

# Rural Development News

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

Vol. 22, No. 3

The North Central Regional Center for Rural Development

Fall 1998

## From the Director

### Community Building for a Healthy Ecosystem

by Cornelia Butler Flora

**W**hy would people act in an environmentally sound way, however that may be defined? The best way is for people to want to do so and know how to do so.

As people strive to act in the public good, there are some types of behavior that you instinctively avoid. For example, it would probably not occur to you to catch fish in a nearby lake by using dynamite. And if it did, you would consider how dynamite would kill all the fish, not just those you wanted to catch. Further, there would be damage to the ecosystem of the lake and someone might be hurt! If these things didn't bother you,

then chances are you would not know how. There are no mentors, no classes, and no Extension bulletins that show the practical steps of dynamite fishing.

Much behavior has been internalized as a result of growing up in a particular family and in a particular community. For example, you would not throw a



Cornelia Butler Flora

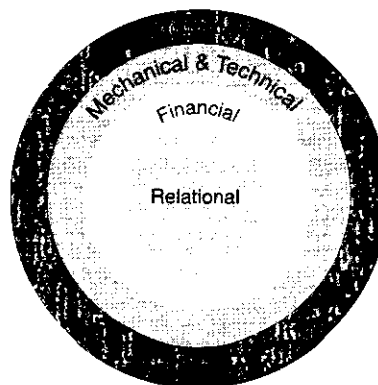
*From the Director  
continued on page 2*

## Editor's Note

Oops! In the Summer 1998 issue of *Rural Development News*, NCRCD director Cornelia Flora wrote an article titled "Skills for the 21st Century: Relation-Building." Unfortunately, the graphic printed with that article was incorrect. Please find the appropriate graphic below. The article and graphic can also be found together on our web page (<http://www.ag.iastate.edu/centers/rdev/newsletter/Summer98/flora.html>). We apologize for the inconvenience. □

### Inside RD News

Tribal Colleges Active in Community Development .....	4
Strengthening the Rural-Urban Connection .....	5
Successful Economic Development Tools .....	6
Rural Travel and Tourism Conference .....	8
Borich Named Assistant Dean .....	10
Departments .....	11



**Success in Agriculture Skills Needed**



From the Director  
continued from page 1

beer bottle out of the car window because you know littering is irresponsible. You **know** what to do (not only do you not drink and drive, but you recycle those bottles), and you **want** a safe and clean environment.

Education and socialization internalize socially responsible behavior. Land grant university education and outreach is based on internalizing the right thing to do and learning the right way to do it. Formal and informal education can give people an appreciation of the environment and the important ecological functions it performs, as well as how to work with and enhance those ecological functions.

But suppose you don't care about the environment and figure two or three more bottles won't make a difference. If you are on an empty stretch of road

and no one is with you, you might toss a bottle out. But if your friend, active in the recycling and community beautification activities, accompanies you, you do not throw it out. Peer pressure works.

Unfortunately peer pressure is both positive and negative, and can just as easily keep individuals from doing what they know is right. In many areas of field after field of corn and soybeans, local people value a controlled environment without trees. Trees are messy and disturb the controlled order of the agricultural landscape. Those who plant them know they are viewed as "bad farmers" — and so few trees are planted.

Community counts in terms of environmental quality, and can assist in turning peer pressure from a negative to a positive. Those who see their neighbors farming in an environmentally sound manner and see it work-

ing, may decide to try it themselves.

Only when these two levels of social control (internalization and peer pressure) do not work, should we move to economic tools to influence people's behavior. The positive form of economic motivation is incentives: "It will be profitable if I do the environmentally sound thing." Industries find that pollution is an indicator of waste, and that the savings generated by the re-engineering and better use of inputs far exceed the costs of clean up. Farmers have learned that by applying less nitrogen, they can reduce input costs and not reduce yield at the same time that they reduce nutrification of ground and surface water. Another familiar economic incentive is government payments to implement a less environmentally destructive practice. An example is the payments to put land into the Conservation Reserve Program.

There is the belief that economic incentives are the only way to get land managers to act in the public interest. There is a further belief that only the Federal government can provide such incentives, and yet the Federal government is demonstrating decreasing political will to invest in conservation measures.

But community does count! An increasing number of state governments are offering tax breaks to support more environmentally sound land use in vulnerable areas. New rural-urban linkages are also being formed as city governments offer incentives for watershed conservation activities. In addition, private sector groups, from chemical companies to Trees Forever, are banding together to

### Center Staff

Cornelia Butler Flora  
Director

Jayne Hager Dee  
Assistant Director

Pam Cooper  
Administrative Secretary

Julie Stewart  
Communications Director

Kristi Hetland  
Editorial Assistant

Timothy O. Borich  
Senior Fellow

Stephen Aigner  
Senior Fellow

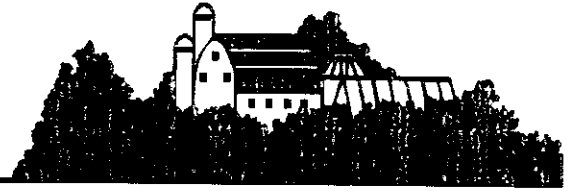
The North Central Regional Center for Rural Development is one of four regional centers coordinating rural development research and education throughout the United States. It is supported by the land-grant universities of the North Central region, the U.S. Department of Agriculture, and grants and contracts from private foundations.

The mission of the NCRCRD 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 NCRCRD 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.

ISSN 0886-8611

Programs of the North Central Regional Center for Rural Development are available to all potential clientele without regard to race, color, sex or national origin.



provide incentives for land users to do the right thing.

