

DUANE D. WILLIAMS

CURRICULUM VITAE

December 2020

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ADMINISTRATIVE EXPERIENCE: 43

Associate Director, University of Wyoming Cooperative Extension Service (2002-2014)..... 43

Interim County Program Director, Gentry County, Missouri, University of Missouri Outreach and Extension (1998-1999)..... 45

Co-Director, Institute for Quality Productivity, a partnership between UM O&E and Northwest Missouri State University (1996-1998)..... 46

EXTENSION EDUCATIONAL PROGRAMS: 47

State Extension Specialist, Community Development Education, Agricultural and Applied Economics Department, University of Wyoming, Laramie, WY, (2014-present): 47

County/Multi-County Community Development Educator, Nodaway County, MO, (1996-2002): 48

Northwest Missouri Regional Resource Team. 48

Community/Economic Development Strategic Action Planning Program. 49

Community Housing Profile Project..... 50

Community Leadership Development. 51

Nodaway County Community Solutions for Rural Health (CSRH) Program. 53

Business Retention Programs. 54

Telecommunication Technology. 56

Valuing Differences and Creating Unity—TRUE COLORS Program. 57

Agriculture Innovation Network..... 57

State Community Development Specialist and Manager of the Laboratory for Community Analysis and Applied Demographics, Manhattan, KS (1988-1996): 58

Area Community Development Specialist, Southwest, Garden City, KS (1986-1988): 59

State Extension Assistant, Farm Management, Manhattan, KS (1984-1986): 60

Area Extension Economist, Farm Management Association Northwest, Colby, KS (1983-1984): 60

CURRENT EMPLOYMENT INFORMATION:

Name: Duane D. Williams

Title: Community Development State Specialist

Rank: Senior University Extension Educator

Date of First Employment at UW CES: 2002

Date of Extended Term: 2002

Date of Present Rank and Title: 2002

College: Agriculture and Natural Resources

Department: Agricultural and Applied Economics Department

Office Location and Address: College of Agriculture and Natural Resources
1000 E. University Avenue, Laramie, WY 82071-3354

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Web Site: <http://www.uwyo.edu/ces/>

EDUCATION BEYOND HIGH SCHOOL:

Degrees:

Ph.D., 1995, Rural Sociology-Community, Demography and Human Ecology, Kansas State University, Manhattan, KS.

M.S., 1983 Agricultural Economics-Regional and Community Development, Oklahoma State University, Stillwater, OK.

B.S. 1981, Agricultural Economics-Regional and Community Development, Oklahoma State University, Stillwater, OK.

A.A., 1978, General Studies, Mira Costa College, Ocean Side, California.

Certificates and Licenses:

Certified Strengths Coach, Gallup's Clifton StrengthFinder Assessment and Strengths-Based Development for individuals and teams 2016-present.

Wyoming Rural Development Council's Resource Team Member for the Community Assessment Program, 2014-present.

Strengthening Community Agrosecurity Preparedness (S-CAP), member of Wyoming training team, 2014-present.

TRUE COLORS Personality Assessment—Advanced Certification in Communications, 2007-present, True Colors Communication Group.

TRUE COLORS Personality Assessment—Advanced Certification in Mediation, 2007-present, True Colors Communication Group.

TRUE COLORS Personality Assessment—Advanced Certification in Teaching and Learning Styles, 2006-present, True Colors Communication Group.

TRUE COLORS Personality Assessment—Advanced Certification Teambuilding, 2006-present, True Colors Communication Group.

Certified Mediator for the Wyoming Ag Mediation Program, 2003-present, Wyoming Department of Agriculture.

TRUE COLORS Personality Assessment Certified Trainer, 1999-present, True Colors Communication Group.

Business Retention and Expansion Visitation Program Certified Project Coordinator,
1998-2001, Business Retention and Expansion International

EMPLOYMENT HISTORY:

Teaching, Extension and Research Appointments:

Community Development State Specialist, Agricultural and Applied Economics Department, University of Wyoming Extension, 10/2014-

Extension Community Development Specialist, Northwest, University of Missouri Outreach and Extension, Nodaway County, 1996-2002.

Instructor, Kansas State University Sociology Department, Manhattan, KS, Spring Semester, 1994-1995.

Extension Community Economic Analysis Specialist, Kansas State University, Manhattan, KS, 1988-1996.

Extension Regional Community Development Specialist, Kansas State University Southwest, Garden City, KS, 1986-1988.

Extension Farm Management Software Development, Kansas State University, Manhattan, KS, 1984-1986.

Extension Farm Management Specialist Northwest, Kansas State University, Colby, KS. 1983-1984.

Academic Administrative Appointments:

Associate Director, University of Wyoming Cooperative Extension Service, Laramie, WY, 2002-2014.

Interim County Program Director, Gentry County, University of Missouri Outreach and Extension, 1998-1999.

Co-Director of the Institute for Quality Productivity, a partnership between the University of Missouri Outreach and Extension and Northwest Missouri State University, Maryville, MO, 1996-1998.

Manager of the Extension Laboratory for Community Analysis and Applied Demographics, Kansas State University, Manhattan, KS, 1988-1996.

Non-Academic Employment Including Armed Forces:

Owner/manager of CDW Farms, Randolph, Kansas 1988-1994.

Infantry, security and marksmanship instructor, United States Marine Corps, 1975-1978.
Honorable Discharge, Good Conduct Medal.

TEACHING ACCOMPLISHMENTS:

Specialization:

Community Organization and Leadership

Demography and Generational Studies

Community Economic Development Strategic Planning

Community and Regional Economic Development

Personality Assessment

Credit Courses Taught:

AGEC 4660/5660 Community and Economic Development, College of Agriculture and Natural Resources, University of Wyoming, Laramie, WY, Spring 2019.

Guest lecturer, AGRI 4990 Elements of Leadership, College of Agriculture and Natural Resources, University of Wyoming, Laramie, WY, Spring 2019. Taught two class (True Colors personality training and Gallup's Clifton StrengthsFinder Assessment).

AGEC 4660/5660 Community and Economic Development, College of Agriculture and Natural Resources, University of Wyoming, Laramie, WY, Spring 2018.

AGEC 4660/5660 Community and Economic Development, College of Agriculture and Natural Resources, University of Wyoming, Laramie, WY, Spring 2017.

Guest lecturer, AGRI 4990 Elements of Leadership, College of Agriculture and Natural Resources, University of Wyoming, Laramie, WY, Spring 2012-17.

AGEC 4660/5660 Community and Economic Development, College of Agriculture and Natural Resources, University of Wyoming, Laramie, WY, Fall 2016.

Co-taught on-line course, FCSC 4117/5117 Understanding Community Leadership, Family and Consumer Sciences Department, University of Wyoming, Laramie, WY, Fall 2011.

SOCIO 532 Community Organization and Leadership, Sociology Department, Kansas State University, Manhattan, KS, Spring 1995.

SOCIO 532 Community Organization and Leadership, Sociology Department, Kansas State University, Manhattan, KS, Spring 1994.

Graduate teaching assistant, AGEC 3413 Farm and Ranch Management I, Agricultural Economics Department, Oklahoma State University, Stillwater, OK, 1981.

Undergraduate teaching assistant, AGEC 3413 Farm and Ranch Management I, Agricultural Economics Department, Oklahoma State University, Stillwater, OK, 1980.

Non-Credit Classes, Presentations, Workshops, Seminars, Invited Lectures, etc.:

Extension Educational Presentations:

Williams, Duane D. (2019). "Personality Assessment Training (TRUE COLORS)." Presented to the Wyoming State Engineer's Office, Surface Water Division. Cheyenne, Wyoming.

Williams, Duane D. (2019). Wyoming County Commissioners Association on-line survey on appointed boards and their training results. Presented at the Winter Association meeting, Cheyenne, Wyoming.

Williams, Duane D. (2019). "Personality Assessment Training (TRUE COLORS)." Presented at the Johnson County Leadership Institute. Buffalo, Wyoming.

Williams, Duane D. (2018). "Personality Assessment Training (TRUE COLORS)." Presented University of Wyoming Extension ESCAPE (Administrative Assistants) Conference. Afton, Wyoming.

Williams, Duane D. (2018). "Personality Assessment Training (TRUE COLORS)." Presented at the Johnson County Leadership Institute. Buffalo, Wyoming.

Williams, Duane D. (2018). "Personality Assessment Training (TRUE COLORS)." Presented at the Wyoming Activity Coordinators Association Spring Conference. Burgess Junction, Wyoming.

Williams, Duane D. (2018). "Leadership-Making HOPE Happen." Presented at the Wyoming Activity Coordinators Association Spring Conference. Burgess Junction, Wyoming.

Williams, Duane D. (2018). "Personality Assessment Training (TRUE COLORS)." Presented at the Converse County Leadership Institute. Douglas, Wyoming.

Williams, Duane D. (2017). "Gallup's Strength-Based Development." Presented to the Leadership Jackson Hole Institute. Jackson, Wyoming.

Williams, Duane D. (2017). "Gallup's Strength-Based Development." Presented to the University Extension Natrona County Team. Casper, Wyoming.

Williams, Duane D. (2017). "Gallup's Strength-Based Development." Presented to the University Extension CNP State Office Team. Laramie, Wyoming.

Williams, Duane D. (2017). "Gallup's Strength-Based Development." Presented to the University Extension Platte County Team. Wheatland, Wyoming.

Williams, Duane D. (2017). "Gallup's Strength-Based Development." Presented to the University Extension CNN Area Team. Lusk, Wyoming.

Williams, Duane D. (2017). "Gallup's Strength-Based Development." Presented to the University of Wyoming Extension Community Development Education Team. University of Wyoming Campus, Laramie, Wyoming.

Williams, Duane D. (2017). "Personality Assessment Training (TRUE COLORS)." Presented at the Converse County Annie's Program. Douglas, Wyoming.

Williams, Duane D. (2017). "Personality Assessment Training (TRUE COLORS)." Presented at the Niobrara County Annie's Program. Lusk, Wyoming.

Williams, Duane D. (2017). "Personality Assessment Training (TRUE COLORS)." Presented at the Converse County Leadership Institute. Douglas, Wyoming.

Williams, Duane D. (2017). "Personality Assessment Training (TRUE COLORS)." Presented at the Niobrara County Leadership Institute. Lusk, Wyoming.

Williams, Duane D. (2016). "Gallup's Strength-Based Development." Presented to the University Extension Carbon County Team. Rawlins, Wyoming.

Williams, Duane D. (2016). "Gallup's Strength-Based Development." Presented to the Ellbogen Center For Teaching And Learning (ECTL) Team. University of Wyoming Campus, Laramie, Wyoming.

Williams, Duane D. (2016). "Personality Assessment Training (TRUE COLORS)." Presented to the Wyoming Farm Services Agency's Eastern Team Retreat. Mallo Camp, Wyoming.

Williams, Duane D. (2016). "Personality Assessment Training (TRUE COLORS)." Presented to the Wyoming Workforce Services County Counselor Team. Cheyenne, Wyoming.

Williams, Duane D. (2016). "Personality Assessment Training (TRUE COLORS)." Presented to the Wyoming Workforce Services Manager Team. Cheyenne, Wyoming.

Williams, Duane D. (2016). "Personality Assessment Training (TRUE COLORS)." Presented to the Park County Prevention Coalitions Meeting. Powell, Wyoming.

Williams, Duane D. (2015). "Community-Based Participatory Research with Prevention Coalitions, Phase 1 Results." Present to the Wyoming Prevention Management Organization County Prevention Professionals Conference. Casper, Wyoming.

