

Prepare and develop effective
leaders
to strengthen rural communities



2007-09 Class Summary





Greetings and welcome to the Rural Leadership North Dakota (RLND) 2007-09 Summary Booklet. The RLND 2007-09 class members have been on a journey of discovery about themselves, their community, the state of North Dakota, the province of Manitoba and Washington, D.C., the past two years. They have had the opportunity to learn about themselves, learn about working in communities to help the community grow and prosper, and learn about connections and issues in Washington, D.C., and Manitoba, Canada. Along the way, they discovered various geographic areas of North Dakota as they traveled to the nine in-state seminars across North Dakota.

Leadership is relationship building with yourself and others. The participants in the third RLND class, the 2007-09 class, created long-lasting relationships with members of their RLND class during the past two years. They also shared a seminar with members of the South Dakota Ag and Rural Leadership Program, creating relationships with our neighbors to the south. In addition, RLND 2007-09 class members started relationships with members of several statewide leadership programs, including those in Indiana, Georgia, Minnesota and Washington. Participants from the five states were in Washington, D.C., at the same time when they met each other. It was an outstanding opportunity for all of us to meet and learn from each other about issues facing each state.

The 2007-09 RLND participants put their RLND experience into action through the projects you will read about in this summary booklet. The projects cover all aspects of a healthy community, including youth, tourism, quality of life, economic development, infrastructure, safety and young professionals, to name a few. I encourage you to read through the various articles to learn about the projects, the steps involved in implementing the projects and the lessons learned by the RLND participants.

People are essential in moving communities forward. The RLND program's mission is to prepare and develop effective leaders to strengthen rural communities across North Dakota. The North Dakotans represented in the 2007-09 RLND class have made a commitment to their community and to North Dakota to strengthen communities across the state. This dedication and service to keeping North Dakota vibrant and growing is to be commended.

Working with the RLND 2007-09 participants the past two years has been a pleasure. These men and women are excellent examples of effective leaders in North Dakota.

Cordially,

Marie Hvidsten, Ed.D.
RLND Program Director

Prepare and develop effective leaders
to strengthen rural communities.

RLND Mission



NDSU has had conversations with several thousand North Dakota citizens about the future of this wonderful state. We and they have posed many challenging questions about what North Dakota could and, perhaps more appropriately, should be like in 2025. These questions have resulted in heartfelt, thoughtful discussions.

Emerging from all of this talk is the concept that is called GROW 21. GROW is not an acronym; rather, it is a goal to “grow” the economy, human capital and the general sense of well-being throughout North Dakota. The heart of GROW 21 is the emphasis on “healthy communities.” A healthy community has three essential attributes: a diverse and resilient economy; an effective, efficient infrastructure; and leadership. All of these must be present. If a community is missing any of these three, it is in trouble.

Diverse resilient economy – A community must not have “all its eggs in one basket.” Rather, it needs multiple sources of income that provide a buffer when one sector of the economy may be down. With a bright future in agriculture, energy, tourism, manufacturing and high-technology enterprises, North Dakota is well-poised.

Effective, efficient infrastructure – Traditional infrastructure (roads, water, electricity, phones, etc.) remain vital. In the future, equally important will be broadband, high-speed digital communications, adequate health care, youth and family development, local planning and access to capital.

Leadership – Without citizens who have skills and feel confident that they can make a difference, a community will not be successful. In many North Dakota communities, the desire is to have a bright future, but presently, the communities do not have a cadre of citizens who have the skills and feel empowered to lead effectively.

Rural Leadership North Dakota holds keys to unlock the potential throughout the state. The new graduates have proven to themselves, and others, that they can make great differences in communities large and small. They join the alumni of the first two RLND programs in a tight-knit network of more than 50 people who share a bond to mutually support each other and to help build that bright future for generations of North Dakotans to come.

D.C. Coston
NDSU Vice President for Agriculture and University Extension



Leaders have passion and are willing to show it.

Sandy Linver



The future of rural American is highly dependent on healthy communities — communities that provide a great place to live and work.

And a healthy community has three essential attributes: a diverse and resilient economy; an effective, efficient infrastructure; and leadership.

While all three attributes are very important, leadership is essential for communities to move forward because, without local citizens who have skills and feel confident that they can make a difference, a community seldom will be successful.

Many North Dakota communities have residents who want a bright future but may lack a group of citizens who have the skills and feel they can plan and carry out programs and activities that will lead to future success.

RLND is a program that prepares leaders to help communities deal with today's changing world and address social and economic issues. Participants have the opportunity to enhance their critical and creative thinking and conflict-resolution skills. This experience also increases self-confidence and motivation to promote positive change.

We're proud of our third graduating class and look forward to the impacts the participants will make in our state.

Duane Hauck
NDSU Extension Service Director



As a good gardener prepares the soil, so a wise leader creates an environment that promotes community. ... Community involves a common place, a common time and a common purpose. Just getting people in the same place at the same time does not produce a team. Community requires a common vision.

Diane Dreher



RLND Class of 2009

Front row: Mary Schmitt, Lynae Sims, Jill Haugen, Sandy Arends, April Jepson, Lowell Disrud, Jan Dodge, Angie Harrison. Back row: Catherine Dalzell, Richard Blahut, Jim Hennessy, Candice Hall, Jon Scraper, Kevin Hall.

Class of 2007-09 Mission Statement

Fueling relationships that elevate North Dakota to unprecedented opportunities in a changing world.



RLND Seminars

2007-09 Class

The participants from the 2007-09 RLND class attended 11 seminars between October 2007 and October 2009. Nine seminars were held in North Dakota, one was held in Washington, D.C. and one was held in and around Winnipeg, Manitoba, Canada. The seminars were from three to six days in length, depending on the location and topic of the seminar. Seminars were structured to provide time for networking with individuals and presenters, sharing content knowledge applicable to the seminar objectives, and visiting agricultural and community sites in the seminar location. During the visits, participants learned about and observed best practices in the areas of agriculture and community development.

