



NCRCRD 2007 ANNUAL REPORT

**How Things Add Up**

The 2007 Annual Report of the North Central Regional Center for Rural Development is available from:



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## How Things Add Up

Our mission is to strengthen the ability of the land-grant system and its partners to help build rural community capacity, create vibrant and sustainable economies, and cultivate inclusive approaches to governance to enhance regional well-being.





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## LETTER FROM THE DIRECTOR



This has been an exciting year for the North Central Regional Center for Rural Development in our efforts at learning, discovery and engagement. The inter-university, interdisciplinary online master's degree in community development is now firmly in place in four institutions within the North Central region. We continue to add faculty, courses and students. We are pleased that this program is allowing land-grant university faculty to reach students who are currently working in community development and want to have the knowledge, connections and credentials that can help them do their jobs even better. We are particularly pleased with our enrollment from the native communities. The diverse experiences of our mature student body add greatly to the dynamics of our courses. Our faculty is very committed to serving and learning from this exciting group of learners and future colleagues.

Our Foundations of Practice—Community Development Core Competencies for Extension professionals is moving well. We are continuing with Component

1, Understanding Communities and Their Dynamics, running the training several times in synchronous, Web-based live delivery each semester. Component 2, Developing Successful Community Initiatives, is based on face-to-face learning and training trainers in issues around group dynamics and working with diverse audiences. We launched it this year, under the leadership of Janet Ayres of Purdue, and we continue to present it across the region. We are also moving forward on Component 3. This component provides specialized training on specific community development skills. We are pleased that the participants in these capacity building activities include Extension educators from Agriculture and Natural Resources, Youth, Family and Community Development.

Our Community Capitals Framework Institute continues to link researchers and community development practitioners who use the CCF to connect with each other and to build collaborative research networks. The NCRCRD is providing coordination for inter-state

work in the region on reducing poverty among workers, the impacts of bio-fuels on rural communities, and the integration of new immigrants in rural communities. We are part of a collaborative effort to evaluate on-going food and fitness efforts in the region.

In the coming year, the NCRCRD has authorized a series of small grants aimed at bringing together new groups of researchers to address key issues, from specific problems to basic research questions. We participated in a seminar this year on mixed methods for studying local entrepreneurship, collaborating with researchers around the region that have continued with Web-based training sessions and a research network.

We are looking forward to further development of all of these programs, with particular attention to methodologies of evaluation to make our understanding of the impact of processes of rural development on desired outcomes part of an ongoing process of social change.

*Cornelia Flora*



## State of the Region

The North Central region has a wide variety of opportunities and challenges in its rural places. The Carsey Institute has typified the North Central region as a declining resource-dependent area. We have a legacy of livelihoods based on agriculture, mining and timber, as well as manufacturing. As heavy industry declines in the eastern part of the region, we are heavily dependent on low skill manufacturing, the kind threatened by globalization (see Figure 1).

The decline described by the Carsey Institute is demographic as well as economic. Young adults leave. The rural Midwest lost 19 percent of its population between 1990 and 2005, but it lost 50 percent of its 25- to 35-year-old population during that time period. Consolidation of farms and businesses has pushed the outmigration of native-born young people (see Figure 2).

There is still demand for workers and opportunities for innovation in the region, though. These opportunities are responded to increasingly by new immigrants, particularly a growing number of people from Latin American countries and refugees from other parts of the world.

Despite the functional necessity of these new residents, many established communities are uncomfortable with the differences and the perceived costs of new people, despite the taxes that they pay and the businesses that they start. The region has not developed good ways to integrate immigrants, although some rural communities can provide models for the rest of the region. These new immigrants are important economic drivers of change, creating new businesses, providing key labor and revitalizing school systems (see Figure 3).

The North Central region had a relatively high proportion of the 16- to 64-year-old population in the workforce in 2000 (78%). The North Central region population is much more likely than in other rural regions to be self-employed. In 2004, 11 percent of the population was classified as poor. The low rate of poverty is due in part to livelihood strategies that include multiple jobs per household and per person. Workers in the North Central region are more likely to have a second job than workers in all of the other rural regions, and we are least likely to have lost a job since 2000 for economic reasons.

The rural parts of this region are intensely patriotic, as is evidenced by

the higher mortality of troops from rural areas than suburban areas. People in rural areas of the Midwest are the most likely of all rural regions to know someone in Iraq or Afghanistan. We are proud of our troops and concerned about ways we can support them and their families while they are serving the country and when they come home.

The Midwest is characterized by high levels of trust, and people in rural parts of the region enjoy what they consider a high quality of life. Yet people in the rural Midwest are more likely to be obese than any other region except the South. Of all the rural regions in the country, the North Central region is the most likely to advise youth to stay.

