



# Western Rural Development Center

Annual Report  
2004

October 1, 2003 – September 30, 2004



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## From the Director

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It is with great pleasure that I introduce the Western Rural Development Center 2004 Annual Report. As you read this report you will find that the Center staff continues to focus its energies on building civic capacity in the land grant system and among our partners, and improving management of the abundant natural resources that exist in the West.

I see Regional Rural Development Centers (RRDCs) as platforms for bringing together people and innovations to improve the quality of life of rural people. Because the work of RRDCs crosses state and institutional boundaries, they are uniquely positioned to initiate research and reciprocal learning about issues that impact rural communities. Evolving information technology provides new opportunities to enhance networks of western community development professionals. The WRDC has a history of playing that role under the leadership of Dr. Steven E. Daniels. The foundation laid by Dr. Daniels will provide the basis for future Center activities as we engage the future of the rural West.

This report shows that the Western Community Vitality Initiative Kickoff Workshop was a great success. For the first time in many years, western Cooperative Extension professionals had an opportunity to come together to gain additional skills, share experiences, and enhance their intellectual networks around community development issues. In fact, the initiative was so successful that practitioners across the region have requested additional training and resources.

Leadership at the community level continues to be a high priority, and through a collaborative arrangement with Wyoming Cooperative Extension, a multistate initiative called “Rocky Mountain Primer: Community Leadership Development” is underway. This initiative should have significant longterm impacts across the region.

Community-based research helps communities make good decisions regarding their futures. Tom Harris, University of Nevada-Reno, is currently leading a WRDC-supported activity linking researchers across the region to study ways in which communities can target business recruitment efforts. This project will potentially generate data that can be integrated with a national database.

Synthesis and reporting of rural development information is a key Center function, and this year was no exception. The Center published several research reports by regional faculty focusing on the methodology of studying community. Beginning in 2005, dissemination of such reports will be enhanced through a new Center website. The WRDC website will continue to be a primary method by which we share results of regional research.

I am honored to be a member of the WRDC team, and I look forward to a banner year as we do our best to make a difference in the lives of rural western citizens. I would like to close thanking Dr. Steve Daniels for his dedication as Director of the WRDC, and for his contributions to the people and places of the West. His leadership will be missed.

John C. Allen

A handwritten signature in cursive script that reads "John C. Allen".



# About the WRDC

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The Western Rural Development Center is one of four Centers funded by USDA-CSREES to strengthen the capacity of local citizens to guide the future of their rural communities. Each Center links the research and extension capacity of land-grant universities in its region with local decision-makers to address a wide range of rural development issues.

The WRDC also receives substantial support from Utah State University through the Agricultural Experiment Station, Cooperative Extension, and the College of Humanities, Arts and Social Sciences.

## Vision and Operational Philosophy

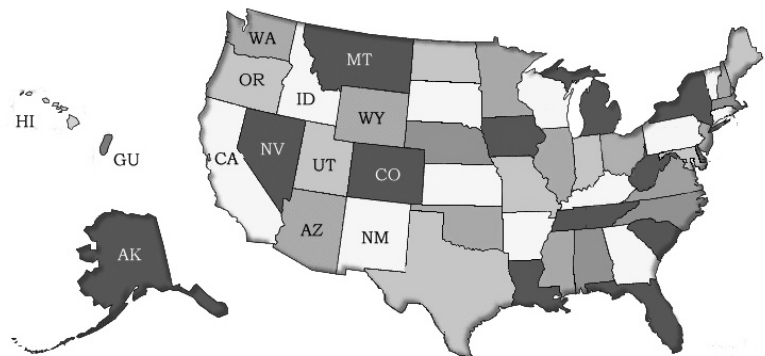
The WRDC strives to capitalize on the strengths of western universities by promoting and supporting innovation in the broad field of rural development. Some of that innovation will occur within universities; much will not. The WRDC can meaningfully contribute to the quality of life in the rural West as a catalyst, and convener, and a conduit.

- *Catalyst*, by bringing resources and people together to jump-start innovative concepts.
- *Convener*, by bringing eclectic groups of people together to learn about issues, learn about one another's values and goals, and think creatively about how to shape the kind of West that we can all call home.
- *Conduit*, by enhancing the capacity of rural communities to improve quality of life, sustain local cultures, develop desirable assets, seize emerging opportunities, and solve problems.

## The Western Region

The Western Region encompasses 13 Western states, American Samoa, Guam, Micronesia-Kolonia, and Northern Marianas. The western states of Montana, Wyoming, Colorado, Arizona, Idaho, Utah, Nevada, New Mexico, California, Washington, and Oregon led the nation in population growth between 1990 and 2000, both in percentages and numerical increases. Although vast areas of the West are sparsely populated, the West is considered the most "urbanized" region of the country because the highest proportion of its population lives in metropolitan areas (defined by the U.S. Census Bureau as having populations greater than 100,000).

