Interim Report
Regional Rural Development Center Review

Western Rural Development Center
May 15, 1991
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Introduction

Getting Started

In June, 1970, Oregon State University submitted a proposal to locate the western regional center, one of four in the nation, in Oregon. The proposal was in response to "Guidelines for Research in Rural Development and Criteria to be Considered in the Selection of Centers of Excellence", CSRS-OD-1266, April 3, 1970. The local paper carried a news announcement on March 27, 1971 that a "regional area development research center - the first of its kind" was to be located at Oregon State University. The western states Agricultural Experiment Stations collectively made $22,500 available for use in FY '72 to get the center started. The first permanent Director began work July 1, 1972.

At this same time the Rural Development Act of 1972 was working its way through Congress and was signed into law. Title V of the Rural Development Act contained provisions which permitted increasing the research funding for the Regional Rural Development Centers as well as adding the extension function to the Centers. By FY '74 the Centers had funding for joint research and extension programs.

What We Do

The Rural Development Centers currently have small staffs to stimulate, support, and facilitate additional rural development research and extension work by Land Grant faculty in the region. The Western Rural Development Center staff located at Oregon State University consists of:

- Director   .75 FTE (.25 Oregon Extension)
- Assistant Director   1.00 FTE
- Editor   1.00 FTE
- Secretarial Support   1.25 FTE

The work agenda of each Center is determined and staffed by the research and Extension faculty of the region. The real work of the Western Rural Development Center is done in the states and communities by the faculty in the seventeen western Land Grant institutions. The western Land Grant institutions are listed in Appendix A. The job of the Center is twofold; to increase the productivity of regional faculty in doing rural issue research and to increase the effectiveness of Extension faculty in reaching rural communities with cutting edge education programs. The primary constituency (clientele) of the WRDC is the research and Extension faculty working with rural issues and communities in the region. Rarely is it possible for the
regional Center to reach directly into a community and assist. But on occasion the Center refers community requests for direct assistance to faculty in that state. These requests come most often from community leaders who read about programs in the WRDC newsletter.

A major activity of the Center is the publication of educational materials resulting from the research and educational programs it sponsors. These publications are available for the cost of printing and mailing and are distributed nationally. The publications are almost exclusively policy or community development practitioner oriented. Although research publications frequently result from WRDC sponsored work there are professional publications that provide excellent access to this work. At the present time there are about seventy titles in print largely aimed at supporting Extension work in the region. The "Western Wire", the WRDC newsletter published three times a year, is sent to 2,500 individuals and organizations nationally. In addition, a growing set of notebooks supporting rural development training workshops and subsequent community education programs are designed and published in the Center.

This review has permitted a look back to see where the collaboration in research, training, and publications is going, and more importantly, what seems to lie ahead. It is frequently difficult to identify the start and conclusion of WRDC activities as over time new challenges emerge from research or teaching experiences. Likewise, it is difficult to tease out directions of program influences among several regional organizations who are in almost constant communication involving the WRDC. These networks are productive in stimulating new work and access to resources.

A Few Examples

Several WRDC projects started as relatively small or limited objective projects ten or more years ago. These projects involved rural responses to growth driven by the energy boom, problems sustaining rural health services, need for an expanded rural leadership base, or local government alternatives in leadership and technical know how. There are faculty in the region who have worked on these topics for ten years or more, at times involved in a WRDC project but most of the time with state funding. The issues continue to be important to rural areas. As a result, western Land Grant institutions contain several faculty who have built considerable knowledge and experience to share on an issue. There remains a real problem in effectively sharing this capability region-wide.

In the last five years or so the WRDC has been invited to participate with more regional organizations who have real interest in the rural West. The WRDC sits on the issue monitoring group of the Western Council of State Governments, the regional technical committee for the Center for the New West (funded by major private firms in the region), the University of Denver's Western Principals Group (involving the chief officer of 35 of the most prominent western public non-profits that deal with major policy issues) and the issue advisory group for the National Association of Towns and Townships. These organizations have increasingly called upon the WRDC for suggestions of people to speak at annual meetings or attend think tank sessions where rural issues are on the agenda. In addition, the WRDC or faculty deeply involved with the work of the WRDC have been active in the
national task forces establishing the rural research and Extension agendas. These types of relationships are both influencing the work of the WRDC and we are influencing the work of these other groups. In any case, the WRDC and the faculty with whom we work are increasingly considered a major factor in the region, and hopefully in the nation.

The Year Ahead

As the WRDC looks back at its nearly twenty year history as a regional rural development center, some of the issues recognized as important for rural communities in 1971 or in 1981 are the same issues that need our attention today. Does that suggest that the WRDC and western faculty have not been effective in meeting rural development needs? We don’t think so. Rather, rural problems are long-term problems and demand long-term investments. WRDC projects then and now address basic community issues; economic diversification, demographic change, employment, assisting local governments, natural resource management, and strengthening local leadership.

From the experience of past work, the changed socio-economic situation in rural communities, and counsel from other regional and national observers an aggressive agenda of regional Extension work has developed involving the WRDC. The major investments of funds and time of the WRDC for the next year will be focused on five training workshops for regional Extension faculty between September 1991 and May 1992. There are educational materials in final stages of preparation now that have been under development over the past two or three years. In all cases the materials have been extensively used by the faculty in the collaborating states. The attempt now is to assist Extension faculty in other states gain access to solid material which can help rural leaders assist rural communities. The topics:

**Senior Series workshop**

This senior citizen education program was developed by the National Rural Elderly Center at the University of Missouri, with funding from the W.K. Kellogg Foundation. With continuing support from the Kellogg Foundation the four rural development centers are assisting with regional training to get this self help program into Extension and into the hands of senior citizens. The western five day workshop will go beyond the Senior Series and give western Extension staff access to the best gerontology education available from across the nation.

**Environmental Conflict Resolution workshop**

The regional Extension Community Resource Development and Public Policy Education Committees funded by the Farm Foundation are very concerned about the conflict, time, and cost of resolution of economic and environmental issues in the west. Some conflicts make national news, most do not and are of local interest only. But the accumulation of conflicts over these issues prevents local communities from achieving their goals. With WRDC funding these committees have assembled a faculty with experience in policy education and conflict resolution. An extensive set of training materials, prepared largely by Extension
The In-Reach faculty is working with both national and regional committees to implement training on Extension and minority inter-relationships. The In-Reach program started in 1988 in the West to focus on Extension’s relationship with indigenous people in the region, particularly in the Pacific territories, Hawaii and Alaska. Montana got involved at the outset because of its concern for program effectiveness with native American audiences. The workshops have been developed and run in Hawaii, Guam, Alaska, and Montana. The faculty has educational materials ready to print and anticipates regional training late fall of this year. It may be possible to collaborate with other regional and national training activities.

For several years western Extension in five or six states has been training local government and other groups to do strategic planning. While many of the local communities have developed strategic plans, most have not been overly successful in implementing the plans. The workshop faculty is developing a program that is sensitive to the "whats and whys" of strategic planning needs of public bodies as well as the skills of "how" to do strategic planning. They will then spend time to teach the elements of sustained community and leadership development that are necessary to implement a solid community plan. The faculty plans to conduct the workshop in early 1992.

WRDC has made a long term investment in local rural economic development through the faculty in the region working on development issues. This program has the potential to have wider, more sustained effect than any program to date. Business Retention and Expansion started in Ohio with Extension Economist George Morse. The WRDC paid for several western Extension faculty to attend a training program in Ohio several years ago. They returned and began to adapt the program to the smaller communities and businesses in the West and also broadened the types of businesses involved in the program from the Ohio focus on heavy manufacturing. There has been extensive modification and testing in five western states. George Morse recently indicated he is using the western modifications in his present work in Minnesota. Community test sites of the Business Retention and Expansion program have provided probably the strongest testaments of effectiveness of WRDC materials in assisting rural communities. A dissemination workshop is expected in the spring of 1992.
What We Face

Looking further ahead, the rural West anticipates an increasing portion of its population will be under 18 and over 65, be more diverse ethnically, more dependent on foreign markets, face continuing conflict over the changing uses of natural resources, have a very different basis for employment, have declining political power, be dependent upon small business to provide the expansion of jobs, and need to look to local volunteers for leadership.

