



# Impact Reports 2012



Full Report | North Central Extension Community Development Programs

## North Central Extension Community Development Programs, 2012:

Over **\$183M of Impacts**  
and **18,327 Jobs** Created or Saved

*Full Report*

Operating as a team, state Extension leaders from the twelve North Central 1862 land grant universities developed common indicators for reporting the impacts of community development educational programs. The States collectively developed this report based on in-state action. Each partner university selected a subset of the indicators for reporting. The following tables present the most commonly used indicators. Thus, the impacts of our educational programs reported here, while impressive, are conservative estimates.

### Businesses and Jobs

North Central States 2012 Impact Indicators	Total	States Reporting
Number of business plans developed	934	9
Number of businesses created	696	9
Number of jobs created	7,168	10
Number of jobs retained	11,159	9

### Dollar Values

North Central States 2012 Impact Indicators	Total	States Reporting
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$2,481,923	8
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hr value)	\$4,861,215	9
Dollar value of efficiencies and savings	\$2,770,540	5
Dollar value of grants and resources leveraged/generated by communities	\$173,861,082	9
Dollar value of resources leveraged by businesses	\$255,007,860	7

### Participation

North Central States 2012 Impact Indicators	Total	States Reporting
Number of participants reporting new leadership roles and opportunities undertaken	121,363	12
Number of community or organizational plans developed	1,971	12
Number of community and organizational, policies, plans adopted or implemented	1,814	11
Number of volunteer hours for community generated work	296,608	11

States reported value of volunteer hours, as well as dollar efficiencies and savings, bringing the total impact to \$183M. Full details broken down by state, are available at: [http://ncrcrd.msu.edu/ncrcrd/state\\_extension\\_leader\\_section1](http://ncrcrd.msu.edu/ncrcrd/state_extension_leader_section1). Our impacts stem from innovative, science-based approaches developed in partnership with our stakeholders. The programming associated with these impacts varies according to community needs and the creativity of university-based and other partners. To provide an idea of the types of programming used to generate our impacts, we provide several examples.

## **Fast Pitching Entrepreneurial Business Ideas**

*University of Illinois*



In April of 2012, entrants competed in the Henry and Stark Counties Fast Pitch Competition in one of four business entrepreneur categories—retail, non-retail, “got an idea”, and student. University of Illinois Extension facilitated this event which was coordinated in conjunction with the Small Business Development Center at Black Hawk College. In its first year, 22 budding and seasoned entrepreneurs shared their business concepts for the chance to win resources to develop their ideas. Results of the 2012 competition included seven businesses receiving business consultation, six new start-ups initiated, three business loans obtained, and 10 jobs created or retrained.

## **Local Government Finance Impact Statement**

*Purdue University*



Property tax reform, national economic trends, and other factors make budgeting for local government services more difficult than ever. Local government officials need accurate information, insightful education, and an opportunity to learn from each other to more effectively do their budget planning.

Purdue Extension Educators and ECD program leadership worked with Larry DeBoer, Professor of Agricultural Economics to develop and deliver the On Local Government program. Several times each year this program is delivered via IP Video and hosted by Extension Educators from across the state. The audience for the program is local elected officials and others involved in the local budgeting process. Over 500 participants were present during the workshops conducted during the reporting timeframe.

## **Beginner’s Guide to Grant Writing Impact Statement**

The Beginner’s Guide to Grant Writing Program is a statewide effort of the Purdue Cooperative Extension Service, pairing campus-based specialists with county-based Extension professional to deliver via distance learning a 16-hour grant writing program offered in multiple counties across the state. County Extension professionals complete a one-day training covering all aspects of program delivery and content.

Campus based specialists provide curriculum materials and administer the training including the allocation of Continuing Education Credits for Indiana Certified Teachers, Indiana Public Accountants, Indiana Social Workers, and Law Enforcement officers. Cost recovery via gifts, scholarships, and registration fees support general operating administration of a professional development mini grant program for county based Extension professional facilitating on-site training.

