



Rural Development News

Illinois | Indiana | Iowa | Kansas | Michigan | Minnesota | Missouri | Nebraska | North Dakota | Ohio | South Dakota | Wisconsin

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From the Director

Leadership Development: Investing in a Critical Community Asset

by Cornelia Butler Flora

Lack of leadership is often mentioned by local people as an obstacle to community development, particularly in declining rural communities and decaying inner city neighborhoods. The term "leadership" has become a code word for the social aspects of community development. In depressed communities, there is often a sense of the inevitability of decline. All the leaders have left.

This approach assumes that leadership is an innate individual characteristic. Our work suggests that leadership can be a commu-

nity characteristic, based on the presence of entrepreneurial social infrastructure (Flora and Flora 1993).

Across the United States and in Canada, in Europe and in Africa, Asia and Latin America, there are a large number of leadership programs. All of these have interesting commonalities and original contributions to building communities as well as increasing individual social mobility. These programs are differentially effective, depending on context and measurement of effectiveness.

Is effectiveness based on what happens in the community? Are more talents of local people used? Is there more communication? Is there more local initiative? Are there healthier ecosystems? Are people who were previously poor now able to make ends meet? Do they have more assets?

Or is effectiveness based on what happens to the individuals who undergo leadership training? Is that training a vehicle to exit their depressed communities? Do those who participate increase their own assets and economic position, often by leaving the community?

Community leadership development based on leadership prin-

ciples derived from studies in formal organizations can be misleading and ineffectual (Pigg 1999). Community leadership is not a stand-alone characteristic of an individual, but an emergent property that comes from interactions at the community level (Pigg 1999).

Leadership development training, using this framework, is based on relationships and interaction rather than leader behavior. As a result, effective community leadership development programs stress interactions among a diverse group of community members toward collective goals.

Community Field and Community Leadership Development

The community field is defined by Wilkinson (1991) as a process of interrelated actions through which residents express their common interest in the local society (p. 2). Community leadership development builds interactions among community members and imparts skills and support to continue those interactions to achieve collectively defined goals.

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The vast majority of leadership development programs are based around *organizations*, which Wilkinson conceptualizes as social fields, which are interactions based on specific interests. Organizations have clear boundaries, formal authority structures and roles, and power derived from position.

Much organizational leadership development is based on social fields or communities of interest that may or may not be locality based. The work by Senge (2000 and 1994) focuses on interactions within organizations as a basis for collective leadership. Robert W. Terry's work (1993) incorporates notions of power, vision and ethics into leadership development. The leadership curriculum *Leadership: Sustaining Action on Community and Organizational Issues* (Hein et al.

1993) built on his model. In our evaluation of the applications of that curriculum, we found it more effective in organizational than in community settings.

The North Central Regional Center for Rural Development is facilitating a group of extension educators implementing leadership development. We are also identifying and analyzing leadership development programs and curricula to determine what kinds of leadership development work best in different circumstances. As part of this research, we are looking at measures of community readiness, including initial levels of social and human capital.

Our initial analysis of community-based leadership development shows it to be a critical input for community development. It is a critical part of building and maintaining community capacity to respond to

and anticipate the constant changes in the nation and the world that alter local community opportunities.

But leadership must be invested in. Broad-based leadership that is participatory, transparent, accountable and effective is the basis of sustainable communities. And, as we have found in our analysis of effective community-based development efforts, it often requires outside facilitation and support. □

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The North Central Regional Center for Rural Development is one of four regional centers coordinating rural development research and education throughout the United States. It is supported by the land-grant universities of the North Central region, the U.S. Department of Agriculture, and grants and contracts from private foundations. The mission of the NCRCD is to initiate and facilitate rural development research and education programs to improve the social and economic well-being of rural people in the region. The NCRCD also provides leadership in rural development regionally and nationally by identifying, developing and supporting programs on the vanguard of emerging issues.

Rural Development News is published four times a year. If you would like an article about your center-funded project included, please submit copy to the communications director, along with photographs or other illustrations.

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Household Income Distribution is Important Economic Consequence of Social Capital

by Lindon Robison

In a recent report, scientists from Michigan State University and Western Illinois University review the definition and origin of social capital, kernels of commonality and how these contribute to the creation of social capital, and how to measure the products of social capital. The authors also distinguish between bonding, linking and bridging social capital and between exchanges of socio-emotional goods and physical goods and services.