Research on rural issues must be expanded in the next few years. The issues outlined above cry out for scholarship insights. In addition, current WRDC research has looked at ethnic relationships to rural poverty and labor, foreign ownership of agricultural enterprises or agri-business in the West, high-tech industry in rural communities, water investments on tribal lands, consumer prices in rural towns, metro/nonmetro economic relationships, and prospects for re-industrializing rural communities. These represent too modest an investment in research but are elements of understanding important issues. Far more resources are needed to assist rural policy makers and rural people identify programs and alternatives that will serve to increase the viable alternatives that are effectively available to rural communities.

Nationally and regionally the future is viewed as one of limited resources in the public sector and increasing need for individual and community self-help. The work agenda outlined above is the limited response of the western Land Grant faculty to the anticipated need for the near term future. There is much more to do and there is a tremendous need to spread the best of these research and extension capabilities beyond the currently involved faculty of each state. The process starts with training in the anticipation that more Extension faculty will then carry this knowledge to a few communities. With local pay off more resources will be forthcoming to assist yet more rural communities. It is hoped that these communities will find their own alternatives for the future and achieve their self-determined goals.
Our Mission

The original name for the Center was Western Region Area Development Research Center since the focus was limited to research. With the passage of the Rural Development Act of 1972 and the congressional appropriations for FY’74, the extension activities of the Center began. At this time the name was changed to the Western Rural Development Center (WRDC). The challenge to the WRDC in 1972 and today is to assist rural people through research-based education to inform their discretion concerning rural opportunities and threats.

The WRDC is tied through the Agricultural Experiment Stations and the Extension Services to seventeen Land Grant institutions in the western U.S. and the rural agenda they bring to the regional effort. There is also a tie to a national agenda, represented in part through the sources of funding, but even more as the communities’ and states’ issues are reflected in nationally important issues. This mixture of local issues building to issues of state, regional, and national significance greatly influences the work of the WRDC. Both the regional and national agenda for rural research and Extension work involve active involvement of western citizens, faculty, and administrators. Frequently, the western people involved in the planning and operations of the WRDC program are asked to participate in national planning efforts. So there are "grass-root" inputs in national, regional, and WRDC rural development activities.

The WRDC is guided in its work on these agendas by a number of mission statements that point to common interests.

The Western Rural Development Center mission is to support and deliver research-based social science information to help residents of rural communities adjust to change.

The USDA rural development mission is to improve the employment opportunities, incomes, and well-being of the nation’s rural people by strengthening the capacity of rural America to compete in the global economy.

The USDA Cooperative Extension System expresses its mission as helping people improve their lives through an educational process that uses scientific knowledge focused on issues and needs.

The USDA Cooperative State Research Service mission is to advance science and technology in support of agriculture, forestry, people and communities in partnership with the State Agricultural Experiment Station System, colleges, universities, and other research organizations and in concert with the Secretary of Agriculture and the intent of Congress.
The mission of the WRDC coincides with the missions of the funding agencies within the U.S. Department of Agriculture. The WRDC is an educational contributor to the rural development mission of the Department.

There is also a tie between regional and federal interests in the work suggested to address issues of rural development. Is there a useful tie in current or suggested efforts across the regions and nation?

In 1990 the National Commission on Agricultural and Rural Development Policy focused its attention on rural development policy issues. "Future Directions in Rural Development Policy," December 1990, outlines federal rural development challenges and offers recommendations to meet those challenges. Within the western region the combined faculties associated with the WRDC raise very similar kinds of issues. The Commission's recommendations outlined below are each followed by regional concerns shared with the WRDC over the past two years from the WRDC Advisory Committee and Board of Directors. A portion of current WRDC activities to meet these challenges are also included. Hopefully the WRDC is part of the capability, both regionally and nationally, to respond. There is clearly much more to do on both the national and regional agendas to assist rural people and communities secure a solid standard of living and quality of life. The review of what is recommended and what is presently underway is fertile ground to evaluate future work for the WRDC.
Effects of Federal Policy on Rural Areas

National Commission Concerns: Federal support for rural leadership
National Commission on International trade policy impacts Agricultural and Rural Development Policy High costs of credit Deregulation Environmental policy and regulation Rural lack of ability to compete for federal funds

Western Related Concerns: Impact of federal programs Board and Advisory Committee of Leadership capability to influence programs WRDC Alaskan Native Claims Settlement Endangered Species legislation impacts Public policy education Impacts of foreign investment

Activities of the Western Rural Development Center Study of rural impacts of rail deregulation Rural health care alternatives Local leader training Rural labor impacts from new immigration law North Asian investment in western agriculture
### Information on Rural Conditions and Development Strategies

| National Commission Concerns: | Rural statistical data availability  
|                            | Technical assistance on data collection  
|                            | Assistance with spread of rural strategies  

| Western Related Concerns: | Research on characteristics of rural West  
| Board and Advisory Committee of WRDC | Nature of rural poverty and income  
|                                 | Western metro/nonmetro differences  

|                     | Case studies of successful local RD programs  
|                     | Analysis of regional economic alternatives  
|                     | Tourism and economic development  
|                     | Local data needed for entire region  
|                     | Viable manufacturing opportunities  
|                     | Changing employment opportunities  

### Activities of the Western Rural Development Center

| Business threshold analysis (region-wide)  
| Business trade area analysis (region-wide)  
| National Rural Studies Committee (WKKF funds)  
| Pacific Island economic analysis capability  
| Re-industrialization of rural areas  
| Metro/nonmetro economic relationships  
| Nature of rural poverty  
| Rural consumer prices  

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Comprehensive Approaches to Rural Development

National Commission Concerns:

*National Commission on Agricultural and Rural Development Policy*
- Coordination of Federal programs
- Conflict resolution among rural programs
- Research on environmentally safe practices
- Development of foreign markets for rural goods and services

Western Related Concerns:

*Board and Advisory Committee of WRDC*
- Western cohesion on national issues
- New economy versus natural resource economy
- International opportunities
- Training to handle conflict issues out of court
- Need for more interdisciplinary research

Activities of the Western Rural Development Center
- WRDC as contact for RD resources and information
- International trade symposiums
- Local government training programs
- Environmental conflict resolution
Strategic Approach to Rural Development

National Commission Concerns:  
*National Commission on Agricultural and Rural Development Policy*

- Assessment of strengths and weaknesses
- Rural development emphasis of Extension
- Multi-community cooperation
- Dissemination of results
- Regional assistance in local development

Western Related Concerns:  
*Board and Advisory Committee of WRDC*

- Strategies for community building
- Extend program delivery
- Research on leadership role in development
- More training for Extension personnel

Activities of the Western Rural Development Center

- Publications and newsletter (Western Wire)
- Strategic planning and management training
- Community economic development evaluation
- Community venture capital
- Economic viability of small cities and towns
Cooperation Among Rural Development Participants

<table>
<thead>
<tr>
<th>National Commission Concerns:</th>
<th>Coordination of federal rural development efforts</th>
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</thead>
<tbody>
<tr>
<td>*National Commission on</td>
<td>Regional approaches and strategies</td>
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<tr>
<td>Agricultural and Rural</td>
<td>Local/state/federal partnering</td>
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<tr>
<td>Development Policy</td>
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| Western Related Concerns:   | Ties among education/government/private sector   |
| *Board and Advisory Committee of WRDC* | Support for federal rural development councils |
|                              | Ties beyond Land Grant institutions              |

| WRDC network with regional organizations | Link with Small Business Development Centers |