The Western region is one of the fastest growing in the country, and since 1970 the rural West has been more volatile demographically than rural areas in other regions. By the early 1990s the rural West was growing at three times the rate



of rural areas nationally. Major changes in U.S. economic, social, and demographic structure have modified the forces that drive population and employment change. The larger retiree population, and the increasing importance of non employment income, has created migrants who move for reasons other than work. Studies show that population growth (including in-migration) appears to drive service industry job creation in areas with scenic and recreational opportunities. All of these factors, when combined with unique natural and scenic resources in the Rocky Mountain West, have been found to be capable of stimulating stable long-term growth.

## 2004 Center Priority Areas

In 2003, the WRDC Steering Committee identified three priority areas upon which the WRDC should focus current efforts. These priority areas were chosen because they 1) continue a track record of productive activity by the WRDC, 2) build on the expertise of regional faculty and WRDC staff, and/or 3) respond to pressing regional issues.

- Priority 1:** *Civic Capacity in the Rural West*, by enhancing the capacity for community-led development in the West;
- Priority 2:** *Natural Resources/Land Use*, by enhancing the quality of natural resource management and land use decisions in the rural West;
- Priority 3:** *Capacity of Land Grant Universities*, by enhancing the engagement of university faculty in the pressing issues of the region.

## Emerging Issues

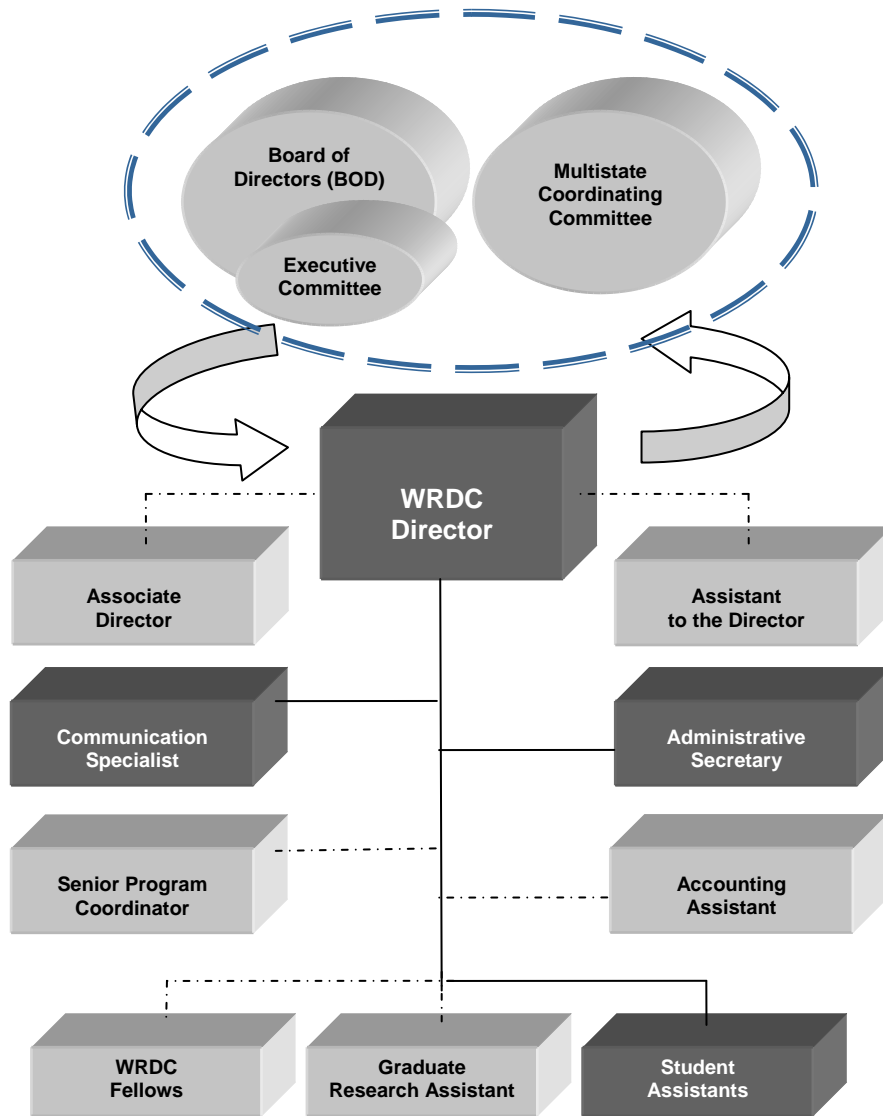
As the face of the rural West changes, several important issues emerge.

