

Western Rural Development Center

John C. Allen, Director



Proposed Plan of Work

2006-2007

July 1, 2006 – June 30, 2007

Presented to the Board of Directors

October 11-13, 2005

Logan, Utah



Engaging the Future

Connecting 13 Western States and 4 U.S. Territories

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Through a needs assessment survey and discussions with western extension faculty, research faculty, and non-governmental organizations, the WRDC has identified four areas of focus for Fiscal Year 2005-2006 and beyond. The 06-07 Proposed Plan of Work describes current and proposed Center activities under each focus area.

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Focus Area #1: Enterprise Development

WRDC-RUPRI Center for Entrepreneurship Collaboration

The WRDC signed an MOU in 2005 with the RUPRI/Kauffman Center for Entrepreneurship which will allow continued expansion of our network to leverage resources both human and economic. The MOU provides a mechanism to focus efforts on research, education and evaluation of entrepreneurial efforts in the West. In addition to the MOU an entrepreneurial sub-committee made up of BOD members and RUPRI/Kauffman staff has been organized to continue the work of the MOU. This committee includes John Allen (Chair), Don Macke, Flo Raitano, Jim Goodwin, Kathy Moxon, Ted Bradshaw and Tom Harris.

Description	Target	Outputs	Budget
WRDC-RUPRI Center for Entrepreneurship Collaboration: EDGE Training	Research, Extension	Data, workshops, hard copy and web-based on-demand training curricula (2+), resource materials, professional development opportunities leading to CEU or other credit	\$0.00

The Third Annual Spring Symposium

The Center launched its rural entrepreneurship initiative on March 30, 2005, across its 13 state, 4 U.S. territory region with the Spring Symposium, "*Energizing Communities through Entrepreneurism*". The success of this event and the inquiries we have received since the event have indicated to us the need to offer this event annually. This will mark the 3rd Annual Spring Symposium. Planning for this event is scheduled to begin in October 2006.

Description	Target	Outputs	Budget
Workshops, presentations, training	Research, Extension, Partners	3 rd Annual Spring Symposium	\$2,000 Cost Recovery, State Gov't Sponsors

EDGE - Community-Based Entrepreneur Training

Through collaboration with EDGE, entrepreneurial training will be provided using face-to-face workshops and Internet technology to teach faculty or service organizations how to form active community and regional coalitions focused on enterprise development. Expected outcomes are 1) an enhanced research base for understanding enterprise development in rural places, 2) enhanced engagement of extension with diverse community partners, 3) science-based training for community residents on how to enhance enterprise development at the local level, and 4) enhanced economic and community viability in rural places.

New in the plan for this year is the addition of a youth component. The Center has received a great deal of feedback from its partners that youth need to be provided opportunities to engage in entrepreneur education.

Description	Target	Outputs	Budget
EDGE Training - Adults	Research, Extension, Partners	Training Workshops	\$0.00
EDGE Training – Youth	Youth	Entrepreneur Education	\$2,000 Cost Recovery,

			States, Sponsors
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E2 Energizing Entrepreneurship in Rural America (RUPRI)

E2 is a Train-the-Trainers academy whose goal is to dramatically increase the knowledge and the number of rural practitioners who focus on entrepreneurship as an economic development strategy. It is designed for economic developers, practitioners, educators and rural community leaders focusing on entrepreneurship. The program encourages participation of training teams of two or more persons and serves to certify participants so they can then take the information and deliver it to their communities. The Academy is open only to those individuals who meet the outlined set of criteria based upon number of years of experience and service.

The training topics for this four day program include:

- Why entrepreneurship is important to robust rural communities
- Applying the research to regional efforts
- Characteristics and impacts of entrepreneurial success
- Mapping types with community capacity for support
- Lessons from entrepreneurial communities
- Case studies and key elements of community transformation
- Developing your community's entrepreneurial vision
- Outlining your game plan
- Targeting your partners
- Planning your first six months

Description	Target	Outputs	Budget
Training academy to develop and encourage rural entrepreneurship	Agencies, Non-Profits	Trainings	\$0.00 Cost Recovery

The National Conference of State Legislators Rural Policy Academy (RUPRI)

The WRDC will offer the Rural Policy Academy in partnership with RUPRI. The academy is a legislative classroom designed to educate policy makers who are, or want to become, leaders in public rural policy. Participants will hear from America's leading authorities on rural economy and innovators who have harnessed new economic forces for regional prosperity. A key component of the academy is the opportunity to engage and interact with the presenters. This academy was last offered in Salt Lake City, Utah, in 2004. This is a non-partisan academy.