<table>
<thead>
<tr>
<th>Activities of the Western Rural Development Center</th>
<th>Rural Development Council participation</th>
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<tbody>
<tr>
<td></td>
<td>Work with Council of State Governments</td>
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<td></td>
<td>Council with regional public non-profits</td>
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<td></td>
<td>Work with U.S. Forest Service on IMPLAN</td>
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<td></td>
<td>Rural Economic Development Organization</td>
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</tbody>
</table>
### Flexibility in Rural Policy

<table>
<thead>
<tr>
<th>National Commission Concerns: National Commission on Agricultural and Rural Development Policy</th>
<th>&quot;Bottom-up&quot; approach</th>
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<tbody>
<tr>
<td>Diversity among rural areas</td>
<td>Support state responsibility and capability</td>
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<tr>
<td>Research on operation of smaller enterprises</td>
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<thead>
<tr>
<th>Western Related Concerns: Board and Advisory Committee of WRDC</th>
<th>Training for minority populations</th>
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<tr>
<td>Work on economic diversification</td>
<td></td>
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<tr>
<td>Alternatives for rural health care</td>
<td>Diverse issues in rural west</td>
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<tr>
<td>Role of senior citizens in rural areas</td>
<td>Ethic diversity in the region</td>
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<tr>
<th>Activities of the Western Rural Development Center</th>
<th>Coping with rural growth</th>
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<tr>
<td>Dealing with hard times</td>
<td>Strategies to seek growth</td>
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<tr>
<td>Cross-cultural education</td>
<td>Business retention and expansion</td>
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<tr>
<td>Senior citizens self-help</td>
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</table>
Innovation and Experimentation in Rural Development

National Commission Concerns:  
National Commission on Agricultural and Rural Development Policy

- Research funding
- Demonstration projects
- Technical assistance
- Dissemination of findings
- Innovative alliances
- National recognition of creative efforts

Western Related Concerns:  
Board and Advisory Committee of WRDC

- A regional rural development research agenda together
- Case studies on what works and what does not
- Closer coordination of research and Extension
- Alternatives for providing public services
- Leadership support for small rural towns
- Effective use of telecommunication for RD

Activities of the Western Rural Development Center

- Seed projects for diverse regional projects
- Faculty available across state lines
- Dissemination of activities regionally and nationally
- Publications available at printing costs
- Ties to national public non-profit newsletters
- Evaluation of community economic programs
- New strategies for rural industrial jobs
Make Education a Major Component of Rural Development

**National Commission Concerns:**
*National Commission on Agricultural and Rural Development Policy*
- Advanced education in rural areas
- Developing entrepreneurial skills
- Strengthening training programs

**Western Related Concerns:**
*Board and Advisory Committee of WRDC*
- More small business management education
- Marketing education for rural communities
- Training for economic development assessment
- Public affairs education
- Broadening the academic base supporting RD

**Activities of the Western Rural Development Center**
- Training workshops on small business management
- Training communities to retain and expand jobs
- Using libraries to address rural development issues
- Meeting with academic leaders about the RD challenge
The WRDC has asked western faculty to make suggestions for WRDC investment in the next two to five years. A brief summary of recommendations to date centers on improving communication and increasing research.

1. Some mechanism needs to be explored to make communications more ongoing among western Extension faculty working in community development and WRDC project participants. Perhaps an audioconference every 3-4 months to keep abreast of what is going on regionally and nationally in community development could be tried. Another idea is a regional community development electronic mail system through BITNET.

2. WRDC, in conjunction with Western Extension Community Resource Development Committee, could look at ways to accomplish a face-to-face get together of all people in the West involved in community development.

3. WRDC should attempt to reinvigorate research efforts in rural development questions at western universities. A conference on rural development research could be sponsored by WRDC in cooperation with the state Departments of Economic Development and private sector groups such as Center for the New West. The conference would both showcase existing work in rural areas and stimulate new work.

4. WRDC might establish a research committee that would meet periodically to assess current activities in rural research in the West and suggest research directions for states. Individual committee members could be responsible for organizing rural research symposia in their individual states preceding or following an annual meeting of the western research committee.

5. Continue to forge alliances with other agencies with like goals.
Our Funding

The WRDC began work as a rural issues research center in 1971 with the funds collected from the western Agricultural Experiment Stations. The first year was largely organizational but FY '72 saw the faculty assembled and the first use of the $75,000 from CSRS. With the funds appropriated for Title V of the Rural Development Act the extension education function was added, as well as adding to the research funding.

Early funding:

Western Experiment Stations ........ $22,500 ... FY '72
(for one year only)
CSRS (89-106) ......................... $75,000 ... FY '72

Oregon Experiment Station ........ $26 900 .. FY '73
CSRS .................................. $75,000 .. FY '73

Oregon Experiment Station ........ $28,500 ... FY '74
CSRS .................................. $75,000 ... FY '74
Regional Title V research ........... $37,500 ... FY '74
Regional Title V Extension ........... $37,500 ... FY '74

This funding pattern remained fairly stable until FY '78 when the Oregon Experiment Station funds were needed for support of tenured faculty no longer working for the WRDC. In FY '78 the Title V Extension funds were increased to $62,500. A significant event came in FY '81 when the Title V funds were folded into the formula Hatch and Smith-Lever funds. At that time the Title V research and Extension funds were lost to the Regional Rural Development Centers. The Extension funds were replaced by the federal Extension Administrator who allocated funds from the federal administrative budget to sustain the Extension activities of the Regional RD Centers. The WRDC received no replacement for the lost research funds. In FY '82 Congress appropriated additional funds in the Extension administrative budget to support the Centers. This special treatment continued until FY '84 when a 3(d) line item was established in the Extension budget for the Regional Rural Development Centers. The Extension funding has been increased over the period since FY '82, moving from $100,000 to the current figure of $189,300.
Current funding:

<table>
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<tr>
<th>Source</th>
<th>Amount</th>
<th>FY</th>
<th>Description</th>
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<tbody>
<tr>
<td>CSRS (89-106)</td>
<td>$94,800</td>
<td>'91</td>
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<tr>
<td>Extension Service</td>
<td>$189,300</td>
<td>'91</td>
<td></td>
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Major outside funds coming to the WRDC:

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Amount</th>
<th>Period</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rockefeller Foundation</td>
<td>$26,000</td>
<td>FY '76</td>
<td>for research support</td>
</tr>
<tr>
<td>National Agricultural Lands</td>
<td>$70,000</td>
<td>FY '80-81</td>
<td>for five regional workshops</td>
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<tr>
<td>Study</td>
<td></td>
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<tr>
<td>U.S. Department of Energy</td>
<td>$1,271,000</td>
<td>FY '81-83</td>
<td>for national research on socio-economic impacts of nuclear waste sitting in rural areas</td>
</tr>
<tr>
<td>W.K. Kellogg Foundation</td>
<td>$2,929,000</td>
<td>FY '82-87</td>
<td>Family Community Leadership Project</td>
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<tr>
<td>W.K. Kellogg Foundation</td>
<td>$296,000</td>
<td>FY '86-87</td>
<td>for national dissemination of the FCL program</td>
</tr>
<tr>
<td>W.K. Kellogg Foundation</td>
<td>$836,000</td>
<td>FY '87-92</td>
<td>for National Rural Studies Committee</td>
</tr>
<tr>
<td>W.K. Kellogg Foundation</td>
<td>$131,000</td>
<td>FY '91-93</td>
<td>for Senior Series workshop and two-year rural elderly regional program</td>
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Our Organization

There are two aspects of organizational structure that are of interest here; administration and program. These aspects encompass the majority of the relationships with the western Land Grant institutions and the Agricultural Experiment Stations and Extension Services.