In Social Capital and Household Income Distributions: Evidence from Michigan and Illinois, the authors define social capital as a person's or group's sympathy toward another person or group that may produce a potential benefit, advantage and preferential treatment for another person or group of persons beyond that expected in an exchange relationship. Social capital, the authors conclude, is a resource increasingly recognized as having important economic and social consequences.

One important economic consequence of social capital is on household income distributions. The authors of this report asked if relationships between social capital and household incomes previously discovered at the state level were also present at the community level?

The results of this investigation support earlier findings that the distribution of social capital and the distribution and total of household income in a community are directly related. As the

levels and density of social capital in a community increase, the disparity of household incomes decreases and the average level of household incomes increases.

The data used to conduct the study included U.S. Census data on household incomes for geographic units referred to as PUMAs (which frequently correspond to counties), data collected from a mail survey designed to measure different kinds of social capital, and data obtained from a telephone survey of community leaders.

An important finding of this study, also present in an earlier study, was that households headed by a single parent, especially a teenage unwed mother, lack important social capital resources. These social capital deficiencies appear to produce higher infant mortality rates, lower high school graduation rates, higher high school dropout rates, higher rates of juvenile arrests, lower labor force participation rates, and higher rates of transfer payments.

Another focus of this study was on the role of socio-emotional goods that provide validation, experiences of caring, and information. This study examined the connection between bonding, linking and bridging social capital and the provision of socio-emotional goods and physical or economic goods.

The study found that individuals appear to make tradeoffs between economic goods and services and socio-emotional goods, and



Lindon Robison

between investments in bonding, linking and bridging social capital. The study also found evidence that those individuals with strong preferences for socio-emotional goods and bonding social capital appear to be less mobile, get together with friends and family members frequently, are generally less satisfied with their communities, earn less income, and attain lower levels of education than those with stronger preferences for physical goods and linking and bridging social capital.

This project was funded by a grant from the North Central Regional Center for Rural Development.

A copy of the report can be obtained by contacting Lindon Robison at robison@msu.edu or Marcelo Siles at siles@msu.edu. Please specify Michigan State University Department of Agricultural Economics Report #605 or Research Report #12 of the Social Capital Initiative. □



Midwest Rural Communities in Transition: Hispanic Immigrants

By Karen D. Johnson-Webb, Assistant Professor, Geography, Center for Policy Analysis and Public Service, Bowling Green State University

According to the Census 2000, the U.S. Hispanic population, now 12.5 percent of the total population, has just surpassed the black population in number and has become the nation's largest minority group. The Hispanic population also grew at a rate of 57.9 percent between 1990 and 2000, more than four times the national rate of 13.2 percent.

While more than one-half of the U.S. Hispanic population resides in just two states, California and Texas, Hispanics are making their presence known in many parts of the country that have for a long time been relatively culturally homogenous. The Midwest Census region, which is now home to 8.8 percent of the U.S. Hispanic population, experienced the highest rate of increase of Hispanic population during the past decade (80.1 %).¹ Further, some of the largest percent gains in Midwest Hispanic population are occurring in small, rural, and previously homogeneous communities.

Data from the 1990 Census of Population and Housing and the Census 2000 were mapped by county for the entire Midwest region. Figure 1 shows absolute growth in Hispanic population between 1990 and 2000 and Figure 2 shows percent growth in Hispanic population between 1990 and 2000. These data reveal several overarching trends in Hispanic population increase: Hispanic population is not evenly distributed throughout the Midwest, and there are sub-regional differentials as well as urban-rural differentials in both absolute and relative growth.

The largest absolute gains in Midwest Hispanic population are clustered in and around metropolitan areas of the region. Chicago, Detroit and Minneapolis metropolitan areas are at the forefront in terms of absolute increases. Several counties containing medium-sized cities have also had large absolute gains, such as Grand Rapids, Michigan; Milwaukee, Waukesha and Madison, Wisconsin; Gary,

Indiana; Des Moines and Sioux City, Iowa; Kansas City and Wichita, Kansas; Kansas City and Joplin, Missouri; Omaha and Lincoln, Nebraska; and Sioux Falls, South Dakota.

