Training Programs in Economic Development
April 1, 1970 - March 31, 1971

by Robert B. Cassell
INDUSTRIAL DEVELOPMENT DIVISION

FINAL REPORT

Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia
This technical assistance study was accomplished by professional consultants under contract with the Economic Development Administration. The statements, findings, conclusions, recommendations, and other data in this report are solely those of the contractor and do not necessarily reflect the views of the Economic Development Administration.
INTRODUCTION

Summary

Obviously, the major objectives of this contractual arrangement have been achieved. As indicated below in this report, a total of 158 participants from 71 different districts have attended various courses offered in the 1970-1971 training program. This number is almost equal to the total attending in the two preceding years, when 179 participants from 72 districts attended IDD training courses.

In addition to the task of structuring the course content and presenting all instruction, the Industrial Development Division has borne the entire burden of recruitment and promotion of the courses. This last aspect is critical to the success of any short-term training program. The growth in attendance is a measurable tribute to the quality of the programs offered. The evident satisfaction on the part of the participants, as well as that of their superiors who must measure the effectiveness of such training through better performance, is quite clear.

Additional findings and conclusions are on page 8 of this report.

Background

The Economic Development Administration and the Industrial Development Division (IDD) of Georgia Tech have cooperated in the development and conduct of a training program offered to the staffs of economic development districts (EDD's) and related organizations under a series of grants beginning in 1967. The basic objective of the entire training program has been to foster professionalism within the EDD's throughout the United States.

Initially, IDD conducted a prototype four-week training program in the fundamentals of economic development for the staff personnel of the economic development districts in Georgia in 1967 under EDA Contract No. 6-239-65 (Neg.). Subsequently, it was concluded that this type of training program could perform an extremely useful role in providing short-term training and orientation for professional personnel associated with economic development agencies.

The Economic Development Administration then commissioned IDD during 1968-1969 to develop and conduct a series of short training programs. The
objective of the economic development training programs developed and conducted by IDD (under EDA Grant No. OER-208-G-68-3) was to provide instruction in the practical processes of economic development for economic development district staff members, personnel associated with EDA's University Centers for Technical Assistance Program, and other interested personnel in order to increase the effectiveness of EDA-related economic development programs.

During the first year of this grant, the objective was achieved through the conducting of two training programs. A Basic Economic Development Training Program was developed to provide instruction for personnel of new and established districts who had little formal or informal instruction or work experience in the field of economic development. As a corollary, the Executive Training Program was developed to provide instruction for executive directors and senior staff personnel of recently organized districts, personnel who recently joined the staff of a district, or staff members of other organizations whose programs relate to the Economic Development Administration.

Under Grant No. OER-208-G-69-2 (1969-1970), which enabled IDD to continue the training program, two new courses were developed and presented. Thus, during the 1969-1970 series of training programs, the following were conducted:

- Basic Economic Development Training Program
- Industrial Development Training Program
- Executive Training Program
- Advanced Executive Training Program

IDD, under Grant No. 99-6-09165 in 1970-1971, developed two additional courses -- a Training Program for Planning and Development Technicians and a Training Program for Staff Information Technicians. The scope of work in the contract (see Appendix 1) specified that the following training programs be conducted during the contract year:

<table>
<thead>
<tr>
<th>Program</th>
<th>Sessions</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic Economic Development Training Program</td>
<td>2</td>
<td>1 week</td>
</tr>
<tr>
<td>Executive Training Program</td>
<td>2</td>
<td>1 week</td>
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<tr>
<td>Advanced Executive Training Program</td>
<td>2</td>
<td>1 week</td>
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<tr>
<td>Industrial Development Training Program</td>
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<td>1 week</td>
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<tr>
<td>Training Program for Planning and Development Technicians</td>
<td>2</td>
<td>1 week</td>
</tr>
<tr>
<td>Training Program for Staff Information Technicians</td>
<td>3</td>
<td>3 days</td>
</tr>
</tbody>
</table>
The training programs were to be primarily for the staff members of EDA-supported economic development districts; however, if positions were available after the EDD's needs were met, staff members of other EDA-related organizations were permitted to attend.

Purpose

Although the EDA-sponsored training programs in economic development are funded on an annual grant basis, the effectiveness of the programs must be viewed on a cumulative basis. Thus, while the purpose of this report is to review the activities covered under this project from April 1, 1970, through March 31, 1971, it must assess the cumulative effectiveness of the programs over a three-year period. The report consists of a discussion of activities undertaken during the year to accomplish the program of work required by Grant No. 99-6-09165, and includes significant highlights, conclusions, and findings that are a result of IDD's analysis of the total program.

The materials contained in this document and the materials of the training programs were developed for instructional purposes only. Therefore, the material presented and the views expressed may or may not reflect the official views and policies of the Economic Development Administration or the Georgia Institute of Technology.
Program Development

The training courses developed under the previous grants (OER-208-G-68-3 and OER-208-G-69-2) were considered satisfactory; each of the programs, however, received considerable attention to see that it was up-to-date, with revisions and new supplementary materials being accomplished as required.

Two additional programs of instruction were designed and presented during the grant year. These were Training Program for Planning and Development Technicians and Training Program for Staff Information Technicians.

The Training Program for Planning and Development Technicians was designed to offer instruction in the fundamentals and methodologies of economic planning and development for junior planners and subprofessionals currently employed by the various development districts and similar organizations. The program was aimed to serve those persons with little formal or informal instruction in planning and development.

The Training Program for Staff Information Technicians was established to provide appropriate EDD staff members an understanding of the basic principles involved in the operation of an information center and of procedures that can be utilized in selecting, acquiring, organizing, and using informational materials more effectively. This program also was designed for the subprofessional personnel level.

Development of Supplementary Instructional Materials

Program concept and schedule publications were revised on four of the training programs and two new program concepts and schedules were prepared for the new courses -- Training Program for Planning and Development Technicians and Training Program for Staff Information Technicians. Three supplementary publications were developed during the year for use with the training programs, as follows:

Community Development: A Bibliography, 34 pages
Economic Planning and Development: A Bibliography, 14 pages
Economic Impact Analysis, 15 pages
Program Promotion

Approximately 625 addresses that include all economic development district organizations, EDA offices and field representatives, state agencies involved in economic development, and a number of regional development organizations are on the Economic Development District Staff Training Unit mailing list. During the 1970-1971 program year, six course brochures and an overall program brochure were developed along with four memo-type "flyers" for use in program promotion. A total of 16 mailings of the brochures and 14 mailings of the "flyers" were made to the entire mailing list. Copies of these promotional materials are included in Appendix 2.

An additional benefit to the program was achieved through the informal interchange of information by personnel associated with the several development districts and related institutions. Many of the executives that attended training sessions have sent their staff members to training sessions in the program, and have recommended the various training programs to their associates.

Conduct of Training

Thirteen training sessions were conducted during the grant year as follows:

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Dates Presented</th>
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</thead>
<tbody>
<tr>
<td>Basic Economic Development Training Program</td>
<td>June 15-19, 1970</td>
</tr>
<tr>
<td></td>
<td>November 2-6, 1970</td>
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<tr>
<td>Industrial Development Training Program</td>
<td>June 22-26, 1970</td>
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<td>November 30-December 4, 1970</td>
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<td></td>
<td>January 18-22, 1971</td>
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<tr>
<td>Executive Training Program</td>
<td>September 21-25, 1970</td>
</tr>
<tr>
<td></td>
<td>February 8-12, 1971</td>
</tr>
<tr>
<td>Advanced Executive Training Program</td>
<td>October 12-16, 1970</td>
</tr>
<tr>
<td></td>
<td>March 1-5, 1971</td>
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<td>Training Program for Planning and Development Technicians</td>
<td>October 5-9, 1970</td>
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<td></td>
<td>February 15-19, 1971</td>
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<tr>
<td>Training Program for Staff Information Technicians</td>
<td>January 11-13, 1971</td>
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<tr>
<td></td>
<td>March 8-10, 1971</td>
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</tbody>
</table>
The special terms and conditions of the Technical Assistance Grant No. 99-6-09165 set out 13 courses that were to be conducted during the grant year and 13 courses were conducted; however, because of a small demand for the first scheduled Training Program for Staff Information Technicians (a three-day course), it was cancelled, and due to a substantial backlog of personnel wanting to attend the Industrial Development Training Program (a one-week course), an extra session of this program was scheduled and held. A set of program descriptions and sample schedules is included in Appendix 3.

Participants

A total of 158 participants representing 71 development districts, 2 EDA offices, 7 universities, 10 state agencies, and 9 other related groups took part in the programs. During this program year, 41 of the participants were either at the executive or assistant executive level. A total of 337 persons have participated in the training programs since they were initiated. A list of those attending the training sessions is contained in Appendix 4, and a list of organizations whose representatives attended is attached as Appendix 5.