Administrative Organization

The Center is governed by an eight member Board of Directors representing western Extension and Experiment Station Directors, the Cooperative State Research Service and the Extension System/USDA. The current Board of Directors is listed in Appendix B. The Board of Directors is responsible for overall supervision of the WRDC and makes major decisions on personnel, program, funding and policy. The program of work and major program activities are submitted to this group for approval. The Board, in turn, answers to all regional Experiment Station or Extension Directors. The Western Extension and Experiment Station Director groups each select three representatives for the Board, with the Oregon Directors being permanent members. Involving the Oregon Directors facilitates daily administration of the Center, with Chair of the Board rotating annually between the Oregon Extension and Experiment Station Director.

In addition to the Board there is a WRDC Advisory Committee. Members of the Advisory Committee are listed in Appendix C. This committee is comprised of working faculty with research and/or Extension interests in rural development from the seventeen western Land Grant institutions: thirteen states and four new island institutions in the Pacific. CSRS, USDA/ES, and Economic Research Service/USDA are also represented. The Advisory Committee is the primary force in establishing the operating rules for the WRDC programs and serves as a professional-technical council/review committee for peer evaluation of Center projects. At annual meetings of the Advisory Committee the Center requests input on regional concerns and priorities from each state. The WRDC Advisory Committee proposes, subject to Board approval, the overall priorities for the work of the Center. They are directly involved in the scholarship of rural development on a daily basis and are very knowledgeable on the changing issues in rural areas.

Program Organization

The faculty supported by the WRDC are faculty members of the seventeen Land Grant institutions in the region. It is the policy of the WRDC, established by the Board, not to pay professional salaries of faculty of the various WRDC projects. The states pay the salaries, and the participation must be justified on the basis that the regional effort will have sufficient benefit to the state to justify the time and funding costs. In almost all cases the state contributions exceed the WRDC funding several times. At any one time there have been
from fifty to eighty faculty involved in various WRDC projects. There may be participating "faculty" from the private sector or non-Land Grant institutions. These "faculty" are treated the same and receive only assistance with travel and operating costs while contributing to the project.

There is an annual call for research and Extension project proposals. The Call for Proposal information packet is included in Appendix E. The Center supports two or three larger projects each year, but may have ten seed projects underway. These projects and the resulting publications, educational materials, and training workshops are intended to help rural communities with decisions on the complex issues they face in the rapidly changing West.

The larger projects are funded at levels between $7,500 and $30,000. The smaller seed projects receive funding of $7,500 or less. It is possible to submit proposals for small projects ($7,500 or less) any time in the year. The Board has given the WRDC Director the responsibility and authority to make the decisions on the proposals for less than $7,500. Proposals for larger funding are submitted only once a year in written form and sent out for national review. The review panel usually consists of one member of the WRDC Advisory Committee, one reviewer from outside the region, and another individual with specific interest in the issue. The reviews come to the WRDC Director who typically then sends the proposals to each member of the WRDC Board of Directors. The WRDC Director makes a recommendation to the Board to fund, modify, or reject a proposal based on the reviews. With the counsel of the WRDC Board on each specific proposal, a decision is reached.

Each year there are at least four occasions when the entire program of the WRDC is reviewed. The Board of Directors and the Advisory Committee meet separately and review the WRDC program. In addition, there is an annual report to both the Experiment Station and Extension Director regional committees.

There is one major exception to the review process for larger projects. Out of regional activities, supported frequently by either the Farm Foundation or the WRDC, major projects are developed. These projects often involve from five to ten states and from five to fifteen faculty. In all cases the topics addressed are ones of high priority to the WRDC Advisory Committee, national groups, or certainly several states. In these cases the review seems an extra burden, unless there is a desire to draw on outside scholarship or experience. In several cases the outside faculty has been asked to join the project and have accepted. The regional Directors and both the Board of Directors and the Advisory Committee are kept informed of the program development and have the opportunity to stop or suggest modifications to the program.

One of the most productive working relationships for the WRDC is the Farm Foundation supported Western Extension Community Resource Development Committee. With membership of community development Extension specialists from each of the western states the committee is well positioned to share common concerns. Out of this sharing come the identification of common issues and the willingness to collaborate in developing joint regional education programs to address the issues in rural communities. It has been very productive for the WRDC to work with this Committee and expand their ability to generate rural
development training materials and workshops. The Western Extension Community Resource Development Committee's imagination, applied awareness of rural conditions, and the scholarship and experience to address the issues has made the WRDC much more effective.
Center Benefits

With an audience made up of primarily university faculty and a mission to assist rural people and communities, our efforts have tangible outcomes in the universities and communities. A sizeable number of faculty continue to work on regional projects, both research and Extension. And there are increasing indications that a growing number of rural communities are making use of work done by these regional faculties. The statements below provide a small indication of the role and opportunities of the WRDC and the network of collaborating faculty.

Dave Sharpe, Montana Community Development Specialist, feels Montana Extension can clearly demonstrate that the WRDC has helped them to become "a credible player" in the state. Montana State University is now invited to participate in conferences and projects it would not have been considered for just two years ago. A recent example is the Montana Governor’s Conference on Tourism. Montana Extension is now viewed as a key actor in economic development issues by the Department of Commerce and other state agencies. These agencies are borrowing the Business Retention and Expansion model to use in communities. New joint effort arrangements have been developed between Extension and MSU College of Business and the Political Science Department. WRDC provides regional support for CD specialists and Montana can demonstrate what can be accomplished with such help. "Our community development resources are thin. With WRDC support, teams of interested faculty have been able to pool their efforts and develop important quality programs that would not otherwise have been possible. We've been able to each take on a piece of a whole project that would have been too large individually." In the last few years Montana Extension has lost 17 positions and yet CD staff have been added. There is now 1 FTE in Anaconda, .70 in Great Falls, .50 in Helena expected soon, and .35 in Libby. Nine years ago there was not one CD position.

Tom Harris, researcher at the University of Nevada Reno, feels the most significant contribution of WRDC is the chance for researchers and Extension faculty to interact with other professionals and people outside of their individual states. As one of the smallest Land Grant institutions in the nation, Nevada could not develop the research or deliver the extensive educational programming without these ties. "The regional concept enables a critical mass of researchers and extension practitioners to gather in order to present a valuable program." This broadens the base of understanding within western states and greatly enhances efforts for regional economic development.

Tony Nakazawa, University of Alaska, Extension CD specialist believes the ability to draw from regional specialists and researchers on an "expenses only" basis is very cost effective while also making nationally recognized expertise available. Within the western states, resource commitment to CES community development work is very limited. By providing a
regional focus, coupled with seed projects and interstate collaboration, WRDC has been the primary vehicle for securing appropriate community development education resources for Alaska. The training provided is helpful as we do not have the time to develop "cutting edge" materials.

David Barkley, research faculty at Clemson University (formerly at University of Arizona) says seed monies from WRDC have been crucial for the initiation of new research efforts as very little funding for research in rural economic development is available. Since land grant institutions in the West generally have only one or two rural development researchers, no university has sufficient expertise on economic development. Through WRDC pooling of expertise, states and land grant institutions benefit from skills and knowledge not available locally. "This cooperation permitted me to deliver more research and teaching information than if I were operating in isolation. My research efforts partially or wholly funded by regional Rural Development Centers has resulted in two testimonies before the U.S. Senate, 16 journal articles, 10 popular publications, and presentations before Federal Reserve Banks, other government agencies, and public interest groups. WRDC seed monies were used to leverage $30,000 in other grant funding."

25
The Center and Rural Development

The objective of the WRDC then is to stimulate, support, and facilitate an increase of social science research and educational programs generated in western Land Grant institutions that are helpful to rural communities. These programs are undertaken with direct involvement, counsel, and awareness of broader regional and national priorities and goals. In several significant cases the four Regional Rural Development Centers have collaborated or worked with federal partners to develop a nation-wide program.