Description	Target	Outputs	Budget
Training academy to develop rural policy makers	Legislatures	Academy	\$0.00 Cost Recovery

Second Annual Poverty Conference

The Center will be hosting its second annual conference focusing on the issues of rural poverty in partnership with RUPRI, NWAFF and the Rural Funders Initiative. The conference topics will include framing poverty in the west, poverty and tribal communities, networks and policy, natural resource dependent communities and poverty and Latinos and poverty. Researchers will present papers and speakers and attendees will participate in important discussions that will further develop community and state/national policies on reducing rural poverty.

Description	Target	Outputs	Budget
Research presentations on rural poverty	Extension, Research, Case Workers, Policy-Makers	Conference, Publication	\$0.00 Cost Recovery

Focus on Sustainable Rural Community Development

Communities across the Western Region are confronted with issues linked to infrastructure, water, renewable resources and energy, social and cultural artifacts, and economy. These issues are enormous in scope and are multidisciplinary, yet little research exists to support outreach education. The Center has begun a long-term focus on sustainable development, drawing upon existing research and knowledge. Expected outcomes are 1) inventory of programs, projects, policies, and opportunities in a format suitable for lay-audiences, 2) enhanced collaboration among researchers, extension, and interested partner to provide research-based sustainable development outreach education, and 3) identification of research programs for the future.

Description	Target	Outputs	Budget
Focus on Sustainable Development	Research and Extension Partners	Bibliography, Extension, publications	\$8,000 Funded by a Graduate Internship

IT Training

Rural business people and practitioners in the west know to be competitive they must become more proficient in upgrading their Internet sophistication and capabilities as well as their knowledge in how to market their business from their website. Using Breeze technology the Center will broadcast a 2 to 3 hour program live from Logan and over the Internet featuring Utah experts in e-commerce. This program will be free of charge to our Internet visitors. We will digitally videotape this presentation and with the speakers' permission, we will archive this presentation on our website and make it downloadable on demand.

Description	Target	Outputs	Budget
IT training for entrepreneurs	Business, trainers	Increased education of IT applications for business	\$2,000 Cost Recovery

Web-Based Entrepreneur Database

This tool will provide detailed case studies and best practices of entrepreneurs and small business owners from throughout the Center's region. The Center is gathering this information via the Listening Sessions. The case studies will be accessible to researchers, practitioners, trainers and partners via the Center's website. Information will be easily searched by state and type of business.

Description	Target	Outputs	Budget
Web-based database of case studies	Researchers, Practitioners, Business, Trainers	Networking, access to information on successful business projects	\$0.00 Interns and students as time permits

“Super” Network

The WRDC continually develops contacts across the West who are interested in the many and varied programs affiliated with the Center, and in engaging with the individuals who are participating in these programs. More and more the Center is contacted by institutions, agencies, individuals and partners seeking information on entrepreneurship, poverty, land use, policy-making, community development, etc. While most agree that personal experiences and case studies are beneficial to people, very few are able to connect with one another to share their stories, best practices, tips, etc. In an effort to more effectively assist the Center's constituents, including researchers, practitioners, faculty and business owners, we will proactively utilize the website by encouraging individuals to contact one another across the Center's vast region of thirteen states and four U.S. Territories. They will begin by visiting the website, selecting a topic and from there maneuvering through the web pages according to their interests. We will provide a forum for them to share their successes; lessons learned and reach out for assistance/advice. This will further serve to brand the Center as a known and trusted conduit to useful information and contacts throughout the West.