## **2012 ISU Extension and Outreach Latino Business Assistance**

*Iowa State University*



To meet the increasing demand for Latino business and community development assistance, ISU Extension CED submitted a proposal for a 2012 Vice President of Extension and Outreach strategic initiatives grant to fund a new community development specialist with expertise in minority businesses and leadership. The new community development specialist is based at the Town/Craft center in Perry, IA. During the past year, CED specialists trained 32 Latino business leaders and entrepreneurs, assisted 18 minority entrepreneurs start or improve their businesses, assisted with the creation of 13 jobs and the retention of 100 jobs for minority employees. Community development specialist Himar Hernández maintains contacts with Latino

business owners throughout the state and has facilitated the development of Latino business networks in southeast and central Iowa. The city of Ottumwa and Hernández were featured on NBC's TODAY Show in a piece on how communities adapt to changing populations. The TODAY Show learned about Ottumwa and Hernández's work there in an article in *The Wall Street Journal* on November 8, 2012. Hernández's work was also mentioned in *The Chronicle of Higher Education*. (TODAY Show video: <http://www.today.com/video/today/51515671#51515671>)

## **Community Improvement through PRIDE**

*Kansas State University*



The Kansas PRIDE program continues to serve Kansans as a resource and promotional framework for community improvement. In 2012, this K-State Research and Extension program worked with volunteer groups in 66 communities to help them organize, assess, and plan for improvements. Community volunteers invested 94,833 hours on local improvement initiatives, completing 1,178 projects. Community projects to improve quality of life and community vitality included park development, community gardens, community arts, storefront restoration, fitness and health programs, and much more. In every community, PRIDE serves as an opportunity to convene community members, identify a common vision or priority, and collaborate for community improvement.

## **Board Leadership**

A team of Kansas extension agents and specialists hosted a statewide Board Leadership development project designed to provide county commissions, nonprofits, and extension boards with fundamental information and skills for effective board operations. Curriculum from University of Missouri Extension was modified and delivered by content specialists in four live, online sessions. Agents simultaneously hosted the interactive webinar and facilitated skill-building activities at designated program sites across the state. The combination of distance delivery and on-site interaction proved to be an effective design. Ninety-five percent of the participants reported increased understanding of others, board responsibilities, improved teamwork, and financial accountability. Participants' comments included: "activities to apply new information really helped the ideas stick," "I liked the session format," "Money well spent," and "I think the delivery method with technology is great!" The number of host sites and participation continues to grow, with 160 participants at 11 sites registered in the spring of 2013.

## **MSU Extension financial literacy and housing education**

*Michigan State University*



MSU Extension's financial literacy and housing education programs help inform consumers' decision-making to reduce marketplace fraud and help families save and spend to fuel the economy. Eighty-eight percent of participants in these programs in 2012 reported paying their mortgage on time and saving money for home maintenance, and 89 percent reported knowledge of predatory lending practices. These courses help reduce mortgage defaults. Of the 116 post-foreclosure cases that were counseled by Extension staff members from Oct. 2012 to June 2013, 58 retained homeownership. Stable housing ownership is a foundation for a healthy community and county tax base in Michigan.

## **Taking Care of (Existing) Business – Community Approach** *University of Minnesota*

Business retention and expansion is the “meat and potatoes” of economic development. The city of Marshall, Minn., is an old hand at the task of asking businesses what they need. In 2011, Marshall broadened its approach in three ways. Using the University of Minnesota Extension’s Business Retention and Expansion (BR&E) program, community members expanded the number of businesses they surveyed; they asked new questions focused on what the community can do to help businesses grow, and they broadened the geographic scope of their efforts, joining with communities throughout Lyon County to survey businesses throughout the area.

“The real value of the Business Retention and Expansion program was not that we found seven businesses who need this or that,” said economic development officer Cal Brink. “This was more about what 87 businesses told us. It came across loud and clear that ...they want us to be more visionary, and they want government to be more transparent.” To strengthen the relationship, Lyon County now hosts a yearly summit that brings county and city government together with businesses and residents.