Relatively high social capital means that rural communities in the Midwest engage in collective activities to make their places better for themselves and their children.

This current situation leads the North Central Regional Center for Rural Development to focus on generating both community capacity to respond to new populations, particularly new immigrants and returning veterans, and to focus on opportunities for self-employment and healthy lifestyles.

Figure 1. Manufacturing-dependent counties, 1998-2000

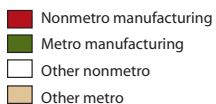
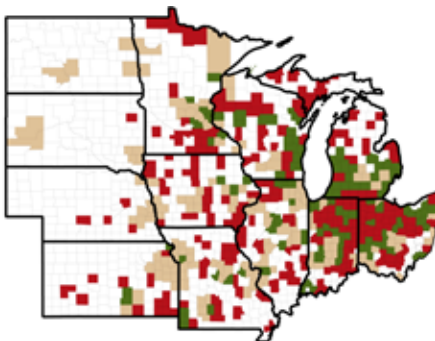


Figure 2. Persistent population loss plagues other resource dependent areas

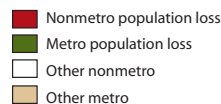
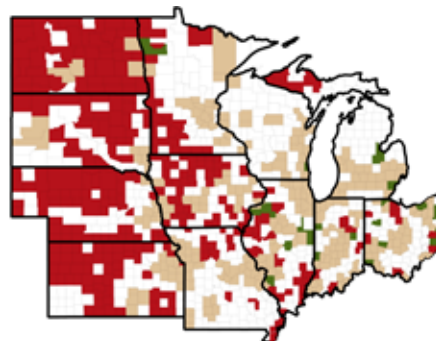
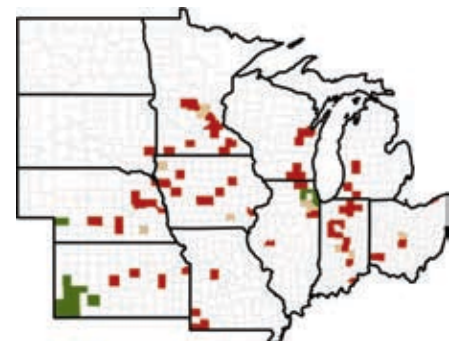


Figure 3. Hispanic Population Growth Patterns, 1990 to 2005





## Increase Capacity of Communities

### Community Development On-line Master's Program

The Community Development On-line Master's Program was developed by a group of university educators who saw a need for the curriculum, particularly for community workers currently in the field. This group recognized that community developers live and work all over the United States, and they often do not want to leave their community to pursue a master's degree. They also recognized that there are many facets to a community, so they employed the Community Capitals Framework (Flora, Flora and Fey 2004) to develop the courses.

The curriculum covers natural resources, economics, Native issues and community development. In this way, a distance

education program is a perfect fit, as it provides a way for a wide array of students to attain a master's degree, including Extension workers, local government workers, community developers, Tribal planners and others.

After scanning existing programs, two things were clear: there were no programs with a track focused on Native community development, and there was not a community development graduate program entirely on-line. Many programs include an on-campus element, so students have to negotiate a way to study on campus for part of their program. This can be difficult for adults with full time jobs and families in a particular community. It was also clear that many university faculty members needed to be involved, in order to

ensure students received instruction from top tier faculty in the field. No one university could supply all the needed curriculum and instructors; therefore, six universities and faculty came together to work on a plan.

After doing the research, collaborating with partners and winning a USDA Higher Education grant, the Community Development Master's Program became a reality. The program runs through the Great Plains IDEA, [www.gpidea.org](http://www.gpidea.org), and the NCRCRD manages the grant and the program.

Two courses were put on-line as of fall 2005, and two courses were offered in spring and summer 2006. More courses are now being offered, as we have more students. Students are either fully admitted into the degree program, taking courses to fulfill their program of study, or they are taking classes as non-degree students.

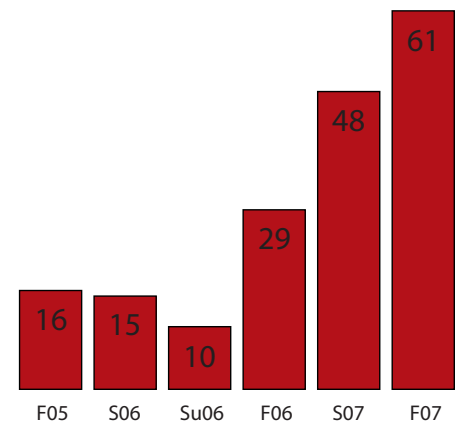
Additional grant money is being sought by the NCRCRD from USDA to continue support of the program. If funding is

“Since I am now the Executive Director of a tribe, the course that I took enabled me to learn more about the economic development of tribal communities.”

won, we hope to add a track titled Working with Immigrant Communities, as well as a Virtual International Exchange course, working with CATIE in Costa Rica.