The Center will test pilot this service by starting with Entrepreneurship and the contacts/information gathered from the Listening Sessions held throughout the region from June – October of 2005. Listservs of participants will be developed along with a participant directory including their type of business, projects, areas of expertise, etc. If it proves successful (i.e. people use it and find value in it) the Center will then roll out subsequent topic areas matching our four focus areas. This significant WRDC project will be an ever evolving and expanding one.

Description	Target	Outputs	Budget
“Super” Network	Rural Development Practitioners, Small Businesses, Researchers	Increased access to rural contacts and information	\$0.00 Sponsors

“Best of the West” Conference: Enterprise Development, Natural Resources and the Arts

Diversification of the rural western economy is important for rural areas experiencing rapid population increases as well as those experiencing a continued population decline. Recent studies show that amenity driven economic growth is becoming a prime driver in rural economies. Amenities take on many forms, including the natural resource base and recreational opportunities that accompany these assets. They also include “occupational conglomeration.” Research shows that as intellectual diversity increases, the opportunities for economic growth increase. To capitalize on this growing phenomenon in rural areas, the Center proposes to convene a conference of researchers and developers who have led the way for community based-natural resource economic growth—and the role that the arts play in enhancing this growth.

The first conference will be held in the 2006-2007 fiscal year and the location of the conference will rotate each year allowing for the participation of people from as many states as possible.

Description	Target	Outputs	Budget
“Best of the West” Conference	Research, Extension, Partners, Communities	Promotional materials, call for presenters and exhibitors, registration, conference, post-conference evaluation	\$10,000 Cost Recovery, Sponsors, State Humanities Councils

Focus Area #2: Capacity of Land-Grant Universities and Partners

Multistate Research Coordinating Committee & Information Exchange Group

This project has been approved for the duration effective October 2005 through September 30, 2010. The Committee links Colorado, Iowa, Nevada, Utah, Washington and Wyoming in a combined effort to further community development in rural areas. The Committee will conduct research, convene multistate collaborations, develop and disseminate extension curricula and collaborate on future funding proposals.

Description	Target	Outputs	Budget
Cutting edge research and multistate collaboration	Research, Extension, NGOs, Private sector	Research, collaboration, publications, web-based training	\$0.00 Federal Grants

WRDC Internships

To more fully engage motivated students in rural development activities, the Center proposes to initiate an internship program. As compensation for their work, student interns will receive pay and undergraduate or graduate Utah State University credit. Internships may be on the USU campus or on other campuses that also house a Center Fellow. Center Fellows will guide and supervise student interns, and facilitate award of university credit.

The goal of the internship program is to give students opportunities to engage in real life rural development-focused research or extension activities. Two internships per year are estimated within current funding levels, although in the future student positions will be written into proposals seeking external funding. Expected outcomes include 1) engagement across western university campuses, 2) opportunities for students to evaluate employment opportunities in the field of rural development, and 3) preparation of tomorrow's rural development specialists.

Description	Target	Outputs	Budget
WRDC undergraduate and/or graduate internships (1 @ \$7,000)	Research, Extension	Regional data, publications	\$7,000

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Focus Area #3: Civic Capacity

WSARE Grant Proposal

“Entrepreneurial Sustainable Ag: Alternatives for Processing, Packaging, Labeling & Marketing in Retail/Internet Environments”

Current data argue for increased support of sustainable agriculture 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. This 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 agriculture entrepreneurs. The WRDC will provide overall project facilitation, budget oversight, evaluation, reporting functions, and a .5 FTE project manager. The total grant award is estimated at \$100,000.

The proposal did not receive funding; however, the Center will be reapplying this year. The submission deadline is November 15, 2005.

Description	Target	Outputs	Budget
WSARE Entrepreneurial Sustainable Ag grant (Year 1) (<i>Award notification March 2006, funds available September 2006</i>)	Research, Extension, Partners	Conference calls, listserv, hard copy and web-based on-demand curriculum, data, workshops	\$20,000*
(Year 2)	Ag Producers, Partners		\$20,000*

*These amounts are preliminary and may be amended by the grant team.

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Focus Area #4: Land Use and Public Policy

Transportation Study Follow-up

In 2005 the Center published the findings of a transportation study and as a follow-up to the study the WRDC will convene a group of western researchers, extension personnel, and policy makers around the findings of a rural transportation study. Expected outcomes include 1) increased awareness of transportation issues in the West and how they impact rural development, and 2) new ideas for research topics, and 3) public policy that is responsive to issues of transportation as it relates to rural development.