Public and private collaboration is a common by-product of Extension’s BR&E program. In Forest Lake, Minn., a 2011 BR&E stimulated public and private partnerships that ultimately resulted in new signage that made it easier for visitors to navigate the city. Moreover, a new city branding and marketing campaign changed the brochures, logo, tagline and even the banners on light poles throughout the city. A new business-city partnership has generated monthly meetings among the city, businesses, schools, the chamber and community education. These entities now coordinate on events and issues, share plans and receive feedback.

Four community projects are moving forward in the Marshall area to help businesses stay and grow – projects focused on retaining college students in the area, recruiting newcomers, centralizing communications, and helping people start businesses. The chamber, the city and the county are sharing the load to bring these efforts to fruition. Brink notes a definite before and after of taking the community approach to business retention and expansion. “This is now just part of what we do every day.”

## **Creating connections for better communities**

In the 1950’s, most rural Minnesota communities could afford to go it alone. But in the 2010’s, rural economies are growing more diverse, more regional and more global. In 2000, a Community Vitality educator convened a group of Brown County residents and launched a leadership education program to bridge the east/west and urban/rural divides in one rural county. The program was explicitly designed to create connections (relationships, networks, and lines of communication) between residents in communities throughout the county, as well as build individual leaders’ skills and knowledge.

The “Bridging Brown County” program has been going strong since, and has inspired two other programs – McLeod for Tomorrow, founded in 2007, and Connecting Nicollet County, founded in 2010. All three were developed under the auspices of Extension; however, these groups are self-sustaining and maintained by local residents.

McLeod County Administrator Patrick Melvin believes that creating connections through a bridging leadership program is worth the investment. McLeod for Tomorrow “continues to be a priority during these challenging times for local governments because of its return on investment,” he said. “Alumni of the McLeod for Tomorrow Leadership Program continue to work together even after the training ends to make McLeod County a better place to reside.”

## **Old North Healthy Community Initiative**

### *University of Missouri*

Since 2000, the Old North St. Louis Restoration Group, University of Missouri Extension and University of Missouri–St. Louis have partnered to develop a set of initiatives that have contributed to creating a healthy, dynamic and sustainable community. Through development of home ownership and housing revitalization tools, capacity building and strategic planning support for the local development corporation the following has resulted: a bike/walking tour, neighborhood DVD and community museum, successful community revitalization comprised of new home construction and a \$35 million redevelopment project. Residents have gained access to locally grown fruits and vegetables through the development of a farmers market, a community garden, and a new grocery cooperative. The new coop has provided one full-time and two part-time jobs and contracts with about 10 small businesses to supply local coffees, ice cream, fresh produce and other products — adding vendors monthly.

## **Extension Community Economic and Entrepreneurial Development (ExCEED)**

For the past seven years, the interdisciplinary ExCEED Program has fostered regional collaboration to reinvigorate local economies through developing leaders, creating an entrepreneurial culture and retaining local wealth. In the past year: the Mississippi River Hills Region saw five businesses add a new product line or service, five new businesses developed and 10 businesses expanded. And over 90% of the 1,500 students from 20 high schools participating in the Ozark Heritage Region Extreme Entrepreneurship Tour indicated that they would start a business at some point in their career. An in-depth study of ExCEED found that other substantial changes have occurred: adults and youth really believe in the future of their community and region, and they now value the university and MU Extension for “thinking outside the box” and bringing new ideas and engagement to their communities.

## **Gallup EAS**

### *University of Nebraska*

Extension members were actively engaged in Gallup’s Entrepreneurial Acceleration System (EAS). The pilot program started in March 2011 and was a strategic partnership between Gallup, the Nebraska Department of Economic Development, the University of Nebraska-Lincoln Institute of Agriculture and Natural Resources, and the Greater Omaha Chamber. The pilot program encouraged business growth by creating value-based relationships with customers through engaged employees, leading to revenue growth. Growth in revenue leads to sustainable job creation, which is at the heart of the entrepreneur program.