- Population growth and decline
- Land use
- Natural resource use and management
- Changing public policy
- Entrepreneurial development
- Diversity; ethnic, racial, values, social class

As new regional issues emerge, Center activities will engage them. At the December 2004 Steering Committee meeting in Las Cruces, New Mexico the Center Director will propose a WRDC organizational structure that maximizes the Center's ability to respond quickly and with adequate capacity to make real differences in the lives of rural citizens. The proposed organizational structure includes a Board of Directors comprised of individuals selected from organizations having an active interest in rural development issues in the region, including:

- **Extension:** At least three faculty members selected by 1862 Western Extension Directors
- **Research:** At least three faculty members selected by 1862 Western Association of Agricultural Experiment Station Directors
- **Tribal Colleges:** At least two representatives from 1994 colleges, recruited from the 14 western Tribal Colleges
- **Partners:** At least four non land-grant representatives (NGOS, non-profits, state and federal agencies) appointed by the Center director in consultation with the BOD.

The Board of Directors will include individuals with a specific interest in fostering diversity within the land-grant system in areas such as ethnicity, race, age, military service, socioeconomic status, physical disability, gender, and English as a second language. The new Center organizational structure, and the relationship of a proposed Multistate Coordinating Committee (for project guidance), is shown in Figure 1 below:



Light colored boxes indicate positions not yet created or filled

Figure 1. Proposed 2005 organizational structure for the WRDC

# Skill and Capacity-Building Activities

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## Western Community Vitality Initiative (WCVI) Follow-Up Survey

The needs assessment survey conducted by the WRDC in late 2002 resulted in a successful 2003 WCVI Kickoff Workshop. A follow-up survey conducted in 2004 (see Appendices) has affirmed the need and desire for follow-up community development training. Western extension administrators have endorsed a secondary training initiative in 2005 to address unmet regional needs. 2005 training workshops are being developed for the following audiences:

- Community development fundamentals for new or untrained extension faculty;
- Focused second-level training for 2003 WCVI Kickoff Workshop participants; and
- Project-based training and mentoring for western extension and community teams

## Items & Opportunities News Brief

The Center continues to publish *Items and Opportunities*, a monthly e-mail news brief for our regional extension and community resource development colleagues. The news brief contains a brief overview of leading edge resources, upcoming conferences, grant opportunities, and other topics of interest, along with links to more in-depth information.

## Regional Faculty Development Activities

The Center Director engages in many activities that enhance regional capacity by supporting colleagues and students with promise.

- Review professional papers, manuscripts, and grant applications
- Review Promotion and Tenure applications
- Writes letters of reference for outstanding students and professional colleagues
- Serve on Promotion and Tenure and graduate committees at USU
- Generate opportunities for peer reviewed scholarship through various WRDC publication series.

## WRDC Expert Roster

The Center continues to receive requests from people nationwide to be added to the web-based Expert Roster. To date, the roster includes 213 members. The Center is exploring new ways of refining and promoting the Roster.

## Tribal Scholarships

In 2004 the Center offered travel and registration scholarships up to \$1,200 per participant to attend Business Skills Training, a workshop sponsored by the Southern Rural Development Center. Faculty at western tribal colleges, as well as other tribal personnel involved in

education/outreach on business issues, were eligible for up to ten scholarships on a first come, first served basis. Four people submitted applications and were awarded scholarships.

- Alberta Deas (Dine College), \$1,200
- Dorothy Weaver (Southwestern Indian Polytechnic Institute), \$808.87
- Merrie Lewis (Salish Kootenai College), \$1,216
- Yvonneda Thompson (Chief Dull Knife College), \$1,005

## **ISSRM Student Stipends**

In 2004 the Center paid \$500 in student stipends in connection with the International Association for Society and Natural Resources.

# **Research Investments**

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## **Community Business Matching Model (CBM)**

One of the Farm Foundation-supported work teams in the West is developing a targeted industries model that will assist communities throughout the region as they consider or develop business recruitment strategies. A targeted industries approach matches the attributes and aspirations of communities with the input needs of industries, with the expectation that the business attraction “hit rate” will improve, and those firms that are attracted to a community will be more successful.

The WRDC has allocated funds for a western application of CBM, which was first developed by Catherine Chan-Halbrendt, University of Hawaii CTAHR, when she was Chair of the Department of Community Development and Applied Economics at the University of Vermont.

Using CBM, a three-state team (Hawaii, Montana, and Nevada) is developing research and extension models and procedures to enhance industrial development and recruitment in rural western communities. The team consists of six faculty members (Catherine Chan-Halbrendt and Linda Cox, University of Hawaii; Barbara Andreozzi and Dave Sharpe, Montana State University; and Buddy Borden and Tom Harris, University of Nevada, Reno).