RLND Orientation

Oct. 12-13, 2007 • Bismarck, ND

Discovering Leaders Within

Nov. 15-17, 2007 • Oakes, ND

Communicating Effectively

Jan. 17-19, 2008 • Rugby, ND

Thinking Critically and Creatively

Feb. 28 - March 1, 2008 • Bowman, ND

Managing Projects/Entrepreneurship

April 3-5, 2008 • Grand Forks, ND

Understanding the Resource Spectrum

Oct. 23-25, 2008 • Tioga, ND

Recognizing Gifts and Uniqueness

Nov. 20-22, 2008 • Fort Yates, ND

Understanding Ag and Rural Policy

January 8-10, 2009 • Bismarck, ND

Washington, D.C. Study Tour

Feb. 24 - March 1, 2009

Affecting Change; The Power of Individuals Working Together

April 2-4, 2009 • Fargo, ND

Canada Seminar

April 29 - May 2, 2009

RLND Graduation Gala

October 24, 2009 • Bismarck, ND



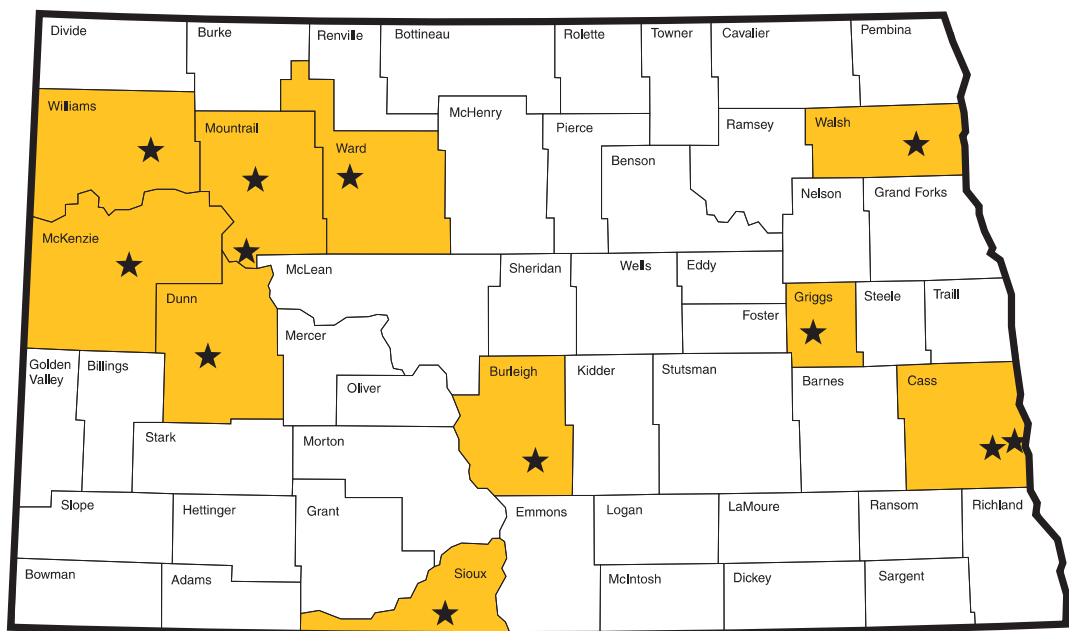
*Change happens from the outside in
but transformation happens from the inside out.*

Dan Burrus

RLND Project Stories

2007-09 Class Participants

The following stories are written by the 2007-09 RLND class participants. Every RLND participant is asked to work on a project in his or her community or organization. The participants come up with the project idea at the beginning of their RLND experience. During the two year time frame, participants implement a plan to accomplish their project. Some projects take a few months while other projects take a few years to complete. RLND projects improve the quality of life for individuals in communities and organizations throughout North Dakota. These projects create positive change in the community, as well as the RLND participant.



RLND Class 2009 communities

It's amazing; once they get started, people always accomplish more than they originally thought they could.

Randi DuBois

The Northern Plains Wisdom Center is a long-range approach to the development of a nationally positioned tourism venue that capitalizes on North Dakota's fine educational and geographical resources.

The Wisdom Center is envisioned as an upscale hotel and conference complex with an entire floor of university classrooms, laboratories and research stations. The complex will include elegant accommodations, a fine arts center, avant-garde fitness amenities, unique dining options and a conservatory.

Adjacent to the Wisdom Center will be a recreational vehicle park capable of accommodating luxury recreational vehicles. The park will have an RV service center; city water, sewer and electrical hookups; pet exercise and grooming facilities; a lagoon; and meditation labyrinth.

Classroom instruction will be paired with field trips, excursions and practical hands-on experience. Agritourism, historic sites, archaeology, adventure activities, wildlife and nature trails will take on added dimensions when enriched by classroom preparation.

The goals for the first two years of the project were to:

- Gather information on North Dakota's tourism and educational assets
- Research trends in national and global tourism
- Develop a tourism concept that fits with North Dakota values and resources
- Develop a plan for presentation to community leaders across North Dakota
- Engender excitement, discussion and community awareness about the magnitude of possibilities for educational tourism in eastern North Dakota
- Begin to develop a steering group of visionaries, developers and investors

While working on my project, the RLND program was invaluable in helping me understand the value of building coalitions and partnerships, as well as the nuances of community organizing.

As I spoke with fellow classmates and traveled with them across the state, the possibilities for educational tourism on a grand scale became ever clearer. Time after time, I marveled at the talent, ingenuity and commitment of our people, as well as the wealth of resources that are being harnessed and developed.

The potential impact the Northern Plains Wisdom Center can have in eastern North Dakota is enormous in terms of tourism dollars, tax revenue, job creation and quality of life for our citizens. Just as importantly, the impact will ripple across North Dakota and to our border neighbors. The primary impact will be the anchoring of a nationally recognized tourism destination at the convergence of Interstates 29 and 94. This anchor point is critical because it will greatly mitigate tourist decisions to take Interstate 90 at Sioux Falls, S.D., and head directly to the Black Hills. This decision keeps untold millions of tourism dollars out of North Dakota as tourists visit the Badlands of South Dakota rather than North Dakota.

In contrast, once travelers reach the Wisdom Center destination, they are positioned to continue along North Dakota interstates to western and northeastern tourism venues in our state.

The enormous challenge ahead is in successfully presenting the Northern Plains Wisdom Center concept to a coalition of visionary developers, investors, university administrators, tourism directors, economic development experts and others.



Center to Pair Wisdom With Experience

Sandy Arends, program administrator — Fargo

The possibilities of giving tourists one-of-a-kind, professionally packaged learning vacations are endless. Envision how the classroom will enlighten and excite a visit to the Air Museum, the Fargo Film Festival, an on-site agricultural experience, a historical bonanza farm, the NDSU Equine Center, Scandinavian heritage sites, a threshing bee, a fort or a frontier village. The emerging baby boom generation also is very interested in lifelong learning in the sciences, including biotechnology, computer science, horticulture and the social sciences. In addition, our universities are well positioned to provide valued classroom experience through a remarkable diversity of areas, including the arts, humanities, textiles and dietetics.





Enhancing Emergency Services

Richard Blahut, project coordinator — Berthold

My Rural Leadership North Dakota experience started off in a bit of a whirlwind. However, the decision to participate has been quite a beneficial endeavor.

I was approached just a couple of days before the selection interviews were to begin by the Berthold Economic Development Corporation. Xcel Energy in Minot had an open scholarship and it was looking for someone from my area to participate. With only a day or so to learn more about the program and the urgency to fill the scholarship, I found out as much as I could about the program and pondered how best I could make this opportunity work for my

community of Berthold.

