



**November 2005**

“To individuals, families, businesses and communities of Pennsylvania, Penn State Cooperative Extension is the engaged educational system that helps maximize potential with research-proven knowledge.”

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**Message From The Director**

The Extension Annual Conference, held on October 18 at the Penn Stater Conference Center, provided a wonderful opportunity for us to reflect on the past, to acknowledge the accomplishments of our Penn State Cooperative Extension leadership teams, extension educators, and staff, and to revisit our vision and goals for the future. Many highlights from the conference are captured in this issue of the newsletter. We refer you to the **News to Know** and **Well Done** sections and encourage you to congratulate your fellow educators who were recognized at the extension and outreach conferences, as well as the many others who have received well deserved awards during the year. Included below are several highlights from the conference.

The GROW marketing campaign, designed to provide more visibility to cooperative extension across the state, is well underway. Extension is a source of high-quality education not only in the agricultural arena but in areas related to children, youth and families; natural and environmental resources; and economic and community development. We need to familiarize people in suburban and urban areas about the existence of extension and the value it brings. The GROW campaign can help increase the awareness of and support for Penn State extension programs, increase participation in extension programs, and help build a strong, cohesive visual identity for extension, as well as associate our programs with research and extension funding lines, which is critical in times of diminishing extension resources.

Leadership development is an important component of cooperative extension's goals. From the work of the promotion guidelines committee to the new extension leadership fellows program and

the County Extension Director Assessment Center, many leadership opportunities are available to extension educators. One of extension's priorities will focus on leadership as a part of all programs. Other future priorities include innovation in program offerings, increasing program participation, "alternative revenues," building new programming partnerships, and increasing alternative delivery methods.

Dr. Rodney Brown, dean of biology and agriculture, Brigham Young University, presented the 2005 McDowell Lecture. In his presentation, Dr. Brown painted a vivid picture of the history of cooperative extension, spoke about the importance of preserving the extension mission, and offered his thoughts on responding to the challenges of today. He noted that we must pay attention to the "conduit" between research and extension so that the land-grant mission remains strong. He stated that extension in the university was meant to be "different." He noted the pressures nationally for us to copy a research university, then he pointed out that research universities do not have an outreach mission. If we copy them, we will not have extension, and we need to help university leaders understand extension. Extension is "cooperative," and Dr. Brown noted that the core and foundation of extension is the educator. He talked about the necessity of change, noting that change for the better requires effort. However, it is better to "drive the ship" than to drift, to think about change and choose what we should and shouldn't do. The vision—doing what makes things better for others—is what extension needs to preserve.

A special thanks to all of you for your efforts during the year, for your dedication to sustaining the spirit of extension, and for leading our organization to realize our vision of Penn State Cooperative Extension in the years ahead.

Best wishes,  
Daney Jackson  
Director of Cooperative Extension

## News To Know

### State Leader for Economic and Community Development

We are pleased to welcome **Timothy W. Kelsey**, professor of agricultural economics in the Department of Agricultural Economics and Rural Sociology, as state program leader for economic and community development with Penn State Extension. Dr. Kelsey joined the leadership team in this half-time position on September 19. His vision and goals for the future are presented in **The Extension Spirit** section of this newsletter.

### Administrative Fellows

We are pleased to announce the selection of two extension educators for the leadership fellowships within Penn State Extension for the program year from October 1, 2005 to September 30, 2006. **William C. Kleiner**, county extension director in Adams County, will serve as Leadership Administrative Fellow. **C. Leona Joseph**, associate extension educator in Philadelphia County, will serve as Diversity Administrative Fellow. This professional development opportunity provides a forum to assess and strengthen leadership skills and explore skill development for future leadership roles within the organization.

### Youth Development Practitioner Apprenticeship Program

The Youth Development Practitioner Apprenticeship Program is a national education and training program for youth workers. The apprenticeship program was piloted in Pennsylvania with four apprentices and master practitioners who will document more than 340 hours of related instruction and over 3,000 hours of on-the-job training over a 2-3 year period. The goals of the program, spearheaded by the Department of Labor and National 4-H Council, are to provide training standards for the youth development practitioner profession, increase retention of youth workers, and provide training and mentoring opportunities.

Participants in the apprenticeship program and their master practitioner mentors were recognized at the Extension Annual Conference. They include: apprentice **Stacy Goetz** and master practitioner **Karen Hack**; apprentice **Jennifer Grooms** and master practitioner **Patricia Anderson**; apprentice **Sam Nicole** and master practitioner **Janet Allis**; apprentice **Kathy Weller** and master practitioner **Evelyn Simmons**.