Rates of Hispanic population growth were mapped in three categories: those that had growth less than the regional average, those with higher growth rates (up to 162 %) and those with more than double the growth rate of the Midwest (> 162 %) (Figure 2). These data show that dramatically high rates of Hispanic population growth in counties were rather widespread throughout the Midwest.

The majority of counties in the region experienced Hispanic population growth in excess of the regional rate (80.9 %). However, the urban and metropolitan focus of Hispanic population growth turned toward rural and non-metropolitan areas of the region. Within the Midwest, some very definite patterns emerged on the sub-regional scale.

In the East North Central Division, the major metropolitan areas each experienced rates of Hispanic population growth that were on par with the national average (57.7 %) but that were well below that for the region (e.g. Chicago = 54.4% and Detroit = 52.9%). Notable, however,

¹ The Midwest region includes Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota and Wisconsin.

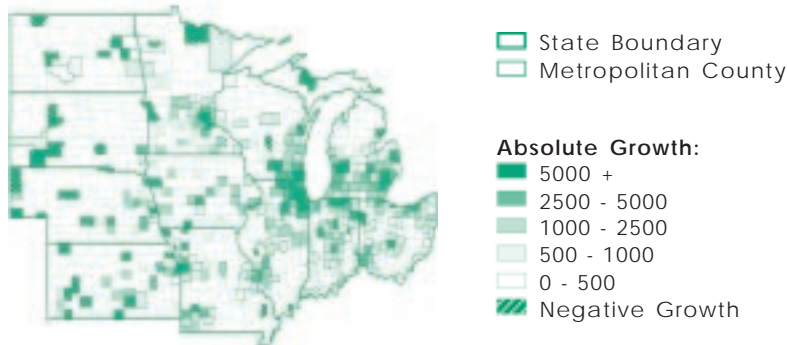
State teams of Extension educators in the North Central region are encouraged to gather in Chicago, Illinois, on December 5-7, 2001 to explore how to better serve the growing Hispanic population in the Midwest. Conference objectives include:

- Achieve better understanding of immigration issue in communities in the Midwest.
- Increase capacity for cultural leadership among Extension staff.
- Show how Extension can engage Hispanic populations in programming.

The conference will be held at the Palmer House Hilton in downtown Chicago. More information on the program and registration will be available in July. Please contact the North Central Regional Center for Rural Development with questions, (515) 294-8321.

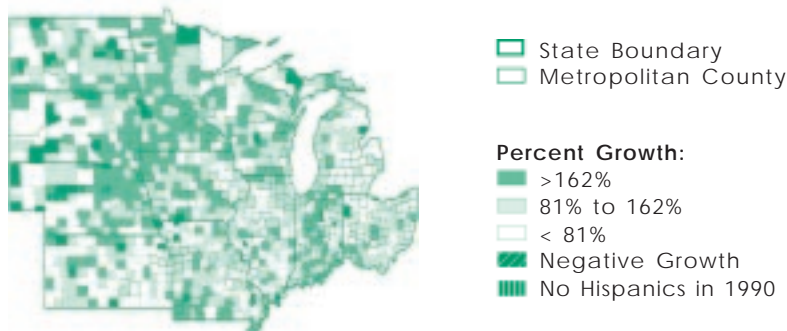


Figure 1. Absolute Growth in Hispanic Population, 1990-2000 Midwest Census Region, by County



Source: U.S. Census Bureau, Census of Population and Housing, 1990; 2000.

Figure 2. Percent Growth in Hispanic Population, 1990-2000 Midwest Census Region, by County



Source: U.S. Census Bureau, Census of Population and Housing, 1990; 2000.

are the extremely high rates of growth in several of the metropolitan areas of the West North Central Division. Minneapolis, Minnesota (Hennepin County = 255.1%), Omaha, Nebraska (Douglas County = 127.1%), Sioux City, Iowa (Woodbury County = 249.1%) and Sioux Falls, South Dakota (Minnehaha County = 391.8%) all had extremely high rates of Hispanic population growth.

The dramatically high rates of Hispanic population growth in non-metropolitan counties in

the Midwest is striking. These high rates are due in large part to a low baseline population of Hispanics in 1990, especially in the West North Central Division.