Evaluation of Training

An integral part of every program is the evaluation and critique of the program by the participants. A copy of one of the evaluation forms used is attached as Appendix 6. All of these forms are reviewed by the project director and the instructors. The general response has been a favorable one for all the programs. Since the brochures and class orientation clearly define the levels of the various courses, it is believed the major objectives have been understood by and subscribed to by the participants, especially in view of a very small number of negative comments.

Overall Evaluation

The basic objective of the Economic Development Administration-supported training programs, as stated earlier, is to increase the effectiveness of economic development programs through the improved on-the-job performance of the personnel involved in EDA-related activities.

A continuing effort is made to improve program analysis and evaluation. Internal analysis can determine to some extent if the instruction is achieving
goals established in the program concepts. However, since development district staff practices have not been institutionalized to the extent that common practices are used in a substantial number of the districts, IDD can measure the program efficiency only in terms of course demand, for in the final analysis, the effectiveness of a training program conducted on a voluntary basis can best be evaluated in terms of demand for additional training sessions.

Officials of responsible operations will not continue to send their personnel to training programs unless they are convinced that the training provided actually improves the employee's performance. Thus, over a period of time, the most critical means of evaluating program accomplishment is through analysis of repeated attendance. Although perhaps premature in making a full evaluation of the accomplishments of the training programs in terms of improved personnel performance, the statistics contained in Appendix 5 and the statements contained in Appendix 7 indicate that, qualitatively speaking, the programs are achieving the desired results insofar as improved personnel performance is concerned.
FINDINGS AND CONCLUSIONS

The increased enrollment in the training programs offered and the continued favorable response indicated by the comments received by the Industrial Development Division lead us to the conclusion that the programs offered were needed, properly structured, and well presented. A total of 337 participants from 145 different organizations have taken part in the various programs since its beginning; 75 of these organizations, or over 52%, sent more than one person to the training sessions conducted by IDD and EDA. In fact, 40 organizations (over 27%) sent three or more persons to the programs. These situations and the acceptance of the programs support our belief that the training programs attained the basic objective of the overall program. Additional support for this position is given in the letters from Economic Development District directors that attended courses in the program. (See Appendix 7.)
APPENDICES
<table>
<thead>
<tr>
<th>Appendix</th>
<th>Page</th>
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</thead>
<tbody>
<tr>
<td>1. Scope of Work for Grant No. 99-6-09165</td>
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</tr>
<tr>
<td>2. Program Announcements</td>
<td>12</td>
</tr>
<tr>
<td>3. Program Descriptions</td>
<td>13</td>
</tr>
<tr>
<td>4. Persons Who Attended Economic Development Training Programs</td>
<td>35</td>
</tr>
<tr>
<td>During 1968-1971</td>
<td></td>
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<tr>
<td>5. Organizations Furnishing Participants to Training Programs</td>
<td>66</td>
</tr>
<tr>
<td>in Economic Development During 1968-1971</td>
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</tr>
<tr>
<td>6. Program Evaluation Form</td>
<td>73</td>
</tr>
<tr>
<td>7. Typical Training Program Response Letters</td>
<td>81</td>
</tr>
</tbody>
</table>
Appendix 1

SCOPE OF WORK FOR GRANT NO. 99-6-09165

The following is the Scope of Work specified in the Special Terms and Conditions of the Grant Offer to the Georgia Tech Research Institute for Technical Assistance Grant Project No. 99-6-09165 dated 28 May, 1970, and signed by Mr. Robert A. Frost, Assistant Secretary for Economic Development, Office of Technical Assistance, Economic Development Administration, U. S. Department of Commerce:

The Scope of Work of the Grantee under this Grant, the term of which is 12 (twelve) months from the effective date of this grant, shall be the following:

1. To carry out a training program intended primarily for the staff members of EDA supported Economic Development Districts consisting of the following courses:

<table>
<thead>
<tr>
<th>Course</th>
<th>Sessions</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic Economic Development Training Program</td>
<td>2</td>
<td>1 week</td>
</tr>
<tr>
<td>Executive Training Program</td>
<td>2</td>
<td>1 week</td>
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<tr>
<td>Advanced Executive Training Program</td>
<td>2</td>
<td>1 week</td>
</tr>
<tr>
<td>Industrial Development Training Program</td>
<td>2</td>
<td>1 week</td>
</tr>
<tr>
<td>Training Program for Planning and Development Technicians</td>
<td>2</td>
<td>1 week</td>
</tr>
<tr>
<td>Training Program for Staff Information Technicians</td>
<td>3</td>
<td>3 days</td>
</tr>
</tbody>
</table>

2. To publicize the training courses; to carry out research to keep courses current and relevant; and to prepare periodic evaluations of courses.

3. On request to provide EDA and participants in the training program any supplementary materials prepared in connection with the courses.

Course attendance will not necessarily be restricted to personnel of Economic Development Districts. However, positions will not be made available to other organizations until all reasonable efforts have been made to enroll Economic Development District personnel.
Announcing a Special Session
of the
Industrial Development Training Program
Appendix 3
PROGRAM DESCRIPTIONS

Basic Economic Development Training Program
Industrial Development Training Program
Executive Training Program
Advanced Executive Training Program
Training Program for Planning and Development Technicians
Training Program for Staff Information Technicians
BASIC ECONOMIC DEVELOPMENT
TRAINING PROGRAM

Purpose

To provide professional training and orientation in the practical processes of community and district economic development for personnel with little formal or informal training or work experience in the field of economic development and for personnel recently associated with economic development activities related to the Economic Development Administration's programs.

Scope

The Basic Economic Development Training Program provides a basic and common orientation for personnel involved in the planning and implementation of economic development programs conducted under the auspices of the Economic Development Administration. The program is divided into three major instructional areas: (1) Community Development, (2) District and Regional Economic Development, and (3) General Economy, Business, and Industry. Program emphasis is placed upon the total development of communities and districts. Formal instruction consists of lecture presentations, conference analysis of problem areas, case studies requiring individual or group application, and practical work emphasizing methodological approaches used in economic development work.
### BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM

**SCHEDULE**

**First Day**

<table>
<thead>
<tr>
<th>Time</th>
<th>Course Code</th>
<th>Type</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 - 9:20</td>
<td>B(EDA)1.1</td>
<td>A</td>
<td>Orientation</td>
</tr>
<tr>
<td>9:30 - 11:20</td>
<td>B(EDA)2.1</td>
<td>L</td>
<td>Community Development: Concepts, Agencies, and Interrelationships</td>
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<tr>
<td>1:00 - 2:50</td>
<td>B(EDA)3.1</td>
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<td>Research Methodology for Economic Planning and Development</td>
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<tr>
<td>3:00 - 4:50</td>
<td>B(EDA)4.1</td>
<td>L; D</td>
<td>Information Requirements for Planning and Development</td>
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**Second Day**

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<tr>
<th>Time</th>
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<tr>
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<td>Human Resources in Community and District Development</td>
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<td>Fundamentals of Environmental Planning and Development</td>
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<td>1:00 - 1:50</td>
<td>B(EDA)5.2</td>
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<td>Manpower Resources Analysis</td>
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<td>2:00 - 2:50</td>
<td>B(EDA)2.2</td>
<td>L</td>
<td>Community Analysis and Evaluation</td>
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<tr>
<td>3:00 - 4:50</td>
<td>B(EDA)2.3</td>
<td>C</td>
<td>Community Analysis and Evaluation</td>
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**Third Day**

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<td>1:00 - 1:50</td>
<td>B(EDA)7.1</td>
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<td>Multi-Jurisdictional Approaches to Area and District Development</td>
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<td>Developing Manpower Resources Information</td>
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<td>4:00 - 4:50</td>
<td>B(EDA)8.1</td>
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<td>Identification and Development of Economic Opportunities</td>
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<tr>
<td><strong>Fourth Day</strong></td>
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<tr>
<td>8:30 - 10:20</td>
<td>B(EDA)9.1</td>
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<td>Industrial Aspects of Economic Development</td>
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<td>Manpower Training Programs</td>
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<td>1:00 - 1:50</td>
<td>B(EDA)7.2</td>
<td>L</td>
<td>Economic Development District Staff Activities</td>
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<tr>
<td>2:00 - 2:50</td>
<td>B(EDA)7.3</td>
<td>L</td>
<td>Involvement of Citizens in Community and District Development</td>
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<tr>
<td>3:00 - 3:50</td>
<td>B(EDA)10.1</td>
<td>L</td>
<td>Application of Federal Assistance Programs to Meet Local and District Needs</td>
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<tr>
<td>4:00 - 4:50</td>
<td>B(EDA)11.1</td>
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<td>Developing the Overall Economic Development Program: General Considerations</td>
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<tr>
<td><strong>Fifth Day</strong></td>
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<tr>
<td>8:30 - 9:20</td>
<td>B(EDA)11.2</td>
<td>L</td>
<td>Developing the Overall Economic Development Program: Problem Definition</td>
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<tr>
<td>9:30 - 10:20</td>
<td>B(EDA)11.3</td>
<td>L</td>
<td>Developing the Overall Economic Development Program: Goal Formulation and Program Implementation</td>
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<tr>
<td>10:30 - 11:20</td>
<td>B(EDA)1.2</td>
<td>A</td>
<td>Program Critique</td>
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</table>
INDUSTRIAL DEVELOPMENT
TRAINING PROGRAM

Purpose

The purpose of the Industrial Development Training Program is to furnish executive directors and staff assistants involved in industrial development activities with formal instruction in the theory and fundamentals of industrial development and the practical application of theory in development district planning and operations.

