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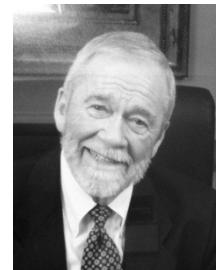
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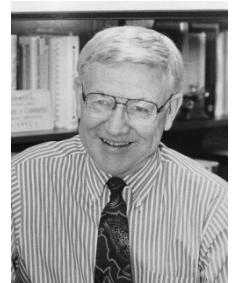
DEDICATION

Many people contributed to the creation and growth of the Community Development Institute (CDI) but there are two that stand tall among the crowd—Ernest Whitelaw and Bill Miller. That standing is only more apparent in retrospect as we celebrate thirty years of their legacy and dedicate this history to them.

In his role as senior member of the community development team at Entergy Arkansas, Ernest was central to the conception and implementation of CDI. He had a strong love for Arkansas and its communities and knew that increasing the local leadership and development capacity was crucial if Arkansas was to progress. He believed that training for key leaders was essential for community betterment. Long-time friend and associate Chris Allen describes Ernest as “one of the finest and most generous people I’ve ever known. He saw the best in everyone and dedicated his life to helping people build their communities and their futures. He loved his family and friends and people loved him in return. He will always be remembered for his enthusiasm, his integrity and commitment to community development. Because of Ernest, Arkansas is much better place.”



Once a vision and plan are in place, it takes someone to navigate the course, to hold all of the varied parts and people together. For CDI that was Bill Miller. He wasn’t involved in the very early discussions but when the concept was presented to him, he realized its importance and potential and took it as his own to raise. Phil Bartos, a close friend to Bill and a retired instructor in the University of Central Arkansas College of Business Administration remembers that “Bill provided the impetus to make CDI work. He did what many people in the public sector are unwilling to do — plow the ground and do whatever it takes to make it work. He didn’t always have everyone’s support, but he persevered in spite of that because he was passionate about Arkansas and about CDI.”



It is important that the legacy of these two men not be forgotten. Their memories are honored annually through awards established in their names. The *Ernest Whitelaw Award* recognizes the most outstanding graduate of Year III and is selected by the class. Ernest was class director for Year III and clearly made a lasting impression upon those under his tutelage. Drew Williams describes the award as a “highlight of my career. It sits on my desk in easy view and I am motivated to fulfill Ernest’s legacy and what it embodies.” Ivy Owen is the last recipient of the award to have it presented in person by Ernest. He is grateful for that and says he continues to be inspired by him.

UCA named an award and scholarship in Bill’s honor and commissioned the original writing of this history. The *Bill Miller Award* is presented each year on the last day of CDI to someone who exemplifies

the principles of community development and who does so with the spirit and commitment that Bill personified. Miller Award recipients, like those of Ernest, understand the honor that comes with being associated with Bill.

A wall in the Brewer-Hegeman Conference Center displaying the names of these recipients is a visual and lasting tribute to the contribution that Ernest and Bill made to CDI and to Arkansas. This history is dedicated to them as a small token of the high esteem in which they are held by so many.

Bill passed away in November 2005 after an extended illness and Ernest followed unexpectedly just a month later. We are grateful for their service; we cherish their memories; and we seek to honor them through our actions.

FORWARD

In 2016, CDI Central will celebrate its 30th annual institute—a milestone to be sure! Over the past ten years, it has been my pleasure to watch the institute continue to fulfill the mission of its founders, Bill Miller and Ernest Whitelaw. It is a mission to equip community development professionals and local leaders with the tools and knowledge they need to improve the economic and social well-being of communities across Arkansas and the mid-south.

As we celebrate the 30th annual institute, we are celebrating more than a long history of training—we are celebrating the impact on hundreds of individuals and communities that have benefited from the program. As we look toward the next 30 years, UCA will continue to expand its community and economic development footprint around the state through increased technical assistance and training, which will allow us to further serve the CDI network.

Thank you to our alumni and current participants—you are the passionate force that continues to make the institute a success. You are the ones that leave CDI and lead the effort for a better tomorrow in your communities. You are the ones that inspire the next generation of leaders to take up the cause of community development. We want to continue to serve you.

Thank you to the dedication of the CDI Advisory Board, which has been a stabilizing and important body throughout the institute's life. Thank you to UCA Executive Leadership, UCA's Division of Outreach and Community Engagement, CDI staff, and all the advocates, sponsors, and instructors who have been stewards of the program and made it into what it is today.

One way we are commemorating the 30th annual institute is through an update of this history book, which would not have been possible without our resident historian Monieca West. Monieca, thank you for being one of CDI's biggest champions since day one, and a trusted mentor to me since I began my work at UCA.

Finally, thank you to Joyce Miller and Mary Sue Whitelaw for staying connected with CDI and always offering encouragement and support. We want to continue to nurture the legacy that Bill and Ernest began.

*Amy Whitehead, PCED
Director, CDI Central
August 2016*

CHAPTER ONE

COMMUNITY DEVELOPMENT INSTITUTE AND THE UNIVERSITY OF CENTRAL ARKANSAS

Almost everyone has heard the story of the business plan for a hugely successful company being sketched out on a napkin in a bar by its founders. Well, it wasn't anything quite that exciting but the Community Development Institute (CDI) can partially trace its origin back to a napkin from the Western Sizzlin' in Stuttgart, Arkansas. This writing will attempt to retrace the events that led to its formation, provide historical perspective, and make the case that Arkansas communities—indeed communities all across the United States—have been enhanced by its existence.

DESCRIPTION AND PURPOSE

Since the inaugural class began its first year of study in 1987, the University of Central Arkansas (UCA) CDI¹ has trained thousands of development professionals and volunteers representing people as diverse as the community-based cop and the Catholic nun. In between are hundreds of chamber directors, government employees, elected officials, social activists, private industry representatives, community volunteers, researchers and academics. Students have hailed from almost every state in the Union plus Canada. With the establishment of sister institutes in Texas, Idaho, Illinois, and formerly in Louisiana, Alabama and West Virginia, CDI has truly established a national presence and has influenced community leaders on a national scale.

CDI envisions itself as an instrument for community transformation through education, applied research, and professional training. Its mission is to empower people with the knowledge and skills necessary to proactively improve the physical and human resources of their communities, thereby increasing the quality of life for all citizens. CDI training begins with understanding the community development process and provides practical tools and techniques for attendees to apply immediately upon return to their home communities. Classes are taught by experienced practitioners who understand how to build internal and external alliances to increase economic and social growth, to identify community and economic challenges, set goals, and to stimulate community interaction to bring groups together to respond to a wide range of economic and quality of life issues. Faculty consists of public, private and non-profit sector professionals with experience in the techniques of modern leadership and management of community development efforts. Instruction approaches community development from both theory and

¹ Originally known as the Community Development Institute, the name was changed to CDI Central in 2008.

practice perspectives and is structured to address the needs of both the beginner and the more experienced community developer.

The Institute program consists of three week-long training workshops held each summer on the University of Central Arkansas campus in Conway, Arkansas. Subject matter includes community analysis, needs assessment, local and regional planning, leadership, team building and group dynamics, understanding local and global economic issues, business creation and workforce development, marketing, diversity, program planning and evaluation, technology applications, financing and resource management, ethics, lobbying and the political process. Areas that can be especially challenging to communities are also explored, including land use and environmental issues, affordable housing, social services and human resources, education, and health care. Instruction is a combination of practical exercises, case studies, simulations, small group and individual work, group problem solving, interactive tours, and oral presentations.

CDI continues to expand and evolve in response to the needs of the profession and communities throughout the mid-South. An Advanced Year option has been added so that graduates can provide technical assistance for strategic planning in a designated community. This team spends the week of CDI in the community guiding leaders through the initial steps of a strategic visioning and planning process. Graduates use their CDI training and personal experience to assist a community in need while continuing to refresh their skills and increase their professional networks.

SIGNIFICANCE TO THE MISSION OF THE UNIVERSITY OF CENTRAL ARKANSAS

The University of Central Arkansas (UCA) is driven by a belief in lifelong intellectual development and is committed to continuous growth in learning for its students, faculty and staff. Many of its core values are remarkably similar to the principles of community development: education of citizens to productively engage in complex issues and express informed opinions; an appreciation for and enhanced interaction and understanding among diverse cultures, ideas and people; respect for community; shared decision-making, partnerships and collaboration; and a recognition that trust, integrity and responsible behavior are foundational core values.²

In the opinion of UCA President Tom Courtway, the fundamental mission of any institution of higher education is to provide students with a world-class education followed by “improving the overall economic climate of the citizens of its state, engaging in research and contributing to public service in areas ranging from arts and culture to providing support for public schools. The Community Development Institute (CDI) is one of UCA’s most extraordinary outreach efforts in that it allows UCA to bring onto

² www.uca.edu/about/mission

our campus civic and economic leaders who are influential policy makers in their local communities. CDI contributes to improving the quality of life of all communities but especially in rural areas with limited resources. Through CDI, UCA has the ability to take our expertise out to the communities, especially rural ones. In fact, the smaller the community, the greater the impact.”

CDI is recognized for excellence in education through the quality of its curricula, its teaching faculty and administrative staff. CDI faculty includes nationally recognized community development educators and practitioners, ranking governmental officials, executives from leading Arkansas businesses and industry, and professionals who are accomplished in the many areas of expertise required by successful community developers. UCA faculty not only helped conceptualize the program, they continue to support the program as instructors and serve on the advisory board. Curricula developed for CDI have been endorsed by the international Community Development Society as high-quality training for community development practitioners. The Community Development Council recommends it as a model for other institutes and has incorporated it into standards for professional certification and recertification.

CDI offers a highly visible and focused method of meeting the public service obligation of the university. Through CDI and its umbrella organization, the UCA Center for Community and Economic Development, UCA faculty and staff contribute to the betterment of Arkansas communities by establishing relationships with public, private and nonprofit sector entities. These partnerships allow UCA to provide off-campus development services to organizations and communities locally, specialized training for targeted groups such as mayors and county judges, and themed events such as economic development boot camps. CDI is a major contributor to UCA in meeting its public service obligation.

EMERGENCE OF THE CENTER FOR COMMUNITY AND ECONOMIC DEVELOPMENT

The University of Central Arkansas (UCA) has always embraced public service but outreach and engagement was taken to a new level with the establishment of the Center for Community and Economic Development (CCED). When the Community Development Institute (CDI) founders expressed their vision for a comprehensive approach to community development, what they had in mind is very close to present-day CCED. The CCED is a unit of the UCA Outreach and Community Engagement Division led by Associate Vice President Shelley Mehl. The CCED is currently directed by Amy Whitehead which includes oversight of CDI. While CDI is the oldest and arguably the most visible, the CCED in tandem with CDI serves as the mechanism through which UCA realizes much of its public service obligation.

The CCED seeks to have a positive impact on communities by equipping leaders with economic tools and resources, by building consensus to achieve community goals, and to bring UCA resources and communities together. Its driving principle is a belief that community development facilitates economic development and that building community capacity is the first step toward community growth. The work

of the CCED is built around the three pillars of service: training, technical assistance and student engagement. CDI is an integral part of the overall mission of CCED.

But the road to success was not easily paved.

Until 1975 the university had no official program of public service outreach.³ Prior to that time public service, such as it was, resided in the offices of the deans of the various colleges and was implemented by public service representatives in the Director of Field Services office. Public service was generally limited to correspondence operations and some off-campus credit class offerings.

In 1975 the Director of Field Services was replaced with the Division of Continuing Education under the auspices of the vice president for academic affairs. In 1979 through a community development grant from the Kellogg Foundation, a community education survey was conducted from which the goals for the Division of Continuing Education were formulated. Those original goals were articulated in the Statement of Role and Scope adopted by the UCA Board of Trustees in 1979.

The goals expressed in the Statement of Role and Scope were to assist adults by providing greater access to traditional university training; to help individuals solve social and economic problems; and to assist individuals with their personal development.

Strategies to achieve the goals included a strong university commitment to a broad range of continuing education programs; the offering of seminars and conferences designed to meet the needs of business, industry, labor and the community; and the offering of undergraduate and graduate programs in various professional areas beyond the university campus.

The initial effort for delivering off-campus undergraduate courses was at the Little Rock Air Force Base with a major emphasis in mathematics. These course offerings ceased when the Air Force dismantled the missile system wing in Arkansas in 1987. UCA also had formal off-campus offerings within the Arkansas Correctional System at the Tucker Unit, the Women's Unit, and the Wrightsville Unit. Other on-demand classes were provided at off-campus locations and on-campus Saturday classes were included as part of the continuing education program.

Graduate level classes were offered through the Division of Continuing Education, primarily to provide professional development for public school personnel. Because continuing education classes did not count in the college funding formula and because many of the faculty held continuing education in low regard, Division of Continuing Education staff members often felt that the Division was not able to respond as effectively as it could have.

Correspondence courses can be considered the first “distance delivery” courses and UCA enrolled

³ History of UCA public service is based upon documents from the UCA Division of Continuing Education unless otherwise noted.

almost 19,000 during the ten-year period ending in 1988, thirty-eight percent of those students living outside Arkansas.

The Division of Continuing Education was also responsible for a number of special outreach programs that served both national and international audiences. It housed the National Center on Aging and Community Education, was the institutional home of the Industrial Developers of Arkansas, managed the UCA Master Calendar Office, and operated the Channel 6 local community access channel on the municipally owned cable television system.

Public outreach was eventually expanded to include economic development and was initially comprised of two programs—the Office of Corporate Relations and the Community Development Institute. These programs were funded with registration and training fees, corporate donations, and state monies known as 10/10 money — funds that were provided to institutions of higher education for projects that advanced economic development in the state. Between 1979 and 1988, a major shift in both philosophy and program delivery occurred. In the beginning, courses were primarily recreational or personal development-oriented but later were directed more towards professional development for career enhancement and job-related skills. This shift was complicated further by two competing administrative philosophies with diametrically opposing views. One view held that the various departments and divisions within the university—the School of Business, the Science Department, etc.—would independently develop and deliver their own programs of public outreach. The other view held that public outreach should be structured and delivered through one comprehensive, centralized office—the Office of Corporate Relations.

The Division itself was under siege, or at least that must have been how it felt to Dr. Clyde Reese, dean of continuing education. In a memo to Dr. Robert McChesney, vice president of academic affairs in 1986, he admits his anger and bitterness at an attempt to “gut” Continuing Education by placing it under the authority of the University’s Development Office. The uncertainty and division of thought became so severe that in a 1988 memo to the Budget Office explaining dramatic drops in continuing education enrollment, Dr. Reese felt compelled to advise that “the institution was on the course of discontinuing credit programming related to the continuing education function” and that a clearly stated institutional policy in this area would be its only salvation.

DIVISION OF CONTINUING EDUCATION AND THE OFFICE OF CORPORATE RELATIONS

Dr. Reese’s view prevailed and the Office of Corporate Relations was established under the direction of Bill Miller amidst all this hoopla in 1986. The Office of Corporate Relations was charged with extending the knowledge-based resources of the University to benefit the public and private sectors

through assistance with business planning and management; use of the university library and its information search and retrieval capabilities; access to consultants in business, science, humanities and education; business training programs; and offering conferences, symposia, and seminars. Out of this charge would come the Community Development Institute with its first class offered in 1987.

Upon Dr. Reese's retirement in 1993, Miller became interim dean of Continuing Education until Dr. Linda Beene was hired in 1995. At that time Miller returned to the Office of Corporate Relations which was phased out around 1998 when he retired. Janice Hanlon was hired to replace him in March 1999 and was given the title of coordinator of non-credit programs which included CDI. She left in the fall of 1999 and was replaced by Richard Wright. Dr. Beene was replaced by Kim Bradford as dean of Continuing Education. In 2003 the Division of Continuing Education became the Division of Academic Outreach and Extended Programs. With the opening of the Brewer-Hegeman Conference Center, Academic Outreach was able to greatly expand its applied professional development programs through delivery over the Internet and through the use of compressed video. Kim Bradford left UCA in 2008 and Dr. Leonard Seawood assumed leadership of the department followed by Dr. Elaine McNiece who was appointed interim director in 2010 while retaining her position as Dean of the Graduate School. In 2011, Kristy Carter replaced McNiece as interim director and the name changed to the Division of Outreach and Community Engagement to better reflect the purpose and mission of the division. Carter was confirmed as executive director in 2014 until Shelley Mehl was named associate vice president in 2015 at which time Carter returned to her position as director of marketing for the division.

In its present form, the Division of Outreach and Community Engagement is directed by Shelly Mehl. The Center for Community and Economic Development is an operating unit of the Division and it includes the Community Development Institute. Both the Center and the Institute are directed by Amy Whitehead.

CENTER FOR COMMUNITY AND ECONOMIC DEVELOPMENT AND CDI

The Community Development Institute originated in the Office of Corporate Relations and was directed by Bill Miller from its inception to his retirement in 1998. During this time CDI experienced growth and stability in leadership but in the five years following Miller's retirement, CDI was overseen by Janice Hanlon, Richard Wright, Ronn Hy, Ira Saltz and Kim Bradford in their capacities as either—interim or permanent—coordinator of non-credit programs or dean of continuing education. Too often it felt like being stuck in a revolving door.

With assistance from the CDI Advisory Board, UCA conducted a search for a person that could direct CDI as well as the Master of Science in Community and Economic Development program. That person was Robert Pittman, senior principal with Lockwood Greene, an international consulting, engineering and

construction company based in Atlanta. Pittman, in collaboration with the CDI Advisory Board, was responsible for the academic content of CDI and the Division of Academic Outreach and Extended Programs managed the its operational aspects.

In addition, the Strategic Growth Institute (SGI) was created in 2007 with the primary purpose of providing economic and community development consulting to states, cities and economic development organizations nationwide. The SGI approach focused on the link between community development and economic development with Robert Pittman serving as executive director (while also serving as director of both CDI and the Master's Program in Community and Economic Development) and Jennifer Tanner as managing director. Kelly Hunt Lyon in the sponsored programs department at UCA joined SGI in 2008 and was tasked with obtaining grants and contracts to support the community-based and consulting projects. Other support was provided by graduate assistant Amy Whitehead who was later hired as a full-time project coordinator.