Williams, Duane D. (2015). "Community Youth Entrepreneur Programming." Presented to multiple potential agency partners. Cheyenne, Wyoming.

Williams, Duane D. and Mary Randolph (2015). "Community-Based Participatory Research Collaboration." Presented via teleconference to the leadership of the Town of Star Valley Ranch.

Williams, Duane D. (2015). "Community-Based Participatory Research Collaboration." Presented via teleconference to the Wyoming Rural Development Council Board of Directors.

Williams, Duane D. (2015). "Community-Based Participatory Research Collaboration." Present via Webinar to the Wyoming Prevention Management Organization County Prevention Professionals.

Williams, Duane D. and Tammie Jensen (2012). "Personality Assessment Training (TRUE COLORS)." Presented at the Wyoming Livestock Board Annual Conference. Cheyenne, Wyoming.

Williams, Duane D. (2011). "Personality Assessment Training (TRUE COLORS)." Presented at the Jackson Hole Leadership Institute. Jackson, Wyoming.

Williams, Duane D. (2011). "Personality Assessment Training (TRUE COLORS)." Presented at the Park County Leadership Institute. Cody, Wyoming.

Williams, Duane D. (2011). "Personality Assessment Training (TRUE COLORS)." Presented at the UW Cooperative Extension Service's New Employee Orientation. Laramie, Wyoming.

Williams, Duane D. (2011). "The ABC's of Effective Meetings." Presented at the Hot Springs County Leadership Institute. Thermopolis, Wyoming.

Williams, Duane D. (2010). "UW Engagement Database Project." Presented at the Outreach School Managers meeting. Laramie, Wyoming.

Williams, Duane D. (2010). "Personality Assessment Training (TRUE COLORS)." Presented at the Lincoln County Leadership Institute. Kemmerer, Wyoming.

Williams, Duane D. (2009). "Generations." Presented at the Lincoln County Leadership Institute. Kemmerer, Wyoming.

Williams, Duane D. (2009). "Personality Assessment Training (TRUE COLORS)." Presented at the Jackson Hole Leadership Institute. Jackson, Wyoming.

Williams, Duane D. (2009). "Personality Assessment Training (TRUE COLORS)." Presented at the Lincoln County Leadership Institute. Cokeville, Wyoming.

Williams, Duane D. (2008). "Personality Assessment Training (TRUE COLORS)." Presented at the Lincoln County Leadership Institute. Kemmerer, Wyoming.

Williams, Duane D. (2008). "Personality Assessment Training (TRUE COLORS)." Presented at the Black Hills Leadership Institute. Sundance, Wyoming.

Williams, Duane D. (2007). "Personality Assessment Training (TRUE COLORS)." Presented at the Park County Leadership Institute. Cody, Wyoming.

Williams, Duane D. (2007). "Generations." Presented at the Big Horn County Leadership Institute. Lovell, Wyoming.

Williams, Duane D. (2007). "Generations." Presented at the Lincoln County Leadership Institute. Kemmerer, Wyoming.

Williams, Duane D. (2006). "Personality Assessment Training (TRUE COLORS)." Presented at the Lincoln County Leadership Institute. Alpine, Wyoming.

Williams, Duane D. (2006). "Personality Assessment Training (TRUE COLORS)." Presented at the UW Cooperative Extension Service's New Employee Orientation. Laramie, Wyoming.

Williams, Duane D. (2006). "Personality Assessment Training (TRUE COLORS)." Presented at the UW College of Agriculture's Ag Ambassadors Training Conference. Laramie, Wyoming.

Williams, Duane D. (2006) "Value Driven Organizations: Beginning the Dialog." Presented at the 5th Annual Snowy Range Nonprofit Institute. Laramie, Wyoming.

Williams, Duane D. (2006). "Generations." Presented at the Lincoln County Leadership Institute. Kemmerer, Wyoming.

Williams, Duane D. (2005). "Personality Assessment Training (TRUE COLORS)." Presented at the Jackson Hole Leadership Institute. Jackson, Wyoming.

Williams, Duane D. (2005). "Personality Assessment Training (TRUE COLORS)." Presented at the Park County Leadership Institute. Cody, Wyoming.

Williams, Duane D. (2005). "The ABC's of Effective Meetings." Presented at the Lincoln/Uinta Counties Joint Powers Board Training Conference. Evanston, Wyoming.

Williams, Duane D. (2005). "The ABC's of Effective Meetings." Presented at the Sublette County Community Development Conference. Pinedale, Wyoming.

Williams, Duane D. (2005). "Personality Assessment Training (TRUE COLORS)." Presented at the Washakie County Leadership Institute. Basin, Wyoming.

Williams, Duane D. (2005). "Personality Assessment Training (TRUE COLORS)." Presented at the Big Horn County Leadership Institute. Burlington, Wyoming.

Williams, Duane D. (2004). "Personality Assessment Training (TRUE COLORS)." Presented at the Lincoln County Leadership Institute. Cokeville, Wyoming.

Williams, Duane D. (2004). "Personality Assessment Training (TRUE COLORS)." Presented at the Black Hills Leadership Institute. Sundance, Wyoming.

Williams, Duane D. (2003). "Personality Assessment Training (TRUE COLORS)." Presented at the Park County Leadership Institute. Cody, Wyoming.

Williams, Duane D., Randall Railsback and Maggie Lesnak (2002). "The Northwest Missouri Regional Resource Team's Community Development Strategic Planning Program." Presented at the regional meeting of the Missouri Municipal League, Grant City, Missouri.

Williams, Duane D. (1999). "Business Retention and Expansion Visitation Program." Presented at the Empowering Communities for the Future--Community Development Academy, Excelsior Springs, Missouri.

Williams, Duane D. (1997). "Business Retention and Expansion Visitation Program." Presented at the Empowering Communities for the Future--Community Development Academy for the Missouri USDA-Rural Development, Columbia, Missouri.

Williams, Duane D. (1996). "Kansas Facts and Figures." Presented at the Extension Staff Leadership Conference, Lawrence, Kansas.

Williams, Duane D., Carol H. Young, and Emily R. Mark (1996). "Demographics, It's More Than Just the Numbers Game: Information for program planning and evaluation." Presented at the Maintaining Integrity While Creating Partnerships CES In-service Training.

Williams, Duane D. (1995). "A Demographic Review of Kansas." Information for program planning and evaluation. Presented at the KSU Extension Service's Program Development Orientation.

Williams, Duane D. and Emily R. Mark (1994). "Identifying and Understanding County and State Data." Information for program planning and evaluation. Presented at the KSU Extension Service's Program Development Orientation.

Williams, Duane D. (1994). "From Dust Bowl to Green Circles: A Case Study of Haskell County, Kansas." Presented at the Kansas Rural Development Council Summer Retreat, Garden City, Kansas.

Williams, Duane D. (1994). "This is Kansas: A Demographic Review of Kansas." Presented at the State and Extension Forestry Meeting, Kansas State University, Manhattan.

Williams, Duane D. and Leonard E. Bloomquist (1993). "Community Change and Persistence: A Restudy of the Rural Life Study Series." Presented at the Kansas Rural Development Council Summer Retreat, Fort Scott, Kansas.

Williams, Duane D. (1993). "Socio-economic Trends of Rural Transition, Implications for Mental Health." Presented at five regional meetings sponsored by the Extension Rural Mental Health Project.

Williams, Duane D. (1993). "This is Kansas: A Demographic Review Focusing On Situations and Trends Related to Families and Youth." Presented as a part of the Kansas 4-H Program Review.

Williams, Duane D. (1992). "Major Demographic Trends in the United States and Kansas." Presented at the KSU Extension Design for Diversity Retreat.

Conferences and Professional Associations:

Swanbom, Hannah (2017). "Hope and Community Leadership." Presented at the joint conference of the Community Development Society and the National Association of Community Development Extension Professionals, Big Sky, Montana.

Williams, Duane D. and Hannah Swanbom (2016). "Hope and Community Leadership." Presented at the Heartland Center for Leadership Development Conference. Jackson, Wyoming.

Williams, Duane D. and Kim Porter (2016). "Wyoming Community Assessment Program." Panel presentation at the Western Rural Development Council's Community Development Extension Institute. Jackson, Wyoming.

Williams, Duane D. (2011). "Generations in the Workforce." Presented at the Annual Wyoming Extension Support Staff Professional Improvement Conference. Sheridan, Wyoming.

Williams, Duane D. and Glen Whipple (2010). "Opportunity in Crisis? Wyoming's Approach to Extension Education," Presented at the Epsilon Sigma Phi National Conference. Jackson, Wyoming.

Williams, Duane D. (2010). "UW Engagement Database Project." Presented at the Annual Wyoming Extension Support Staff Professional Improvement Conference. Laramie, Wyoming.

Williams, Duane D. (2010). "Generations." Presented at the Annual Wyoming Extension Support Staff Professional Improvement Conference. Laramie, Wyoming.

Williams, Duane D. (2009). "Effective Board Meetings." Presented at the Wyoming Mental Health State Conference. Jackson, Wyoming.

Williams, Duane D. (2009). "Personality Assessment Training (TRUE COLORS)." Presented at the Wyoming Department of Agriculture's Annual Conference. Cheyenne, Wyoming.

Williams, Duane D. (2008). "University of Wyoming Engagement Database Project." Presented at the Annual Wyoming Extension Professional Improvement Conference. Sheridan, Wyoming.

Williams, Duane D. (2008). "Personality Assessment Training (TRUE COLORS)." Presented at the Annual Wyoming Extension Professional Improvement Conference. Sheridan, Wyoming.

Williams, Duane D. (2008). "Generations." Presented at the Wyoming Activities Coordinators Association Conference. Burgess Jct., Wyoming.

Williams, Duane D. (2008). "Personality Assessment Training (TRUE COLORS)." Presented at the Wyoming Activities Coordinators Association Conference. Burgess Jct., Wyoming.

Williams, Duane D. (2007). "Community Impact of Growth." Presented at the Western Region Joint Summer Dean/Directors Meeting. Jackson, Wyoming.

Williams, Duane D. (2007). "Generations." Presented at the Western Region Extension Mid-Manager Conference. Jackson, Wyoming.

Williams, Duane D. (2007). "Personality Assessment Training (TRUE COLORS)." Presented at the Wyoming Activities Coordinators Association Conference. Casper, Wyoming.

Williams, Duane D. (2007). "Personality Assessment Training (TRUE COLORS)." Presented at the Administrative Professional Association Conference. Cody, Wyoming.

Williams, Duane D. (2005). "Teambuilding." Presented at the Annual Wyoming Extension Support Staff Professional Improvement Conference. Laramie, Wyoming.

Williams, Duane D. (2005). "Generations." Presented at the Annual Wyoming Extension Professional Improvement Conference. Laramie, Wyoming.

Williams, Duane D. (2003). "Personality Assessment Training (TRUE COLORS)." Presented at the Annual Wyoming Extension Support Staff Professional Improvement Conference. Pinedale, Wyoming.

Williams, Duane D. (2003). "Personality Assessment Training (TRUE COLORS)." Presented at the Annual Wyoming Extension Professional Improvement Conference. Kemmerer, Wyoming.

Williams, Duane D. (2003). "Personality Assessment Training (TRUE COLORS)." Presented at the Annual Wyoming 4-H State Leaders Conference. Thermopolis, Wyoming.

Williams, Duane D., Randall Railsback, Robert Bush, Shelby Hendee and Bobbie Cronk (2001). "Building Blocks for a Prosperous Community." Presented at the 8th Annual Healthy Communities Regional Summit, St. Joseph, Missouri.