Scope

This program is designed to view the industrial development process through the eyes of the district staff, enabling the staff to work in a more rational manner with professional industrial developers, with public development commissions other than the EDD's, and with private agencies, such as chambers of commerce, public utilities, and banks.

The Industrial Development Training Program emphasizes the following considerations:

Measurement and analysis of local resources
Expansion of existing industrial functions
The interrelationships of industrial, commercial, and service activities
The role of the infrastructure in industrial development
Industrial development for "rural-type" communities
The effective utilization of community organizations in industrial development
The supporting role of the Economic Development District staff
INDUSTRIAL DEVELOPMENT TRAINING PROGRAM

**SCHEDULE**

**First Day**

<table>
<thead>
<tr>
<th>Time</th>
<th>Code</th>
<th>Title</th>
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</thead>
<tbody>
<tr>
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<td>ID(EDA)1.1-1</td>
<td>L Orientation</td>
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<tr>
<td>9:30 - 11:20</td>
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<td>L Concepts of Industrial Development</td>
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<tr>
<td>1:00 - 2:50</td>
<td>ID(EDA)1.3-1</td>
<td>C Role of the Economic Development District: Introduction</td>
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<tr>
<td>3:00 - 3:50</td>
<td>ID(EDA)1.4-1</td>
<td>L Regional Economics</td>
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<tr>
<td>4:00 - 4:50</td>
<td>ID(EDA)1.5-1</td>
<td>L Economics of Industrial Location: Primary Factors</td>
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**Second Day**

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<tr>
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<td>9:30 - 10:20</td>
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<td>L Analysis of Local Resources</td>
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<td>ID(EDA)1.6-2</td>
<td>L Identification of Economic Opportunities in Rural Areas</td>
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<td>1:00- 1:50</td>
<td>ID(EDA)1.7-1</td>
<td>L Developing and Expanding Existing Industry</td>
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<td>ID(EDA)1.8-1</td>
<td>C Analysis of the Community's Industrial Growth Potentials</td>
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**Third Day**

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<tr>
<td>9:30 - 11:20</td>
<td>ID(EDA)1.9-1</td>
<td>L Tools for the Developer: Financing Programs</td>
</tr>
<tr>
<td>1:00 - 3:50</td>
<td>ID(EDA)1.9-2</td>
<td>L Tools for the Developer: Manpower Analysis and Programs</td>
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<td>ID(EDA)1.9-3</td>
<td>L Tools for the Developer: Land Development and Buildings</td>
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-18-
### Fourth Day

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<td>Role of Agencies in Community Industrial Development</td>
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### Fifth Day

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<thead>
<tr>
<th>Time</th>
<th>ID(EDA)</th>
<th>Type</th>
<th>Title</th>
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<tr>
<td>8:30 - 10:20</td>
<td>ID(EDA)1.13-1</td>
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<tr>
<td>10:30 - 11:20</td>
<td>ID(EDA)1.2-2</td>
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<td>Industrial Development Strategy for the EDD</td>
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<tr>
<td>11:30 - 12:00</td>
<td>ID(EDA)1.1-2</td>
<td>CR</td>
<td>Program Critique</td>
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</table>
EXECUTIVE TRAINING PROGRAM

Purpose

The purpose of the Executive Training Program is to provide orientation and professional training in the practical processes of economic development undertaken by economic development districts. The program is designed to furnish in-service training for personnel with broad experience in the field of planning and development who have recently joined the professional staff. It also provides mid-career and continuing training for executive directors and senior staff personnel in order that they may more effectively accomplish comprehensive district planning and development activities.

Scope

The Executive Training Program is a companion program to the Basic Economic Development Training Program and is designed to improve communications between the executive director and staff members who have attended appropriate level programs. Although subject titles in some instances are common to the two programs, each program has been designed to furnish an appropriate level of instruction, and the approach to the subject matter reflects the requirements of the participants attending each program.

The Executive Training Program emphasizes the following considerations:

- Concepts for district and regional planning and development
- The involvement of citizens in the development process
- Fundamentals of environmental planning
- Industrial aspects of economic development
- Fundamentals of economic development technology
- Development of manpower resources
- Analysis and evaluation of district goals and programs
## EXECUTIVE TRAINING PROGRAM

### SCHEDULE

#### First Day

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Format</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 - 9:20</td>
<td>D(EDA)1.1</td>
<td>A</td>
<td>Orientation</td>
</tr>
<tr>
<td>9:30 - 11:20</td>
<td>D(EDA)2.1</td>
<td>L</td>
<td>Regional Development: Concepts, Agencies, and Interrelationships</td>
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<tr>
<td>1:00 - 1:40</td>
<td>D(EDA)3.1</td>
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<td>Multi-Jurisdictional Approaches to Regional and District Development</td>
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<td>D(EDA)4.1</td>
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<td>Involvement of Citizens in Community and District Development</td>
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<td>D(EDA)4.2</td>
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<td>Citizen Participation in Community and District Development</td>
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#### Second Day

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<tr>
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<tr>
<td>1:00 - 3:50</td>
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<td>Development of District Goals and Programs: Analysis and Evaluation</td>
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<td>4:00 - 4:50</td>
<td>D(EDA)6.1</td>
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<td>Industrial Aspects of Economic Development: Concepts, Agencies, and Interrelationships</td>
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#### Third Day

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<td>Industrial Aspects of Economic Development: Organizing for Industrial Development on the Local Level</td>
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<td>1:00 - 2:50</td>
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<td>Development of District Goals and Programs: Goal Setting and Project Development</td>
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<td>Time</td>
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<td>10:30 - 11:20</td>
<td>D(EDA)9.1</td>
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<td>Identification and Development of Economic Opportunities</td>
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<td>1:00 - 1:50</td>
<td>D(EDA)5.3</td>
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<td>Development of District Goals and Programs: Group Solutions</td>
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<tr>
<td>2:00 - 2:50</td>
<td>D(EDA)8.3</td>
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<td>Planning for Manpower Training</td>
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<tr>
<td>3:00 - 4:50</td>
<td>D(EDA)10.1</td>
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<tr>
<td>8:00 - 9:50</td>
<td>D(EDA)11.1</td>
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<td>Staff Organization and Management</td>
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<tr>
<td>10:00 - 11:00</td>
<td>D(EDA)1.2</td>
<td>A</td>
<td>Program Critique</td>
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ADVANCED EXECUTIVE TRAINING PROGRAM

Purpose

The purpose of the Advanced Executive Training Program is to furnish executive directors professional training involving the application of advanced scientific methods, procedures, and techniques in the planning, implementation, and management of development programs.

Scope

This program is designed to introduce advanced scientific methods into present and future EDD staff operations. The program revolves around four areas of instruction:

Formal Instruction

Eight hours of lecture presentations serve to introduce instructional material which is basic to the conference and workshop sessions that, in turn, serve as the focal points in the training program. The lecture presentations also serve to open communication channels between the instructional staff and the participants as well as among the participants themselves. The following formal instruction will be presented:

Alternatives in the Formulation of Economic Development Strategies

emphasizes the consideration of new alternatives as well as the refinement of existing ones in the development of strategies within a changing environment

Economic Development Technology

the examination of a comprehensive methodological concept for the systematic application of the arts and sciences to the processes involved in providing economic opportunities and improved qualities of living

Scientific Tools for Economic Analysis and Program Management

a survey of specific scientific tools and techniques currently used in business, industry, and government which may have possible applications into district and regional planning, development, and management
Analytical Interpretation and Evaluation of Research Reports
helpful hints on interpreting, evaluating, and translating
research findings from technical reports into practical use

Conferences

Nine hours of instructional time are reserved for group discussions in
which the members are expected to actively participate, conversing on a given
problem or topic under the leadership of an instructor or participant.