The issues of concern are those of rural income-employment retention and expansion, public services and facilities, environmental conflict resolution, strategic management of change, regional diversity, and the capability of rural leadership. Through all programs there is an intent to understand and strengthen the effectiveness of local officials and other rural leaders as they actually try to bring about rural development.

Almost all of the WRDC work relates directly to the Extension System’s national initiative of Revitalizing Rural America or the national base programs of Community Resource and Economic Development, Natural Resources and Environmental Management, Family and Economic Well-Being, or Leadership and Volunteer Development.

Likewise the research agenda relating CSRS and the State Agricultural Experiment Stations to rural development is supported in work aimed at understanding the working relationships between the natural resource industries and rural people and communities. There is much research that is needed.

The imagination for WRDC projects comes from rural communities through the Land Grant faculties in the region. Regional projects are to reflect a community-based approach to rural development. Encouragement is given to be innovative, to take some risks, in approaching rural problems. Stimulating the exchange of ideas is central to the Center’s task. The WRDC becomes a broker of ideas and the professional interests of regional faculty by joining people with similar interests to develop research and educational programs. Most of the Center’s resources are dedicated to supporting the activities of rural development specialists and researchers in the western Land Grant institutions. Proposals focus on the analysis of regional social, demographic, or economic changes and the consequences of these changes for rural areas.

WRDC programs involve multi-state cooperation. Most of the western states have relatively small university faculties in rural development and to be comprehensive in addressing a rural education or research challenge it is necessary to draw faculty from several institutions together. This allows effective focus of professional and financial resources upon an issue of concern. Common research and education needs can be identified and addressed and the
education and findings shared with Extension faculty across the region who work with state agencies, political leaders, local business and community leaders.

The rural development challenge is to assist rural people, their institutions and communities prepare for a future of constant change. Relatively few things can be predicted with enough confidence to clearly have a long term vision. But rural people deserve and need the best information and experience available to form their own vision and make adjustments to the changes, develop a strategic plan to influence their future, and develop the skills to secure at least some of that desired future. Rural communities will be successful when all of the residents have more alternatives to raise their standard of living, however they define that standard of living. But the rural condition will improve only when the services, products and way of life of the rural community are eagerly sought by the residents and especially by people outside the community. Rural development is attained when people across the nation and world seek the services that rural bright collar workers provide, the products from rural industry, and to live or recreate in rural areas.
Appendix A

Western Land Grant Institutions

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<thead>
<tr>
<th>University of Alaska</th>
<th>Montana State University</th>
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<td>Corvallis, OR 97331</td>
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<th>University of Wyoming</th>
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<tr>
<th>College of Micronesia</th>
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</thead>
<tbody>
<tr>
<td>Ponape, E.C.I. 96941</td>
<td></td>
</tr>
</tbody>
</table>
Appendix B

Western Rural Development Center
Board of Directors

**RESEARCH**

Dr. Helen McHugh, Acting Director
Agricultural Experiment Station
Colorado State University
16 Administration Bldg.
Ft. Collins, CO 80523
(303) 491-5371
FAX: (303) 491-7396
*Term ends: 12/1993*

Dr. James J. Zuiches, Director
Agricultural Research Center
Washington State University
Pullman, WA 99164-6240
(509) 335-4563
FAX (509) 335-2863
*Term ends: 12/1991*

Dr. Thayne Dutson, Director
Agricultural Experiment Station
Strand Agriculture Hall Rm. 127
Oregon State University
Corvallis, OR 97331
(503) 737-4251
FAX (503) 737-3178
*Term ends: none*

Dr. Richard Stuby*
USDA-CSRS
Aerospace Bldg., Rm. 329
901B D Street S.W.
Washington, DC 20250-2202
(202) 401-4425
FAX (202) 401-6488
*Term: none (*Ex-Officio)*

**EXTENSION**

Mr. Jim DeBree, Director
Cooperative Extension Service
University of Wyoming
Box 3354, University Station
Laramie, WY 82071
(307) 766-5124
FAX (307) 766-3379
*Term ends: 12/1993*

Mr. Pemerika Tauili’illi, Director
American Samoa Community College
P. O. Box 2609
Pago Pago, AMERICAN SAMOA
96799
(684) 994-3402
FAX (684) 699-2605
*Term ends: 12/1993*

Dr. O. E. Smith, Director
Oregon Extension Service
Oregon State University
Corvallis, OR 97331
(503) 737-2713
FAX (503) 737-4423
*Term ends: none*

Mr. John Vance, Deputy Administrator*
Natural Res. & Rural Development
NRRD-ES-USDA
Room 3909 South Building
Washington, DC 20250-0900
(202) 447-7947
FAX (202) 475-5289
*Term: none (* Ex-Officio)*
APPENDIX C
WESTERN RURAL DEVELOPMENT CENTER
ADVISORY COMMITTEE MEMBERS

ALASKA
Anthony T. Nakazawa
Cooperative Extension Service
2221 E. Northern Lights
Anchorage, AK 99508-4143
(907) 276-2433
FAX (907) 277-5242
Term ends: 12/1990

GUAM
Lawrence Kasperbauer
Community Development Institute
University of Guam
University Station
Mangilao, Guam 96923
(671) 734-2506
FAX (671)734-6842 or (671)632-1742(hm)
Term ends: 12/1992

ARIZONA
Nancy Cole-Huber
Cooperative Extension Service
Community Leadership & Resource Dev.
University of Arizona
236 Forbes Bldg.
Tucson, AZ 85721
(602) 621-5430
FAX (602) 621-1314
Term ends: 12/1990

HAWAII
John Yanagida, Chair
Dept. of Ag. & Resource Economics
University of Hawaii
Honolulu, HI 96822
(808) 948-7602
FAX (808) 948-6442
Term ends: 12/1990

CALIFORNIA
George Goldman, Ext. Economist
Dept. of Ag. & Resource Economics
207 Giannini Hall
University of California
Berkeley, CA 94720
(415) 642-6461
FAX (415) 642-6108
Term ends: 12/1994

IDAHO
Steve Cooke
Dept. of Ag Economics & Rural Sociology
University of Idaho
Moscow, ID 83843
(208) 885-7170
FAX (208-885-5759
Term ends: 12/1992

COLORADO
Warren Trock
Dept. of Agricultural Economics
Colorado State University
Fort Collins, CO 80523
(303) 491-6866
(307) 766-3379
Term ends: 12/1990

MONTANA
Charles Egan
MSU Extension Service
400 Third Street
P. O. Box 807
Columbus, MT 59019
(406) 322-5334
FAX (406) 322-4698
Term ends: 12/1992

30
NEVADA
Tom Harris
College of Agricultural Economics
University of Nevada
Reno, NV 89507
(702) 784-1681
FAX (702) 784-1342
Term ends: 12/1991

NEW MEXICO
Robert Coppedge
Cooperative Extension Service
NMSU Box 3AE
Las Cruces, NM 88003
(505) 646-4122
FAX (505) 646-3522
Term ends: 12/1991

OREGON
Joe Stevens
Dept. of Ag. & Resource Economics
Oregon State University
Ballard Extension, Room 240
Corvallis, OR 97331
(503) 737-2942
FAX (503) 737-2563
Term ends: 12/1991

UTAH
David Rogers
Department of Sociology
Utah State University
Logan, UT 84322-0730
(801) 750-1256 AGS2330
FAX (801) 750-1240
Term ends: 12/1991

WASHINGTON
Robert H. McDaniel
Cooperative Extension
Washington State University
411 Hultbert Hall
Pullman, WA 99164-6230
(509) 335-2937
FAX (509) 335-2959
Term ends: 12/1992

