- "Yeah, just spending the day out and seeing like, natural resources we have would have been cool."
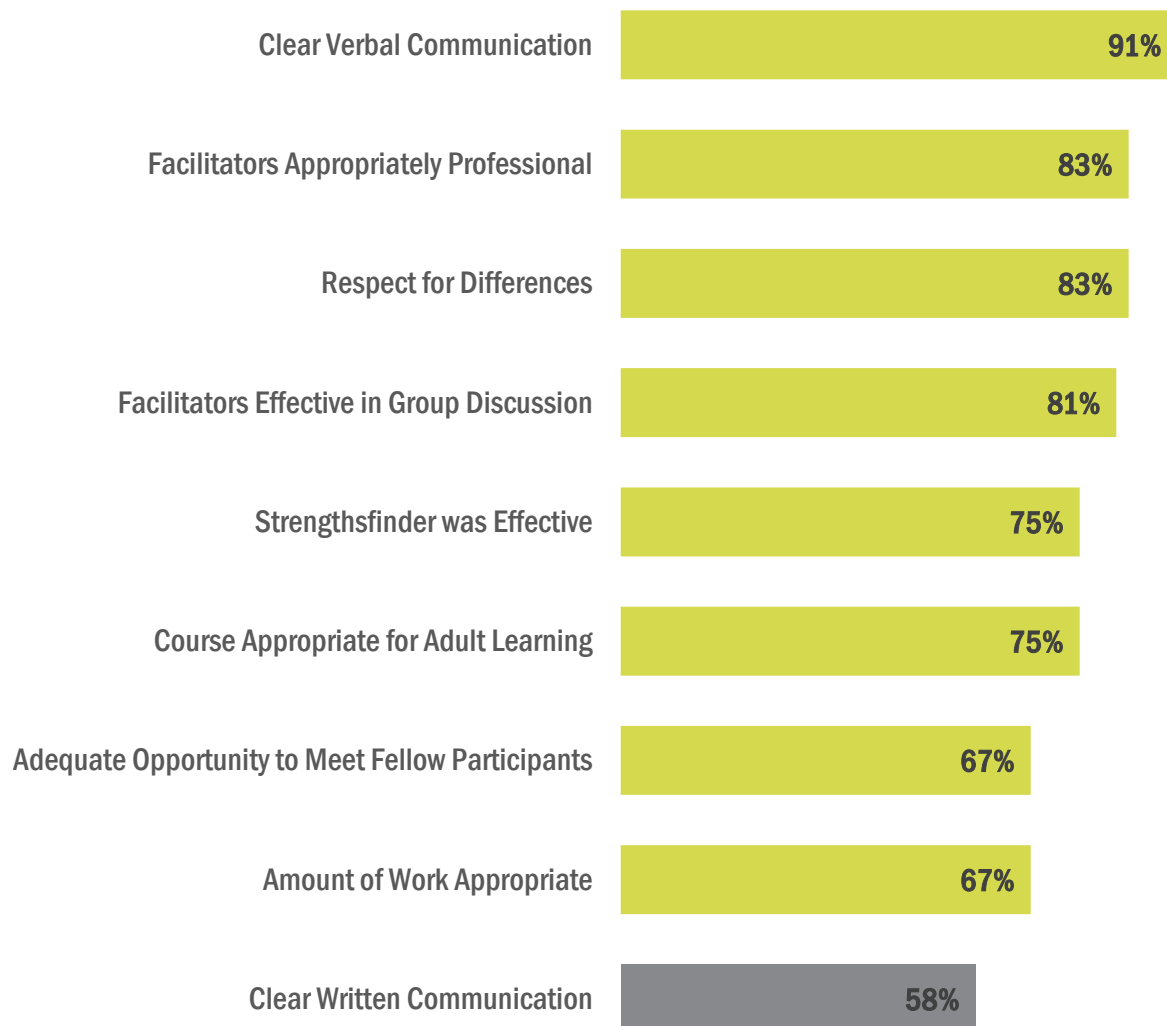
Other Sites to Include

- "We probably should have been at ACENET and actually seen the dynamics. Because that's huge. (lots of agreement) That represents a huge portion of economical achievement in this area."

