

University of Arkansas Economic Development Institute (UAEDI)



<http://uaedi.cast.uark.edu>

Are you a yellow organization trying to survive in a red world?

The Evolving Story of the Crossroads Coalition

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The goal for today is to briefly answer the following five questions:

- What is the difference between Broad-based development and Economic Development?
- What is it that colleges and universities might mean when they say they are involved in Economic Development?
- What is UAEDI's role in helping promote prosperity and well-being in Arkansas?
- How can a region easily assess its "Potential for Prosperity"?
- What is the Crossroads Coalition?



Question 1:

What is the difference between
Broad-based Development and
Economic Development?



Broad-based Development is Economic Development that is broadly defined

- Broad-based Development
 - Comprehensive
 - Economic
 - Community
 - Education
 - Leadership
- Economic Development
 - Often considered to include only
 - Business retention
 - Business recruitment



Question 2:

What is it that colleges and universities might mean when they say they are involved in Economic Development?



Various Roles of US Colleges and Universities in Economic Development

- Student education
- Student Projects
- Technology Transfer
 - Continuing Education
 - Intellectual Property (patents, copyrights, etc.)
- Business Incubation
- Targeted Research
- Contributions to local economy
- **Facilitation**



Facilitation

- Active linking of the needs of business, industry and communities to the capabilities of the college or university
- What the University of Arkansas Economic Development Institute (UAEDI) does as a “core” activity



Question 3:

What is UAEDI's role in helping promote prosperity and well-being in Arkansas?



UAEDI Core Activities

- Discussion Groups and Special Initiatives
- Regional Partnerships
- Information Resources
- Student Efforts in Economic Development (SEED)
- Referrals and Connections



University of Arkansas Economic Development Institute (UAEDI)

- **Founded:** July 1, 2002
- **Mission:** To enhance the economic and social well-being and prosperity of the people of Arkansas by extending UA programs, as appropriate, in partnership with others having similar interests.
- **Participants via electronic mailing list**
 - ~400 University of Arkansas faculty
 - ~800 non-UA colleagues



Question 4:

How can a region easily
assess its
“Potential for Prosperity”?



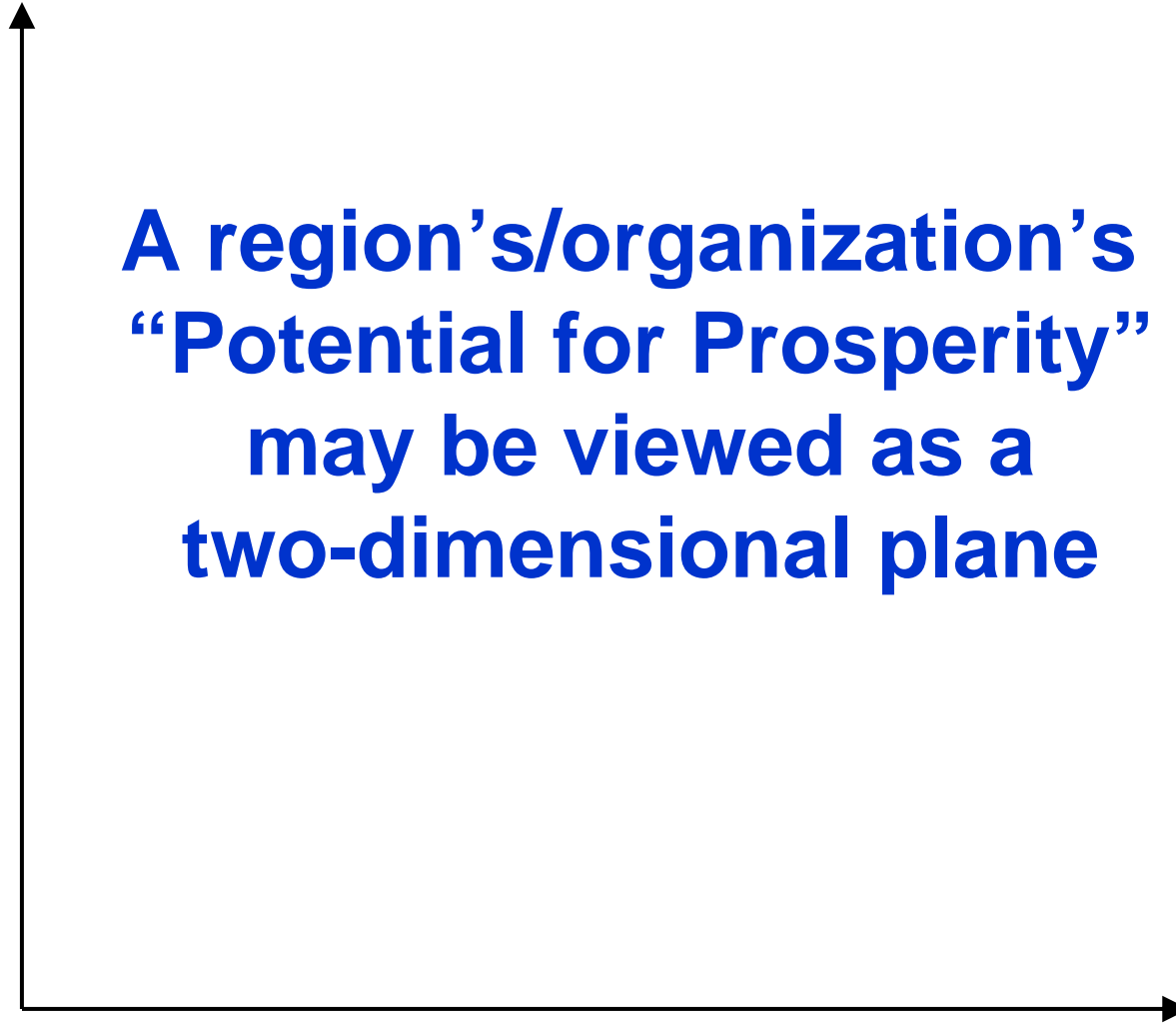
**Are you a
"yellow organization"
trying to survive in a
"red world",
and if not "yellow"
then what?**



**The broad-based development
“color” of a region
(or organization)
depends upon its:**

“Potential for Prosperity?”

Ability to Convert Solutions into Reality



Ability to Generate Solutions

Potential for Prosperity =

[Ability to generate solutions] x
[Ability to convert solutions into reality]

where:

“ability” refers to the combination of
“capability” and “willingness.”

Ability to Convert Solutions into Reality

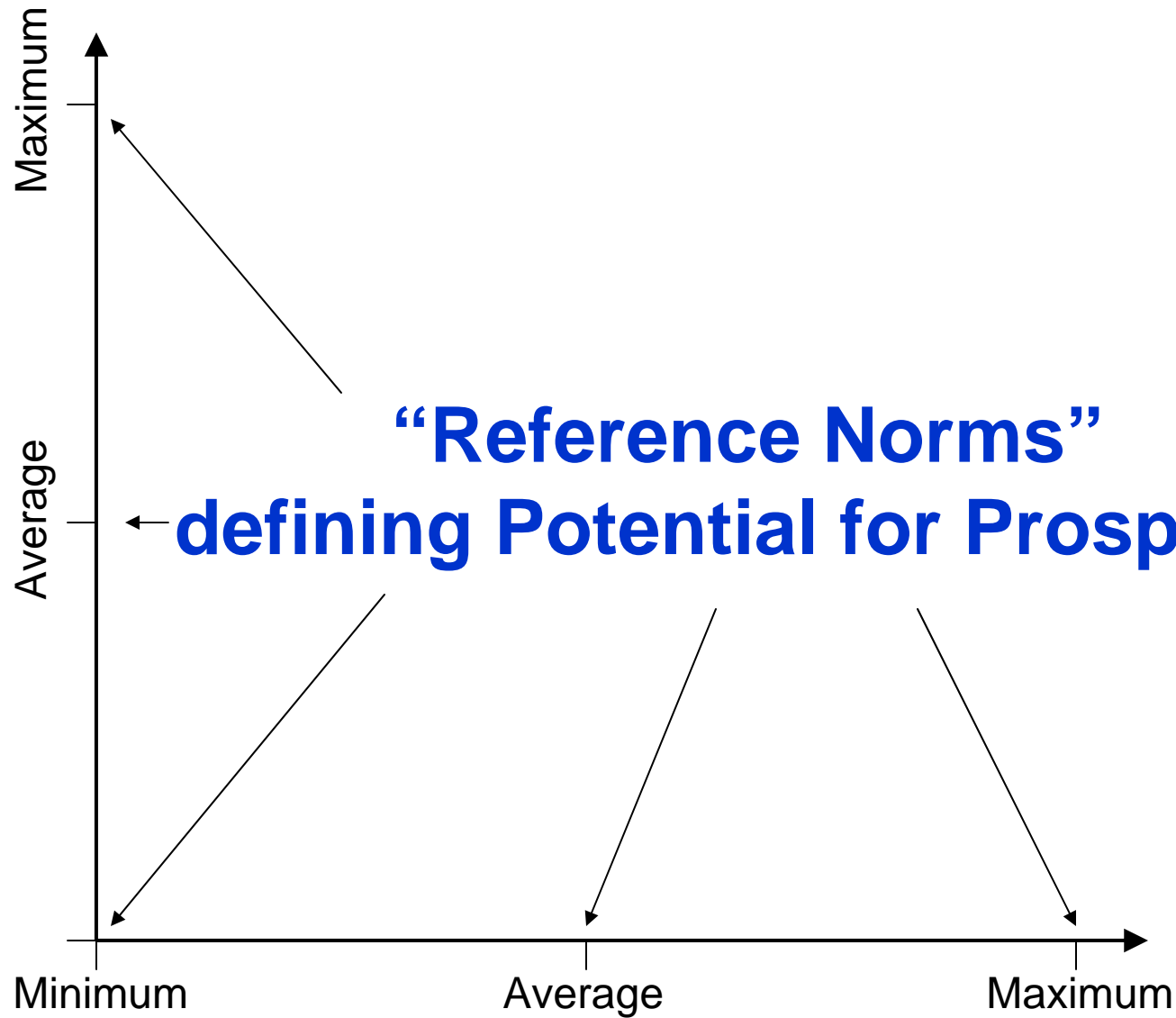


Ability to Generate Solutions

Comparative Potential for Prosperity

- Basis for comparison?
 - National, international or state norms?
 - Broad-based development norms?
 - Economic development
 - Community development
 - Educational development
 - Leadership development
- Potential “norms” can be defined in terms of
 - Minimums, Maximums and Averages

Ability to Convert Solutions into Reality

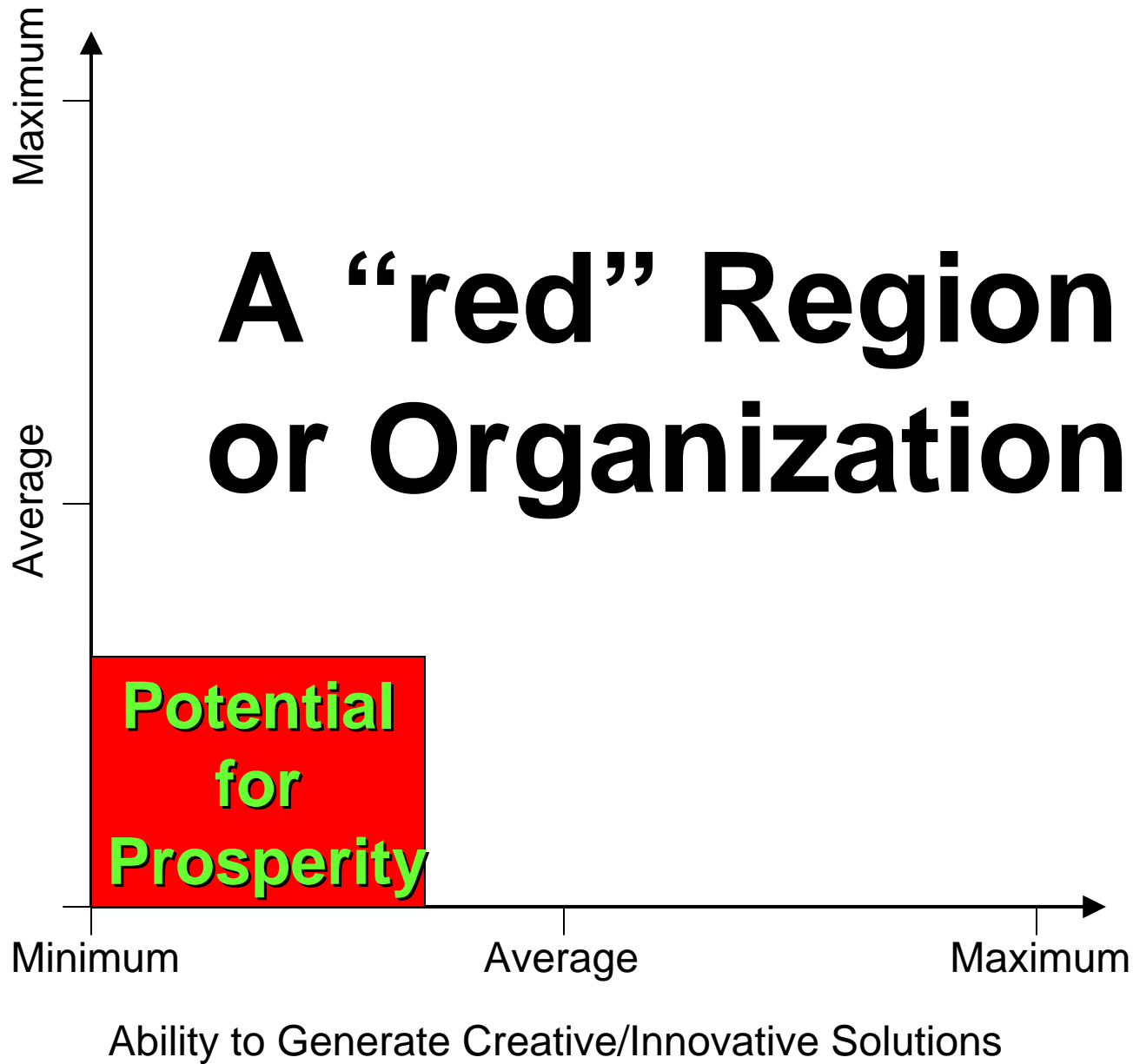


Ability to Generate Solutions

Color Codes

- Symbolism
 - RED signifies danger or stop!
 - BLUE signifies strength of effort
 - YELLOW signifies illumination of ideas.
 - GREEN signifies growth and prosperity

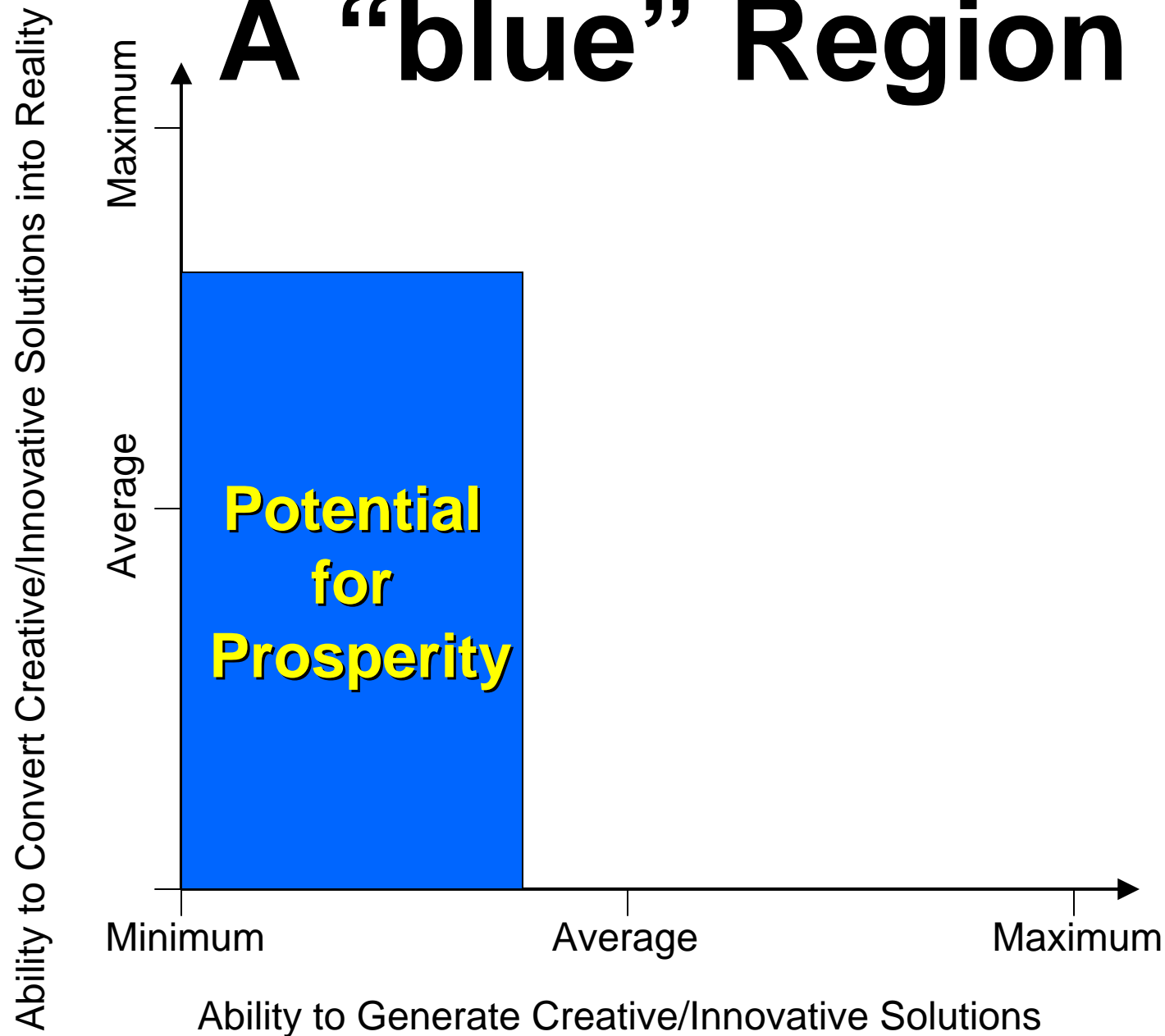
Ability to Convert Creative/Innovative Solutions into Reality