Students in the program have been asked through two rigorous evaluation efforts about the degree program, in terms of what is going well and what could make the program even better. Students repeatedly point out how the curriculum in this program not only applies, but enhances their work.

From the spring 2007 evaluation with students, it is clear that most students are happy with the way the program is progressing. They appreciate the flexibility of the faculty and convenience of the program; they also feel that the content of the curriculum directly applies to their current and/or future work. Most students have great family support and have found ways to manage their time effectively. Students who dropped from the program discussed possibly returning, and mentioned that the courses



## Student Enrollment

The number of students enrolled per semester, Fall 2005 to Fall 2007

and faculty were excellent. Improvements in communication, financial help, and course offerings need to be made, which will be implemented in the near future.

The future of the Community Development On-line Program looks bright, because of student diversity, involvement, energy and motivation. There are more and more students showing interest in the program from all over the nation and internationally, which is truly exciting for the future of the program.

To read the entire spring 2007 evaluation report, visit: <http://www.ncrcrd.iastate.edu/projects/distdegree/2007studentevaluationreport.pdf>.

## Foundations of Practice

The Foundations of Practice: Community Development Core Competencies for Extension Professionals is a program delivered through the North Central Regional Center for Rural Development to enhance the core competencies of Extension professionals. The program is based on three major components:

1. Understanding Communities and their Dynamics
2. Developing Successful Community Initiatives
3. Areas of Specialization and Emphasis

The first component, Understanding Communities and their Dynamics, is a seven-part series delivered through Breeze technology, a web-based conference system with an interactive phone line. It has been offered each spring and fall since fall 2005. To date, 166 Extension professionals from 23 different states have participated in the first component.

The second component of the Foundations of Practice program, Developing Successful Community Initiatives, focuses on the ability to carry out community development processes to achieve measurable impacts. A face-to-face workshop was held in Kansas City in November 2006 to train teams from each state in the following process skills—community development process, public participation, facilitation, participatory community change and evaluation—with the intention that the teams would then provide training in their respective states.

All 12 states in the North Central region sent a team for a total of 73 participants. A notebook of training materials was developed and made available to participants. Follow-up conference calls were held in spring 2007 to determine if states were using the materials and to share ideas, agendas and other materials. All 12 states in the region had either



offered, or were planning to offer, staff training on the process skills within the year.

The third component, Areas of Specialization and Emphasis, focuses on areas of specialization. The first program is planned for fall 2007, a three-part series titled Managing Community Conflict. Enrollment is limited to 20 participants in order to maximize discussion. Participants will be expected to read materials prior to the session, with assigned readings and activities between the sessions. Future programs are being planned.

More information on Foundations of Practice is available at <http://www.ncrcrd.iastate.edu/projects/corecomp/index.html>.



### **NETworking in Tourism: People, Places and Partnerships**

The NCRCD co-sponsored the 2006 National Extension Tourism Conference, held September 10-13, 2006, in Burlington, Vermont. The focus was on NETworking in Tourism: People, Places and Partnerships. This national conference was designed to enhance networking between tourism and recreation professionals nationwide, encourage discussion about tourism and recreation issues, and provide opportunities for sharing information about tourism and recreation projects and programs.

The National Extension Tourism conference is held biennially at different locations around the country. It is sponsored by the National Extension Tourism Design Team, a U.S. Department of Agriculture designated committee



of tourism and recreation extension professionals that seeks to improve networking opportunities for educators in the field of tourism and recreation, and to expand national tourism and recreation extension initiatives. The NET web site, created to enhance networking opportunities in tourism extension, is found at <http://extensiontourism.net>.





## Reach Under-served and New Populations

Diversity in the North Central region presents challenges and opportunities. In addition to the Native American population, new migrants from all over the world bring their dreams, skills and cultures to further enrich the people and communities of the area. The North Central Regional Center for Rural Development and the land-grant universities in the North Central region are committed to providing regional support to research and outreach that will result in diverse populations being better served and participating more actively in their communities. We are committed to our efforts to improve the quality of life for all people in our region.



## Tribal and Native-Serving Colleges Provide Critical Resources to Communities

Tribal and Native-serving colleges provide critically needed resources to the communities they serve, often by leveraging scarce assets to make a difference. As part of a larger conversation on poverty reduction and asset growth in Indian Country, the North Central Regional Center for Rural Development has released a report with 39 specific examples of how these colleges contribute to rebuilding hope, reclaiming history and culture, and restoring health.