Williams, Duane D., Sue Weisensee, Deb Powers, Bobbie Cronk and Shelby Hendee (2001). "Leadership: Planting Seeds of Change." Presented at the 8th Annual Healthy Communities Regional Summit, St. Joseph, Missouri.

Williams, Duane D. and Johanna Reed Adams (2000). "Leadership—EXCEL in Your Community." Presented at the Missouri Community Development Society Annual Conference, Osage Beach, Missouri.

Williams, Duane D. and Beverly Maltsberger (2000). "Enhancing Community Leadership and Participation." Presented at the 37th Annual Missouri Community Betterment Conference, Columbia, Missouri.

Williams, Duane D., Lois Lindaman, Mitzi Lutz, and Lisa Rogers (1998). "Nodaway County Community Solutions for Rural Health Program." Presented at the University of Missouri Outreach and Extension Annual County Council Conference, Columbia, Missouri.

Williams, Duane D., Gail Carlson, Kris Kummerfeld, Lois Lindaman, Mitzi Lutz, and Lisa Rogers (1997). "Nodaway County Community Solutions for Rural Health Program." Presented at the University of Missouri Outreach and Extension Annual Conference, Columbia, Missouri.

Williams, Duane D. and E.J. Sisk (1996). "Multicommunity Collaboration: The Tri-County Economic Development Program of Allen, Coffey, and Woodson Counties, Kansas." Presented at the 8th Annual Kansas Community Economic Development Conference, Great Bend, Kansas.

Williams, Duane D. and Leonard E. Bloomquist (1996). "From Dust Bowl to Green Circles: A Case Study of Haskell County, Kansas." Presented at the 13th Annual Water and the Future of Kansas Conference and the Great Plains Symposium, Colby, Kansas.

Williams, Duane D. (1995) "Population Shifts and Implication in Kansas." Presented at the Rural Policy Symposium, Kansas State University, Manhattan.

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Williams, Duane D., Carol H. Young, and Emily R. Mark (1993). "Positioning for Change: Information for program planning and evaluation." Presented at the KSU Annual Extension and Experiment Station Conference.

Honors and Awards:

Mid-Career Distinguished Service Award, Epsilon Sigma Phi, Eta Chapter, 2014

Administrative Leadership Award, Epsilon Sigma Phi, Eta Chapter, 2011

University Extension (Missouri) Community Resource Development Association's Distinguished Service Award, 2001.

USDA-Rural Development Certification of Appreciation for work in housing, 2000.

Founding member of Nodaway County, Missouri, Community Solutions for Rural Health Initiative—received Governor's Award for Community Health Leadership. 1998.

SCHOLARSHIP ACCOMPLISHMENTS:

Publications:

Refereed:

Book Chapters:

Bloomquist, Leonard E., Duane D. Williams and J.C. Bridger (2002). "Sublette, Kansas: Persistence and Change in Haskell County." In Al Luloff and Richard Krannich (eds.), *Persistence and Change in Rural Communities: A Fifty Year Follow-Up to Six Classic Studies*. Wollingford, England: CABI Publishing.

Journals:

Swanbom, Hannah, Duane D. Williams and Kim Porter (2018). "WYHOMING: A Housing Toolkit for Communities." *Rural Connections*, the Magazine of the Western Rural Development Center (Fall 2018).

Williams, Duane D. and Leonard E. Bloomquist (1997). "Gaining a Perspective of Community: A Community Case Study Viewed From Multiple Theoretical Approaches." *Journal of the Community Development Society*, Vol. 28 (2).

Williams, Duane D. and Leonard E. Bloomquist. "1990 to 1995 Population Changes: A Focus on Kansas Counties." *Kansas Business Review*, Vol. 21, No. 1 (Fall 1997).

Williams, Duane D. (1994). "Characteristics of the Great Plains and Kansas: The Relationship Between Agricultural Employment and Changes in Population." *Kansas Business Review*, Vol. 17, No. 3 (Spring): 20-23.

Williams, Duane D. (1993). "Kansas Population Study: Implications for Rural Development." *Kansas Business Review*, Vol. 17, No. 1 (Fall): 28-37.

Peer Reviewed/Evaluated:

Extension Publications:

Williams, Duane D. and David (Tex) Taylor, Assessing Employment by Proportion, Earnings, Concentration and Diversity 2001-17 for the Rocky Mountain Region, Wyoming, and its Counties. University of Wyoming Extension Bulletin #:B-1365. Laramie, Wyoming, 2020.

Williams, Duane D. and David (Tex) Taylor, Evaluating Key Components of Employment Change 2001–2017 for the Rocky Mountain Region, Wyoming, and its Counties. University of Wyoming Extension Bulletin #: B-1364. Laramie, Wyoming 2020.

Taylor, David (Tex) and Duane D. Williams, Measuring Wyoming's Economic Diversity: The Hachman Index. University of Wyoming Extension Bulletin #: B-1356. Laramie, Wyoming 2020.

Williams, Duane D. and Mary Martin, EVOLVE 2018 On-line Survey Report (Leadership Program Evaluation). University of Wyoming Extension, 2019.

Williams, Duane D. Wyoming Board of County Commissioners' Appointed Boards Survey. University of Wyoming, 2018.

Williams, Duane D. and Leonard E. Bloomquist. 1990 to 1995 Population Changes: A Focus on Kansas Counties. Kansas State University, Extension Community Development Study Report No. 152. Manhattan, KS, 1996.

Williams, Duane D., Shawna L. Kerr, Casey L. Carlson, and Stacy A. Haverkamp. Situation and Trends for County Program Planning - Allen County through Situation and Trends for County Program Planning - Wyandotte County. Kansas State University, Manhattan, 1995. This represents 105 unique publications, one for each county in the state.

Williams, Duane D., Shawna L. Kerr, and Casey L. Carlson. DIRECT's Population Study Series 5. "Composition of the Population by Age, 1960-2030. United States and Kansas." Kansas State University, Extension Community Development. Manhattan, Kansas, 1994.

Williams, Duane D., Shawna L. Kerr, Casey L. Carlson. KSU Extension Home Economics Family Community Study Series, Article #5. "Composition of Population by Age, 1960-2030." "Allen County" through "Wyandotte County." Kansas State University, Extension Community Development. Manhattan, Kansas, 1994. This represents 105 unique publications, one for each county in the state.

Williams, Duane D., Glendia Henley, Shawna L. Kerr, Traci D. Raab, Casey L. Carlson, and Stephanie A. Heiniger. KSU Extension 4-H and Youth Programs 1993 Risk Assessment. "The Northeast Extension Area" through "The Southwest Area." Kansas State University, Extension Community Development. Manhattan, Kansas, 1994. This represents five unique publications, one for each Extension Area in the state.

Williams, Duane D., Glendia Henley, Shawna L. Kerr, Traci D. Raab, Casey L. Carlson, and Stephanie A. Heiniger. KSU Extension 4-H and Youth Programs 1993 Risk Assessment. "Allen County" through "Wyandotte County." Kansas State University, Extension Community Development. Manhattan, Kansas, 1994. This represents 105 unique publications, one for each county in the state.

Williams, Duane D., Shawna L. Kerr, Traci D. Raab, and Casey L. Carlson. DIRECT's Population Study Series 4. "Characteristics of the Labor Force: Women in the Work Force, Including Presence of Children, 1950 Through 1990. United States and Kansas." Kansas State University, Extension Community Development. Manhattan, Kansas, 1994.

Williams, Duane D., Shawna L. Kerr, Casey L. Carlson, Ann M. Jilka, and Traci D. Raab. KSU Extension Home Economics Family Community Study Series, Article #4. "Characteristics of the Labor Force 1950, 1960, 1970, and 1990." "Allen County" through "Wyandotte County." Kansas State University, Extension Community Development. Manhattan, Kansas, 1994. This represents 105 unique publications, one for each county in the state.

Williams, Duane D., Shawna L. Kerr, Traci D. Raab, and Casey L. Carlson. DIRECT's Population Study Series 3. "Poverty Status: A Comparison of 1969, 1979, and 1989 for the United States and Kansas." Kansas State University, Extension Community Development. Manhattan, Kansas, 1994.

Williams, Duane D., Shawna L. Kerr, Traci D. Raab, Casey L. Carlson, and Ann M. Jilka. KSU Extension Home Economics Family Community Study Series, Article #3. "Poverty Status 1969, 1979, and 1989." "Allen County" through "Wyandotte County." Kansas State University, Extension Community Development. Manhattan, Kansas, 1994. This represents 105 unique publications, one for each county in the state.

Williams, Duane D., Shawna L. Kerr, and Traci D. Raab. DIRECT's Population Study Series 2. "Household and Family Composition: A Comparison of 1970, 1980 and 1990 for the United States and Kansas." Kansas State University, Extension Community Development. Manhattan, Kansas, 1994.

Williams, Duane D., Shawna L. Kerr, and Traci D. Raab. KSU Extension Home Economics Family Community Study Series, Article #2. "Household and Family Composition 1970, 1980, 1990." "Allen County" through "Wyandotte County." Kansas State University, Extension Community Development. Manhattan, Kansas, 1994. This represents 105 unique publications, one for each county in the state.

Williams, Duane D., Shawna L. Kerr, Traci D. Raab, and Casey L. Carlson. DIRECT's Population Study Series 1. "Characteristics of the Population: Trends Over the Last 100 Years, 1890 to 1990, and Population Projections Through 2030. United States and Kansas." Kansas State University, Extension Community Development. Manhattan, Kansas, 1994.

Williams, Duane D., Shawna L. Kerr, Traci D. Raab, and Casey L. Carlson. KSU Extension Home Economics Family Community Study Series, Article #1. "Population from 1890-1990 and Projections for 2000-2030." "Allen County" through "Wyandotte County." Kansas State University, Extension Community Development. Manhattan, Kansas, 1994. This represents 105 unique publications, one for each county in the state.

Williams, Duane D. Kansas Population Study Article 3. Characteristics of the Great Plains and Kansas: The Relationship between Agriculture Employment and Changes in Population. Kansas State University, Extension Community Development: Community Development Study Report #84. Manhattan, Kansas, 1993.

Williams, Duane D. Kansas Population Study Article 2. Did the "Rural Renaissance" Visit Kansas. Kansas State University, Extension Community Development: Community Development Study Report #83. Manhattan, Kansas, 1993.

Williams, Duane D. Kansas Population Study Article 1. A Century of Population Change in Kansas Counties. Kansas State University, Extension Community Development: Community Development Study Report #82. Manhattan, Kansas, 1993.

Williams, Duane D., Cheryn K. Shamet, Shawna L. Robb, and ReNae A. Farr. 1992 DemoGRAPHICS for Allen County through 1992 DemoGRAPHICS for Wyandotte County. Kansas State University, Extension Community Development: Community Development County Analysis #3-1 through #3-105. Manhattan, Kansas, 1992. This represents 105 unique publications, one for each county in the state.

Williams, Duane D., Cheryn K. Shamet and Jenny L. Yust. Allen County Demographic Information for Economic Development January 1991 through Wyandotte County Demographic Information for Economic Development January 1991. Kansas State University, Extension Community Development: Community Development County Analysis #2-1 through #2-105. Manhattan, Kansas, 1991. This represents 105 unique publications, one for each county in the state.

Williams, Duane D. Situation and Trends for County Program Planning - Allen County through Situation and Trends for County Program Planning - Wyandotte County. Kansas State University, Extension Assistant Directors, Manhattan, Kansas, 1991. This represents 105 unique publications, one for each county in the state.

Williams, Duane D. 1989 Employment Changes for Allen County through 1989 Employment Changes for Wyandotte County. Kansas State University, Extension Community Development: Community Development County Analysis #1-1 through #1-105. Manhattan, Kansas, 1990. This represents 105 unique publications, one for each county in the state.