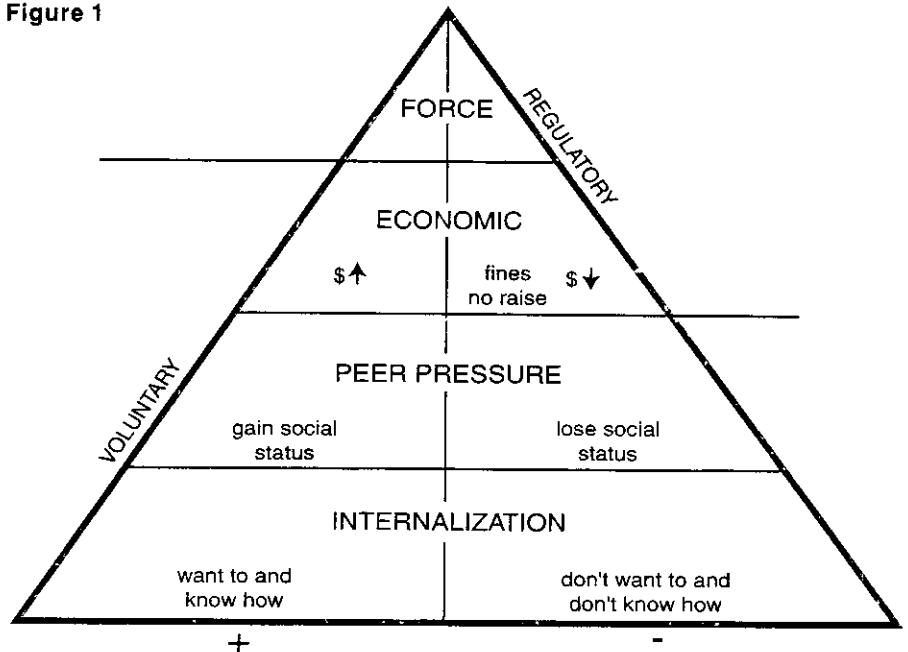
The mechanisms we have talked about so far, that cause people to act in environmentally responsible ways, can be classified as voluntary. They are generally well-accepted and well-liked. There are mechanisms, however, that attempt to enforce environmentally sound behavior that are viewed as much more coercive. Fines and penalty payments for pollution are examples of negative economic sanction.

Land managers and business owners find it normal for government to make it profitable to be moral (although some resent the strings and bureaucracy attached). However, most get very irritated when the government makes it unprofitable for them to engage in environmentally damaging behavior through regulation.

The last mechanism to get an individual to act for the public good is force. Force is physical and can be both negatively and positively used. A negative use would be to shut down or imprison an individual for failure to comply with environmentally sound behavior. A positive use would be to indicate that, if an individual does not clean out a drainage ditch that has been filled by soil eroding from a nearby field, the county will do it for you and you will be charged. Force is the most costly mechanism for society as well as for the individual who engages in environmentally damaging behavior, and should be used as little as possible.

As shown in figure 1, the greater the legitimacy of the cause, the nearer to the base of the pyramid the enforcement mechanism. Rules that are too often imposed by force are often

Figure 1



ignored or changed, and the enforcer loses legitimacy. Thus regulations are constantly negotiated between the regulators (local, state, federal) and the regulated (possibly a local, state, national or global entity).

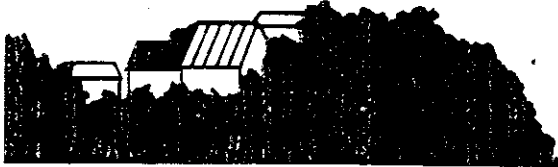
The lower order mechanisms of social control (internalization and peer pressure) work very well with the family farm. However, with the industrialization of agriculture, we are faced with the important institutional challenge of ownership being separated from management. When those making the decisions about environmental practices do not actually live on the farm or in the community, these mechanisms are less likely to be effective in encouraging environmentally sound behavior.

Land-grant institutions tend to recommend voluntary mechanisms (as indicated on the diagram), such as paying people to do the right thing. Negative, regulatory mechanisms alarm us, as they alarm our traditional clientele.

Furthermore, we tend to not be very creative about figuring out at where we educate and apply peer pressure to positively impact the ecosystem. For example, a huge amount of farmland in Iowa is owned by widows. They are the owners, but are separated from management. If the person or company managing their land tells them a conservation buffer could be planted, but their earnings would go down, the owner will most likely keep her land exactly the way it is.

If education for ecological health is going to improve ecosystem health, we have to rethink whom we are talking to and why we are talking to them. And in reference to policy, we have to think less in terms of individuals that are rooted in place, and more in terms of a variety of actors who have a variety of relationships to land, to labor, and to capital.

*From the Director  
continued on page 10*



## North Dakota Tribal Colleges Active in Community Development

by Jack Barden

One of the most significant community development activities among Native Americans in North Dakota in the past 25 years has been the growth of tribally-controlled community colleges. Each college is specifically designed to serve the unique needs of its reservation. The five colleges located in North Dakota, plus one college just below the border in South Dakota, decided that although each is unique, there are also many commonalities. So they formed a corporation titled The North Dakota Association of Tribal Colleges.

Tribal colleges serve many of the same functions as other colleges, but they are attuned to the particular needs of their reservations. Nowhere is this more in evidence than in the area of community and economic development. The colleges have many initiatives underway that

serve to highlight some of that activity.

At Turtle Mountain Community College in Belcourt, the Kellogg Foundation has funded a Center for New Growth and Economic Development. This Center is fulfilling a major need by being a focal point for all community development efforts on the reservation. The Center keeps demographic statistics about the reservation and provides both education and consulting services to the community.

Sitting Bull College in Ft. Yates is part of a Ford Foundation Rural Community College Initiative. One of 24 colleges across the country to be part of this Initiative, Sitting Bull is working to develop entrepreneurship through greater educational access. Working closely with Tribal government, the college is seeking funds to do microlending for entrepreneurship. They are also working toward developing

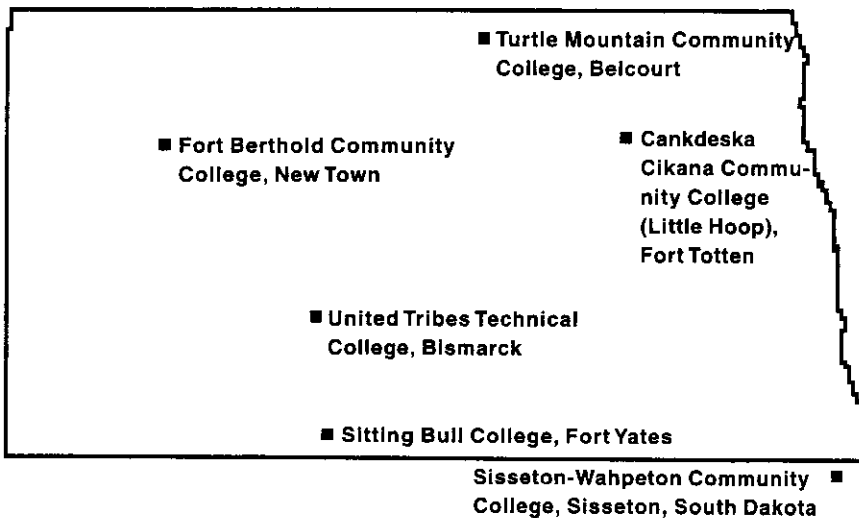


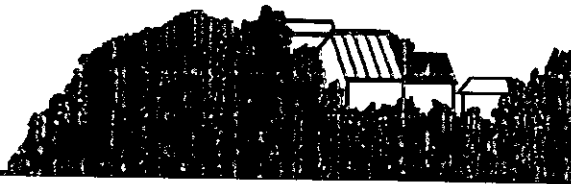
Jack Barden

a "think tank" strategy for getting community development involved in long-term thinking.