SGI was contract based for services such as customized community and economic development plans, analysis of a community's strengths and weaknesses, community marketing plans, and target industry studies. This structure proved to be unsustainable and Pittman and Tanner left UCA in 2009.

While short-lived, SGI served a valuable purpose. It tested the concept of expanding CDI beyond a one-week training program and one of its most important legacies is that it was instrumental in publishing the *CD Handbook*. Published in collaboration with the Community Development Council, it continues to be a relevant study guide for practitioners seeking Professional Community and Economic Developer (PCED) certification.

With the demise of the SGI in 2009, Dr. Kelly Hunt Lyon assumed responsibility for CDI and worked with Leonard Seawood to build upon the best practices of SGI with the idea of extending training throughout the year and delivered directly to communities. However, Lyon realized that before CDI could grow, it had to survive. UCA leadership was looking for ways to save money and CDI always seemed to be on the chopping block. Lyon notes that she viewed herself as the "caretaker of a regional asset that was about to die. I knew that safeguarding the legacy of Ernest was important and I'm grateful that I am one of the few of my generation who knew him. I reached out to Isaac Wright in Governor Mike Beebe's office and to Maria Haley, the director of the Arkansas Economic Development Commission. By this time, UCA was under the leadership of Tom Courtway who understood the value of CDI and provided needed executive support for it."

Seawood and Lyon were successful in establishing the Center for Community and Economic Development to provide the outreach activities previously undertaken by SGI and CDI was incorporated into it. The creation of the CCED represents the strong commitment of UCA leadership to community development training and outreach and demonstrated an equally strong commitment to support staff

salaries instead of relying on fee-based services for sustainability. In 2009, Lyon was named director of CCED, and Amy Whitehead and Josh Markham were named coordinator and program coordinator respectively. Whitehead would later be named assistant director in 2010. This team was able to stabilize the program and developed a solid foundation for expansion. Lyon departed in November 2012 and there was no director for CCED or CDI until May 2013 at which time Amy Whitehead was hired as director of both CCED and CDI. Markham was named assistant director a few months later and both retain those positions today.

Today, the CCED offers, in addition to CDI, a broad range of development services to individuals and communities in the areas of business retention and expansion, benchmarking tours to observe best practices, community assessment and economic and demographic data analysis, planning and community surveys, first impressions driving tour, convening and facilitation of town hall meetings or small groups related to development issues, and customized training for cities and regions throughout Arkansas.

Additional history regarding CDI can be found in the Community Development Institute Collection housed in the UCA archives. This collection preserves the history of the Institute's work and shows the impact CDI has on the local community, as well as surrounding areas. The collection traces the Institute's growth and success including enrollment records, class materials and booklets, correspondence discussing the development of program curriculum, copies of digital media used in various programs, and annual CDI Central yearbooks.

MASTER OF SCIENCE IN COMMUNITY AND ECONOMIC DEVELOPMENT

The Master of Science in Community and Economic Development (MSCED) was approved in 2001 and was designed to meet the needs of non-traditional in-service professionals holding positions in the public, private and nonprofit sectors. CDI is a non-credit program while the MSCED is a traditional graduate level academic program. These two companion programs offer community development training in whichever form is desired by the student with CDI providing a path to practitioner certification and the MSCED leading to a traditional academic credential.

The MSCED was originally a program within the Graduate School for Management, Leadership and Administration (GSMLA) but transferred to the UCA School of Business effective July 1, 2006 when the GSMLA was dissolved. The program then moved to the Department of Geography which had experience in offering online degrees and where there was an interest in research

Lawson Veasey and Bill Miller conceptualized something similar to the MSCED curriculum in the 1990's with the hope that a linkage to CDI could be established. They believed that this link would strengthen CDI while expanding options for formal community development instruction. There was also interest in establishing a Center for Community Development that would function as a clearinghouse,

provide research opportunities and enhance training. For a variety of reasons, neither the potential center nor the MSCED were pursued at that time but interest renewed in the late 1990's when UCA needed to increase its master level programs in order to retain a funding status on par with Arkansas State University and the University of Arkansas at Little Rock. By the time UCA decided to proceed with the MSCED program, Veasey was about to leave UCA to chair the department of political science and public administration at Jacksonville State University in Alabama. There was thought that the MSCED might be housed in the UCA department of political science under the direction of Ronn Hy, but when Hy also departed UCA, Ira Saltz was given responsibility for the MSCED and it was moved into the GSMLA.

The MSCED program had been coordinated by David McCalman but these duties were assumed by Lauren Maxwell in July 2006 when the program moved to the School of Business. In 2009 the program was transferred into the Department of Geography and has been under the direction of Dr. Michael Yoder since. The Department of Geography is now in the College of Natural Sciences and Mathematics, but regardless of the location, the MSCED is consistent in providing high quality community and economic development coursework.

There seems to be no typical MSCED student. Roughly one-third of the students in the early years of the MSCED were traditional on-campus, full-time students but instruction is now offered completely online. Some are traditional students fresh from undergraduate study but many are professionals with five to ten years of working experience returning for a master's degree. Because these students already hold jobs, they add a valuable real-life dimension to the classes. A typical class is around twenty students and there has been a noticeable increase in the number of students from out of state relative to in-state students. This could be due in part to a recent GoGrad.org ranking of the MSCED program as third in the nation among online graduate programs in economic development.⁴

CDI serves as a pipeline for MSCED students with students hailing not only from the UCA institute but others in the CDI network. It is not uncommon for a student to attend CDI Years I and II, enroll in the MSCED program, attend CDI Year III and then sit for the certification exam. McCalman noted that "CDI often bookends the MSCED program. With the MSCED instruction delivered completely online without face-to-face interaction, CDI provides an opportunity for students to get together, rub elbows and share personal experiences."

Michael Yoder, current director of the MSCED program, sees CDI students who subsequently enroll in the MSCED as a very positive influence. He notes, "CDI students are usually practitioners with some level of experience. They are already plugged in to their communities and bring a real-world point of view that non-CDI students in the program benefit from. Such practitioners typically pursue the degree as

⁴ <http://www.gograd.org>

a way to enhance their credentials.” He describes the curriculum as more flexible in terms of electives. There is a general track, which allows four electives in addition to the eight required courses, and a planning concentration, which is more specialized, and includes two planning courses and two courses in geographic information systems (GIS), a necessary tool in planning today.

Through an innovative arrangement, students can earn up to five credit hours toward the MSCED by completing the three-year CDI program. Because coursework is delivered online with each of the required courses offered once a year, it is possible to complete the degree program much more quickly than with traditional on-campus instruction. While the MSCED was originally limited to community development, economic development has been added to broaden the experience and the applicability after completion of the degree.

PHD IN LEADERSHIP STUDIES PROGRAM

In addition to the MSCED, UCA offers a PhD in Leadership Studies program that prepares students to transform education, government and nonprofit organizations that strive to strengthen human and community capabilities. A key strength of the program is its interdisciplinary nature where professionals from various backgrounds and expertise come together to address the well-being of all Arkansans.

The program is directed by Dr. Rhonda McClellan and began in the fall of 2011. There are currently forty-two students enrolled with eleven graduates through the spring of 2016. Students engage in a number of field-based research projects made possible through partnerships with community leaders and organizations. Research has focused on a number of areas including the economics of educating women, literacy, parks and recreation, leadership development, college enrollment and retention, and health and well-being in the Arkansas Delta.

SUMMARY

Upon its 30th anniversary, CDI has fulfilled many of the dreams held for it by its founders. It has found its place within UCA and continues to bring value to the institution as well as to the many students passing through its doors. It has matured and regained its focus during the tenures of Dr. Kelly Lyon and Amy Whitehead and is regionally and nationally recognized as a leader in the community development field. The profession has been elevated through a certification process and a network of institutes delivers common instruction. CDI is both strengthened by and provides support for the Master of Science in Community and Economic Development program and the many outreach services provided by the Center for Community and Economic Development. The Advanced Year Option of CDI has changed the direction of communities across the state, making them stronger, more focused, more cohesive. At the

end of the day, the CCED's three pillars of service—training, technical assistance, and student engagement—are well met.

CHAPTER TWO

IN THE BEGINNING

The history of the Community Development Institute (CDI) is intertwined with a number of organizations but particularly with the international Community Development Society (CDS) and the Arkansas Chapter of the Community Development Society (ACDS.) The story of CDI can only be fully told by including these organizations and understanding the role each played in shaping CDI.⁵

PREPARATION PHASE

The Community Development Society (International and Arkansas)

The international Community Development Society grew out of a conference of university continuing education organizations held at the University of Missouri-Columbia in January 1969 to discuss the role of universities in community development. Following the meeting seventeen of the men participating in the conference met informally to consider the creation of an association for community development professionals and others with similar interests and concerns. Within twelve hours the organizational groundwork had been laid and the first annual meeting of the new Community Development Society was planned for October. Bylaws were adopted at that October 1969 meeting and its membership, which was almost exclusively university and Cooperative Extension personnel, had grown to 442 by the end of the year. The first state chapter was formed in Nebraska in 1973.

Records to document the Arkansas chapter's earliest activities no longer exist but it is known that ACDS was formally recognized by CDS in 1977 at its ninth annual meeting, hosted by the Arkansas folks that same year in Hot Springs. It is believed that the chapter grew inactive due in part to reduced support from the utilities and a change in focus within the Extension Service. For all practical purposes it ceased to exist in the late seventies or early eighties and was dormant until 1986 when a push to reactivate occurred. It was primarily the issues of certification and the establishment of CDI that drove the push.

CDS had been mulling over the issues of certification and accreditation since 1980 when the Professional Improvement Committee and the Education Committee were charged to work jointly on the issues of individual certification and academic program accreditation. As history is witness, CDS rarely ever drove faster than 30 mph on any given issue and certification was no exception. In 1983 during his parting remarks, outgoing president Charles Burns included the development of "an acceptable long-term plan for certification of community developers" as a means of reversing the decline in CDS membership.

⁵ Early history of CDS is based on *The First 20 Years* published by CDS in 1989. The early history of ACDS comes primarily from issues of *Colleagues*, interviews with people involved at the time, and the author's personal files.

Cussing and discussing crept along until March 17, 1989—six years later—when the board finally accepted a recommendation from the Ad Hoc Committee on Certification for a certification plan to be voted on by the membership at the annual meeting in July 1989 in St. Louis. The plan dictated that certification would be open to persons who had been CDS members for three years, subscribed to the Principles of Good Practice, and took part in professional education conducted by CDS. This is the meeting where the Arkansas delegation turned out in such force as to assure that the vote was affirmative and that CDI had a role to play in certification.

In July 1985 the CDS Ad Hoc Committee on Accreditation recommendations were accepted which “committed CDS to a program of recognition of professional education similar to programs of recognition and accreditation operated by most professional practice groups” to be implemented by January 1, 1986. The guidelines established at this time were the ones under which CDI would apply for endorsement in 1987.

The Arkansas Initiative

It was around 1985 that all things “community development” in Arkansas seemed to merge and overall activity intensified. Based upon numerous interviews with people involved in community development at the time, one name surfaces in every conversation—Ernest Whitelaw of Arkansas Power and Light (AP&L, later Entergy), who has been described as “the granddaddy of community development in Arkansas.” A refrain almost as common is, “If it hadn’t been for Ernest, Bill and Alton...,” referring to Whitelaw, Bill Fountain and Alton Bush, all of AP&L. Joined later by Jay Robison of Arkansas Louisiana Gas (Arkla), Bill Miller of UCA and the Community Development Institute, Judy Davis of the Arkansas Industrial Development Commission (AIDC), and Monieca West of Southwestern Bell (SWBT), this group was involved in almost every aspect and every organization related to community development for the next decade until job changes or retirement took them in other directions. Other people like Chris Allen and Bill Inman of AP&L, Jolane Cook of AIDC, Jerry Smith of Arkansas State University, and Henry Scales of Arkla, were deeply involved as a new generation of leaders in Arkansas community development emerged. It was this group that formed the core around which most all other activity happened during the glory days of community development in the late eighties and early nineties. Credit should also be given to Dave Eldredge of AP&L, Lamont Cornwell of Arkla, Sue Bender of Southwestern Bell and Gray Swope at AIDC for including CDI and community development so prominently in the economic development programs they directed.

The catalyst for this frenzy of community development activity stemmed from the need to train local leaders. Strategic planning was generally non-existent with communities still using the old SWOT

method and without the knowledge of how to move to the next level. The Arkansas Community Development Awards Program had been in existence since 1948, but communities focused more on the nature of the project rather than the development process. Chambers of commerce, except for the ones in the largest cities, were generally run by part-time people or volunteers with little or no training, and were often overshadowed by the local industrial development corporation. AIDC had a small staff of community development specialists but its team training program was still heavily slanted toward industrial recruitment and at times seemed to compete with community clinics offered by AP&L.

These community clinics were presented by AP&L community development staff and would often include representatives from the other organizations to participate in the training and to assist the community in preparing a Community Program of Work. Arkla Gas had begun an economic development program and its leader, Jay Robison, was learning the ropes as a regular participant in the AP&L clinics.

It was during one of these sessions in England, Arkansas, that some of the earliest discussions concerning a training institute were initiated. During the break for lunch, Bill Fountain, Ernest Whitelaw, Alton Bush and Jay Robison traveled to Stuttgart for lunch because Whitelaw had very specific eating habits and there wasn't a salad bar available in England. Over lunch at the Western Sizzlin' restaurant, talk centered on the need to add value to local chambers of commerce, particularly in small Arkansas towns and much scribbling was done on restaurant napkins. The challenge, as these four guys saw it, was how to keep local chambers viable, particularly through increasing the skill levels of the women that were moving into manager level positions. On the way home, discussion continued and Robison remembers asking, "We can't go to every town. How are we going to train these folks?"

That same question was being asked at a 1986 meeting in Des Moines, Iowa of the Multi-State Conference, an informal group of representatives from states with city recognition or competition programs. The solution seemed to be a training program for community developers along the lines of what the Economic Development Institute (EDI) at the University of Oklahoma at Norman provided for economic developers. Whitelaw returned from the meeting and discussed it with his boss, Bill Fountain, letting him know that there was considerable support outside the state for the very things that were being discussed in Arkansas.⁶ Whitelaw set about contacting the remnants of the mostly defunct Arkansas Community Development Society (ACDS) plus a few new faces. He dubbed this group the CD Roundtable and it began crafting a plan. Step one was to revitalize ACDS and establish a network of people who were interested in seeing community development advance in the state. Step two was the creation of the Community Development Institute to train community developers. Step three was to gain

⁶ Bill Fountain and Ernest Whitelaw, interview with the author.

endorsement of the CDI curriculum from the international Community Development Society. Step four was to convince CDS to implement a nationally recognized certification program to provide professional credentials to community development practitioners and secure a prominent role for CDI in that process.

It must have been a group like this that anthropologist Margaret Mead had in mind when she said, “Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it is the only thing that ever has.”

CONCEPTUALIZATION PHASE

The Arkansas Community Development Society (ACDS) was reorganized with Jay Robison as president in 1986 and its first newsletter soon followed. With ACDS back in action, attention turned to the development of CDI. The logical home seemed to be the University of Central Arkansas since it was already serving as the institutional home for the Industrial Developers of Arkansas organization with Dr. Clyde Reese, Dean of Continuing Education, serving as its executive director. A college location was considered very important as it would lend academic credibility to the institute and more smoothly advance the cause of accreditation and certification within the international CDS.

UCA had begun its economic development outreach in 1982 when Governor Bill Clinton declared that every college and university should use its capacity to support economic development in the state, and 10/10 funds were awarded to fund such projects. UCA chose to use a portion of its 10/10 allocations to provide startup funding for CDI. It didn’t hurt that Sarah Fountain (wife of Bill Fountain) taught at UCA, and that Mary Sue Whitelaw (wife of Ernest Whitelaw) worked in Continuing Education. Connections and networking have always been important elements of successful community development!

Contact was made with Dr. Reese who eagerly embraced the concept. He presented the idea to UCA President Dr. Jeff Farris who recommended in favor to the council of department heads. With their approval, UCA was established as the home of CDI in 1986.

CDI was always a team effort from the very beginning with financial support received from AP&L, Arkla, SWBT, Arkansas Electric Cooperatives Corp., Southwest Electric Power Company and United Telephone. AP&L, Arkla, and SWBT funded significant numbers of scholarships, recruited students, and enrolled their own managers in the first few classes to make sure that there was enough momentum established until CDI could become self-sustaining.

DEVELOPMENT PHASE

With an institutional home secured for CDI, it was time to develop the curriculum and to prepare for

the first session.⁷ The Des Moines group and key Arkansas people were asked to form an ad hoc committee to give guidance. The strongest admonition from the group was for a curriculum with more nuts and bolts than theory, tailored specifically for the practitioner.

Three committees were formed: 1) a general steering committee directed by Bill Fountain; 2) a certification committee directed by Ernest Whitelaw; and 3) a curriculum committee of Alton Bush and Lawson Veasey, director of the Public Administration Program and associate professor of Political Science at UCA. Judy Davis, the director of AIDC's community development division, and Sue Bryant, director of Southwestern Bell's economic development staff, were also involved. Dr. Reese established an internal UCA committee, and Loretta Price of his staff was appointed facilitator during the planning stage. Jay Robison gives a tremendous amount of credit to Veasey for his contribution to curriculum development. "CDI would not have happened without Lawson Veasey. We had the desire, but he put its framework together. He was the key writer of the curricula, with Alton and Ernest reviewing it, and he was key in matching individual teachers with individual curriculum segments."⁸

At about this same time in 1986, UCA established its Office of Corporate Relations under the direction of Bill Miller. It was transferred into the Division of Continuing Education in early 1987. All of the principles involved in creating CDI were in agreement that Miller and the Office of Corporate Relations should take charge of the daily logistical operations of CDI.