Rapid demographic, social and economic transformations such as those occurring in the Midwest region create many opportunities and challenges for rural communities that are affected by them. The ramifications of these transformations are far-reaching for these communities. These changes can impact the quality of life, provision of services, and

economic opportunities for native-born residents and for newcomers alike.

Immigrants usually arrive in rural communities because of employer demand for labor there. Many of these workers have either been recruited directly by employers or employment intermediaries, or have heard of these jobs from relatives or friends that have come before them. These immigrants make positive contributions to their new communities by promoting economic expansion, filling the demand for labor, establishing businesses, celebrating their culture through festivals, and strong adherence to cultural family values.

The fiscal impacts of new immigrant populations are disproportionately borne by the local communities in which they reside. When rapid demographic and cultural changes in communities are ignored or handled ineptly, tensions and conflicts between native-born residents and newcomers can result.

Policy makers who understand the nature of the demographic changes occurring in their communities are better equipped to make effective and relevant policy. Although the magnitude of the Hispanic presence in the Midwest may seem relatively insignificant to the ports of entry in other regions of the U.S., this rapid growth has far-reaching implications for the communities involved, the immigrants, local government officials, service providers, and local and national policy makers. □



Michigan's Tourism Area of Expertise Team: A New Way of Doing Business

by Rita F. Hodgins

Stakeholders in Michigan were asked, "What would characterize an exemplary 21st century Michigan Extension system?" Their response—"A quality, cutting edge educational product that is timely, customer-focused with a multidisciplinary 'systems' approach to problem solving." Michigan State University Extension's response—the creation of more than 30 area of expertise teams, with the tourism area of expertise team to be among the first to form.

Area of Expertise teams are self-directed work teams comprised of field faculty, campus faculty and researchers, as well as others who might be stakeholders or faculty from other universities. One campus faculty member and one field faculty member who serve as co-chairs lead the teams.

Every AoE team is expected to develop curricula for the development of staff on their team. The DACUM process is the first step in this effort. The team decides the specific content requirements and skill levels AoE team members must achieve. The team creates a shared mission, vision and a yearly plan of work based on agreed-upon priorities. The team allocates resources to those priority programming efforts and has the authority and responsibility for those resources.

At Michigan State University Extension, the Tourism AoE Team is composed of 17 members: six campus faculty, four graduate students, seven field faculty, one joint appointment—MSUE and the Michigan Department of Natural Resources, and



Tourism team. Standing (l-r) Phil Alexander, Bob Johnson, Joe Fridgen, Rita Hodgins, Don Holecek, Joan Williams. Sitting (l-r) Host, Tom Gronback, John McKinney, Gail VanderStoep.

two faculty from other universities. We are currently planning for the addition of key stakeholders to join our team. The purpose of our Tourism AoE Team is to identify issues and common concerns with stakeholders, solve problems together, educate stakeholders, select and mentor new staff, increase communication and assist in evaluation.

Some of the benefits in functioning as a Tourism Area of Expertise Team are:

- A common plan of work or set of priorities changes the way the group works together.
- The group has more expertise to bring to creative problem solving.
- The group is able to set its own priorities.
- The group decides who will lead the projects and who will be involved in a support or caretaker role.
- The group decides how to allocate the budget.

- The group decides what additional training is needed for the team.
- Group members assist one another in training.
- It results in better communication.
- We hold one another accountable for results.

Michigan State University Extension, through our Travel Tourism Recreation Resources Center (the research arm of our team), holds a Tourism Outlook Conference annually. Following the conference, our team spends an evening reviewing the current year's projects and programs and thinking about what we might do differently for the upcoming year. In May we hold an annual retreat to agree on our plan of work for the upcoming program year. A budget is agreed upon for each of the programs and we hold monthly conference calls to keep one another updated on progress and changes. Over the course of the year, we try to meet



several times to make adjustments, monitor our budget and seek additional funds. Additionally, we conduct study tours that include focus group meetings with stakeholders in that part of the state. Our team provides administration with outcomes of our work.

The Tourism AoE Team is one of six in the Community and Economic Development program area. Others include: Community Development AoE, Economic Development AoE, Land Use AoE, State and Local Government AoE, and LeadNet (Leadership Network) AoE, which is an Area of Expertise team that serves all of Extension.