As fire chief of the Berthold Fire Protection District, I focused my attention on the emergency services response in our area as a way the fruits of the program could be realized by the most. Rather than trying to accomplish one big “task” or obtain one large “item,” I chose to work on several projects simultaneously and nurture my skills at implementing processes to achieve a goal.

The areas I have been working

on and will continue to work on are to recruit new volunteers into emergency service response, implement new training opportunities and partnerships, learn how to better utilize grant opportunities and obtain new equipment for our district.

Thus far, we have been able to graduate two department members from a nationally recognized grant writing class; create a partnership with Gratech Company Ltd. in Berthold to obtain CPR (cardiopulmonary resuscitation), first aid and automated external defibrillator training materials, equipment and instruction credentials that will directly benefit both the public and private sector; bring three new members into volunteer service; and facilitate discussions that have resulted in the introduction of two newer firefighting and rescue apparatus into our emergency response.

Overall, the education, friendships, resources, experiences and results I have gained through my participation in RLND have been truly rewarding and I thank all those involved for allowing me to be a part of it.



My project was to expand the newly established North Dakota Young Professionals Network (NDYP) through the following goals:

- Create a viable statewide network with an independent statewide membership list
- Assist in the startup of new rural networks
- Sponsor statewide NDYP events
- Engage young adults in the community



Young Professionals Expand Networking

Catherine Dalzell, marketing and technology coordinator — Bismarck

More than 1,200 young professionals are involved in Young Professionals (YP) networks within the state. NDYP engages members through a Web site (built in 2007), e-newsletter (established in 2008) and most recently, a Facebook fan page, (established in 2009).

In July 2006, North Dakota Gov. John Hoeven, in collaboration with the Rural Development Council, hosted a statewide summit for young professionals. In response to the summit, Young Professionals networks across the state united to form North Dakota Young Professionals. The first board elections were held in April 2007. In three years, the number of networks has doubled.

Current NDYP member networks are:

- Bismarck-Mandan Young Professionals Network
- Jamestown After 5
- Fargo-Moorhead Young Professionals Network
- Greater Grand Forks Young Professionals
- Minot Young Professionals (formed in October 2007)
- Dickinson YP network (formed in October 2007)
- NorthWest Link — Stanley, New Town, Parshall (formed in April 2008)
- Williston Young Professionals (formed in February 2009)

NDYP sponsored a legislative day at the state Capitol in February 2009 and a professional development outing in Medora for the western YP networks in June 2009, and was part of the steering committee of both the 2007 and the upcoming 2009 Governor's Workforce Summits.

The primary focus of YP networks is connection — connections to an individual's community, region and state. NDYP fosters connection among YP networks through electronic media and events. In 2009-10, NDYP will launch Web-based leadership training for YP leaders.

With this method, any member, no matter how remote, will have access to cutting-edge leadership expertise.

A 2008 Web survey of Young Professionals in North Dakota showed:

- More than 75 percent of YP members are transplants or have "boomeranged" back to their home communities. This shows the valuable link that YP networks across the state provide to new members of a community.
- 72.8 percent of respondents active in a YP network said the quality of life in their community was positively impacted by their YP network. The local YP networks provided opportunities for volunteerism, professional development and leadership.
- More than 85 percent of respondents have a four-year degree.
- 64 percent of respondents own homes.
- 80 percent of respondents exercise their right to vote.

YP networks are all about connection. The power of that connection is found in the friendships, community spirit and volunteerism that engage young professionals every day.

To learn more about North Dakota Young Professionals, visit its Web site at www.ndyp.net or its Facebook fan page at www.facebook.com/NDYoungProfessionals.

The most helpful aspect of RLND for me was the volunteer leadership session. RLND participants were given a variety of techniques to engage, motivate and encourage volunteers.

Parents of teenagers in small towns and rural communities often say that not enough positive activities for young people are available. Teenagers often say they can't wait to graduate from high school and move to larger cities. Too often young people of these communities have little connection or relationship with the adult leaders and businesspeople in their community.

Many years ago, I was one of those teenagers who moved to the bigger city but still have friends, relatives and connections with my original community. I have been involved in Kiwanis for many years and hold a leadership position in the organization. I decided to use this background for my RLND project and work through the Rolla Kiwanis Club to build a Key Club in the high school.

A Key Club is a student-led organization sponsored and supported by Kiwanis International. The core values of Key Club International are leadership, character building, caring and inclusiveness. After the Key Club is organized, members are encouraged to discuss what they would like to see changed or improved in their community and how their club can address those issues. Then they prioritize and plan their service projects.

When Key Club members work on projects, members of the sponsoring Kiwanis club work with them to carry out the projects. This partnership is intended to give Key Club members a sense of ownership and involvement in the community while working with adult leaders in carrying out a service that they feel is important.

The Key Club also works with Kiwanis members on their club projects. An example in the Rolla community is a group of leaders who are planning to restore a vacant store on Main Street and create a community center. Key Club members will be invited and included in the planning and restoration of the building.

Sometimes in school organizations, leaders are chosen because of their outstanding talents, grades and personality. One of the core values of Key Club International is inclusiveness. This means that students who are not always chosen for leadership in other organizations are sought out and given opportunities to learn and experience leadership skills. Some of these students may be the most likely to stay in their community and become involved in the community in the future. Their involvement in service and leadership as a young person will enhance them and their community for years to come.

Once the Rolla Key Club is well-established and successful, it can serve as an example that may be duplicated in other rural North Dakota communities. I will continue my involvement in the Rolla community but will look to other communities where this can be done in the future. The friends and connections that I have gained through RLND will be a great help in accomplishing this goal.



Service Projects Promote Leadership

Lowell Disrud, professor emeritus — Fargo

When our RLND class traveled to Canada, we visited the community of Gimli, Manitoba. One of the presentations in Gimli was by a group of teenagers who were members of a community service club that had been organized recently. They were not associated with any adult service club but were doing many of the things in their community that a Key Club would do. The young people were very enthusiastic about what they are doing in their community and how they were involved. Youth service organizations, whether Key Club or others, can provide vital services to their communities while also giving young people a sense of belonging and experiences in leadership and service that will last a lifetime.



We live in a world of many types of fence: literal, figurative or cultural. We live between fences; they are tightly entwined with history, politics and daily life. We may hardly notice them, but they are dominant features in our lives and history.

With that in mind, I believe having a good, all-around community environment that is conducive to all ages and creates an understanding of those around us is important. I borrowed the mission statement of the North Dakota Humanities Council - "To provide opportunities for North Dakotans to appreciate and understand the power of the humanities to explore ideas, values, culture and heritage that help enrich their lives" - and applied this mission to the Watford City/McKenzie County community.

I promoted this mission to our community through the Smithsonian traveling exhibit called "Between Fences" and provided community events associated with this exhibit that examine the types of fences we build. This exhibit came to the Pioneer Museum/LongX Visitor Center March 14-April 25, 2008.