Williams, Duane D., Steven G. Bittel, and David D. Darling. Allen County Demographic Information for Economic Development March 1990 through Wyandotte County Demographic Information for Economic Development March 1990. Kansas State University, Extension Community Development, Manhattan, Kansas, 1990. This represents 105 unique publications, one for each county in the state.

Williams, Duane D. and Steven G. Bittel. Kansas Job/Industry Study; Understanding Our Economic Base 1985-87. Kansas State University, Extension Community Development: Community Development Study Report #50. Manhattan, Kansas, 1990.

Williams, Duane D., Kirk Zoellner, and Larry Meschke. Survey of Community Leaders About Local Economic Development: Rush County. Kansas State University, Extension Community Development: Community Development Study Report #46. Manhattan, Kansas, 1989.

Williams, Duane D., Ensley J. Sisk, Kenneth B. Albright, and Dan Steffen. Survey of Community Leaders About Local Economic Development: Osborne County. Kansas State University, Extension Community Development: Community Development Study Report #43. Manhattan, Kansas, 1989.

Williams, Duane D., Kenneth B. Albright, and Larry Meschke. Survey of Community Leaders About Local Economic Development: Edwards County. Kansas State University, Extension Community Development: Community Development Study Report #41. Manhattan, Kansas, 1989.

Williams, Duane D. and Steven G. Bittel. Kansas Job/Industry Study; Understanding Our Economic Base 1980-85. Kansas State University, Extension Community Development: Community Development Study Report #39. Manhattan, Kansas, 1989.

Williams, Duane D., Ensley J. Sisk, and Kenneth B. Albright. Consumer Image Study: Syracuse, Kansas. Kansas State University, Extension Community Development: Community Development Study Report #37. Manhattan, Kansas, 1988.

Williams, Duane D., Steven G. Bittel, and David D. Darling. Creating Economic Opportunities for Pawnee County. Kansas State University, Extension Community Development. Manhattan, Kansas, 1988.

Williams, Duane D., Steven G. Bittel, and David D. Darling. Opinions About Pawnee County: A Survey of County Households. Kansas State University, Extension Community Development: Community Development Study Report #35. Manhattan, Kansas, 1988.

Williams, Duane D. and Steven G. Bittel. Opinions About Hamilton County: A Survey of County Households. Kansas State University, Extension Community Development: Community Development Study Report #25. Manhattan, Kansas, 1987.

Williams, Duane D. Salesmanship for Retail Sales. Garden City, Kansas: By the Author, 1501 Fulton Terrace, 1986.

Journals and Newsletters:

Williams, Duane D. (1994). "Is There a Connection Between Agricultural Employment and Population Decline in Kansas Counties?" *Kansas Center for Rural Initiatives News*, Vol. 7, No. 1 (February): 3-4.

Abstracts and Proceedings:

Williams, Duane D. (1996). "A Summary of From Dust Bowl to Green Circles: A Case Study of Haskell County, Kansas." *The Great Plains Symposium 1996: The Ogallala Aquifer, Sharing Knowledge for the Future*. The Great Plains Foundation, Overland Park, Kansas.

Research and Project Reports:

Williams, Duane D (2015). *Community Development through Coalition Building—Phase One Summary Results*. University of Wyoming Extension, Laramie, WY.

Williams, Duane D., Randall E. Railsback and Robert E. Bush (2001). *Holt County Community Development Strategic Action Planning Report*. Northwest Missouri Regional Resource Team, Maryville, MO.

Williams, Duane D., Brenda Parman, Rhonda Richards and Debbie Roach (2001). *Grant City Community Development Strategic Action Planning Report*. Northwest Missouri Regional Resource Team, Maryville, MO.

Williams, Duane D. and Randall E. Railsback (1999). *Worth County Community Economic Development Strategic Action Planning Report*. Northwest Missouri Regional Resource Team, Maryville, MO.

Williams, Duane D., Deb Shough, and Muriel Zimmerman (1998). "Educational Program Planning Survey." *Total Quality Management Consortium*. Maryville, MO, 1998.

Williams, Duane D. and Leonard E. Bloomquist (1996). "From Dust Bowl to Green Circles: A Case Study of Haskell County, Kansas." *Kansas Agricultural Experiment Station Bulletin 662*. Manhattan, KS: Kansas State University.

Williams, Duane D. and Gerald Doeksen (1983). *A Guidebook for Rural Physician Services*. April, 1983 Bulletin B-765, Agricultural Experiment Station, Division of Agriculture, Oklahoma State University.

Thesis and Dissertations:

Williams, Duane D., 1995. From Dust Bowl to Green Circles: A Case Study of Haskell County, Kansas. Ph.D. Dissertation.

Williams, Duane D., 1983. A Systematic Approach to Rural Physician Service Planning and Development. M.S. Thesis.

Scholarly Presentations and Other Creative Activities:

Slide Sets/PowerPoint:

Williams, Duane D. 2019. Gallup's Strengths-Based Development Workshop for the AGRI 4990 Leadership Class.

Williams, Duane D. 2019. Wyoming County Commissioner's Association Appointed Board Survey Results for the Association's Winter Meeting.

Williams, Duane D. 2017. Gallup's Strengths-Based Development Workshop for the Leadership Jackson Hole Institute.

Williams, Duane D. 2017. Gallup's StrengthsFinder Team Workshop. Customized presentations for the following University of Wyoming departments:

- Natrona County Extension Team,
- CNP State Office Team,
- Platte County Extension Team,
- CNN Area Extension Team,
- Carbon County Extension Team,
- Ellbogen Center for Teaching and Learning (ECTL).

Williams, Duane D. and Hannah Swanbom 2016. Hope and Community Leadership." Originally developed for the Heartland Center for Leadership Development Conference. Jackson, Wyoming.

Williams, Duane D., 2011. Generations in the Workforce. Originally developed for the Annual Wyoming Extension Support Staff Professional Improvement Conference.

Williams, Duane D., 2006. Using TRUE COLORS to Better Understand Generational Archetypes. Originally developed for the True Colors International Association Annual Conference.

Williams, Duane D., 2005. Generations. Originally developed for the Annual Wyoming Extension Professional Improvement Conference and updated annually.

Williams, Duane D., 2005. The ABC's of Effective Meetings. Originally developed for the Sublette County Community Development Conference.

Williams, Duane D., 1999. Personality Assessment Training (TRUE COLORS). Originally prepared for Leadership Maryville Program and updated as needed.

Web Pages:

UW Extension WyoLearn Courses:

- Social Action in Rural Communities, 2020. This self-paced, interactive course will explore ideas for successful community development as a group process. It draws upon key applied research efforts and years of University Extension experience actually helping communities in their development efforts. This learning activity will provide the learner with ideas for successful collective community development actions as discussed in the publication Social Action in Rural Communities (Shipp, 2004). In this course, you can learn: the key steps for successful community development actions, the elements of human interaction found in these steps, how to evaluate a past community project using these factors for success, how to plan and implement a new project using these factors for success and where you can go to get assistance in enhancing your community's development efforts.
- Clues to Successful Community Development, 2018. This self-paced, interactive course will explore ideas for successful and sustainable community development. It draws upon key applied research efforts and years of University Extension experience actually helping communities in their development efforts. This learning activity will provide the learner with ideas for exploring the status of their community for successful collective community development actions. In this course, you can learn: the key categories for successful community development, the elements of community action in each key category, engage in an activity to self-evaluate your community on these factors for success, analyze how you can use this information with others in your community to increase your community's odds of success and where you can go to get assistance in enhancing your community's development efforts.
- Personal Financial Literacy - Understanding and Avoiding Credit Pitfalls (helped begin development of this resource online), 2018. The course provides information about the importance of credit scores, reasons to check your credit report, ways to build your credit score, and pitfalls that can harm your credit. The interactive, self-paced course offers concrete

tips for keeping your credit score high enough to qualify for lower interest loans.

- AAMP (Administrative Assistants Mentoring Program, helped begin development of this resource online), 2018. This course is presented in five sections: Roles, Responsibilities, Team Building, Scheduling and Communicating Schedules, 25 Tips for Success, 14 Pitfalls to Success, and the Summary Each section is presented as a module. The modules should be completed in order. There is also an Appendices module containing resource material cited in the lessons.
- TRUE COLORS Personality Assessment for Ameri-Corp of Wyoming Leadership Institute, 2018. The purpose of this learning activity is to help workshop participants determine their TRUE COLOR spectrum prior to the training event. An invitation to this course means that your organization has scheduled a seminar and you will be receiving a TRUE COLOR Introduction packet and four card set. Use these cards in completing this activity. There are four parts to this activity. TRUE COLORS Worksheet (a PDF that you can download and print if you wish to determine your results without using the online assessment). Online TRUE COLORS Personality Assessment (an interactive activity that will help you determine your color spectrum). A survey to help you record and send in your results to the trainer. Brightening Your Primary Color (an activity to complete and bring to the training session).
- Wyoming Board Member Training, 2017. This online training program was designed to complement the County-Appointed Board Member Handbook and provides a basic introduction for serving as a county board member. There are five major topics in this course: Basic Roles and Responsibilities, Effective Meetings, Board Communications, Parliamentary Procedure, and Open Meeting Law. The topics are organized into Modules. Each module begins by offering a page with a summary of the items covered in the County-Appointed Board Member Handbook. In some modules other reference items are also provided. Next is the Video(s) showing a board in action demonstrating these items. There are eight videos in the course. The last item is the Quiz for this module. The quiz is used to highlight key points in the curriculum.
- Community Leadership: What's hope got to do with it? - Making Hope Happen, 2017, 2108. This self-paced, interactive course explores leadership from the follower's perspective and examines what role Hope plays. The course provides a self-assessment to measure the participant's current level of hope and their ability to build hope for their self and others. The course examines the idea of Hope by looking at its message, core beliefs, and physiology. It also shares how to engage in the process of Hope via goals, agency, and pathways. The course concludes by

evaluating the role of Hope in Community Leadership by studying its connection to the research of common characteristics of successful communities.

The University of Wyoming Engagement Database Project, a partnership of Extension, the Outreach School and University Public Relations, University of Wyoming, 2008. The project created a comprehensive and searchable database to help connect people with University of Wyoming public service resources.

Video Presentations:

Williams, Duane D., Ron Wilson, and Ryan D. Hobson. Video: "Multicommunity Collaboration: The Tri-County Economic Development Program." Kansas State University, Manhattan, 1995.

Professional Meeting Papers, Workshops:

Williams, Duane D. and Hannah Swanbom (2017). "HOPE and Community Leadership." Presented at the Joint conference of the Community Development Society and the National Association of Community Development Extension Professionals, Big Sky, MT

Williams, Duane D. (2006). "Using TRUE COLORS to Better Understand Generational Archetypes." Presented at the True Colors International Association Annual Conference. Knott's Berry Farm, California.

Williams, Duane D. and Bobbie Cronk (2002). "Leadership Outside the Box: Building Regional Leaders." Presented at the 22nd Annual Leadership Conference of the Community Leadership Association, San Diego, California.

Williams, Duane D. and Randall E. Railsback (2000). "Northwest Missouri Regional Resource Team." Presented at the Missouri Community Development Society Annual Conference, Osage Beach, Missouri.

Williams, Duane D., Lois Lindaman, Mitzi Lutz, and Lisa Rogers (1998). "Nodaway County Community Solutions for Rural Health Program." Presented at the 30th Annual International Conference of the Community Development Society, Kansas City, Missouri.