At United Tribes Technical College in Bismarck there is a major effort underway to help Native American artists throughout the West learn to market their work. Funded by the Northwest Area Foundation, this Initiative works to compile information about markets and sponsors a major annual Art Expo which seeks to bring potential purchasers together with artists from up to 40 reservations. UTTC is also the coordinating agency for a Kellogg Foundation project that is attempting to reintroduce bison on nine reservations in North Dakota and South Dakota.

At Cankdeska Cikana Community College (Little Hoop) in Ft. Totten, planners are working with a small community composed mostly of non-Indians to provide technical assistance for developing manufacturing. At the Spirit Lake Reservation





through CCCC's Ft. Berthold Community College, the faculty and staff have long been involved with agricultural development as well. They are also involved in reintroducing bison onto the Plains and work closely with their Department of Agriculture programs to promote development in the community.

The Association itself, with offices at United Tribes in Bismarck, is working on the development of networking infrastructure so that the Internet can be used for both educational purposes and for sharing with each other about successes and problems involved in community development. In all these efforts—whether at local community colleges or through the work of the Association—the unique cultures of each reservation and the things that Indian culture shares in common are always in the forefront.

*Jack Barden is associate director of The North Dakota Association of Tribal Colleges. For more information, he can be reached at 3315 University Dr., Bismarck, ND 58504; (701) 255-3285, (701) 255-1844 fax, jackb87389@aol.com.*

*In an effort to be a better partner, the Center's assistant director, Jayne Hager Dee, recently spent one day in each of the five tribal college communities in North Dakota. With Barden as her guide and host, Hager Dee was able to introduce the Center and initiate a dialogue with these institutions and communities. □*

## Rural and Urban Leaders Seek Solutions to Common Problems

Over the next three years, community leaders from small towns in rural America will have the chance to offer advice on how to improve inner-city neighborhoods. Likewise, leaders from urban areas may suggest different ways to extend health care services or broaden the local tax base in isolated areas.

This program of public discussion, appropriately named "Strengthening the Rural-Urban Connection," was recently launched by the Heartland Center for Leadership Development, a nonprofit organization in Lincoln, Nebraska that works with communities nationwide to strengthen local capacity. A \$272,000 grant from the W.K. Kellogg Foundation will fund the three-year program.

"Strengthening the Rural-Urban Connection" will bring together a broad range of both rural and urban representatives for roundtable retreat discussions in two separate geographic regions. Participants will include professional development practitioners, volunteers and activists, academics, private sector "power brokers," charitable foundation leaders, and public policy makers.

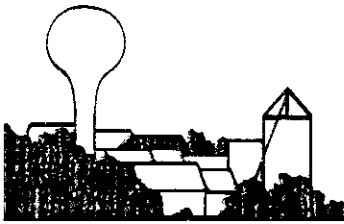
According to Heartland Center co-director Milan Wall, the long-range goal of the program is to find solutions to community problems by exploring the strengths and weaknesses of both rural and urban environments, and exchanging ideas that work. This type of interaction has been infrequent in the

past. Although some urban development models have been modified and transposed to rural areas, it is much more unusual for a rural model to be tried in an urban setting.

"Strengthening the Rural-Urban Connection" is an outgrowth of a forum conducted by the Heartland Center in 1996. Although circumstances differ between rural and urban settings, three themes emerged from that initial dialogue as the most critical common issues: 1) economic opportunity, 2) education or human capital, and 3) social capital, or the ability and willingness of a community to work together and take collective action.

The NCRCD is working with the American Youth Foundation and the Heartland Center to plan and implement the North Central Connections meeting to be held in Nebraska City in September 1999. Local leaders from inner city neighbors and rural communities in six North Central states will participate to identify common issues, share local solutions and form practical partnerships.

For more information on "Strengthening the Rural-Urban Connection" or a full report detailing the issues discussed by the rural and urban leaders at the initial retreat, contact the Heartland Center for Leadership Development, 941 O St., Suite 920, Lincoln, NE 68508; (402) 474-7667 or (800) 927-1115, (402) 474-7672 fax, <http://www.4w.com/heartland>. □



## Measuring the Success of Economic Development Tools

**B**usiness Incubation in Wisconsin and Illinois is the first report in a series designed to compare traditional economic development tools with new wave tools. The series is based on the project "Measuring the Success of Economic Development Tools," funded by the North Central Regional Center for Rural Development.

The project identified three categories of traditional economic development policies and four categories of new wave economic development policies. One of these new policies or tools is business incubation, a strategy that has become widely used in recent years. A business incubator is a building that has been designed or converted to house small businesses and to provide tenants an affordable and supportive environment that will maximize their chances of successfully "hatching" a small business.

The study was designed to gather information about this relatively new form of local economic development. The researchers were interested in learning why firms chose to locate in incubators, how long they stayed, what incubator services they found most useful, and how they felt about their overall incubator experience. The researchers were also interested in evaluating the economic and social benefits of the incubator to the host community.

Indicators used to measure this include the number of jobs created, the wages paid, and

whether people were hired locally or from out of the area. In addition, the firms' level of community involvement was measured by the amount of time and money they donated to nonprofit activities in their community.

Surveys were sent to 146 current or former firms located in business incubators in Wisconsin and Illinois. Almost 30 percent of the surveys were completed and returned. Respondents were evenly split between Wisconsin and Illinois and between current and former firms.

### Characteristics of Incubator Firms

Almost two-thirds of the firms were start-up companies when they entered the incubator, and very few had been in business more than five years, although there were several that were at least 10 years old. One-half of the firms were in the service industry while one-third were engaged in manufacturing or other related activities.