“Red” Region Characteristics at the Extremes

- Impoverished
- Without hope
- Without direction
- Stagnant
- Disconnected internally and externally
- Weak in all areas of broad-based development (economic, community, education and leadership)

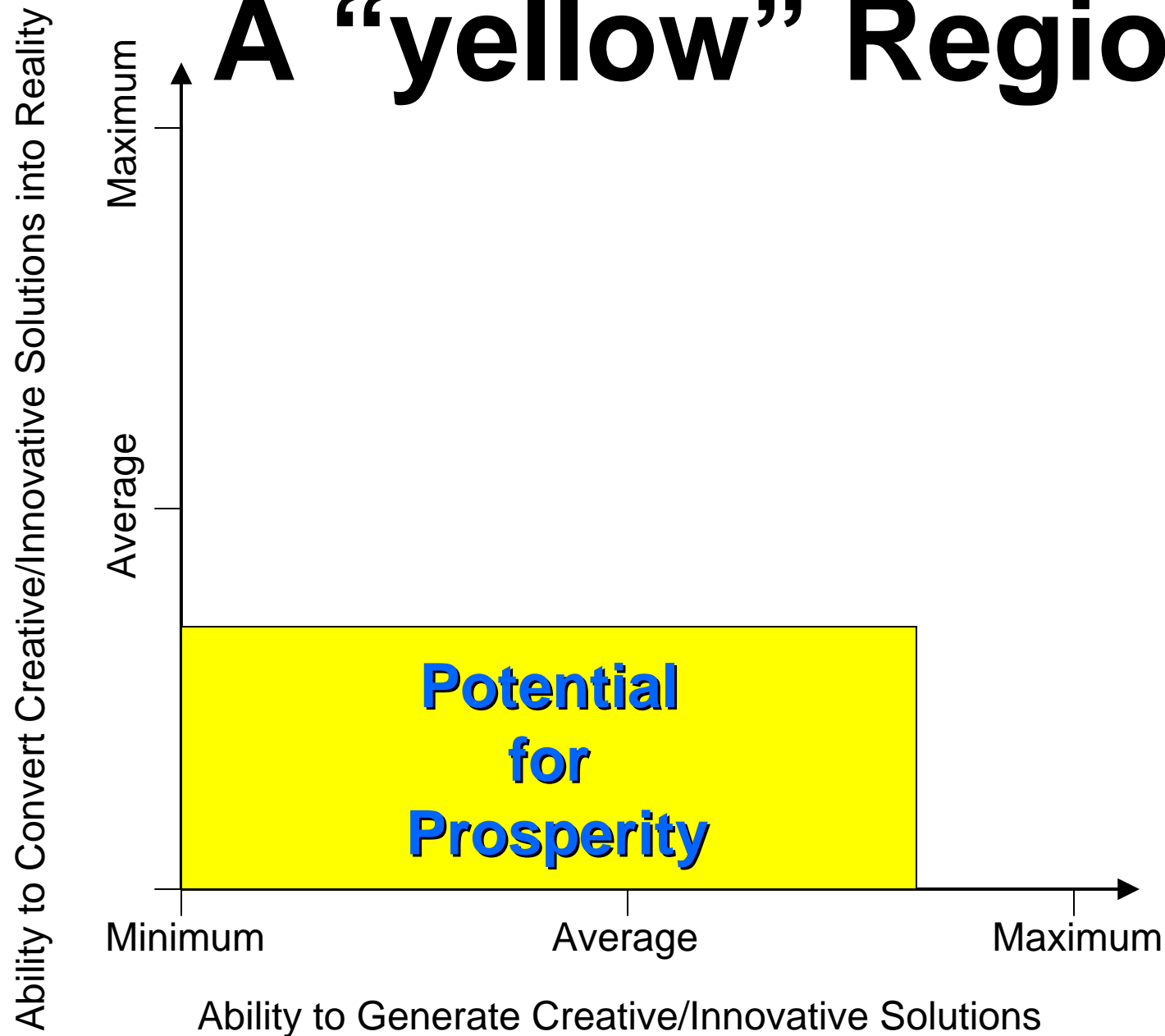
A “blue” Region



“Blue” Region Characteristics at the Extremes

- Intellectually complacent
- Moderately energetic
- Moderately optimistic
- Conventional/traditional in thinking
- Closed to new ideas but open to implementation
- Connected externally
- Disconnected internally
- With regard to broad-based development
 - Weak in community and educational areas
 - Strong in economic area
 - Average in leadership area

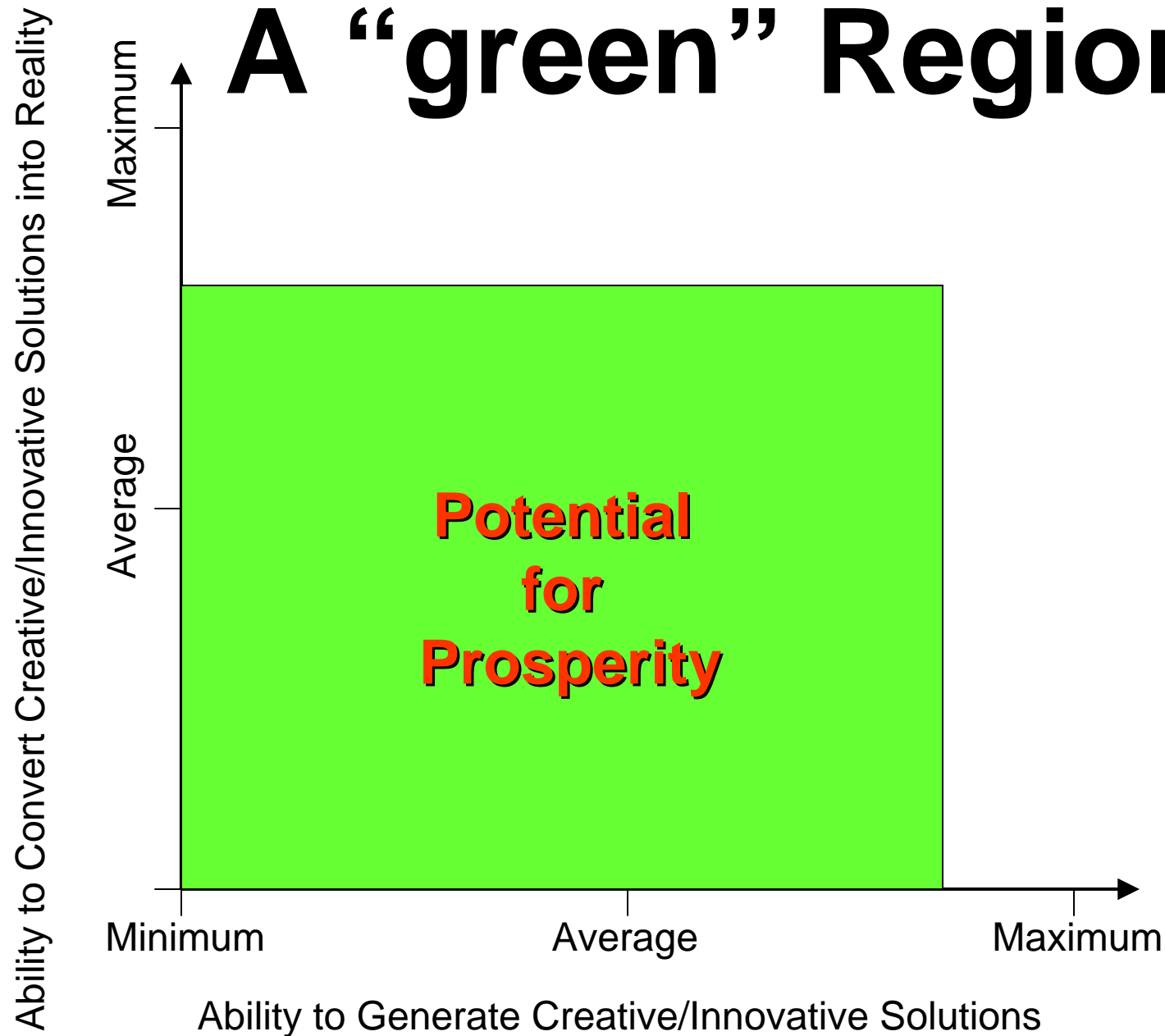
A “yellow” Region



“Yellow” Region Characteristics at the Extremes

- Intellectually stimulated
- Lethargic in approach
- Moderately optimistic
- Unconventional/nontraditional thinking
- Open to new ideas but closed to implementation
- Connected internally
- Disconnected externally
- With regard to broad-based development
 - Strong in community and educational areas
 - Weak in economic area
 - Average in leadership area

A “green” Region

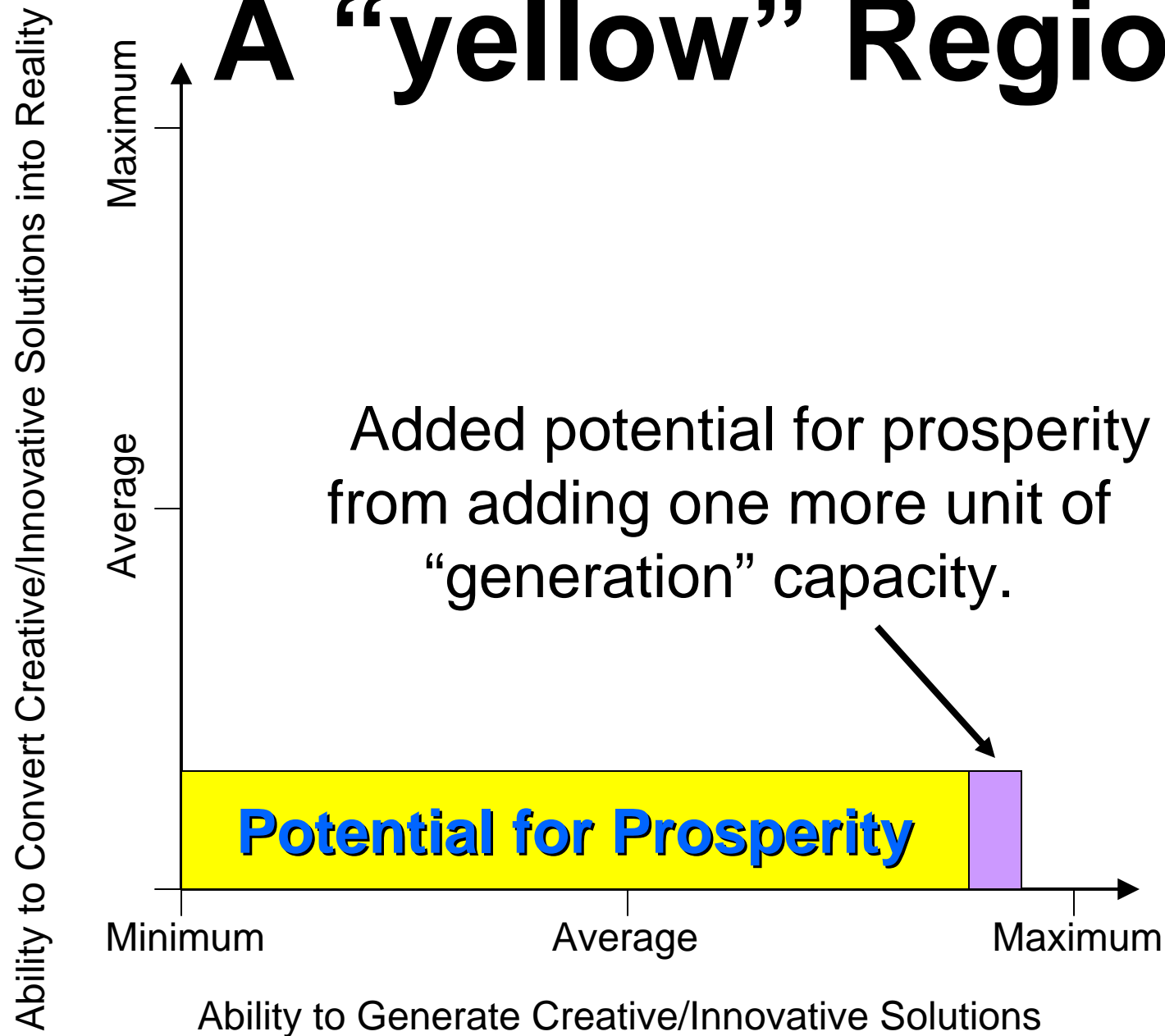


“Green” Region Characteristics at the Extremes

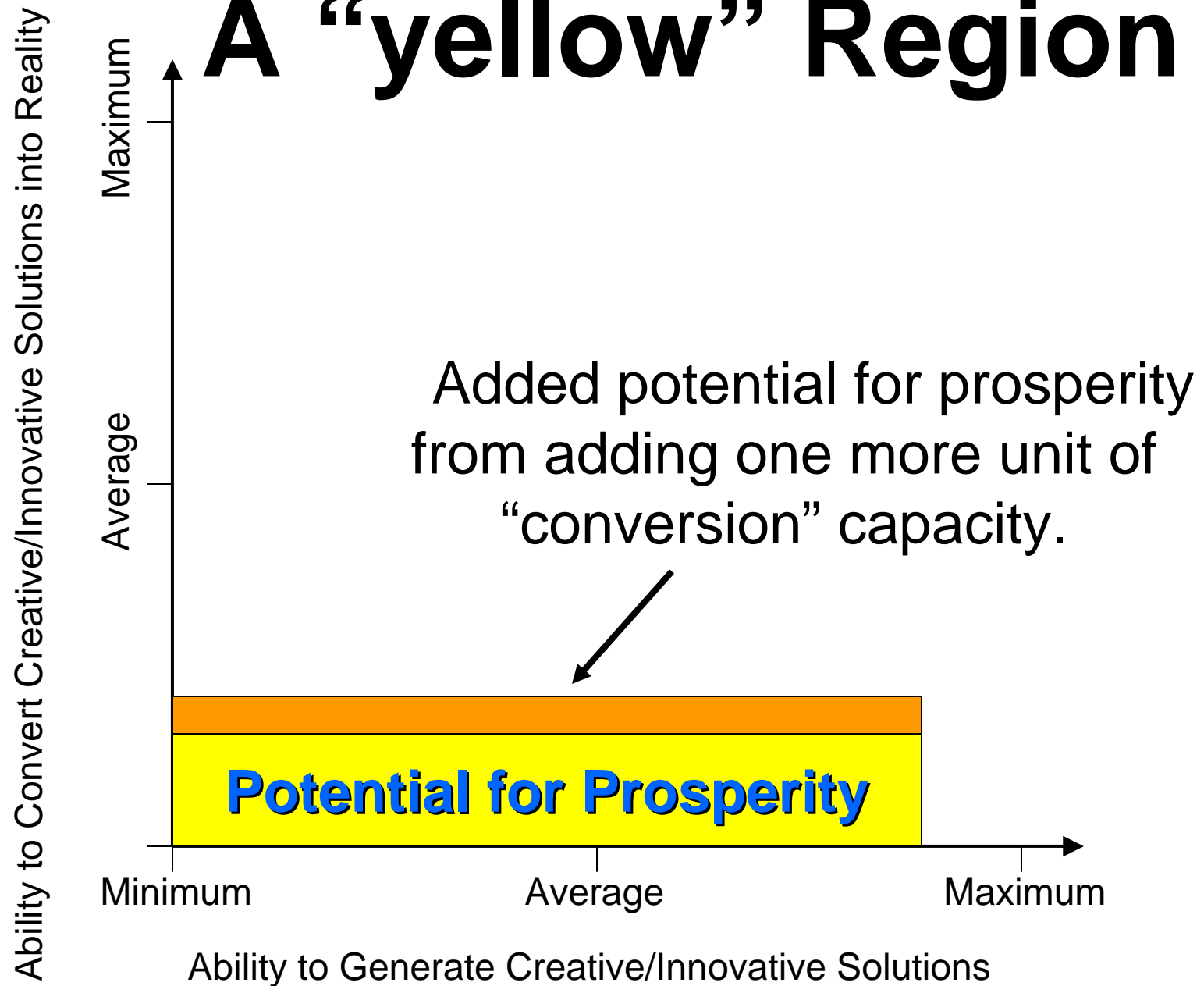
- Prosperous
- Energetic
- Hopeful
- Strong sense of direction
- Open to new ideas and to implementation
- Connected internally and externally
- Strong in all areas of broad-based development (economic, community, education and leadership)

Best strategy for increasing
Potential for Prosperity?