Williams, Duane D. and Leonard E. Bloomquist (1996). "Vicissitudes of Local Autonomy in the Context of National and Global Processes." Presented at the American Sociological Association Annual Meeting, New York, New York.

Williams, Duane D. and Leonard E. Bloomquist (1996). "Persistence and Change in Haskell County, Kansas, 1940-1995." Presented at the Rural Sociological Society Annual Meeting, Des Moines, Iowa.

Williams, Duane D. and Leonard E. Bloomquist (1995). "Social Ecology and Community Change: A Qualitative Study of Fifty Years of Community Change." Presented at the Rural Sociological Society Annual Meeting, Pentagon City, Virginia.

Williams, Duane D. and Leonard E. Bloomquist (1995). "Gaining a Perspective of Community: A Community Case Study Viewed From Multiple Theoretical Approaches." Presented at the 27th Annual International Conference of the Community Development Society, Fayetteville, Arkansas.

Williams, Duane D., Ron Wilson, and Ryan D. Hobson (1995). "Multicommunity Collaboration: The Tri-County Economic Development Program of Allen, Coffey, and Woodson Counties, Kansas." Presented at the 27th Annual International Conference of the Community Development Society, Fayetteville, Arkansas.

Williams, Duane D., and Leonard E. Bloomquist (1993). "A Study of Community Stability and Change: Haskell County, Kansas--Revisited." Presented at the Rural Sociological Society Annual Meeting, Orlando, Florida.

Williams, Duane D., and Leonard E. Bloomquist (1993). "From Dust Bowl to Green Circles: A Case Study of Haskell County, Kansas." Presented at the 25th Annual International Conference of the Community Development Society, Milwaukee, Wisconsin.

Bloomquist, Leonard E., W. Richard Goe, and Duane D. Williams (1993). "Restructuring and Rural Poverty on the Great Plains: Economic and Social Restructuring of Rural Localities Since 1970." Presented at the American Sociological Association Annual Meeting, Miami, Florida.

Williams, Duane D. (1992). "A Century of Population Change in Kansas Counties: Implications for Community Development." Presented at the Midwest Sociological Society Annual Meeting, Kansas City, Missouri.

Grants and Contracts Awarded:

Facilitator and supervisor: Sublette County Community Development Partnership, 2006-8. Collaboration among UW CES, Sublette County, the communities of Big Pine, Marbleton, and Pinedale and five energy companies. \$300,000.

Facilitator and supervisor: Wamsutter Community Development Partnership, 2005-11. Partnership among UWCES, the town of Wamsutter, Sweetwater County and five energy and retail organizations. \$700,000.

Coordinated service contract: Wyoming Department of Health Environmental Health Legislative Study, facilitation assistance, 2005. \$10,000.

Principle Investigator for 2006 Competitive Awards Cycle. USDA CSREES Extension Indian Reservation Program, four years, \$460,000.

Co-Principal Investigator: Housing Profile Protocols, Partnering to Develop Tools that will Foster Community Revitalization and Citizen Empowerment. This is a collaboration between the University of Missouri, Columbia, and the Northwest Missouri Regional Resource Team. The project will develop procedures and resources that will help communities assess, plan and implement strategic actions that will foster housing development. Funding for this project has been obtained from the University of Missouri Outreach Development Fund, three years, \$585,000 (2001).

Collaborator: Jump Start Program. This is a collaboration of the Community Solutions for Rural Health Initiative and Northwest Missouri Regional Council of Governments. The project will create a low cost revolving automobile loan program to assist welfare to work participants. Participants will also receive educational training on automobile maintenance and family budgeting. A proposal for the project has been submitted to the Missouri Department of Economic Development for consideration of community development block grant funds (2001).

Collaborator: Community Life Line Program. This is a project of the Community Solutions for Rural Health Initiative. The Call line is an automated phone system that allows anyone with a touch-tone phone to access wellness information confidentially, 24-hours a day. Funders of the project include the Missouri Division of Alcohol and Drug Abuse, the Missouri Association of Community Task Forces, the city of Maryville and Nodaway County (2001).

Collaborator: Alcohol Intervention Program for Teens. This is a collaboration of the Nodaway County Health Council and the Maryville Community 2000 Program. The grantor is the Missouri Health Department's CHART Program (1999-2000).

Collaborator: Sound Partners for Community Health Project. This is a joint effort of KXCV-KRNW Public Radio and the Nodaway County Health Council. The topic is health care issues for children and the project will begin in the spring of 1998. The grantors are the Benton Foundation and Robert Wood Johnson Foundation (1997-8).

Collaborator: Nodaway County Internet Health and Social Services Guide. This is a collaboration between the Nodaway County Health Council and the Healthy Communities for the Midwestern Four Corners Region Initiative. The project will

develop an interactive web site to communicate the availability of local health and social service resources. Heartland Regional Community Foundation is the grantor (1997-8).

Collaborator: Community Solutions for Rural Health Project. The primary partners are the Nodaway County Health Department, Northwest Missouri Regional Council of Governments, and St. Francis Hospital and Health Services. Major funding is from the Nodaway County Health Department (1996-8).

Co-Principal Investigator: "A Study of Beginning Farmer Programs in the United States." Funded by the Kansas Rural Development Council (1995).

Principal Investigator: "Situation and Trends for Program Planning, 1995." Program enhancement funds provide by Extension Administration, Kansas State University (1995).

Principal Investigator: "Multi-community Collaboration, A Kansas Example." Production of an educational video. Program enhancement funds provide by Extension Administration, Kansas State University (1994-95).

Principal Investigator: "Major Demographic Changes, Their Effect Upon Kansas Counties." Funded by Extension Home Economics, Kansas State University (1993-94). Topics: (1) Long-term population trends, (2) Changing household and family structure, (3) Poverty, (4) Changing structure of the work force, and (5) Aging.

Principal Investigator: "1994 Risk Assessment: Youth Alcohol and Drug Abuse." Funded by the Kansas Department of Social and Rehabilitation Services (1994). Update of the 1993 environmental risk assessment.

Co-Principal Investigator: "A Community Study of Haskell County, Kansas." Funded by the Cooperative Extension Service and Agricultural Experiment Station, Kansas State University (1993-95).

Principal Investigator: "1993 Risk Assessment: Youth Alcohol and Drug Abuse." Funded by Extension 4-H and Youth Programs, Kansas State University (1994). Developed individual reports for each of the 105 counties in Kansas.

Principal Investigator: "1993 Risk Assessment: Youth Alcohol and Drug Abuse." Funded by the Kansas Department of Social and Rehabilitation Services and Kansas State University (1993). Evaluated, using primary and secondary data, the risk environment in the following four domains: Community, Family, School, and Individual/Peer.

Principal Investigator: "1992 Risk Assessment: Youth Alcohol and Drug Abuse." Funded by the Kansas Department of Social and Rehabilitation Services and Kansas State University (1992). Evaluated, using secondary data, the community environmental risk.

AREAS OF APPLIED RESEARCH:

Community Organization and Development Studies:

Understanding and Improving Rural Community Assessment Programs in Three States. Research collaboration with University of Idaho Extension and Montana State University Extension. An Agriculture and Food Research Initiative (AFRI) of the National Institute of Food and Agriculture (NIFA). (2016-17).

Clues to Successful Community Development, a Community-Based Participatory Research collaboration with the Wyoming Rural Development Council and the Heartland Center for Leadership Development (2015-present).

Community Development through Coalition Building, a Community-Based Participatory Research collaboration with the Prevention Management Organization of Wyoming (2015-16).

Clues to Successful Community Development: Wyoming's Best Practices Tool Kit, a Community-Based Participatory Research collaboration with the Wyoming Business Council and the Heartland Center for Leadership Development (2015-present).

Effective community boards (2005-present).

Building Blocks for a Prosperous Community (2000-2002).

Housing Profile Protocols, Partnering to Develop Tools that will Foster Community Revitalization and Citizen Empowerment (2000-2002).

Community Leadership Development (1996-present).

Multicommunity Collaboration (1993-2002).

Persistence and Change in Rural Communities: A Fifty Year Follow-Up to Six Classic Studies (1993-1995).

Community Assessments Using Multiple Theoretical Approaches (1993-1995).

Risk Assessment: Youth Alcohol and Drug Abuse (1991-1994).

Demographic Studies:

1990 to 1995 Population Changes: A Focus on Kansas Counties (1997).

Characteristics of the Labor Force 1950-1990 for the United States and Kansas (1994).

Poverty Status: A Comparison of 1969, 1979, and 1989 for the United States and Kansas (1994).

Composition of the Population by Age, 1960-2030 for the United States and Kansas (1994).

Characteristics of the Labor Force: Women in the Work Force, Including Presence of Children, 1950 through 1990 for the United States and Kansas (1994).

Household and Family Composition: A Comparison of 1970, 1980 and 1990 for the United States and Kansas (1993-1994).

Characteristics of the Population: Trends over the Last 100 Years, 1890 to 1990, and Population Projections through 2030 for the United States and Kansas (1993-1994).

Kansas Population Study: Implications for Rural Development (1992-1993).

Characteristics of the Great Plains and Kansas: The Relationship between Agriculture Employment and Changes in Population (1992-1993).

Community Economic Development Analysis Studies:

Community Impact of Economic Growth (2007).

Generations in the Workforce (2005-present).

A Study of Beginning Farmer Programs in the United States (1995).

Kansas Job/Industry Study; Understanding Our Economic Base 1985-87 (1989-1990).

Kansas Job/Industry Study; Understanding Our Economic Base 1980-85 (1988-1989).

SERVICE:

Major Committee Assignments:

National:

Leadership Development for the 21st Century, LEAD21 (ECOP representative, 2006-9). The primary purpose of LEAD21 is to develop leaders in land grant institutions and their strategic partners who link research, academics, and extension in order to lead more effectively in an increasingly complex environment, either in their current position or as they aspire to other positions.

Regional:

Western Rural Development Center's Community Development Extension Institute (2015-16). Host state for May 2016 Institute. Chair of Program Planning Committee.

Western Regional Program Leadership Committee (2010-13). WRPLC works to identify and provide leadership for advancing multi-state programs, and operational and organizational issues of importance to Extension in the West.

Western Extension Leadership Development Program (WELD) Planning Committee for Class V, (2008-10). WELD is a two-year program designed for Cooperative Extension faculty, agents, advisors, educators, and specialists in the Western United States and territories.

Western States Regional Coordination and Implementation Committee, RCIC (2006-8). In the Western Region, the Western Association of Agricultural Experiment Station Directors (WAAESD), Western Extension Directors Association (WEDA) and Western Academic Program Directors Association (WAPDA) established the RCIC, and gave it the responsibility for development, review, evaluation and recommendations on all aspects of western regional research and integrated research/extension/academic programs.

North Central Regional Center for Rural Development, Economic Development Strategic Planning Committee.

North Central Regional Center for Rural Development, Small Business Incubators Committee.

State:

Wyoming:

Academic Professional Evaluation Review Committee, chairman, 2003-2004.

Extension Professional Improvement Conference Planning Committee (2003, 2005, 2007, 2010, 2011).

Missouri:

Facilitated the Northwest Region's Extension Council "directed discussion" regarding council development and training.

State search committee, Associate Professor, State Community Development Specialist position.

Regional Missouri Agriculture Innovation Program.

Regional Technology Committee.

State committee, Mentor Program Development.

Regional Missouri Express Program Assistance Team (Internet Project).

Regional "Linking Community Strengths" Program Development Team.

Regional Community Connections Team (Internet Project).

Northwest Missouri Educational Consortium Advisory Committee.

Kansas:

University Rural and Community Development Forum.

Education Committee--Rural Policy Committee.

Extension Software Development Committee.