These institutions demonstrate the power of community colleges to aid Native people in their quest for a higher quality of life for themselves and the next seven generations by serving as spurs to economic development, pathways to education and careers, places that preserve tradition and act on culture, and sources of support for tribal members coping with poverty and disease. *Rebuilding Hope, Reclaiming History and Culture, Restoring Health: Stories*

*of Success from Tribal and Native-serving Colleges* documents a portion of this journey to self-sufficiency and self-governance.

In analyzing these practices and their impact on the communities they serve and the institutions that created them, the NCRCRD used the Community Capitals Framework which focuses on the interaction of natural, cultural, human, social, political, financial and built capital from a systems perspective. In the Center's work with community capitals, we see that practices that mobilize assets in multiple capitals and create impact across the capitals result in success. We also see that practices that build on assets in multiple capitals can create a spiraling up effect leading to sustainability. We used these insights to analyze the stories of success we collected.

The NCRCRD hopes that by sharing these promising practices, others will find innovative ideas and processes that they can adapt in their own community for positive systemic change.



*Rebuilding Hope, Reclaiming History and Culture, Restoring Health: Stories of Success from Tribal and Native-serving Colleges* was written by the North Central Regional Center for Rural Development with support from the National Rural Funders Collaborative and USDA-CSREES. A copy of the full report is available online at <http://www.ncrcrd.iastate.edu/pubs/contents/187.htm>.



# Convene Research Groups

Across the North Central region, communities and regions face a number of difficult challenges and great opportunities. As part of the land-grant mission, the NCRCRD Board of Directors has determined that more community and regionally-focused research can aid community and regional leaders in making better decisions about the future, particularly in regard to in-migration of diverse populations, out-migration of youth, biofuel-related opportunities and challenges, youth involvement, community-based approaches to food and fitness, succession planning for organizations and businesses, and entrepreneurship-focused economic development strategies.

But do we have the basic social science research to help address these issues?

Within the region, we have many outstanding scholars in economics, sociology, human sciences, family and child development, agricultural communication, regional sciences and agricultural education. By bringing together groups of scholars to address underlying issues of methods and theory with cross disciplinary perspectives, we hope to create new knowledge networks within the region that can carry forward in innovative ways.

## Reducing Rural Poverty

Rural poor in the North Central region are generally the working poor. They are employed in low wage jobs—often several at a time. Poverty in the North Central region is also hard to see because of the cultural context. Poverty is viewed as being equal to moral failure.



But ignoring or stigmatizing rural poverty does more than disadvantage the rural poor. It helps perpetuate the current model of industrial attraction of low wage industries at substantial local expense. It shifts emphasis from increasing the productivity of workers to increasing the number of jobs.

The NCRCRD and researchers throughout the Midwest are addressing this issue by linking analysis of labor markets and cultural perceptions of poverty with economic development models to reduce poverty and increase local residents' assets. Members of Regional Research Committee NC 1100, titled Rural Development, Work and Poverty in the North Central Region, are focusing on the unique context of poverty in the North Central region.

## **Agriculture and Food Systems**

The North Central Regional Center for Rural Development continues to expand its web of work on agriculture and local and regional food systems. In this capacity, the Center is helping create new knowledge about the important role

underserved farmers, such as women and small-scale producers, play in rural economies and strengthening agriculture in the region. This information is critical for understanding the bigger social and economic picture of the region, as agriculture continues to change dramatically in response to rising demand for biofuels, which is generating ripples of change and concern in the area of agriculture and food policy.

## **Community Supported Agriculture**

In 2006, the NCRCRD completed a study on the role of multi-producer based Community Supported Agriculture. Results from the research showed that small-scale collaborative producer efforts incubate new farm-based businesses, expand and diversify existing operations, offer low-risk economic opportunities for new and small farmers, and help prepare producers for obtaining off-farm jobs in sustainable agriculture, all of which provide significant benefits particularly in small, rural economies.

While CSA production activities take place largely in rural areas, they offer several opportunities to bridge the rural-urban divide. In Iowa, the majority of collaborative CSAs serve urban-based food consumers, effectively educating urban residents about the realities of farming while providing rural residents a market for their products. Collaborative CSA members appreciate the access they have to meaningful food sources, and are more likely to continue participating if they perceive their participation as contributing to multiple community benefits, such as improved environmental health, a stronger local economy, closer social ties, and a greater sense of shared culture and values.

After publicizing results of this study, the NCRCRD was invited to speak to many different groups about these issues, including producer groups, students, Extension educators, and community-based food system advocates and practitioners in surrounding states, to engage them in discussions about the opportunities and challenges of collaborative producer enterprises. The NCRCRD has also been actively involved in putting

this information to use through outreach activities aimed at reforming one of the CSAs involved in the study.