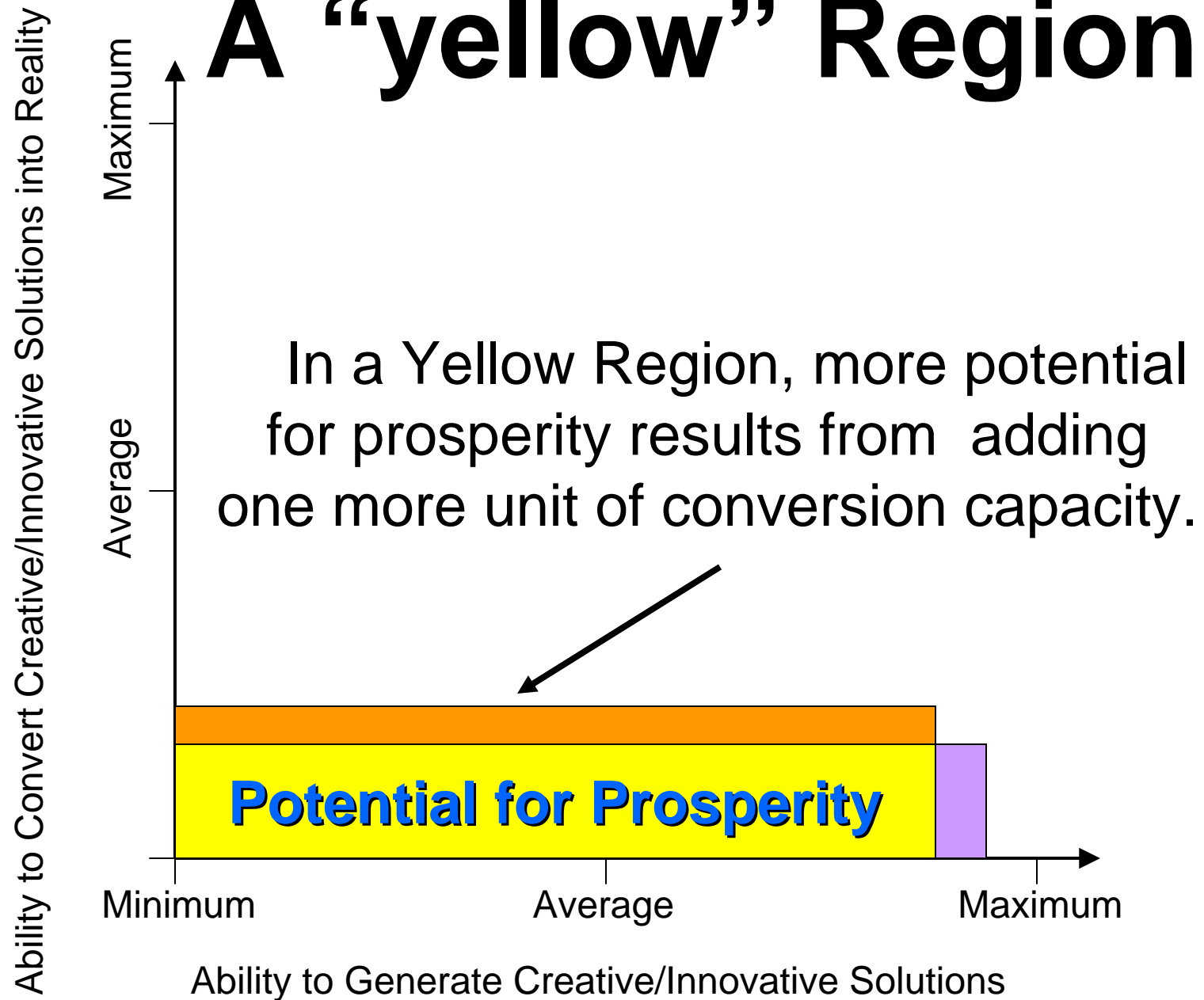
A “yellow” Region



A “yellow” Region



A “yellow” Region

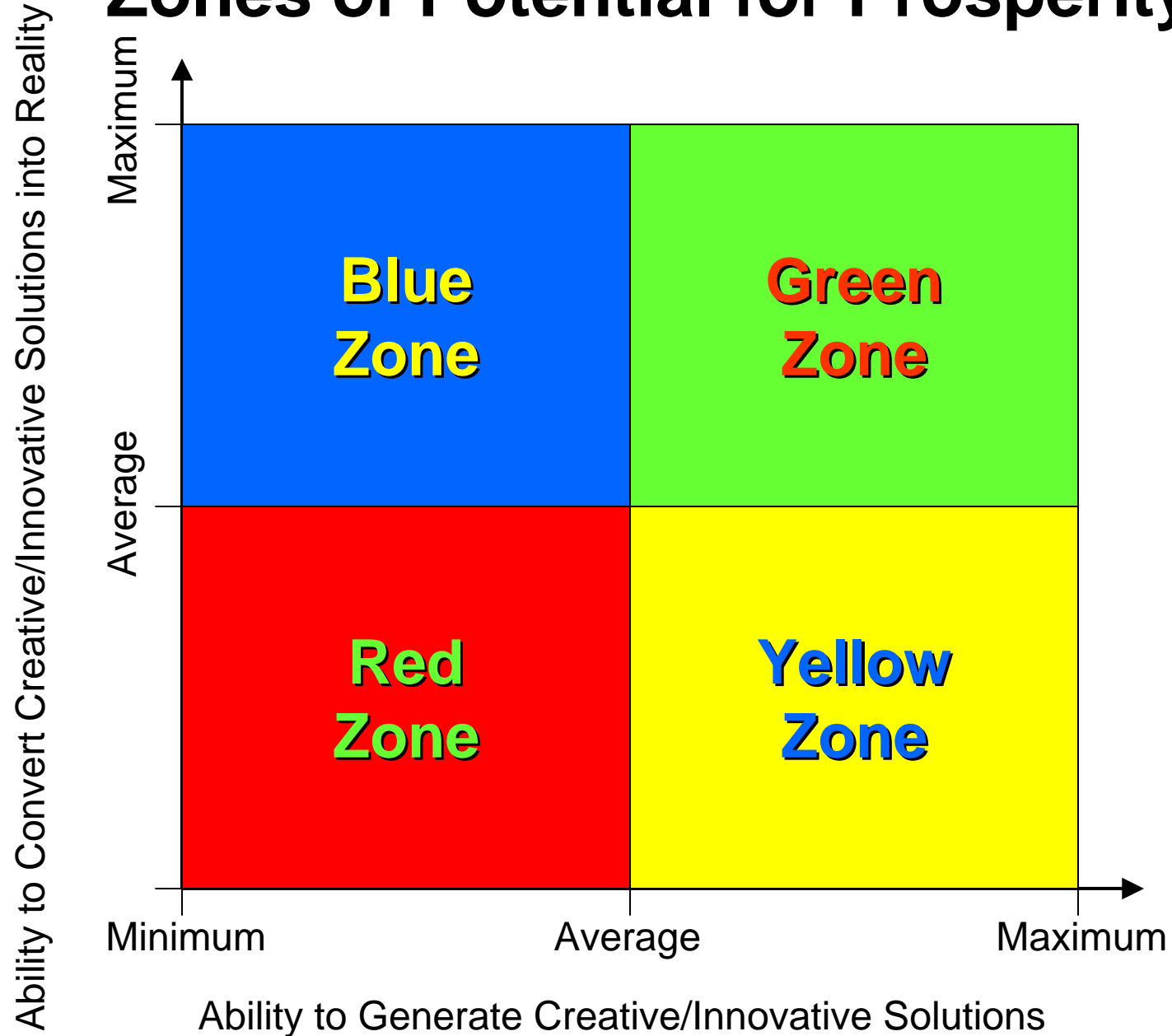


Broad-Based Development and Zones of Potential for Prosperity

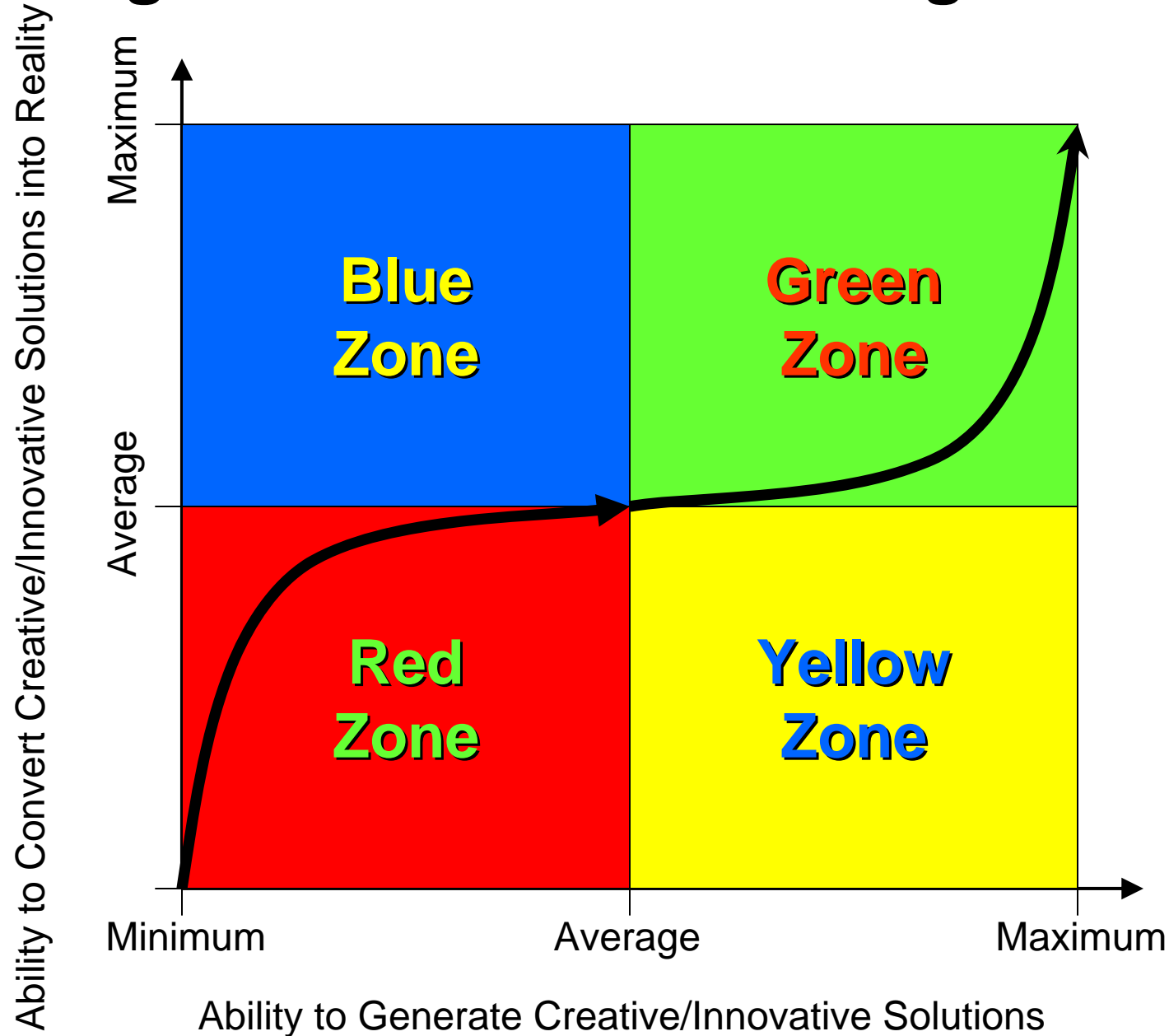
Total Potential for Prosperity

- Objective assessment required
- Aggregate sum for all broad-based areas:
 - Economic
 - Community
 - Educational
 - Leadership
- Leadership is the key in the long term
- Four zones