WYOMING
David Taylor
Dept. of Agricultural Economics
University of Wyoming
Box 3354
Laramie, WY 82071
(307) 766-5682
FAX (307) 766-3379
Term ends: 12/1990

EX OFFICIO
Dick Stuby
Rural Sociologist
USDA/CSRS
Aerospace Bldg. Rm. 329
901B D Street S.W.
Washington, DC 20251-2202
(202) 401-4425
FAX (202) 401-6488

W. Robert Lovan
USDA/ES/NRRD
Rm. 3909 - South Bldg.
14th & Independence SW
Washington, DC 20250
FAX (202) 475-5289
(202) 382-8743

Thomas Carlin
Ag. & Rural Economics Division
ERS/USDA
1301 New York Ave., NW
Washington, DC 20005
(202) 382-8743
FAX (202) 786-9202

Russell Youmans
Western Rural Development Center
Oregon State University
Ballard Extension Hall 307
Corvallis, OR 97331-3607
(503) 737-3621
FAX (503) 737-1579

Updated: 5/8/91
Principals of the Policy Groups participating in the 1990 Western Principals Meeting:

- American Energy Assurance Council — John Jenkins
- Council of State Governments, Western Office — Andy Grose
- Education Commission of the States — Chris Pipho
- Institute for Resource Management — Terry Minger
- Keystone Center — Robert Craig
- Land and Water Fund of the Rockies — Kelley Green
- National Civic League — John Parr
- National Conference of State Legislatures — Larry Morandi
- National Wildlife Federation — Chris Meyer
- Native American Rights Fund — John Echowahk
- North American Institute — Phillip Cook
- Northern Lights Research Institute — Don Snow
- Northwest Policy Center — David Harrison
- Northwest Renewable Resources Center — Amy Solomon
- Pacific Research Institute — William Mellor III
- Rocky Mountain Institute — Michael Kinsley
- Tomas Rivera Center — Arturo Madrid
- Western Governors' Association — Paul Cunningham, Jo Clark
- Western Interstate Commission on Higher Education — Dick Jonsen
- Western Regional Council — Don Leonard
- Western Rural Development Center — Russell Youmans
- Western States Water Council — Craig Bell

Other participants included:

- North Dakota Governor George Sinner
- Missoula, Montana Mayor Dan Kemmis
- Jim Butcher, Boston Consulting Group
- Robert Barrett, William and Flora Hewlett Foundation
- Terry Saario, Northwest Area Foundation
- Governor Richard D. Lamm, Director, Center for Public Policy
- Richard A. Caldwell, Deputy Director, Center for Public Policy
- William Paul Wanker, Western Policy Program Director, Center for Public Policy
- Lanny Proffer, Research Fellow, Center for Public Policy

Additional invitations extended for the 1991 Western Principals Meeting:

- Center for the American West — Charles Wilkinson
- Center for the New West — Phil Burgess
- Center for Rural Affairs — Marti Strange
- Council for Energy Resource Tribes — David Lester
- Environmental Defense Fund — Zack Wiley
- Mansfield Center — Tovah LaDiere
- Natural Resources Law Center — Larry MacDonnell
- Nature Conservancy — Robert Wigington
- Institute of the North American West — Richard Hart
- Political Economy Research Center — Mike Copeland
- Western Policy Network — John Folk-Williams
- William and Flora Hewlett Foundation — Steve Tuben
August 17, 1990

TO: Western Extension and Research Faculty with Rural Development Program Interests

FROM: Western Rural Development Center

SUBJ: A quiet call for proposals

During 1990 several solid regional Extension proposals have been submitted to the Center, and endorsed by the WRDC Advisory Committee and/or the Western Community Development Committee members. Plans are currently underway to fund several large regional Extension projects; thus, the attached call for proposals is primarily for a limited number of research proposals which address issues outlined in the enclosed Presidential Rural Economic Development Initiative, Rural Revitalization and Rural Viability document summaries and meet the WRDC proposal criteria.

We have sufficient funds for one or more projects in the $10 - 30,000 size range and several projects of the under $7,500 seed project type. The topics need to address emerging issues faced by rural communities and/or families. The time frame for operating the project would be from date of funding until September 30, 1992. We request your assistance in distributing this information to appropriate faculty members and researchers.

It is advisable to call and discuss an idea early in the process - (503) 754-3621. It is very important to read the enclosed materials. A couple of criteria are frequently involved in rejection of a proposal: 1) states not involving two or more states in the project 2) WRDC funds are not to be used to pay faculty or equivalent salaries.

Among the enclosed materials you will find a summary of the findings of the Economic Policy Council Working Group on Rural Development and two additional items that represent considerable national thought by social science research and Extension faculty. The issues presented are strong candidates for selection of new projects. Objectives that relate to the issues in the Presidential Initiative, Revitalizing the Rural Economy or Rural Viability document summaries would be an excellent place to start a proposal.
In terms of timing — Seed projects, those for $7,500 or less, can come at anytime in the year, but before November 30 would increase the likelihood of funds being available.

Larger projects require formal reviews and approval by the WRDC Board. A good proposal need not be more than 4 or 5 pages, including the budget. Proposals should be received by November 4, 1990. We will work hard for national reviews and WRDC Board approval and have a response back by January 30. Remember, a phone call can save a lot of work.

Looking forward to several good proposals,

Russell C. Youmans
Director

RCY:rlh
enclosures
Western Rural Development Center
Criteria For Evaluation of Proposals

* WRDC projects must include active involvement by two or more states, from initiation to conclusion, and address issues of regional concern.

* Specific evidence of contributions by individual states to regional projects must be provided. This may include professional salaries, time allocated in existing programs, or similar commitments of state resources. The WRDC rarely funds professional salaries associated with projects.

* Both research and Extension participation in WRDC projects will be required from initiation to conclusion.

* The leadership of each WRDC project should be clearly specified.

* The quality of WRDC research and Extension projects should meet standards of peer review for both project proposal evaluation, and for results.

* Products that will result from the project should be specified in the original proposal.

* The emphasis of WRDC projects is on the utilization of existing capabilities in the Western region, and the establishment of new skills for addressing rural development issues and methods.

* The WRDC supports projects that stimulate new regional research or Extension programs.

* WRDC projects, materials and information should be supportive of other institutions that are working on rural development public policy issues in the western United States.
IF YOUR PROJECT IS APPROVED...

- You will need to submit brief progress reports every six months: An update for the "Western Wire" will suffice.

- A subcontract agreement between Oregon State University and the institution providing services will need to be made. WRDC will initiate this subcontract process.

- If your project involves research, you will need to provide the WRDC with evidence that your human subjects review board has approved, provisionally approved, or exempted the project.

- All research projects must be reported in the CSRS Current Research Information System (CRIS). Each actively-involved state researcher shall report the research activity within their state's CRIS structure and provide the WRDC with a copy of the state report and the CRIS numbers.

- The WRDC will pay project costs as they are billed by your university. Address bills to the WRDC bookkeeper.

- Project money is available from date of project approval until September 30, 1992.
Western Rural Development Center
- Proposal Guidelines -

The Western Rural Development Center funds a small number of large projects each year, usually in the $7,500 to $20,000 range. The Center also grants money for seed projects. These may involve funding a meeting of several faculty members from across the Western Region to conduct a specific activity, to attend a workshop, or to develop educational materials for Extension programs or a research proposal.

The WRDC supports and delivers research-based social science information to help residents of rural communities adjust to change.

Requests for more than $7,500

DEADLINE: November 4, 1990

STEP ONE: Telephone WRDC to discuss potential WRDC interest in funding your proposal; ask for Russ Youmans or Carol Barrick.

STEP TWO: After discussion with the WRDC, submit a brief formal proposal. Please be concise, but include each of the following:

Title page: 1) Title of project; 2) Name, address and phone number of principal investigator; 3) names and addresses of other investigators; 4) project time lines; 5) bottom-line budget requests.