During 2012, 145 companies and 1,023 managers participated, impacting more than 4,200 employees. Each participant has applied Gallup’s behavioral economic sciences in a way that is unique, seamless and a logical fit for their own unique business. The leadership, management, and personal development tools, courses, and coaching they have received is leading to more engaged customers, and significant business growth in the form of job creation, prosperity and economic competitiveness. Extension served as mentors to companies in working through the process. Extension mentors invested over 3302 hours learning behavioral management techniques for increased firm productivity.

One business involved in the program stated that his workforce ballooned from 18 full-time employees to more than 65. His customer base swelled from 2,200 to more than 12,000. And his company acquired the top two competitors in the industry. The Gallup EAS program is credited as helping move this program forward.

## **Engaging People, Linking the World – the Nebraska Broadband Planning Initiative**

The Nebraska Broadband Planning Initiative, in its 4th year, is designed to increase adoption and utilization of broadband in communities and regions. Extension along with the Nebraska Public Service Commission (NPSC), Nebraska Information Technology Commission, Nebraska Department of Economic Development and the AIM Institute are working together on this effort funded through a grant from the U.S. Department of Commerce's National Telecommunications and Information Administration. UNL is leading the planning efforts.

Increasing awareness of the importance of broadband, building regional planning teams and establishing benchmarks have been a focus of the effort. Over 1,800 individuals have watched best practice videos and participated in webinars to increase knowledge of the importance of broadband. Focus groups and regional planning teams, led by UNL Extension, were established across the eight regions of the state. Numerous efforts have occurred over the last three years through public forums, focus groups and surveys to gather input from the regions to identify goals. The household survey, mapping initiative and focus groups continue to show that there are gaps in high speed internet access and adoption among certain demographic groups and regions of the state. The regional plans which will be completed in 2013 will identify actions to move adoption forward and used to further conversation with public officials and businesses.

## **Developing Entrepreneurial Support in a 24/7 Format *University of Nebraska and North Dakota State University***

Entrepreneurs have always been people of action. When they come up with an idea, they want to move quickly to move from the idea stage into the market place. In trying to do this, they often find themselves needing information at various times of the day and night. This has meant that traditional educational efforts have not always met their needs.

All of this has generated a call for a shift in extension in terms of working differently. Not only do entrepreneurs want 24/7 access to information but they desire the full use of advancing technology including the use of audio, video, interactivity and engagement along with some of the traditional text-based learning platforms but done in a manner that allows for scanning and quick answers to questions.

With all of this in mind, the UNL and NDSU Extension programs worked together responded with two curricula, and soon to be a third, to provide education to help business owners with their online marketing efforts. One program, Direct Marketing Food Specialty Products Online, focused on providing business owners with online strategies and tools to help sell directly to consumers. The second program, Marketing Agritourism Online, looked to help entrepreneurs identify how they can compete in the experience economy in terms of attracting customers and encouraging their return and becoming a brand advocate to encourage others to try the experience. The third program, eTailing – Taking Charge of Your Online Presence – is geared towards retailers who want to conduct business online.

The programs allow business owners to:

- Evaluate the role of technology in the business
- Examine how to weigh the costs and benefits of technology
- Understand online marketing tools
- Learn how to build an online presence
- Understand how online marketing fits into an overall marketing plan

### **Results**

Direct Marketing, in just over a year, has had over 2182 visits and those visits have resulted in 42,000+ page views. Based on the data provided, it ranks as UNL's #1 ZMag publication. Since a formal registration effort began 12 months ago, 283 people have enrolled with another 240 registering for Marketing Agritourism. In the short time that this second program had its soft launch, March, 2013, 240 individuals have registered for the program.

## **Business Retention & Expansion Program**

*The Ohio State University*



As a result of facilitating a community-wide strategic planning process, Gallia County leaders were able to raise \$195,000 in public and private donations to launch a comprehensive county marketing campaign. Through the economic development efforts outlined in the strategic plan, county leaders worked with a local university to create and offer a new technology-based curriculum and degree to support the growth of a high-tech company that had recently located in the community.