- "Maybe a tour of the healthcare system? Not sure how that would work, but it would be neat!"

- "I'd also recommend Tenderfoot Learning Lab on five points road. They have good space and a fantastic mission."

- "Would have loved to take the opportunity to visit the People of Color Museum while we were in Stewart."

Program Structure and Facilitators

Participants were asked to indicate their level of agreement with a number of positive statements regarding the structure of the program and the facilitators. See Figure 7 for results.

Figure 7. Participants' Ratings of Program Structure and Facilitators

A majority of participants "Agreed" or "Strongly Agreed" with statements regarding the effectiveness of the program and facilitators. The lowest rating was "clear written communication."

Clear Verbal Communication	91%
Facilitators Appropriately Professional	83%
Respect for Differences	83%
Facilitators Effective in Group Discussion	81%
Strengthsfinder was Effective	75%
Course Appropriate for Adult Learning	75%
Adequate Opportunity to Meet Fellow Participants	67%
Amount of Work Appropriate	67%
Clear Written Communication	58%

Participants offered several comments regarding the effectiveness of the program and facilitators. Positive comments included:

- *"Would just like to say how much I appreciated Eleni, Shayne, and Dani. I can be tough to keep in line, especially once we start discussing equity and taxation (grrrrr) but they handled the whole thing with excellence and aplomb."*

- *"One note I'll share is that I've really taken 'intentional listening' back into my personal and professional life. I tried to explain the concept to my partner the other day and I think it's improved our communication. Additionally, I find that it's helpful with my team at work because I'm listening intently versus trying to prepare a point to respond. It just makes me feel like a better person!"*

- *"I really appreciated the StrengthsFinder programming. I often tend to pick apart my weaknesses versus focusing on my strengths. It was validating and reassuring to hear that my leadership style isn't 'wrong' and that I should use it as an asset."*

Participants' primary suggestion for improving the effectiveness of the program structure was a desire for additional opportunities to engage with the members of their cohort. Participants indicated that they would have liked to have received everyone's names and contact information at the beginning of the program and would have appreciated the use of technology to communicate, such as Discord or a Group chat. Suggestions included:

- *"Make the retreat two days so we have more time to get to know everyone initially."*

- *"I think it would be cool to integrate some kind of post-programming Happy Hour each session!"*

- *"Provide clearer paths for people to plug-in (with the cohort) outside of LAC. Maybe an (optional) social hour once a month to connect in a less formal way."*

- *"There wasn't really a lot of meaningful encouragement to get together between the monthly meetings, and I think I would have benefited from that more."*

Additional suggestions for improving the program structure included: (1) stronger guidance during group discussions; (2) more structure in reflections (beginning and opening and returning to previous discussions, etc.); (3) additional "assignments" to encourage or require

participants to connect after hours one-on-one or in groups to facilitate self-discovery via personal discussion, (4) activities that relate to the day's goals, and (5) improved opportunities to actually brainstorm solutions to problems in the region.

Reasons for Enrolling and Suggestions for Recruiting Diverse Cohorts

During the group discussion, participants discussed their reasons for enrolling in the program and provided suggestions for recruiting diverse cohorts. Reasons why participants chose to enroll in the program are presented in Figure 8. Participants' comments regarding strategies for recruiting diverse cohorts are displayed in Figure 9.

Figure 8. Participants' Reasons for Enrolling in LAC

The majority of participants indicated they had learned about the LAC program from graduates of the program in their workplace and/or enrolled to connect with others.

| Strongly Encouraged to Participate by Supervisor or Other LAC Graduates in their Workplace 50% | To Make Connections with Others in the Community 50% | To Learn about the Community and Make an Impact 25% |
| | | To Learn about Leadership and Become a Better Leader 19% |

Respondents may have listed more than one reason for applying.