CBM incorporates the economic and non-economic goals of communities within the framework of two measures: desirability and compatibility. Desirability measures how likely a business is to meet a community’s goals, and compatibility measures likelihood that a business will locate in the community.

The western application of CBM began in July 2003, and Barbara Andreozzi has already completed a number of Montana community-based economic goal-setting programs. Using Expert Choice software, Tom Harris has analyzed the results and ranked community goals. A business questionnaire is also being developed, and when it has been finalized and tested by the research group a survey will be initiated by Dr. Joe Floyd at MSU-Billings. Data acquired through the survey will be incorporated into a revised CBM model, which is currently being programmed by a student at the University of Nevada, Reno. It is expected that by spring 2004 the programming and business survey will be completed. The next step will be an initial analysis of Montana counties. Also during spring 2004, community goal-setting programs which follow procedures used by Ms. Andreozzi in study areas in Montana will be initiated in Hawaii and Nevada.

## Community Action Grants

At the February 2003 Western CVI Kickoff Workshop in Las Vegas, the Center announced the availability of small community action grants for participants who could identify extension/community collaborations that would result in beneficial rural development projects. Workshop participants were invited to develop and submit applications for small community action grants. Four applications were approved by the Center in 2004. Contracts have been signed and work is underway on the following four projects.

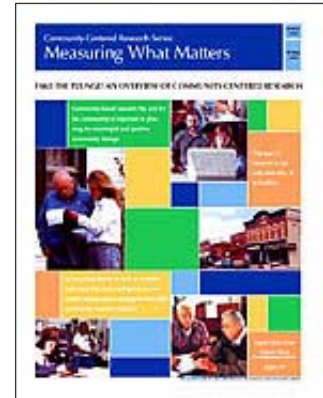
<b>Project Title</b>	<b>Subject Matter</b>	<b>Requesters</b>	<b>Funding Request</b>
Tri-County Tourism Project	Promoting collaboration for tourism in Custer, Heurfano and Las Animas Counties	Colorado State University Extension and Custer, Heurfano and Las Animas Counties	\$1,447
Grandparents Raising Grandchildren	Simulation Training	Arizona State University Extension and KKONA: Kinship Kare of Northern Arizona	\$2,500
Hand of Harvest: Craft and Cultural Trails of North-Central Montana Travel Guide and Hands of Harvest Round-up (Mini workshops)	Promoting opportunities for visitors to learn about the unique people and culture of north-central Montana through self-guided tours of local artists, fine crafter, food, lodging, events, and special attractions.	Montana State University Extension and Cascade Historical Society/High Plains Heritage Center	\$2,500
Curry County Youth Leadership Camp	Youth leadership development	Oregon State University Extension and Central Curry School District	\$1,500

# Publications

## Community-Centered Research Series: Measuring What Matters (4)

In 2004 the Center added four publications to its ongoing series call *Community-Centered Research: Measuring What Matters*. Each article in the series is 4-6 pages in length, and each discusses an important aspect of community-based research (by and about the community) in planning for meaningful and positive community change. The series emphasizes that the research process is both desirable and feasible, and also communicates tangible next steps. Authors are primarily junior faculty, and all articles are available in print and in PDF format for download from the WRDC website. Articles published in 2004 were:

- *Using the Internet for Community Analysis: Sources of Western Data*
- *Surveys as Tools for Community-Centered Research*
- *Video as a Tool for Community-Centered Research*
- *Truth, Ethics and Credibility in Community-Centered Research*



## The Changing Face of the Rural West (2)

The WRDC publishes an ongoing series of information briefs highlighting implications of 2000 U.S. Census data called *The Changing Face of the Rural West*. The first information brief, written by Eddy Berry (Utah) and Annabelle Kirschner (Washington) and published in 2002, focused on the expanding Hispanic population in the region. Two subsequent information briefs were published in 2004:

- *The Aging of the West*, by Annabelle Kirschner and Eddy Berry
- *Shifting Populations in the New West*, by Theresa L. Selfa (Utah)