## Human Capital Issues Associated with Alternative Agriculture

The health of human capital consistently emerges in NCRCRD research as a critical piece of viable alternative agricultural systems. Recognition of this element led us to establish a new partnership in the health and safety field with the Iowa Center for Agricultural Safety and Health. In 2007, the NCRCRD partnered with I-CASH to organize an Alternative Agriculture section for their annual meeting, titled *The Changing Face of Agricultural Health and Safety: Alternative Agriculture, Biofuels, and Food Safety*.

The purpose of the Alternative Agriculture section was to address and better understand the human capital issues associated with alternative systems of production by addressing the unique health and safety aspects that prohibit farmers from creating new or transitioning into alternative agricultural enterprises. As co-chair of this section, the NCRCRD convened a variety of diverse partners to accomplish this work, including health and safety practitioners, producers and organized producer groups, University medical center staff, nonprofit community-based social justice and

agricultural advocacy groups, I-CASH and the NCRCRD. We expect to use lessons learned from these sessions to better understand and improve the health of alternative agriculture operations in the region.

## Social Organization of Agriculture

The NCRCRD is making still more advances in terms of improving understanding of the social organization of agriculture. In the past several years, the NCRCRD has regularly attended the Regional Food System Working Group meetings hosted by the Leopold Center for Sustainable Agriculture. Funded by the Kellogg Foundation through the Wallace Center at Winrock International, these meetings bring together a variety of partners including producers, producer associations, entrepreneurs, government agency staff, Extension personnel, educators, dietitians, economic development professionals, researchers, hospital administrators, and others with an interest in supporting alternative food systems as part of the Value Chains Partnership for a Sustainable Agriculture project. The VCPSA project is an opportunity to share information in organized Communities of Practice.

Maintaining a consistent presence at these meetings brought attention to the work of the NCRCRD, who was then

invited to partner with the Leopold Center to conduct an evaluation of the social, policy and environmental impacts of this and another Community of Practice, the Pork Niche Market Working Group, on Iowa's farmers and communities. The NCRCRD has completed 40 qualitative-based interviews of working group participants. Based on preliminary results of those interviews, the NCRCRD is helping the Leopold Center and its funders understand the processes by which these CoPs are catalyzing change to provide solutions to local and regional food system challenges.

We are learning from the interviews that the CoP model is effectively fostering the development of trust and strong social relationships that in turn facilitate the transfer of critical and timely information among working group participants. These participants report that the CoPs are responsible for creating ancillary enterprises to increase farm and farm business profitability, changing attitudes about market competition and collaboration, leveraging legitimacy and credibility for local and regional food systems work, and changing the way some government agencies do their work.

## Women, Land and Legacy

The NCRCRD is also making strides in understanding the social and com-

munity processes that affect women farmers. In 2006, the NCRCRD analyzed data from more than 800 women participating in listening sessions across the state of Iowa. These listening sessions were held as one of the first steps in the Women, Land and Legacy<sup>sm</sup> project, the goal of which is to help agricultural women come together to converse, listen and become empowered to act on their landscape and in their communities.

Through small group dialogue and focused conversation processes used by WLL<sup>sm</sup>, Iowa agricultural women had the opportunity to inform agencies and organizations of their strengths and needs in order to discern which specific outreach strategies will serve them best. WLL<sup>sm</sup> is anchored in each community by a team composed of local women and personnel from Natural Resource Conservation Service, Farm Service Agency, Iowa State University Extension, and Resource, Conservation Development.

The NCRCRD is also leading overall evaluation of the project. The purpose of the evaluation is to assess the impact of Women, Land and Legacy<sup>sm</sup> in terms of changes women landowners are making to the landscape and their communities as a result of participation, changes participating agencies and farm service providers are making to their programs to better serve women as a result of participation, and lessons

Reports published by the North Central Regional Center for Rural Development



local WLL<sup>sm</sup> planning team members have learned and shared as a result of participating.

We expect both the research results and evaluation to improve public understanding about the thinking and planning patterns of women landowners that are consistently more complex than many management tools, agency staff advice, and programs presently realize and accommodate—providing rich opportunities for change.

## Publications

The reports shown above have been published by the NCRCRD and can be found on our Web site at <http://www.nccrd.iastate.edu/projects/csa/index.html> and <http://www.nccrd.iastate.edu/wll.html>. Additional material includes:

Bregendahl, Corry. 2006. "Local Food Consumption." *Rural Roads* 4: 16-19. <http://www.nccrd.iastate.edu/projects/csa/NRHA%20article1.pdf>.

Bregendahl, Corry. 2006. "Out to Lunch: How to Support Your Community in Less than a Day." Summer 2006 Edition of *Vanguard*, the newsletter of the Community Development Society. <http://cds.vicnet.net.au/vanguard/September-2006/pg8.htm>.