### County Extension Director's Leadership Assessment Center

The first Penn State County Extension Directors' (CED) Leadership Assessment Center was initiated this fall. The Leadership Assessment Center is based on curriculum and training from a leadership program that began at Ohio State University (OSU) in 1985. The program involves real-life administrative "experiences" of county directors in which assessors observe and provide feedback on 15 performance dimensions of the CED role. The center also includes several days of professional development experiences targeted to leadership and management.

In September, five individuals spent a week at OSU receiving training on the curriculum and processes of the assessment center. Trainees included Lori Johnson-Vegas, Brenda Bernatowicz, Tom Walker, Suzanne Boarts, and Michelle Rodgers. The first Leadership Assessment Center was conducted at Penn State during the first week in October (prior to the Penn State/Ohio State football game) involving both Penn State and Ohio State staff. Participants in the first assessment center are pictured below as they wrapped up a day on campus meeting with various administrators in cooperative extension and outreach.



Penn State Assessment Team L-R: Brenda Bernatowicz, Southwest Regional Director; Tom Walker, CED, Juniata County; Suzanne Boarts, CED, Armstrong County; Rick Kauffman, CED, Berks County; Nancy Stevens, CED, Montgomery County; Michelle Rodgers, Capital Regional Director; and Jeff Myers, CED, York County. Missing from the photo is Amy Gregor, Training Coordinator, Outreach Professional Development.

While some CEDs were participating in the assessment center, others were being trained as future assessors. Three members of the Ohio State staff spent the week observing the team trained at OSU and simultaneously trained a new assessor team including Rick Kauffman, Jeff Myers, and Nancy Stevens and facilitator Amy Gregor.



Participants in CED Assessment Center. Back Row L-R Gary Hennip, CED, Bradford County; Leona Joseph, extension educator, Philadelphia County; Vicki Lewis, CED, Lycoming County. Front Row L-R Lori Johnson-Vegas, manager, Outreach Professional Development and instructor for the session; Patty Anderson, CED, Clarion County; and Jane Landis, CED, Dauphin County. Missing from photo is Bill Kleiner, CED, Adams County.

The Penn State and Ohio State staff enjoyed the banter of working together the week before the game and the collegiality of the shared experience. Lori Johnson-Vegas conducted two days of highly interactive professional development experiences to augment the assessment center. Participant evaluations were positive with comments such as: "This is the best professional development experience that I've ever had." "A great experience for all CEDs to have!" The Extension Leadership Team is planning a future assessment center for spring 2006.

#### 2006 State Promotion Committee

Dawn Olson, county extension director for Monroe County, is chair of the State Promotion Review Committee and the following individuals serve as committee members: Phyllis Wright, Norm Conrad, Roxanne Price and Mike Masiuk. The committee's report has been accepted by the Extension Leadership Team with minor changes. Promotion criteria will include increased emphasis on teaching quality and applied research and the integration of teaching, research, and extension.

### **Program Updates and New Directions**

#### Change Agent States for Diversity

The Change Agent States for Diversity (CASD) initiative started in Pennsylvania in 2000. This initiative is designed to recognize the importance of organizational change and managing diversity for the extension system. The initiative helps provide models of best practices in the land-grant university system. Goals of the initiative are to build the capacity of system to function inclusively and effectively in a multi-cultural world and to set standards and implement a vision for supporting healthy, thriving, culturally diverse communities through extension. The first project began with the assistance of a Special Needs Grant from USDA as seven states formed a consortium. In 2004, seven more states joined the CASD consortium, which now includes Arizona, Colorado, Delaware, Idaho, Louisiana, Mississippi, Missouri, New Mexico, New York, North Carolina, North Dakota, Pennsylvania, South Dakota, and Washington.

Each state formed a Change Agent States for Diversity Catalyst Team. Pennsylvania's current team (PA CASD) includes members from across the organization: extension directors Daney Jackson and Ted Alter; state program leaders Marilyn Corbin and Jack Watson; regional directors Brenda Bernatowicz, Mary Jo Depp-Nestlerode, and Michelle Rodgers; extension faculty members Patreese Ingram and Stephan Goetz; staff members Sandy Smith, John Dickison, and Karen Vines; department head John Floros; and county extension educators Deno De Ciantis, Jeff Mizer, Jim Welshans, Don Tanner, and Frasier Zahniser. Patreese Ingram and Marilyn Corbin co-chaired the team. Patreese also is responsible for the national evaluation of the initiative.