## Western by Design Toolkit

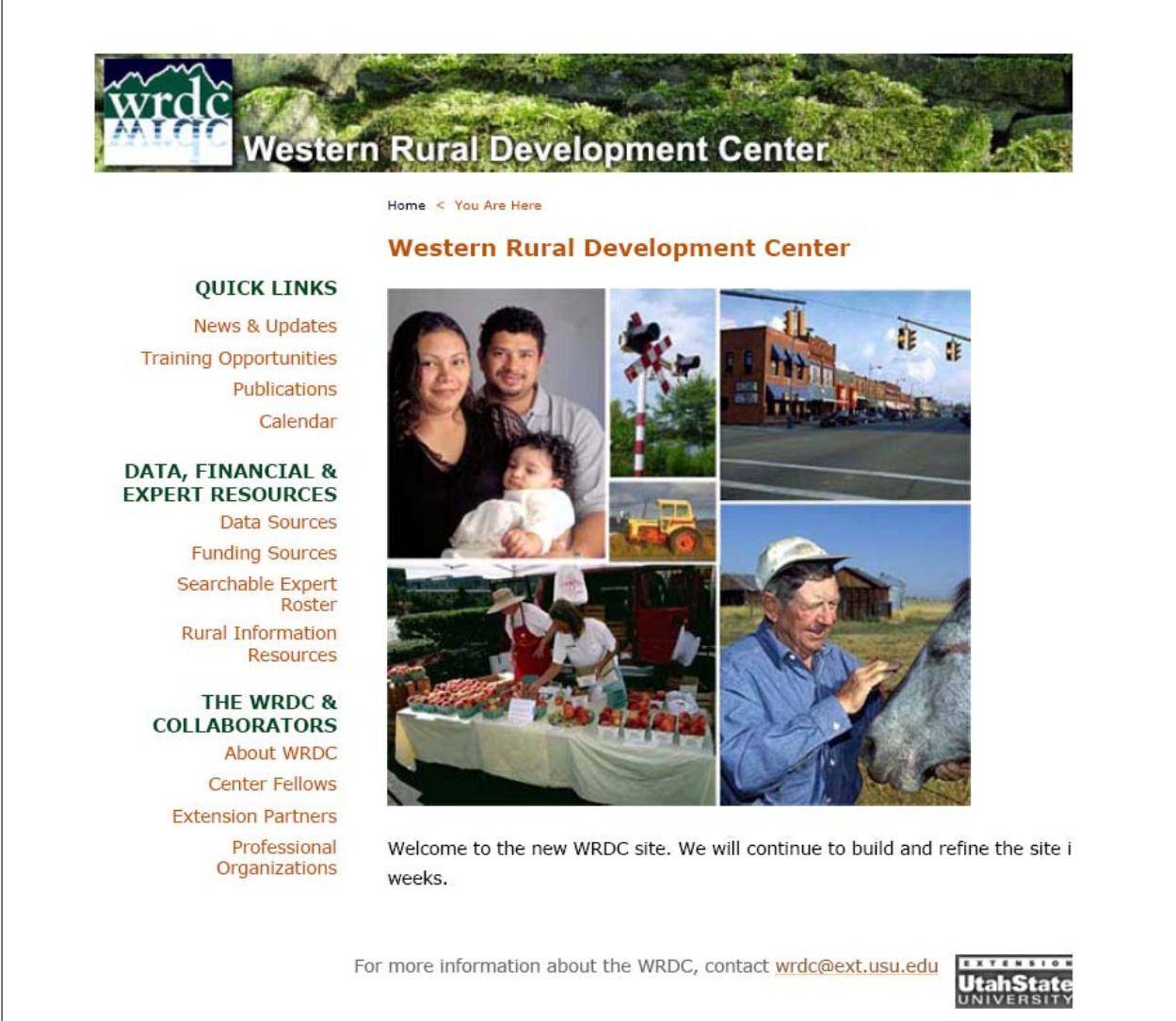
The WRDC continues to promote the Western by Design toolkit throughout the region. In 2004 the Center provided two copies of the Toolkit to each extension director in the region with the request that they pass the toolkits along to community development practitioners in their states.

The Center also provided the community development specialist in Guam with 20 toolkits to disseminate within the Territories of the Pacific.



## New WRDC Website

In September 2004 the Center launched an updated website. The new website retains the best features of the former site (news and updates, calendar of regional and national community development-related opportunities, online publications, etc.) but sharpens the focus on information and data resources. The site is being refined to include a password protected page to facilitate communication and information exchange among Steering Committee members.



The screenshot shows the homepage of the Western Rural Development Center website. At the top left is the WRDC logo, which includes the letters 'wrdc' in a stylized font above 'AALCIC'. To the right of the logo is a banner image of a lush green landscape with the text 'Western Rural Development Center'. Below the banner is a breadcrumb trail: 'Home < You Are Here'. The main heading is 'Western Rural Development Center' in a bold, orange font. On the left side, there are three main sections of links: 'QUICK LINKS' with sub-links for 'News & Updates', 'Training Opportunities', 'Publications', and 'Calendar'; 'DATA, FINANCIAL & EXPERT RESOURCES' with sub-links for 'Data Sources', 'Funding Sources', 'Searchable Expert Roster', and 'Rural Information Resources'; and 'THE WRDC & COLLABORATORS' with sub-links for 'About WRDC', 'Center Fellows', 'Extension Partners', and 'Professional Organizations'. In the center-right, there is a collage of six images: a family portrait, a railroad crossing, a street scene, a tractor, a market stall, and a man with a horse. Below the collage is a welcome message: 'Welcome to the new WRDC site. We will continue to build and refine the site i weeks.' At the bottom, there is contact information: 'For more information about the WRDC, contact [wrdc@ext.usu.edu](mailto:wrdc@ext.usu.edu)' and the Utah State University logo.