Miller was a retired Army colonel whose military skill would come in handy during skirmishes that soon ensued at UCA over funding of the Division of Continuing Education, the Office of Corporate Relations and all of the economic outreach it was to provide. Internal UCA documents indicate a mighty power struggle, but in the end, Dr. Reese prevailed and CDI would have its home in his department. He was a passionate supporter of the program through his retirement in 1993. He would be most proud of the Brewer-Hegeman Conference Center complex that was dedicated March 4, 2001, since he had envisioned the building of a continuing education center during the earliest planning stages of CDI. Brewer-Hegeman is where CDI classes have been held since it opened.

Curriculum Development

One can only imagine the amount of time invested in curriculum development. With only nine months until the first class was scheduled, work got serious. According to Lawson Veasey the group shared a fundamental belief that drove the direction of the curriculum: industrial development was outdated and economic development was too narrow and too sophisticated for community leaders that did

⁷ Much of the history of the planning and development of CDI is based upon the writings of Dr. Lawson Veasey in *Community Development Certification Revisited* written around 1987.

⁸ Jay Robison, interview with the author.

not understand systems theory, organizational development and other community development processes. As a result of this belief, the development of curriculum was based on information from several fields including public administration, planning, economics, rural sociology and other disciplines, and created by a diverse group of organizations from several states.

Many contributed input including members of the CDS board: the Missouri Community Betterment Conference; state development departments in Arkansas, Missouri, Kansas, and Iowa; various planning and development district representatives from across the nation; University of Arkansas at Fayetteville, University of Arkansas at Little Rock, and the University of Missouri; Lincoln University Extension Center; and AP&L, Arkla, and Southwestern Bell. The State of Missouri was particularly influential because it had the only community development master's program in the nation at the time, a particularly strong community betterment program, and a very robust Cooperative Extension Service program.⁹ Key individuals from Missouri—lovingly known as the Missouri Mafia—included Jerry Wade, Doris and Don Littrell, and Mark Peterson, all of whom served as principal faculty in the first years.

During 1986 development of Year I curriculum was the major concern for the committee, with secondary consideration given to future development of Years II and III. Similar to just-in-time inventory, just-in-time planning was alive and well!

Year I curriculum was designed to introduce students to the principles of community development, involve them in problem solving situations consistent with what they would encounter in their real communities, and to guide them in preparing an overall community development plan for a specific geographic area. Students would live and work in the imaginary “State of Franklin” and interact with “Governor Jerry Wade” as the setting for all of their study. The sessions were designed to be highly interactive and students were introduced to Wade’s “leaky bucket” theory, Terri Frank’s decision-making model, and Mark Peterson’s principles and strategic planning. The week would culminate with group presentations of a proposed development plan.

The State of Franklin had been written by Don Littrell, Edge Wade and Judy Linneman for use by the USDA Rural Development Agency and modified for use at CDI. The Franklin format forced people to work together and to focus on group process as much as the actual content of the development plan.

Year II curriculum was built around strategic planning and would continue to be set in the State of Franklin, building upon the overall community development plan completed at the conclusion of Year I. Specific presentations would include organizing for development and gaining community support, conducting community surveys and gathering data, master planning and implementation, financing, tourism and recreation, education and welfare, and environmental and zoning issues. As student groups

⁹ Don Voth, interview with the author.

developed their plans, Governor Wade and other faculty provided stumbling blocks to make the experience more realistic. Year II would also conclude with group presentations on their strategic plans and implementation strategies.

Year III was drafted but not fleshed out during this early planning period. The intent for the final year was for students to develop master plans for a project from their real-life employer using all of the principles and techniques learned during the CDI experience. Original planning called for institute faculty to be assigned to each student to oversee and assist in the development of these plans, but this idea was scrapped as Year III curriculum was finalized.

The use of class directors from the real world to keep the training practitioner-oriented was one of the strengths of the design of CDI. It was intended that the relationships formed among students, faculty and class directors would be ongoing. It was hoped that CDI would offer seminars on a regional and national basis and plans were discussed about the possibility of a CDI Center where research, archives and data collection could be accomplished. Those early goals and aspirations were not all immediately accomplished, but they fueled the drive for excellence and for high expectations.

CDS Endorsement and Certification

With ACDS reconstituted and curriculum development under way, it was time to turn to the issues of certification and accreditation of CDI. This is when the first real snag was encountered. Ernest Whitelaw, Loretta Price of UCA, and Mark Peterson of the Missouri Cooperative Extension Service drew up the proposal for presentation to the CDS board requesting its endorsement of CDI. Whitelaw, Price and Gene Speichinger of the Missouri Cooperative Extension made the presentation to the board at its meeting in Las Vegas in March 1987. Endorsement was given, but with stipulations: 1) The CDS president would designate a CDS member to participate in curriculum development and ongoing review. (Mark Peterson and Don Littrell were the ones appointed). 2) Credentials of CDI faculty would have to be reviewed by CDS using a process specified by the CDS president. 3) CDS would designate a CDS member to serve as a CDI faculty member and to provide suggestions for ongoing program development at CDI's expense. 4) CDI was also required to provide students with information concerning CDS.

As mentioned earlier, CDS had already been discussing certification since its annual meeting held—fittingly enough—in Hot Springs, Arkansas in 1977. Almost a decade later they were faced with a new group of Arkansans wanting the matter resolved in such a way that would include CDI. One could safely conclude that the CDS board would have preferred to come to their decisions in their own time and manner, but that was not to be. Certification and accreditation were very important to the long-term success of CDI and the Arkansas group was firm in its resolve to make things happen. It's almost certain that many thought Ernest Whitelaw's middle name was "Certification" and that Jay Robison was his first

cousin, based upon their determination to have a certification program established and to position CDI as an important element of that process.

IMPLEMENTATION PHASE

With curricula prepared, faculty secured, and students enrolled, CDI was launched in 1987 with an inaugural class of thirty-three. Through the ensuing years, CDI has been the catalyst for a network of institutions, helped launch the professional certification of practitioners, and trained hundreds of students who have changed their communities through the use of skills and knowledge learned at CDI.

CHAPTER THREE

GROWTH AND DEVELOPMENT (1987 - 1993)

From its early growth years, through adolescent transitions, to its current maturity, the Community Development Institute (CDI) is best considered in four stages—growth and development, change and transition, rebirth and renewal, and outreach and impact.

Bill Miller, with the aid and support of a cadre of private and public sector individuals and organizations, effectively directed the Growth and Development years of 1987-1993 when CDI was the only institution of its kind in the nation. These individuals—Miller’s Tiger Team—willed it and worked it to succeed through personal and corporate resources. There was a cohesive and integrated effort among these individuals to drive the course of community development in the state and they considered CDI central to that mission. An *esprit de corps* developed that can only be attributed to the chemistry and synergy among this group of individuals who were friends, professional peers, sharing a passion for CDI and community development. There was also tremendous support and interest outside the state of Arkansas for CDI.

YEAR ONE: 1987

The inaugural class enrolled 44 students from seven states with classes held in the Commons area of McCastlain Hall on the University of Central Arkansas (UCA) campus.

Participant feedback was overwhelmingly good with students expressing a desire for more information in the area of marketing, public administration, decision-making, group dynamics, and more case studies. Interestingly enough, the requested information was already included in the curriculum planned for Year II indicating that CDI was on the right track and that students were hungry for the type of information that was being made available to them.

Mark Peterson and Don Littrell, the two international Community Development Society (CDS) representatives appointed to assess the quality of CDI provided excellent feedback to CDS, indicating that it deserved CDS support.

YEAR TWO: 1988

The combined enrollment for Year I and Year II was 97 students. Included were some new faces of Arkla managers who had attended a special session in 1987 to “fast track” them into Year II. This practice caused somewhat of a furor among “real” Year I students and the practice was not repeated.

Lois Love joined the staff of the Office of Corporate Relations and became Bill’s right-hand in the management of CDI.

One of the strongest recommendations from the first year feedback was for more social time for networking among participants. The answer was a mid-week fish fry that quickly grew to be a highlight of the CDI week. One of the class directors at this time was Bill Inman of AP&L who, with his wife Kay, was good friends with Steve and Carla Jones. Steve was the industrial site specialist with AIDC and he and Bill often worked together. Bill invited Steve and his wife to attend the fish fry and Steve says he felt a little funny attending since he wasn't a student or connected to CDI in any way. So, he called Bill Miller and told him that he would be happy to help out the next year in return for his attendance. Steve has since been involved every year and has become one of the constants at CDI...all because of the fish fry! The fish fry morphed into other types of informal socializing in subsequent years but in whatever form taken, students value the friends and connections made at them.

YEAR THREE: 1989

Years I, II, and III had an enrollment of 141 students from 15 states. Thirty-three students made it all the way through the first three years and were recognized at a luncheon on Friday and presented framed certificates. AP&L, Arkla and SWBT began a tradition of taking turns paying for the framing for several years. A list of the first graduating class in the picture below taken on the steps of UCA Old Main is found in Appendix B.



Newtown, a simulation game facilitated by George McFarland of Entergy-Mississippi, was introduced into Year III. *Newtown* is one of those memories that—when all else fades—participants will still

remember who could be trusted and who couldn't! *Newtown* was subsequently moved to Year I, and McFarland facilitated it every year until his retirement in 2004 when the honor passed to Jack Vincent and later to Ivy Owen.

In 1989 the CDI Advisory Board was formalized and included representatives of AP&L, Arkla, Southwestern Bell, the U.S. Department of Housing and Urban Development, the Missouri Department of Economic Development, the Arkansas Industrial Development Commission, and Middle South Utilities. Until this time Bill Miller and the group that conceptualized CDI had worked together informally to get the job done. When Miller came on board and the responsibility for CDI was given to the Office of Corporate Relations, he took charge but was always cognizant of the people who had brought the concept to life, who continued to have a vested interest in its success, and more importantly, were passionate about it. He had established an informal "tiger team" that he depended upon to assist with the continued delivery of CDI. According to Miller, these were the people that he could depend upon because they "were good, fast, interested, talented, forward looking, and had resources to make things happen. They always made whatever was needed happen."¹⁰

The Office of Corporate Relations continued to develop position papers supporting CDS endorsement of a formal certification program and the recognition of attendance at CDI as acceptable training for certification.

Thirty-five members of the Arkansas Community Development Society traveled to St. Louis for the 1989 CDS annual conference at which time the issues of certification and accreditation would be decided. Arkansans along with many members from other states that also supported certification as well as their opponents were everywhere, in every meeting, at every meal and especially in the well-stocked Arkansas hospitality room. It was non-political "politics" in action and Arkansas went one for two—certification was approved, but accreditation of CDI was rejected. Because of its divisiveness, CDS never fully supported certification and would eventually drop it amidst stated concerns of quality assurance, the desire to be inclusive, the fear that certification would create two classes of membership within CDS, and the difficulties of running such a program with volunteers.

YEAR FOUR: 1990

Enrollment grew to 174 students from 18 states. A post-graduate seminar on organizational development and effectiveness was held with ten students attending the two-day workshop.

The CDI Alumni Association was formed with Gary Silbert of Entergy in New Orleans selected as chair. Representatives from the Class of 1989 were Allen Green, Jerry Couch, and Monieca West, while

¹⁰ Bill Miller, interview with the author.

Debbie Ross, Bob Swank and Selena Ellis represented the Class of 1990. The Association established the Bill Miller Scholarship Fund to provide financial assistance to deserving students wanting to attend CDI. This fund was substantially increased and endowed in 2004 by UCA to honor the contribution that Miller made to UCA and CDI during his tenure.

YEAR FIVE: 1991

Enrollment swelled to 187. Evening electives in stress management, extraordinary leadership, and development resources were open to all students. George McFarland led discussion groups for the early risers.

With profits made from hosting the 1990 CDS annual conference, the Arkansas Community Development Society (ACDS) endowed the ACDS Scholarship Fund at UCA to provide scholarships for Arkansas community developers to attend CDI.

The *Entergy Community Development Handbook* was published and provided to students attending CDI for use as the study guide for students pursuing certification.

YEAR SIX: 1992

Enrollment at UCA was 176 students in Years I, II, and III.

After attending CDI on an Entergy scholarship, Vic Lafont, executive director of the South Louisiana Economic Council and Ken Rachal of Nicholls State University in Thibodaux, Louisiana, were successful in establishing the first new CDI institute with 46 students attending Year I. Bill Miller, Jerry Wade, and Don Littrell worked collaboratively with Nichols State staff to develop curriculum. The Nichols State University CDI was active from 1992 through 1995.

The UCA Council of Deans chose to use Arkansas Department of Higher Education 10/10 economic development funds for five new programs rather than continuing to use those funds to support the Office of Corporate Relations, which managed CDI.¹¹ This would prove to be a major set-back for CDI.

YEAR SEVEN: 1993

Enrollment at UCA was 229 students, which included those attending a Year IV option for graduates. This record attendance still stands.

Bill Miller assembled the Tiger Team to help launch *First Alert*, a master calendar of events in the state, funded by SWBT and AP&L. The publication lasted for several editions, but it was an insurmountable challenge to gather current and comprehensive information, much more difficult in those

¹¹ Office of Community Outreach Annual Report. 1992.

days before the Internet, email and social media made communications so much easier.

Dr. Reese retired as dean of Continuing Education, and Bill Miller replaced him as interim director.

CHAPTER FOUR

CHANGE AND TRANSITION (1994 - 2001)

The Transition and Change Years of 1994 to 2001 brought significant developments following the retirement of Clyde Reese as dean of continuing education, and most importantly, the retirement of Bill Miller as director of the Community Development Society (CDI). The end of an era was further marked with departures due to job changes or retirements of the Old Guard that had founded CDI. The previous interest from outside the state led to the formation of new institutes—some collaborative as part of the UCA-based CDI network, some competitive.

The Division of Continuing Education itself experienced frequent changes in leadership and staffing. Without the institutional memory of Bill Miller, Lois Love Moody or the Old Guard, CDI started to flounder. UCA began to move CDI into more academic areas to complement the planned Graduate School of Management, Leadership, and Administration (GSMLA), which would offer a master of science degree in community and economic development. Certification, which had always been an important element of CDI, had been dropped by the international Community Development Society (CDS), and the newly formed Community Development Council (CDC) needed time to find its sea legs.

A new generation of community developers was coming of age to replace the Old Guard, but they and their companies were experiencing changes such as deregulation and downsizing which greatly affected the resources available for community development initiatives. Entergy refocused its efforts; Arkla dropped its program altogether; SBC's early retirement offer was taken by every employee that had been associated with CDI; and the Arkansas Department of Economic Development began directing most of its resources towards its own Arkansas Communities of Excellence program.

All things considered, these were tough and trying times for CDI—its 2001 total enrollment in Years I, II, and III was 45—just one student more than the inaugural 1987 Year I enrollment alone. The fact that CDI didn't fold is not only a miracle, but a testament to people like George McFarland, Steve Kelly, Ed Toscano, Jack Vincent, Jim Sharkey, Steve Jones, Ronn Hy, Ira Saltz, Bill Inman, Chris Allen, Vic Lafont, and Monieca West—the class directors and key faculty—who kept it pulled together.

YEAR EIGHT: 1994

Enrollment at UCA was 208 students in Years I, II, and III, the first decline in enrollment since inception.

YEAR NINE: 1995

Enrollment at UCA was 192 students in Years I, II, and III. Enrollment at Nicholls State University

CDI was the highest since beginning in 1992 but was also the final year of the program.

Classes were moved to the newly redesigned UCA Student Center to take advantage of the much improved conference facilities and to ease the cramping that larger classes had caused in the past few years.

Dr. Linda Beene was named director of continuing education and Bill Miller returned to directing the Office of Corporate Relations.

Certification had been a thorn in the side of CDS since it established the program in 1989, and the program was dropped after six years with only 85 individuals having been certified. Former CDS president, Monieca West, chaired the ad hoc Certification Review Committee that recommended discontinuing certification. By this time those in Arkansas knew that it was time to cut loose from CDS and wasted no time in developing an alternative. This alternative was the Community Development Council which was formed just a few months after the CDS decision to cease certification.

YEAR TEN: 1996

Enrollment at UCA was 144 students.

1996 marked the beginning of the departure of the Old Guard with Judy Davis leaving the Arkansas Industrial Development Commission for a position in Hope. She would be followed in 1997 with the retirement of Ernest Whitelaw, in 1998 with the closing of the Arkla program and Jay Robison's departure from the company, Bill Miller's retirement in 1998, Lois Moody's leaving in 1999, Monieca West's retirement at the end of 2000, and Lawson Veasey's move out of state in 2001.

1996 also marked the departure of Jerry Wade and Doris and Don Littrell, key faculty since the inception of CDI. Their departure was prompted by the fact that the Missouri Cooperative Extension Service wanted to send its staff through training that resulted in college credit, something that UCA did not provide. They left CDI to found the Missouri-based Community Development Academy¹² complicating a program already under stress. The State of Jefferson was then written by Lawson Veasey to replace the State of Franklin.

YEAR ELEVEN: 1997

Enrollment at UCA was 146 students.

Texas CDI began with 52 students under the leadership of Ray Laughter and under the auspices of the North Harris Montgomery Community College District in Houston. Then Governor and future President George W. Bush made remarks at the press conference announcing its formation.

¹² Don Littrell, interview with the author.

YEAR TWELVE: 1998

Enrollment at UCA was 135 students.

Bill Miller retired from UCA with the 1998 CDI session, which would be both his and Lois Moody's last. Miller's departure marked a change in philosophy of CDI and a phasing out of the Office of Corporate Relations. Previously and with the encouragement of the founders, CDI had been in an expansion mode; always striving to be cutting edge and providing leadership for the creation of additional institutes while maintaining a visible presence among community development based organizations and practitioners. Without the drive of this original group, and without a deliberate and systematic transfer of this knowledge to incoming leaders, CDI became almost exclusively a training program with the Community Development Council assuming the role of curriculum approval and institute expansions. There was also an undercurrent of uncertainty developing about CDI, and there seemed to be a similar shift in overall community development in Arkansas.