We have developed a skilled, knowledgeable and committed team of MSUE faculty around the state, which I have observed as a co-chair of our Tourism AoE Team for the past three years. We have a better working relationship between campus and field faculty, and we are better able to serve tourism stakeholders in our state.

We are happy to share our DACUM with other states considering the area of expertise concept as well as copies of our plan of work. Additionally, we invite you to join us at one of our team meetings or a team conference call. If you're 'thinking out of the box,' this might be the way to go.

For more information on Michigan's Tourism Area of Expertise Team contact Rita Hodgins, Community & Economic Development, Michigan State University Extension - Upper Peninsula, 702 Chippewa Square, Marquette MI 49855; (906) 228-4830, (906) 228-4572 fax, hodgins@msue.msu.edu, www.tourism.msu.edu. □

John Rohrer Joins NCRCRD Board of Directors

John Rohrer, assistant director of Ohio State University Extension, was recently appointed to serve on the Board of Directors of the North Central Regional Center for Rural Development. This appointment was made by the North Central Extension Directors at their meeting in Cleveland on May 1, 2001. The Directors noted that state program leaders are developing new initiatives for interstate programming.

"The Center has served as a key resource to facilitate interstate programming," said Rohrer. "It is my hope I can help as a communication link for the development of policies to further this effort. This makes economic sense, particularly now with tighter budgets in many states, and it will help meet federal program guidelines as well."

Rohrer has served as the state program leader of the community development area in Ohio since 1988. During his tenure the number of full time county community development professionals expanded from three to 21, with increased efforts in CD by dual program professionals throughout Ohio. Some of the current educational efforts include economic development, land use policy, leadership, public finance and environmental education.

Rohrer also has appointments as associate professor in the department of human and community resource development and the department of agricultural, environmental and development economics. He received a doctor-



John Rohrer

ate from The Ohio State University with major studies in public policy evaluation, administration and community leadership.

Prior to serving as assistant director, Rohrer served as a state leader for community services from 1981 to 1987 and as an area extension agent in community development from 1970 to 1981. He has also conducted community development work internationally, serving three years as a regional specialist in Algeria and several short assignments in Poland, South Africa and Mexico. He has authored a series of articles and bulletins on land use policy, public finance and economic development.

Rohrer is a member of Phi Delta Phi, Gamma Sigma Delta, Community Development Society, Ohio Development Association, Ohio Planning Conference and the American Economic Development Council. He has received the Distinguished Service Award from the Community Development Society and will be installed as President at its annual meeting in July 2001. □



New Workbook Takes Practitioners through Community Action Process

As communities and organizations consider developing an action plan for the future, there are three basic questions that should drive the process:

- What do we want to preserve?
- What do we want to change?
- What do we want to create?

These questions are addressed in a new workbook titled *Vision to Action: Take Charge Too*. Published by the North Central Regional Center for Rural Development, *Vision to Action* provides a basic guideline for helping communities and organizations develop a vision, and an action plan for accomplishing that vision.

“A growing number of communities in the Midwest are relying on visioning processes to plan for their future,” says Gary Green, professor in the department of sociology at the University of Wisconsin-Madison and co-chair of the *Vision to Action* design team. “This workbook presents the best practices of visioning and a model for linking visioning to action plans.”

Vision to Action: Take Charge Too begins by providing a guideline



for organizing the process and preparing for a community workshop. Purpose, values, vision and action are the focus of the workshop where participants develop vision statements. Next is an outline of basic steps that communities take to develop an action plan for accomplishing the vision, and then to implement the plan. Guidelines are also provided for how to keep the process going.

Additional information that may be useful at various stages of the visioning process is also included. A chapter on community assessment discusses various methods for examining community trends. Another chapter provides rationale for monitoring and evaluating the visioning process, and offers strategies and examples as well.

Vision to Action is written for practitioners and educators working directly with communities or organizations and focuses on three major objectives:

- Use a participatory process to engage the entire community or organization rather than just leaders.
- Develop a community action plan identifying what will be done, who will do it, and when it will be accomplished.
- Focus on the future, emphasizing what the community or organization wishes to preserve, change or create.

A conference held in Chicago, Illinois, on February 26-28, 2001, introduced the workbook to teams of Extension staff and their partners in community development, including community leaders, agency staff and



Gary Green, co-chair of the *Vision to Action* design team.

others. States sent teams that would learn together and plan together how to use the program in their home states.