## WRDC Marketing Thrust

In conjunction with launch of the new website, the Center is developing a suite of marketing materials to include a 2005 brochure, tabletop display, and other materials that reflect new Center priorities and staffing structure.

# Conferences, Workshops & Presentations

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## Planning for a WRDC Virtual Open House

On October 21, 2004 the Center will host a virtual Open House (using *Breeze* technology) originating from the WRDC offices. An open invitation has been extended to USU faculty from all departments. Formal invitations were extended to USU administrators; citizens and policy makers from Logan City, Box Elder and Cache counties; and the Director of the Southern Rural Development Center to join Center staff on site for the event. Following is a press release distributed to the media.

Press Release: **RURAL ENCOUNTER OF A VIRTUAL KIND**

Logan, UT -- The Western Rural Development Center (WRDC) on the Utah State University campus will host a virtual open house from 3:00-5:00 p.m. MDT on Thursday October 21. Through satellite and Internet technology, western university faculty, policy makers, community leaders, and others who grapple with rural issues will connect with their counterparts in such remote communities as Mangilao, Guam and Nome, Alaska.

The mission of the WRDC is to help communities identify key issues shaping the future of the West, and organize resources and projects that respond to those issues. Issues of concern for rural communities typically include economic viability, sustainable land use, adequate health care and education, and shifting demographics.

WRDC Director states that the realities of distance and the digital divide sometimes complicate these issues—and make it more difficult for rural communities to integrate with strong resource networks. He hopes that the virtual open house “will be a time to share food, discuss commonalities, and forge long-lasting relationships through face-to-face interaction that will result in enhanced opportunities for rural people and places.” Special guests will give brief remarks, and booths will feature live, interactive feeds to communities on the outer fringes of the Western Region. The event is open to the public.

The WRDC is one of four USDA-sponsored regional rural development centers in the country, the others being at Mississippi State University (Southern Region), Iowa State University (North Central Region), and The Pennsylvania State University (Northeast Region). Each Center participates in rural development research and extension projects within its region. For more information about the WRDC, or if you would like to attend the virtual open house in person or through Internet technology, e-mail [wrdc@ext.usu.edu](mailto:wrdc@ext.usu.edu) or call Carey Dufner at 435/797-9732.

To increase Center capacity to engage in future long-distance, face-to-face, Internet-based training and collaboration, staff members are working to increase their competency in use of *Breeze* technology.

## Planning for the 2005 Western RUPRI Poverty Conference

The Western Rural Development Center (WRDC) and the Rural Policy Research Institute Poverty Center (RUPRI) are planning a conference on rural poverty and policies in the West. The conference will be held April 7th and 8th, 2005 in Logan, Utah. Issues embedded in the concept

of the workshop are family, work and community. The Center has conducted an environmental scan of researchers working in the area of poverty, and has invited researchers to share their work at the conference. Areas of analysis on which the conference will focus are descriptions of poverty, and responses by agencies, policy makers or families, employers and/or communities to poverty.

Three outcomes are expected from the conference:

- An inventory of poverty research in the West that we will make available at the conference and through our web sites;
- Identification of individuals interested in collaborating on larger poverty research projects that have policy implications at either the community, state or federal levels;
- Engagement of policy makers with researchers around the issue of poverty in the West.

The Center will support travels costs for participants, and highlight their publications at the conference and on the WRDC website. Review of submissions will begin on January 15, 2005 and selection of participants will be made by February 1.

## Collaborations

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### Western SARE Grant Proposal

In October 2004 the Center submitted a Western Region SARE Professional Development Proposal titled “Entrepreneurial Sustainable Ag: Alternatives for Processing, Packaging, Labeling, & Marketing in Retail/Internet Environments.”

Under the proposal, the Center will provide overall project facilitation and budget oversight and reporting functions for the project. The WRDC is hopeful that this proposal will be among those to receive notification of award in March 2005. Major participants in the grant proposal are:

**John C. Allen, Director \***

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**\*Co-Principal Investigator**

Current data argue for increased support of sustainable ag producers through solid technical training in the areas of competitive retail/Internet sales, packaging, processing, and marketing of products. Education gaps in these areas have been identified. The Center's proposal is to provide professional development training to increase the capacity of Extension faculty, USDA agency personnel, and other federal, state, or private agricultural professionals, to work with producers interested in entering retail and Internet markets.