Entergy and Southwestern Bell were the only companies that continued providing financial support and scholarships. Flave Carpenter and Monieca West, as representatives of these companies, recognized that the continued decline in enrollment had to be addressed and its causes identified.¹³ With so many of the originators gone, the next generation of CDI leaders was growing concerned about the future of CDI. For the first time CDI was facing competition from programs at the University of Southern Mississippi, and the University of Missouri's Community Development Academy was set to offer its first class. The American Economic Development Council and its affiliate, the Economic Development Institute at the University of Oklahoma, had hinted at a desire to expand and include community development. Both EDI and the Chamber of Commerce Institute were associating their programs with university master's level programs. UALR was developing a leadership institute that might overlap some of the CDI training.

With Miller gone and with him a loss of institutional memory and the increasing threat of competition, CDI was about to endure some very difficult years.

YEAR THIRTEEN: 1999

Enrollment at UCA dropped to 119 students.

The Community Development Council (CDC) and CDI successfully negotiated the Northwest CDI which was based at Boise State University in Boise, Idaho. Susan Riddle had attended CDI and wanted to make the training more accessible to those in the western United States and she successfully convinced Gloria Mabbutt of the Idaho Department of Commerce to sponsor it. First year enrollment at CDI

¹³ Flave Carpenter, interview with the author.

Northwest was 76.

With the departure of Lawson Veasey to head up the department of political science and public administration at Jacksonville State University in Alabama, the old crew was entirely gone with the exception of Monieca West.

Linda Beene left UCA to become executive director of the new Workforce Investment Board and Kim Bradford was named her replacement as interim director of the continuing education department. Janice Hanlon replaced Bill Miller on March 1, 1999 with the title of coordinator of non-credit programs. She remained in the position for through fall of 1999 before also joining the new Workforce Investment Board.

With so much change and particularly the loss of the Wade, Littrell, and Veasey—key guardians of the curriculum—the first CDI curriculum alignment meetings were organized by Janice Hanlon and held in late 1999. Because Ronn Hy had joined Lawson Veasey in advocating for a master's level program in community development at UCA, he was the logical person to take the lead in developing new CDI curriculum and identifying appropriate faculty.

The Community Development Council continued to refine the certification process and continued discussing the need for better study materials and better alignment of all elements leading to certification. The Certified Community Developer (since renamed the Professional Community and Economic Developer) certification test was offered at the close of the 1999 CDI session.

YEAR FOURTEEN: 2000

Enrollment at UCA was 105 students. A new session was offered to introduce the Internet as a learning tool with terms such as @, attachment, cookies, chat rooms, cyberspace and hot link explained.

Richard Wright was hired to replace Janice Hanlon as CDI coordinator, and Kim Bradford was named permanent dean of continuing education.

Debra Banks, a student in Year III, wrote a poem to summarize what she and her fellow classmates had learned during their CDI studies as part of the Year III group project presentation. This began a tradition that has continued each year with Banks writing and reading a new poem to close the annual Friday graduation luncheon. Fittingly, she was chosen as the first Ernest Whitelaw Award recipient from her class.

CDC held a belated thank you dinner for Bill Miller to recognize his contributions to CDI and CDC. The dinner was held at his home with his wife Joyce, and many of the people who were instrumental in founding CDI were in attendance. It marked the last time that this group of friends would all be together.



Top Row: Randy Spann, Lawson Veasey, Steve Jones, Richard Wright, Bill Inman, George McFarland, Flave Carpenter, Jack Vincent

Middle Row: Lois Love Moody, Audrey Stevenson, Carla Jones, Kay Inman, Joyce Miller, Monieca West

Front Row: Ernest Whitelaw, Mary Sue Whitelaw, Bill Miller.

YEAR FIFTEEN: 2001

Enrollment at UCA ebbed to an all time low of 45 students in Years I, II, and III.

The steady decline in enrollment since 1993 reached epidemic proportions in 2001 after a 50% drop from the previous year. To stop the hemorrhaging, meetings began at the conclusion of the 2001 session involving UCA staff, CDI financial sponsors, class directors, faculty, and others interested in seeing CDI continue. With the full approval and encouragement of Kim Bradford, dean of continuing education and Dr. Elaine McNiece, graduate dean and associate provost, an organizational steering committee was established under the leadership of chairman Flave Carpenter, vice chairman Jim Sharkey, and secretary Monieca West. Priority discussion areas focused on available resources, marketing strategies, curriculum review, and faculty selection. On January 21, 2002, the charter board of directors of the UCA Community Development Institute Advisory Board (CDIAB) was elected to provide guidance and resources for CDI.

The Arkansas Department of Higher Education approved the Master of Science in Community and Economic Development and an agreement between CDI and the Graduate School of Management, Leadership and Administration was reached that allowed CDI students to receive credit hours for CDI attendance that would count as credit toward the MSCED degree. Because the Division of Academic Outreach by design did not provide academic authority for college credit classes, it was necessary for the academic coordinator of CDI to hold certain academic credentials consistent with those required for teaching at the graduate level. This desired link between CDI and the MSCED thus greatly influenced the decision on curriculum content and the selection of the CDI director.

On the first bright note in some time, CDI moved into the new Brewer-Hegeman Conference Center, made possible through a \$2.5 million gift from the Conway Corp. CDI had a new home, but would it have enough students for classes?

CHAPTER FIVE

REBIRTH AND RENEWAL (2002 - 2008)

The Rebirth and Renewal Years of 2002 through 2008 saw the Community Development Institute (CDI) rise from the proverbial ashes with a reversal from the decline of the Transition Years. The rebirth period was difficult and involved almost continuous change in the structure and leadership of CDI and the division that housed it. The Division of Continuing Education expanded its mission significantly with the opening of the Brewer-Hegeman Conference Center and began offering a wider range of applied professional development programs using traditional, web-based, and compressed video delivery methods. Renamed the Division of Academic Outreach and Extended Programs to better reflect its academic focus and community outreach, it flourished under the steady guidance of Dean Kim Bradford, who expressed a strong commitment to restoring CDI to its position of leadership. Dr. Elaine McNiece, academic dean for the School of Graduate Studies, shared this commitment and was a strong advocate of CDI and the master's program in community and economic development and in their complementing one another.

The Community Development Council (CDC) also matured during this time and assumed the responsibility for expanding the network of CDI institutes in the nation. And, the two pieces that made the Growth Years so successful—a solid support team and executive leadership—were restored. The CDI Advisory Board recreated a “tiger team” much like the one Bill Miller employed in the old days.

CDI benefited from the strong leadership of Robert Pittman during his tenure as executive director. Under his leadership the new *Community Development Handbook* was published by the CDC in 2006 which required curriculum alignment across all CDI institutes. Capitalizing upon his nationally recognized economic and community development reputation and in conjunction with a supportive team of UCA and community representatives, the continuity and focus that were present during the early years began to be restored. With all of these positive elements in place, it isn't coincidental that enrollment began heading upwards.

YEAR SIXTEEN: 2002

Enrollment at UCA was 70 students, including those enrolled in advanced year classes and the first database of CDI alumni was created. Based on the work of an organizational steering committee established in 2001, the CDI Advisory Board was reconstituted in 2002. Its work began to pay off with an increase in enrollment, the first since it began the downward spiral ten years earlier. Perhaps the move to Brewer-Hegeman was more than a change of address but it signaled a new beginning for CDI.

The CDI affiliate network welcomed its newest unit based in Charleston, West Virginia, operated

under the auspices of the West Virginia Cooperative Extension Service and directed by Leone Ohnoutka. First year enrollment was fifty.

The Community Development Council moved forward at the urging of the CDI Advisory Board with preparations for a new handbook to be used in training and for certification testing. The advisory board and UCA representatives felt strongly enough about the need for a new handbook that they were willing to move forward independent of the CDC in order to assure success of the CDI unit in Conway.

Alignment of curriculum across all units continued to be discussed by CDC but without resolution.

YEAR SEVENTEEN: 2003

Enrollment at UCA was 74 students and two new training offerings were provided: the Master of Science in Community and Economic Development (MSCED) credit for attending CDI and the Fourth Year Option for CDI graduates. This post-CDI program was the Strategic Leadership and Innovation Workshop and was directed by Dr. Mark Peterson. The workshop focused on community fundraising, strategic leadership and the Tupelo, Mississippi success story.

The Division of Continuing Education was renamed the Division of Academic Outreach and Extended Programs.

Ronn Hy left UCA during this time and Dr. Ira Saltz, associate dean for Graduate School of Management, Leadership and Administration (GSMLA), was named interim coordinator for CDI. He chaired the search committee that would hire the new CDI director. Kim Bradford, dean of academic outreach, and Flave Carpenter, chair of the CDI Advisory Board, served on the committee.

The committee recommended Atlanta-based Robert Pittman, senior principal with Lockwood Greene, an international consulting, engineering and construction company, and he was subsequently hired. Pittman was familiar with Arkansas, having worked extensively with Entergy and was already involved with CDI and CDC as co-editor of the new handbook. With degrees in economics from Emory University and Northwestern University and more than 20 years of experience in business location and economic development consulting for clients in the U.S. and abroad, Pittman had the academic credentials required to teach at the graduate level and the practical experience to develop a CDI curriculum suitable for the practitioner.

As plans were finalized for the MSCED degree program, it made sense to hire a graduate faculty member who could teach MSCED courses, be responsible for CDI and ensure that curricula for both programs were streamlined and integrated. Pittman met this criteria and with his hiring, CDI took on a different operating structure with the CDI director and the CDI advisory board developing content and the Division of Academic Outreach responsible for the operational aspects of CDI.

More formal linkages were established between CDI and the MSCED program. These linkages

allowed students who had successfully completed CDI Years I, II, and III to earn academic credit toward completion of the MSCED degree. As a result, Years II and III of CDI began to include more theoretical content than in previous years. Although this was a departure from original plans, the inclusion of more theory provided practitioners with an intellectual understanding of why the principles of good practice are critical to success as well as the practical, hands-on skills and expertise to implement sound development strategies.

The GSMLA and the MSCED began to address the final element conceived by the original founders back in 1986. Described by Lawson Veasey as “a three-part harmony of training, outreach, and education that would be the cornerstone of the CDI effort,” GSMLA and its MSCED were not exactly the Center for Community Development—a comprehensive center bringing together research, archives, data collection and training—that he and the other founders envisioned earlier but this was the beginning of movement in that direction.

YEAR EIGHTEEN: 2004

Enrollment at UCA was 101—above the 100 mark for the first time in years. The Fourth Year Option was renamed the Advanced Year Option and the workshop offering was Preparing for the E-Community which focused on workforce and leadership development. Tours took on a more prominent role in the curriculum with the first of several visits to the Little Rock River Market area. The Jefferson simulation was added to Year II but never became as contentious as Newtown in Year I.

This was the last year that Ernest Whitelaw served as a class director; the trademark train whistle had blown for the last time.

To increase resources for CDI, the CDI Advisory Board established the CDI Sponsorship Fund with contributions from SBC, Entergy, the Community Development Council, the Newport Economic Development Corporation, the City of Maumelle, and U.S. Bank.

UCA commissioned the writing of the history of the CDI and established awards to honor Bill Miller and Ernest Whitelaw for their extraordinary contributions to CDI. The Bill Miller Community Development Award recognizes an individual that has had significant impact on CDI. While the Ernest Whitelaw Award had been given for a number of years previously to an outstanding Year III student, it was more formally recognized in 2004. Plaques of both men containing a description of their contributions were prominently displayed in the Brewer-Hegeman Conference Center with names of recipients to be added annually. Recipients and selection criteria are listed in Appendix C.

UCA led efforts to revive the Bill Miller Scholarship that had been established by the first CDI class but had become dormant during the difficult years of CDI. With the renewed effort of UCA, the scholarship was fully endowed within ten days with scholarships given annually in years since.

With all of these special activities, the Class of 2004 graduation event was memorable in many ways. It included a tribute to Bill Miller which was attended by his wife, children, and numerous other family members and friends. The event was recorded so that Bill could enjoy it at his leisure as his illness prevented him from attending personally. Flave Carpenter provided remarks of appreciation and recognition and Bill's wife, Joyce, responded for Bill and his family. Monieca West provided an abbreviated history of CDI. The first Bill Miller Scholarship was presented to Mary Wilson, president of the newly formed Perry County Chamber of Commerce and the first Bill Miller Community Development Award was presented to Monieca West. The Ernest Whitelaw Award was presented to Layne Wheeler, president of the Harrison Chamber of Commerce.

The Division of Academic Outreach and Extended Programs added new staff to support CDI including Shanel Ealy as professional development coordinator and Ancil Lea, III as marketing coordinator. Marketing and public awareness efforts included the appearance of Robert Pittman and David McCalman on *Conway Today*, coverage of the Bill Miller recognition in the Conway *Log Cabin Democrat*, and the *Arkansas Democrat Gazette* featured CDI graduate Ivy Owen.

YEAR NINETEEN: 2005

The upward trend continued in 2005 with 135 enrolled, the highest since 1998. A tour of the Clinton Presidential Library was provided and the Advanced Year Option was directed by David Kolzow. 21st Century Communities focused on creating knowledge based jobs in rural communities, grant writing, leadership, and Wal-Mart land development.

Under the direction of Lea, an early bird reduced registration fee allowed students to receive a discount if they paid a deposit for the following year by a certain date. A lead referral program was initiated to provide a \$50 tuition discount to students for referrals that led to enrollment. Efforts in electronic marketing, online registration, name branding, and building relationships with membership associations continued to be primary goals for marketing efforts.

Laura Garner, who had served as a CDI coordinator for several years, changed positions within UCA and was replaced by Mary Ellen Klotz who began handling many of the day-to-day details of preparing for each annual Institute and also served as secretary for the CDI Advisory Board.

The CDI Sponsorship Fund expanded with new participation from Wal-Mart and the American Economic Development Council. Executives from Wal-Mart presented general sessions for all CDI students to discuss real estate development and redevelopment opportunities.

The Bill Miller Award was awarded posthumously to Jim Sharkey and the Ernest Whitelaw Award was presented to Joel Tolefree. Miller and Whitelaw both died later in the year.

The CDI Midwest was organized by the Illinois Institute for Rural Affairs at Western Illinois

University in Macomb, Illinois and had a first year enrollment of 30.

YEAR TWENTY: 2006

Enrollment was 104 with attendees from Alaska and overseas. The keynote speaker was James Lee Witt, former director of the cabinet-level Federal Emergency Management Agency.

2006 marked the twentieth year of CDI classes and the graduation luncheon was especially poignant. The widows of Bill Miller, Ernest Whitelaw and Jim Sharkey were in attendance and heard Flave Carpenter provide remarks recognizing their contributions to CDI and to community development. The Bill Miller Award was presented to Lawson Veasey and the Ernest Whitelaw award was given to Jennifer Tanner.

Robert Pittman and Dr. Rhonda Phillips co-edited the *Community Development Handbook* which was published in 2006 and provided to Year I students. This handbook replaced the Entergy *CD Handbook* as the study guide for the professional certification test.

Pittman was approached by an attorney from Brinkley, Arkansas with a request that CDI help the city create a plan for better community and economic development. He assigned two of his MSCED students to complete a community assessment for Brinkley. Pleased with the findings, the attorney asked about the possibility of continued assistance from CDI. Because CDI was not structured to provide fee-based services, plans to create the Strategic Growth Institute (SGI) were begun and it became operational in 2007.

Marketing efforts continued with regular email blasts and an organized telemarketing campaign instituted. The CDI Annual Yearbook was first published and included a listing with pictures of students, the advisory board, class directors and CDI support staff.

CDI received a letter of endorsement from the Southern Economic Development Council for certification of the CDI curriculum. *A Historical Perspective: 1987-2006* was published and included brief histories of UCA, community development in the United States and in Arkansas, a detailed history of the Arkansas Community Development Society and other development organizations, and a discussion of community development theory and practice.

YEAR TWENTY-ONE: 2007

Enrollment remained steady with 108 students. Tours of the Argenta District of North Little Rock and the Little Rock River Market were provided.

With the request from Brinkley in the previous year to assist with a development plan coupled with large consulting contracts with the states of Louisiana, Idaho and Ohio, the Strategic Growth Institute (SGI) was officially launched. SGI had two tracks of work: fee-based consultation based on current

market prices and pro bono work provided for through funds from grants and foundations. Jennifer Tanner was named managing director of both CDI and SGI.

The Advanced Year Option was restructured to provide technical assistance to a specific community with communities competing for selection. CDI began working with a new community each year to conduct a high-level assessment and provide strategic recommendations for community and economic development. This provided CDI students with real-world applied experience. CDI graduate Pam Ferguson said that while “classroom presentations and practice models during the first three years of CDI were necessary building blocks, nothing compares to the real world opportunity afforded to advanced year students.”

Sister Karen Flaherty and Sister Bernadette Barrett, Catholic nuns from Lake Providence, Louisiana were graduates of the class of 2006 and became certified community developers. They, along with other members of their class formed the team for the first advanced year assessment in Lake Providence, Louisiana. The advanced year group spent two days in the community during the summer and provided a series of realistic recommendations for the community. Follow-up work was done through the Strategic Growth Institute.

The first annual Friend of CDI recognition was given to Senator Gilbert Baker for his support of CDI and community development in Arkansas. The Bill Miller Award was given to Jay Robison and the Ernest Whitelaw award to Billy Ray.

YEAR TWENTY-TWO: 2008

Enrollment was 101. Asset based community development and retail development were included into the curriculum and the Advanced Year group provided community assessment services in Morrilton, Arkansas.

The Friend of CDI Award was presented to Entergy Arkansas for its support in establishing and maintaining CDI and for the profound role that the company has played in moving the state forward in the past six decades. The Bill Miller Award recognized Flave Carpenter and the Ernest Whitelaw Award was given to Mike Philpot.

Personnel changes were made that would affect CDI over the long term. Leonard Seawood replaced Kim Bradford as dean of the Division of Outreach and Extended Programs, and two people joined CDI/SGI who would become key players in the continued sustainability and expansion of CDI. Kelly Hunt Lyon was named development manager and Amy Bynum was a graduate assistant for CDI and SGI. They would become the director and assistant director of CDI at a future date.