Alternatives in the Formulation of Economic Development Strategies
a discussion of the use of alternatives in developing initial
OEDP strategies and how new and additional alternatives may
be used within a changing environment

Problems Involved in Program Forecasting and Evaluation
identification of problem areas - approaches that may be
undertaken to improve project and program forecasting and
evaluation

EDD Staff Organization and Management
an exchange of views on matters concerning organization,
tasks to be performed, qualifications of staff members, and
management matters in general

Regional Economic and Industrial Development Strategy
a final exchange of views among participants concerning possi-
able strategies that may be undertaken in differing environ-
mental circumstances

Workshops

Four hours of instructional time are provided for workshop activities.
This instruction involves active participation of those attending the training
session by requiring the participant to apply or practice what he knows or has
been taught. This instruction stresses how to do.
Flow Charting: A Logic and Communication Medium for Planning and Development
the use of flow charting to lay out, pictorially, the logic of a problem solution or process and to increase comprehension and mutual understanding among those involved in the development process

Program Scheduling and Evaluation
a practical demonstration of the use of the Program Evaluation and Review Technique (PERT) in locating and acquiring industrial land for development groups

Individual or Group Research Project
The pressures of day-to-day operations frequently prevent executive directors from keeping fully current on new economic development matters. Also, a full range of economic development literature usually is not available in the district office. Eight and one-half hours have been reserved in the program for research so that the participants may take full advantage of IDD's economic development literature resources. Each director will conduct a research project on an individual basis or in concert with other members of the class, as desired. The subject of the research project may be chosen by the individuals involved or may be assigned. Each project will serve to focus attention on a particular area in the field of economic development. A brief verbal report will be required on the last day of the program.
## ADVANCED EXECUTIVE TRAINING PROGRAM

### SCHEDULE

#### First Day

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>8:30 - 9:20</td>
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<td>Orientation</td>
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<td>9:30 - 11:20</td>
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<td>Alternatives in the Formulation of Economic Development Strategies</td>
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<td>Alternatives in the Formulation of Economic Development Strategies</td>
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<tr>
<td>3:00 - 4:50</td>
<td>AE(EDA)3.1</td>
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<tr>
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<td>Economic Development Technology</td>
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<td>10:30 - 11:20</td>
<td>AE(EDA)5.1</td>
<td>WS</td>
<td>Flow Charting: A Logic and Communication Medium for Planning and Development</td>
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<tr>
<td>1:00 - 2:50</td>
<td>AE(EDA)6.1</td>
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<td>Problems Involved in Program Forecasting and Evaluation</td>
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<tr>
<td>3:00 - 4:50</td>
<td>AE(EDA)3.2</td>
<td>RE</td>
<td>Individual or Group Research Project</td>
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<tr>
<td>8:30 - 11:20</td>
<td>AE(EDA)7.1</td>
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<td>Scientific Tools for Economic Analysis and Program Management</td>
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<td>AE(EDA)3.3</td>
<td>RE</td>
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<td>2:00 - 4:50</td>
<td>AE(EDA)8.1</td>
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<td>Program Scheduling and Evaluation: A Practical PERT Exercise</td>
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### Fourth Day

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<th>Course Code</th>
<th>Method</th>
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<tr>
<td>8:30 - 9:20</td>
<td>AE(EDA)9.1</td>
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<td>Analytical Interpretation and Evaluation of Research Reports</td>
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<td>EDD Staff Organization and Management</td>
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<td>1:00 - 1:50</td>
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### Fifth Day

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<td>9:30 - 10:50</td>
<td>AE(EDA)3.6</td>
<td>RE</td>
<td>Reports of Individual Research Projects</td>
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<td>11:00 - 11:30</td>
<td>AE(EDA)1.2</td>
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**Recapitulation of Hours by Method of Instruction**

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<th>Hours</th>
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<td>Conference</td>
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<td>Workshop</td>
<td>4</td>
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<td>Administrative Time</td>
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<tr>
<td><strong>Total Time</strong></td>
<td><strong>31</strong></td>
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TRAINING PROGRAM FOR PLANNING AND DEVELOPMENT TECHNICIANS

Purpose

The purpose of the Training Program for Planning and Development Technicians is to offer instruction for junior planners and subprofessionals currently employed by the various development districts and similar organizations. It is the intent to provide a basic knowledge of the methodology involved in planning and development with special emphasis on physical and natural aspects of the environment. The approach is concerned primarily with the use of the tools and techniques employed in the planning and development process. The course of instruction is designed primarily for those persons with little formal or informal instruction in planning and development work who are seeking advancement through on-the-job training and through short-term specialized training programs.

Scope

Within time constraints, the Training Program for Planning and Development Technicians provides a basic orientation for personnel assigned tasks of assisting professional staff members in the planning and development process. The program is set up to define their role in general and to answer the "whys" as well as the "hows." It also is designed to improve the capabilities of the technicians so that the professionally qualified staff members may be freed from the necessity of providing extensive guidance and direction to junior staff members. The training program is developed around the following subject matter:

- Fundamentals of community and regional development
- The overall economic development program process
- Environmental aspects of planning and development
- Information requirements for planning and development
- Graphic layouts, reproduction methods, and equipment
- Tools and techniques used in physical planning
- Methods and techniques employed in the development of studies and reports
TRAINING PROGRAM FOR PLANNING AND DEVELOPMENT TECHNICIANS

SCHEDULE

First Day
8:30 - 9:20 PT(EDA)1.1 A Orientation
9:30 - 10:20 PT(EDA)2.1 L Fundamentals of Community and Regional Development
10:30 - 11:20 PT(EDA)3.1 L Information Requirements for Planning and Development
1:00 - 1:50 PT(EDA)3.2 D Information Center Operations
2:00 - 4:50 PT(EDA)3.3 IP Information Requirements: Problem Solving

Second Day
8:30 - 9:20 PT(EDA)4.1 L Developing the Overall Economic Development Program: General Considerations
9:30 - 10:20 PT(EDA)5.1 L Environmental Aspects of Planning and Development
10:30 - 11:20 PT(EDA)6.1 L Graphic Layouts: Principles and Practices
1:00 - 1:50 PT(EDA)6.1 L Graphic Layouts: Principles and Practices
2:00 - 4:50 PT(EDA)6.2 FT Graphics and Reproduction: Methods and Equipment

Third Day
8:30 - 9:20 PT(EDA)4.2 L Developing the Overall Economic Development Program: Problem Definition
9:30 - 11:20 PT(EDA)7.1 L Physical Planning: Tools and Techniques
1:00 - 4:50 PT(EDA)7.2 FE Land-Use Survey

-29-
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<th>Type</th>
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<td></td>
<td>8:30 - 9:20</td>
<td>PT(EDA)4.3</td>
<td>L</td>
<td>Developing the Overall Economic Development Program: Goal Formulation and Program Implementation</td>
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<td></td>
<td>9:30 - 11:20</td>
<td>PT(EDA)8.1</td>
<td>L</td>
<td>Preparation of Studies and Reports: Methods and Techniques</td>
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<td></td>
<td>1:00 - 4:50</td>
<td>PT(EDA)8.2</td>
<td>IP</td>
<td>Report Preparation: A Practical Exercise</td>
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<td>8:30 - 10:20</td>
<td>PT(EDA)8.3</td>
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<td>Report Preparation: Critique</td>
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<td>PT(EDA)1.2</td>
<td>A</td>
<td>Program Review</td>
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TRAINING PROGRAM FOR
STAFF INFORMATION TECHNICIANS

Purpose

The purpose of the Training Program for Staff Information Technicians is to provide appropriate members of the staffs of the various economic development districts an understanding of the basic principles involved in the operation of an information center and of procedures that can be utilized in selecting, acquiring, organizing, and using material more effectively. This program is especially directed to subprofessional personnel of the economic development district staffs who are assigned or can be assigned the task of assisting professional staff members in satisfying information requirements.

Scope

Because few agencies can delegate the responsibility for handling information materials to experienced personnel, individual members of the professional staff must spend an excessive amount of time in locating data that are needed to support district programs. Most of the information-related activities can be performed by a subprofessional who has been instructed in simple information routines and appropriately motivated. The accomplishment of the information function responsibility by an efficient, well-trained nonprofessional will increase the efficiency and effectiveness of the professional staff members.

This training is so designed that participants do not need any particular background, experience, or prior training in order to complete the course of instruction. The program emphasizes the following:

The role of information in development programs
Selecting and acquiring materials
TRAINING PROGRAM FOR
STAFF INFORMATION TECHNICIANS

SCHEDULE

**First Day**

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<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Code</th>
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<td>8:30</td>
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<td>Program Orientation</td>
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<tr>
<td>9:30</td>
<td>I(EDA)2.1</td>
<td>L</td>
<td>Nature and Objectives of Development Planning</td>
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<tr>
<td>10:30</td>
<td>I(EDA)3.1</td>
<td>L</td>
<td>Contribution of Information to Development Planning</td>
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<tr>
<td>1:00</td>
<td>I(EDA)4.1</td>
<td>D</td>
<td>Information Center Tour and Evaluation</td>
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<tr>
<td>2:40</td>
<td>I(EDA)5.1</td>
<td>L</td>
<td>Identification and Acquisition of Basic Information Materials</td>
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<tr>
<td>3:40</td>
<td>I(EDA)6.1</td>
<td>L; WS</td>
<td>Selection of &quot;Hot-off-the-Press&quot; Materials</td>
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**Second Day**

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<th>Activity</th>
<th>Code</th>
<th>Description</th>
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<tbody>
<tr>
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<td>L; WS</td>
<td>Processing of Materials</td>
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<tr>
<td>1:00</td>
<td>I(EDA)8.1</td>
<td>GL</td>
<td>Federal Support of Information Activity</td>
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<tr>
<td>2:10</td>
<td>I(EDA)9.1</td>
<td>L; D</td>
<td>Handling Information Requests</td>
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<tr>
<td>7:00</td>
<td>I(EDA)10.1</td>
<td>WS</td>
<td>Using an Information Center</td>
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**Third Day**

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<th>Activity</th>
<th>Code</th>
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<tbody>
<tr>
<td>8:30</td>
<td>I(EDA)11.1</td>
<td>L; WS</td>
<td>Providing Special Services</td>
</tr>
<tr>
<td>10:10</td>
<td>I(EDA)12.1</td>
<td>L</td>
<td>Operating Information Centers</td>
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</table>
GLOSSARY

ADMINISTRATIVE (A) - Time reserved for program orientation and critique.