Three 1-½ day sub-regional train-the-trainer workshops are proposed. Training teams will consist of paired technical experts and successful ag entrepreneurs. Case studies will be used to uncover pitfalls, impart valuable lessons, and help define ag entrepreneurial success. Training teams will provide first-level trainees with a curriculum suitable for training other service providers, or agricultural producers. Each first-level trainee will also receive a videotape or CD focusing on major training components:

- Market assessment
- Consumer preferences
- Alternative processing options
- Labeling rules and regulations
- Packaging options
- Techniques for entering retail sales and Internet markets

Evaluation will be conducted as follows:

- Pre-test of *initial trainees* (service providers) to determine subject knowledge, awareness of similar training available through Extension and other USDA service providers, and level of experience as trainer in the content areas.

- Post-test of *initial trainees* (service providers) will be conducted six months following workshops. Post-test will measure change in subject knowledge, awareness of the issues related to entry into retail and Internet markets, and change in behavior (additional training they are conducting, contacts they are making, etc.).
- Survey of *second level participants* (producers) to assess changes in knowledge and behavior (farming or marketing activities), quality of life, or economic situation since training workshops.

Long-term outcomes of this project will be increased profits for sustainable ag producers and their families, and viable new local economies. Additional objectives of this proposal are to expand western service provider resource networks, and strengthen the regional network of successful sustainable ag entrepreneurs.

## **NCAT Southwest Marketing Network Evaluation**

The Center is conducting a three-year evaluation for a Southwest Marketing Network project titled “Expanding Markets for Southwest: Small-Scale, Alternative, and Minority Producers”. The project is funded and sponsored by the Kellogg Foundation Food and Society Program. Collaborators include Farm to Table, NCAT, and the Henry A. Wallace Center for Agricultural and Environmental Policy.

WRDC is also providing evaluation and networking support to a spin-off project called Southwest Community Food and Agricultural Policy Outpost. Funded by a USDA Community Food Project grant, this project is geared toward shaping food and agricultural policy councils in the Four Corners states.

## **A Rocky Mountain Primer: Community Leadership Development**

In July 2004 the Center agreed to provide \$12,000 support to Wyoming Extension for a project called “A Rocky Mountain Primer: Community Leadership Development.” This project will go forward in 2005 on two levels:

1. Enhance the existing fledgling Wyoming community development program, and provide assistance and seed money for leadership institutes in communities interested in starting their own programs;
2. Disseminate leadership training skills, tools, and materials to other states. Two CES personnel from each western state will be supported to take the training to their states. Approximately half of the funds awarded on the Rocky Mountain Primer project will be used in this way.

Wyoming Extension has invited CES directors and community development specialists to attend a train-the-trainer seminar May 17-19, 2005 in Cody, Wyoming. The seminar will be sponsored by the Wyoming Extension Volunteer Organization for Leadership Vitality and Enterprise (EVOLVE) project and underwritten by the WRDC. Each western state is eligible to receive \$350 to defray the cost of attendance.

## **National Rural Funders Collaborative**

On June 10, 2003, four USDA agencies and the National Rural Funders Collaborative (NRFC) signed a Statement of Cooperation to announce their intent to work together on behalf of rural families and communities. The signing launches a unique public-private partnership between the

philanthropic community and federal agencies. Over the past twelve months, partners to the agreement worked to identify ways to link programs, research, education, and outreach activities at the local, state, and national levels. The resulting collaborations will expand resources available to rural Americans and support comprehensive, locally-led community and economic development initiatives.

The NRFC is a ten-year initiative supported by over a dozen private foundations including the Mary Reynolds Babcock Foundation, Otto Bremer Foundation, Calvert Social Investment Foundation, Annie E. Casey Foundation, Fannie Mae Foundation, William Randolph Hearst Foundation, F.B. Heron Foundation, William and Flora Hewlett Foundation, Ford Foundation, W.K. Kellogg Foundation, and Lumina Foundation for Education.

The former Center Director (Steve Daniels) attended the NRFC meeting in Nebraska Sept 2-4, 2003 to learn more about possible programmatic linkages.

### **Conference Scholarships**

Each of the four RRDCs contributed \$2,000 to help cover costs of the summer 2004 Amenities and Rural Development Conference in Madison, WI. WRDC funds were used to support the travel of two western authors: Gundars Rudzitis (University of Idaho), and Michael Smith (Humboldt State).