Participants generally indicated that the program met their expectations for enrolling, though some indicated that they did not really know what to expect since they were strongly encouraged to participate by others. As was discussed in the Core Program Goals section, a few

participants would have liked more emphasis on leadership skills in the program. Comments

regarding expectations included:

- *"Yeah, it has met my expectations. I've learned a lot more about the community that I live in and call home. And I've met a lot of really awesome people."*

- *"I had no expectations, but I feel like it was a good program."*

- *"What I expected when I came in was different from what the program actually is. But I was happy that it was so different from what I expected. And I guess, in my head, I was like, 'Oh, you're going to learn how to be a manager.' No. It's more about community leadership, which is also an integral part of leadership. So I'm really happy that the experience wasn't just 'what is a manager.'"*

Figure 9. Participants' Suggestions for Recruiting Diverse Cohorts

Participants discussed several ideas to consider when marketing the program to potential applicants.

Openly Invite People to Apply

- "I think for the diversity part, especially one of our sessions, it was, there was a thing of like, you can say that your door's open, and there's a seat at the table. But if you don't openly invite people to that table, then they don't, they don't really feel as if they have room to breathe… Like, you've got to have an advocate when you're the different person. And, and it's got to start with an invitation."

Recruit Range of Diversity

- "So I think you really need to focus on as well as they're going to be doing those community projects to make sure that they are things that people with disabilities can do, and that they include people with disabilities, whether they be physical or intellectual or whatever, in the cohort as well. Because I remember walking in here and thinking, wow, this is very cis, het, and white and this is not what I expected when they said diversity, you know what I mean?"

Ensure Representation of Persons of Color

- [In a previous experience,} it was very much like we wouldn't meet unless at least half of the people represented were people of color. And if they weren't, we would not meet or somebody would leave the group so that we can make the numbers more equitable. That kind of like deliberate, you know, no, this is really important to remember the emphasis on it, I think is very important."

Use LAC Graduates to Help Recuit

- "Those patterns will perpetuate themselves, right, if we're not careful like what we're talking about with diversity today. So it falls on us I think as graduates to [crosstalk] do that. Just because we're done doesn't mean we're not responsible for ensuring that there is more diversity in the group that goes on."

- "I don't know what the recruitment is, but if say 40% is told by their boss they're going to it, yeah, they also tell recent cohorts maybe to try to help market it a little better to other groups now."

Consider Affordability

- "And affordability is a big key thing, my organization is a nonprofit so we can only afford to send two people a year."

- "Well in a community that is very high on the low income level, like exclusivity becomes like leaders are those who have the financial capacity to do it." [lots of crosstalk]

CONCLUSION

Participants indicated in a variety of ways throughout the survey and the group discussion that they viewed their experience in the Leadership Athens County program positively. Participants generally indicated that the Core Program Goals were met, reported a high level of satisfaction with the sessions and themes of the program, and perceived session activities as helpful. When asked to rate their overall level of satisfaction with their experience in LAC, no respondents expressed dissatisfaction. Seventy-five percent indicated they were "extremely satisfied" or "very satisfied" with their experience, while 25 percent indicated they were "moderately satisfied."

Although participants provided a range of suggestions for topics, site visits, activities, and recruitment for future iterations of LAC, they also expressed appreciation for what they have gained from the program:

- *"When you're working with a nonprofit, your leadership ability is based off your connections, because you need to connect people with other things, because you don't have a ton of money. So I really do appreciate that part of, and I really don't want Leadership Athens to lose that because it does alienate half of businesses, if you're focusing more on entrepreneurship and profit. So balance would be nice, but I definitely appreciate the connections I've made because I can use that at work to benefit the people that I serve."*

- *"This program was a fantastic onramp to meeting, interacting, and setting up future activities with 'actual' interested and engaged individuals within the community."*

- *"It's been great for that [meeting and connecting with people]. Like, y'all are phenomenal. I've enjoyed my time immensely here. And yeah, it's been, it's been really good. I highly recommend it."*

- *"I learned a lot about, a lot more about the county...Just coming together with a group of interesting like-minded people who want to do good in their community, it's great for that. And yeah, no complaints as far as signing up. Glad that I did it."*

- *"After our sessions, I had a daily huddle with my team in the afternoon. I actually would go over what we talked about, just because I have a very young team, and there are a lot of disparities in health care. There's a lot of biases. And I felt that my role as a leader [and since] my organization was paying for this, that I needed to give back. And so I would really share with my team, and I really, really encourage volunteerism and*

community involvement. So it really has helped engage. I mean, I've got some people now that are asking questions, team members asking questions. So that's how I've used and have facilitated what I've learned."