In addition, “The conference was an opportunity for community development practitioners to share their thinking about and experience with visioning and to develop networks that will continue to improve community development processes in the future,” said Green.

Illinois, Minnesota and North Dakota have already held workshops to introduce the *Vision to Action* program in their states. Additional workshops are planned throughout the North Central region for this summer and fall.

Copies of *Vision to Action: Take Charge Too* are available for \$25 from the North Central Regional Center for Rural Development, (515) 294-9768, khetland@iastate.edu. □



Report on Vertical Coordination in Agriculture Identifies Public Policy Options

A new report from the Council for Agricultural Science and Technology provides policymakers, community leaders and farmers with a landmark guide to help weigh the advantages and disadvantages of contract farming and other forms of vertical coordination in agriculture. The report, titled *Vertical Coordination of Agriculture in Farming-Dependent Areas*, analyzes how vertical coordination in the food chain can change rural communities that have farming-dependent economies.

The report documents that vertical coordination is increasing in the United States and will continue to expand in rural areas as farmers seek alliances with food processors and others to provide capital, technology and markets. As a result, farmers can lower risks and costs to produce more efficiently.

However, the practice is controversial because it can put traditional family farmers at a disadvantage to more integrated business structures that are typically large-scale operations. These integrated businesses have also posed environmental challenges, including waste disposal and odor issues resulting from the large number of animals often raised in concentrated areas.

According to the CAST report, a few communities in the Great Plains could potentially seize opportunities to attract value-added agricultural manufacturing through vertical coordination

because their low rainfall and open spaces help mitigate waste management issues. However, no single formula works for every community to evaluate the pros and cons of vertical coordination.

“State and federal governments can assist in this decision-making process by establishing ground rules and regulations regarding the environment, building local leadership, and by providing information,” said report co-chair Cornelia Flora, director of the North Central Regional Center for Rural Development.

“The Cooperative Extension Service can help communities assemble information and develop procedures for sound decisions, including creating alternative integrated value chains based on farmer networks and cooperatives,” Flora added.

The report also addresses the role of electronic commerce in rural development. It concludes that e-commerce will at best only help rural communities catch up with technology already available to both urban and suburban communities. Rural communities will need to focus on social organization rather than technology alone.

Copies of *Vertical Coordination of Agriculture in Farming-Dependent Areas* are available for \$25 from the Council for Agricultural Science and Technology, (515) 292-2125, cast@cast-science.org, <http://www.cast-science.org>. □

Publications



Collaborative Conservation

Amid the policy gridlock that characterizes most environmental debates, a new conservation movement has emerged. Known as “collaborative conservation,” it emphasizes local participation, sustainability and inclusion of the disempowered. It focuses on voluntary compliance and consent rather than legal and regulatory enforcement. Encompassing a wide range of local partnerships and initiatives, collaborative conservation is changing the face of resource management throughout the western United States.

Across the Great Divide: Explorations in Collaborative Conservation and the American West presents a thoughtful exploration of this new movement, bringing together writing, reporting and analysis of collaborative conservation from those directly involved in developing and implementing the approach.

This book is available in hard cover for \$50, in soft cover for \$25, plus shipping and handling from Island Press, (800) 828-1302, www.islandpress.org.





Building Better Rural Places

Anyone seeking help from federal programs to foster innovative enterprises in agriculture and forestry in the U.S. should use the 2001 resource guide, titled *Building Better Rural Places*. This guide also aims to help U.S. Department of Agriculture and other agency employees become aware of and take better advantage of the multitude of federal programs and resources available to support agricultural and forestry innovations. These innovations can help create profitable opportunities for entrepreneurs and operators of all scales in agriculture and forestry.

The guide includes descriptions of federal programs or resources that may create opportunities or provide assistance in adding value, diversifying or adopting more sustainable practices in agricultural and forest product enterprises.

To obtain a free copy of this guide contact Appropriate Technology Transfer for Rural Areas, (800) 346-9410, askattra@ncatark.uark.edu, <http://www.attra.org>.