Description	Target	Outputs	Budget
Transportation Study Follow-up	Research	Meeting of Western data, web-based policy brief and research reports, more responsive western public policy, development model for the West	\$2,000 Cost Recovery, WSU Transportation Center

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Administration Activities

Marketing and Promotion

The Center will continue its efforts to strategically market and promote the Center and its activities. A marketing plan for the fiscal year is outlined below.

Description	Target	Outputs	Budget
Director's Activities	Extension, Research, Partners, Citizens, and State, county, city agencies	The Center's director is active and involved throughout the region and his activities will be posted on the website. This information will be accessible to all and will further serve to build the image of the Center and reinforce its involvement throughout the region thus stimulating new partnerships.	\$0.00
Quarterly Newsletter	Extension, Research, Partners, Citizens	Increase Center's visibility throughout the region and become known as a resource for events, research, training and information in the four focus areas.	\$800.00 (printing and postage)
Exhibit Display	Extension, Research, Partners	Posters and materials for the Center's exhibit display	\$1,500.00
Center Brochure	Extension, Research, Partners	Increase Center's visibility	\$600.00
Promotional Materials for Center sponsored events	Extension, Research, Partners	Web pages, registration brochures/postcards, confirmation letters, etc.	\$0.00 – cost recovery and built into each event budget
Press Releases of Center's activities	Media outlets throughout the region	Increased exposure for the Center and its partners throughout the region	\$100.00 (postage)
Maintenance of Media Group	Media and press staff throughout the region	Build relationships with media and press throughout the region and allow them to register via the website to receive press releases pertinent to their location and beat	\$0.00
Rural Resource Network	Extension, Research, Partners, Citizens, State, County, City agencies	Information housed on the Center's website searchable by topic including a short summary about the agency, organization, etc. and a link to their website	\$0.00
Research Publications	Extension, Research, Partners	Publications showcasing the research pertinent to the rural west. This will include articles and policy briefs.	\$2,000.00 (separate monies budgeted aside from Marketing budget)

Fundraising/Grants

The current and impending economic climate in the U.S. is forcing the Center to become more entrepreneurial in its approach to funding. It is projected that within the next two years there will be a reduction of federal grant monies available. In turn this will lead to increased competition for program and research dollars. Therefore, the Center realizes it is imperative to begin planning for future funding sources. The Center has identified the following four components as essential to increasing its funding:

- 1) Increase the Center's competitiveness in securing grant monies at the national, regional and foundation level.
- 2) Increase the number of contracts.
- 3) Increase the number of sponsorships.
- 4) Identify and solicit individual funds.
- 5) Develop each proposal to capture overhead expenses and ensure budgets are managed on a cost recovery basis.

The Center will also be reviewing the 'products' it has developed and assessing the viability of marketing and selling.

WRDC Plan of Work Chart FY 06-07 At-A-Glance

Focus Area #1: Enterprise Development

WRDC-RUPRI Entrepreneurship

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The Third Annual Spring Symposium

The 3rd Annual Spring Symposium will be held in 2007 and planning for this event is scheduled to begin in October 2006.

EDGE – Community-Based Entrepreneur Training

Through collaboration with EDGE, entrepreneurial training will be provided using face-to-face workshops and Internet technology to teach faculty how to form active community and regional coalitions focused on enterprise development. New to the program this year will be the addition of a youth component.

E2 Energizing Entrepreneurship

E2 is a Train-the-Trainers academy whose goal is to dramatically increase the knowledge and the number of rural practitioners who focus on entrepreneurship as an economic development strategy. It is designed for economic developers, practitioners, educators and rural community leaders focusing on entrepreneurship.

The National Conference of Salt Lake Legislators Rural Policy Academy

The WRDC will offer the Rural Policy Academy in partnership with RUPRI. The academy is a legislative classroom designed to educate policy makers who are, or want to become, leaders in public rural policy.