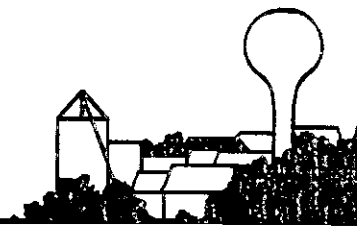
As would be expected, most of these firms are quite small. The majority of current tenants have annual sales of \$200,000 or less, although a few reported sales of between \$1 million and \$2 million. The majority of the current tenants have three or fewer employees. None of the businesses have more than 20 employees. In Wisconsin, the current tenants pay 34 percent of their workers less than \$7 per hour, while in Illinois only five percent of workers receive less than \$7 per hour.

On average, former tenants were about three years old when they left the incubator. The most frequent reason for leaving was the need for more space. The former tenants employ an average of 14.6 workers. About one-half of the firms have fewer than five employees. These firms generate annual sales of up to \$15 million, with the majority indicating sales of \$750,000 or less. Most of the firms with sales of more than \$1 million were located in Illinois. Currently, former tenants in Wisconsin pay less than \$7 per hour to 20 percent of their workers. In Illinois, only six percent of these workers earn less than \$7 an hour.

### The Incubator Experience

Low costs, especially low rent, and the availability of support services were the two reasons for locating in the incubator most often mentioned by the respondents. Other important factors were the location of the incubator and the quality of the facilities.

Incubators offer their tenants a wide variety of services. Duplicating and telephone answering were the services most often rated "important" or "very important." Other highly rated services provided by the incubators were receptionists, conference rooms and mail services. The opportunity to network with other tenants was also valued by many firms. Of services not provided by the incubators, better computer support was the most frequently requested. An overwhelming majority indicated



that they were either "satisfied" or "very satisfied" with their experience in the incubator.

### **Connections to the Local Economy**

Most of the employees of the current and former tenants live locally. More than one-half of the supplies and inputs other than labor are purchased locally or in their state, while at least one-half of the goods and services produced are sold outside of the community.

### **Conclusion**

Based on the findings of this study, the researchers conclude that incubators provide a number of benefits to both fledgling businesses and their host communities. While initially quite small, these firms have grown, resulting in increased sales and employment. They benefit their communities by hiring labor locally and buying inputs locally.

Roughly one-half to two-thirds of sales are made outside the local community, indicating that these firms function to some extent as "export" firms, thereby bringing dollars into the community. An important finding is that the majority of incubator graduates have remained in the same community after leaving the incubator.

These firms have a modest level of involvement in community activities, which is probably related to their size. However, their involvement has increased over time.

One of the biggest advantages for the firms is the low cost of actually locating in the incuba-

tor. This suggests that an alternative form of business incubation known as an "incubator without walls," where incubation services are provided to small businesses located throughout the community, may be less viable.

Finally, a significant number of firms associated with incubators reported that they were satisfied with their experience and considered it very beneficial to their development and subsequent success.

*The authors are Gary Green, University of Wisconsin; John*

*Gruidl, Western Illinois University; Steve Halebsky, University of Wisconsin; and N.R. Sumathi, University of Wisconsin. For more information on this study contact Gary Green, University of Wisconsin, 350 Agriculture Hall, 1450 Linden Dr., Madison, WI 53706; (608) 262-1510, (608) 262-6022 fax, [gpgreen@facstaff.wisc.edu](mailto:gpgreen@facstaff.wisc.edu).*

## **Board of Directors**

**Walter Armbruster**  
Farm Foundation  
(630) 571-9393  
[walt@farmfoundation.org](mailto:walt@farmfoundation.org)

**Janet Bokemeier**  
Michigan State University  
(517) 355-0123  
[bokemeie@pilot.msu.edu](mailto:bokemeie@pilot.msu.edu)

**Caroline Carpenter**  
W.K. Kellogg Foundation  
(616) 968-1611  
[cmc@wkkf.org](mailto:cmc@wkkf.org)

**Marilyn DeLong**  
University of Minnesota  
(612) 625-1972  
[mdelong@che2.che.umn.edu](mailto:mdelong@che2.che.umn.edu)

**Mark Drabenstott**  
Kansas City Federal Reserve Bank  
(816) 881-2697  
[frbkc!mdrabenstott@uunet.uu.net](mailto:frbkc!mdrabenstott@uunet.uu.net)

**June Holley**  
Appalachian Center  
for Economic Networks  
(614) 592-3854  
[jholley@tmn.com](mailto:jholley@tmn.com)

**Pat Jensen**  
North Dakota State University  
(701) 231-7656  
[pjensen@ndsuxt.nodak.edu](mailto:pjensen@ndsuxt.nodak.edu)


**Stanley Johnson**  
Iowa State University  
(515) 294-6192  
[vpforext@exnet.iastate.edu](mailto:vpforext@exnet.iastate.edu)

**Robert Koopman**  
ECS-CSREES-USDA  
(202) 720-7947  
[rkoopman@re USDA.gov](mailto:rkoopman@re USDA.gov)

**Arlen Leholm**  
Michigan State University  
(517) 355-2308  
[leholm@msue.msu.edu](mailto:leholm@msue.msu.edu)

**Carl O'Connor**  
University of Wisconsin Extension  
(608) 263-2775  
[occonnor@admin.uwex.edu](mailto:occonnor@admin.uwex.edu)

**Colin Scanes**  
Iowa State University  
(515) 294-1823  
[cscanes@iastate.edu](mailto:cscanes@iastate.edu)



## Rural Travel and Tourism Focus of National Conference

A multi-agency panel at the National Extension Tourism Conference, held in Hershey, Pennsylvania on May 17-19, 1998, discussed future policy needs of the rural travel and tourism industry. Panel members included Jana Prewitt, U.S. Department of the Interior; Vicky Dickson, Bureau of Land Management; Sandy Thomas, National Park Service; Floyd Thompson, USDA Forest Service; Linda Harbaugh, U.S. Department of Commerce; Randy Williams, Cooperative State Research, Education and Extension Service; and James Maetzold, Natural Resources Conservation Service.

Tourism is a viable economic development tool that supports a variety of careers at all levels of employment. The introduction or expansion of tourism in rural communities is a promising avenue for communities to diversify and improve their quality of life. There is a need for the public and private sectors to work together to help rural communities develop tourism and accommodate the needs of visitors. Equally, it is

imperative that federal agencies work effectively and cooperatively with each other to use government resources in the most efficient manner.

Linda Harbaugh, senior policy analyst for Tourism Industries in the U.S. Department of Commerce, spoke with participants about the Tourism Policy Council, designed to ensure that the United States' national interest in tourism is fully considered in Federal decision making. In 1995 the TCP completed a Federal Strategy for tourism development and found that there were more than 170 tourism programs scattered throughout 30 Federal agencies.