CONFERENCE (C) - A group discussion in which the members actively participate, conversing on a given problem or topic under the leadership of an instructor. The term includes the seminar, which generally involves knowledgeable participants conducting research, and the panel discussion.

CRITIQUE (CR) - A period of time in the instructional process devoted to the review and critical examination of applicatory instruction.

DEMONSTRATION (D) - The showing and explaining of skills, methods, techniques, equipment, and devices.

FIELD EXERCISE (FE) - An exercise conducted outside the classroom involving active student participation in the application of the instruction previously presented.

FIELD TRIP (FT) - A visit to an installation or agency for an educational purpose.

GUEST LECTURE (GL) - A lecture or presentation by an individual not employed by IDD.

ILLUSTRATIVE PROBLEM (IP) - A period of instruction involving the use of a problem, example, or situation contrived to illustrate certain principles or practices. The student is required to use a step-by-step procedure in arriving at a sound solution.

LECTURE (L) - The formal communication of subject material orally to the participants, often including thought-provoking or drill questions by the instructor. The lecture technique employed by the Development District Staff Training Unit is an informal one used primarily to involve course participants in the teaching process.
**RESEARCH (RE)** - Guided or unguided research by participants, either individually or in groups, on a general or specific topic, within a specified field.

**SIMULATION GAME (SG)** - A simulation, by whatever means, of an operation involving two or more courses of action, conducted using rules, data, and procedures designed to depict an actual or assumed real-life situation. Simulation gaming is normally typified by the evaluation of various courses of action and the determination of the most profitable solution, relative freedom of action, limited control, and emphasis on realism.

**WORKSHOP (WS)** - Instruction involving active student participation where the student applies or practices what he knows or what he has been taught. The period of instruction stresses the how to do. The term is used to cover those forms of application not specifically categorized by other terms (e.g., conference).
Appendix 4

PERSONS WHO ATTENDED
ECONOMIC DEVELOPMENT TRAINING PROGRAMS DURING 1968-1971

Alabama

Franklin G. Doughtie
Public Information Officer
Alabama Public Library Service
155 Administrative Building
Montgomery, Alabama 36104
1971

Nancy K. Landgraf
Planner
Tuscaloosa Area Council of
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Greenville, Mississippi 38791
1969

John Croll
Community Development Specialist
723 Clark Hall
University of Missouri
Columbia, Missouri 65201
1971

Arthur G. Gutfahr
Executive Director
S. Central Ozark Regional Planning Commission
Williams Arcade
West Plains, Missouri 65775
1969

Cecil Junkins
Industrial Development Specialist
South Central Ozark Regional Planning Commission
Economic Development Division
West Plains, Missouri 63953
1971

J. B. Martin
Director
Bootheel Economic Development Council
P. O. Box 356
Malden, Missouri 63863
1969

Robert P. Pulliam
Project Specialist
Bootheel Economic Development District
P. O. Box 356
Malden, Missouri 63863
1969

Philip Shelton
Research Analyst
Bootheel Economic Development Council
P. O. Box 356
Malden, Missouri 63863
1969

-52-
Howard Ward
Community Development Specialist
Extension Division, University of Missouri
Bootheel Economic Development Council
Box 356
Malden, Missouri 63863
1969

Robert Harris
Coordinator
Inter-County Development Corporation of Southwestern Montana
P. O. Box 1179
Anaconda, Montana 59711
1968

Montana

Dudley G. Trent
Assistant Director
Inter-County Development Corporation of Southwestern Montana
P. O. Box 1179
Anaconda, Montana 59711
1968

Jerry L. Bahr
Economist
Nebraska Department of Economic Development
P. O. Box 94666
State Capitol
Lincoln, Nebraska 68509
1970

New Hampshire

Edward L. Schuette
Associate Director
New Hampshire-Vermont Development Council, Incorporated
10 Allen Street
Hanover, New Hampshire 03755
1968, 1971

Shirley D. Kling
Economic Analyst
Nebraska Dept. of Economic Development
P. O. Box 94666
State Capitol
Lincoln, Nebraska 68509
1971

Thomas E. Parks
Economics Intelligence Officer
Industrial Development Division
Nebraska Department of Economic Development
P. O. Box 94666
State Capitol
Lincoln, Nebraska 68509
1969

Dudley G. Trent
Assistant Director
Inter-County Development Corporation of Southwestern Montana
P. O. Box 1179
Anaconda, Montana 59711
1968

Donald D. Jacobson
Community Services Coordinator
Nebraska Department of Economic Development
P. O. Box 94666
State Capitol
Lincoln, Nebraska 68509
1969

New Hampshire

Edward L. Schuette
Associate Director
New Hampshire-Vermont Development Council, Incorporated
10 Allen Street
Hanover, New Hampshire 03755
1968, 1971
New Mexico

John W. Daly
Director
Community and Area Development Institute
University of Albuquerque
St. Joseph Place, N. W.
Albuquerque, New Mexico 87105
1968

New York

Karl L. Hofmann
Executive Director
Eastern Adirondack Economic Development Commission
Box K
Port Henry, New York 12974
1968, 1970

John M. Ladd
Executive Director
Mohawk Valley Economic Development District, Inc.
26 W. Main Street
P. O. Box 86
Mohawk, New York 13407
1968, 1970

North Carolina

Paul G. Butler, Jr.
Resources Analyst
Southeastern Economic Development Commission
Box 921
Elizabethtown, North Carolina 28337
1968

Paul D. Hughes
Executive Director
Isothermal Planning and Development Commission
306 Ridgecrest Avenue
Rutherfordton, North Carolina
1970

Woodrow G. Fussell
Executive Director
Bladen County Industrial Development Commission
P. O. Box 725
Elizabethtown, North Carolina 28337
1970

Frances Klemm
Executive Director
Southeastern Economic Development Commission
P. O. Box 921
Elizabethtown, North Carolina
1968

Ormand L. Hamilton
Project Manager
Economic Development Center
Western Carolina University
Cullowhee, North Carolina 28723
1970

Fred M. Lyda
Project Manager
Economic Development Center
Western Carolina University
Cullowhee, North Carolina 28723
1970
John M. Marr  
Director  
Economic Development Center  
Western Carolina University  
Cullowhee, North Carolina 28723  
1971

James H. Moore  
Economic Development Planner  
Southeastern Economic Development Commission  
Box 921  
Elizabethtown, North Carolina 28337  
1970

John D. Noble  
Assistant Executive Director  
Neuse River Economic Development Commission  
P. O. Box 88  
New Bern, North Carolina  
1969, 1970

Robert W. Quinn  
Research Analyst  
Neuse River Economic Development Commission  
402 Tryon Place Drive  
Box 88  
New Bern, North Carolina 28560  
1969, 1970

Gordon S. Sanford  
Project Manager  
Economic Development Center  
Western Carolina University  
Cullowhee, North Carolina 28723  
1970

North Dakota

Dallas A. Brien  
Executive Director  
United Tribes of North Dakota Development Corporation  
P. O. Box 816  
Bismarck, North Dakota 58501  
1969 (2)

Ohio

Francis C. Balmert  
Assistant Director  
Ohio Valley Regional Development Commission  
Griffin Hall  
740 Second Street  
Portsmouth, Ohio 45662  
1969, 1970

Donald M. Buckley  
Executive Director  
Ohio Valley Regional Development Commission  
Griffin Hall  
740 Second Street  
Portsmouth, Ohio 45662  
1969, 1970
Thomas A. Closser  
Technical Aide  
Buckeye Hills-Hocking Valley Regional Development District  
Suite 325  
First National Bank Building  
Marietta, Ohio 45750  
1970, 1971

Judy Kay Ghent  
Office Manager  
Buckeye Hills-Hocking Valley Regional Development District  
Suite 325  
First National Bank Building  
Marietta, Ohio 45750  
1971

Floyd W. McMullen  
Planning Aide  
Ohio Valley Regional Development Commission  
Griffin Hall  
740 Second Street  
Portsmouth, Ohio 44662  
1970