The financial condition of CDI was greatly improved with an \$80,000 endowment from the Nabholz Foundation.

The Community Development Council made progress toward curriculum alignment across the CDI network and CDI in Conway changed its official name to CDI Central. A supplement to the *CD Handbook* was published with topics including an updated introduction to community development, workforce development for the 21st Century, entrepreneurship as a development strategy, community development finance, and the global economy and community development.

CHAPTER SIX

OUTREACH AND IMPACT (2009 - 2016)

The Outreach and Impact Years from 2009 through the present represent a change in direction for CDI and much needed stability within the Division of Outreach and Community Engagement. With the creation of the Center for Community and Economic Development (CCED), it and CDI have begun to merge. The CDI model has been modified to provide onsite and customized training and technical assistance to Arkansas communities while the CCED provides the mechanism to accomplish this on a broader scale. This more holistic approach undertaken by UCA continues to build upon the success of CDI but in a manner that stresses innovation and creativity in both content and delivery approaches. There has been a deliberate engagement with communities and stakeholders and the impact has been exponential.

Stability in leadership in the form of Kelly Hunt Lyon and Amy Bynum Whitehead returned and provided the environment for CDI and the CCED to move beyond a single training program to engagement with other development organizations to offer a wide array of services at the community level.

YEAR TWENTY-THREE: 2009

Enrollment at UCA was 109. In a first for CDI, Governor Mike Beebe held a town hall meeting at CDI and, by executive proclamation, declared August 3-7, 2009 as Community Development Week. The Advanced Year group was directed by Dave Kolzow and co-directed by CDI graduate Billy Ray. The group completed a community assessment for Clinton, Arkansas, presented their findings at CDI, and returned to Clinton to provide recommendations to community leaders. The Friend of CDI Award was presented to the Little Rock branch of the Federal Reserve Branch of St. Louis, a long-standing partner of CDI.

Prior to CDI 2009, Robert Pittman resigned to pursue other opportunities, Mary Ellen Klotz retired, and Jennifer Tanner also departed the university. This paved the way for Kelly Hunt Lyon to assume management of CDI and CCED.

During August 2009 Leonard Seawood resigned as dean of the Division of Outreach and Extended Programs which caused CDI to report to the UCA provost for a short period of time. The provost would eventually place the division under the leadership of Dr. Elaine McNiece, a familiar name and staunch advocate of CDI for many years.

Lyon proved to be a consensus builder, inclusive in her approach to growing CDI, and a very stabilizing influence during the organizational changes that were occurring for CDI within UCA. Her

strategy for this transitional period was to review and evaluate while causing only minimal change until a long term plan could be developed by internal and external stakeholders.

The Strategic Growth Institute was renamed and reorganized as the Center for Community and Economic Development (CCED). CCED manages CDI Central, supports Arkansas communities and community developers, and helps represent the university in its community engagement efforts. Kelly Lyon, Amy Bynum Whitehead and Josh Markham were named director, coordinator and project coordinator respectively. The result is the CCED that exists today.

The CDI Planning Team was organized to allow CDI participants to provide input on the front-end instead of feedback at the end of CDI week. The decision to provide all institute materials on a flash drive rather than in printed form was reversed following negative student responses.

CDI continued building its financial sustainability. A \$20,000 gift from Wal-Mart was provided to supplement the CDI operating budget and Year III students established the Year III Scholarship Fund to raise funds for scholarships, a tradition continued by all future Year III classes. By 2015, Year III students had raised more than \$20,000 for scholarships.

Marketing efforts continued to be a central focus with National Public Radio (NPR) running CDI promotional spots and a social media strategy developed in response to research that indicated 90% of CDI participants have a presence on Facebook.

YEAR TWENTY-FOUR: 2010

Enrollment at UCA was 118. Bill Polk, a graduate of the first CDI class and frequent presenter on planning and land use in past years, discussed new ways to consider the environment as related to community issues.

Building upon the spirit created by the Ernest Whitelaw Award which recognizes the outstanding Year III participant, Years I and II established CDI Champions. The criteria used by class directors to make their selection recognizes the recipient as one who is engaged, concerned, committed and compassionate and has demonstrated leadership that inspires and unifies others. Iverson Jackson and Earnest Nash were chosen for Years I and II respectively.

Members of the Year III class collected enough funds from its thirty-eight members to fund two scholarships for the following year. Class member Tammy Kee with Arvest Bank in Tulsa, Oklahoma, arranged for her employer to match these funds for a total of four scholarships to be provided by Year III.

The Center for Community and Economic Development received a \$105,000 Small Cities Leadership Development Grant from the Winthrop Rockefeller Foundation as part of its Moving the Needle initiative. The grant provided resources for technical assistance in communities of 5,000 or less. The grant included provisions for community members to attend CDI and Wrightsville, Arkansas was the first

community selected. The grant permitted research to determine needs of rural municipal leaders and this data was used to select which topics to cover during future training sessions. The top training needs were accessing funding strategic planning, and community improvement strategies.

Marketing approaches were expanded to add Twitter and YouTube to the existing Facebook presence and Amy Whitehead created and moderated a CDI list serve. The CDI presence on the UCA website was updated and made more accessible.

The Friend of CDI Award was presented to the Arkansas Economic Development Commission and CDI received its own national award from the University Continuing Education Association for innovation and engagement.

Amy Whitehead was named assistant director for CDI and Michael Yoder was named director of the MSCED program. Ancil Lea III returned to the private sector after six years as director of community relations for the Center for Community and Economic Development. During his tenure, marketing and promotion efforts for CDI were raised dramatically, consistency in branding was advanced and new strategies were incorporated.

YEAR TWENTY-FIVE: 2011

Enrollment at UCA was 110. Year I students were introduced to new topics such as the place-based economy and small town development. A poverty simulation allowed students and staff to gain better understanding of what life looks and feels like for that portion of the local community with inadequate resources. The New County simulation was conducted by Steve Jones for Year II students.

To recognize the 25th anniversary of CDI, an Alumni Planning Committee was convened to make arrangements for the celebration luncheon. The committee was chaired by Amy Mattison and included Billy Ray, Dominic Mayweather, Linsley Matteson, Travis Stephens, Pam Ferguson, and Lamont Cornwell. Dr. Vaughn Grisham, director of the McLean Institute for Community Development and nationally recognized in the area of leadership development provided the keynote address. Flave Carpenter and Monieca West were featured in a video discussing the history of CDI and Kelly Lyon provided a look at the future direction of CDI.

The Division of Academic Outreach and Extended Programs was changed to the Division of Outreach and Community Engagement to reflect a renewed focus on providing quality training to students and the community. While having no functional impact on CDI, the name change was symbolic of the value placed on CDI. Kristy Carter was named interim executive director, Amy Whitehead continued as CDI assistant director and Josh Markham was named CDI project coordinator.

The Friend of CDI Award was presented to Winrock International for its development work in Arkansas and abroad.

The *Community Development Handbook* was first offered for sale on CD format between 2011 and 2014. It returned to printed form in 2015.

YEAR TWENTY-SIX: 2012

Enrollment at CDI was 100. Keynote speakers had been featured in past years but in 2012 began to be used to address emerging issues and as a central feature of instruction cutting across all three years. Randy Frazier spoke on Cultivating Change and Mayor Chip Johnson presented Creating a Community Culture of Health. Best practices related to working with the media and how to maximize use of digital media to promote development efforts was added to Year II. The Somerset simulation was introduced to Year III students.

Kelly Lyon left UCA to direct the Little Rock area campuses of Webster University and was not replaced until May 2013 at which time Amy Whitehead became director of both CCED and CDI.

The Bill Miller Award was presented to Mark Peterson and the Ernest Whitelaw Award to Craig Lindholm. Champions of Year I and Year II were Michael Owens and Ken Pyle, respectively. The Friend of CDI was presented to AT&T.

YEAR TWENTY-SEVEN: 2013

Enrollment at CDI was 97. Milan Wall provided the keynote Clues to Rural Community Survival and Pastor E. C. Maltbia spoke on personal leadership development. Mayor Chip Johnson's keynote from 2012 was so well received that he was invited back to discuss this topic more in depth with Year I students with special emphasis on the strategies that were successful in Hernando, Mississippi for implementing health and wellness programs as part of his development efforts for the city. Strategic collaborations with philanthropic organizations was added for Year II to introduce them to the basics of working with foundations and local nonprofits to support local development efforts. Year III students were introduced to energy jobs and the economy which focused on the importance of sustainability and how green initiatives can support local economic development.

Amy Whitehead replaced Kelly Lyon as director for both CCED and CDI. Josh Markham was named assistant director and Brett Roberts project coordinator.

The CDI Southeast was established at Troy University in Troy, Alabama.

CCED received the Governor's Quality Award which recognizes organizations that have furthered their progress toward performance excellence.

The Bill Miller Award was presented to Elaine McNiece and the Ernest Whitelaw Award to Gary Baxter. Champions of Year I and Year II were Lauren Isbell and Harvey Joe Sanner, respectively. The Friend of CDI was presented to the Winthrop Rockefeller Foundation.

YEAR TWENTY-EIGHT: 2014

Enrollment was 106. Keynote speakers Carol Johnson and Lewis Whitfield focused on working together regionally and with a variety of partners. Pastor E. C. Maltbia returned to present his well-received keynote from 2013 to Year I students as an elective with his presentation on improving personal leadership skills. This elective demonstrates CDI's commitment to use elective content as a medium for applicable, real-world learning. Along this same line, Year II students were asked to take an online assessment to determine their top four personal strengths.

Brett Roberts departed UCA to attend law school, and Shelby Fiegel was named the new project coordinator.

The Bill Miller Award was presented to Basil Julian and the Ernest Whitelaw Award to Drew Williams. Champions of Year I and Year II were Whitney Horton and Felecia Herndon, respectively. The Friend of CDI was Arkansas State Representative Frederick Love.

The Advanced Year Option was offered following a four-year absence with the community selected through a competitive process and led by Mark Peterson. The city of Paris, Arkansas was selected and the name Kick Start Community was first used by participants during the community forums and was formalized as such in future years. The University of Arkansas Cooperative Extension Breakthrough Solutions strategic visioning process was used as the framework and became the standard for future Kick Start programs conducted by CDI alumni. The end product was the Paris Action Plan: A Roadmap for the Future which was recognized by the Arkansas Community Development Society as an innovative program.

YEAR TWENTY-NINE: 2015

Enrollment was 107. The keynote of the Power of Creative Placemaking was presented by Wendy Benscoter, program manager of the downtown Shreveport Creative Cultural District. The keynote was reinforced with an elective tour of Hendrix Village and downtown Conway to explore arts based community development including murals and public art projects.

Heber Springs was selected as the Advanced Year Kick Start Community and was led by Dr. Mark Peterson. A group comprised of individuals holding PCED certification and CDI graduates reviewed the city through online and researched-based assessment, a driving tour and interviews with community leaders during the week of CDI. Following CDI, staff of the CCED and the Extension Service assisted Heber Springs in holding additional community meetings and constructing a core leadership group to keep the momentum going.

Shelly Mehl was named associate vice president for the Division of Outreach and Community Engagement at which time Kristy Carter returned to her former position as director of marketing for the

division.

CCED was awarded an additional \$84,000 from the Winthrop Rockefeller Foundation to continue efforts to build capacity of municipalities and non-profit leaders via regional training and technical assistance.

CDI trialed a four-day session but decided to return to the Monday-Friday format for the 30th annual institute. The decision to combine community development principles and practice into one course allowed students to consider all aspects of community development and to better correlate theory and practice.

The Bill Miller Award was presented to Sherry McDonnell and the Ernest Whitelaw Award to Linda Tyler. Champions of Year I and Year II were Chris Wasson and Lisa Johnson, respectively. The Friend of CDI was the Arkansas Community Development Society.

YEAR THIRTY: 2016

2016 marks the 30th Anniversary of CDI and several special events are being planned to recognize this major milestone. Alumni stories are being documented on video, representatives from each class are providing impact statements and a celebratory luncheon will be held. A limited number of luncheon attendees will be permitted to audit a CDI session free of charge with purchase of a luncheon ticket. . Fittingly enough, the celebration will be held in McCastlain Hall, the original location of CDI sessions.

Ted Abernathy will present the keynote address on Disruptive Technology and its Impact on Workforce Development. His remarks will address emerging artificial intelligence automation, new apps, robotics and other technologies that drive productivity changes impacting the mix of jobs available in communities.

CHAPTER SEVEN

IMPACT OF THE COMMUNITY DEVELOPMENT INSTITUTE

Bill Miller, Ernest Whitelaw and other Community Development Institute (CDI) founders would most likely agree that the CDI of 2016 is dramatically different than the one offered in 1987. It is equally certain they would be extremely proud of the direction it has taken and its impact on individuals, communities, the profession and the University of Central Arkansas. Founders envisioned that UCA would become the epicenter of community development research, training and practice. They sought to elevate and professionalize those working in the field of community development and to have the process recognized for its contribution to economic development. When considering these desires in the light of 2016, it may be hard to realize the amount of effort that has been invested over the past thirty years. While measuring the real impact of CDI may be difficult and perhaps impossible, the return on the investment of equipping hundreds of community workers with new skills and tools cannot be denied.

It is also difficult to measure the impact of CDI without considering the achievements of the Center for Community and Economic Development (CCED). As a stand-alone program, CDI has trained hundreds of community leaders and volunteers and those people have had enormous impact in their local communities. However, the legacy of CDI is not limited to those individuals. CDI was the trailblazer community development program at UCA and the forerunner of the CCED. As such, the impact of CDI can only be fully appreciated when considered in tandem with the CCED.

Increases Professional and Personal Growth

Whether as a community volunteer or as a practicing professional community developer, CDI results in positive experiences and benefits. CDI and certification bring a new professionalism and credibility to community development, more on par with the profession of economic development. CDI provides graduates with a more solid professional career path due to training that was not previously available.

Pam Hipp, director of the Crossett Area Chamber of Commerce, is a CDI graduate, Advanced Year participant, former class director, and holds PCED certification. She describes CDI as “the best professional development I have ever participated in. I got more out of it and felt like I had brought something useful to my community. Community development is nebulous and hard for people to wrap their brains around what it is and what it means. CDI gave me credibility in my community because I had credentials from a program of educational study and this prepared me for the PCED certification.” She notes that CDI provided concrete examples that she can bring to her small community. The tour of the Argenta District in North Little Rock was especially impactful. “It was so beneficial to see what can

happen in an actual site where it has all come together and is working. I use it as an example when I talk to Crossett leaders about what is possible.”

Skip Smart, Director of Community Competitiveness for Louisiana Economic Development and a member of the CDI Advisory Board, credits CDI with being “the single most important event contributing to my personal and professional success. Before CDI I thought that jobs were created through recruitment, retention and entrepreneurship. CDI opened my eyes and broadened my horizons on what it takes to be a successful community and how community development creates the capacity that attracts economic investment opportunity for the community. This realization made me a more well-rounded professional whether I was at the local, state or regional level.”

Both Hipp and Smart value the relationships established with fellow classmates, faculty and staff. Whether sitting around the pool after class hashing over the day’s events, while riding the bus to a community tour or passing time between classes, the camaraderie and social aspects of the CDI experience create lasting friendships and build a professional network of community development colleagues.

Drew Williams, project manager for the Arkansas Economic Development Commission and an Ernest Whitelaw Award recipient, also values the relationships built during CDI. “CDI interaction helps move professional association into personal friendships that are built on trust. These relationships that might normally take years to develop are expedited by the close working relationship found at CDI. My job is relationship building and CDI speeds that up for quicker connections on a personal level and make me more effective professionally.” Williams had his aha moment with Newtown which “helped me understand the politics of dealing with people. We were able to explore why people do or think what they do. People don’t act rationally all the time. Newtown, case studies and simulations helped me really understand community development process and practice.”

Ivy Owen, Executive Director for the Fort Chaffee Redevelopment Authority, was an experienced developer when he came to CDI but says that “CDI had more impact on my career than I thought it would. I had a very long career in economic development and had just been getting by with learning by doing. I was working with six communities spread over a one hundred eighty mile radius of the Choctaw Nation in Mississippi. I was doing land use planning with clients that knew very little about zoning and such and I was faced with the challenge of being an outsider telling leaders of a sovereign nation what to do. There was little trust and many challenges. CDI helped me understand how to build relationships, to understand the basics of community development and the importance of never burning a bridge. CDI taught me how to use community development principles on more than one platform—establishing and retaining relationship, over the short and long term.” He says the presentation on diversity woke him up more than anything and changed his perspective on working with people.

The commentaries of Hipp, Smart, Williams and Owen are powerful but not unique. CDI graduates uniformly acknowledge that CDI was a turning point in how they perform their jobs, and that their communities are different because of their CDI experiences. To a person, graduates mention personal and professional growth—the friendships made, the networks built, the skills gained, and the sense that they can better serve their communities—as the most worthy benefits of their times at CDI.

Increases Community Capacity

In the past thirty years, the world has become more complex and community developers must have a stronger understanding of the emerging issues of this changing world. Management of communities is more intricate and community leaders need technical training in basic organizational management, how to organize and run things, how to budget and prioritize, how to create a community vision and influence citizens to accomplish the tasks required to achieve it. And this must be done while critical new issues and trends become evident.

Judy Davis, a member of the inaugural CDI class and former director of the Hempstead County Economic Development Corporation and the community development division at the Arkansas Department of Economic Development, sums up the impact of CDI in this way. “Building capacity at the local level is the key thing. All else becomes possible once capacity is built...things that would never have been attempted before are achieved as a result of the community’s increase in collective self-esteem and the belief that it can succeed.” CDI sessions provide skills training and simulation experiences in scenarios that allow students to learn how to succeed at this.

As capacity is built, a critical mass of leaders who value the community development process is created. A true understanding and subsequent use of this process causes a shift in how communities solve their problems and reduces the temptation to depend upon state agencies or other external groups to “fix and fund things” at the local level. As communities become more self-reliant, they have higher expectations for state agencies and private sector developers, often forcing them to raise the bar and do a better job.