She added that conferences such as this one are an ideal way to begin and continue the process of cooperation as all interested parties learn about the resources and expertise of others.

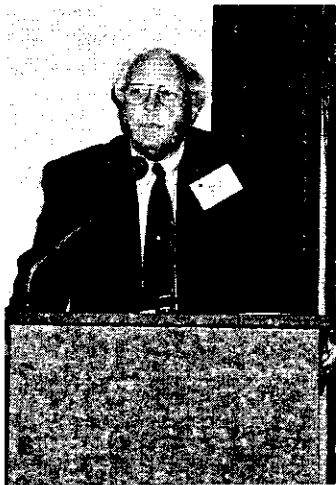
A post conference workshop was held by the National Tourism Design Team, part of the Communities in Economic Transi-

tion National Initiative through USDA/CSREES. The workshop focused on assessing economic impacts of tourism at the local level. Phil Alexander, district extension agent with Michigan State University Extension, presented the county tourism profile generated in collaboration with the Travel, Tourism and Recreation Resource Center at Michigan State University. MSU Extension has prepared county tourism profiles to help developers, tourism professionals, public officials and others make informed decisions regarding the travel and tourism industry in Michigan's respective counties.

Sponsors of the National Extension Tourism Conference were the four Regional Rural Development Centers, the Natural Resources Conservation Service, the National Association of RC&D, the National Rural Tourism Foundation, and USDA/CSREES/ECS. More information on the conference and its many sessions is available at <http://www.cas.psu.edu/docs/casconf/nercrd/publications/ntc.html>. □



(l-r) Vicky Dickson, Bureau of Land Management; Sandy Thomas, National Park Service; Jana Prewitt, U.S. Department of the Interior; Linda Harbaugh, U.S. Department of Commerce; Floyd Thompson, USDA Forest Service; Randy Williams, Cooperative State Research, Education and Extension Service; James Maetzold, Natural Resources Conservation Service.



(left) Daryl Heasley, director of the Northeast Regional Center for Rural Development, welcomed the approximately 135 participants to the 1998 National Extension Tourism Conference. (center) Lalia Rach, dean of the Center for Hospitality, Tourism and Travel Administration at New York University, provided a keynote presentation on tourism trends. (right) Mike Woods, Oklahoma State University and member of the National Tourism Design Team, led the post conference workshop on assessing economic impacts of tourism at the local level.



Visiting several sites within the Mid-State Resource Conservation and Development area was one of three educational tours offered to participants. The RC&D tour focused on sites where effective partnerships have played an integral part in the development of rural tourism projects. Walt Whitmer (above left), president of the Mid-State RC&D Council, talks with participants about the Faylor Lake Nature Trail project. Faylor Lake is a collaborative effort between the Snyder County Conservation District, the Bureau of Forestry, the Pennsylvania Game Commission, the Pennsylvania Fish Commission, Penn State University interns, 4-H Club members, AmeriCorps members, and Mid-State RC&D. (above right) Pam Anderson, Julie Fesenmaier, Michelle Pride and Kathie Brown, University of Illinois Cooperative Extension Service, explore the Zook's Dam Wetlands and Recreation Area Improvement project along with other participants on the RC&D tour.



## Borich Named Assistant Dean of ISU's College of Design



Timothy Borich

**T**im Borich, senior fellow at the North Central Regional Center for Rural Development, was recently named assistant dean of research and outreach in the College of Design at Iowa State University. Among his many responsibilities, Borich coordinates Extension activities of the College of Design.

Borich is also associate director of the Institute of Design Research and Outreach. IDRO is the research and outreach arm of the College of Design, encompassing the research, Extension, and distance-education functions of the college. The emphasis is on applied research, which is closely linked with both the instructional and outreach missions of the college and its four departments: architecture, art and design, community and regional planning, and landscape architecture. Through IDRO, faculty and students work closely with citizen groups and communities in addressing real-world problems and in exploring opportunities for new research initiatives.

IDRO currently has major contracts with the Iowa Department of Transportation, the Iowa Legislature, Fannie Mae, the Iowa Department of Economic Development and the National Park Service. Current projects include helping communities with housing needs assessments; incorporating computer-imaging in a community development process with rural communities for physical enhancement projects; and a seven-county urban sprawl project that includes mapping the transition of agricultural land to other uses over a period of time.

As a senior fellow at the NCRCRD, Borich coordinates networking activities among the Community Resource Development program leaders at the land-grant universities in the North Central region. In addition, he is currently serving as co-chair of the team working to revise the *Take Charge: Economic Development in Small Communities* curriculum. The revised manuscript will feature a core community development curriculum, with issue specific modules available online. Borich continues to focus on Center projects involving the food industry and technology transfers as well. □

*From the Director  
continued from page 3*

As a closing example, one of the reasons farmers did not implement more environmentally sustainable crop rotations (besides fear of losing their base acres) was that their bankers would not let them. The farmer would not get their operating money for next year. The banker did not want that farmer growing anything but commodity program crops, because that program would reduce the banker's risk that something would go wrong.

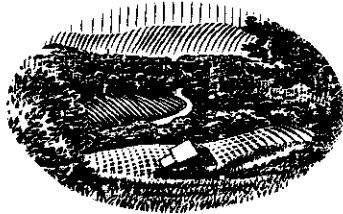
The need for alternative risk management mechanisms is now even greater with the 1996 Farm Bill, if environmental integrity is to in part guide land use behavior.

As we continue with our educational efforts, we have to figure out who should be educated. How do we educate bankers to make loans for more environmentally sustainable practices? How do we educate farm managers that they can still make money even though they will have to learn new skills to implement conservation buffers?

And most importantly, how do we set up institutions off the farm that allow changes that are environmentally sustainable on the farm? Changes that will be profitable (the market aspect) and relatively easy (the relational aspect), so that you don't have to be a hero or a martyr or a debt-free property owner/land manager to act for ecological health. □



# Publications



## Book for Rural Educators Links Students with the Places Where They Live

Are today's schools teaching rural children how to live well in their own communities? Or do they give students the impression that the good life can be lived only somewhere else, preferably someplace more urban? These issues are the focus of *Place Values: An Educator's Guide to Good Literature on Rural Lifeways, Environments, and Purposes of Education*, published by ERIC Clearinghouse on Rural Education and Small Schools.