Community Economic Development CD

A compact disk now available from Kansas State University can help officials in small and large communities plan for economic success. The CD, titled *Community Economic Development: An Interactive Guide to Understanding Your Community's Economy*, has seven chapters, including such topics as understanding the community, understanding the economic function, applying economic concepts, choosing community goals, benefits to the community, and more. The CD can be used as a tutorial, as a presentation or as a textbook.

Community Economic Development is available for \$35 from David Darling, Kansas State University, Department of Agricultural Economics, (785) 532-1512, ddarling@agecon.ksu.edu, <http://www.agecon.ksu.edu/ddarling/>.



Building Sustainable Organizations from the Inside Out

A new workbook, titled *A Guide to Building Sustainable Organizations from the Inside Out*, illustrates the SHOW-21 model for increasing organizational sustainability and offers a series of activities and tools to other groups interested in this effective approach. SHOW-21 (Sustainability of Health Organizations for Women in the 21st Century) is a project introduced by the Chicago Foundation for Women. It is based on the assumption that sustainability can be achieved when organizations recognize and understand the full measure of their assets and capacities and then build upon them.

The Chicago Foundation for Women believes that through sharing the SHOW-21 process and lessons learned, it can have a transforming impact on how nonprofits think about their own sustainability and future organizational development. Although this workbook comes out of the wisdom of women's organizations, this process can be applied to any organization.

Single copies of this workbook are available from ACTA Publications, (800) 397-2282, acta@one.org, <http://www.northwestern.edu/IPR/orderform.pdf>.



World Wide Web

Community Based Collaboratives Research Consortium

<http://www.cbrc.org>

The Community Based Collaboratives Research Consortium has a searchable database of projects and research concerning collaborative approaches to managing environmental resources. The site also contains a searchable database of books, periodicals and other resources concerning collaborative management approaches. The databases are designed so that people can enter their own book, resource or project, join and/or contact the Consortium.



Conferences

Go for the Goal

The 19th Annual Entrepreneurship Forum, *Go for the Goal!*, will be held November 3-6, 2001 at the Marriott Downtown in Salt Lake City, Utah. This conference provides opportunities for professional development, expanding your resources, enhancing achievement of your students, and sharing ideas with leaders in the nation.

Conference registration is \$245. To register or for more information, contact Cathy Ashmore, The Consortium for Entrepreneurship Education, (614) 486-6538, ashmorec@aol.com, <http://www.entre-ed.org/>.



Midwest eBusiness Conference

The *Midwest eBusiness Conference* will be held September 26-28, 2001 at the Scheman Conference Center on the campus of Iowa State University in Ames, Iowa. The conference is designed to help participants understand the opportunities that eBusiness offers in today's digital economy.

This year's conference will be available as a one-, two- or three-day package. Four distinct tracks will be offered: a general track covering both strategic and technical topics, a "how-to/

success stories" track, an education track for service providers, and an industry-specific track.

For more information contact Paul Gormley, conference director, (319) 721-5357, gormley@iastate.edu, <http://www.ebusinessconference.org/index.html>.



eVision Your Future

The Docking Institute of Public Affairs will present the 10th annual *Telepower*[®] conference on September 26-27, 2001 on the campus of Fort Hays State University in Hays, Kansas. *Telepower*[®] 2001: *eVision Your Future* is designed to provide community leaders and businesses with a better understanding of the tremendous potential telecommunications and information technologies offer small towns for economic and community development.

This year's event will include information on supply chain management, eManufacturing, IT workforce training, community success stories for IT access, recruitment of information-based businesses, and electronic medical records.

In addition, an afternoon of personal development workshops will be offered. A public policy panel on statewide economic development strategies will also be presented.

Conference registration is \$99. For more information contact Cathy Drabkin, Docking Institute of Public Affairs, (785) 628-5952, cdrabkin@fhsu.edu, <http://www.fhsu.edu/docking/telepower>.



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Rural Development Directory

The NCRCRD works with an extension liaison in each of the 12 states in our region. The liaisons, listed below, can be contacted for information concerning rural development programs in their respective states. Complete contact information can be found on our World Wide Web homepage at <http://www.ncrcrd.iastate.edu>.

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Wisconsin—Patrick Walsh

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For information about family and consumer science programming in the North Central region, contact:

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For information about 4-H youth development programming in the North Central region, contact:

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For information about agriculture and natural resources programming in the North Central region, contact:

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