"Between Fences" is an exhibit of Museums On Main Street (MOMS) that was created by the Smithsonian Institution to share its cultural resources with rural America.

Leading and working with a core committee to develop the exhibit and design and implement activities and ideas that surround the event was essential. It became a multifaceted project in that I chose a couple of different audiences to reach. The need always exists to educate and reach the youth of the community to relate to them their heritage and history of the past because it encourages their understanding and thinking process of who they are.



Department researched and studied the many types of fences and related their thoughts by way of the canvas.

Barbara Handy-Marchello, a retired University of North Dakota associate professor and the state scholar for "Between Fences," presented her interactive program to the Watford City High School students. The Prairie Rose Quilting Guild accepted a challenge of designing quilts with their interpretation of fences and displaying the quilts in the museum.

Through the museum I also sponsored a book read for the community, including the Watford City High School senior English class, with a final discussion and speaker. The book chosen was *Their Fathers' God*, with John Helgeland of the NDSU History Department leading the discussion and giving his presentation.

Because of this project, the Pioneer Museum and Visitor Center had more than doubled the attendance, plus the community received very positive media coverage; this consequently created additional commerce for the area.

As I continue my effort to bring humanities and art exhibits to rural North Dakota, I find that the arts and humanities create an exceptional facet for our community and that we are in fact entwined with each other through the opportunities that we bring forward. We, as leaders, need to realize that by understanding and exploring the ideas, values, cultures and heritage of others, we truly will enrich our lives.



Living Between Fences

Jan Dodge, tourism director — Watford City

I invited more than 100 schools across western North Dakota to include Watford City in their spring day trip tour. I also included local students by participation in the event.

The fourth-grade class at the Watford City Elementary used the idea of picket fences in their North Dakota history studies. After studying and conversing about fences and North Dakota history, they created a painted picket fence with their thoughts of North Dakota history in symbols. The Watford City High School Art

Our community project is an important part of the RLND experience; it gives us the opportunity to apply the skills we learned during the past two years. When searching for a project, of course, I had to think about what was needed in our community, but I also wanted to do something that would get others involved.

My project is to repair and repaint homes of low-income and elderly residents in the New Town area. This is an idea I got from watching the television show “Extreme Makeover: Home Edition” on ABC. With help from the U.S. Department of Agriculture and volunteers from New Town, I plan to complete my project in fall 2009.

Along with completing my project, I have a few things I want to accomplish. One is to make others aware of the programs that are available in our area. Individuals not selected for my project will be given information that still may help them with their housing repair needs. My project is meant to help a specific group of people; the USDA offers many other programs that help other groups.

Another goal of mine is to give the citizens of New Town an opportunity to volunteer and help fellow members of their community. I am asking a variety of volunteers to be a part of my project, such as youth groups, high school organizations and young professionals, as well as other individuals. The response from the community has been good; groups looking for volunteer projects have expressed a lot of interest.

Also, I wanted to choose a project that could be done again. So many people can benefit from this project and it is something that is continually needed in our community. Seasonal,

funding and volunteer limitations only allow a few homes to be completed each year, so I am hopeful this project will be a success and the USDA will continue its presence in New Town.

Those who wanted to apply for grants/loans from the USDA first filled out a pre-application to determine whether they met the eligibility requirements. Of the applicants who met the requirements, four submitted applications to the USDA. The homes are examined by professional contractors to determine what repairs are needed to ensure the houses are safe for the residents. Volunteers then are ready to get to work on the homes.



Extreme Makeover, North Dakota Style

Candice Eagle, bookkeeper — New Town

This is my first time spearheading a community project and I am learning a lot along the way. If not for my involvement in RLND, I would not have been ready to take on a project like this. Also, I would not have made the contacts that helped make it possible. My RLND experience has given me more confidence and I feel I will be better prepared for future projects.



*Service is the very purpose of life.
It is the rent we pay for being on this planet.*

Marion Wright Edelman



Teaching Farm Safety

Kevin Hall, farmer — Hoople

Agriculture always has been an important industry in North Dakota. Farming provides many North Dakotans with a comfortable livelihood and lifestyle. Unfortunately, farming also can be a very dangerous occupation

I serve as president of the Walsh County Farm Bureau, and one of our goals is to increase safety awareness across our county. Our board noticed that despite being a relatively dangerous business, adequate safety trainings for people working in agriculture were not available. For years, dedicated volunteers educated our county's youth on farm safety, and anyone working with pesticides has to attend a mandatory training to get his or her chemical card, but no comprehensive farm safety training courses were available.

We wanted to offer such a course to act as a "refresher" for lifelong farmers and a very necessary training for people just starting to work on a farm. Our board approved the motion to sponsor it and I set to work organizing it.

I approached the Walsh County Extension Service and asked if we could host the event there. Extension staff graciously agreed and the date was set for March 16, a date we hoped would be early enough not to interfere with any farm work.

I then began collaborating with others on what information would be presented. I worked with John Jacobson (a leadership development assistant with the North Dakota Farm Bureau) and a few other board members to assemble as much educational material as possible, then to weed out what we believed to be

relevant for our target audience. In the process of creating the presentation, all of us learned something about farm safety that we did not know, which reaffirmed to us the need for this type of program.

While we were working on the presentation, other board members were taking care of other essential items, such as advertising and making arrangements for food and coffee.

Unfortunately, we were cursed by beautiful weather. March 16 turned out to be the first "springlike" day of the year, and we were unable to attract many farmers. We will try again, however, and eventually hope to make the safety seminar an annual event.

I used, and will continue to use, a number of skills acquired from RLND for this project. Project management was perhaps the most utilized aspect. A project like this requires that every part of the project is executed perfectly, and even then sometimes you have to try again to achieve your goal. I also found communication skills to be a vital part of project management. When an organization's membership is spread out geographically (as our board members are distributed around the county), communication becomes harder and requires more work to make sure all team members are on the same page.

The skills I employed for this project are just a fraction of the ones I learned from RLND, though. The RLND program has improved my professional and organizational abilities dramatically, and for that, I wish to thank everyone involved in running or sponsoring the RLND program and the North Dakota Farm Bureau for sponsoring my participation.



*Leadership is learning by doing, adapting to actual situations.
Leaders are constantly learning from their errors and failures.*

Claude Meyer

I have been working with the National FSA American Indian Credit Outreach Initiative, which is a cooperative agreement between the U.S. Department of Agriculture's Farm Service Agency and National Tribal Development Association. It provides technical assistance and education to American Indian farmers, ranchers and youth.

My area of coverage includes the Standing Rock Sioux Tribe and the Cheyenne River Sioux Tribe. As part of my RLND project, I have worked with a number of beginning and established farmers and ranchers and Native American youth on financial recordkeeping and loan processing.