Each state sets goals and strategies to address the overall consortium goals. Some of the strategies and action steps that the PA CASD Catalyst Team has achieved include:

- Professional development activities including in-service training, regional workshops, retreats, and state sponsored conferences, such as the "Enhancing the Health and Well-Being of Plan Communities," a conference for educators working with Amish and Old Order Anabaptist groups held in 2004.
- Members represented the state in delivering diversity-focused presentations and workshops at several national extension conferences and meetings, such as the National Land-Grant Diversity Conference.
- A new Director's Diversity Initiative is a stimulus to document professional development addressing diversity issues.
- The Administrative Diversity Fellows program is designed to provide leadership experiences for extension educators who aspire to upper extension administrative positions.
- Candidates for administrative positions in the college now are interviewed by members of the College Diversity Council and the Change Agent States for Diversity Catalyst Team.
- The Professional Entry Program (PEP) has supported an employee at the county level. PEP provides Penn State graduates from diverse cultural and socio-economic backgrounds with professional work experience related to their career goals.
- Diversity criteria have been incorporated into a series of awards sponsored by the Extension Director called Spirit of Extension Awards.
- A college/extension diversity Web site was developed: <http://diversity.cas.psu.edu/>.

- Other Web sites that highlight programs to reach diverse audiences, educational materials translated into numerous languages, extension educational materials on diversity, and the Women in Agriculture initiative are listed below:  
<http://diversity.cas.psu.edu/PSU-DiversityPrograms.pdf>.  
<http://www.ento.psu.edu/extension/SpanishFactSheets.htm>.  
<http://pubs.cas.psu.edu/freepubs/pdfs/ui362.pdf>.  
 Women in Agriculture:  
<http://mysite.verizon.net/vze72ubs/sustainingthegrowthofwomeninpennsylvaniafarming/index.html>

We can be proud that our PA CASD team has been influential and has gained support to stimulate a variety of strategies as noted above. Yet, the work of addressing diversity initiatives must continue with new, innovative, and meaningful action steps. Your suggestions to members of the PA CASD would be appreciated as we continue our work to create an inclusive organization.

#### **Did you know that...**

- Since fall 2001, more than 7,000 people have participated in ServSafe<sup>®</sup>, a food safety certification program developed for food service employees. Most educators report that nearly 98 percent of the participants pass the exam. To serve a wider ethnic base of food preparers, courses have been offered in Spanish, Italian, and Chinese.
- The Master Gardener Program continues to grow, reaching 188,933 people during 2004. A total of 293 new Master Gardeners in 23 counties were trained, and more than 2,200 volunteers representing all 67 counties volunteered more than 103,200 hours in the Master Gardener Program. Their volunteer time is valued at \$1,706,927.

#### **Well Done**

##### 2005 Director's Awards

The Penn State Cooperative Extension Director's Awards were presented by Dr. Jackson at the Extension Annual Conference held on October 18 in State College. Awards were presented to the following individuals and team members.

**Judy McCormick**, retired associate director of contracts, received the **Leadership Award**. This award honors an extension professional who has a strong history of outstanding leadership and contributions in Penn State Cooperative Extension and has demonstrated the highest overall standards of performance. "In the early 1990s, the vision for an expanded revenue portfolio for cooperative extension began to emerge and the expectation for county-based educators to become increasingly engaged in the grants and contracts arena was born. Judy quickly and willingly learned the needs of the educators and helped them interface with the university's systems. She provided the education and support to navigate the sometimes complicated processes and helped others at University Park understand and recognize the challenges that the educators faced. Judy calmly and patiently led staff through the intricacies of the proposal and award system. Judy's dedication and commitment to excellence and customer service are superb. She is a quiet leader with high standards and high expectations. Judy is most deserving of this prestigious award."

The **Team Award**, which recognizes Cooperative Extension administrative and program teams that work together to address a special initiative or goal, was awarded to the Northwest Pennsylvania Extension Dairy Team. The team members are **George Wilcox, Tom Wilson, Nelson Smith, Joel Hunter, David Baver, and Dave Dowler**. "A quality team must have trust, confidence in members, and dedication to the team's goals. This group has all of these characteristics and more. They are totally committed to helping people in the dairy industry. The group utilizes their individual strengths to maximize the outcome of their efforts. They develop a plan and move forward. They are quick to involve the key players in addressing issues that arise. They challenge each other, discuss methods of accomplishing tasks, and set a plan of action with key goals. All have strong backgrounds in agriculture and firsthand knowledge of the dairy industry. They are committed to making dairy a success. A common thread of each member is that they all have passion for the work they do."