## Encourage Use of Evaluation Tools

Rural America is a complex mixture of peoples and cultures striving for survival by implementing innovative approaches to their challenges and opportunities. Despite the daunting nature of some of these challenges, we see that every community, however rural, isolated or poor, has resources within it. When those resources are invested to create new resources, they become capital.

The Center's work in developing the Community Capitals Framework has spawned a number of exciting initiatives across the country in helping Extension and other agencies map both input into program development and outcomes and impact. The notion of empowerment—that the understanding and analysis provided through the Community Capitals Framework can result in community action—is key.






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## Building Extension's Public Value through Community Capital Investments

The NCRCRD provided an on-line in-service opportunity in January 2007 that offered a new tool for Extension uniting two previously separate processes: The Public Value of Extension Programs and Utilization of the Community Capitals Framework. By the end of the three-part training, participants were able to explain the criteria for a good or service to be funded by the public sector, how their programs satisfy one or more of those criteria, and Extension's comparative advantage in program delivery. They began drafting a public value message, a response to why their program should receive public funding. Participants also developed a map of how their program inputs benefit public life through investments to community capitals, and began sketching out a program evaluation design that uses community capitals to identify indicators, outcomes and impacts.

The in-service was also of value to Extension's University partners who are involved in fund development, communications and public relations, and

government relations. They gained a different perspective on and developed a new vocabulary for articulating Extension's contribution to the public good.

Key presenters were Cornelia Butler Flora and Mary Emery, director and associate director of the North Central Regional Center for Rural Development, and Laura Kalambokidis with the department of applied economics at the University of Minnesota. Additional information on this training is available at <http://www.ncrcrd.iastate.edu/projects/breeze/kalambokidis/index.htm>.

## NCRCRD Evaluating Community Impacts from \$2 Million Entrepreneurship Grant

HomeTown Competitiveness, a Nebraska initiative currently working in seven counties and communities in Nebraska, is one of six recipients of grants provided through the W.K. Kellogg Foundation's 75th Anniversary Entrepreneurship Development Systems for Rural America. The North Central Regional Center for Rural Development is part of the HTC initiative and is helping monitor and evaluate the community impacts of

the coordinated efforts to increase rural community entrepreneurship.

HomeTown Competitiveness provides a framework for rural communities to help them identify reachable goals and strategies focused on the four pillars of reversing rural decline, including building leadership and community capacity, engaging young people, fostering local philanthropy, and supporting entrepreneurship.

The core partners in the Kellogg-funded initiative are the Nebraska Community Foundation, the Heartland Center for Leadership Development, the RUPRI Center for Rural Entrepreneurship and the Center for Rural Affairs. Other collaborative partners are colleges and programs at the University of Nebraska; the Nebraska Microenterprise Partnership Fund; Northeast Community College at Norfolk; Northern Great Plains Inc. of Fargo, North Dakota; the Nebraska Lied Main Street Program and the Rural Enterprise Assistance Project; and Consolidated Telephone Company and Great Plains Communications, Inc., who serve the rural HTC communities.



# Create an Effective Organization

The North Central Regional Center for Rural Development is dedicated to creating an organization that can effectively advocate for and support the land-grant university's role in community and economic development. Our focus is on analyzing key issues, bridging opportunities, innovation, collaboration, convening and communication.

## Policy Brief Series

The NCRCRD continued its policy brief series designed to educate policy makers and university administrators in the North Central region on issues important to the future of the rural Midwest, and offer strategies that might position rural people and communi-

ties to effectively address those issues. The policy briefs are published on the Center's Web site at <http://www.ncrcrd.iastate.edu/pubs/policybriefs.html>.

### **Entrepreneurship: A Unique Opportunity for Higher Education**

by John Hamerlinck and Mary Emery

Entrepreneurship, both in commercial and social enterprise development, has become an essential component in sustaining thriving communities in the region. An expanded dedication to entrepreneurship can open up economic opportunities while simultaneously furthering the educational missions of colleges and universities by promoting a scholarship of relevance.



## **Strengthening Rural Communities through More Effective Strategic Planning**

by John Preissing

A striking feature of modern approaches to rural development in the United States is the increasing emphasis on community as a focus for program planning and implementation. Federal and state agencies are turning to community-based approaches to identify and deliver development solutions to the challenges facing rural America, raising the importance of sound strategic planning programs.

## **Bridging Opportunities**

Private foundations and key national committees are in a position to engage in innovative learning that can be extremely useful for rural development in the North Central region. Participation on the board of directors of these foundations and organizations can provide insight on major programmatic thrusts in the region or of interest to the region. Cornelia Flora currently holds advisory board or professional committee positions with the following organizations:

- Board on Agriculture and Natural Resources
- Consortium for the Sustainable Development of Andean Eco-region
- Great Plains Institute

- Heartland Center for Leadership Development
- Midwest Assistance Program
- Midwest Sociological Society Publications Committee
- National Research Council
- Northwest Area Foundation
- Save the Children's CHANGE Initiative
- Wallace House Foundation
- Washington Office on Latin America
- Winrock International

## **Development of Indicators and Measures for Extension Programming**

With the increased need to work collaboratively across state lines with limited resources, the North Central region Community Resource Development program leaders and the NCRCRD developed logic models and cross-cutting indicators for four program areas delivered across the region—leadership development, community economic development, organizational development, and participatory community planning.