The Second Annual Poverty Conference

The success of the Poverty Conference held in April 2005 has led the Center to begin discussions for making this an annual event.

Focus on Sustainable Rural Community Development

The Center proposes to begin a long-term focus on sustainable development, drawing upon existing research and knowledge.

IT Training

Rural business owners need to become fluent in the use of the Internet if they are to compete in today's market. Using Breeze technology the Center will broadcast a 2 to 3 hour program live from Logan and over the Internet featuring Utah experts in e-commerce.

Web-Based Entrepreneur Database

In-depth case studies and best practices database housed on the Center's website.

“Super” Network

The Center will proactively utilize its website to encourage individuals to contact one another across the Center's vast region of thirteen states and four U.S. Territories. Here they will share their successes, ask one another for advice, etc.

“Best of the West” Conference: Enterprise Development, Natural Resources and the Arts

To capitalize on this growing phenomenon in rural areas, the Center proposes to convene a conference of researchers and developers who have led the way for community based-natural resource economic growth—and the role that the arts play in enhancing this growth. The interest generated by this project has been overwhelming and reaches across Extension, Research, and our partners and into the communities.

Focus Area #2: Capacity of Land-Grant Universities and Partners

Multistate Research Coordinating Committee

This project has been approved for the duration effective October 2005 through September 30, 2010. The Committee links Colorado, Iowa, Nevada, Utah, Washington and Wyoming in a combined effort to further community development in rural areas.

WRDC Internships

The Center currently employs two Utah State University interns. Their contribution to the Center's operation, research and programs is invaluable.

Focus Area #3: Civic Capacity**WSARE Grant**

The WRDC facilitated the development of a WSARE proposal including faculty and farmers from Oregon, Washington, Colorado and Utah. The proposal was not funded but the proposal team has decided to revise and resubmit again this year.

Focus Area #4: Land Use and Public Policy**Transportation Study Follow-up**

In 2005 the Center published the findings of a transportation study and as a follow-up to the study the WRDC will convene a group of western researchers, extension personnel, and policy makers around the findings of a rural transportation study.

WRDC Administration Activities**Marketing/Promotion**

The Center is increasing its marketing efforts and has outlined numerous projects to increase awareness of the Center and its activities.

Fundraising/Grants

The Center realizes it is imperative to begin planning for future funding sources, and has identified four components as essential to increasing its funding.

WRDC Plan of Work Chart FY 06-07

Project	July 2006	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June 2007
Focus Area #1: Enterprise Development												
WRDC-RUPRI Entrepreneurship												
3 rd Annual Spring Symposium							D	PL	PL	W		
EDGE Community-Based Entrepreneur Training								D	D	PL	PL	C
E2 Energizing Entrepreneurship	PL	PL	PL	W								
Policy Academy			R	R	PL	PL	PL	C				
2 nd Annual Poverty Conference				D	D	D	PL	PL	PL	PL	C	
Sustainable Rural Development	R, D	R, D	R, D	R, D	R, D	R, D	R, D	R, D	R, D	R, D	R, D	R, D
IT Training	D	D	PL	PL	PL	PL	W					
Web-Based Entrepreneur Database	R, D	R, D	R, D	R, D	R, D	R, D	R, D	R, D	R, D	R, D	R, D	R, D
Super Network	R, D	R, D										
Best of the West Conference	PL	C										
Focus Area #2: Capacity of Land-Grant Universities and Partners												
Multistate Coord Committee	R	R	R	R	R	R	R	R	R	R	R	R
WRDC Internships	R, D	R, D	R, D	R, D	R, D	R, D	R, D	R, D	R, D	R, D	R, D	R, D
Focus Area #3: Civic Capacity												
WSARE Grant					\$	D	D	D	D	D	D	D
Focus Area #4: Land Use and Public Policy												
Transportation Study Follow-up	C											
WRDC Administration Activities												
Marketing/Promotion	Ongoing											
Fundraising/Grants	Ongoing											

Plan of Work Chart Legend

C	Conference	E	Evaluation	P	Publish	RE	Review
CC	Conference Call	LS	Listening Session	PL	Planning	W	Workshop
D	Development	OH	Open House	R	Research		



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