Extension Rural Revitalization, Program Development Committee.

Extension Rural Mental Health Team.

Extension Rural Health Team.

Professional and Scholarly Organizations:

Epsilon Sigma Phi, ETA Chapter

Wyoming Association of Community Development Professionals

National Association of Community Development Extension Professionals.

International Association for Society and Natural Resources.

International True Colors Association.

International Community Leadership Association.

International Community Development Society.

Rural Sociological Society.

Business Retention and Expansion International Association.

Outreach Service:

Review Activities:

John P. Ellbogen Foundation Wyoming Communities, Agriculture, and Rural Living Project Fund University of Wyoming Extension College of Agriculture and Natural Resources FY 2020 (2019).

University of Wyoming Extension Publication: The Economic Importance of Wyoming Agricultural Production (2017).

John P. Ellbogen Foundation Wyoming Communities, Agriculture, and Rural Living Project Fund University of Wyoming Extension College of Agriculture and Natural Resources FY 2018 (2017).

University of Wyoming Agricultural Experiment Station Global Perspectives Grant (2006).

Rural Community Model (RCM). Research on Rural Community Development of the Small Business Innovations Research Division, U. S. Department of Agriculture (1997).

Manuscript reviewer, Journal of the Community Development Society (1994-1998).

Proposals for Research on Rural Community Development of the Small Business
Innovations Research Division, U. S. Department of Agriculture (1994 and 1995).

Community Service:

Elected offices:

1998-2002 Nodaway Co. Health Department Board (Vice President, President).

Board of Directors:

2002 Missouri Rural Health Association (statewide board).

2001-2003 Optimist Club of Maryville (Vice President--President Elect).

2000-2003 Leadership Northwest Missouri (Vice President--President Elect).

1998-2003 United Way of Nodaway County.

1998-2001 Leadership Maryville (Treasurer).

1998-2002 Maryville Public Library (Vice President, President).

1998-2002 Northwest Missouri Transportation Advisory Committee.

1997-2002 Nodaway County Health Council.

1997-2002 Maryville Citizens for Community Betterment (President).

1996-2002 Northwest Missouri Regional Council of Governments.

Honors and Awards:

Dedication and Service Recognition as a founding member, Community Solutions for Rural Health Council, 2002, Maryville, MO.

Service Recognition, Maryville Citizens for Community Action, 2002, Maryville, MO.

PROFESSIONAL DEVELOPMENT:

Heartland Center for Leadership Development's Annual Conference (2016, Jackson, WY)

Western Rural Development Center's Community Development Extension Institute (2016, Jackson, WY)

Gallup StrengthsFinder Coaches training and certification (2016, Omaha, NE)

Wyoming Business Alliance Annual Wyoming Forum (2015, 2016, Cheyenne, WY)

Rural Futures Conference (2015, Lincoln, NE)

AgraAbility National Training Workshop (2015, Rochester, NY)

American Evaluation Association Summer Evaluation Institute (2014, Atlanta, GA)

- Introduction to Evaluation—Using the Center for Disease Control's (CDC) Evaluation Framework.
- Process Evaluation: What You Need To Know and How to Get Started.
- Economic Evaluation.
- Evaluating Community Collaborations and Partnerships: Methods, Approaches and Challenges.
- Focus Group Research: Understanding, Designing and Implementing.
- An Overview on Evaluation Theories and Methods.

Community Capitals Framework Institute (2014, Lincoln, NE)

Extension Disaster Education Network, Strengthening Community Agrosecurity Preparedness (2014, Casper, WY)

Understanding Organizational Development, OD Network On-line Course (2013)

National Community College and Cooperative Extension Conference (2006, Dallas, TX).

Range Management 101 (2006, Big Piney, WY).

BEHAVE Training—Animal and Plant Interaction (2004, Lander, WY).

National Extension Leadership Development (NELD) Program (2003-5).

Leadership Northwest Missouri Alumni training on Leadership Practices Inventory (2002).

Leadership Northwest Missouri Program (2001).

TAKE CHARGE TOO Program (multi-state training--NCRCD).

Leadership Maryville Program.

ROWEL Poverty Simulation.

Institute for Community Health Leadership.

Community Development Academy.

Heartland Economic Development Course.

ADMINISTRATIVE EXPERIENCE:

Associate Director, University of Wyoming Cooperative Extension Service (2002-2014)

- Provide leadership to Extension county offices and programs in one-half of the state.
 - Oversee field operations.
 - Supervise UW CES employees (approximately 40 Academic Professionals).
 - Work with extension area teams to ensure programming that meets citizens' needs. Coordinate annual area advisory process.
 - Work closely with county coordinators to build effective and supportive relationships with county government and other partners.
 - Oversee and stimulate extension programs appropriately spanning the breath of extension initiatives and addressing the needs in each of the counties.
 - Understand and effectively guide individuals working in all five program initiatives.
 - Profitable and Sustainable Agricultural Systems
 - Sustainable Management of Rangeland Resources
 - 4-H and Youth Development
 - Nutrition and Food Safety
 - Community Development Education
- Provide administrative liaison to state program initiative teams.
 - Profitable and Sustainable Agricultural Systems, 2002-11.
 - Community Development Education, 2002-14.
 - Nutrition and Food Safety, 2011-14.
 - 4-H/Youth Development, 2013-14.
- Provide administrative liaison to clientele and partner groups statewide.
 - Wyoming Association of Municipal Clerks and Treasurers, Institute Director. Proposal to conduct a nationally certified Wyoming Municipal Institute for Clerks, Treasurers and Finance Officers (2010-14).
 - Wyoming County Commissioners Association (2007-14).
 - Wyoming Weed and Pest State Association (2006).
 - Natural Resource Conservation Service and Wyoming Cooperative Extension Service Leadership/Coordination Committee (2004-14).
 - Association of Conservation Districts (2004, 2005, and 2006).
 - Wyoming Stock Growers and Wool Growers (2002-14).
- Provide state level administrative duties as assigned by the director. Member of Extension Administrative Team (Executive Committee member).
 - Planning and staffing.
 - Helped develop two new Community Development Practitioner shared funded positions.

- Sublette County Community Development Partnership.
 - Wamsutter Community Development Partnership.
 - Helped redesign Communications and Technology positions to better reflect technological changes and need for instructional design support.
 - Helped develop a joint UW building lease with the Outreach School for the Wind River Indian Reservation.
 - Helped develop a shared funded Agriculture/Natural Resource educator position with the Wyoming Natural Resource and Conservation Service (NRCS).
 - Budget development and administration.
 - Policy and procedures. For example, assisted the Director in the development of guidelines for monitoring and enforcing conflict of interest and commitment cases.
 - Outreach, Research and Extension Center at Sheridan (ORECS), WY facilities planning committee—working to create a shared facilities with Sheridan Community College.
- Provide leadership for special projects and committees.
 - University of Wyoming 2014-20 Academic Planning, coordinated the process used for Extension, 2012-14.
 - Academic Professional Evaluation Review Committee, chairman, 2003-2004. Researched and assessed, sought employee input and updated evaluation process and instrument. Conducted sharing/listening sessions in five locations around the state. Publications created:
 - Extended Term and Promotion Resource Book (2005).
 - Academic Professional Annual Evaluation Guide (2005).
- Serve on regional and national USDA CSREES committees.
 - Leadership Development for the 21st Century, LEAD21 Extension Committee on Organization and Policy (ECOP) representative (2006-9). Served as Program Evaluation Coordinator. The primary purpose of this national program is to develop leaders in land grant institutions and their strategic partners who link research, academics, and extension.
 - Western States Regional Coordination and Implementation Committee, RCIC (2006-8). The RCIC is a multifunctional coordinating/integrating committee for the western region Agricultural Experiment Stations and Cooperative Extension Services. It is responsible for the review, evaluation, and recommendation of all aspects of western multistate programs.
 - Western Extension Leadership Development Program (WELD) Planning Committee for Class V, (2008-10). WELD is a two-year program designed for Cooperative Extension faculty, agents, advisors, educators, and specialists in the Western United States and territories.
 - Western Regional Program Leadership Committee (2010-13). WRPLC works to identify and provide leadership for advancing multi-state programs, and operational and organizational issues of importance to Extension in the West.

- Facilitation assistance.
 - Wyoming County Commissioners Association—Strategic Plan updates. Helped the Community Development Initiative Team conduct this session (2010).
 - Wyoming Department of Agriculture—Management Team Training, Applying personality traits in program leadership and personnel management (2009).
 - College of Agriculture Advisory Committee—Building an Effective Board (2009).
 - Western Rural Development Center, Wyoming Rural Development Roundtable (2009).
 - Wyoming Governors’ Brucellosis Coordinating Committee (2004). Establish ground rules and determine decision making process.
 - Agricultural Experiment Station’s Sustainable Agricultural Research Extension Center planning committee (2003).
 - College of Agriculture Dean’s Leadership Team.
 - Academic Planning Retreat (2008).
 - Central Position Management planning session (2005).
 - Responding to the University/College Academic Plan (2004).
 - Personality assessment, TRUE COLORS Program (2003).
 - Developing “ground rules” for effective meetings (2003).
- Help conduct annual new employee orientation (2004-). Portions presented included the history of the Cooperative Extension Service, UW CES Policy and Procedures and Personality Assessment Training.
- University Engagement Database Web site development (National Extension Leadership Development Class Project, 2005). The project was a partnership of Extension, Outreach and University Public Relations. It was designed to help connect people with University of Wyoming Resources.
- Facilitate Annual Regional Peer Review meetings for Extended Term and Promotion
 - Northwest and Southwest Regions, 2005- 10.
 - Northeast and Southeast Regions, 2011-14.
- Facilitate Annual College Extended Term and Promotion Committee meeting (2006-14).

Interim County Program Director, Gentry County, Missouri, University of Missouri Outreach and Extension (1998-1999).

- Staffing, facilitated the hiring of a:
 - Regional Livestock Specialist,
 - Office Secretary/Bookkeeper, and

- Youth Educational Assistant.
- Budgeting--facilitate the development and adoption of the annual operating budget.
- Annual Report.
- Council elections.
- Four-year planning process.
 - Organized and conducted the deliberative group sessions.
 - Compiled and reported the preliminary issues report.
 - Facilitated the review of current programs.
 - Facilitated the development, adoption, and reporting of the formal plan.

Co-Director, Institute for Quality Productivity, a partnership between UM O&E and Northwest Missouri State University (1996-1998).

- Fiscal operations.
 - Program planning, implementation, and evaluation.
 - Major programming activities:
 - Northwest Educational Consortium (Distance Learning).
 - Total Quality Management Consortium.
 - Business/Industry--Education Partnership.
 - Resource Center.
 - Sponsored Internet Masters Program.
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EXTENSION EDUCATIONAL PROGRAMS:

State Extension Specialist, Community Development Education, Agricultural and Applied Economics Department, University of Wyoming, Laramie, WY, (2014-present):

REEport project WYO-561-15 “Clues to Successful Community Development in Wyoming.

Utilizing a Community-based Participatory Research (CBPR) approach, this research project will seek to uncover the common process and environmental characteristics of successful community civic engagement and coalition development activities. In general, the study will strive to understand, from a sociological perspective, why some communities are better able to address challenges and opportunities? The study will evaluate social theory on community organization and change. Special attention will be given to the social impact of development. This research project is especially interested in public programs (state, county and municipal) which utilize local civic engagement in their program design, development and implementation. Although there is a wide variety of use of the term community coalition, this study will focus on collective action of coalitions which have a public program component, such as, behavioral health activities (county substance abuse prevention, suicide prevention, wellness promotion, social services, etc.) and community development activities (economic development, housing, social services, etc.).