The program leaders and Center staff have drafted initial suggestions for collection of impact data and will be working to share and develop evaluation tools and best practices. In addition, these indicators should also apply

to other community development programs and potentially to extension programs in other program areas.

This work draws on nearly four years of continued collaboration around program assessment, core competency assessment, and training development. The multistate work to identify core program thrusts and document impact began in earnest during October 2005, when state extension directors convened all program leaders in Milwaukee to discuss multistate programming and develop indicators of impact.

During the 2007 NACDEP conference and the following meeting of CRD program leaders from across the country, this work was shared. As a result, other regions of the country and the 1890 and 1994 land-grant institutions are also beginning a dialogue regarding applicability of the North Central work across the nation.

## **National CRED Program Leadership**

A national meeting of Community Resource Development state program leaders and state contacts was held in Philadelphia on April 19-20, 2007, at the close of the annual meeting of the National Association of Community Development Extension Professionals.

This was the second meeting of this group, following the organizing meeting that took place in Washington, D.C. in May 2006. There were three expected outcomes for this meeting: 1) review and updates on the purpose of the national community resource and economic development program leadership initiative, 2) engaging participants in advancing the efforts of four workgroups identified in May 2006, and 3) setting the stage for a process to identify strategic directions for CRED that would build on the findings of the work groups. NCRCRD staff continues to provide support for this national network and its activities.

### Friend of NACDEP Award

The NCRCRD received a Friend of NACDEP Award at the third annual National Association of Community Development Extension Professionals conference, held April 16-19, 2007, in Philadelphia. The award was in recognition of the Center's vision, dedication and assistance in the formation and sustainability of NACDEP as a partner in advancing the profession, practice and science of community development within Extension.

### Community Capitals Framework Institute

The Third Annual Community Capitals Framework Institute was held November 30 to December 1, 2006, in Ames, Iowa. The Institute featured presentations of current scholarly work and practice in the field followed by group discussion.

The Center's work in developing the Community Capitals Framework has spawned a number of exciting initiatives across the country in helping Extension and other agencies map both input into program development and outcomes and impact. NCRCRD staff has worked with a variety of organizations to go beyond tracing the impact of programs on individuals to tracing the ripple effect of the program on the community.

### Online eCommerce Training

A series of five online training sessions titled "eCommerce: An Opportunity Whose Time Has Come" was offered by the NCRCRD on the second Tuesday of the month, February through June 2007. The series provided information and strategies for addressing community-based technology opportunities and eCommerce applications related to online government and expanding business opportunities.

This training series was part of "The Rural E-Commerce Extension Initiative: A National Demonstration Project." The Initiative, launched in 2003, addressed various factors that will dictate adoption and diffusion of e-commerce innovations in rural areas. These factors include such topics as whether rural areas have the technology in place to embrace e-commerce applications, whether these businesses understand how e-commerce can benefit their operations, and whether Extension educators have the resources to provide adequate educational support to small businesses.

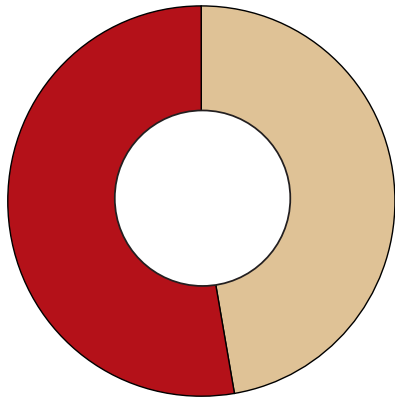


### Rural Development News

*Rural Development News* is a quarterly newsletter published by the NCRCRD. Each issue provides a summary of research and educational activities conducted and supported by the Center. Hard copy of the newsletter is distributed to nearly 4,500 individuals. *RD News* is also available electronically at <http://www.ncrcrd.iastate.edu/rdn.html>.

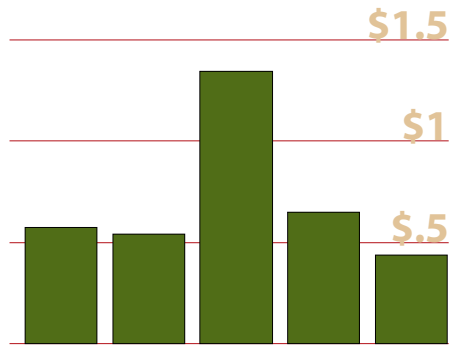


# NCRCRD Funding



**FY07 Funding**  
**\$924,628**

52% Core Funding  
48% Extramural Funding



**FY03-FY07**  
**Extramural Funding**

Graph signifies "actual dollars" in millions—  
"in-kind" contributions are not included.