Robert Nicholas  
Development Superintendent  
City of Marietta  
301 Putnam Street  
Marietta, Ohio 45750  
1971

Harry F. Smock  
Executive Director  
Tuscarawas Valley Regional Advisory Committee  
P. O. Box 66  
129 South Tenth Street  
Cambridge, Ohio 43725  
1971

Donald L. Watkins  
Commission Member  
Ohio Valley Regional Development Commission  
Griffin Hall  
740 Second Street  
Portsmouth, Ohio 45662  
1969

James F. Williams  
Acting Director  
Buckeye Hills-Hocking Valley Regional Development District  
325 First National Bank Bldg.  
Marietta, Ohio 45750  
1970

Gene Dunnuck  
Economic Planner  
Northeast Counties of Oklahoma Economic Development District  
P. O. Box 591  
Vinita, Oklahoma 74301  
1968

Arthur P. Kelly  
Research Analyst  
Oklahoma Economic Development Foundation, Inc.  
1808 Newton Drive  
Norman, Oklahoma 73069  
1968
Hershel W. Lamirand  
Economic Planner  
Central Oklahoma Economic Development District  
612 Federal National Bank Building  
Shawnee, Oklahoma 74801  
1968

Noel A. Mann  
Development Specialist  
Southern Oklahoma Development Association  
P. O. Box 3125  
Ardmore Industrial Airpark  
Ardmore, Oklahoma 73401  
1971

O. R. Smith  
Director Training Systems  
Central Oklahoma Economic Development District  
16 E. North Street  
Shawnee, Oklahoma 74801  
1971

Oregon

David R. Brashears  
Planning Director/Secretary  
Planning Office  
Josephine County Regional Planning Commission  
130 N. W. "B" Street  
Grants Pass, Oregon 97526  
1970

Pennsylvania

Gerald Johnson  
Executive Director  
Northern Tier Economic Development Association, Inc.  
Court House Annex  
Towanda, Pennsylvania 18848  
1968, 1969

Albert C. Young, Jr.  
Economic Planner  
Eastern Oklahoma Economic Development District  
P. O. Box 1367  
Muskogee, Oklahoma 74401  
1970

Charles W. Wood  
Staff Assistant  
Kiamichi Economic Development District of Oklahoma  
Wilburton, Oklahoma  
1969

Jerome T. McCormack  
Development Coordinator  
Economic Development Council of North East Pennsylvania  
704 First National Bank Building  
Wilkes-Barre, Pennsylvania 18701  
1970
Robert Meehan  
Economic Development Council  
of Northeastern Pennsylvania  
P. O. Box 777  
Avoca, Pennsylvania  
1971

Kenneth W. Salem  
Economist-Planner  
Turnpike District Planning &  
Development Commission  
1200 11th Avenue  
Altoona, Pennsylvania 16601  
1970

South Carolina

Jack E. Alumbaugh  
Development Coordinator  
Upper Savannah Development  
District  
P. O. Box 1244  
Greenwood, South Carolina 29646  
1970

Robert H. Griffith  
Assistant Director  
Pee Dee Economic Development  
District  
P. O. Box 205  
Darlington, South Carolina 29532  
1969

John E. Hughes  
Administrator, EDA-Technical  
Assistance Project  
South Carolina State Development  
Board  
P. O. Box 927  
Columbia, South Carolina 29202  
1970

James R. Showrank  
Project Coordinator  
Southwestern Pa. Economic  
Development District  
1022 Park Building  
Pittsburgh, Pennsylvania 15222  
1971

Richard Mauney  
Executive Director  
Pee Dee Economic Development  
District  
P. O. Box 205  
Darlington, South Carolina 29532  
1968

James H. McElmurray  
Director Member Services and  
Rural Development  
Aiken Electric Cooperative, Inc.  
P. O. Box 417  
Aiken, South Carolina 29801  
1969

Gerald C. McKinney  
Project Coordinator  
Upper Savannah Development District  
Greenwood, South Carolina 29646  
1970

Michael R. Paige  
Regional Planner  
Lower Savannah Regional PDC  
P. O. Box 850  
Aiken, South Carolina 29801  
1969
Gerald C. Poss, Jr.
Planner
South Carolina Appalachian Regional Planning & Development Commission
P. O. Box 4184 - 44F
Pine Drive
Greenville, South Carolina
1970

South Dakota

Jill Sheppard
Senior Clerk
State Planning Agency
State Capitol Building
Pierre, South Dakota 57501
1971

Tennessee

John W. Anderson, Jr.
Executive Director
East Tennessee Economic Development District
1810 Lake Avenue
Knoxville, Tennessee 37916
1968

James R. Annis
Field Representative
University of Tennessee
Technical Assistance Center
907 Mountcastle Street
Knoxville, Tennessee 37916
1970

Jack R. Bohanon
Regional Economist
First Tennessee-Virginia Development District
Box 2779
East Tennessee State University
Johnson City, Tennessee 37601
1969

Alex Boris
East Tennessee Economic Development District, Inc.
1810 Lake Avenue
Knoxville, Tennessee 37916
1970

James T. Brothers
Consultant
University of Tennessee
Technical Assistance Center
907 Mountcastle Street
Knoxville, Tennessee 37916
1971

William G. Butler
Industrial Development Specialist
Upper Cumberland Economic Development District
c/o Tennessee Technological University
Cookeville, Tennessee 38501
1969
Richard J. Curran, Jr.
Regional Economist
Mid-Cumberland Council of Governments
226 Capitol Blvd.
Suite 708
Nashville, Tennessee 37219
1970

Phil D. Duane
Economic Developer
Upper Cumberland Economic Development District
Box 7-A
Cookeville, Tennessee 38501
1969

Robert E. Freeman
Assistant Director
East Tennessee Economic Development District
1810 Lake Avenue
Knoxville, Tennessee 37916
1969

John Heffernan
Research Coordinator
First Tennessee-Virginia Development District
Box 2779
East Tennessee State University
Johnson City, Tennessee 37601
1970

Edward L. Jennings
Executive Director
Mid-Cumberland Council of Governments and Mid-Cumberland Development Dist.
Suite 708
Capitol Blvd. Building
226 Capitol Blvd.
Nashville, Tennessee 37219
1969

Nola Jones
Monroe Industrial Development Association
P. O. Box 127
Madisonville, Tennessee 37354
1970

Charles W. Mann
Director of Research and Economist
Southeast Tennessee Development District
423 James Building
Chattanooga, Tennessee 37402
1971

Peter Maynard
East Tenn. Economic Development Dist.
1810 Lake Avenue
Knoxville, Tennessee 37916
1971

Marguerite T. McLoughlin
Economist
Tennessee Valley Authority
704 Arnstein Building
Knoxville, Tennessee 37902
1971

Treasa L. Newton
Programs Coordinator
Southeast Tennessee Development District
Suite 423
James Building
Chattanooga, Tennessee 37402
1971

Richard L. Partin
Director
Grundy County Economic Development Administration
Tracy City, Tennessee
1968
Ronald P. Saylor  
Assistant Director  
Southeast Tennessee Development District  
423 James Building  
Chattanooga, Tennessee 37402  
1971

Donald S. Wakefield  
Executive Director  
Upper Cumberland Economic and Resources Development District  
Box 152-A  
Tennessee Technological University  
Cookeville, Tennessee 38501  
1968, 1969

Clenton J. Smith  
Project Coordinator  
East Tennessee Economic Development Dist.  
1810 Lake Avenue  
Knoxville, Tennessee 37916  
1969

Joy Howlene Trapp  
Regional Planner  
East Tennessee Economic Development District  
1810 Lake Avenue  
Knoxville, Tennessee 37916  
1969

Texas

Richard Bullock  
Coastal Bend Economic Development District  
4225 South Port Avenue  
Corpus Christi, Texas  
1968, 1969

Amando Garza, Jr.  
Deputy Director  
South Texas Council of Governments  
1102 Victoria Street  
P. O. Box 1365  
Laredo, Texas 78040  
1970

J. C. Cooley  
Alamo Area Council of Governments  
422 Three Americas Building  
San Antonio, Texas 78205  
1970

Emillio F. Gutierrez  
Executive Director  
Southwest Texas Regional Economic Development District  
P. O. Box 1365  
Laredo, Texas 78040  
1970

Dempsey J. Duprie  
Executive Director  
Coastal Bend Economic Development District  
4225 South Port Avenue  
Corpus Christi, Texas 78415  
1968

Preston M. Hays  
Executive Director  
Central Texas Economic Development District  
P. O. Box 4408  
Waco, Texas 76705  
1971
William H. Junghans, Jr.
Assistant Director
Community Resources Development
Central Texas Economic Development District
P. O. Box 4408
Waco, Texas 76705
1971

Richard McVay
Economic Planner
Lower Rio Grande Valley Development Council
411 First National Bank Building
McAllen, Texas 78501
1968