A new “can do spirit” that results from training helps community leaders look at situations differently and make better decisions. Training also makes a tremendous difference in the effectiveness of people who volunteer in the community. Even if CDI students are not community decision makers at the highest level, they leave CDI with skills to exert influence over decision makers and an understanding of how to support them in a positive manner.

Communities that embrace and apply the principles of community development are realizing success on many levels and CDI and the Center for Community and Economic Development (CCED) have been

the catalyst in many cases. The Advanced Year Option of CDI and the outreach efforts of the CCED have helped communities define their own roadmap to success.

The Advanced Year Option uses CDI graduates and a team leader to apply their CDI experiences in the community where the rubber meets the road. It is real-world based, uses real CD professionals and creates real impact. Beginning in 2007 with Lake Providence, Louisiana and followed by the Arkansas towns of Morrilton, Clinton, Paris and Heber Springs, these communities have received technical assistance at no charge and, with this assistance have completed a community assessment, developed a vision for the future, and implemented a strategic plan. Following this initial work during CDI, the CCED team provided additional technical assistance to address targeted issues and sustain the momentum. Using Paris as an impact example, in the two years since CDI graduates first began working with Paris leaders and with the follow up provided by the CCED, Paris developed a long-range strategic plan with extensive community input, created a branding plan for marketing purposes, upgraded the city park with a replica of the Eiffel Tower consistent with the city's new brand, repurposed a vacant manufacturing facility to house a new industry and a newly approved Arkansas Department of Workforce Services satellite workforce development center.¹⁴ The stories for the other Advanced Year Kick Start Communities is much the same—diverse community involvement creating a strategically envisioned plan for the future with an immediate move to action.

The follow-up technical assistance for Paris and other communities was made possible through two grants awarded by the Winthrop Rockefeller Foundation to the Center for Community and Economic Development. These grants were true game changers in terms UCA's ability to achieve statewide impact. The grants totaled \$189,000 and provided the infrastructure for the CCED to research what was most needed in rural communities, to develop customized programs to address these needs, and to provide staff support to deliver them in conjunction with state and local partners. The first phase of the grant impacted over 1,500 Arkansans but an equally important transformation was the impact that the grant had on CCED itself. Through the grant, CCED identified the most important challenges faced in educating rural communities which enabled them to define the products and services aligned with CCED staff's skills and the needs of the community.¹⁵

Consequently, with the second award from the Rockefeller Foundation and based upon findings from research conducted during first phase, CCED is now providing regional training and short-term technical assistance across the state. These programs include Technical Assistance for Mayors (to increase capacity of rural and minority municipal leadership); Economic Development Boot Camp and Saving

¹⁴ UCA Center for Community and Economic Development 2014-2015 Annual Report

¹⁵ UCA CCED final grant report to Winthrop Rockefeller Foundation on Small Cities Leadership Development Grant, 2015

Your Small Town (a compact version of CDI delivered at the local level and focused on the fundamentals of community development); First Impressions Tour, (designed to provide an outsider's overall experience while visiting the community); Business Retention and Expansion (turn-key program from existing industry surveys, customized communication strategies and an early warning signs checklist), and the Non-Profit Survival Series (to address challenges facing non-profits).

As mentioned earlier, it's very difficult to measure the impact of CDI on communities. Numbers are important but the stories from the trenches relate what is most meaningful. When Ivy Owen began working with the Choctaw Nation in Mississippi, there was little trust among the communities, little trust in an outsider coming to help, and no existing knowledge about land use planning or growth techniques. In less than three years using the community development model learned at CDI, the Nation went from zero land use plans to being the first Smart Growth Award recipient for Native Americans in the United States.

Perhaps it should be expected that CDI's hometown would be among the best examples of what happens when community development is recognized as the foundation for all other development. Blessed with three universities, progressive leadership and an almost perfect geographic location, much can be learned from the story of Conway. Brad Lacy is the Chief Executive Officer of four community organizations that maintain separate governance but are served by a single staff—the Chamber of Commerce, the Conway Development Corporation, the Conway Downtown Partnership and the Conway Convention and Visitors Bureau—which by itself is a major community development coup. His personal philosophy has always been that community development is the basis for sound economic development practice and he credits CDI with helping him understand how to apply the community development process in his role as chief economic development officer for the community. He is quick to note, “Practitioners want to jump straight to business recruitment instead of laying a foundation based in community development. As we developed the Conway strategic plan, we spent more time on place making than on recruitment. This makes us more competitive because we focused on how to build a great community—how it looks, how functional the streets are, the parks system and more. Community development is harder to do but it is time well spent because it makes closing the economic development deal easier. You don't get the opportunity to close the deal if the community isn't great. There is no amount of money that can be offered as an incentive to locate in a bad town.” He attributes Conway's achievements to hard work and strong organization relationships through public-private partnerships. The community development process drove the strategic planning process for Conway 2025, the city's master plan and involved more than 1,400 people.

Lacy regularly leads a tour of Conway for CDI students to share the Conway success story and connect that success to the principles of community development. He knows that “people are about

where they live and it's important to them to learn how to make it better. While the tour focuses on Conway, we also talk about how it can be right-sized for wherever the CDI student lives. The underling principles taught at CDI can be applied in the same way regardless of community size or resources and achieve results that are unique to that community.”

Whether it is the Choctaw nation, the City of Conway or small-town Paris, Arkansas, the stories all have a common thread—the value of community development as a process for creating stronger communities and the role CDI plays in preparing community developers to facilitate the process.

Elevates the Community Development Profession

Prior to the 1980’s, economic development was king and community development was not really understood. Its history was most closely connected to rural sociology, community organizing and government sponsored programs. This was true in Arkansas but there was an emerging train of thought that the practice of community development should be recognized for its contribution to economic development and that practitioners should possess the necessary knowledge and skills to be successful and be compensated for such.

As outlined in Chapter 2 of this history, the training offered by CDI was the fist step in this process but it was always understood that the issue of certification was a key element in elevating the profession.

CDI founders believed that certification through the international Community Development Society (CDS) was the most effective approach but that proved to be a short-term solution. When it became evident that CDS planned to drop its certification program, those founders along with peers in other states launched the Community Development Council (CDC) in 1995 to offer certification, to expand the network of institutes across the nation and to develop common curricula for the CDI network.

The Community Development Council is the coordinating body for the CDI national network. CDI in Conway had been in existence since 1987 and CDC used it as the model for approving institutes in Louisiana, Texas, Idaho, West Virginia, Illinois and Alabama. For a variety of reasons, Louisiana, West Virginia and Alabama are no longer in existence. Skip Smart, the immediate past chair of CDC, acknowledges that the “biggest challenge is to sustain the certification process and to engage a broader audience. We are not growing as rapidly as we would like and recognize that expanding sites may be difficult.”

The CDC is a nonprofit organization founded to promote the advancement of community development professionals through the accreditation of educational programs, professional certifications and the development of community volunteer leaders. The Professional Community and Economic Developer (PCED) certification is designed to advance the standards of competency among community development professionals. Certification study materials have been developed and tests are offered at

CDI sites at various times of the year. Applicants are qualified to attempt certification based on a point-based system that includes mandatory completion of three years of CDI study. Applicants are then tested on knowledge and required to demonstrate applied learning through case-study evaluations. Certification is for an initial three-year period and a method for re-certification is available.¹⁶

Who is to say that without CDI in Conway, the CDC might never have existed and that certification of community development professional might never have happened. What we do know is that thousands of community leaders have received training from seven institutes serving the majority of the United States and that certification for the profession is a reality as it is with other disciplines. An important portion of the CDI legacy is its contribution to founding the CDI national network and bringing credibility and legitimacy to the practice of community development.

Strengthens the University of Central Arkansas

CDI started as a little training program with big intentions. The little training program offered fifteen days of instruction in one-week increments spanning three years; the big intentions were only realized with the creation of the Center for Community and Economic Development and other related programs within the UCA system. While the term “CDI” is often used as a generic description for many of the community development related activities offered by UCA, it is the CCED that is leveraging this anchor program into a statewide outreach effort.

UCA was a pioneer in establishing CDI and in 1987 it was the only program of its kind in the nation. With subsequent additions of the Master of Science in Community and Economic Development, the Ph.D. in Leadership, the Strategic Growth Institute laying the foundation for what is now the CCED, and additional outreach programs offered through the Division of Outreach and Community Engagement, UCA has forged a combination of programs that has established its reputation as a premier provider of university-based community development programs in the South.

UCA has always taken its public service obligation seriously but it can be challenging to find meaningful ways to do so. CDI brings community leaders onto the UCA campus for reasonably priced training that is not easily available elsewhere. The CCED initiatives take UCA resources out into Arkansas communities and delivers services that are customized for those communities. CDI and CCED serve as the needed connection point that leverages the resources of UCA for the public good statewide.

SUMMARY AND OUTLOOK FOR THE FUTURE

Born of a need to improve the economic and social well-being of Arkansas communities through the

¹⁶ www.cdcouncil.com

effective training of community development practitioners, CDI continues to meet this challenge. UCA can take pride in the impact that CDI has on Arkansas communities and the region. With growing recognition of the contribution that CDI makes to the overall mission of the institution and support for its continued growth, the potential for CDI is unlimited. It has an established reputation, excellent leadership, strong support from the private sector, and a network of alumni that are indebted to UCA for the training they received from UCA when it was unavailable elsewhere.

Upon its 30th anniversary, CDI has reached many of the goals established by its founders. It has found its place within UCA and continues to bring value to the institution and to the many students passing through its doors. It has matured and regained its focus under the directions of Kelly Lyon and Amy Whitehead. It is both strengthened by and provides support for the Master of Science in Community and Economic Development program, the outreach provided by the Center for Community and Economic Development, and the Division of Outreach and Community Engagement.

After three decades, CDI has grown from a simple training institute to a comprehensive system of training, support and technical assistance for both individuals and entire communities. It has enjoyed success and survived challenges but it has always remained true to its vision—to be a catalyst for community transformation through education, applied research, and professional training.

Amy Whitehead, current director of the Center for Community and Economic Development and CDI describes the next phase of these two entities as “taking it on the road and increasing statewide impact by addressing the needs of the next generation of community developers.” She believes that CDI training now better reflects how people learn today—through case studies, tours and simulations that complement traditional instruction. Data has been collected that shows the impact of CDI and CCED and research has allowed targeting of specific audiences with customized training to fit their needs. It is now possible to reach people that CDI alone could not due to cost and travel restrictions felt by smaller community leaders. The alternate delivery of one day, intensive training and technical assistance delivered onsite in the community is structurally possible due to the formation of the Center for Community and Economic Development and financially possible through the generosity of contributors to the CDI Sponsorship Fund and the substantial grants received from the Winthrop Rockefeller Foundation.

However, when all is said and done, we must remember that where we are today can be traced back to three guys scribbling the future on a napkin in the Stuttgart Western Sizzlin’ circa 1986.

CHAPTER EIGHT

RELATED ORGANIZATIONS

The Community Development Institute is but one of many players in the field of community development in Arkansas. Some of the other organizations that are closely associated with CDI include the Community Development Council, the CDI Advisory Board, the Winthrop Rockefeller Foundation and the Arkansas Community Development Society.

COMMUNITY DEVELOPMENT COUNCIL

When CDS discontinued its certification program in 1995, many people associated with CDI were not surprised and had already begun developing an alternative. The Community Development Council (CDC) was founded in 1995 as a nonprofit organization to promote the advancement of standards of competence for community development professionals through accreditation of community development educational programs, professional certification, and the development of community volunteer leaders. Charter trustees included several people with close ties to CDI. Among them were George McFarland, its first chairman, Jay Robison, Ernest Whitelaw, Ed Toscano, Monieca West, Bill Miller and Vic Lafont.

The group's first choice for an institutional home for CDC was UCA, but Miller feared that the timing was not right politically due to a number of internal UCA issues. Instead, CDC incorporated in Louisiana with Vic Lafont as its official registered agent and subsequently retained the administrative services of the Southern Economic Development Council (SEDC) in Atlanta, Georgia. The CDC board includes representatives from private industry, government, educational institutions, and nonprofit organizations.

The CDC has three primary functions: a planned approach for the strategic geographic placement of new institutes throughout the United States, approval of common curricula across these institutes, and a certification process designed to advance the standards of competence among community development professionals.¹⁷

CDI Network

In addition to CDI Central at UCA, the network currently includes CDI Midwest offered through Western Illinois University, Macomb, Illinois; CDI Northwest offered through the Idaho Department of Commerce, Boise, Idaho; and CDI Texas offered through the Lone Star College System, The Woodlands, Texas. Institutes have been offered previously in Louisiana, Alabama and West Virginia and the CDC board of trustees is looking for opportunities to expand into the southwest.

In May 2006 CDC published a handbook—co-edited by CDI director Dr. Robert Pittman and Dr.

¹⁷ Community Development Council, www.cdcouncil.com.

Rhonda Phillips of the University of Florida—around which institute directors have agreed to develop common core curricula. The *Community Development Handbook* is used as the primary study guide for students seeking certification and the certification test includes content from the *Handbook*. The *Handbook* addresses all elements of community development including asset utilization, preparation and planning, programming techniques and strategies, community development issues, and evaluation. A copy of the book is provided at no charge to all Year I students at each institute.

Common Curriculum

To provide continuity across the CDI network, CDC established a contractual memorandum of understanding with each institute in 2013 to align all aspects of training and certification. According to Jack Vincent, formerly with Entergy and now a development consultant, “It’s important that all functions leading to certification be aligned. Areas of expertise required for the effective practice of community development must be identified. Training curriculum must be designed to assure that all of those skills are taught. Handbooks and study materials must support this training and be consistent in content regardless of which CDI affiliate is attended. The certification process must then test the student’s knowledge of principles and application of those principles.” Vincent has provided tremendous leadership in developing and refining the certification process since its inception.

Consistency in curriculum is important on a number of levels: 1) It assures that practitioners are getting the same base knowledge and that the base includes all critical areas of community development practice. 2) It allows students to fast-track by completing sessions at different locations. 3) Testing for certification is more equitable since the certification test is based upon the core curriculum training approved by CDC. CDC has established a common core of coursework but has also allowed a level of flexibility so that institutes can be responsive to local and regional needs.

Certification

The CDC oversees the Professional Community and Economic Developer (PCED) certification program which is intended for paid professionals currently involved in the practice of community development who may have a career need for professional credentials. The PCED involves the identification of core competencies required for effective community development, integrating these competencies into professional development opportunities, certification of study materials, testing of knowledge and demonstration of applied learning, and a method for re-certification beyond the initial three-year period.

The need for certification is clear according to Ray Laughter, former chair of the CDC board. He notes, “Individuals are now choosing community development as their vocation of choice. Utilities and

other private sector companies have recognized the importance of strong communities to their bottom line and are devoting staff to the practice of community development. Organizations such as chambers of commerce are now allocating staff to community development activities resulting in healthier communities so that dollars invested in business recruitment and infrastructure may be fully realized.”

PCED certification consists of two elements—content subject matter and principle driven applications. The content is derived from both the approved handbook and CDI instruction. Because certification should test more than an applicant’s ability to memorize information, it was necessary to develop a means of assessing how new knowledge would be applied in a real life setting. The applications portion of certification testing uses real world case studies to determine how well the applicant can be expected to transfer knowledge into action.

In order to be eligible to sit for the PCED test, the applicant must meet eligibility criteria and pass a written examination. Eligibility requires that the applicant have three years experience as a paid professional in the field of community developer and to demonstrate additional involvement in community development from a variety of efforts. As of January 1, 2015 all PCED applicants must be graduates of CDI Year 3 in order to apply for the exam.

The PCED is valid for three years after which the applicant must apply for recertification which is based upon continued professional education, contributions to the profession, service and participation in community development meetings and programs. A database of people who have been certified is maintained by SEDC and a network of trained proctors to administer certification testing has been established. Testing is generally offered on the afternoon of the closing day of each institute session, as well as at other times during the year as the need arises.

With increasing access to training and formation of strategic organizational relationships, CDC continues to exert its influence to strengthen the community development field. CDC marks a true milestone in the growth of the national CDI network and in the stature of the certification designation—a hope finally realized for those ACDS members attending the contentious certification vote in St. Louis years earlier.

NICHOLS STATE UNIVERSITY COMMUNITY DEVELOPMENT INSTITUTE

The institute in Louisiana was the first expansion effort of CDI in 1992, and while only lasting for four years, its legacy continues. One of the most enthusiastic and self-described cheerleaders of CDI is Vic Lafont, executive director of the South Louisiana Economic Council. He was approached by Entergy-Louisiana, most likely by Jack Vincent, to attend CDI on an Entergy scholarship. Lafont’s story is told here in some detail because it so descriptively relates the personal, organizational, and community

benefits that accrue from attending CDI.¹⁸

Lafont had gotten involved in regional economic development in the bayou region of Louisiana in 1990, at a time when there wasn't a lot of training for a practicing community developer. He was enrolled in the Economic Development Institute but didn't feel that he was getting what he needed to really impact his rural communities. He was also very interested in becoming certified and had experienced great difficulty in working through the program offered by the international Community Development Society. He felt that certification was important if community development was to ever gain professional respect and legitimacy on par with economic development.

His experience at CDI was such that he was able to immediately begin applying his new skills upon returning to Thibodaux after his first session, and says that he continues to use the basics of the strategic planning model that he learned in Year I. But, more importantly, he says that attendance at CDI hooked him into an extensive network of resources that he could call on when needed. This attitude is similar to another graduate who said, "Now I know if I ever run out of gas, I have a lot of people I can call on!" The value of the friendships and relationships formed while attending CDI is a common refrain among graduates.

Lafont's experience with CDI was so profound that he wanted to take as many people from South Louisiana through CDI as he could, but it just wasn't practical because so many of them were from small, rural communities without travel or program budgets. So he began discussing with Jerry Wade and Don Littrell, two of the primary CDI instructors, the possibility of doing some two to three day training sessions locally in lieu of traveling to Conway. This led to the possibility of establishing a full-blown CDI and Bill Miller was approached.