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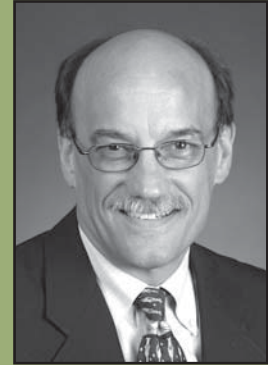
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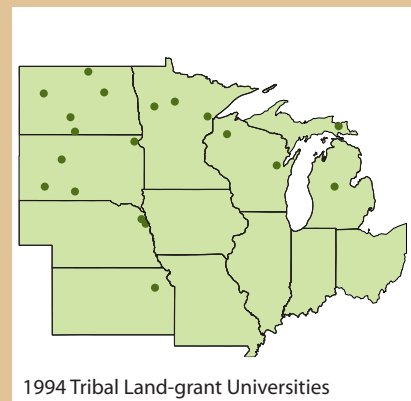
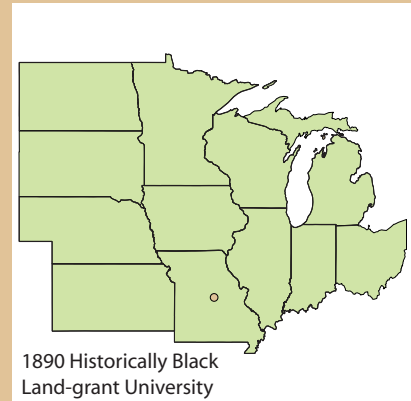
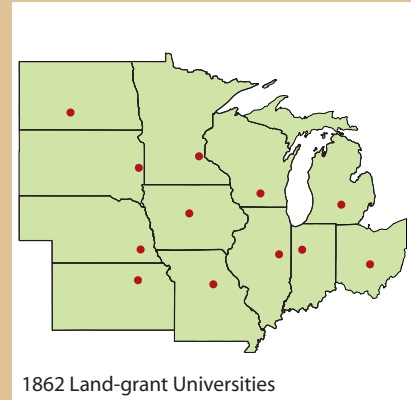
RHONDA PITT  
Little Priest Tribal College  
2007



# Land-grant Colleges and Universities in the North Central Region

Starting in 1862, the Federal Government granted federally owned land to each state for the development of a university that would serve the citizens of the state in the areas of research, education and extension. Other land-grant universities were designated in 1890 (historically African-American institutions) and in 1994 (Native American institutions).

While nearly all universities have research and education as their core responsibilities, land-grant universities also have a Federal Government-mandated extension or outreach responsibility. This means they are directed by law to offer to the public noncredit, tax-supported educational programs and information based on the results of university research.





## 1862 Land-grants

University of Illinois  
Urbana, IL

Purdue University  
West Lafayette, IN

Iowa State University  
Ames, IA

Kansas State University  
Manhattan, KS

Michigan State University  
East Lansing, MI

University of Minnesota  
St. Paul, MN

University of Missouri  
Columbia, MO

University of Nebraska  
Lincoln, NE

North Dakota State University  
Bismarck, ND

The Ohio State University  
Columbus, OH

South Dakota State University  
Brookings, SD

University of Wisconsin  
Madison, WI

## 1890 Land-grants

Lincoln University  
Jefferson City, MO

## 1994 Tribal Land-grants

Haskell Indian Nations University  
Lawrence, KS

Bay Mills Community College  
Brimley, MI

Saginaw Chippewa Tribal College  
Mount Pleasant, MI

Fond du Lac Tribal and Community College  
Cloquet, MN

Leech Lake Tribal College  
Cass Lake, MN

White Earth Tribal and Community College  
Mahnomon, MN

Nebraska Indian Community College  
Macy, NE

Little Priest Tribal College  
Winnebago, NE

Turtle Mountain Community College  
Belcourt, ND

United Tribes Technical College  
Bismarck, ND

Cankdeska Cikana Community College  
Fort Totten, ND

Sitting Bull College  
Fort Yates, ND

Fort Berthold Community College  
New Town, ND

Si Tanka  
Eagle Butte, SD

Oglala Lakota College  
Kyle, SD

Sinte Gleska University  
Mission, SD

Sisseton Wahpeton College  
Sisseton, SD

Lac Courte Oreilles Ojibwa Community College  
Hayward, WI

College of Menominee Nation  
Keshena, WI

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