Several Director's **Spirit Awards** were presented to individuals who show an outstanding commitment to cooperative extension and their community through their dedication, enthusiasm and quality performance. The following individuals received **Spirit Awards**:

**Outstanding County Educator – Nancy Wiker**, extension educator, Lancaster County. “Nancy is a fantastic educator. She is sincere, innovative, dedicated to her work, respected by her peers and administrators, and an inspiration to all who know her. Nancy also has taken the time to share her talents as a mentor with new staff. You never have to wonder if Nancy will follow through on an assignment. She completes work on a timely basis and at the highest level. You won't find a more rounded individual who displays outstanding professionalism in her work as an extension educator.”

**Outstanding Faculty – Daniel Perkins**, associate professor of agricultural and extension education, Department of Agricultural and Extension Education. “Danny works hard, gets everyone inspired and always follows through until the project is complete. Danny's commitment to extension through his leadership, his partnerships within the state and across the country, and continued research and scholarship are ongoing. He is always open-minded, creative and positive in this approach with educators and youth. I thoroughly enjoy working with Danny and feel it is a privilege to be part of his programming efforts. He inspires me. He is a great role model and a spirited person.”

**Outstanding International – Leon Ressler**, county extension director, Lancaster County. “Leon brings passion and spirit to his work with people from around the world. His own personal experience living and working in agricultural development in Kenya for six years has played an important part in his vision of what Penn State Cooperative Extension has to offer the world. Back home in Pennsylvania over the years, Leon has graciously hosted groups from Kenya, South Africa, and Ghana. Through these efforts, Leon has helped Penn State connect the world through a web of mutual respect, understanding and friendship.”

**Outstanding Research Partner – Gabriella Varga**, Distinguished Professor of Animal Science, Department of Dairy and Animal Science. “Dr. Varga ranks among the elite faculty of our college. In addition to her professional achievements and the many, many contributions she makes to enhance the department, college, university and dairy industry, she is a truly remarkable considerate individual who always puts the good of the greater whole ahead of her personal objectives. She is a marvelous role model and defines what this award represents.”

**Outstanding Staff – Howard Nuernberger**, retired photographer, Information and Communication Technologies unit. “Howard is an ambassador for cooperative extension. As the college's staff photographer, Howard was involved with every level of the organization -- he has established positive relationships with legislators, farmers, extension educators, specialists, administrators, and staff, faculty and students alike. From studio to aerial photography, Howard is a master of his trade.”

**Outstanding 4-H Club – Rough Riders 4-H Horse & Pony Club**, Lancaster County. “The club's leaders, members and parents are always willing to share a helping hand at many county-wide events including the local 4-H fair, county and district shows and horse production shows. Their willingness to help and positive spirit stems from an adult leadership team that truly exemplifies dedicated, positive role models for our 4-H members. Their unselfish giving of time, energy and optimistic attitude makes the club not only a joy to work with, but an outstanding group to know. They are generous beyond words through lending horses to other members, transportation, organizing pony rides, and coordinating many community service projects. It is a priority for the club leaders to develop life skills of all members through the 4-H horse project and to continue to remain focused on the meaning of 4-H in every activity, event or show.”

**Outstanding Volunteer – Richard Crouse**, Adams County. “Rick is a true leader in extension in many arenas. When extension asks Rick Crouse for help, he is always willing and ready to support us. Rick has gained the Adams County Commissioners respect through the years, and when Rick speaks in support of extension, they listen. He not only has the attention of county commissioners, but state and federal representatives. He is on a first name basis with all of the Adams County representatives. Rick has served on the county, regional and state PCCEA boards. He is an individual that is a willing volunteer, but very humble. He gives credit to others and seldom stands in the spotlight himself. Should Rick be the recipient

of this prestigious award, I hope he will clearly know how very much he is appreciated as a volunteer in the extension organization. I can think of no one better to represent the title of 'outstanding volunteer' than Rick Crouse."

#### Outreach 2005 Vice President's Awards

Several awards were presented to cooperative extension faculty and staff at the Outreach Day of Connection 2005, held on October 20.

**Vice President's Award for Entrepreneurship – Rick L. Day**, associate professor, Department of Crop and Soil Sciences.