The authors, Toni Haas and Paul Nachtigal, co-directors of the Annenberg Rural Challenge, challenge rural teachers to re-examine education and find ways to root it in the places where they and their students live. The book provides classroom examples to show how educators can emphasize the connection rural people have with each other and the landscape they share. These examples can help young people discover their surroundings and identify with their communities.

*Place Value* is available for \$12 plus 10 percent postage. Add \$3 for orders outside the U.S. To order, contact ERIC Clearinghouse on Rural Education and Small Schools, Appalachia Educational Laboratory, P.O. Box 1348,

Charleston, WV 25325-1348; (800) 624-9120, (304) 347-0487 fax, [ericrc@ael.org](mailto:ericrc@ael.org), <http://www.ael.org/eric/>.



## Issues Affecting America's Communities

The American Planning Association has published a booklet titled *Summary of Planning Policies: APA's Positions on Issues Affecting America's Communities*. The purpose of this booklet is to introduce APA's policies to leaders in government agencies, nonprofit groups, community organizations and private industry, and the public at large. APA has developed several policy guides which serve as realistic and action-minded tools for those who wish to address community issues.

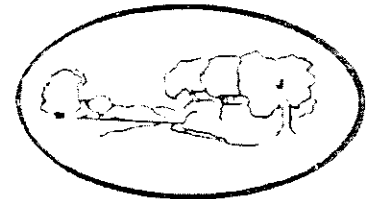
To order a policy guide, contact Darryl Hylton, policy specialist, American Planning Association, 1776 Massachusetts Ave. N.W., 4th Floor, Washington, D.C. 20036; (202) 872-0611, (202) 872-0643 fax, <http://www.planning.org>.



## Building Stronger Communities

The National Academy of Public Administration recently published a report addressing what the federal government can do to encourage or facilitate constructive efforts by states, localities and their citizens to successfully confront the regional challenge. *Building Stronger Communities and Regions: Can the Federal Government Help?* provides a review of federal policies and attitudes on regional affairs, as well as recommendations for more effective relationships with regions of all sizes.

For more information, contact the National Academy of Public Administration, 1120 G St. N.W., Suite 850, Washington, D.C. 20005; (202) 347-3190, (202) 393-0993 fax, <http://napawash.org>.



## Handbook Offers Visioning Guidelines

The Center for Rural Pennsylvania has published a booklet titled *A Handbook on Community Visioning* as a guide for communities that are beginning to think about and plan for their future. The booklet outlines the visioning process and asks residents to do the following:

- Define their community boundaries;
- Identify both positive and negative aspects within their community to develop an inventory of resources;
- Analyze where their community is going based on identified trends and probable scenarios;
- Determine what they want their community to be in the future; and
- Implement an action plan to achieve the community's vision for the future.

The booklet also provides case studies to illustrate how some communities are working to achieve their vision. Although the booklet was written for communities in the commonwealth of Pennsylvania, the information is applicable to all citizens looking for ways to



ensure the future of their communities.

For more information, contact The Center for Rural Pennsylvania, 212 Locust St., Suite 604, Harrisburg, PA 17101; (717) 787-9555, (717) 772-3587 fax, info@ruralpa.org, http://www.ruralpa.org.

□ □ □



### A Different Biography

The Northeast Regional Center for Rural Development has published a tribute to the late Ken Wilkinson, a distinguished professor of rural sociology and one of the most prominent scholars on the subject of community. *Community: a different biography* is a unique book that seeks to cross the barriers that divide science, sociology, literature and biography.

*Community* includes stories from family members, former students and colleagues, as well as some of Ken's own scholarly manuscripts, unpublished poems and personal diary entries.

The 140-page illustrated book is available for \$11.95 and a 16" x 20" poster is available for \$7.50 from the Northeast Regional Center for Rural Development,

The Pennsylvania State University, 7 Armsby Building, University Park, PA 16802-5602; (814) 863-4656, (814) 863-0586 fax, dheasley@psu.edu, or visit the electronic version of Community at <http://www.cas.nercrd.psu.edu/community.html>.

□ □ □

### Guide Identifies Federal Resources for Sustainable Agriculture

Persons seeking the help of federal programs to foster innovative enterprises in agriculture and forestry in the United States should peruse *A Guide to USDA and Other Federal Resources for Sustainable Agriculture and Forestry Enterprises*. This guide is a collaborative effort of The Michael Fields Agricultural Institute and several U.S. Department of Agriculture agencies working together for sustainable rural development.

The guide addresses program resources in value-added and diversified agriculture and forestry; sustainable land management; and community development. The guide also aims to help USDA and other agency employees become aware of and take better advantage of the enormous array of federal programs and resources available to their customers in supporting agricultural and forestry innovations.

A free copy of this guide is available from: 1) the *Appropriate Technology Transfer for Rural Areas*, P.O. Box 3657, Fayetteville, AR 72702; (800) 346-9140, (501) 442-9842 fax, askattra@ncatark.uark.edu, <http://www.attra.org>; 2) the Michael Fields Agricultural Institute, W2493 Cty. Rd. ES, East Troy, WI 53120-9271; (414)

642-3303, (414) 642-4028 fax; 3) or Sustainable Agriculture Research and Education, 2121 Ag/Life Sciences Surge Bldg., University of Maryland, College Park, MD 20742-3358; (301) 405-3186, (301) 314-7373 fax.

□ □ □

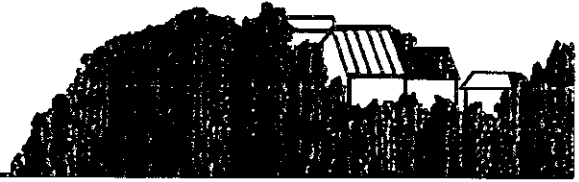


### Ca\$hing in on Business Opportunities

A new two-volume curriculum set designed to be used by educators who work with home-based and micro businesses is now available from the Southern Rural Development Center. The curriculum, *Ca\$hing in on Business Opportunities*, covers a wide array of topics of interest to current or potential business owners.

Each of the 22 chapters follows a basic format consisting of a teaching guide, narrative, handouts and transparency masters. Also included with the curriculum is a disk containing a computer generated graphic slide presentation for each chapter.

*Ca\$hing in on Business Opportunities* was written by nationally recognized Cooperative Extension Service experts in the area of small business development, representing 15 different land-grant universities. The curriculum was developed by the Cooperative State Research Education and Extension Service as part of the Communities in Economic Transition National Initiative.