Miller was open to the idea but had some restrictions. He was adamant about adhering to the core curriculum established at UCA, but open to allowing enough flexibility to include training responsive to local culture and economic conditions. Ken Rachal helped establish CDI under the auspices of Nicholls State University in Thibodaux, and the university provided tremendous support for the program.

In 1994, NSU received a grant from the Office of Rural Development and hired Peter Sorant as executive director to run CDI. Sorant took a very aggressive approach and wanted to break away from UCA and conduct an independent CDI. Internal strife tore the program apart, and according to Lafont, it was impossible to hold the program together. Fortunately funding was found to allow existing students to complete their training at UCA or at the newly formed Texas CDI.

When Lafont took his job in May 1990, it was to market the South Louisiana coastal area. What he had to market were "potholes, political disagreements among parishes, chambers of commerce

¹⁸ Information on NSUCDI provided by Vic Lafont in interview with the author.

cannibalizing one another for members, and an educational system under indictment for failure to perform.” He says that he had to ask himself, “They want me to market THIS?””

Since graduating from CDI, Lafont has put policies and practices to the test as he became a leading force in regional initiatives such as the Regional Economic Development Alliance and Bayou Vision—two extraordinary regional efforts in Louisiana. “My area is now one of the most effectively performing regions in Louisiana,” he says. “CDI helped me learn how to lead within the community and to make things happen. I place a very high value on my experience with CDI,” Lafont adds. While chair of the 17-state Southern Economic Development Council (SEDC), he championed the alliance between SEDC and CDC to further extend training and professional certification to SEDC membership.¹⁹

The Nicholls State CDI was an amazing experience and a real blessing and success story for the CDI network. One of the humorous memorabilia of the Nicholls State experience is a t-shirt custom-made for the CDI students showing a Bayou alligator saying, “Please send more students. The last ones were delicious!” It may not be likely that the Louisiana institute will reprise for more students to be sent but stories such as that of Lafont attest to the impact of CDI.

CDI CENTRAL ADVISORY BOARD

As student enrollment at CDI continued to decline in the late 1990s, it was clear that something had to be done, but exactly what was unknown. There wasn’t anyone to champion the cause of CDI within the UCA system as Bill Miller and Lawson Veasey had over the years and it was floundering.

On January 21, 2002, the charter board of directors of the UCA Community Development Institute Advisory Board (CDIAB) was duly elected and replaced the interim committee that had provided leadership during the board’s reorganizational efforts. Elected were Flave Carpenter of Energy, chairman; Jim Sharkey from the City of Maumelle, vice chairman; Monieca West, retired from SBC, secretary; Ronn Hy of UCA, treasurer; and directors Richard Wright of UCA; Melinda Faubel of SBC; and Steve Jones of ADED. Formal committees were formed including resource development, marketing and promotion, and curriculum and instruction.

The original purpose of CDIAB was: 1) to assist UCA with the delivery of CDI; 2) to advise UCA regarding the MSCED program; 3) to provide guidance in developing CDI curriculum; 4) to assist with marketing of CDI and MSCED; 5) to identify and recruit CDI practitioner staff, faculty and class directors; 6) to secure resources as needed for a quality CDI program; and 7) to coordinate with CDC as appropriate regarding the certification program.

Monieca West took the lead on drafting bylaws which were adopted on June 27, 2002. Melinda

¹⁹ *CD Professional Spotlight*. Connections. Spring 2005.

Faubel and Richard Wright focused on marketing and sponsorships. Steve Jones successfully advocated for a program of advanced training for CDI alumni which became the Advanced Year option.

CDIAB deserves a lot of credit for marshaling people and resources during the high turnover days at UCA, and it took a much stronger role in directing CDI than previous boards or groups assembled by Bill Miller or his successors. According to Flave Carpenter, “CDI has turned into a true team effort out of necessity in the past years. When Bill was here, he had firm control of the program and executed it very successfully. When he and Lois left, most of the institutional memory went with them, and by necessity, a group effort was necessary to salvage the program.”

As CDI has regained its internal strength, CDIAB has become less hands-on and more advisory in nature. It now serves the purposes of assisting with development of CDI curriculum, marketing and promotion, resource development and external stakeholder support.

At a 2006 strategic planning retreat, board members assessed current results and considered options for the future. How can beneficial partnerships be developed? How can different market segments be identified and attracted? How can CDI better deliver the services that its customers need in order to be more effective? How can resources be increased to fund growth and expansion? How can training grow beyond one week during the summer on the UCA campus? Can CDI be the catalyst for bringing community development back to the forefront in Arkansas? Can a Center for Community and Economic Development be established at UCA?

In most cases the answer to these questions was yes as evidenced by the current structures of CDI and the UCA Center for Community and Economic Development.

WINTHROP ROCKEFELLER FOUNDATION

The Center for Community and Economic Development has forged a strong partnership with the Winthrop Rockefeller Foundation (WRF) in past years. WRF focuses its efforts on people and communities that have the least wealth and opportunity. These efforts are defined and guided by a multi-year strategic plan called *Moving the Needle* to move Arkansans from poverty to prosperity. WRF uses its resources to understand the problems contributing to poverty in Arkansas and to develop a long-term action plan to address the underlying issues. The *Moving the Needle* strategy is based on the belief that all Arkansans fare better when everyone shares in economic progress, quality education, and general community well-being. Grants given by WRF provide regional training on community and economic development issues for rural, municipal and nonprofit leaders with an emphasis on regional coordination; provide capacity building to rural Arkansas municipalities; advocate for effect policy solutions in support of rural communities; and organize and deploy graduate and undergraduate level community development scholars to support municipalities and nonprofits.

As part of this initiative, the Center for Community and Economic Development received funding in 2010 in the amount of \$105,000 and a subsequent award in 2015 in the amount of \$84,000 to continue activities through 2018. Through this grant, the CCED is providing “boot camp” training in the central, northeastern, northwestern and southern regions of Arkansas to expand regional cooperation and provide training to those unable to attend training events in central Arkansas. Technical assistance is being provided locally to leaders in Barling, Heber Springs, Clinton, Independence County and Vilonia. This includes projects such as long-term tornado recovery, visioning and planning assistance, chamber of commerce assessment plans and subsequent program of work, creation of a city economic development committee, and how to craft grant proposals.

The Technical Assistance for Mayors program is designed to educate rural and minority Arkansas mayors about the various state and federal resources available to address affordable housing and non-housing community development issues to improve the overall welfare of their communities. The CCED’s grant funds and staff were leveraged for this project to bring in additional funding from the Arkansas community Foundation and the Arkansas Economic Development Commission. Three-day workshops have been held in Blytheville, Forrest City, Pine Bluff and Monticello.

The CCED’s efforts have focused on training community leaders through strategic partnerships with key regional organizations. The partnership with the Winthrop Rockefeller Foundation has made much of this work possible and has demonstrated the value that UCA, CCED and CDI can bring to bear on Arkansas communities.

ARKANSAS COMMUNITY DEVELOPMENT SOCIETY

Records to document the earliest activities of the Arkansas chapter of the Community Development Society no longer exist, but Bill Bonner and Don Voth from the University of Arkansas at Fayetteville, Rob Middleton of AIDC, and possibly representatives from AP&L and the electric cooperatives, the planning and development districts, and the community action agencies are known to have been involved.²⁰

The Arkansas Community Development Society was formally recognized as a chapter of the international Community Development Society in 1977 at its ninth annual meeting, hosted by the Arkansas folks that same year in Hot Springs. It is believed that the chapter later grew inactive due in some part to reduced support from the utilities and a change in focus within the Cooperative Extension Service. For all practical purposes, it ceased to exist in the early eighties and was dormant until 1986

²⁰ Early history of ACDS compiled in great part based upon interviews with Bill Fountain, Ernest Whitelaw, Jay Robison, Judy Davis, issues of *Colleagues* 1989-1997, and the author’s personal files.

when a push to reactivate occurred. This push was driven primarily by the issue of certification and the establishment of the Community Development Institute.

Jay Robison, community development manager for Arkla Gas, was elected president of the newly reorganized chapter in 1986, with UCA becoming the institutional home for ACDS. *Colleagues*, a quarterly newsletter that provided information on people and events related to community development in Arkansas, was produced by Bill Miller and staff to jointly serve ACDS and CDI.

The issue driving ACDS membership was professional certification. By the time of the international CDS annual meeting held in St. Louis in July 1989, the Arkansas chapter had 189 members. One hundred fourteen were also members of CDS, and 35 of them traveled to St. Louis to vote “yes” on certification. A well-stocked and well-attended Arkansas hospitality room was a popular meeting place and provided the Arkansas group with a productive environment to lobby for the certification vote.

ACDS had also been approved to host the 1990 annual CDS meeting in Little Rock. The major utilities gave an abundance of financial support—more than was actually needed—to provide seed money for future activities of the organization. As a result of this generosity, \$20,000 was netted from the conference, half of which was endowed at UCA to fund CDI scholarships and half to establish the ACDS Fund at the Arkansas Community Foundation to fund community development projects.

Following the Little Rock meeting, Arkansans figured prominently in the leadership of CDS for a number of years. Monieca West was elected president, and others served on the CDS Board including Judy Davis, Bill Miller, Ernest Whitelaw, and Sam Pruett. Don Voth and Rob Middleton had served on the CDS board earlier, and Mark Peterson was a board member in 1985 while he was still in Missouri. (Mark moved to Arkansas in 1989 when he joined the University of Arkansas Cooperative Extension Service.) Several others chaired or served on a wide range of committees and this was important because of the leverage that moved the organization toward certification and the inclusion of CDI in that process.

By early 1998, the wind seemed to be gone from the sails of ACDS. It was difficult to find officers, meetings were sparsely attended, and ironically, ACDS found itself in an uncommon position for a nonprofit—more money than members.

Perhaps the Old Guard was getting tired or perhaps other things beyond the control of the leadership of ACDS were occurring, but after more than a decade of run and gun, high intensity activities, ACDS began to lose steam. Many of the original “instigators” had either retired or were thinking about doing so, had changed jobs or were victims of reorganization. The Arkansas Community Development Awards Program had disbanded, CDI was undergoing changes, AIDC was in transition, the Network of Arkansas Leadership Opportunities (NALO) was in decline, and the Arkansas Economic Development Information Network (AEDIN) had, for the most part, been replaced by the Development Information Network of Arkansas (DINA). Entergy was dealing with the threat of deregulation, which was causing a change in

how its community and economic development resources would be allocated. Arkla was no longer locally managed and had basically disbanded its economic development program. SBC's economic development staff had dwindled to one.

Things were just different and the remaining faithful realized it. Steve Jones as current ACDS president, Sam Pruett as immediate past president, and Monieca West as the default conference planner, began to have conversations about how to survive and agreed to focus only on an annual conference just to keep the organization alive. There were periodic bouts of trying to begin anew and in recent years the organization has strengthened the annual conference, has expanded its awards program and given a number of grants. However, it has yet to regain the membership strength it had in the 1980s.

In midyear 2002, Jones called a meeting of the "last known standing" officers duly elected back in 1997. At that time, a resolution to reorganize the board was approved and a new board constituted. A partnership with CDI evolved and ACDS routinely holds its annual conferences at UCA. This symbiotic relationship seems to make sense and is in many ways a reincarnation of the early years.

EPILOGUE

Writing this history has been a wonderful opportunity for me. To say that I've been in the presence of the giants of community development in Arkansas would be a fair assessment of my experience. After having coffee with Ernest Whitelaw and Bill Fountain in 2005 to capture their recollections, I wondered if they knew the size of the shadows they cast. I wondered if giants inherently know their size—assuming it to be the norm—or if they need to be reminded. My sense is that the trio of Fountain, Whitelaw and (Alton) Bush had no idea of the impact they were making and the legacy they were leaving.

The many men and women mentioned in this writing hold a special place in the history of Arkansas and can take great pride in their accomplishments. While many are mentioned here, many are not, but that does not diminish their contributions. When challenged, they rose to the occasion. When old ways failed, they changed horses. When tested, they tried harder. And, when successful, they enjoyed it for a while and then went back to work.

We owe a great deal to these men and women and the companies, organizations, and institutions that they represent. They symbolize the best of the core values of community development and epitomize the can-do spirit of our home state.

2005 was a very difficult year for community development in Arkansas. The loss of Bill Miller, Jim Sharkey and Ernest Whitelaw left a deep, deep hole. It was a personal loss because they were not only professional colleagues but very good friends. It was also a tremendous loss for the State because they never wavered in their support for community.

But time marches on and a new cast of characters is taking the stage. Among the new cast is Amy Whitehead, CDI director. Because I worked with both Bill and Ernest, I can say without reservation that they would agree that CDI is in very capable hands. More than that, they would be so very proud of those carrying on the tradition and actualizing their visions. This new generation works in communities that are physically and “virtually” different than those of an earlier time. However, I believe that they will realize that the principles of good practice of community development stand the test of time and will provide the basis for the successes they will achieve. As one of the few remaining “old school” CDI people, it's also interesting to observe some of them embark on giant-hood. My only sadness is that with each passing year, memory fades and it is now rare for a CDI graduate to have had first-hand experience with either Bill or Ernest. It is my hope that this history conveys in some small measure how important these men were.



Left to right: Ernest Whitelaw, Terry Franks, Bill Miller and Alton Bush.

This writing is about CDI and community development. Community development is important

because it can improve the human condition. CDI is important because it provides in people the capacity to cast long shadows of positive influence and achievements to be built upon by those who follow....as it was with the early giants.

*Monieca West
August 2016*

TIMELINE of CDI RELATED EVENTS

Year	Event
1975	Division of Continuing Education established
1986	Office of Corporate Relations established
1987	Inaugural CDI session; classes held in McCastlain Hall
1988	First fish fry
1989	Inaugural class graduation Newtown introduced CDI Advisory Board established Certification approved by International Community Development Society; endorsement of CDI failed
1990	First post-graduate seminar held (Organizational Development and Effectiveness) CDI Alumni Organization founded; Bill Miller Scholarship Fund established
1991	Entergy Community Development Handbook published Arkansas Community Development Society established the ACDS Scholarship Fund to provide CDI scholarships
1992	UCA redirects 10/10 funding away from CDI Nichols State University CDI Year 1 offered (Thibodaux, Louisiana)
1993	Record CDI attendance of 229 Year IV Option offered Clyde Reece retires, Bill Miller named Interim Dean of Division of Continuing Education
1994	First decline in enrollment
1995	Linda Beene named Dean of Division of Continuing Education; Bill Miller returns to Office of Corporate Relations CDI classes move to Student Center International Community Development Society discontinues certification process Community Development Council founded
1996	
1997	Texas CDI Year 1 offered (The Woodlands, Texas)
1998	Bill Miller retires; Office of Corporate Relations phased out
	UCA discontinues CDI expansion philosophy
1999	Northwest CDI Year 1 offered (Boise, Idaho) Janice Hanlon replaces Bill Miller; appointed Coordinator of Non-Credit Programs with responsibility for CDI Janice Hanlon departs UCA, Richard Wright named Coordinator of Non-Credit Programs with responsibility for CDI Linda Beene departs UCA; Kim Bradford named Interim Dean of Department of Continuing Education Certification exam first offered at close of CDI session
2000	Kim Bradford named permanent Dean of Department of Continuing Education Ernest Whitelaw Award established for outstanding Year 3 student (Debra Banks inaugural recipient)
2001	Record low attendance of 45 total for Years 1-3 Master of Science in Community and Economic Development approved by Arkansas Department of Higher Education; David McCalman named program director; agreement for CDI attendance to count as credit toward MSCED established

	CDI classes move to Brewer-Hegeman Conference Center
2002	CDI Advisory Board reconstituted Year 4 first offered to CDI graduates CDI East offered Year 1 (Charleston, West Virginia)
2003	Division of Continuing Education becomes Division of Academic Outreach and Extended Programs Richard Wright departs UCA; replaced by Ronn Hy who also departed UCA; Ira Saltz named Interim CDI director Robert Pittman named permanent director of CDI and program coordinator of Master of Science in Community and Economic Development CDI Advisory Board and Robert Pittman responsible for CDI curriculum development; Division of Academic Outreach and Extended Programs responsible for operations Agreement reached to allow CDI completion to count as credit toward the Master of Science in Community and Economic Development
	First offering of the Fourth Year Option (later renamed Advanced Year Option)
2004	CDI Advisory Board establishes the CDI Sponsorship Funds with initial gifts from Entergy Arkansas; SBC Corp., Community Development Council, Newport Economic Development Commission, City of Maumelle, and US Bank Bill Miller Appreciation Luncheon held; Bill Miller Award established to recognize contributions to CDI (Monieca West inaugural recipient) UCA endowed the dormant Bill Miller Scholarship Fund originally established by CDI alumni in 1989 (Mary Wilson inaugural recipient) Ancil Lea III appointed Director of Marketing for the Division of Academic Outreach and Extended Programs
2005	Comprehensive marketing and branding campaign implemented including registration incentive program such as early-bird and lead referral discounts CDI Midwest Year 1 offered (Macomb, Illinois) CDI Sponsorship Fund expanded with gifts from Wal-Mart and the American Economic Development Council Deaths of Jim Sharkey, Bill Miller and Ernest Whitelaw
2006	<i>Community Development Handbook</i> published by the Community Development Council; replaced Entergy CD Handbook as study guide for certification test 20 th Anniversary celebrated CDI history <i>A Historical Perspective: 1987-2006</i> published First CDI Yearbook provided to all students Lauren Maxwell appointed director of the Master of Science in Community and Economic Development program Southern Economic Development Council endorses CDI
2007	Strategic Growth Institute formed; Robert Pittman is dual director of CDI, SGI and MSCED; Jennifer Tanner named Managing Director of SGI Advanced Year Option students assist Lake Providence, Louisiana
2008	Kim Bradford departed UCA; Leonard Seawood named Dean of Academic Outreach and Extended Programs Supplement to <i>Community Development Handbook</i> published Nabholz Foundation endowment of \$80,000 received CDI becomes CDI Central
2009	Robert Pittman and Jennifer Tanner depart UCA