This award honors Outreach faculty, staff and technical-service employees who break new ground through innovative programs, products, services or approaches designed to uniquely meet the needs of the work unit or clientele.

**Vice President's Award for Learning and Community – "Women's Ag Network" - Mary E. Barbercheck**, professor, Department of Entomology; **Kathryn Brasier**, associate professor and **Jill Findeis**, professor, Department of Agricultural Economics and Rural Sociology; **Nancy Ellen Kiernan**, program evaluator, cooperative extension; **Ann Stone**, staff assistant with the Women's Ag Network; **Linda Moist**, senior extension associate, Department of Entomology; and **Carolyn Sachs**, professor and **Amy Trauger**, post-doctoral scholar, Department of Agricultural Economics and Rural Sociology.

The award honors Outreach faculty, staff and technical-service employees who consistently demonstrate excellent commitment to advancing lifelong learning and create a supportive environment for learning and work.

Congratulations to each of these outstanding individuals for their commitment, leadership and efforts on behalf of Penn State Cooperative Extension!

#### We Are Penn State Extension Proud

Congratulations to **Linda Zubler**, recipient of the 2005 Ella Reagle Staff Assistant Award. Linda, a staff assistant in the Capital Region office, is a valued asset to the educators and staff in both the region and throughout Pennsylvania. Linda has demonstrated outstanding dedication and commitment throughout her 34 years of service to the university, with 16 of those years in the college. She represents our college staff very well and is most deserving of this year's award. The award was presented at the college-wide staff meeting held at University Park on October 31.

Congratulations also to the Pennsylvania Extension Association of Family and Consumer Sciences for hosting the successful 2005 National Extension Association Annual Session held in Philadelphia, September 25-28. More than 22 Pennsylvania members received national and regional awards for their extension educational programs. National award winners include: **Mary Alice Gettings**, Beaver County, Distinguished Service Award; **Dawn Olson**, Monroe County and **Karen Thomas**, Lackawanna County, Continued Excellence; **Fay Strickler**, Berks County, Extension Educator of the Year Award; **Nancy Grotevant**, Pike County, **Debra Brodhecker**, Tobacco Youth Educator and **Nilda Sessler**, Community Health Educator with the Pike County Tobacco Free Coalition, Environmental Education Award; and **Mary Ann Oyler**, **Stacey Goetz**, and **Karen Hack**, Franklin County, and **Roxanne Price**, York County, 4-H Excellence in Afterschool Programming Award. Kudos to the Regional award winners and to the Overall Planning Committee chaired by Fran Alloway, with co-chairs Dawn Olson, Nancy Stevens, Robert Thee, Beth Van Horn, Marcia Weber, Kathy French, and Robin Kuleck.

#### The Extension Spirit

##### **Economic and Community Development: The Road Ahead**

By Timothy W. Kelsey, professor of agricultural economics and state program leader, economic and community development

It has often been said by administrators and others that everyone within extension does economic and community development (ECD) work, and they're right; ECD focuses on building strong, vibrant and sustainable communities, and it involves a wide range of issues, including the

economic, social, and environmental well-being of the community and its members, local leadership capacity, and informed policy making. In a lot of ways, it is what county extension directors do when they work with county extension boards and county commissioners; what 4-H educators do when they train volunteers and when they help youth develop greater confidence in public speaking, in leading groups, and carrying through on projects; it is what water quality educators do when they work with watershed associations, and what the wide range of agricultural educators do when they help nonfarmers, local officials, and farmers understand the important roles of farming, and thus the importance of addressing farm-nonfarm conflicts, and of farmland preservation efforts. ECD is multidisciplinary and links agriculture, natural resources, children, youth and family, and food systems.

Yet if everyone within extension does economic and community development work, I believe an important part of the ECD program leader's job is to increase everyone's capacity and skills for dealing with such issues and processes. One small step towards this is the ECD group's recent decision to discontinue our separate ECD in-service week and instead to integrate our trainings into the March in-service week, in part, as a way of making our in-services more accessible to non-ECD staff and faculty and as a way of encouraging more cross-program collaborations. I also want to integrate the board development (such as for non-profits and extension boards) and public policy parts of the new "Learning Today, Leading Tomorrow" program into County Extension Director Institutes and other internal trainings because these skills are so vital to everyone within extension.