During the course of my work, the youth applied for Farm Service Agency direct operating loans and were awarded cattle loans to purchase bred heifers and cow/calf pairs. We emphasize a whole-farm concept and I am actively involved in supporting them throughout their cattle operations and encouraging families to join or start 4-H clubs on the reservation.

RLND has given me the tools, connections and partnerships to enhance my goal of keeping our youth involved in our ranching traditions.

For the future of my RLND project, I plan on creating further partnerships for our youth by setting up training courses for soil testing, rangeland management, gardening and marketing because understanding the importance of land retention and land stewardship is important for our youth. We have many youth who are sixth-generation ranchers and having our youth retain the strong ties to their traditional homelands and family's ranching history is important.



Standing Rock Youth Retain Ranching Tradition

Angie Harrison, outreach liaison — Selfridge



Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world.

Joel Barker

When I began my RLND experience in October 2007, I was very anxious and excited, yet nervous as to what the next two years would entail. Now at the end of my two-year RLND experience, I have a wealth of knowledge, resources and friendships that will last a lifetime.

I am the economic development director for Hannaford. As part of RLND, we were to choose a project within the community or organization to work on throughout the two-year program. Choosing my project was quite easy because work was to begin soon on our main street beautification project.

The North Dakota Department of Transportation was in Hannaford resurfacing our entire main street this summer. This took a few years of coordinating, lots of phone calls and many sets of plans to decipher, but the time finally came. In addition

was awarded \$120,000 in grant funds last fall for the project. Other funding sources were the Griggs-Steele Empowerment Zone and local donations.

In addition to the main street beautification project, Hannaford also is replacing the city water main. This is something that has been discussed for several years and finally was made a reality this year.

The project completion date is set for November 2009, so I wasn't able to include a photo of our revitalized main street. We are right on North Dakota Highway 1, so if you're passing through the area, take a few minutes to observe our main street.

As a result of being part of this large project, I have learned that things don't always go as planned. The project encountered a few roadblocks along the way; however, everything finally came together. Recent studies have shown that approximately 700 cars pass through our community on any given day. This project will have a vast impact on attracting visitors and, we hope, recruiting people to live and work in our community.

I would like to thank the Griggs-Steele Empowerment Zone for its financial support toward my RLND tuition and Hannaford for its encouragement and belief in me these past two years. RLND is a great program and I'm thankful I was chosen to be part of the 2007-09 class.



Main Street Transformation

Jill Haugen, economic development director — Hannaford

to the resurfacing of the street, new sidewalks, curb and gutter, decorative street lighting, banners and planters are part of the project. Hannaford applied for the Transportation Enhancement grant from the North Dakota Department of Transportation and



My project is dealing with the issue of providing enough stable, good-quality day care in a community.

The first issue I had in dealing with day care and the issues of a community that was short of day care was that everyone was pointing their fingers and putting the blame on everyone else for the shortage of good-quality day care. Being in business is one thing and getting the business running is another thing. Day care is a business like any other business. Therefore, the need to look into good-quality ideas on how to get this business running was an essential factor to be considered.

We also took the opportunity to put a core group of people together and travel the north-central part of the state to visit good-quality day cares and find out their secrets of success. As the saying goes, "For every successful business, there is a secret behind it." This proved to be very valuable and successful for information gathering.

The day-care issue was addressed with the work of an individual who was interested in starting day care in the empty rooms in the Stanley grade school. Working with the individual to secure funds for renovation to the rooms, we were able to get her day care started. Additional funds were obtained to help with basic equipment needs through the Horizon Fund in Stanley. I also had the opportunity to use some of my carpentry skills to help build needed cubbies and storage units in the day care. Still, the issue was whether the space at the school was going to be available in the future with growing enrollments.

With every big idea comes roadblocks and we found them. With the referral from a friend, we were hooked up with the Center for Technology and Business. The plan of attack was to work with other agencies and set up a roundtable discussion on day care in the community.



Community Gains Day Care

Jim Hennessy, Extension agent — Stanley

The process of working with agencies to get the well-rounded approach to a roundtable day-care meeting was a great success. I also took the opportunity to put together a handbook of information, which was gathered from the day-care tour we took. We made this handbook available to the community day cares and prospective day cares.

Through the day-care trials and tribulations, we were able to develop a group of people who continue to work on the continued day-care shortages. With the upcoming oil industry pounding at our back door, this group still is working on developing more options.

With the passing of Senate Bill 2225 came opportunities for future growth in the community. This process still is being worked on as we speak and we hope it will add another chapter to the how-to book of day care. The core group of people remains committed to day care in the community.



It always takes a group of people working together with a common purpose in an atmosphere of trust and collaboration to get extraordinary things done.

James Kouzes and Barry Posner

My initial goal for my project was to create a job shadowing program for junior high and high school students by May 2009. Once I began my research, I discovered that Tim Schaible,

I contacted business owners directly and I also met with representatives of HomeTown Competitiveness, which will be the group that will be the most helpful in completing my project. It will be my privilege to present Schaible with the "Been There Dunn That" database.

Once completed, I foresee "Been There Dunn That" to be a vital tool for students on their quest to find their niche in the workplace.

By partaking in this career exploration program, students can benefit from an experienced person

in our county who works in a field that is of interest to them. It is a positive way for citizens of Dunn County to become involved with area youth and mentor them.

I am hopeful that this program will spark an interest in our local youth to consider the opportunities right here in North Dakota and plan on returning to work in or near their hometowns once they've finished their education. In essence, "Spread out, get your education and some life experience, but then come back to Dunn County. We have a place for you here."



Been There, Dunn That

April Jepson, economic development director — Killdeer

vocational counselor at Killdeer High School, already had a job shadow system in place. What he really needed was successful contacts for prospective job shadowing opportunities. Given that my full-time position as an economic developer affords me these contacts on a regular basis, I knew that this would be a great fit.

Schaible gave me a list of contacts he had made and also a wish list for future job shadowing businesses. I met with the Southwest Developers, a regional networking group of economic developers, tourism directors and other community leaders and presented my project to them, asking for their contacts.





Stretch to Strengthen is the name of my project for Rural Leadership and I feel it is very fitting because my project consists of playground equipment placed at the Ray Community School playground.

After raising seven children of my own, I feel that children do so much better in school if they have the opportunity to get out and stretch, run and play. When they have had this opportunity, their minds are ready to take in so much more information. Hence, the name Stretch to Strengthen; kids need to stretch physically to strengthen their minds.

Stretch to Strengthen features colorful playground equipment that includes multiple sliding units, a fire pole, clatter bridge, chinning bar, wiggle ladder, roof, belt bridge, loop arch, corkscrew, balance beam, parallel bars and zoom bar. It also is a unit that is handicap-accessible. This equipment utilizes an area approximately 42 feet by 52 feet and sits on pea gravel with a railroad tie barrier around it.

In March 2008, I started getting the word out about the playground project. I sent letters to area businesses and oil field companies. The response was excellent. By midsummer 2008, we had more than half of the money raised from donations.