Abstract: A brief (about 200 word) overview of the project, including a summary of: need and significance, objectives, procedures, evaluation, and dissemination components.

Statement of Purpose:

1) Goals and objectives, or hypotheses/research questions. 2) Anticipated outcomes: research paper(s), conference(s), conference proceedings, education materials, publications.

Statement of Need:

1) What is the problem or need for the Western region? 2) List two or three references that have influenced the direction you propose to take. 3) Does the project address issues raised in the Revitalizing the Rural Economy National Extension Initiative or the Agriculture and Rural Viability report for ESCOP? 4) Does this work relate to other work in the Western region?
Procedures Outline:

Methodology and/or plan of action to complete project, including time lines, populations/data studied or audiences served, research design, resources required, commitment of state resources.

Evaluation:

How will you evaluate this project?

Dissemination:

How will you share the results of your work with others?

Budget: Complete the attached form.

Note: The WRDC does not pay for indirect costs.

Requests for $7,500 or less

DEADLINE: Submit anytime during the year.

STEP ONE: Telephone the WRDC to discuss potential WRDC interest in funding your proposal; ask for Russ Youmans or his assistant.

STEP TWO: Submit a letter to the WRDC stating the purpose and need for your funding request, objectives(s), proposed procedures, time frame, expected outcomes, names of personnel involved, target audience(s), evaluation plans, and proposed budget. Letters should generally be limited to two pages.

The WRDC director may grant on the basis of this letter, or may request additional information.
# Sample Budget

For Project To Offer Regional Workshop

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<th>State Funds Committed (as appropriate)**</th>
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\[
\text{WRDC Requested Funds} + \text{State Funds Committed} = \text{Total Costs}
\]

**The host institutions involved are to contribute faculty salaries and fringe benefits and to waive overhead costs; To do otherwise would violate the intent of the USDA funding sources.

*Note: The WRDC will not release funds for the purchase of equipment, nor pay indirect costs.
### BUDGET

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<td>Publication Costs</td>
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<td>Other</td>
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Totals

\[
\text{WRDC Requested Funds} + \text{State Funds Committed} = \text{Total Costs}
\]

**The host institutions involved are to contribute faculty salaries and fringe benefits and to waive overhead costs; To do otherwise would violate the intent of the USDA funding sources.**

*Note: The WRDC will not release funds for the purchase of equipment, nor pay indirect costs.*
Summary of the findings and recommendations of the Economic Policy Council Working Group on Rural Development

Key Points

#1 Recognize that rural America today needs help.

#2 Federal rural development efforts must look beyond agriculture.

#3 Rural Development is, at heart, an economic issue.

#4 Economic stresses affecting most rural areas are primarily non-agricultural in nature--and global in scope.

#5 Rapid change in rural America calls for tighter coordination of federal rural development programs.

#6 Local community leadership is the key to successful rural development programs.

Recommendations for Change

Objectives:

Improve coordination of all federal, state and local government rural development efforts.

Improve the support and training of local community leaders in the development process.

Improve the education and job skills training of rural people.

Assist rural communities in providing the necessary infrastructure for expanding local business enterprises as well as attracting new economic activity.

Comments by WRDC Director:

The words above reflect a political voice raising public awareness to an issue of concern, in this case, the need to address issues of rural communities and people.

As researchers and educators we need to define this agenda in more detailed form by defining and describing why rural America needs help, by looking at the rural economy and the potential for stability and improvement in jobs and income, by developing scholarship which might assist leadership effectively address the issues coming from the changed socio-economic structures involving rural areas.

Released January 22, 1990
Revitalizing the Rural Economy for Families and Communities

Goals and Objectives

Four broad goals for rural America guide the new agenda.

To Improve Economic Competitiveness and Diversification in Rural America

Few rural areas can compete in the global economy if they must depend merely upon extractive enterprises or a single natural resource industry. But rural jobs and income can be maintained and increased if public and private enterprises result in a diversified, local economic base and increased competitiveness.

Research
Identify and evaluate new opportunities for economic diversification and competitive advantage that will increase rural family incomes and strengthen rural economies.

Extension
Increase Extension education and technical assistance to rural decision makers to generate new alternative enterprises, entrepreneurial opportunities, and value-added activities.

To Support Management and Strategic Planning for Economic Investment in Rural America

Rural decision makers need to create new strategies to improve employment, income, and infrastructure consistent with the social, political, and economic realities of global change.

Research
Analyze the impacts of deregulation, monetary and fiscal policies, public sector investment, and international competition on the rural economy.

Extension
Expand strategic management, marketing, and planning programs to help community leaders, business people, and entrepreneurs deal with the forces that impact them.
To Create Community Capacity through Leadership in
Rural America

Technology, innovation, and global events fuel rapid and constant rural change. Local leaders must learn to recognize these changes and provide guidance to their communities.

Research
Assess the effects of rural population change, fiscal resources, local organization, and community leadership on the ability of communities to provide human services.

Extension
Create educational programs and new methods for developing leadership for community change and human capital development.

To Assist in Family and Community Adjustments to
Stress and Change in Rural America

Rural institutions—families, governments, schools, businesses—feel the impacts of national and global change. These institutions are the primary mechanisms for making and implementing local decisions, but they must become more innovative, responsive, and flexible.

Research
Determine the effects of economic and technological changes on rural residents and devise strategies to manage and cope with these changes.

Extension
Create educational programs to enhance support networks and institutional arrangements for rural families and communities.

This is a joint statement of The Experiment Station Committee on Organization and Policy (ESCOP) and The Extension Committee on Organization and Policy (ECOP). Both are components of the Division of Agriculture of the National Association of State Universities and Land-Grant Colleges (NASULGC).
A Research Agenda Proposed for the Rural West

TRENDS AFFECTING RURAL COMMUNITIES AND FAMILIES

The farm and rural crises of the 1980's have accentuated long-term trends which were partially hidden by the relatively good times for rural areas in the 1970's. The forces shaping the current conditions include:

- market shifts with national loss of exports and local loss of jobs and industry;
- population changes with loss of political influence;
- changes in federal support for rural counties and communities
- financial stress with consequent social, psychological, and marital disruptions.

The research education goal is to expand the knowledge base from which public policies and management decisions are made in order to achieve socially and economically viable systems of agriculture, family, and community in rural America.

The Rural Economy

- Structural changes in natural resource industries. Determine the magnitude of adjustments expected. Identify the social and economic impacts of technological changes on rural industrial structure, community characteristics, and the well-being of individuals and households.
- Macro policy effects. Estimate the impacts of deregulation, monetary and fiscal policy, public sector investment, commodity support programs, international competition, and human resource investments on the rural economy and community.
- Human resource adjustments. Measure population change, labor market shifts, and their impact on communities' ability to finance and provide services.

Rural Families

Sources of rural family income. Identify on- and off-farm opportunities, assess rural labor market structure and dynamics, and determine the impacts of off-farm work on agricultural activities.

- Family stress and rural change. Determine the relationship of rural structural, economic, and technological changes to physical and emotional health. Identify social, institutional, and organizational mechanisms to enhance family functioning.

Proposed Research Topics and Objectives

The research program consists of three primary topics. Major research areas and objectives are identified as follows:
- Coping strategies of families. Identify specific strategies that families use to manage economic, social, and technological changes. Assess the effectiveness of these strategies for family management and resource use.

- Displaced farm, mine and timber families. Determine the consequences of displacement for families and communities. Evaluate assistance programs.

Rural Communities

- Local government and the rural economy. Analyze the fiscal capacity, organizational mechanisms, state/local/federal relations, and the ability of local government to provide public services to match changes in local industry employment. Identify options for improving services.

- Community capacity to manage economic changes. Identify key institutional and management capacities for community leadership. Increase these capacities for effective community development.