A second of my main goals is to improve the visibility of economic and community development programming and help to provide it a clear and stronger identity. The strength of our programming—that it is easily adapted to local needs and conditions—is also a source of difficulty because stakeholders too often view these as entirely separate local programs rather than as part of a larger whole. It is essential for ECD faculty and staff to capture our success stories and communicate these to others within and outside Penn State, making the connections and the research base underlying these programs clearly evident. Accurate program reporting and evaluation are vital. As state program leader, I intend to develop a statewide ECD newsletter, revise and update our ECD program catalog, and institute a regular series of press releases and other communications about our activities. I need to strengthen the communication, connections, and collaborations with stakeholder groups, such as state agencies, local government associations, and the Ag Council. I also believe it is essential to create a statewide ECD calendar of events that is up-to-date and comprehensive; we must be able to easily describe for others what we *are* doing and *will be* doing, and not just what we've already done months after it has happened. I am currently working with AgICT to adapt the Outlook system to make such a calendar relatively easy and almost automatic, because I realize that if such a calendar is an additional burden on staff and faculty it will fail. I also believe ECD faculty and staff need to more fully participate in Ag Progress Days and the Farm Show, which are two of the college's most visible public events.

My third goal is to improve coordination among ECD staff and faculty. We will continue to use our ECD listserv, CD-PSU, and make better use of Sharepoint for exchanging ideas and programs. I intend to institute a monthly "Virtual Lunch" for informal program sharing via video teleconferencing (VTC) units and conference call to increase our opportunities to get together as a group. I hope that a lunchtime gathering won't intrude on the day (people have to eat anyway, and I'll buy participants lunch). I also am working with some faculty and county educators to create a centralized process for long-term evaluation of standard ECD programs—for example, an educator or faculty member will be able to send a list of names and addresses of program participants to my office, and say "I want the (X) ECD program evaluation form sent to these people in six months," and my office will handle the mailing, data entry, and analysis. This should increase the quantity of long-term program evaluations we conduct and also allow educators and faculty to focus more clearly on program development and delivery rather than on paperwork. I also intend to make more use of "strategic" in-service training, proactively addressing unmet needs or skill development rather than relying solely upon the in-service proposals individuals have submitted. This will include bringing in outside experts as appropriate; we hope to conduct such an in-depth training on facilitation, for example, during the March in-service week.

My fourth major goal is to increase the resources for delivering ECD programs. I intend to focus on aggressive grantsmanship, including basic grant templates for common programs, and working closely with the state and other stakeholders to develop funding opportunities. We must

more clearly recognize that many within extension are doing ECD-related work and serve their needs better. We need stronger partnerships with stakeholders at the local, state, and federal levels. I also believe ECD staff and faculty should consider how volunteers might be better integrated into program delivery, following the lead of 4-H and the Master Gardener programs. This is a great way to expand program reach, and it creates greater strength within the community.

I am excited about being the state program leader for economic and community development, both for myself personally and for the ECD program area. Having such a position gives ECD staff and faculty a formal seat at the table, an official cheerleader to nurture connections and partnerships with stakeholder groups and some resources to help us do more to help Pennsylvania and Pennsylvanians. If you want more information on the ECD listserv, Virtual Lunch, or other ECD activities, please contact me (tkelsey@psu.edu).

## Leadership Thoughts

### Characteristics of Creative Thinkers

Creative thinkers value ideas.  
Creative thinkers explore options.  
Creative thinkers embrace ambiguity.  
Creative thinkers celebrate the offbeat.  
Creative thinkers connect the unconnected.  
Creative thinkers don't fear failure.

Reference: Maxwell, J. (2003). Thinking for a change: 11 ways highly successful people approach life and work, p. 100-104. New York: Warner Books.

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The **Well Done** section highlights a particular noteworthy extension education effort by an individual or team.

The **We Are Penn State Extension Proud** section recognizes an extension employee's outstanding accomplishments.

The **Extension Spirit** section enables Penn State Cooperative Extension employees to share meaningful work experiences, articulate the values and goals behind their efforts, and present inspirational ideas.

Send your suggestions for the **Well Done**, **We Are Penn State Extension Proud**, and **The Extension Spirit** sections to Margaret Koble, [mak10@psu.edu](mailto:mak10@psu.edu). Nominations will be reviewed and selected by the director. The deadline for receiving nominations for the next issue of the newsletter is **December 2**.

#### NOTE:

After being distributed, issues of **Extension Directions** will be archived at:  
<http://www.extension.psu.edu/Newsletters/archives.htm>.

Please send submissions to Margaret Koble, [mak10@psu.edu](mailto:mak10@psu.edu).

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#### **This publication is available in alternative media on request.**

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