In August, I started to do fundraising events. The first was serving of lunch for the Grain Palace celebration in Ray. We did 50/50 tickets for a football game and a basketball game. Two eager young ladies sold lemonade at the minimall and the sixth-grade class sold wrapping paper, bows and such to raise money. The Ray Lions Club had two events to help raise money for the project. After the first of the year, grant money and some anonymous money came in, which helped put the project over the top.

The in-kind donations were tremendous. A local construction company just getting started in Ray offered to set up the play equipment. Another construction company completed the project and set up the individual pieces as well. So with their guidance and help from the area community, we were able to get it up and ready to play on in record time.

Seeing the kids playing on the new playground equipment gives me a wonderful feeling. It truly gives me a feeling of accomplishment. The kids are so excited about having new equipment to play on and the adults are appreciative of the effort involved in getting it up and running.

The Rural Leadership program has been a huge opportunity for learning and growth. I find myself doing things and thinking in ways I don't think I would have before going through the program. It has instilled in me a new confidence and belief that I



Playground Stretches Bodies, Strengthens Minds

Mary Schmitt, bank branch manager — Ray

can make a difference. I have seen this happen already and look forward to achieving new goals in my personal and professional life. The people I have met through Rural Leadership and the places I have gone all have helped me grow. My class is just like family to me and family is one of the most important things in my life.

The Rural Leadership program is a program I strongly recommend to anyone, no matter what walk of life you are from.

Northwood, like many communities in North Dakota, has a problem: a lack of affordable high-tech office space.

The cost for a business to operate its own business machines and bring high-speed Internet connection to individual offices is high and too encumbering. The result is that those types of businesses don't settle in Northwood; they go to bigger towns and so do their people. The loss of those people really hurts in small communities.

In today's world of Internet business and worldwide connectivity, these basic tools are essential. Whether a business is transferring drawings to an architect across the world, filling orders from a client on the Internet or scanning documents to send via e-mail, the fully-equipped office setting is a must.

My project deals with this problem, and the location came as a bit of a sign from above. In 2007, Northwood was hit by an F4 tornado. The tornado damaged many buildings in town, including a large corner building in the heart of the business district. In this hole left by the tornado, a new beginning will be born.

The project is called the On-Ramp Center. In the center, businesses will have full connectivity to the world, making the center a business's on-ramp to the superhighway of the world. The center will be arranged to provide each individual with office space and common-use conference rooms and business machines.

The project received funding through a \$900,000 Housing and Urban Development grant. This grant happened through the efforts of the city administrator, Marcy Douglas. One of the most important lessons that I have learned in this project thus far is the power of getting the right people involved in a project. Marcy's enthusiasm for her community and her people connections made what I thought would be the hardest part – funding – the easy part.

The status of the project in summer 2009 is that we are completing the documentation to get environmental and historical clearances and the project will begin shortly. The city has selected an architect and is thinking about what the building should look like. Because the center will occupy only part of the building, the city has been working hard to find tenants for the rest of the building. I anticipate a ribbon cutting in late 2010.



On-ramp to Technology Superhighway

Jon Scrapper, aviation services vice president — Fargo



Photos courtesy Marcy Douglas, Northwood city administrator



Casselton is on the verge of an exciting time in history. Within the last 20 years, Casselton has seen growth, both residential and economic. The public school underwent drastic renovation and a major addition with many updates, including technology. The city also has a new hotel complex and one of the largest veterinary clinics in a four-state area. We are positioned for even more growth: An ethanol plant is being constructed nearby and two housing developments are ready for construction.

Not only is our community in a period of growth and change, but our state, national and international economies are experiencing change, both positive and negative. Casselton needs to position itself not only to be ready for change but to capitalize on and reap the benefits of change.

Casselton has a Job Development Authority, Casselton Business Association, City Council, Park District, Tourism Committee, Planning and Zoning Board, School Board and a joint marketing committee. What do these groups have in common? They are led by volunteers or elected officials who hold other full-time jobs. And although these groups are made up of community-minded, well-meaning individuals, the time they can give to make things happen for Casselton is limited. Some have the vision but are missing the means and direction.

My project, "Let's Put the Unity in Community," addressed these issues. My initial goal was to develop a new position in Casselton: executive director of the Casselton Job Development Authority. This position would assist with writing grants; developing promotional materials; setting up and staffing booths at events such as Marketplace and home and trade shows; working with prospective business contacts, developers, etc; helping the Casselton Business Association coordinate Summerfest and other events; and attending meetings of various city boards to inform them of what one another is doing.

My initial committee included three local business leaders who share the goal of this new position. Together we developed options for payroll, office space, supervision, etc. These ideas were incorporated into my presentation and I addressed the

local boards. At the end of my presentation, I passed out a survey with questions regarding the responsibilities of the new director, ideas and comments. I tabulated results and reported my findings to the City Council.



Putting the Unity in Community

Lynae Sims, legal assistant — Casselton

The City Council, after discussion, asked me to proceed in another direction — adding a city administrator to the city staff. Council members felt that a lot of goals outlined above could be met, as well as some of the other issues they were dealing with, including strategic planning. I then worked with two City Council members to devise a job description, research how other cities our size were addressing similar growth issues and explore whether hiring an additional staff person would be cost-effective.

As of July 2009, the City Council had reviewed our information and held a public meeting to discuss this new position with other community leaders and has yet to make a formal decision to proceed with hiring a city administrator. I'm not discouraged, however, because the process has allowed people to think about the future, the possibilities and positive progression for Casselton.

The Rural Leadership North Dakota training I received has been extremely valuable in helping me realize the effort necessary to see this project through. Each seminar I attend has information that directly applies not only to my leadership skills but to the success of this project. Also, I have been able to make contacts with people who, through their experiences and through their communities, have provided guidance and insight to help me ensure a positive outcome. My experiences in RLND have provided me with a new appreciation for North Dakota, and I am even more aware of its great potential and its impressive people.



Photo courtesy
Steven Carvell Photography

Testimonials

"The Rural Leadership program has been a huge opportunity for learning and growth. I find myself doing things and thinking in ways I don't think I would have before going through the program. It has instilled in me a new confidence and belief that I can make a difference. I have seen this happen already and look forward to achieving new goals in my personal and professional life."

Mary Schmitt, Ray

"The RLND program is a North Dakota gem."

Richard Blahut, Berthold

"The things I have learned and the friendships I have made in RLND have helped me to better understand myself as well as others and have equipped me to be a much more effective leader."

Lowell Disrud, Fargo

"Rural Leadership has helped me take the long view, one day at a time."