Involving community and business leaders in a Business Retention & Expansion program identified a local manufacturer desirous of expanding. The community garnered financial assistance through a program offered by the State of Ohio which successfully aided in the project's implementation, creating 25 new full-time jobs and resulting in new investment of \$3 million in the local community.

Sixty traditionally underserved residents in the City of Cleveland participated in a series of trainings focused on developing a small-scale, local food enterprise. The trainings included hands-on agriculture production workshops and field trips. After being part of the program, these local food entrepreneurs created 10 new businesses that generated over \$65,000 in sales in their first year of operation.

## **The Great Community Book Read**

*South Dakota State University*



The SDSU Extension created a marketing/civic engagement program with the Department of Sociology and Rural Studies and Department of Political Science. The Great Community Book Read invited small towns with high schools to read the book, [Following Out the Middle: The Rural Brain Drain and What It Means for America](#) (Carr & Kefalas, 2009). Attendees participated in a structured discussion that looked at how the community utilized its educational resources. The discussions included identifying strategies for improving the skills of graduates who stayed in the community and strategies to enhance the likelihood of attracting returners. Each group selected at least one action step to implement. Some of the action steps included: bringing technical education classes to the community, creating scholarships for those who would fill lacking technical skill needs, creating a nonfiction book club that focused on books addressing community-wide issues, organizing a farmer's market and starting a community garden. The program is free and has provided an entrance into communities to market other Extension programs. Fifteen communities have participated in the program.

## **Mining Town is Reclaimed with Assistance from University of Wisconsin Extension**

*University of Wisconsin*



Measuring community change as a result of Extension programs can be a long-term process. The Town of Mercer in Northern Wisconsin suffered years of neglect in the decades following a regional iron mining boom and bust cycle. The Extension community development educator helped the community form the Mercer Downtown and Community Development Group. Major community improvements are now underway after 9 years of Extension helping the community plan around two goals: 1) enhancing the downtown's appearance, functionality, and safety; and 2) developing a community pathway connecting the downtown with nearby facilities and communities.

Following the years of planning the Extension educator helped to build grant writing capacity in the town and directly assisted in grant writing that led to six grants from four state and federal agencies totaling \$3 million. The construction phase on all the planned projects began in 2011 and was completed in 2013. The Town of Mercer is being transformed into a wonderful place for residents as well as an attractive tourist destination that can now compete in the heart of tourist country in Wisconsin.



## Indicators by State - Part 1 of 2

North Central States 2012 Impact Indicators*										
	Average	Total	IA	IL	IN	KS	MI	MN		
Educational Contacts	38,449	461,390	52,260	73,653	53,894	1,494	38,877	8,622		
Number of racial minority contacts	3,610	39,714	1,045	7,043	2,992	248	17,005	339		
Number of Hispanic contacts	3,039	30,392	3,136	400	14,491	688	3,415			
Number of participants reporting new leadership roles and opportunities undertaken	1,030	12,363	247	40	5,799	17	362	104		
Number of business plans developed	104	934	49		1		576			
Number of community or organizational plans developed	164	1,971	72	5	109	1,180	66	4		
Number of community and organizational, policies, plans adopted or implemented	165	1,814	34	1	62	1,181	92	4		
No. of businesses created	77	696	66			12	136			
No. of jobs created/	717	7,168	281		312	18	264			
No. of jobs retained	1,240	11,159	253		312	24	5,139			
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$310,240	\$2,481,923			\$513,205	\$91,000	\$1,465,657			
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hr value)	\$540,135	\$4,861,215	\$323,773	\$199,636		\$2,066,411		\$72,917		
Number of volunteer hours for community generated work	26,964	296,608	15,305	196	98	95,273	73,160	3,328		
Dollar value of efficiencies and savings	\$554,108	\$2,770,540					\$219,000			
Dollar value of grants and resources leveraged/generated by communities	\$19,317,898	\$173,861,082	\$132,202,040		\$1,172,735	\$474,271	\$187,190	\$323,000		
Dollar value of resources leveraged by businesses	\$36,429,694	\$255,007,860	\$4,806,853				\$33,770,099			

\*Indicator definitions can be found on page 11.