- Comprehensive economic development. Identify new industries, new products, and natural resource technologies with competitive potential in domestic and world markets. Analyze potential impacts of specific economic initiatives and public policies.

- Infrastructure investment options for rural development. Identify deficiencies in infrastructure and specific needs for infrastructure development in transportation, communication, and other support systems.

Basic thoughts and words taken from work by the Task Force in Agriculture and Community Viability of the Experiment Station Committee on Organization and Policy, Executive Summary of Agriculture and Rural Viability, November, 1987. The words have been edited to reflect the broader natural resource industry base of the Western U.S.
Solid Waste
Community Economics Network
National Review of Rural Development Centers
Youth Center for Action
Conflict & Policy/Natural Resource & Environment
National Library Study
Oregon in Transitions - Oakridge
Rural Homestead Water
Western Extension Computer Application Committee
Rural Tourism
AAEA Regional Economics: Alternative Thought
1990 Leadership Development Seminar
Cost/Benefit Study on Activities of Extension Offices in the West
Extension Gerontology
Local Government & Economic Strategy
FCL - College of Micronesia
Agricultural Trade Symposium
Rural Revitalization Implementation
Alternative Agriculture - Western Comm.
Rural Policies for the 1990's
Diversity in the West
CNMI-FCL Project/Proposal--Saipan
Book: "Investing in People: Human Capital Needs"
Rural Development & Land Grant Presidents
1989 Leadership Development Seminar for Extension Professionals
IMPLAN Project - 1988
National Rural Development Policy Workshop
Solid & Hazardous Waste Management Workshop, St. Louis, MO - May 10-12, 1988
Sustainable Agriculture
Interstate Proposals for Low-Input Farming Systems
Rural Rehabilitation Research & Training Center
National Groundwater Policy Workshop
Great Plains Agriculture Council

Western Rural Development Center
Seed Projects

Effective Local Government Practices
Surviving Environmental Conflicts
Rural Poverty
Local Economic Value of Extension work
Research on Oregon School Budget Elections
Western Regional Training Session, "Agricultural Trade & Trade Policy"
Regional Water Quality Workshop
Merchants of Labor: The Effect of Farm Labor Contractors and Immigration Reforms
North Asian Investment in Western Agriculture
Strategic Planning for County Extension Faculty in Hawaii and American Pacific [Phase I]
Western Land Grant IMPLAN Users
Colorado/Wyoming Housing Workshop Evaluation
Western Regional Business Retention & Expansion Project

IMPLAN Software Update

Tourism/Travel Development Workshop - Minneapolis, MN

Nat'l. Conference on Business R & E Visitation PgmS. for State Educators and Researchers

Natural Resource Geographic Information System for Local Decision-makers

Rural Poverty in the Western States: An Analysis of Trends, Correlates & Policies

Threshold Envelope Analysis for Rural Commercial Sector Development

An Update of the Commercial Sector Analysis for the Western U. S.

Strategic Planning for Ag. Development

Rural Economics for NM, CO & WGA

Rural Life Restudy Series

Small Business-Community Economics Decision-Making

Service to the Rural Elderly: Small Business Opportunities

Rural Economics Development Programs

General Equilibrium Model for the West

Farm/Non-Farm Labor Markets

Community Venture Capital--Start-Up Funds Conference

Rural Family & Community Well-Being

Biotechnology Impact

Part-Time Farming in the U. S. National Symposium

Rural Education Budgets

Rural Entrepreneurship Meeting - San Francisco

National Rural Studies Committee

Land Grant Presidents Workshop
RC&D Program - Soil Conservation Service
Western Plan Regional Conference
BPA Summer Interns
Entrepreneurship Seminar
Mail Ballots
Western Recreation Investment
Extension Administrative Leadership Training
Rural Worker Rehabilitation
Western Natural Resource Industries & Rural Comm. Interdep. Extension Program
CPI--Small Places
Coastal Impact Education
Response to Farm Crisis
Book: "Community & Organizational Leadership"
Local Government Education
Contribution of Rural Economics
Trade Data & Analysis for Western U. S.
Non-Metropolitan Community Services
Rural Community, Forestry, and Rural Development
4-H Volunteer Development
Winter School--Local Government
Transportation Workshop
Local Government Finance
Basic Economic Development Training for CES Pgms.
Extension Small Business Education
Aging in the Western Region
Fiscal Analysis Conference
Ag Land Census Information
Network on Community Leadership Development
Local Geo. Mapping
Publications
Community Development Software
LESA System in the Pacific NW
WSU Public Participation
Kranich-Massey PSA
Libraries--Learning Ctrs. [Final Proposal Writing]
Developmental Symposium: Effects of National Policies in Rural Areas
Grain Transportation's Effect on NW Economic Dev.
Coping with Community Change in Rural Alaska
Community Development School
Community Decline
Community Impact Analysis Workshop
Rural Elderly Research
Western Transportation
Commercial Agriculture Study
Design for CD Development of In-Service Training
Social Impacts of Rapid Development on Indian Communities
Water Resource Investment
Farm Women in Remote Areas
Families--Core Adults
Circuit Rider
Mt. St. Helens

Community Well-Being

Mental Health--Boomtowns

Extension Staff Training in Development Economics

Analyzing Decision Situations

Energy Use Reduction

Rural Public Services

Ag Land Preservation

Library--Learning Centers

Rural Housing Research

Rural Sociology Research Manuscript

State RD Issues & Priorities

A Future Program for the Western States
Rural Health Care

Inflation--Its Implication for Western Agriculture

Western Metropolitan Extension Workshop

Migration Manuscript W-118

Public Policy Workshop

WCRD Support Project (continuing)

Western Public Lands Multiple Use

Heritage/Cultural Aspects of Land Use

Farm Worker Leaving Migrant Stream

Natural Public Services

Affiliate Artists

Extension Rural Dev. Reference Files
Policy Seminar on W-141 Income—Employment & Government Programs

Small Town Dev. Strategy (in a Changing World)

Community Pride

Capacity Building Project

Coping with Growth [workshop eval.]

Social Impacts [workbook]

Child Social Competence

Small Farm Management Assists

Research & Public Service for Rural Elderly [Western Geront. Soc. Conf.]

Travel to Kansas City, Missouri

Health Care Alternatives Workbook

Community Development Committees

Northwestern Church Leadership School - '79 Planning Meeting

Quality of Life

160 Acre Limitation

Economic Issues in Land Use Planning

Tribal CD Worker Training

Small Farms [meeting to develop proposal]

Videotapes for Educating Extension Professionals about Community Development Policy

Coping with Growth
Western Rural Development Center
Cap Projects

Western Region Strategy Planning
The Reindustrialization of Rural Areas
Getting Down to Business Workshop
Economic Viability of Small Cities
The Role of Water on Indian Reservations, as Related to Jobs & Income
Average Population Size Analysis for Western United States
InReach for Indigenous People
Variation of Consumer Prices Among Small Towns in Selected Parts of the Western Region
Western Regional Local Government Education Project & Strategic Management
Agricultural Census Cross Tabulations
The Contribution of Investment & Transfer Incomes to the Growth/Stability of Counties in the PNW
Potential for High-Tech Industries in Non-Metro/Non-Metropolitan Areas
The Dynamics of Satisfaction with Selected Public Services in Rapid Growth Communities
Economic Diversification
Feasibility of Rural Public Libraries Becoming Learning Centers
Community Alternatives for Primary Health Care in the Rural West
Use of Face-to-Face, Telephone & Mail Surveys in State, Sub-State, and Community Needs Assessment
Alternatives for Youth Participation in Community Development
Coping with the Impacts of Community Growth
Western Region Staff Training & Development Project on Community Health Care Alternative Education
Families on Small Farms: An Assessment of Resources, Needs & Goals
The Use of Financing of Bonded Indebtedness by Small Communities in Selected Western States