The two-volume set is available for \$85 plus \$15 shipping and handling. Orders need to be prepaid or by purchase order. Send check, money order or purchase order to Southern Rural Development Center, Box 9656, Mississippi State, MS 39762. For more information contact Jacquie Tisdale, SRDC editor, at (601) 325-3207, (601) 325-8915 fax, or jacquet@srdc.msstate.edu.

□ □ □

### **Welfare Reform Decisions as "Portfolio Management"**

State welfare policies can be an investment in the independence of poor households, with gains to the state itself in terms of employment, its tax base and the quality of its workforce. Or welfare policies can represent short-sighted investment decisions which save in the short term, but ultimately rob the state of a more independent and productive work force.

A new report published by the Center on Hunger, Poverty and Nutrition Policy describes how state welfare reform policies can be adopted within the context of managing an investment portfolio. *State Investments in Family Economic Security: A Portfolio Management Approach to State Welfare Investments* applies standard investment principles and considerations to welfare policy. As such, it is designed to be of immediate use to state administrators and policymakers.

For more information, contact Center on Hunger, Poverty and Nutrition Policy, Tufts University, 11 Curtiss Ave., Medford, MA 02155; (617) 627-3956, (617) 627-3020 fax.

□ □ □

## **C**onferences



### **Making Technology Work for Communities**

Practitioners and proponents of rural telecommunications applications are invited to attend the 2nd Annual National Rural Telecommunications Conference. *RuralTeleCon '98* will be held October 4-6, 1998 at the Aspen Institute, Aspen, Colorado. *RuralTeleCon '98* will provide participants with the opportunity to learn, network, collaborate and begin to actualize ideas that make telecommunications and information technology work for communities.

*RuralTeleCon* is sponsored through a collaboration of organizations sharing a common mission in rural technology development, including National Telecommunications and Information Administration, Economic Development Administration, USDA Cooperative State Research, Education, and Extension Service, Association for Community Networking, The Aspen Institute, National Rural Development Partnership, Colorado Advanced Technology Institute, Rural Utilities Service, and Rural Local Initiative Support Coalition.

For more information about this conference contact Toni Black, Colorado Mountain College at (970) 947-8365, black@coloradomtn.edu, <http://ruraltelecon.org>.

□ □ □

### **Encouraging the Entrepreneurial Spirit**

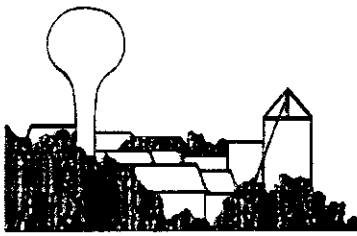
"Create Your Own Music," the 16th Annual International Entrepreneurship Education Forum, will be held October 31-November 3, 1998 in Nashville, Tennessee. The conference will focus on potential entrepreneurs of all ages and the role that entrepreneurship education and training plays in preparing them to create and operate successful business enterprises.

For more information contact Cathy Ashmore, The International Consortium for Entrepreneurship Education, Center on Education and Training for Employment, The Ohio State University, 1900 Kenny Rd., Columbus, OH 43210; (614) 486-6538, (614) 292-1260 fax, ashmore.1@osu.edu.

□ □ □

### **National Video Conference to Explore the State of Poverty**

The National Network for Family Resiliency is sponsoring a national satellite video conference to be broadcast Tuesday, November 17, 1998, 1-3 p.m. CST. *Exploring the State of Poverty: The ROWEL Poverty Simulation as a Tool for Promoting Awareness of Economic Diversity* will help increase public awareness about issues relating to poverty. The simulation, a copyrighted educational program created by the Reform Organization of Welfare Education Association, helps people understand the typical experiences of low-



income families trying to survive from month to month.

*There is no cost to downlink this satellite broadcast; however, downlink sites are asked to register. Program information, marketing materials and registration directions are available at <http://www.exnet.iastate.edu/Pages/families/cyfar/sat/satellite.html> or contact Diana Broshar, CYFAR Project Associate, Iowa State University, 101 MacKay Hall, Ames, IA 50011-1120; (515) 294-8204, (515) 294-1040 fax, [x1dmbro@exnet.iastate.edu](mailto:x1dmbro@exnet.iastate.edu).*

□ □ □



### **Partnerships for Progress**

The 12th Annual Conference of the National Council for Public-Private Partnerships will be held October 14-16, 1998 at the Sheraton Colony Square Hotel in Atlanta, Georgia. The theme of the conference is "Communication and Understanding...The Keys to Success." The conference program will provide participants the opportunity to explore both basic and advanced concepts in several major areas of public-private partnerships. In addition, specific case studies will be presented.

*For more information contact the National Council for Public-Private Partnerships, 1010 Massachu-*

*setts Ave. N.W., Suite 350, Washington, D.C. 20001; (202) 467-6800, (202) 467-6312 fax, [ncppp@ncppp.org](mailto:ncppp@ncppp.org), <http://www.ncppp.org>.*

□ □ □

### **Strategies for Democratic Renewal**

As we move into the new Millennium, the unfreezing of the bi-polar ideologies that dominated much of the twentieth century is leading to a renewed debate about the nature of democracy. Citizen empowerment and local community governance have emerged as key features of sustainable social, economic and political reconstruction and development. Across the globe, local and national governments and corporate interests are having to respond to people power.

In response, the International Association for Community Development Conference, to be held April 8-12, 1999 in Edinburgh, Scotland, will focus on "Strategies for Democratic Renewal." Policy makers, practitioners, trainers and researchers will share their expertise and experience in building practical strategies and models of democratic renewal.

*For more information contact Carol Elder, International Association for Community Development, Rosebery House, 9 Haymarket Terrace, Edinburgh, Scotland, UK EH12 5EZ; 00-44-131-313-2488, 00-44-131-313-6800 fax, [IACD@scec.dircon.co.uk](mailto:IACD@scec.dircon.co.uk).*

□ □ □

## **Digest**

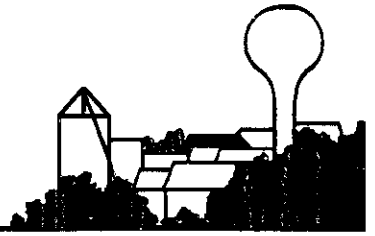
### **'E' Stands for Economic Development, Not Just E-Mail**

Consumer indicators reveal Internet traffic has doubled every 100 days, and more than 100 million people are using the Internet annually. According to Raymond Lenzi, executive director of the Office of Economic and Regional Development at Southern Illinois University in Carbondale, information technologies have been responsible for more than a quarter of real economic growth and that information technology now makes up more than 8 percent of the U.S. economy.