- Clues to Successful Community Development, a Community-Based Participatory Research collaboration with the Wyoming Rural Development Council and the Heartland Center for Leadership Development (2015-present).
- Community Development through Coalition Building, a Community-Based Participatory Research collaboration with the Prevention Management Organization of Wyoming (2015-present).
- Clues to Successful Community Development: Wyoming’s Best Practices Tool Kit, a Community-Based Participatory Research collaboration with the Wyoming Business Council and the Heartland Center for Leadership Development (2015-present).

Society and Natural Resources—Social Impact Assessment.

Youth Entrepreneurship and Community Economic Development.

Community Agrosecurity Preparedness.

Wyoming AgrAbility Project.

County/Multi-County Community Development Educator, Nodaway County, MO, (1996-2002):

Northwest Missouri Regional Resource Team.

I facilitated the development of an informal organization of nine regional resources directed at supporting local business, community and economic development efforts. Besides the University of Missouri Outreach and Extension, the members of the team included the Small Business Development Center, Department of Economic Development, Regional Council of Governments (regional planning), Healthy Communities for the Midwestern Four Corners Initiative, Community Services Inc. (social services), USDA-Rural Development, Health Department's Regional Community Health Assistance Resource Team (CHART) program and Northwest Educational Consortium (distance education).

I developed and maintained the team's program brochure that we used to communicate to community leaders the basic information about the resource team and the assistance available within the region. We utilized a Continuous Quality Improvement Process to develop a common mission statement, shared values, and procedures that strengthened the team's effectiveness. The initial mission of this organization was to foster communication and facilitate collaborative efforts. The anticipated outcome was that the efficiency, productivity, and utilization of regional resources would increase. We continually worked to identify and eliminate the barriers that inhibited the utilization of the resources available in the region.

Examples of collaborative programs:

- Community/Economic Development Strategic Planning Program.
- Community Housing Team.
 - Home maintenance, weatherization, finance and neighborhood renovation educational program.
 - Community Housing Profile Project.
- Sponsored and facilitated a Healthy Communities Regional Planning Forum, December 1999. Nearly 100 community leaders from across Northwest Missouri gathered to identify region-wide goals and strategies for future development. Education, the support of families, and infrastructure were the top issues selected by the participants. The following recommendations were made:
 - Develop a Regional Leadership Program.
 - Advocate the incorporation of character education in every school system in the region.
 - Create a Regional Infrastructure Commission to act as a central communication and coordination system.

- A second planning forum was conducted in December 2001. One of the major outcomes of this session was the goal to develop a regional vision and complete a regional planning process.

Community/Economic Development Strategic Action Planning Program.

The University of Missouri Outreach & Extension, Northwest Missouri Regional Council of Governments, Northwest Office of the Missouri Department of Economic Development and the Healthy Communities for the Midwestern Four Corner formed a partnership to provide strategic planning assistance to communities. The strategic planning program was designed to help leaders, decision-makers and residents in rural communities face the future. It helped leaders analyze their community, think about alternatives and plan an action strategy for community economic development. The program helped rural residents shape their community's destiny. The program required approximately nine to twenty contact hours over a one to three month period. It required significant involvement of local leaders, decision-makers and residents to conduct these sessions. Most importantly, the success of the program required a local commitment to implement the action plan.

Programs:

- Summer 2002. The team conducted a county strategic planning program for Atchison County. The program was organized by the three school districts in the county, the county's hospital and county economic development corporation.
- Spring 2002. The team again worked with the city of Albany. The program was designed to help them review their previous plan, i.e., evaluate their progress implementing their action agenda and determine the outcomes. The session also provided a forum for identifying and prioritizing new community issues and opportunities.
- Fall 2001. The team conducted a strategic planning program for Holt County. Holt County had the third largest percentage decline in population during the 1990s in the state of Missouri. Five communities and more than 100 residents participated in the eight meeting process that occurred from August through November. The participants prioritized their development ideas and prepared an action agenda to pursue these ideas. They created a county-wide organization to implement these actions.
- Spring 2001. The team conducted a strategic planning program for the city of Grant City. More than 30 community leaders participated in the three-session process. Of the prioritized list of development ideas identified, improving the streets was by far the top item. Actions following the planning process have

led to the development and funding (passage of a sales tax) of a comprehensive street improvement program.

- Fall 1998. The team conducted an abbreviated version of this program for the City of Albany. Two education meetings were held, through which 29 community leaders identified and prioritized development initiatives for the community. Since the planning sessions, the City of Albany continues to pursue communication technologies as a way to improve its community. They received a MOEXPRESS enhancement grant to build "A Virtual City Hall," designed to facilitate communications and response regarding public services. In 2000, Albany won the Overall Award at the Missouri Community Betterment Conference.
- Fall 1998 through Winter 1999. The team facilitated the Worth County Community Economic Development Strategic Action Planning program. Worth County is the smallest and most rural county in Missouri. More than 50 residents attended planning committee meetings and a core group of two-dozen plus members regularly attended planning sessions twice a month from October through February. The planning process was completed and the implementation phase began in March 1999. Following their plan, Worth County developed a formal organization, the "Worth County Progress Organization," and were successful in obtaining one of the two Department of Economic Development's Rural Economic Assistance Program (REAP) awarded in 1999. The REAP grant provides two years of funding for a local economic position. This position was filled by a local resident who had been actively involved in the community's strategic planning program. In 1999, Grant City the county seat and largest community in Worth County won the Overall Award at the Missouri Community Betterment Conference.

Community Housing Profile Project.

Lack of affordable quality housing reached a critical stage at the national and state levels and in many Missouri communities. Many low- to moderate-income households could not afford adequate housing or find suitable housing in their communities, especially in the rural areas. Housing, because of its relevance to community economic viability and strength, as well as its impact on individual and family welfare was identified as a critical issue for communities across Missouri. For example, the University of Missouri Outreach and Extension's public forums and county plans of work showed that 66 counties in Missouri have housing, neighborhood revitalization and environmental quality listed among the most important issues in their communities.

The Northwest Missouri Regional Resource Team's idea for addressing community housing issues was awarded a University of Missouri Outreach and Extension Outreach Development Fund grant. This three-year project represented

an investment of nearly \$600,000 (\$350,000 grant and \$235,000 match by the partnering organizations). The goal of the initiative was to develop procedures and resources that would help communities assess, plan and implement strategic actions that will foster housing development. The target user groups of this effort was community leaders (e.g., elected officials, chamber directors, economic development directors, etc.) and organized housing task groups. Elected officials and other community leaders need a systematic approach that will help them clarify and address their community's current and future housing needs. A successful community housing initiative will allow community leaders to direct public and private resources into areas that generate the greatest return regarding economic development and quality of life improvements.

This initiative was a partnership between the Affordable Housing and Sustainable Environments Working Group in University Outreach and Extension (HSEW, UO/E) and Northwest Missouri Regional Resource Team (NWTm), facilitated by the collaboration of the Center for Agricultural, Resource and Environmental Systems (CARES) and Community Policy Analysis Center (CPAC). CARES' mission is to improve the understanding and management of agricultural and natural resource systems and environmental quality through the integration of biological, physical and social sciences. Likewise, CPAC's mission is to provide research, outreach and training that support improved policy decisions in Missouri communities.

Through collaboration, applied research and field-testing, this state-wide project planned to:

- Develop a set of procedures and resource materials that will assist community leaders and citizen housing task groups to self-determine their local housing needs;
- Create a housing profile that specifies and can communicate the community's housing needs and opportunities to public and private stakeholders; and
- Link this articulation of need to an action agenda that will stimulate a progressive housing program directed at sustaining affordable housing in the community. This process will help communities to effectively allocate resources to address their specific housing needs and issues.

Once the protocol is developed and field-tested by the Northwest Team, a statewide training would be conducted.

Community Leadership Development.

Leadership Northwest Missouri: With the St. Joseph Area Chamber of Commerce as the facilitating agency and the support of the Northwest Missouri Regional

Resource Team, a task force of community leaders from across a 15 county area of northwest Missouri meet to develop strategies to achieve the goal of strengthening community and regional leadership. The group decided to focus its initial energies on creating and implementing a regional leadership development educational program. Leadership Northwest Missouri, a non-profit organization, was formed to develop and oversee this educational program. Standing committees for curriculum, recruitment, participant selection, and finance were created.

An educational program was designed to combine site visits, presentations, and experiential learning activities. The program begins with a two-day retreat, and this is followed by four full day events, for a total of 52 hours of educational programming. The educational events occur once a month, for a total of five months. The sites for the events are rotated among communities in region. The inaugural class was conducted from February through June of 2001.

Leadership Northwest Missouri's inaugural class of 19 community leaders from across a 15 county area of northwest Missouri joined together in an educational experience that developed and enhanced leadership skills, cultivated regional awareness, instilled a sense of responsibility for improving the region, as well as individual communities, as places to live and conduct business. Participants received training that enhanced their ability to identify and understand issues in a regional context, increased their awareness of avenues for active participation at the local and regional level and enlarged their network of regional contacts.

I participated in the creation of this program—serving on the curriculum development committee and on its board of directors. Additionally, I was a member of the inaugural class. Prior to my departure to Wyoming, I was selected to serve as Vice President (President elect) of the Leadership Northwest Missouri organization.

For the second class, I was asked to teach the learning activity on "enabling others to act." The program focused on leadership practices of fostering collaboration and strengthening people to act. The Holt County planning program was featured as an example of such practices.

Leadership Maryville: The program began as an Extension EXCEL Program in 1986 and conducts a class annually. With the completion of class 16 in 2001, it has graduated over 300 participants. I am an alumnus of the program and served on its board of directors (treasurer for two terms). I also conducted numerous educational activities for the program.

EXCEL Program: The Experience in Community Enterprise and Leadership Development Program is an Extension program that began in 1984. Over 3,000 citizens from one-third of Missouri's counties have participated in the program. In 2000, I was asked to present information about the program at the Annual

Missouri Community Betterment Conference and the Annual Missouri Community Development Society Conference. In 2001, I served on a team creating two statewide Extension professional development experiences about the EXCEL Program.

Nodaway County Community Solutions for Rural Health (CSRH) Program.

Nodaway County residents, through their University Extension futuring meeting and written survey (1994-5), identified several health care issues as local needs. Based upon the county's plan of work to address these needs, Nodaway County was invited to participate in the Community Solutions for Rural Health program.

This program combined both state and local collaborations. State partners included University Outreach and Extension, Missouri Department of Health (Office of Rural Health), USDA-Rural Development, and the Missouri Coalition for Primary Health Care. Initial local partners were the Nodaway County Health Department, the Northwest Regional Council of Governments and St. Francis Hospital and Health Services. In addition to the sponsors, organizations and representatives involved with the initiative include, but are not limited to: Maryville R-II School District, Northwest Technical School, Northwest Missouri State University, Greater Maryville Chamber of Commerce, Healthy Communities for the Midwestern Four Corners, KNIM radio, KXCV/KRNW/National Public Radio, Maryville Daily Forum, Nodaway News Leader, health care/long-term care/mental health care providers, Maryville Citizens for Community Action (MCCA), Missouri Division of Aging, Community Services Inc., Division of Family Services, and business/industry representatives. Funders included the Heartland Regional Community Foundation, KXCV/KRNW/National Public Radio (NWMSU), New England Business Systems, St. Francis Hospital Foundation, the State and County Health Department, the State Division of Alcohol and Drug Abuse and the Missouri Association of Community Task Forces.