The rich information shared by the program participants provides many details regarding their perceptions and takeaways from the program. The analysis of the data from the survey and the group discussion contained in this report may be useful to assist with the recruitment and planning for the Leadership Athens County program.

APPENDIX A

🔍   Preview   Publish

Leadership Athens County Program Evaluation 2022-2023

💡 ExpertReview score   Fair

▾   Default Question Block

Q1 | Introduction

Hello 2022-2023 Cohort!

Congratulations on completing Leadership Athens County! To help us improve the program, please complete this survey to tell us about your experience.

Your information is being collected by Ohio University's Voinovich School of Leadership and Public Affairs, which is conducting the evaluation of the program. The information you provide through this survey is confidential. The Voinovich School will report survey data in the aggregate to the Athens County Foundation. If any quotes from open-ended responses are used in the evaluation report, they will not be attributed to an individual. No quotes that contain identifying information will be used.

This survey will take approximately 5-10 minutes to complete.

Thank you for your time!

-- Page Break --

Q2 A. Program Goals

A. LAC Core Program Goals

The first set of questions asks about your overall experiences with the program. Please answer the questions below using a scale from 1 to 5, where 1 means "not at all" and 5 means "extremely."

	Not at all	Slightly	Moderately	Very Much	Extremely
Has Leadership Athens County increased your knowledge of issues facing Athens County?	○	○	○	○	○
Has the program improved your understanding of leadership?	○	○	○	○	○
Has the program improved your understanding of your strengths?	○	○	○	○	○
How much do you feel that you are now part of a strong network of leaders in Athens County?	○	○	○	○	○
Overall, how much did this program meet your professional needs?	○	○	○	○	○
Overall, did Leadership Athens County meet your expectations?	○	○	○	○	○

Page Break

Q3 B. Session/Themes

B. Session/Themes

Please rate your level of satisfaction with each session.

	Not at all Satisfied	Slightly Satisfied	Moderately Satisfied	Very Satisfied	Extremely Satisfied
1. Opening Retreat *(Burr Oak, Glouster)*	○	○	○	○	○
2. Leveraging Our Cultural Resources *(ARTS/West, Athens)*	○	○	○	○	○
3. Cultivating a Ready Workforce *(Stuart's Opera House, Nelsonville)*	○	○	○	○	○
4. Racial Equity *(Southeast Ohio History Center, Athens)*	○	○	○	○	○
5. Creating Healthy Communities *(Good Works, Athens)*	○	○	○	○	○
6. Building Critical Infrastructure *(Athens Community Center & The Ridges, Athens)*	○	○	○	○	○
7. Building Community Capacity *(Chauncey Friendly Circle & HAPCAP)*	○	○	○	○	○
8. Identifying Shifting Economics and Opportunities *(Federal Valley Resource Center, Stewart)*	○	○	○	○	○

-- Page Break --

Q4 Favorite Session

What was your **most favorite** session? Why?

[   ]

Q5 Least Favorite

What was your **least favorite** session? Why?

[   ]

Q6 Other Topics

What **other topics, site visits, or presenters** would you suggest be included?

Q7 Comments

Additional **comments or suggestions** for LAC sessions/themes?

-- Page Break --

Q8 | Modes of Learning

C. Modes of Learning

Please rate the activities based on how beneficial they were to your learning.