Catherine Dalzell, Bismarck

"What an amazing experience! I owe a great debt of gratitude to every speaker I heard and every community I visited along the way. The assistance I was given by Marie Hvidsten and Cindy Selstedt were invaluable. My classmates have become people I cherish for their commitment to their communities, to North Dakota, and for their dedication to making a difference. RLND gave me 'new eyes' and I now see every corner of our great state with even more appreciation and respect. North Dakota deserves our best leadership efforts. The possibilities are endless and RLND can help us get there."

Sandy Arends, Fargo

"When I began my RLND experience in 2007, I was very anxious and excited, yet nervous as to what the next two years would entail. Now at the end of my two-year RLND experience, I have a wealth of knowledge, resources and friendships that will last a lifetime."

Jill Haugen, Hannaford

"It is important that when we as leaders realize, understand and explore the ideas, values, cultures and heritage of others that we may truly enrich our own lives."

Jan Dodge, Watford City

"RLND provides you with the tools necessary to make a difference in your community."

Candice Eagle, Parshall

RLND Council

2003 to present

The RLND Council members are individuals who were asked to serve for a three-year term on the council. Council members provide direction, create policies and procedures, advocate for the program, maintain appropriate fiscal policies, create an endowment for the financial future of RLND and assist with class selection. These individuals have an enthusiastic outlook about the future of North Dakota. We appreciate their volunteerism and leadership with the Rural Leadership North Dakota Program!



Allen Orwick
Chair
President/Owner,
LFS Professional
Services, Inc.,
Lakota, N.D.
RLND Class I



Vicki Monsen
VP and Loan Officer,
McKenzie County
Bank,
Watford City, N.D.
RLND Class I



Jerry Doan
Rancher/Producer,
McKenzie, N.D.



Mark Johnson
Executive Director,
North Dakota Assoc.
of Counties,
Bismarck, N.D.



Dr. Myron Eighmy
Associate Professor,
NDSU,
Fargo, N.D.



Ryan Taylor
Senator,
ND State Senate
District 7,
Towner, N.D.



Kathleen Tweeten
Director, Center for
Community Vitality,
NDSU Extension
Service,
Bismarck, N.D.



Keith Trego
Executive Director,
North Dakota
Natural Resources
Trust, Bismarck, N.D.



Dr. D.C. Coston
Vice President for
Agriculture and
University Extension,
NDSU,
Fargo, N.D.



Michelle McCormack
Ambulatory Care
Officer, West River
Regional Medical
Center, Hettinger, N.D.
RLND Class I



Kayla Pulvermacher
Legislative Specialist,
North Dakota
Farmers Union,
Jamestown, N.D.



Jody Hauge
Producer,
Mandan, N.D.



Tom Bodine
Leadership
Development
Assistant, North
Dakota Farm Bureau,
Velva, N.D.



Janel Lee
Vice President/
Cashier, McKenzie
County Bank, Watford
City, N.D.
RLND Class II



Tim Bryan
Producer,
Bowbells, N.D.



Duane Hauck
Ex-Officio Council
Member, Director,
NDSU Extension
Service,
Fargo, N.D.

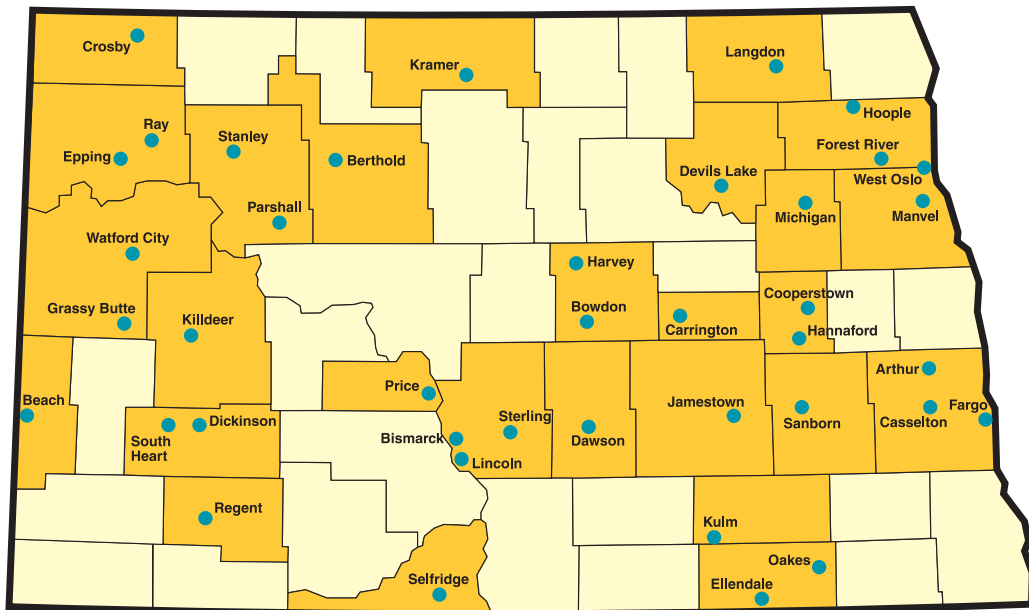
Former RLND Council members:

Gene Veeder, Executive Director, McKenzie County JDA and Tourism Bureau; **Keith Bjerke**, VP for University Relations, NDSU, Fargo, N.D.; **Maynard Helgaas**, Comm. Vegetable Growers of N.D., Jamestown, N.D.; **Connie Nicholas**, Partner, Nicholas Farms, Cando, N.D.; **Lynette Nieuwsma**, former Manager, Slope Electric Cooperative, Inc., New England, N.D.; **Carol Goodman**, Executive Director, Cavalier County Job Dev. Authority, Langdon, N.D.; **Julie Burgum**, Educator, Casselton, N.D.; **Paul Govig**, Division Director, Dept. of Commerce/State of N.D., Bismarck, ND; **Connie Sprynczynatyk**, Executive Director, North Dakota League of Cities, Bismarck, N.D.; **Dennis Hill**, Executive VP and General Mgr., N.D. Assoc. of Rural Elec. Coop., Mandan, N.D.; **Craig Larson**, President/CEO, Starion Financial, Bismarck, N.D.; **Deborah Kantrud**, Community Developer, Roosevelt-Custer Regional Council, Dickinson, N.D.

RLND Alumni

2003-2009

The RLND alumni map highlights the communities and counties where RLND alumni are located in North Dakota. The alumni listed consist of the first three RLND classes: the classes of 2003-05, 2005-07 and 2007-09. The goal of the RLND program is to have an RLND graduate in every community in every county in North Dakota.



Whatever your role in life may be, you make a difference.

There is a 100 percent chance that you can be a role model for leadership.

There is a 100 percent chance that you can influence someone else's performance.

*There is a 100 percent chance that you can affect what someone else thinks,
says and does.*

There is a 100 percent chance that you will make a difference in other people's lives.