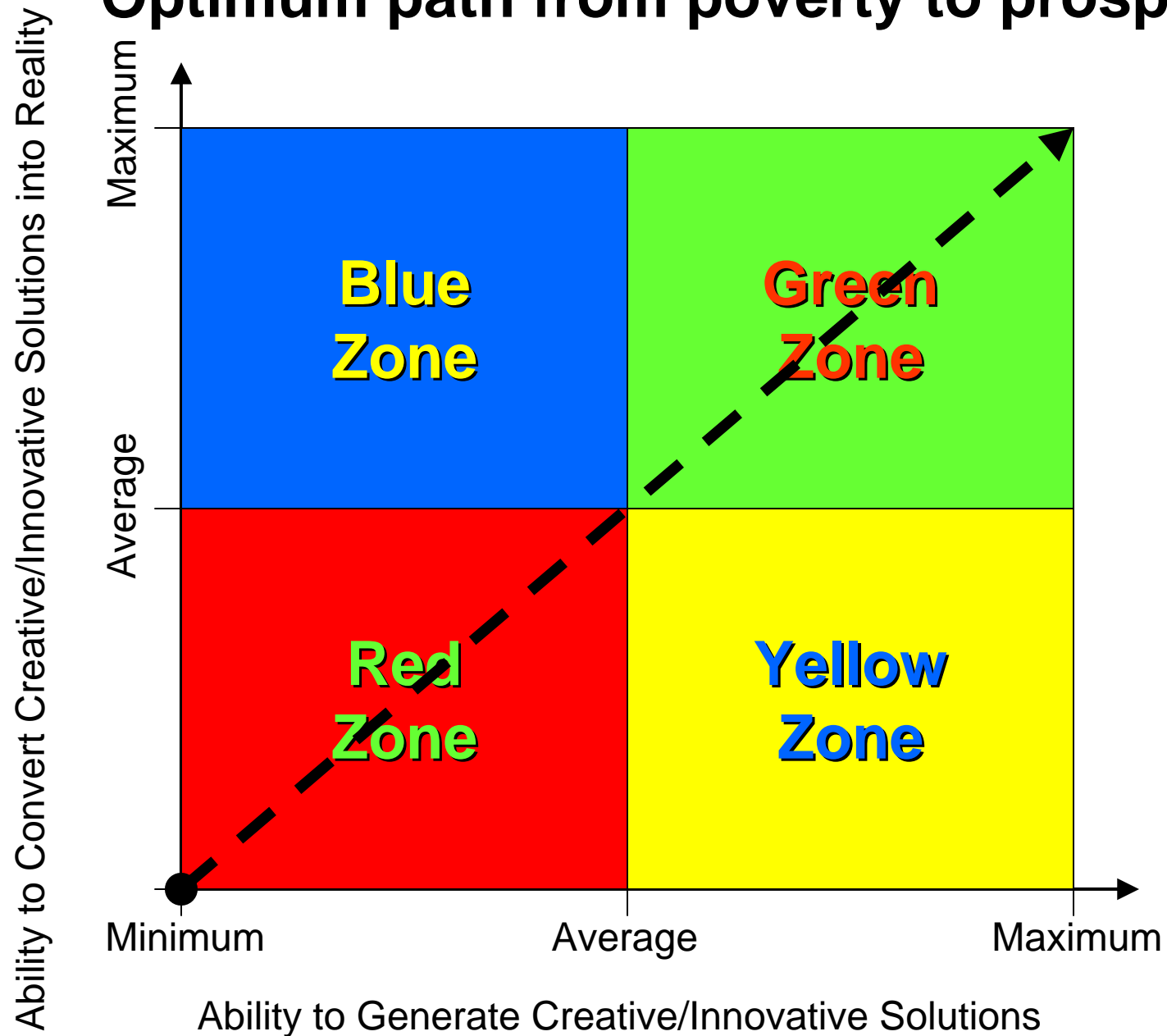
Zones of Potential for Prosperity



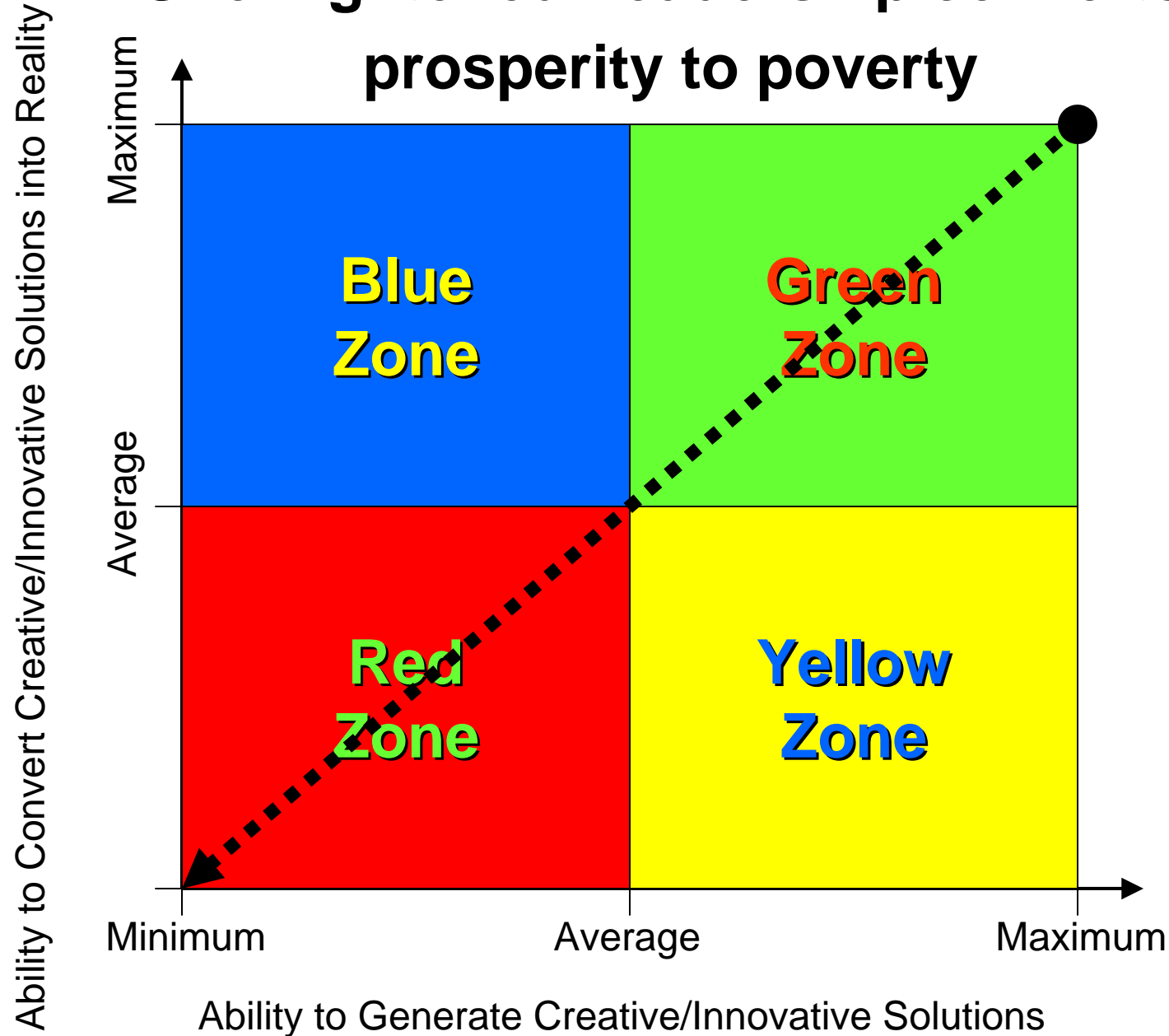
Marginal Cost for Generating Solutions



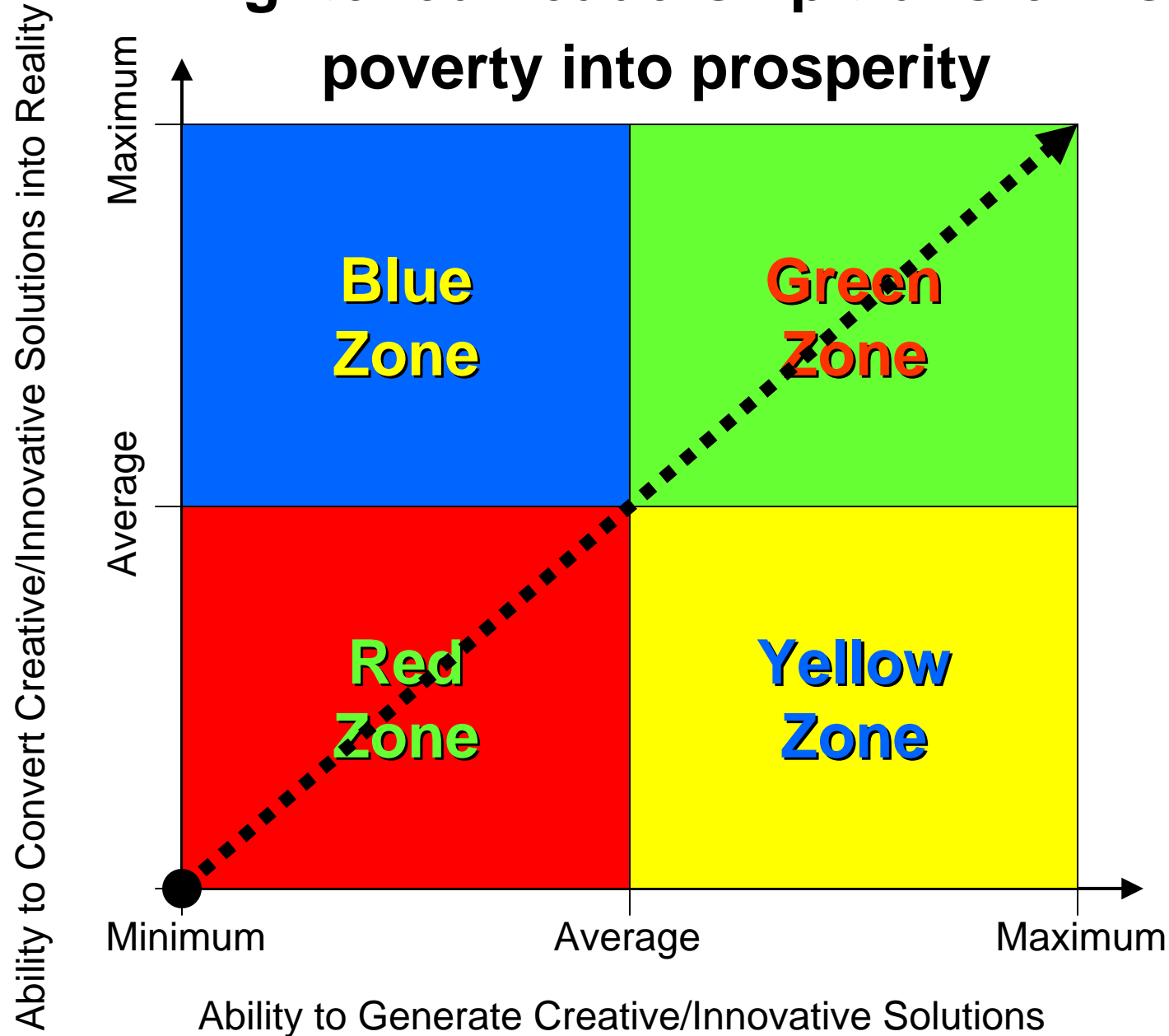
Optimum path from poverty to prosperity



Unenlightened Leadership converts prosperity to poverty



Enlightened Leadership transforms poverty into prosperity



Question 5:

What is the
Crossroads Coalition?



The Crossroads Coalition is:

- An accident
- A region
- An idea in the right place at the right time
- A philosophy
- A new model for Arkansas and the U.S.
- An exciting innovative concept
- An evolving organization with an uncertain but potentially bright and exciting future



The Crossroads Coalition

- an accident -

The Crossroads Coalition began as a result of a accidental Rotary presentation that led to partnership between a single county and the University of Arkansas College of Engineering.



The Crossroads Coalition

- a region -

- 10-counties
- ~280,000 people
- ~ 40% African American
- Mississippi Delta
- Within ~ 75 miles of Memphis, TN
- Name based on crossing of two interstates and two major highways within the region.
- Focused on broad-based development



Crossroads Coalition

- mission and vision -

VISION STATEMENT

The Crossroads Coalition is **a catalyst for the continuing improvement of prosperity, opportunity, and other quality of life considerations** (such as employment, housing, education, health care, recreation and the natural environment) in the Region.

MISSION STATEMENT

The Crossroads Coalition exists to enhance the quality of life within the Region by assisting **established organizations** with **comprehensive broad-based development** (economic, community, educational, leadership) efforts through **partnerships**.



The Crossroads Coalition

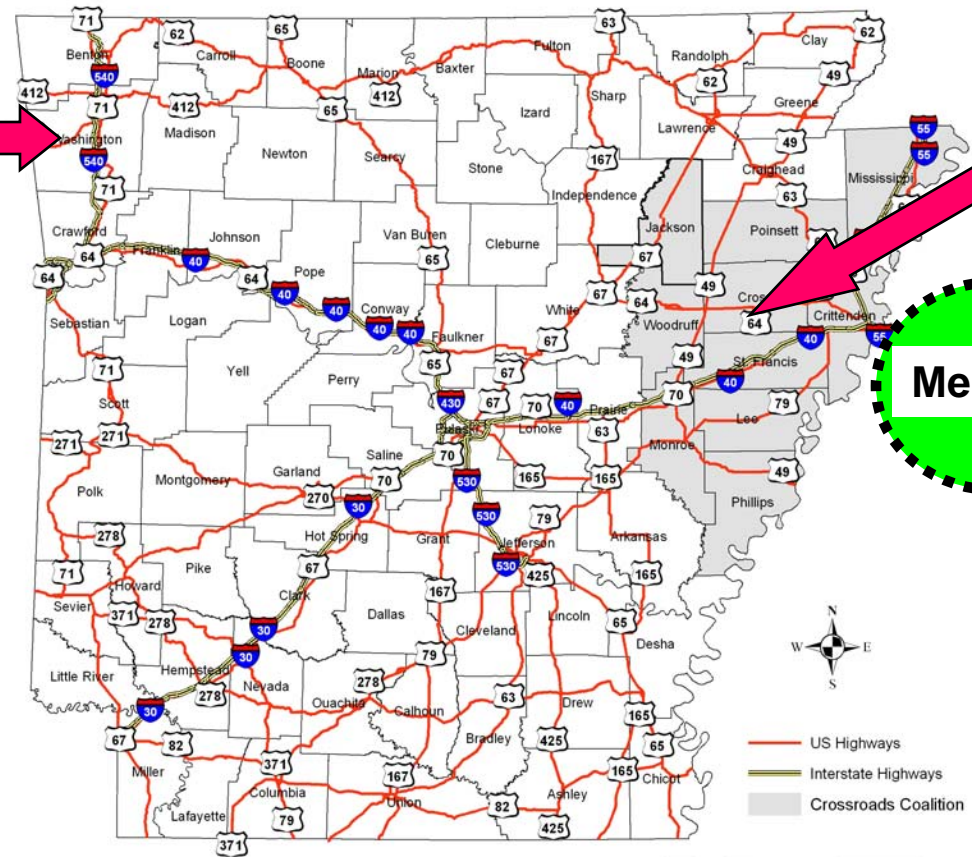
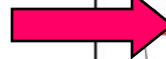
- the geography -



The Crossroads Coalition Counties Location

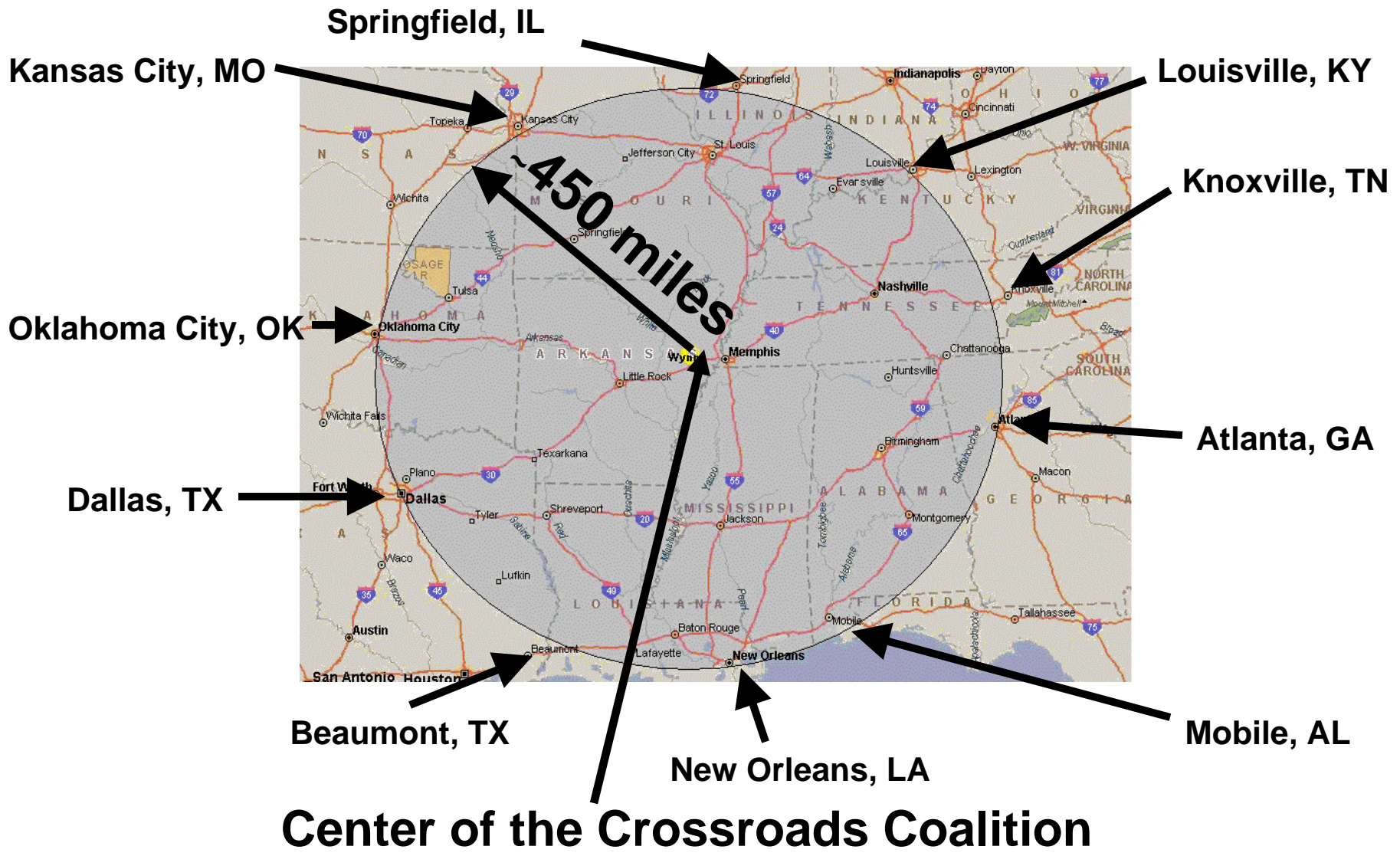
Crossroads
Coalition

University
of Arkansas

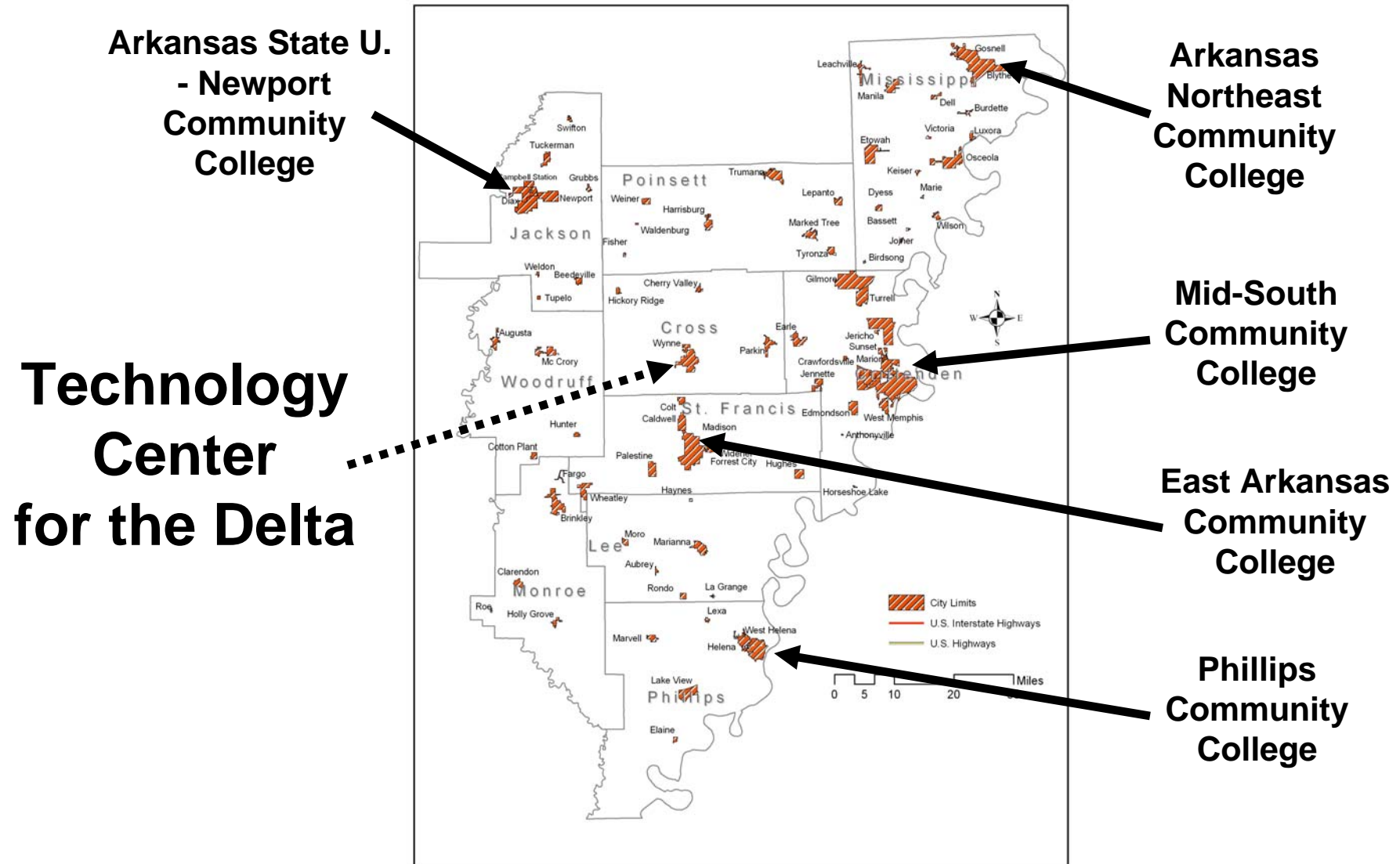


Map created at UAEDI based on data from the US Census Bureau, TIGER/line, 2000 and the Arkansas Highway and Transportation Department, 2000