Gerald A. Nafe
Assistant Director
Central Texas Economic Development District
James Connally Technical Institute
Waco, Texas 76705
1969 (2)

Geoffrey Schwer
Manpower Research Specialist
Central Texas Economic Development Dist.
c/o Connally Technical Institute
Waco, Texas 76705
1968, 1970

Lula M. Tremar
P. O. Box 4408
Central Texas Economic Development District
Waco, Texas 76705
1971

Charlene T. Walker
Research Analyst
Coastal Bend Economic Development District
4225 South Port Avenue
Corpus Christi, Texas 78415
1971

Robert McLeod
Assistant Director
Regional Programs Administration
Agency of Development & Community Affairs
State House
Montpelier, Vermont 05602
1971

Douglas R. Carr
Assistant Director
Southside Planning District Commission
101 Church Street
Lawrenceville, Virginia 23868
1970

Larry Carr
Economic Planner
Cumberland Plateau Planning District
P. O. Box 548
Lebanon, Virginia
1969
Andrew Chafin  
Executive Director  
Cumberland Plateau Economic Development District  
Box 548  
Lebanon, Virginia 24266  
1969 (2)

Edward F. Parcha  
Executive Director  
Central Shenandoah Planning District Commission  
P. O. Box 1337  
Staunton, Virginia 24401  
1971

Benjamin Saunders, Jr.  
Regional Planner  
Richmond Regional Planning District Commission  
701 East Franklin Street Suite 810  
Richmond, Virginia 23219  
1970

Carolyn Janette Tribble  
Research Technician  
Richmond Regional Planning District Commission  
7th & Franklin Building Suite #810  
Richmond, Virginia 23219  
1970

Charles Yates  
Deputy Director  
Cumberland Plateau Economic Development Commission  
Box 548  
Lebanon, Virginia 24266  
1968, 1969

Charles W. Fortson, Jr.  
Program Officer  
District Support Division Office of Development Districts Economic Development Administration  
Washington, D. C. 30230  
1968

John J. Garber  
Loan Officer  
Office of Development Community Assistance  
1441 L Street, N. W. Room 818  
Washington, D. C. 30230  
1969

S. K. Bilinski, Dr.  
Senior Regional Economist  
Area & District Planning Division Office of Development Organizations Economic Development Administration  
Room 410 Page Building #2  
3300 Whitehaven Roadway, N. W. Washington, D. C. 20016  
1969, 1970

Koder M. Collison  
Director  
Industrial Development Appalachian Regional Commission  
1666 Connecticut Avenue, N. W. Washington, D. C. 20235  
1970

Washington, D. C.
Michael Gemmel  
Research Assistant  
National Association of Counties  
1001 Connecticut Avenue, N. W.  
Washington, D. C. 30230  
1968

Daniel Harrington  
Senior Project Officer  
Industrial and Resources Project Division  
Office of Technical Assistance  
Economic Development Administration  
Department of Commerce  
Washington, D. C. 30230  
1970

Arthur Haubold  
Office of Technical Assistance  
Economic Development Administration  
Department of Commerce  
Washington, D. C. 30230  
1970

John Hopkins  
Office of Technical Assistance  
Economic Development Administration  
Department of Commerce  
Washington, D. C. 30230  
1970

Carleton Lett  
General Business & Industry Specialist  
Community Liaison Division  
Office of Community Development  
Small Business Administration  
Washington, D. C. 20416  
1970

West Virginia

Lynn C. Baker  
Project Assistant  
Southern West Virginia Economic Development Corporation  
P. O. Box 936  
Bluefield, West Virginia 24701  
1970

B. B. Brown, Jr.  
Administrative Assistant to Executive Director  
Southern West Virginia Economic Development Corporation  
P. O. Box 936  
Bluefield, West Virginia 24701  
1968 (2)
Rosie Dalton  
Executive Secretary  
Southern West Virginia Planning & Development Commission  
P. O. Box 936  
Bluefield, West Virginia 24701  
1970

Bob R. Hilmon  
Human Resources Specialist  
Southern West Virginia Economic Development Corporation  
P. O. Box 936  
Bluefield, West Virginia 24701  
1968

Joyce Y. Fowler  
Executive Secretary  
Southern West Virginia Planning & Development Commission  
Bluefield, West Virginia 24701  
1970

Robert Wilson  
Mid-Eastern Area Office  
Economic Development Administration  
Chafin Building  
517 9th Street  
Huntington, West Virginia 25701  
1969 (2)

Thomas C. Gannaway  
Executive Director  
Southern West Virginia Economic Development Corporation  
P. O. Box 936  
Bluefield, West Virginia 24701  
1968

Wisconsin

George C. Berteau  
Executive Director  
Kenosha County Development Corporation  
Kenosha County Court House  
Kenosha, Wisconsin 53140  
1969
Appendix 5

ORGANIZATIONS FURNISHING PARTICIPANTS TO TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT DURING 1968-1971

Economic Development Districts and Related Local and District Development Groups

<table>
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<td>Connecticut</td>
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<td>Georgia</td>
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<td>Atlanta Regional Metropolitan Planning Commission</td>
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Maine

| PRIDE, Inc.                                                       |     |     |     | 1     |

Maryland

| Delmarva Advisory Council                                        | 1   |     |     | 1     |

Massachusetts

| Lower Pioneer Valley Regional Planning Commission                |     |     | 2   | 2     |
| Southeastern Regional Planning & Economic Development District   |     | 1   |     | 1     |

Michigan

| Central U. P. Economic Development District                      |     | 1   |     | 1     |
| Dickinson-Iron County Community Action Agency                   |     |     | 2   | 2     |
| East Central Michigan Economic Development District             |     | 2   | 1   | 3     |
| Northeast Michigan Economic Development District                |     | 1   |     | 1     |
| Northwest Michigan Economic Development District                | 1   | 1   |     | 2     |
| Upper Peninsula Committee for Area Progress                    | 1   |     |     | 1     |
| Western U. P. Economic Development District                     |     | 1   |     | 1     |

Minnesota

| Arrowhead Regional Development Commission                       | 4   | 1   | 1   | 6     |

Mississippi

<p>| Central Mississippi Economic Development District                |     | 2   |     | 2     |
| East Central Economic Development District, Inc.                | 1   |     | 2   | 3     |
| Economic Development District of Central Mississippi            |     |     | 1   | 1     |
| Golden Triangle Planning &amp; Development District                 |     |     | 2   | 2     |
| North Central Economic Development District                     |     | 1   | 2   | 3     |
| Northern Economic Development District, Inc.                    | 1   |     |     | 1     |
| Pontotoc County Economic Development Planning Agency           | 1   |     |     | 1     |
| South Delta Economic Development District                        | 4   | 1   | 1   | 6     |
| Southern Mississippi Economic Development District              | 2   | 1   | 2   | 5     |
| Southwest Mississippi Economic Development District             |     | 1   |     | 1     |
| Three Rivers Economic Development District                      |     |     | 2   | 2     |
| Tippah County Resource Development Association, Inc.           | 1   |     |     | 1     |</p>
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**State Agencies**

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| **TOTAL:** State Agencies                           | 1   | 8   | 17  | 26 |

| **-71-**                                             |     |     |     |    |
### Other Groups

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**GRAND TOTAL**

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Appendix 6
PROGRAM EVALUATION FORM
MEMORANDUM

TO: Participants of the Advanced Executive Training Program
FROM: Program Director
SUBJECT: Program Evaluation

A major objective of all the training activities conducted by the Industrial Development Division is to provide sponsoring agencies with tested, evaluated, and validated programs of instruction in the field of economic development. One method of measuring the effectiveness of instruction is through the means of random appraisals of instruction made and submitted by participants. Such appraisals provide a valuable basis for reviewing and revising programs of instruction so that specific areas of instruction may be kept current and teaching techniques improved.

We recognize that no single training or orientation program can fully meet all program and individual needs in the field of economic development. We also are aware that the environments in which participants of this program operate will be reflected in comments concerning the objectives and effectiveness of the Advanced Executive Training Program. However, we believe that well considered comments will be of substantial benefit to us in the further development of economic development training programs.

Comments concerning specific periods of instruction may be made on the attached worksheet. When made, comments ought to be noted during or immediately following the instruction commented upon. Later, the comments should be reviewed in context with other periods of instruction and the Program Concept. Please feel free to cross out or change initial comments if you feel that changes should be made.
We are particularly interested in the following points:

a. Is the instruction attaining stated program objectives?
b. Are the stated objectives valid?
c. Is the instruction effective?
d. Is the program structured properly for effective learning?

We are interested in receiving recommended improvements as well as critical comments. Such recommendations may be included on the attached evaluation form which is to be completed on the last day of the program. Please turn in the evaluation form at the completion of the program.
GENERAL EVALUATION

The purpose of this evaluation form is to give IDD and EDA the benefit of your appraisal of the Advanced Executive Training Program for their guidance in improving future program presentations. In making this evaluation, you are asked to place yourself in the role of an advisor to the program rather than as a student.