James Kouzes and Barry Posner



RLND Staff



Marie Hvidsten, Ed.D.
RLND Program Director

Marie Hvidsten is the rural leadership specialist and Rural Leadership North Dakota program director with the NDSU Extension Service. She has been in her Extension position since October 2002. Prior to coming to NDSU, Marie was the corporate learning and development manager at Digi-Key in Thief River Falls, Minn., for eight years.

Marie's professional experience also includes 11 years as a music teacher and eight years working with numerous grant programs, including a teacher center, mentorship program, arts school, Center for School Change initiative with the University of Minnesota, and curriculum director for the Thief River Falls School District. Marie was part of a community team that created and implemented a nine-month leadership program for the Thief River Falls community as a result of completing a yearlong Blandin Community Leadership program.

Marie holds a bachelor's degree in music from Bemidji (Minn.) State University, a master's degree in educational administration from the University of North Dakota, and a doctorate in education in the area of Organization Development from the University of St. Thomas in Minneapolis.



Cindy Selstedt
RLND Program Coordinator

Cindy Selstedt began working for Rural Leadership North Dakota in December 2004. Before coming to RLND, Cindy worked for Counseling and Disability Services, NDSU. Cindy and her husband, Randy, have three children and farm near Walcott, N.D.

Prepare and develop effective leaders
to strengthen rural communities.

RLND Mission

Contributors

2007-09 RLND Class

The organizations, businesses and individuals listed have graciously contributed to the RLND program from October 2007 to September 2009. These contributors have made offering the RLND program to individuals across North Dakota possible. They understand that people are the greatest resource North Dakota has to strengthen communities and organizations across the state. We appreciate all of their generous contributions.

We've made every effort to list the names correctly, but in the event we have made an error or omitted a contributor, please contact the RLND office.

Leader Corps

Leader Corps contribution categories begin at the \$1,000 giving level. Leader Corps contributions exclude RLND tuition payments.

Leader Corps Visionary – \$50,000+

Leader Corps Innovator – \$20,000+

*Julie and Brad Burgum
North Dakota Department of Commerce

Leader Corps Benefactor – \$10,000+

Craig and Shelley Larson

Leader Corps Investor – \$5,000+

Leader Corps Sponsor – \$2,500+

*Farm Credit Services
- Farm Credit Services of North Dakota
- Farm Credit Services – Grand Forks
- North Dakota Farm Credit Services of Mandan
- Ag Country Farm Credit Services

Leader Corps Member – \$1,000+

Allen Orwick
D.C. and Debbie Coston
*Cass County Electric Cooperative
*Federal Home Loan Bank of Des Moines
Kim Nunberg
*Lakeside State Bank
Marie Hvidsten and Larry Haugen
*Mountrail Williams JDA
Nancy Olson
RLND Alumni Association
*Starion Financial
*Stark Development Corporation

Contributors

Contributor contribution categories begin at the \$500 giving level.

\$500+

Berthold Development Corporation
BNC National Bank of Linton
Bowman County Development
Dennis Hill
Keith and Marian Bjerke
Nabors Drilling
NCC
NDSU Research and Technology Park
Prairie Knights Casino and Resort
SW Reap

\$200+

Berthold Fire Department
BNC National Bank of Ellendale
Casselton Business Association
City of Beach
City of Stanley
Connie and Gene Nicholas
Dakota West Credit Union
Farmers Union Oil Company
Farmers Union Oil Company of Sanish
First National Bank & Trust Co.
Gowan Construction
Hurttt Equipment
IdeaOne Telecom
Inter-Community Telephone Cooperative
Jody and Jim Hauge
Joel Olson
Lafarge Dakota
MacDon Industries, Inc.
Manitoba Rural Adaptation Council, Inc.
Mountrail Williams Electric Coop.
McKenzie County JDA
Montana-Dakota Utilities
Mor-Gran-Sou Electric Cooperative, Inc.
Olson Oil, LLC
Otter Tail Power Co.
Paul and Julie Govig
Reservation Telephone Cooperative
Samson Electric, Ltd
Strata Corporation
Tioga Area Economic Development Corporation
Ulteig Engineers

\$100+

Bank Forward
Bremer Bank of Casselton
City of Rugby
Club Diamond Z
Dakota Western Bank
Deb Kantrud
Dickey Rural Telephone Cooperative
First United Bank of Grafton
Ft. Yates Chamber of Commerce
Jerod Tufte
Kathleen and Howard Tweeten
Lasting Vision
Maple River Winery
National Information Solutions Cooperative
North Dakota Telephone Cooperatives
Racer's Tavern
Scandia American Bank and Trust
Sheldon Welding & Steel
Spirit of Standing Rock Coffee and More Emporium
Standing Rock Buffalo Program
Standing Rock Public Transportation
Standing Rock Sioux Tribe
Standing Rock Tourism
Taco John's of Fort Yates
Tital Machinery Casselton
Xcel Energy

\$99 and under

Arlene Murphy
Capital Electric Cooperative, Inc.
Char's Food Pride
Choice Financial Group
Don Longmuir
Erickson's Meat Market
Farmers Union Oil Company of Selfridge
Kennbecks Jack and Jill
Merri Mooridian
Mountrail Ag Improvement
Mountrail County Abstract and Title Co.
New Town Super Value
Northern Plains Petroleum
Rensch Chevrolet
Roger's Outdoor Store
Serenita
Standing Rock Game, Fish & Parks
Stri-King Lanes and Cafe
The Bakery
Tioga Food Pride
Tioga Parts Supply, Inc.
Wal-Mart
White Buffalo Super Value

*These Leader Corps contributors gave their contribution to the RLND Leader Corps Program between October 2007 and September 2009. All other Leader Corps contributors gave their contribution to the RLND Leader Corps Program between October 2006 and September 2007 and were recognized at the October 13, 2007 RLND Graduation Gala.

Founders Corps

The Founders Corps honors individuals, organizations and businesses for their cumulative contributions to the Rural Leadership North Dakota (RLND) Program. Founder Corps contribution categories begin at the \$10,000 cumulative giving level. Contributors in this category have made investments in the RLND Program from the beginning of the program, January 2003, to the writing of this summary booklet. The generosity of Founder Corps members is greatly appreciated.

\$100,000+

\$50,000+

North Dakota Department of Commerce


\$20,000+

Craig and Shelley Larson

Julie and Brad Burgum

\$10,000+

SW REAP Development Zone/CONAC



The world does not stay attached to a particular way of being or to a particular invention. It seeks diversity. It wants to move on to more inventing, to more possibilities.

Margaret Wheatley and Myron Kellner-Rogers



Rural
Leadership
NORTH DAKOTA

Supporting Agriculture and Community Development

NDSU Extension Service

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Web site: www.ag.ndsu.edu/rlnd

NDSU
Extension Service
North Dakota State University



*Watch your thoughts; they become words.
Watch your words; they become actions.
Watch your actions; they become habits.
Watch your habits; they become character.
Watch your character; it becomes your destiny.*

Frank Outlaw