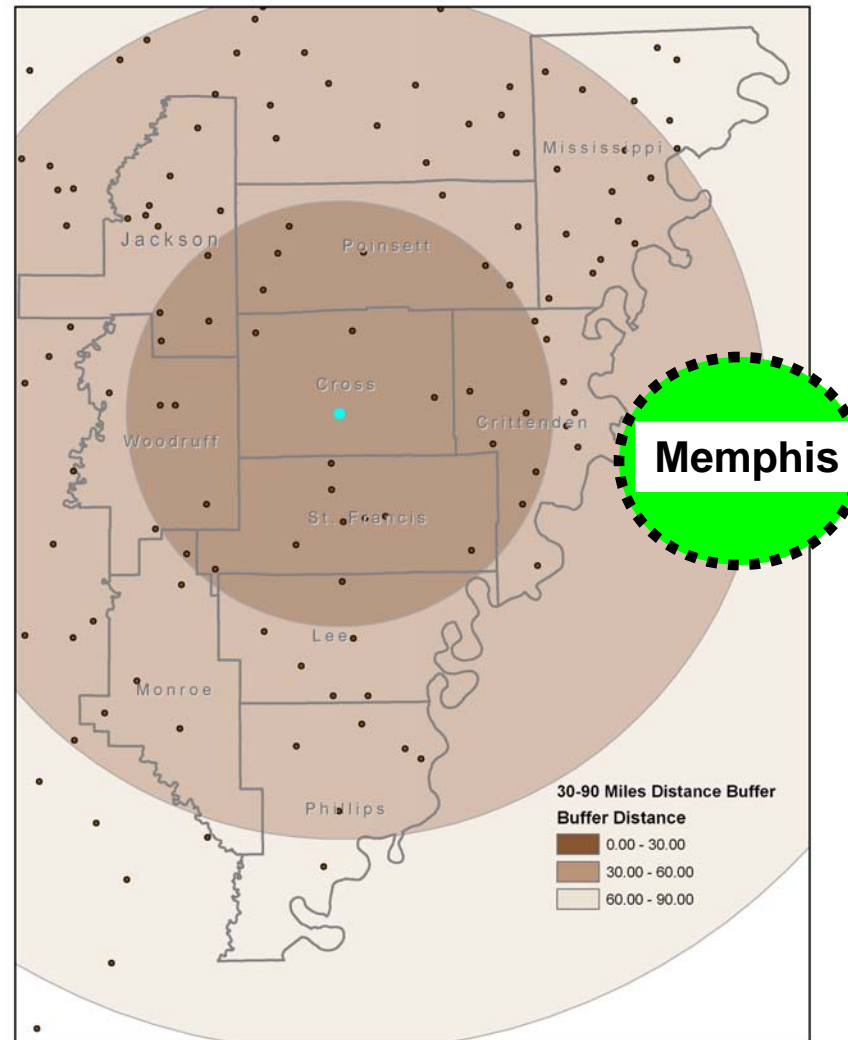
Crossroads Coalition



Higher Education in the Crossroads Coalition Counties



30, 60 and 90 Miles from the Technology Center for the Delta



Crossroads Coalition

- history, evolution and UAEDI -

**“A 12 stage snapshot” of
developing relationships**



UAEDI and the Crossroads – Step 1

People of
Cross County
Arkansas

UA
College of
Engineering

Beginning “Players” in Crossroads

- Cross County (Wynne is county seat)
 - Is about 50 miles west of Memphis, TN
 - ~20,000 people
 - Primarily an agricultural economy
- UA College of Engineering
 - Is in northwest Arkansas
 - about 270 miles from Cross County.

UAEDI and the Crossroads – Step 2



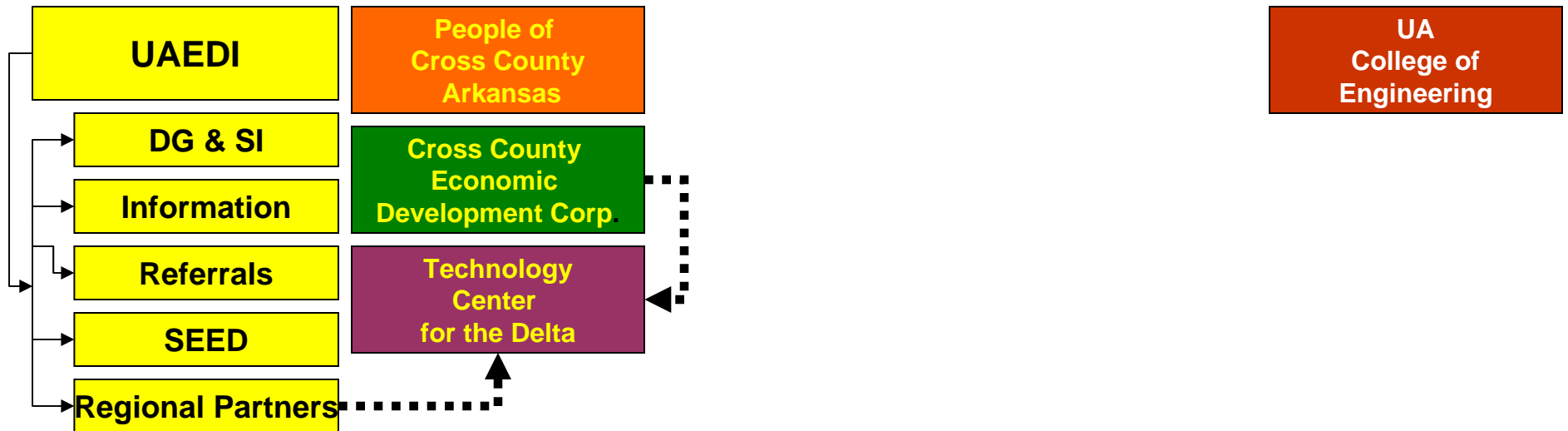
- 1999 -2001
 - ❑ Cross County economic development tax
 - ❑ (1% sales tax, 3-years, \$4.5 million)
- 2001-
 - ❑ UA Speech to Cross County Rotary Club
 - ❑ UA College of Engineering – Cross County partnership.

UAEDI and the Crossroads – Step 3



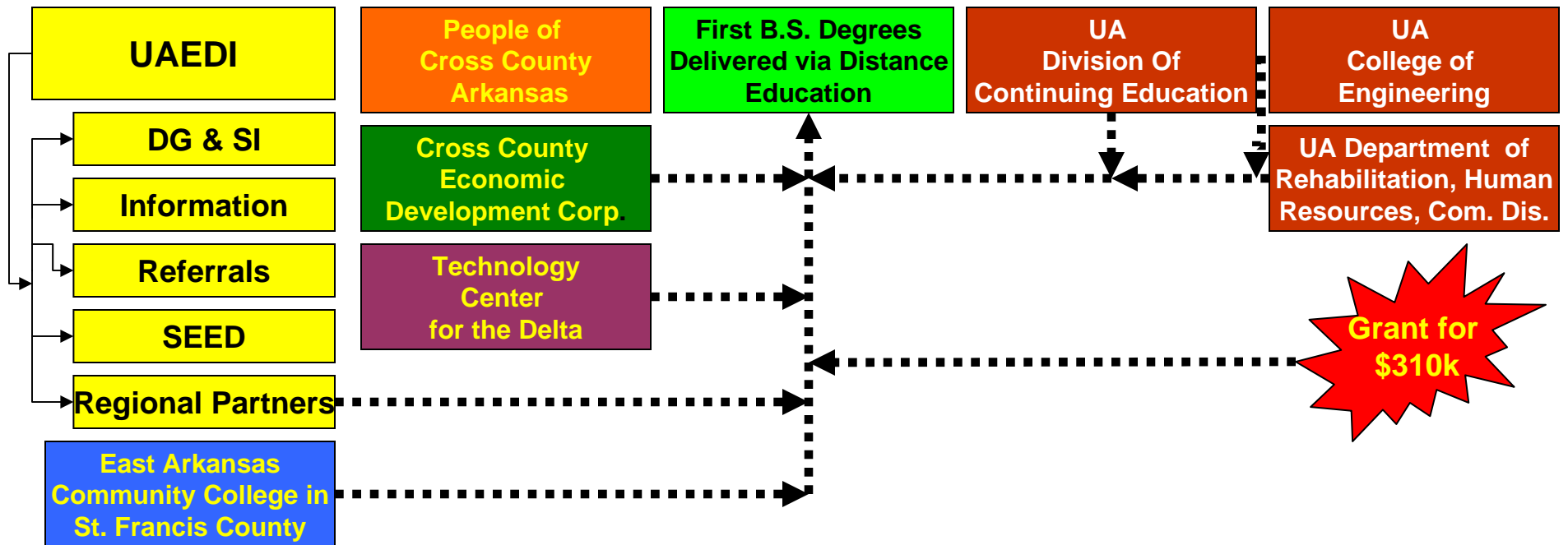
- 2002 - Technology Center for the Delta concept and partnership.

UAEDI and the Crossroads – Step 4



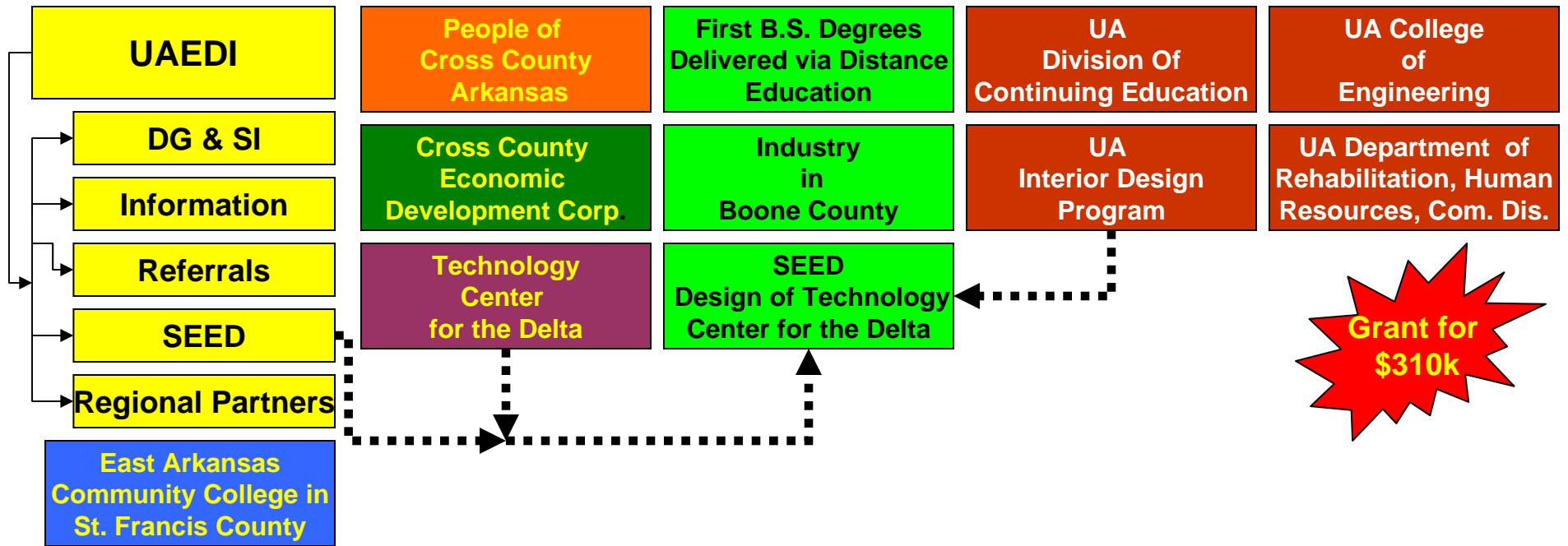
- July 1, 2002 - UAEDI created and became the official UA partner
- December 2002 - Interested parties gathered in Cross County to begin planning for the Crossroads Coalition.

UAEDI and the Crossroads – Step 5



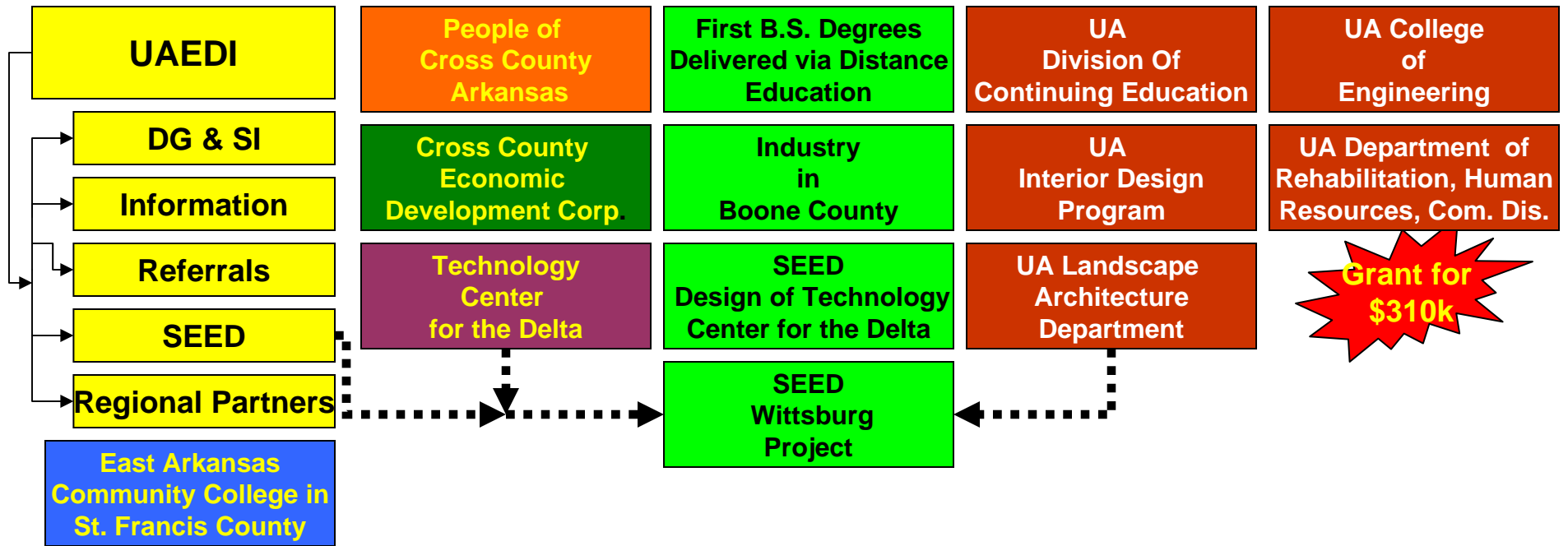
- 2003 - \$310k Delta Regional Authority grant for delivering distance education to Cross County.
 - ❑ (2005 - first graduates, B.S. degrees in Human Resources.)

UAEDI and the Crossroads – Step 6



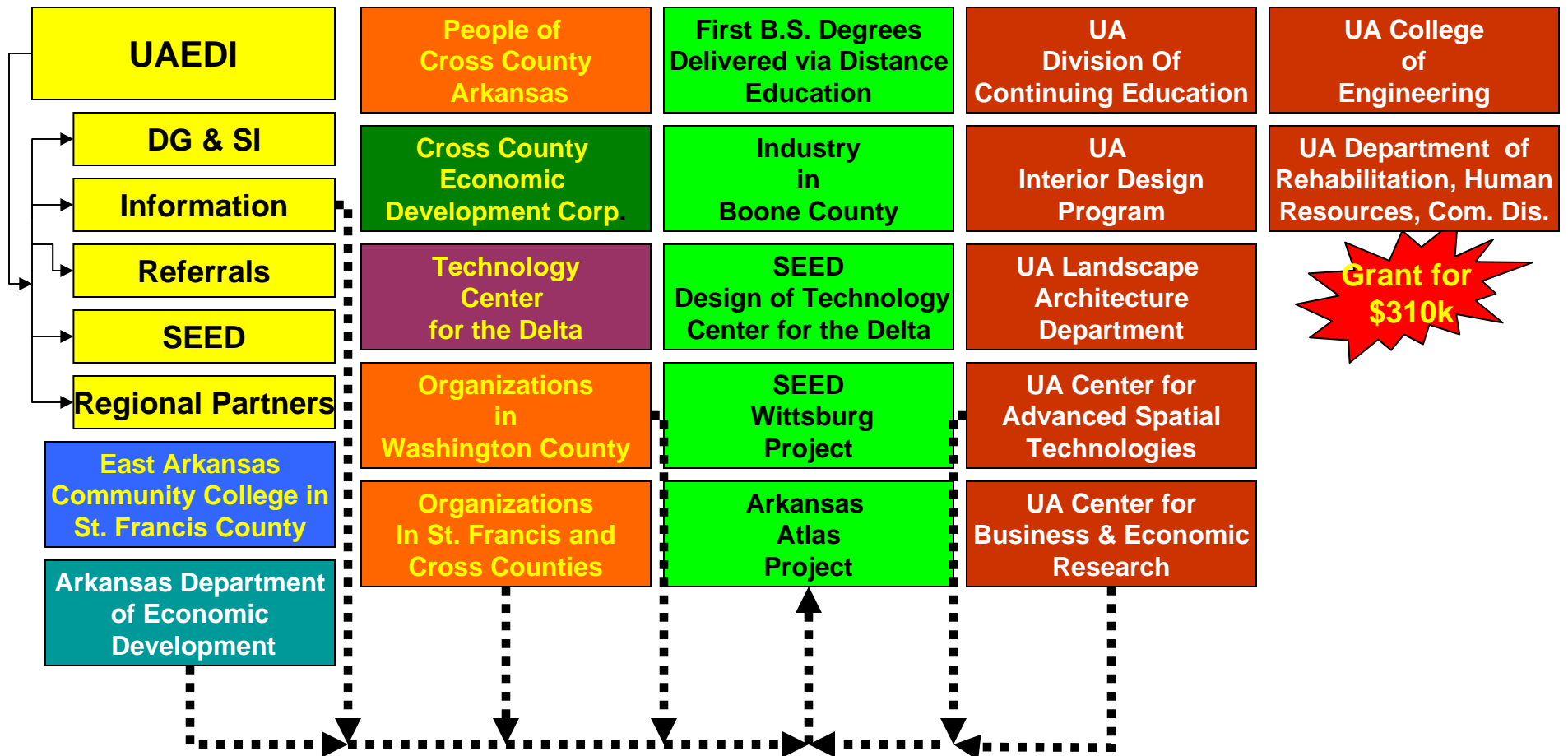
- Spring 2003 - the first SEED project.
 - ❑ UA Interior Design students provide optional space utilization plans for the Technology Center for the Delta.
 - ❑ August 2005- opened, (~\$2 million in construction).