Data for this report collected by Extension systems of 1862 land grant universities located in states highlighted in the NCRCRD Logo. This report is compiled and published by the NCRCRD, a federally and regionally funded center hosted by Michigan State University. Michigan State University is an affirmative action, equal-opportunity employer.

## Indicators by State - Part 2 of 2

North Central States 2012 Impact Indicators*										
	Average	Total	MO	NE	ND	OH	SD	WI		
Educational Contacts	38,449	461,390	57,410	8,765	55,241	6,655	3,187	101,332		
Number of racial minority contacts	3,610	39,714	4,200	161		145	287	6,249		
Number of Hispanic contacts	3,039	30,392	911	76		16	7	7,252		
Number of participants reporting new leadership roles and opportunities undertaken	1,030	12,363	379	4	136	151	119	5,005		
Number of business plans developed	104	934	9	19	115	44	22	99		
Number of community or organizational plans developed	164	1,971	77	4	32	49	38	335		
Number of community and organizational, policies, plans adopted or implemented	165	1,814	24		57	24	19	316		
No. of businesses created	77	696	351	3	57	18	9	44		
No. of jobs created/	717	7,168	5,595	7	13	118	26	534		
No. of jobs retained	1,240	11,159	2,825	37	404	391		1,774		
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$310,240	\$2,481,923	\$309,862	\$7,994	\$51,475	\$38,325	\$4,405			
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hr value)	\$540,135	\$4,861,215	\$471,372	\$1,710	\$65,396	\$123,552		\$1,536,448		
Number of volunteer hours for community generated work	26,964	296,608	25,073	100	3,962	6,425		73,688		
Dollar value of efficiencies and savings	\$554,108	\$2,770,540		\$607,000	\$154,000	\$155,000		\$1,635,540		
Dollar value of grants and resources leveraged/generated by communities	\$19,317,898	\$173,861,082	\$10,334,714		\$1,304,000	\$987,174		\$26,875,958		
Dollar value of resources leveraged by businesses	\$36,429,694	\$255,007,860	\$208,484,348	\$606,000	\$500,000	\$227,400		\$6,613,160		

\*Indicator definitions can be found on page 11.

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## Impact Indicator Definitions

North Central States 2012 Impact Indicators	Definition
Educational Contacts	Persons who received educational services via face-to-face or live distance enabled sessions. Persons participating more than once should be counted more than once.
Number of racial minority contacts	Contacts (as above) who self-report as non-white racial status
Number of Hispanic contacts	Contacts (as above) who self-report as Hispanic or Latino
Number of participants reporting new leadership roles and opportunities undertaken	New leadership roles may include formal (e.g. board member) or informal (e.g. advocate, group leader). Use attribution principle.
Number of business plans developed	Includes formal business plans and informal strategic changes. Use attribution principle.
Number of community or organizational plans developed	Includes formally adopted plans by official agencies as well as strategies. Use attribution principle.
Number of community and organizational, policies, plans adopted or implemented	Includes plans (as above) wholly or partially adopted or implemented. Use attribution principle.
No. of businesses created	New business start ups or firms that moved into the area. Use attribution principle.
No. of jobs created/	New jobs in the area as a result of programs. Use attribution principle.
No. of jobs retained	Existing jobs that were at risk, protected by programs. Use attribution principle.
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	Count hours provided by individuals in executing the program (include volunteer hours required for certification).
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hr value)	Count hours indirectly generated by programs. Example: person receiving training recruits additional volunteers. Use attribution principle.
Number of volunteer hours for community generated work	See above.
Dollar value of efficiencies and savings	Count savings through improved processes and approaches due to programs.
Dollar value of grants and resources leveraged/generated by communities	
Dollar value of resources leveraged by businesses	Includes loans and investments. Use attribution principle.