1. In future programs, would you recommend that any periods of instruction listed in the Program Concept be dropped from the period? ( ) Yes ( ) No
   If yes, which should be dropped, and why? ______________________________________
   ______________________________________
   ______________________________________

2. Do you feel that the approach, emphasis, or content of any of the lessons should be revised in future programs? ( ) Yes ( ) No
   If yes, what changes should be made? ______________________________________
   ______________________________________
   ______________________________________

3. Do you feel that any other subject matter should be added to the program? ( ) Yes ( ) No
   If yes, what subjects would be added, and why? ________________________________
   ______________________________________
   ______________________________________
   ______________________________________
   ______________________________________
4. Indicate whether or not you consider the following elements of the program adequate or desirable. If you consider them inadequate or undesirable, please comment.
   a. Length of program:
   b. Sequence of instruction:
   c. Methods of instruction:
   d. Effectiveness of instruction:

5. What do you consider to be the principal strengths and weaknesses of the program?

6. What was the principal value of the program to you?

7. Were the physical arrangements adequate (classroom -- housing)?

8. Other comments, reactions, and suggestions:
LESSON EVALUATION

Indicate in the appropriate column following each scheduled course your evaluation of the program content, applicability of the subject matter to your needs and overall quality of presentation (where it can be measured). Use the following scale in recording your evaluation: 1--poor; 2--fair; 3--good; 4--excellent.

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<tr>
<th>Lessons</th>
<th>Contents</th>
<th>Applicability to Your Needs</th>
<th>Quality of Presentation</th>
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<td>AE(EDA)1.2</td>
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February 20, 1970

Mr. Robert E. Collier  
Economic Development Training Section  
Georgia Institute of Technology  
Atlanta, Georgia 30309

Dear Bob:

I am sorry for not having corresponded with you sooner, but I have been traveling a great deal lately, and haven't had time.

I certainly feel obligated to express my satisfaction with the course in Executive Management. I believe the course was not only well designed but extremely well presented on behalf of yourself and the other staff members from Georgia Tech. It's been several years since I have attended formal classes, and I had forgotten the pleasure of learning, which was enhanced particularly by your approach of involving the class in the teaching process.

I hope that I will be able to somehow find time in my schedule to attend the Industrial Management course also.

My best regards to Bob Kassel. I hope that we will have the opportunity in the future of working together again.

Sincerely,

JLW:em   
CC: Tom Francis

James L. Williams,  
Executive Director
March 3, 1970

Mr. Robert Collier  
Industrial Development Division  
Engineering Experiment Station  
Georgia Institute of Technology  
1132 Peachtree Street, N.W.  
Atlanta, Georgia 30309

Dear Bob,

Permit me this means to express my gratitude to you and your staff for the work which you all incurred in setting up and producing the economic and industrial development seminar which I attended February 8-20, 1970.

I feel that you all are going to secure greater results from the subsequent one-week sessions. Two weeks are mighty long!

I have not had the opportunity to completely review my notes. However, I plan to do so within the next few days. Any further suggestions which I may have, I will forward to you for your consideration.

Let me take this opportunity to say that I.D.D. has a bright future with such individuals on your staff as the three newest members whom I met while in Atlanta.

If you should journey up to "Music City, U.S.A." be sure to stop in our office.

Sincerely yours,

Richard J. Curran, Jr.  
Regional Economist

RJC/rjl
June 29, 1970

Reply to: Industrial Research and Information Service
Box 94666 - State Capitol
Lincoln, NB 68509

Mr. Robert E. Collier, Director
Development District Staff
Training Unit
Industrial Development Division
1132 West Peachtree Street
Atlanta, Georgia 30309

Dear Mr. Collier:

I would like to congradulate you on the effectiveness and the expertise with which the Industrial Development Training Program was carried out. I am sure this program will have a beneficial effect upon my work, especially in our assistance to communities and EDA districts in our State.

Sincerely,

L. Bahr,
Economist

JLB:ch
Mr. Robert B. Cassell, Director  
Development District Staff Training Unit  
Georgia Institute of Technology  
Engineering Experiment Station  
Industrial Development Division  
1132 West Peachtree Street  
Atlanta, Georgia 30309

Dear Bob:

I am sorry I had to leave your class early Friday and it appeared I started a stampede. I wish to reiterate what I told you personally. The Industrial Development course is a good one and I derived great benefit from it. Let us hope I can implement your instructions. Your personal concern for the students and your enthusiasm for the subject were evident.

Thanking you and your staff for the week, I am

Very truly yours,

R. Warren McCord  
Director of Local Assistance

RWMcC:bgg
Mr. Robert E. Collier  
Head, Training Section  
Economic Development Training Section  
Industrial Development Division  
Georgia Institute of Technology  
1132 W. Peachtree Street  
Atlanta, Georgia 30309

Dear Bob:  

In the last four years I have attended many so-called government contract training programs. Most were poorly planned, poorly presented and frankly were a waste of my time and the government’s money. And to be honest I sort of expected the same thing when I got to Atlanta. However, I would like to say that last week was the most informative session that I have ever attended. The content of the instruction and the quality of the presentation was excellent. The instructors were not teaching from theories out of a book but presented actual experiences that they had encountered. The instruction was "down-to-earth" and was easily understood, even by one such as myself.

I would like to thank you for the information that I received and I can assure you that I will recommend to my Board of Directors of the Pennyrile Area Development District that full utilization of the training program would be of great benefit to our District. I look forward to attending other sessions that you are sponsoring.

Yours Truly,

DWS/ekj  
David W. Shore  
Economic Planner
Georgia Institute of Technology  
Industrial Development Division  
1132 W. Peachtree, N.W.  
Atlanta, Georgia 30309

Attention: Mr. Roger Sund

Dear Roger:

I am writing you concerning the program for Planning Technicians sponsored by the Georgia Institute of Technology from February 16th through the 19th.

The program had a good deal of value to me.

a) The presentation of the materials was truly professional.  
b) The material itself was meaningful.  
c) The overall program was excellent.

I have recommended to our Director that he attend the executives training session and that any additional staff personnel be given the advantage of the training seminars similar to this one.

Thanks again.

Sincerely,

James R. Showrank  
Project Coordinator

JRS:geh

cc: Mr. Ross Hammond, Division Chief
March 19, 1971

Mr. Arnold Liebowitz
Director of Technical Assistance
Economic Development Administration
U. S. Department of Commerce
Washington, D. C. 20230

Dear Mr. Liebowitz:

It is our understanding that Georgia Tech's one-year grant from EDA to provide training programs for Economic Development District staffs will terminate March 31, 1971. My staff participated in these programs, and we have found them to be both interesting and beneficial. The training sessions were well conducted and provided useful information as well as providing a forum for exchanging ideas among staff members from various parts of the Country. Training with such a widely representative group also enhances those more informal exchanges of opinions and experiences which take place outside the classroom.

We feel that this is a very commendable program and should be strongly considered for refunding. It has been our pleasure and privilege to take advantage of these programs in the past, and we hope to have the opportunity to continue to do so.

Very cordially yours,

Colbert Crowe
Executive Director

CC:mab
March 25, 1970

Mr. Robert E. Collier
Economic Development Training Section
Industrial Development Division
Georgia Institute of Technology
1132 West Peachtree Street
Atlanta, Georgia 30309

Dear Bob:

Enclosed is my program evaluation on the Basic Industrial Development Course which I attended March 2-6, 1970. As you will note in the evaluation, I thought highly of the entire program. Thank you for forwarding the bibliography on industrial development.

As you requested, our staff personnel are reviewing your papers on "Systems Analysis Techniques to Economic Development District Planning and Development." Our analysis should be complete within a few weeks, and I will forward our comments to you. If you have any new or innovative programs, I would appreciate it if you could forward copies to our organization.

I wish to commend you and your staff for the excellent presentation of the Industrial Development Course.

Sincerely,

Jérôme F. McCormack
Development Coordinator

JFM:amk

Enclosure
Mr. Robert Collier  
Economic Development Training Section  
Industrial Development Division  
Georgia Institute of Technology  
1132 W. Peachtree Street  
Atlanta, Georgia 30309

Dear Mr. Collier:

Re: Basic Economic Development Program  
October, 1969

I have been unable to locate the "critique form" handed out in class, but am submitting this letter to you as a brief narrative report of my class impressions.

First, and in all candor, I am compelled to give an overall rating of excellent. I say this because the basic economic development courses, I feel, were particularly adaptable to my needs. Having had only three weeks exposure to economic development work prior to my enrolling in your IDD program, I was without any background or foundation whatever. The IDD program was, therefore, essentially what I had hoped it would be -- an introduction or over-view of the rudiments of economic development work. I really think that I was able to glimpse the "forest" and not just a thousand trees.

Particular accolades should go to you, Don Lodge and Bill Howard for content of information, interest and enthusiasm.

With all good wishes, I am

Sincerely yours,

D. Jene Whitecotton  
Legal Director