UAEDI and the Crossroads – Step 7



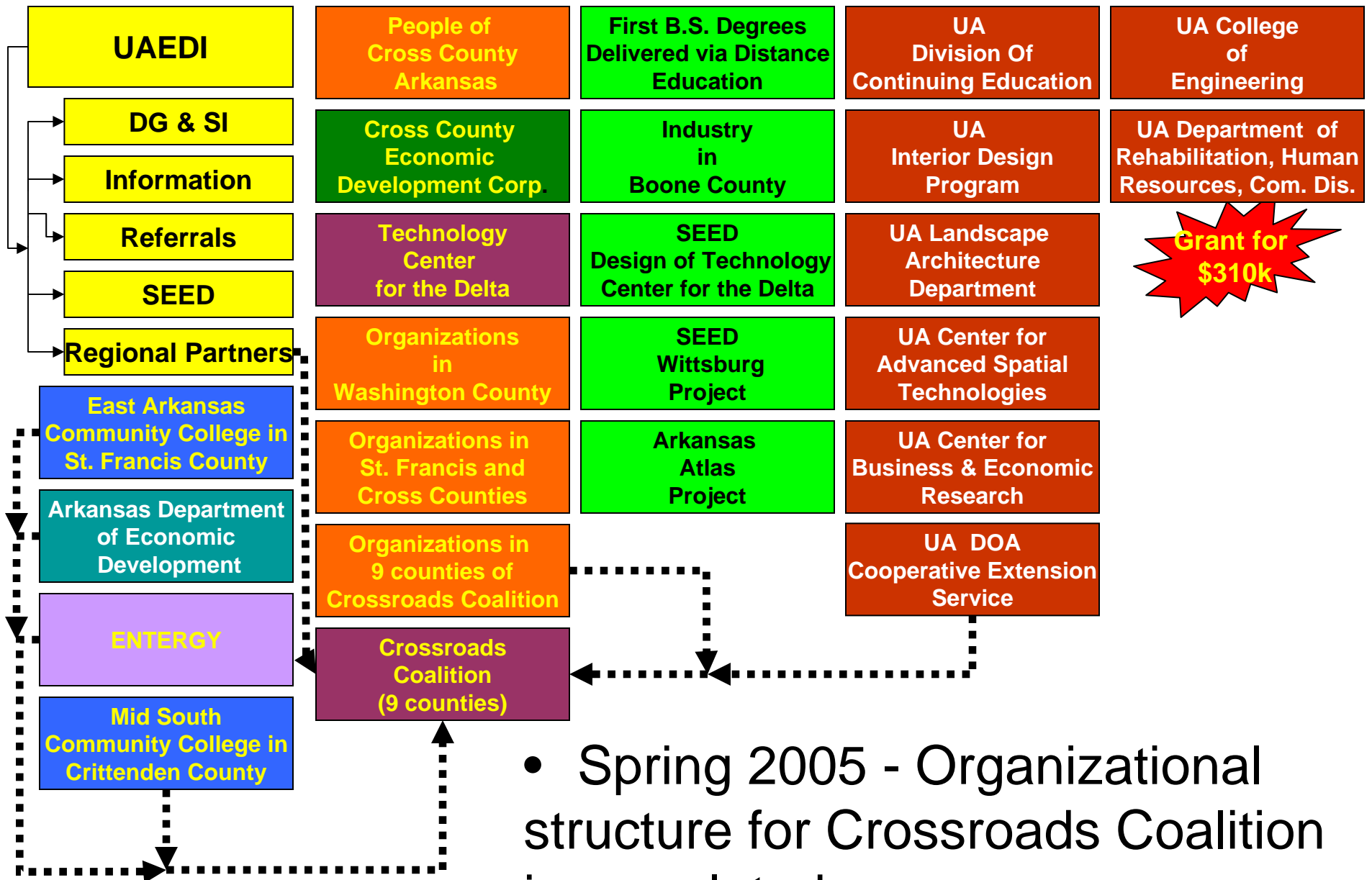
- Spring 2003 - SEED ecotourism project
 - ❑ (Landscape Architecture becomes the second department to participate in SEED).

UAEDI and the Crossroads – Step 8



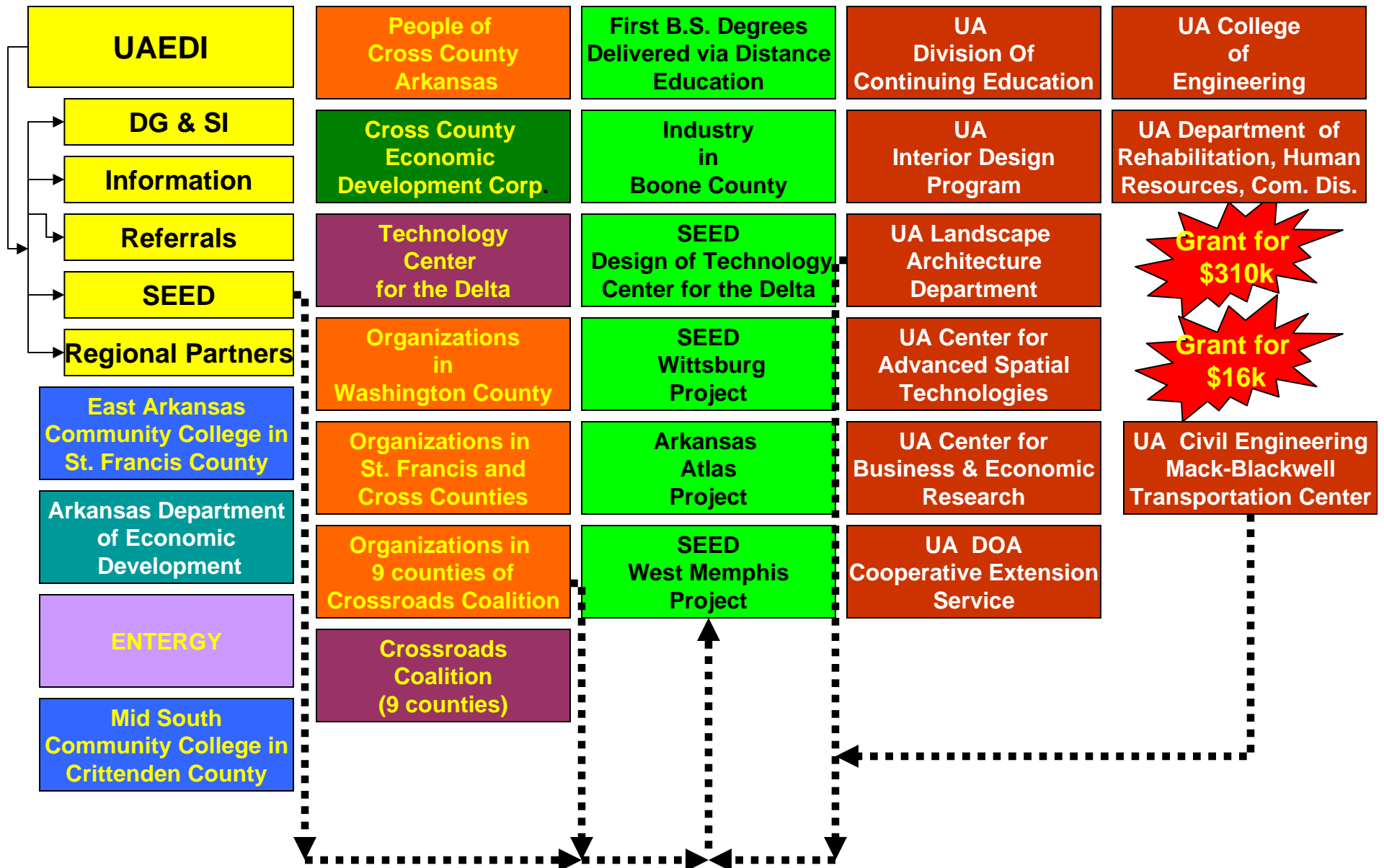
- 2003 – UAEDI, Multi-county, state agency GIS map effort.

UAEDI and the Crossroads – Step 9



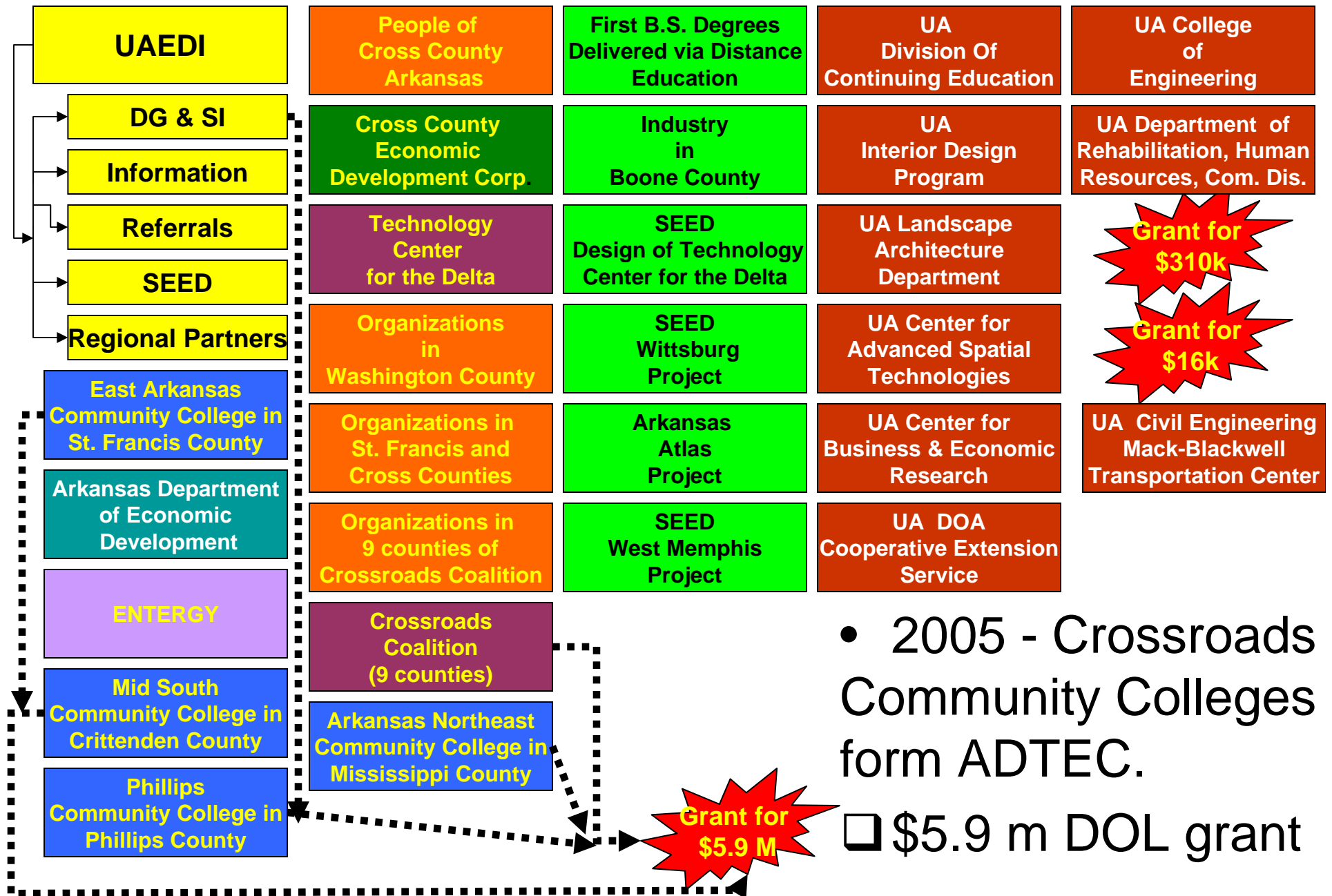
- Spring 2005 - Organizational structure for Crossroads Coalition is completed.

UAEDI and the Crossroads – Step 10

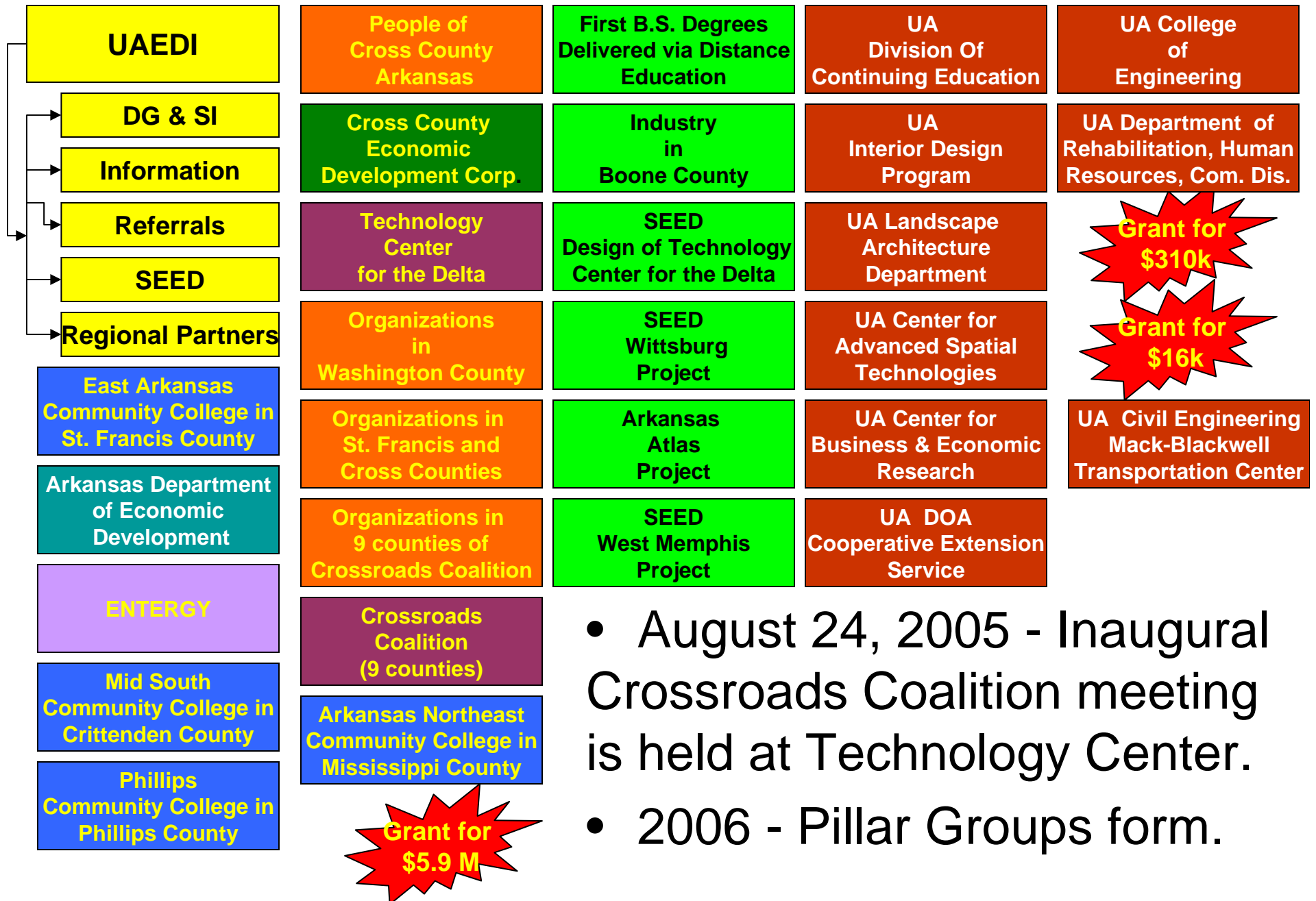


- 2005 West Memphis SEED adds new partners.

UAEDI and the Crossroads – Step 11



UAEDI and the Crossroads – Step 12



- August 24, 2005 - Inaugural Crossroads Coalition meeting is held at Technology Center.
- 2006 - Pillar Groups form.