### **RRDC/CSREES: E-Commerce**

The former Center Director (Steve Daniels) attended a meeting of the ECOP E-Commerce taskforce in November, 2003. This meeting attempted to develop a strategy to achieve Congressional appropriations for e-commerce at a reasonable fraction of the level authorized in the Farm Bill.

### **RRDC/CSREES: Programmatic Coordination Regarding NACDEP**

The Center continues to cooperate with the other three RRDCs and with CSREES to make the national networks of Centers as effective as possible. The Centers work jointly to develop a professional organization of CRED professionals in extension called the National Association of Community Development Professional (NACDEP). In 2004 the Center promoted membership in NACDEP by disseminating brochures and personally encouraging western extension administration to support and promote the association.

The Center Director will co-present a workshop at the 2005 NACDEP Conference titled "Rural Community and Tribal College Partnerships: Matching Resources to Opportunities.



# Summary of Center Activities by Priority Area

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**Priority 1:** Civic Capacity in the Rural West

**Priority 2:** Natural Resources/Land Use

**Priority 3:** Capacity of Land Grant Universities

The following table shows specific priority areas addressed by activities described in this report.

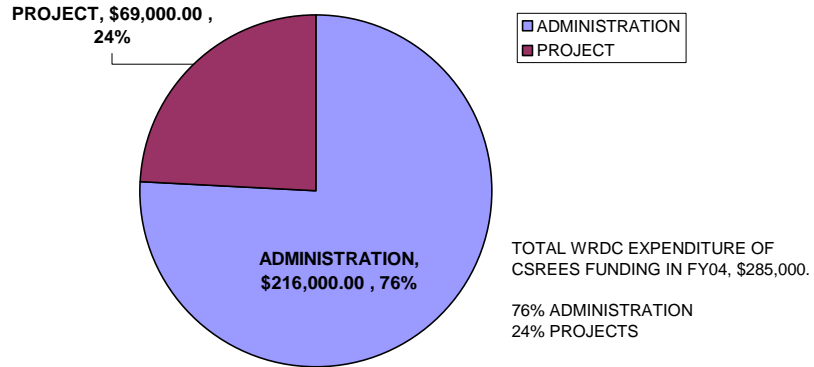
Activity	Priority 1	Priority 2	Priority 3
Western CVI Follow-up Survey			✓
Items & Opportunities News Brief	✓	✓	✓
Regional Faculty Development Activities			✓
WRDC Expert Roster	✓	✓	
Tribal Scholarships	✓		
ISSRM Student Stipends		✓	✓
Community Business Matching Model (CBM)	✓		✓
Community Action Grants	✓	✓	
Community-Centered Research Series: Measuring What Matters	✓	✓	✓
The Changing Face of the Rural West	✓		✓
Western by Design Toolkit	✓	✓	✓
New WRDC Website	✓		✓
WRDC Marketing Thrust			✓
Planning for a WRDC Virtual Open House	✓		✓
Planning for the 2005 Western RUPRI Poverty Conference	✓		✓
Western SARE Grant Proposal	✓	✓	✓
NCAT Southwest Marketing Network Evaluation	✓	✓	✓
A Rocky Mountain Primer: Community Leadership Development	✓		✓
National Rural Funders Collaborative			✓
Conference Scholarships			✓
RRDC/CSREES: E-Commerce	✓		✓
RRDC/CSREES: Programmatic Coordination			✓



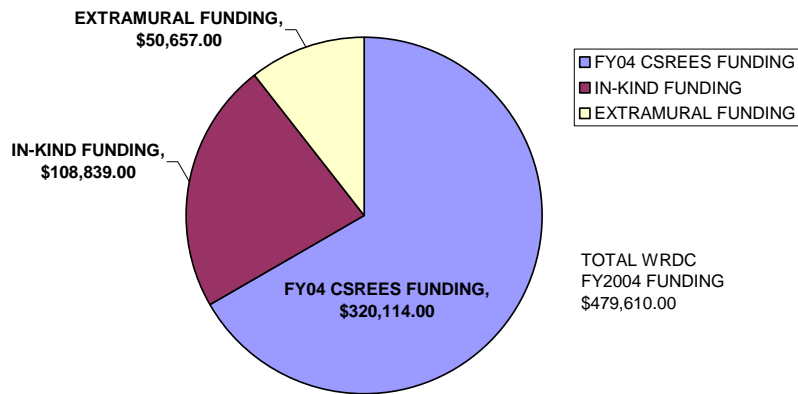
# 2004 Center Funding

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**CSREES SPENDING ALLOCATION FY04**  
OCTOBER 1, 2003 - SEPTEMBER 30, 2004



**WRDC FY2004 FUNDING**  
OCTOBER 1, 2003 - SEPTEMBER 30, 2004









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