	Not at all Helpful	Slightly Helpful	Moderately Helpful	Very Helpful	Extremely Helpful
Site Visits	○	○	○	○	○
Team-Building Activities	○	○	○	○	○
Outdoor Activities/Service Projects	○	○	○	○	○
In-Class Discussions	○	○	○	○	○
Small Group Discussions	○	○	○	○	○

-- Page Break --

Q9 Program

D. Program Structure and Facilitators

Please rate your level of agreement with the following statements regarding the structure of the program and the facilitators.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The course was structured in a way that was appropriate for adult learning.	○	○	○	○	○
The amount of work involved in the program was appropriate.	○	○	○	○	○
There was adequate opportunity to get to know your fellow LAC participants.	○	○	○	○	○
The facilitators were appropriately professional.	○	○	○	○	○
The facilitators were effective in facilitating group discussions.	○	○	○	○	○
The facilitators showed respect for differences in viewpoints.	○	○	○	○	○
Verbal communication from the facilitators was clear.	○	○	○	○	○
Written communication from the facilitators was clear.	○	○	○	○	○
The *Strengthsfinder* was an effective assessment tool.	○	○	○	○	○

Q10 Other Tools

What others tool(s) would you suggest to help future participants in their self-discovery process?

Page Break

Q11 | Most important thing gained

Thinking back to before you began this program, what is the most important thing you have gained from Leadership Athens County?

Q12 | change-overall

What, if anything, would you change about Leadership Athens County?

Q13 | keep the same-overall

What, if anything, would you keep the same?

Page Break

Q14 Overall

Please rate your level of satisfaction with your experience in Leadership Athens County.

	Not at all Satisfied	Slightly Satisfied	Moderately Satisfied	Very Satisfied	Extremely Satisfied
Overall, how satisfied are you with your LAC experience?	○	○	○	○	○

Q15 Final Comments

Other ideas/suggestions/criticisms you would like to share about LAC?

Import from library   Add new question

Add Block

End of Survey

We thank you for your time spent taking this survey.

Your response has been recorded.

Leadership Athens County Capstone Discussion Guide

Good morning and congratulations on completing the Leadership Athens program! My name is Tammy Kahrig, I'm with the Voinovich School at Ohio University. I was asked to do the survey and facilitate a conversation with you to learn about how Leadership Athens went this year. The discussion is an opportunity for you to provide the Athens Foundation with your thoughts about this professional development opportunity. They rely on your feedback to make modifications and improvements for the coming year.

I am going to ask a few guiding questions to direct the conversation. There are no right or wrong answers, and I welcome a variety of perceptions and input. Please feel comfortable to express your thoughts and opinions about your experiences. If everyone is ok with it, I was planning to record the conversation. The recording will only be seen by evaluators and will be promptly deleted once we have an anonymous transcript. Because this is intended to be a conversation, please feel free to respond to me and others without waiting to be called on. I would ask that only one person talk at a time. In order to cover everything we need to today, I may need to move the conversation on if we go too long on a given topic. We will be taking notes and we will develop a summary but will not include your names, though we may use quotes from the group without identifying who said it.

Are there any questions before we begin?

1. First, let's go around the room and introduce yourselves and why you enrolled in the program.

2. Did the program meet your expectations?

3. What did you learn that you didn't know before?

4. Do you feel like the program covered the county adequately? Any parts of the county missing that you think should be included?

5. Do you feel like you had enough time to reflect and process what you were learning and experiencing? If not, how could that be incorporated?

6. Were there enough opportunities to interact socially? What type of social activities would you prefer?

7. Do you have any suggestions for improving the outdoor activities/service projects?

8. Do you have any suggestions for improving the "Identifying Shifting Economics and Opportunities" session? Less satisfied?

9. What's next for you, as a result of this program? What will you do with what you learned in this program?

10. What would you like other potential enrollees to know?

11. What are some strategies to recruit participants from diverse backgrounds and experiences to the Leadership Athens County program?

12. Is there anything else that you would like to mention that we have not already discussed?

THANK YOU FOR YOUR TIME AND AGAIN CONGRATULATIONS!
WISH YOU ALL THE BEST!