Crossroads Coalition

- a philosophy -



Crossroads Coalition

- philosophical underpinnings -

- A belief in people who work towards a shared vision
- Business model (similar to Chamber of Commerce)
- No internal political boundaries in Region
- A coalition of the willing
- Structure for open communication
- Stacking the odds
- Leveraging resources through partnerships
- Working through established organizations
- Open to all who are interested, respectful, and motivated
- Pursues broad-based development
- Embraces creative and innovative endeavors
- Comprehensive and simultaneous activity
- Seeking to be national laboratory and model

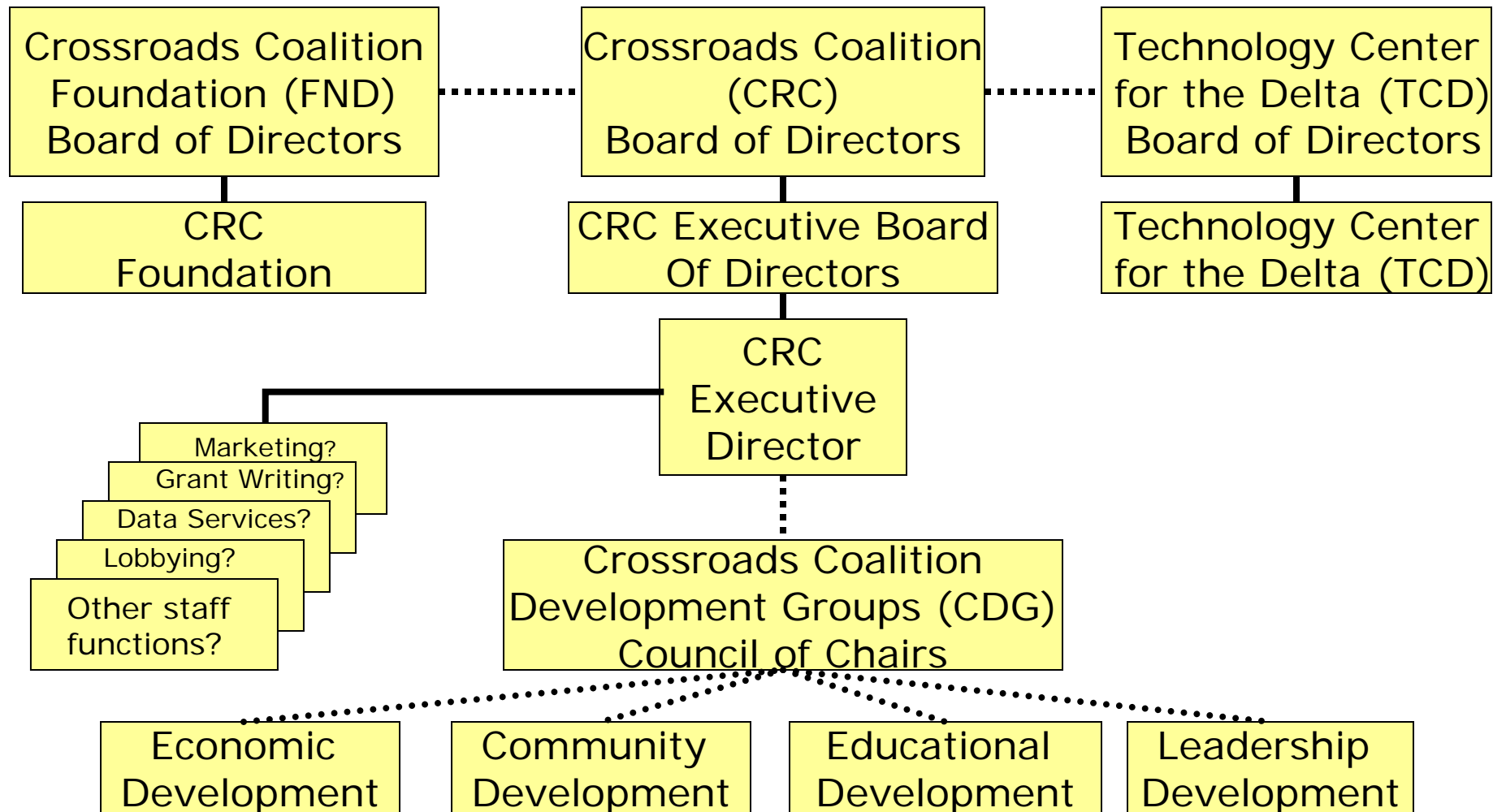


Crossroads Coalition

- organizational structure -

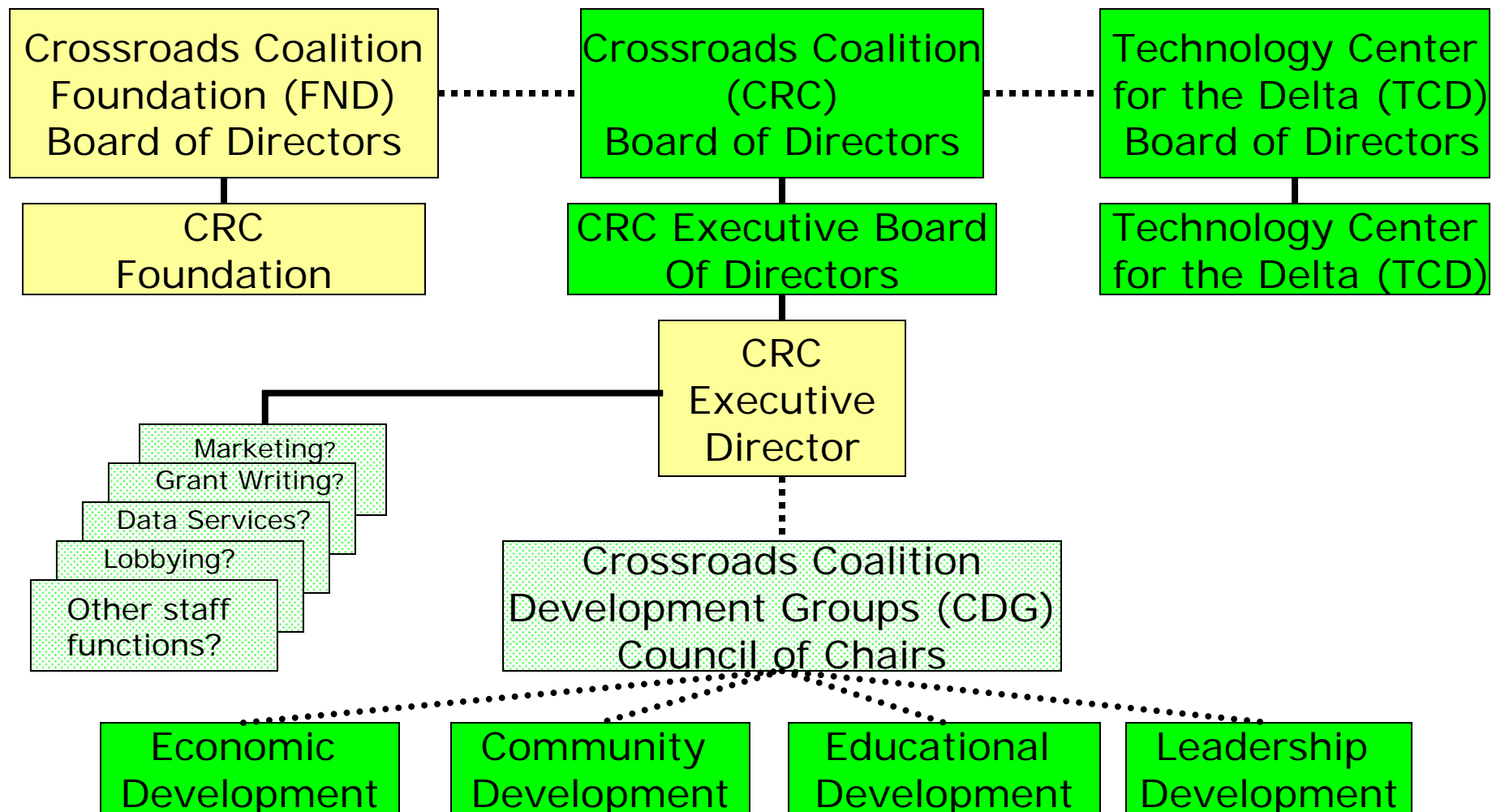


Crossroads Coalition Organizational Chart



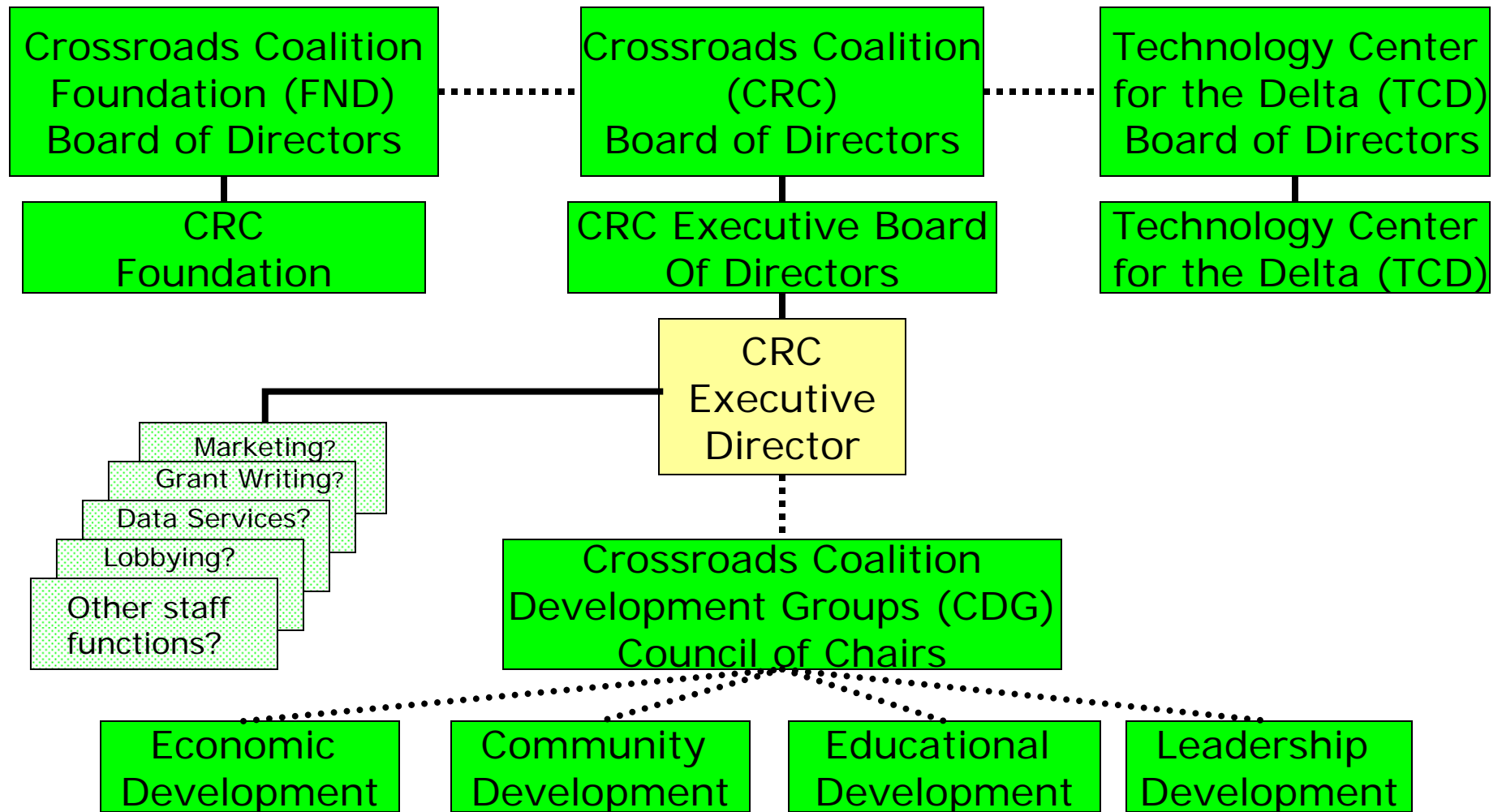
Crossroads Coalition

- August 2006 -



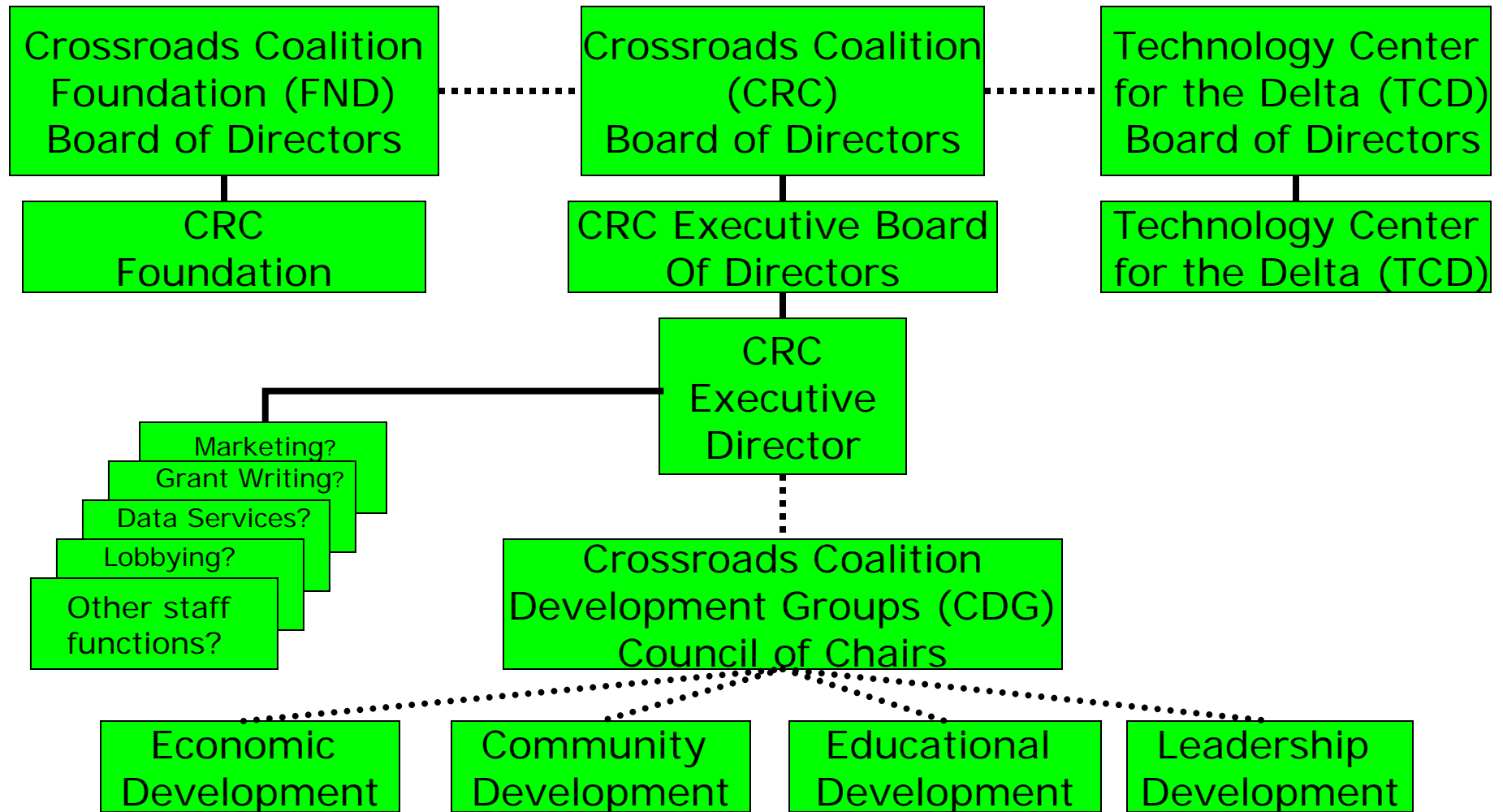
Crossroads Coalition

- by Spring 2007-



Crossroads Coalition

- by Spring 2008 -



Crossroads Coalition

- evidence of success -

- Technology Center for the Delta
- Students Engaged in Economic Development (SEED)
- Arkansas Delta Technology and Training Consortium (ADTEC)



Crossroads Coalition

- current status -

- Technology Center for the Delta
 - Full occupancy (EACC, Workforce Inv. Brd., Chamber)
 - Heavily used as a regional meeting facility
- Official bylaws near completion
- The pillar groups
 - Meeting monthly
 - Growing (~270 on official mailing list)
 - Asset determination
 - Looking to create sub-pillar groups
 - Role of “Hired Guns”



Crossroads Coalition

- pillar group activity -

- Economic Development Pillar Group
 - Small-business subpillar group
 - Legislative advocacy group
- Education Development Pillar Group
 - Workforce Development (via ADTEC)
 - Science, Technology, Engineering, Math (STEM)
- Community Development
 - Health subpillar group
 - Data
- Leadership Development
 - Inventory of current assets
 - Regional leadership program