"Computer and communications industries are growing at more than double the rate of the economy, and the declining prices of information technology products lowered overall inflation by a full percentage point last year," said Lenzi.

"Commerce Secretary Richard Daley had it right when he said that this is about more than e-commerce, or e-mail, or e-trades, or e-files," Lenzi added. "It truly is about the 'e' in economic opportunity and the 'e' in empowering businesses, workers, and consumers in ways that have never been done."

Lenzi said the results of a recent survey on small business and the Internet can be summed up in five small words, 13 letters in all: Use it or lose it. Small companies that are using the Internet to communicate with customers, market their products and to make purchases are growing, on average, 9.8 percent a year. Companies that don't use the World Wide Web



and don't have computers are growing only 5.5 percent a year.

For companies with their own web site, the difference in growth rates is even more striking: their businesses grew an average of 11.1 percent.

Lenzi called the potential for economic development presented by the World Wide Web staggering, adding, "This is a situation where businesses that don't lead the parade will be run over by it."

*Excerpted from Connections, Vol. XI, No. 3, 1998, published by the Office of Economic and Regional Development at Southern Illinois University in Carbondale, 150 E. Pleasant Hill Rd., Carbondale, IL 62901; (618) 453-5047, (618) 453-5040 fax.*

□ □ □

### **Wired Nurses on the Prairie**

As of December, Kansas' new statewide nurse practitioner training program boasts 258 graduates. That's 258 more than were available four years ago when the state legislature instructed state nursing schools to begin such training. So far, 63 percent of those who have graduated since August are working in rural underserved areas.

The key to such growth, says University of Kansas School of Nursing's Associate Dean Helen Conners, has been the statewide nature of the program and the use of telecommunications for training students at a distance—in their own localities.

"We knew early on that the four Kansas nursing schools would have to work together," says Conners. "No single school of nursing had the resources to develop the curriculum and

implement such a program by itself.

"We also knew that compressed video was used for telemedicine with good results," she adds. "Why not use it for education? That way you don't need faculty at every site." (Compressed video or CV uses high speed telephone lines—T1 lines—to transmit images and sound, enabling students and teachers to interact. Unlike satellite systems, which can cost \$2,000 an hour, CV costs \$30 an hour).

The schools divide the work. The University of Kansas and the Wichita State Schools of Nursing develop the lectures and didactic courses, presented on the video systems at six sites. The Fort Hayes and Pittsburgh State University Schools of Nursing coordinate clinical practice for students in their communities, using 600 physicians and nurse practitioners who have agreed to be preceptors.

"Eventually, we'll have the lectures available on the Web right in their homes," says Conners.

After a \$2 million investment from the Kansas Health Foundation and from federal grants, the Kansas Primary Care Nurse Practitioner Program is now self-supporting and serves as a model for other kinds of medical education.

For more information, contact Helen Conners, (913) 588-1619.

*Reprinted with permission from Rural Health News, Vol. 4, No. 3, Spring 1998, published by the Maine Rural Health Research Center, University of Southern Maine, P.O. Box 9300, Portland, ME 04104-9300.*

□ □ □

### **Be Prepared!**

We've all heard the axiom "Failing to plan is planning to fail." Part of the planning process involves looking at external threats and opportunities. The word external refers to conditions and forces outside of our business, organization or community. Usually, these are things we don't have control over, but which may have a direct impact on us.

Examples facing the tourism industry include a lack of snow for winter recreation, white-tail deer with tuberculosis, a strong economy, and cheap gasoline prices. Depending on your situation, these examples can be threats, opportunities, or a little of both. The strong economy could result in people taking more exotic vacations. Low unemployment rates could create a labor shortage for tourism-related jobs.

The challenge is not only to keep an eye on the trends, but to expect the unexpected. We cannot predict the future, but we can anticipate change by staying alert to things happening around us. We can question how things may affect us, ask "what if..." and explore ways to capitalize on opportunities. We need to create and constantly modify our plans based on an ever-changing market and world. Follow the advice of the Boy Scout's motto. "Be prepared!"

*Reprinted with permission from Tourism Matters, Vol. 2, Issue 7, Spring 1998, published by Michigan State University Extension Service. This article was written by Phil Alexander, district extension agent, Michigan State University Extension.*

□ □ □

# Rural Development News



North Central Regional Center  
for Rural Development

Iowa State University  
107 Curtiss Hall  
Ames, Iowa 50011-1050  
(515) 294-8321, (515) 294-3180 fax  
jstewart@iastate.edu  
<http://www.ncrcrd.iastate.edu>

**Address Correction Requested**

Vol. 22, No. 3

---

## 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>.

**Illinois—John van Es**  
University of Illinois  
(217) 333-3790  
e-van1@uiuc.edu

**Indiana—Janet Ayres**  
Purdue University  
(765) 494-4215  
ayres@agecon.purdue.edu

**Iowa—Paul Coates**  
Iowa State University  
(515) 294-8397  
xlpaule@exnet.iastate.edu

**Kansas—Daryl Buchholz**  
Kansas State University  
(785) 532-5838  
dbuchhol@oz.oznet.ksu.edu

**Michigan—Ray Vlasin**  
Michigan State University  
(517) 355-0215  
vlasin@msue.msu.edu

**Minnesota—Marilyn Grantham**  
University of Minnesota  
Extension Service  
(612) 625-4252  
mgrantham@extension.umn.edu

**Minnesota—Nancy Nelson**  
University of Minnesota  
Extension Service  
(218) 299-5020  
nnelson@extension.umn.edu

**Missouri—Thomas Henderson**  
University of Missouri  
(573) 882-4321  
henderson@umsystem.edu

**Nebraska—Elbert Dickey**  
University of Nebraska  
(402) 472-2966  
coex010@unlvm.unl.edu

**North Dakota—Kathy Tweeten**  
NDSU Extension Service  
(701) 221-6865  
ktweeten@ndsuext.nodak.edu

**Ohio—John Rohrer**  
The Ohio State University  
(614) 292-6232  
rohrer.2@osu.edu

**South Dakota—Larry Tidemann**  
South Dakota State University  
(605) 688-4147  
tidemanl@www.ces.sdstate.edu

**Wisconsin—Patrick Walsh**  
University of Wisconsin Extension  
(608) 262-1748  
patrick.walsh@ces.uwex.edu

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

**JaneAnn Stout**  
Iowa State University  
(515) 294-0863  
xlstout@exnet.iastate.edu