CSRH brought residents and health care providers together to determine how local health care services should be organized to best meet local needs and to gain local support for those services. This was accomplished through four basic components: organizing the community, involving the community, assessing the community, and implementing the community's solutions. Task groups were formed to address the following issues:

- After hours care.
- Emergency room services.
- Wellness and preventative education.
- Family violence.
- Transportation.

- Volunteer coordination and development.
- Youth asset development (reduce teen alcohol use).
- Mental health coordination.
- Childcare services.

Examples of programming:

- The Assets In Motion (AIM) Program focused on reducing the abuse of alcohol in teens. The original grant was from the Community Health Assessment Resource Team (CHART) that is part of the Missouri Department of Health. CSRH partnered with Maryville Community 2000 to raise public awareness of underage drinking, change community norms that encourage underage drinking, create community-specific prevention messages and ensure that special events in the community encourage healthy lifestyle choices.
- A Direct Information & Awareness Line (DIAL) system was installed in Nodaway County through a partnership of Assets In Motion, Maryville Public Safety Department, Community 2000, St. Francis Hospital & Health Services, ACT Missouri, Nodaway County and the City of Maryville. The DIAL system is an automated telephone-based information and referral system that is accessible 24 hours a day from any touch-tone phone. Program features include 300-recorded health and prevention -oriented substance abuse and healthy living topics, and 20 partnership for a Drug-Free America messages. An additional feature of the DIAL system is an anonymous tip line to allow residents to leave a message in confidence regarding dangerous behaviors, activities, or special needs.
- The Jump Start Car Program was funded through a state community development block grant. The program was developed in cooperation with the Job Training Partnership Program, and provided reliable vehicles to low-income individuals. Reliable transportation encouraged employment and helped to reduce a significant barrier to health care access. Participants in the program underwent an educational program about car maintenance (provided by the local technical school), insurance and family financial management. After completing the educational training, the participants received a clear title to their vehicle, having paid only a fraction of its cost.

The CSRH efforts and outcomes were recognized with the Governor's Award for Community Health Leadership.

Business Retention Programs.

- Total Quality Management (TQM) Consortium.

The Consortium was a collaboration of local business and industry and public resource agencies (Northwest Missouri State University Small Business Development Center--SBDC, Northwest Technical School--NTS, and the University of Missouri Outreach and Extension--MU O&E) who worked to support the pursuit of Continuous Quality Improvement (CQI) among the community's business and industry. The Consortium's goal was to provide educational resources and training opportunities that fit the needs of local firms. Educational programs were conducted on a quarterly basis.

Educational topics include:

- Using an Employee Hiring Team.
 - Ways to Energize Employees.
 - The Culture of Health and Safety.
 - Five Quality Principles for Living
 - Customer Relations, Internal and External.
 - NW Missouri Labor Force Study.
 - Creative Recruiting in a Tight Labor Market.
 - Methods to Retain and Energize Employees.
 - The Balanced Scorecard - Measuring Your Company's Performance.
 - Listening at Work.
 - Making Meetings Work.
 - It's Good Business to Invest in Child Care.
 - Who Moved My Cheese?
- Business/Industry--Education Partnership In-service Day.
An annual program that provided a full day of in-service activities conducted at local business sites for primary and secondary educators from school districts across a five county area. The purpose of this program was to build understanding between the business industry and education, and for teachers to have a clearer understanding of the skills needed from students as they enter the workforce. Partners in the initiative included local business/industry, area School Districts, Northwest Missouri State University's Regional Professional Development Center, Northwest Technical School, University of Missouri Outreach and Extension, Northwest Missouri Regional Council of Governments, and the Healthy Communities for the Midwestern Four Corners Initiative.
 - Business Retention and Expansion Visitation Program.
I obtained training in Business Retention and Expansion (BR&E) Visitation Program and completed the requirements for certification as a Master Consultant with the Business Retention and Expansion International Association (BREI) over the fall of 1997. I presented an educational program for the Community Development Academy's training of the USDA-Rural Development Staff (100 participants) in December 1997. I conducted a professional development training on this topic in June of 1998. I also developed and offered a second, more intensive, PIE in the spring of 1999. I

have also conducted educational programs on this topic for the Community Development Academy.

Telecommunication Technology.

- Missouri EXPRESS.
A statewide grant program to facilitate Internet access and the development of local Community Information Networks. I served on the regional team. Two applications were submitted and approved from the five county area I serve. Both applications were directed at establishing public access workstations. The City of Albany submitted a grant to provide six workstations throughout the city. The Gentry County Extension Center housed one of these workstations. The other grant was submitted by the Northwest Missouri Regional Council of Governments to place one public access workstation in each of the five counties in the northwest area (Atchison, Gentry, Holt, Nodaway, and Worth Counties). These workstations were placed at the senior citizens center in each county. Both of these programs submitted and received MOEXPRESS Enhancement Grants to further Community Information Network development.

- Community Connection.
A statewide initiative to develop a Web-based database of human service resources. The goals of the program are:
 - Improve access to information about community services and resources.
 - Enable community resource providers to make information about their services widely available and easily found.
 - Enhance information sharing, referral and collaboration among community resources.
 - Strengthen communities.

I serve on the regional team and have facilitated the utilization of the program across a five county area.

- Distance Education.
I severed on the initial Northwest Missouri Educational Consortium (NMEC) Advisory Committee. The consortium is a collaborative effort by Missouri Western State College, North Central Missouri College, Northwest Missouri State University, University of Missouri System and Area Vocational Technical Schools to provide a single point of presence for distance education via Interactive TV (ITV). NMEC is a member of the Northwest Missouri Regional Resource Team. Because of these relationships, I participated in workshops on Distance Learning Consortium. Furthermore, I was able to introduce the use of ITV in the development of the Leadership Northwest Missouri Program.

Valuing Differences and Creating Unity—TRUE COLORS Program.

I am a certified trainer for the TRUE COLORS program. The program translates complicated personality and learning theory into practical information we can all understand and use. It helps us recognize and encourage the potential in others. It teaches us how to bridge gaps in communications and opens doors to successful relationships and a climate for effective learning.

Agriculture Innovation Network.

This program was a partnership between the University of Missouri Outreach and Extension, Missouri Department of Agriculture, Small Business Development Centers and Missouri Department of Economic Development. The objective was to assist Missouri farmers and firms toward success in the new agriculture, i.e., capturing and/or adding value to what we produce. I served on the regional team that provided a network of resources for the program.

State Community Development Specialist and Manager of the Laboratory for Community Analysis and Applied Demographics, Manhattan, KS (1988-1996):

- **Data Assistance.**
I coordinated the response to questions called into the DIRECT Office which related to data. Supervising a team of student assistants, we worked with Federal, State, and Local Government Agencies, as well as with the Private Sector, to locate data and resource personnel to respond to these questions. We received calls from both clients and other extension personnel. We acted as a one stop location from which people could obtain the resource information they need for their Economic Development, Business Development, and Rural Development efforts.
- **Special Studies.**
I was responsible for the development and maintenance of data and information related to community and economic development for our county extension offices. We provided resource books, which were customized to the county level, with economic and demographic data and trends for each of the 105 county offices. Additionally, I helped to obtain and analyze the basic data we used in our statewide educational programs. Two examples of this were the "Kansas Job/Industry Study" and the development of resource material about current national and state economic trends. Our office also served as a resource to the overall Extension System in the development of "Situation and Trend Information" for county program planning. In 1992, we began developing special funded projects. The sole project in 1992 was the Risk Analysis Study for the Kansas Department of Social and Rehabilitation Services, the Division of Alcohol and Drug Abuse Services (ADAS). In 1993, we received two contracts from ADAS. Additionally, two internally funded projects, one for Extension Home Economics and the other for Extension 4H/Youth Programs were received. Special funded projects in 1993 were over ten times the amount received in 1992. The Restudy of Haskell County, Kansas, a joint project with the Agricultural Experiment Station, was also begun in 1993. In 1994, we again received a contract from ADAS, as well as an internally funded project to document the results of a multi-county economic development strategic planning program. We received two new funded projects in 1995. One project was to conduct a national survey of programs to support beginning farmers. This project was funded by the Kansas Rural Development Council. The other study was an internally funded project to update county statistics for use in program planning.
- **Special Programs.** As a member of the Extension Community Development Staff, I was involved in helping to create new programs designed to assist communities working on community and economic development. Three examples of these efforts were:
 - **Multicommunity Collaboration.**
Extension Community Development and the Huck Boyd National Institute for Rural Development at Kansas State University facilitated the formation

of statewide committee to develop educational resource material about the benefits of multicomunity collaboration. The other agencies which participated were: the Kansas Department of Commerce and Housing, the Kansas Rural Development Council, the Kansas Association of Counties, the League of Kansas Municipalities, the Kansas Center for Rural Initiatives, the Kansas Center for Community Economic Development, and Kansas Inc. A video was produced which documented efforts of the Tri-County Economic Development Program in Southeast Kansas.

- **Creating Economic Opportunities Program.**
A long-term educational program leading to the development of an economic development strategic plan by an officially organized local development group. I coordinated the first field test of this program and I also served as the lead specialist for the State's first Tri-County Economic Development Strategic Planning Program.
- **The Kansas Community Network.**
A program designed to use current technology to help link rural communities across the state for the sharing of economic and community development resources and ideas. The pilot program, which I facilitated, was broadcast on the Kansas Regents Network (TELENET) in March of 1989. The educational topic of this broadcast was about "community survivability". One-third of the broadcast was dedicated to the sharing of questions and ideas between the 280 participants, which were located at forty-five sites across the state.

Area Community Development Specialist, Southwest, Garden City, KS (1986-1988):

The Southwest Extension Area covers twenty-two counties in the southwest corner of Kansas. My responsibility was to be a resource person on community and economic development for the Extension programs in those twenty-two counties. The major program topics I have worked on were Community Development, Economic Development, and Small Business Management. During this time, I conducted or participated in over 150 educational programs which involved over 3000 rural business and community leaders. These programs provided assistance to thirty-eight communities located in twenty-seven counties across Kansas. Many of these programs were cooperative efforts involving the Extension Service, the Kansas Department of Commerce, the Small Business Development Centers, the Certified Development Companies, and the Rural Employment Assistance Program.

Besides my responsibility as a regional contact for general development programs, I provided statewide leadership for my specialty of economic development. Statewide efforts in which I was involved included:

- The development of Extension's comprehensive economic development strategic planning program. I served as the project resource coordinator for the initial application of this program.
- A comprehensive employment analysis for the entire state. This project was a cooperative effort by both KSU Extension and the Kansas Department of Human Resources. The study, which was completed for each county in Kansas, analyzed the change in employment between 1980 and 1985 for over 70 individual standard industrial classification codes. This publication was updated for changes occurring between 1985 and 1987.
- The creation of a database of economic and demographic information for each county in the state. This material, which was presented both numerically and graphically, was developed as a resource manual for local development programs.

State Extension Assistant, Farm Management, Manhattan, KS (1984-1986):

Module Designer for the PRO Series, a microcomputer software development project for farm management applications. My primary responsibility was to work with subject matter specialists such as agricultural economists, agronomists, entomologists, and agricultural engineers to design the decision aid routines and then develop the specifications for the computer programmers to use in coding the routines.

Area Extension Economist, Farm Management Association Northwest, Colby, KS (1983-1984):

As a Farm Management Fieldman I covered seventeen counties in northwest Kansas. I worked with approximately 100 farm businesses in the area of record keeping, business analysis, and tax management. During this time I conducted and/or participated in several public meetings in which an analysis of agricultural economic conditions were presented. Areas of particular interest that I pursued on this job were cash flow planning and the basics of marketing. During this time I also worked closely with the Association's Board of Directors in the areas of staffing, program planning, budgets, and marketing.