	Strategic Growth Institute renamed the Center for Community and Economic Development (a unit within the Division of Outreach and Extended Programs) which included CDI
	Kelly Hunt Lyon named Center for Community and Economic Development director; Amy Whitehead was named coordinator; Josh Markham was named project coordinator
	Leonard Seawood resigns; Elaine McNiece named interim Director of the Division of Academic Outreach and Extended Programs
	Year 3 Scholarship Fund founded
	CDI Sponsorship Fund receives \$20,000 Wal-Mart gift
	CDI featured in public service announcements on NPR
2010	Year 1 and Year 2 Champions established (Iverson Jackson and Earnest Nash inaugural recipients)
	Amy Whitehead named Assistant Director of CDI
	Michael Yoder named director of the Master of Science in Community and Economic Development
	Social media becomes major marketing effort
	CDI receives award from the University Continuing Education Association for innovation and engagement
	Winthrop Rockefeller Foundation awarded \$105,000 Small Cities Leadership Development Grant to Center for Community and Economic Development to increase capacity of rural communities
2011	Division of Academic Outreach and Extended Programs becomes the Division of Outreach and Community Engagement
	Kristy Carter replaces Elaine McNiece as interim Director of Division of Outreach and Community Engagement; Amy Whitehead continues as CDI Assistant Director; Josh Markham named CDI Coordinator
	CDI celebrates 25 th anniversary with luncheon, updated history and video interviews; CDI Alumni Committee formed to assist with planning
	<i>Community Development Handbook</i> is for sale on CD; no longer available in print
2012	Kelly Hunt Lyon departs UCA and is not immediately replaced
2013	Amy Whitehead named director of Center for Community and Economic Development and CDI; Josh Markham named Assistant Director; Brett Roberts named Project Coordinator
	CDI Southeast Year I offered (Troy, Alabama)
	Center for Economic and Community Development receives Governor's Quality Award for performance excellence
2014	Kristy Carter named permanent Director of Division of Outreach and Community Engagement; Shelby Fiegel was named Project Coordinator for the Center for Community and Economic Development
	Kick Start Community first used to describe the Advanced Year Option; Paris, Arkansas was first to be selected by competitive application
2015	Shelly Mehl named Associate Vice President of Outreach and Community Engagement; Kristy Carter returns to director of marketing
	CDI is shortened to four days; returned to full week going forward
	Winthrop Rockefeller Foundation grant renewed through 2018 in amount of \$84,000
2016	CDI celebrates 30 th anniversary with luncheon held in McCastlain Hall

APPENDIX A

A Note of Thanks from Bill Miller

At a luncheon celebrating my retirement from the University of Central Arkansas, my longtime associate and friend, Lois Love Moody, remarked to the group in attendance, “We’ve met a lot of really wonderful people in the years with the Community Development Institute.” This is a note of thanks to some of them that we met while at CDI. Thanks for the commitment. Thanks for the good work. Who would have thought in 1987 that we would reach over 1,000 participants from almost every state and Canada?

This is a “thank you” to those who helped create and sustain the Institute over twelve years that I was privileged to be the director. There are, I’m sure, many more among the 1,000 to whom I owe thanks, but you who are mentioned here are special in the life of CDI. **Ernest Whitelaw** and **Alton Bush** of Arkansas Power and Light Company and Entergy brought us the idea and then stayed on through their respective retirements as class directors. Ernest worked all twelve years. **Monieca West** of Southwestern Bell was in the first class and stayed on eleven more years as student, class director, and faculty. **Bill Inman** and **Chris Allen** of AP&L/Entergy were here as students and class directors. **Jay Robison**, one of the founders, from Arkansas Louisiana Gas Company, served in a variety of ways for twelve years. **Jerry Wade**, the governor of Franklin from the University of Missouri, and **Doris and Don Littrell**, also from the University of Missouri, gave us so much information and material for the curriculum. It was those three who helped establish our bona fides in the early years and propelled us to the ten-year mark. **George McFarland** of Mississippi Power and Light and the Mississippi Department of Economic Development was a strong evaluator and encourager. He took the course and has since then taught it. Newtown is his turf. **Steve Kelly** of Mississippi Power/Entergy was also a strong encourager and provided leadership to the Community Development Council. **Mark Peterson**, a prolific writer and lecturer from the Missouri and Arkansas Cooperative Extension Services, shared a lot of ideas. **Steve Jones** from the Arkansas Department of Economic Development provided good counsel while a student, class director and facilitator. **Ed Toscano** of Louisiana Power and Light/Entergy provided ideas, support and leadership to the whole group. **Jack Vincent** of Louisiana Power and Light and Performance Plus went from student to faculty and facilitator and produced an abundance of material. **Lawson Veasey** of the University of Central Arkansas served twelve years as faculty and also provided a wealth of material and ideas. **Flave Carpenter** of AP&L/Entergy went from student to most effective class directorship and general helper. **Vic Lafont** of South Louisiana Economic Council was our biggest cheerleader. **Ken Rachal** of Nicholls State University had the vision and energy to start a separate CDI. **Audrey Stevenson** and **Lois Love Moody**—steady, dependable, attentive to detail, friendly, helpful to all—made it happen.

You all deserve Hall of Fame recognition in your respective states. Just think about all of the things you've accomplished in the past twelve years and with your community development associates. Think about all of the lives you've touched

It was great teamwork, everyone striving for excellence, trusting, and caring. Thanks to each of you. Keep up the good work. Stay in touch. Joyce and I welcome you. As the Fleetwood Mac song goes, "Don't stop thinking about tomorrow."

*Bill Miller
1998*

APPENDIX B

Inaugural Graduating Class of CDI - 1989

Margaret Baker	Little Rock
Sue Bender	Little Rock
B. J. Bowen	Little Rock
David Callison	Jonesboro
Patricia Carter	Marion, Iowa
Debbie Chillson	Olney, Illinois
Jerry Couch	Nashville
Judy Davis	Little Rock
Pat Fessel	Olney, Illinois
Troy Forman	Stephens
Shirley Fread	DeWitt
Allen Green	Little Rock
Bob Green	Russellville
Charles Higdon	Dumas
Robert Jolly	Camden
Hubert Jones	DeQueen
John Lacy	Lonoke
Pat Marble	Sikeston, Missouri
Wayne Mays	El Dorado
Dennis McBride	Nashville
Billy Neel	Sikeston, Missouri
Gary New	Nashville
Bill Polk	Conway
Albert Qualls	Jonesboro
Catherine Reddick	Bartow, Florida
Bill Rue	Ozark
Henry Scales	Little Rock
Gary Silbert	New Orleans, Louisiana
Mike Smith	Conway
John Thomas	Benton
Randy Thurman	Heber Springs
Levi West	Stuttgart
Monieca West	North Little Rock

APPENDIX C

Awards and Recognitions

BILL MILLER COMMUNITY DEVELOPMENT AWARD

Criteria

Recognizes an individual who has had significant positive impact on the University of Central Arkansas' Community Development Institute. The recipient is chosen by a committee of community development practitioners based upon demonstrated vision, commitment, and contributions to the field of community development.

Recipients

2004	Monieca West
2005	Jim Sharkey
2006	Lawson Veasy
2007	Jay Robison
2008	Flave Carpenter
2009	Steve Jones
2010	Vic LaFont
2011	Jack Vincent
2012	Dr. Mark Peterson
2013	Dr. Elaine McNiece
2014	Basil Julian
2015	Sherry McDonnell

ERNEST WHITELAW AWARD

Criteria

Given annually to the Year III student who best demonstrates dedication to community development practice, enthusiastic participation and leadership during CDI training sessions, a willingness to assist fellow students, and strong personal integrity. Year III students select the recipient.

Recipients

2000	Debra Banks
2003	Ivy Owen
2004	Layne Wheeler
2005	Joel Tolefree
2006	Jennifer Tanner
2007	Billy Ray
2008	Mike Philpot
2009	Katherine Gilbert
2010	Kathy Wyrick

2011	Louika Texar (is a moniker for all states represented in Year III—LA KS TX AR)
2012	Craig Lindholm
2013	Gary Baxter
2014	Drew Williams
2015	Linda Tyler

Champion of CDI-Year I

2010	Iverson Jackson
2011	Monica Santiago
2012	Michael Owens
2013	Lauren Isbell
2014	Whitney Horton
2015	Chris Wasson

Champion of CDI-Year 2

2010	Earnest Nash
2011	Lin Kiger
2012	Ken Pyle
2013	Harvey Joe Sanner
2014	Felecia Herndon
2015	Lisa Johnson

Friend of Community Development Awards

2007	Senator Gilbert Baker
2008	Entergy Arkansas, Inc.
2009	Federal Reserve Bank of St. Louis, Little Rock Branch
2010	Arkansas Economic Development Commission
2011	Winrock International
2012	AT&T Arkansas
2013	Winthrop Rockefeller Foundation
2014	Representative Fredrick Love
2015	Arkansas Community Development Society

APPENDIX D

CDI Directors and CDI Class Directors

CDI Directors

1987-1998	Bill Miller
1999	Janice Hanlon
2000-2001	Richard Wright
2002	Ronn Hy
2002	Ira Saltz (interim)
2003-2008	Robert Pittman
2009-2012	Kelly Hunt Lyon
2013	Amy Bynum Whitehead

Advanced Year Option Directors

Larry Cope	Chris Allen
David Kolzow	Debra Banks
Mark Peterson	Jessica Breaux
Rhonda Phillips	Reese Broadnax
Robert Pittman	Duane Bullard
Billy Ray	Flave Carpenter
	Tim Climer
	Pam Hipp
	Bill Inman
	Steve Jones
	Basil Julian
	Bill Luther
	Sherry McDonnell
	Ivy Owen
	Denisa Pennington
	Kevin Sexton
	Jim Sharkey
	Luci Sposito
	Leon Steele
	Diane Tatum
	Monieca West
	Ernest Whitelaw
	Johnny Wooley

Years I, II and III Class Directors

APPENDIX E

Memorials

BILL MILLER (1934-2005)

Bill became associated with the Community Development Institute in its formative stages and became its public persona until his retirement from the University of Central Arkansas in 1998. Throughout his tenure as CDI director, he guided with a firm but collaborative hand and saw CDI through its most successful years. In recognition of his contributions, UCA established an award and scholarship to be given annually to individuals who possess many of the characteristics that Bill valued.

Bill's influence extended far beyond CDI and community development. In addition to his service as a member of the international Community Development Society board of directors, as a charter member of the board of the Community Development Council, and numerous positions held in the Arkansas Community Development Society, he was active in Rotary International, the First Methodist Church, United Way, and served jointly with wife Joyce as chairs of the Toad Suck Daze Festival.

Bill described himself as "nice, polite, thoughtful and considerate" and noted that he valued "honesty, integrity, trustworthiness, fidelity, religion, and my own good name." Friends and colleagues will agree that he lived up to his expectations and demonstrated his values daily. Wife Joyce adds that his greatest accomplishment was that of a loving husband and father.

Bill passed away in November 2005 after an extended illness. As a career military man with stints at the Pentagon and two tours of Vietnam, he was buried in Arlington National Cemetery on March 23, 2006.

JIM SHARKEY (1947-2005)

Jim unexpectedly passed away on February 23, 2005. Years of service to CDI as Year I Class Director, sponsor and direction for the Year III City of Maumelle tour, and served with distinction as vice-chairman of the CDI Advisory Board since its inception. As the community and economic development director for the City of Maumelle, Jim recognized the connection between community and economic development and was a tireless advocate for integration of the two.

Jim was a quiet and kind, soft spoken gentleman. Never seeking the limelight and always willing to share the credit for success, he was willing to roll up sleeves and tackle the hard problems. He savored teamwork, understanding that working together for the good of the whole is the essence of community development.

His death was a great loss not only to family and friends but to his community and the field of community development. In recognition of his service, Jim was recognized posthumously as the second Bill Miller Community Development Award recipient.

ERNEST WHITELAW (1927-2005)

In Arkansas, the name Ernest Whitelaw is synonymous with community development and leadership. Ernest co-founded CDI, served as faculty, class director, and was involved in every aspect of its success. Ernest retired from Entergy in 1997 as senior community development manager but continued his involvement with CDI through 2005. Through all of his professional and volunteer activities, he touched the lives of countless individuals and communities and Arkansas suffered a great loss when Ernest passed away on December 29, 2005 after a short illness.

Ernest was most fulfilled by his involvement with the Regional AIDS Interface Network where he volunteered as a member of the Holy Souls RAIN Careteam and by his weekly trip to Arkansas Children's Hospital to rock babies, and as Advocate for the Marriage Tribunal of the Diocese of Little Rock. He was also very proud of his Native American heritage and his service as chair of the American Indian Center of Arkansas. The Center has renamed its annual scholarship in his memory.

Ernest's smile, gentle demeanor, wise council, and even that annoying train whistle that he used to maintain order in his CDI classes, is greatly missed.

APPENDIX F

CDI at a Glance

Year	Enrollment	Miller Award	Whitelaw Award	Year 1 Champion	Year 2 Champion	Friend of CDI	Advanced Year
1987	44						
1988	97						
1989	141						
1990	174						
1991	187						
1992	176						
1993	229						
1994	208						
1995	192						
1996	144						
1997	146						
1998	135						
1999	119						
2000	105		Debra Banks				
2001	45						
2002	70						
2003	74		Ivy Owen				
2004	101	Monieca West	Layne Wheeler				
2005	135	Jim Sharkey	Joel Tolefree				
2006	104	Lawson Veasey	Jennifer Tanner				
2007	108	Jay Robison	Billy Ray			Senator Gilbert Baker	Lake Providence, LA
2008	101	Flave Carpenter	Mike Philpot			Entergy Arkansas	Morrilton
2009	109	Steve Jones	Katherine Gilbert			Federal Reserve Bank of St. Louis, LR Branch	Clinton
2010	118	Vic Lafont	Kathy Wyrick	Iverson Jackson	Earnest Nash	Arkansas Economic Development Commission	
2011	110	Jack Vincent	Louika Texar	Monica Santiago	Lin Kiger	Winrock International	
2012	100	Mark Peterson	Craig Lindholm	Michael Owens	Ken Pyle	AT&T Arkansas	

2013	97	Elaine McNiece	Gary Baxter	Lauren Isbell	Harvey Joe Sanner	Winthrop Rockefeller Foundation	
2014	106	Basil Julian	Drew Williams	Whitney Horton	Felecia Herndon	Representative Fredrick Love	Paris
2015	107	Sherry McDonnell	Linda Tyler	Chris Wasson	Lisa Jackson	Arkansas Community Development Society	Heber Springs

ACKNOWLEDGEMENTS

This document could not have been produced without the generosity and assistance of many people. Interviews with and materials from the following people were used extensively in addition to the author's personal files in developing the recollections presented here. A special thank you is due Dr. Don Voth for the generous sharing of his teaching materials used as sources in the first edition of the CDI history, and the historical account of CDI written by Dr. Lawson Veasey was invaluable in tracing the early history of CDI. Many of those listed are retired and some are deceased. The position held when most associated with CDI is listed.

Chris Allen, Entergy Arkansas, Inc.

Phil Bartos, University of Central Arkansas

Sue Bender, SBC

Denise Bloomfield, Arkansas Economic Development Commission

Kim Bradford, University of Arkansas

Flave Carpenter, Entergy Arkansas, Inc.

Tom Courtway, University of Central Arkansas

Michael Dougherty, West Virginia University Extension Service

Judy Davis, Hempstead County Economic Development Corporation

Bill Fountain, Entergy Arkansas, Inc.

Laura Garner, University of Central Arkansas

John Gruidl, Western Illinois University

Pam Hipp, Crossett Area Chamber of Commerce

Whitney Horton, Arkansas Small Business and Technology Development Center

Bill Inman, Entergy Arkansas, Inc.

Greg Joslin, Entergy Arkansas, Inc.

Steve Jones, Arkansas Economic Development Commission

Steve Kelly, Entergy Mississippi, Inc.

Brad Lacy, Conway Area Chamber of Commerce

Don and Doris Littrell, University of Missouri-Columbia

Vic Lafont, South Louisiana Economic Council

Ray Laughter, North Harris Montgomery Community College District

Kelly Hunt Lyon, Director of the UCA Center for Community and Economic Development & CDI

Gloria Mabbutt, Northwest Community Development Institute

Josh Markham, UCA Center for Community and Economic Development

David McCalman, UCA Assistant Professor and former MSCED Program Coordinator

George McFarland, Entergy Mississippi, Inc.

Terre McLendon, UALR Institute for Economic Advancement

Elaine McNiece, UCA School of Graduate Studies

Rob Middleton, Arkansas Economic Development Commission

Bill Miller, founding director of CDI and his wife, Joyce

Lois Love Moody, University of Central Arkansas

Leone Ohnoutka, CDI East

Cathy Owen, North Harris Montgomery Community College District

Ivy Owen, Fort Chaffee Redevelopment authority

Mark Peterson, Ph.D., University of Arkansas Cooperative Extension Service

Robert Pittman, CDI Executive Director

Loretta Price, UCA Department of Continuing Education

Becky Rheinhardt, Arkansas Economic Development Commission

Susan Riddle, Community Development Consultant

Jay Robison, Arkansas Economic Development Commission and formerly with Arkla

Skip Smart, Louisiana Economic Development

Jerry Smith, Arkansas State University

Audrey Stevenson, UCA and assistant with CDI

Jack Vincent, Performance Plus Consulting and formerly with Entergy Louisiana, Inc.

Donald E. Voth, Ph.D., Professor of Rural Sociology at University of Arkansas

Lawson Veasey, Ph.D., Jacksonville Alabama State University and former professor at UCA

Ernest Whitelaw, Entergy Arkansas, Inc. and his wife Mary Sue

Jerry Wade, University of Missouri-Columbia

Amy Bynum Whitehead, CDI Central and UCA Center for Community and Economic Development

Drew Williams, Arkansas Economic Development Commission

J. B. Williams, UA Cooperative Extension Service and former director of LeadAR

Michael Yoder, Ph.D., UCA Associate Professor and MSCED Program Coordinator