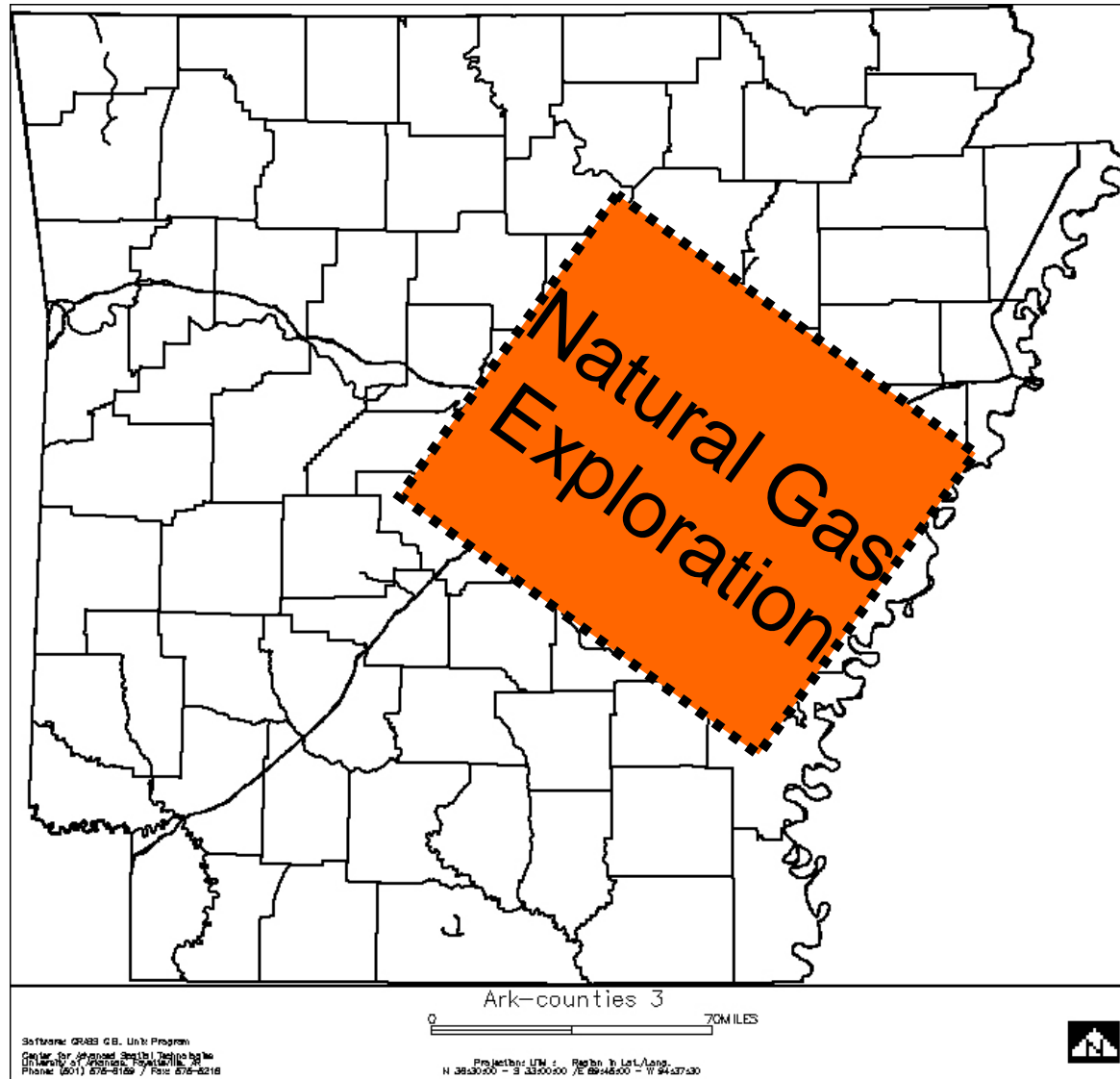
Crossroads Coalition

- right place at the right time? -

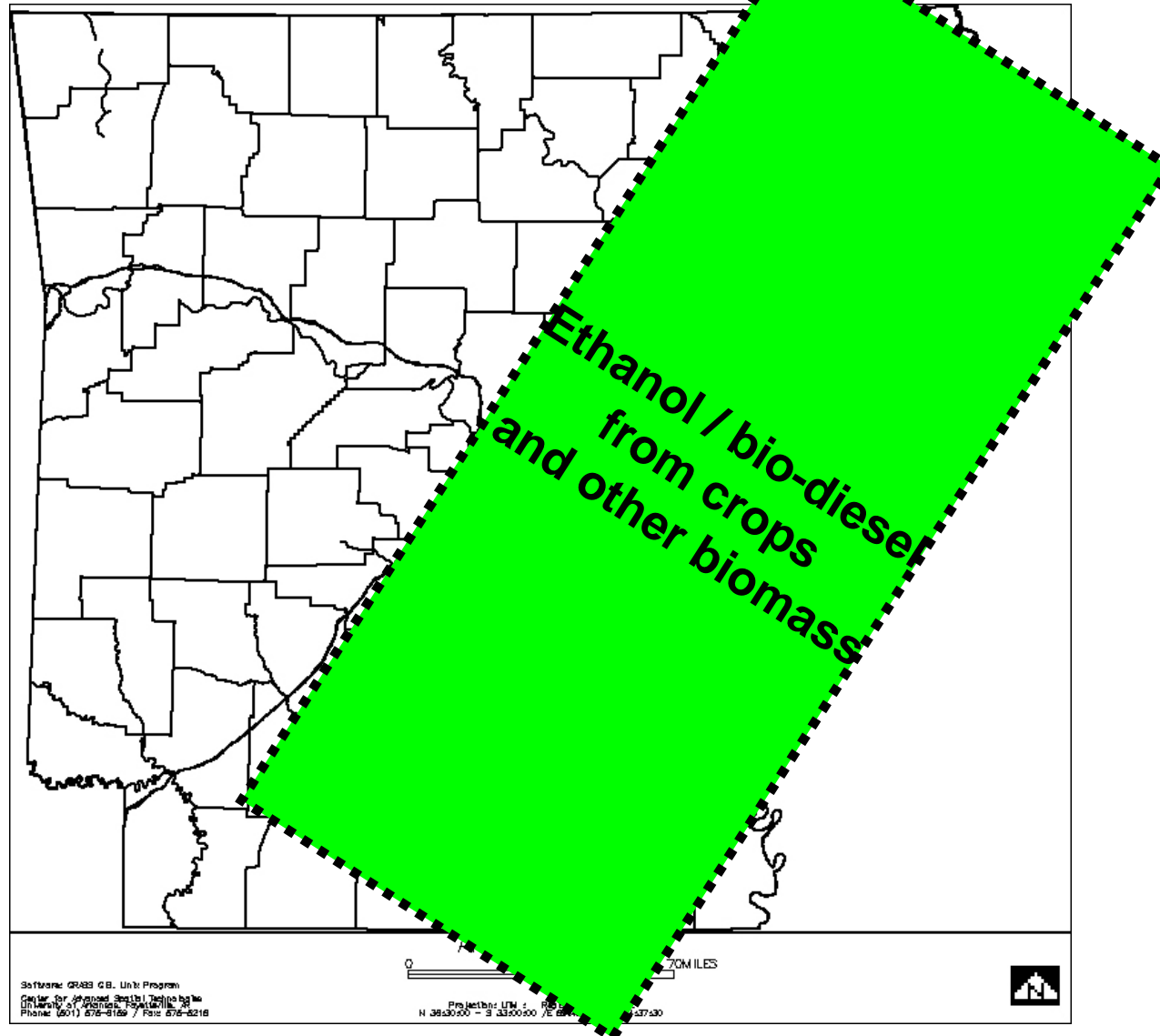
Consider the following



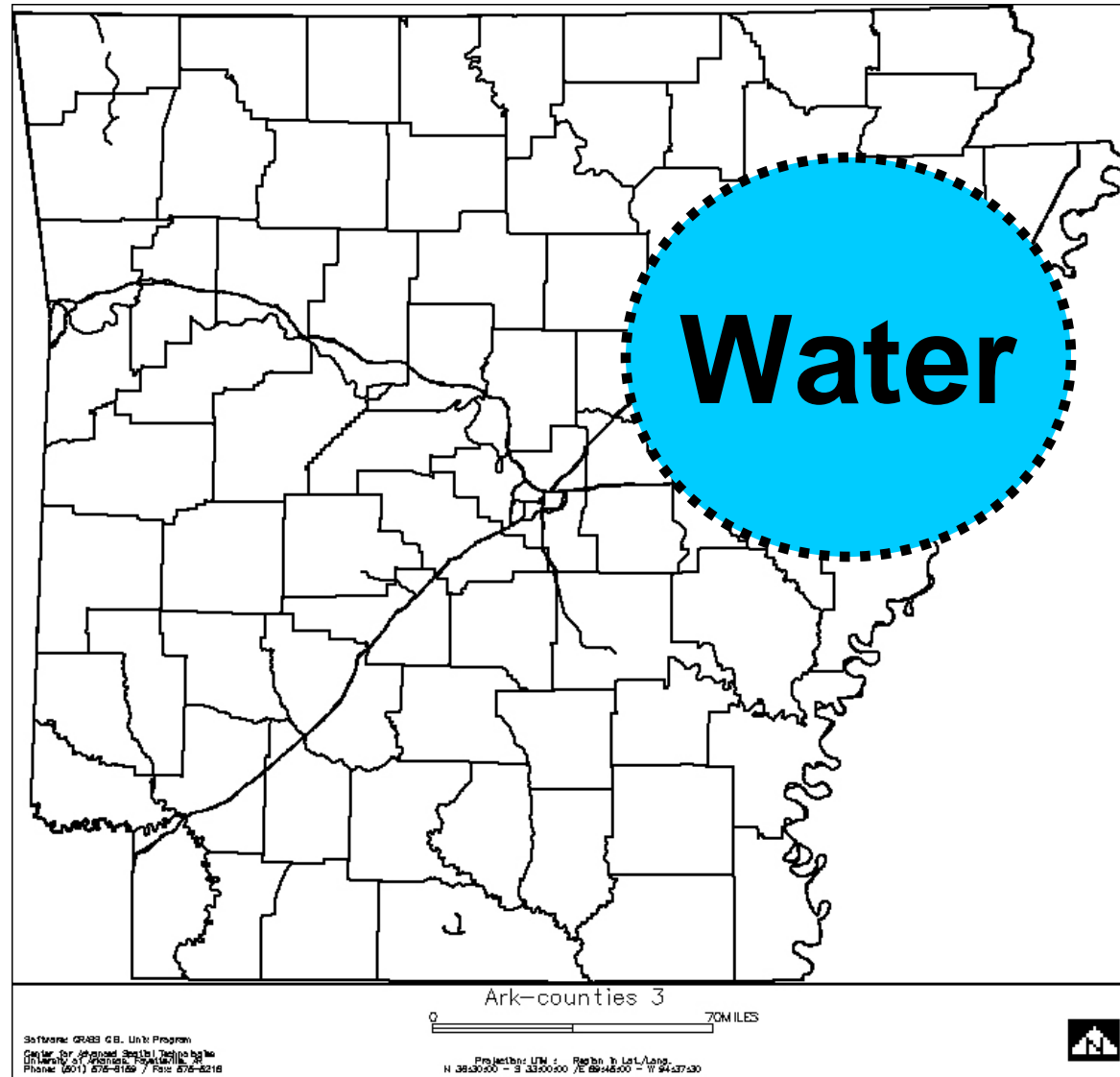
New Forces at Work: Natural Gas



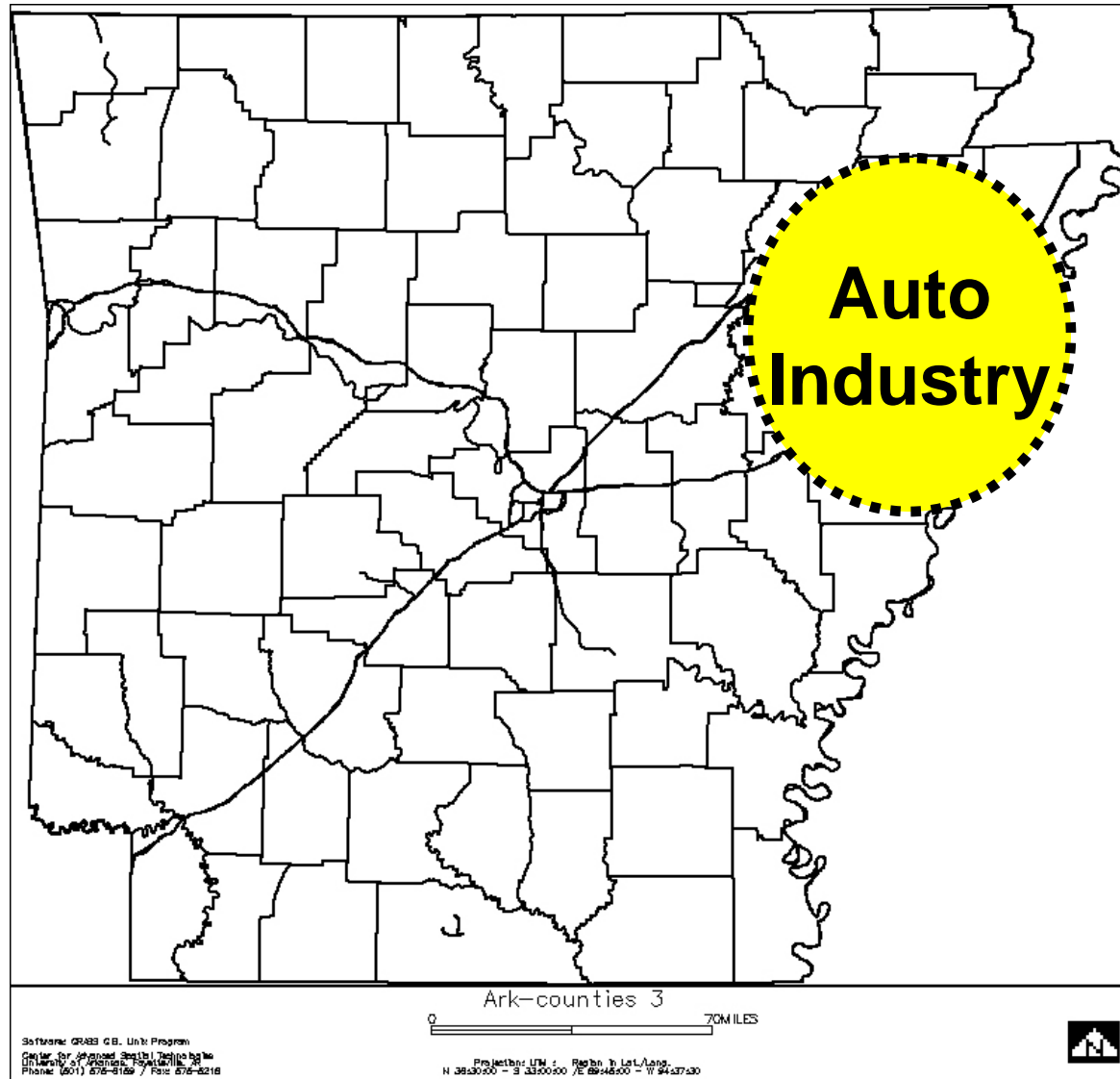
New Forces at Work: Biomass



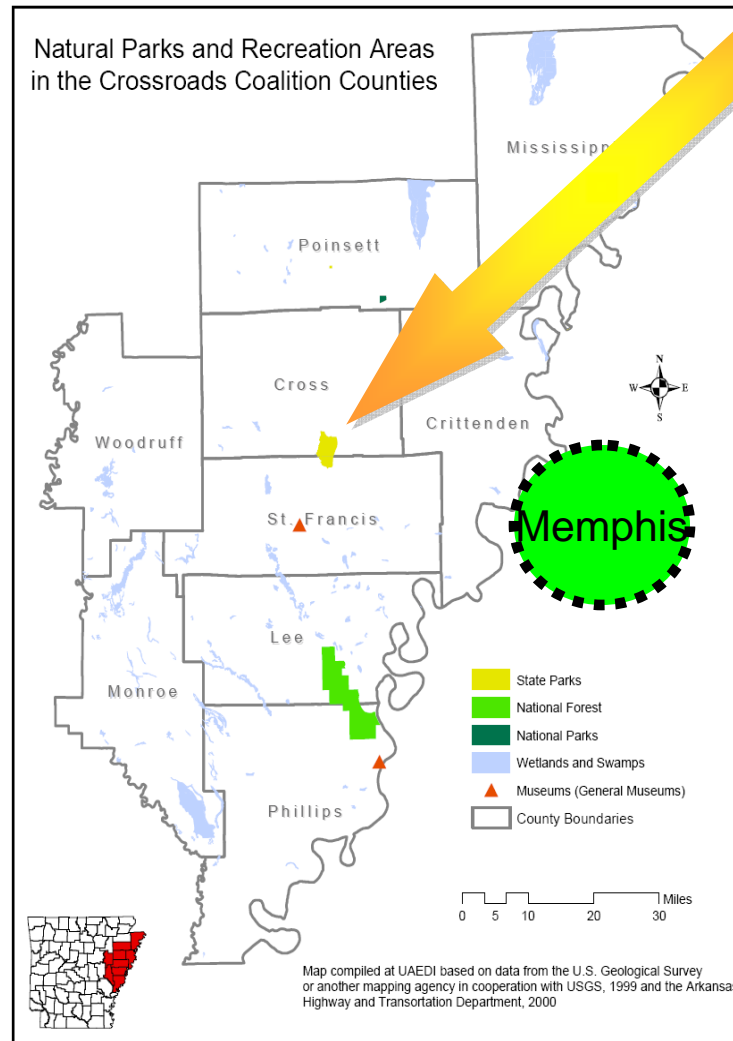
New Forces at Work: Water



New Forces at Work: auto industry



New Forces at Work: Village Creek State Park



The Future?



Summary: For your consideration

- some keys to future success -

- Capturing people's imagination through:
 - a concept that embraces a wide range of needs
 - a vision that appeals to the good in people
 - a plan that is realistic and “makes sense”
 - a belief that they as individuals can make a positive difference
- Embracing “enlightened self-interest” through networking, partnerships and resource leveraging.
- Understand that people own what they help create.
- Involvement of “already hired” professionals.
- “Declaring victory” along the way by telling the right story to the right people at the right time
- Recognize that it may be more about the journey than the destination.

For more information about
UAEDI or the Crossroads
Coalition:

<http://uaedi.cast.uark.edu>

or

<http://CrossroadsCoalition.org>

To get on the electronic mailing list,
contact Otto Loewer (OJL@uark.edu).



Any questions?



<http://uaedi.cast.uark.edu>