Chapter 2

Efforts to broaden USU's land-grant research and extension missions

7-7-2010

1. Introduction

The Morrill Act, introduced by Vermont Representative Justin Smith Morrill in 1857 and passed by Congress in 1859, set out the basic mission for America's land-grant college system. Although President James Buchanan vetoed the Act, it was resubmitted in 1861, passed by Congress, and signed into law by Abraham Lincoln on July 2, 1862. The purpose of the Morrill Act was to create a system of land-grant colleges "to teach such branches of learning as are related to agriculture and the mechanic arts, in such manner as the legislatures of the States may respectively prescribe, in order to promote the liberal and practical education of the industrial classes in the several pursuits and professions in life." (7 U.S.C. Para 304)

The founding of USU, Utah's land-grant college, resulted from territorial legislature passed in 1888. From the time the college's doors opened in 1890, USU followed the traditional land-grant model of restricting federal funds to agricultural research and cooperative extension activities in the Colleges of Agriculture and Family Life that focused on helping and disseminating information to farmers and their families

Nearly all of the land-grant colleges are public institutions with a few exceptions, including Cornell and MIT. Over time, most of the land-grant colleges in America expanded and began offering a broader range of academic programs and degrees. By the early 1960s, USU developed research units that are supported by federal and state resources such as the Space Dynamics Lab and Utah Water Lab in the Colleges of Engineering, Science and Natural Science. The Vice President for Research also provides money for research in some of those areas. As I recall, modest research resources came from the overhead from federal grants and contracts or trust land payments from federal or state lands.

At USU, departments in the colleges of Humanities, Arts and Social Sciences, Business, and Education were primarily teaching and service departments and had little or no access to federal or state funds for research purposes. During the summer of 1959, I worked at USU as a graduate student in Economics. The only research money available to College of Business faculty came from the Agricultural Experiment Station and was intended for agricultural-related research. But some modest funds were made available to Dr. Leonard J. Arrington to carry out some economic history research and Dr. Vernon Israelsen to conduct a study of the impact of the Interstate Highway construction on farmers in Utah County. Bartell Jensen and I helped Dr. Israelsen carry out the latter study. My 1962 master's thesis research on the rise of the copper

mining and smelting industry in Utah was financed by a fellowship awarded by the USU Research Council, obtained with the help of Dr. Arrington.

Although USU restricted federal and state funds primarily to agricultural research and cooperative extension activities, for a short season Dr. Leonard Arrington received a little money for research. Beginning in 1959, the USU Research Council began funding Leonard's research in the amount of $2,000 per year, and also paid his summer employment:

> ...as though he were teaching but instead let him spend the time in research. Under this system Leonard produced a series of articles on Utah's defense plants with the assistance of a graduate student who would visit the plant or base, copy down materials, put them into a rough order, and do more research where needed. In each case this assistant appeared as coauthor...Other studies followed: the defense plant corporation's activities during World War II, the Mountain West economy, the Federal irrigation projects, the Bingham Copper Mine, income changes, mines, the U&I Sugar Company, and studies of Mormon literature, intellectual history, and some social and institutional Mormon history. In nearly all of these cases except for the history of the U&I Sugar Company, Leonard coauthored studies with bright graduate assistants. This experience convinced him that the team approach long used in the sciences was applicable to the social sciences as well. (Lavina Fielding Anderson, "Doves and Serpents: The Activities of Leonard Arrington as Church Historian, 1972-1982," unpublished manuscript, 1982, pp. 112-113)

The financial arrangement between Research VP D. Wynne Thorne with Leonard Arrington was unique and available to only a handful of faculty members outside of agriculture and the sciences. As I recall, faculty members who obtained some research funds included one or two in the Sociology Department for "rural sociology" projects.

The situation I found at USU when I returned as a new faculty member in 1967 was very different from the situation at Cornell University where I had attended 1963-1967. Cornell, unlike USU, was a unique blend of public-private educational institutions. It was both a land-grant university and a private university all rolled into one. It had highly regarded Colleges of Agriculture and Family Life (or whatever it was called), an Agricultural Experiment Station and a Cooperative Extension Service, all state and federally funded, just like USU. However, in addition to those two traditional land-grant units, it had a number of privately funded academic colleges. In 1945, the New York state legislature used the land-grant model to create the New York State School of Industrial and Labor Relations (NYSSILR) on the Cornell Campus as part of the university. The NYSSILR had state appropriated funds for use by most of its faculty and graduate students to conduct research. It also provided extension services to employers and workers in industry by extension staff members located in several locations throughout the state

When I returned to USU as a new faculty member in September 1967, I had two major concerns: (1) Why had not USU and the Utah state legislature created equivalent research and extension capabilities for the needs of businesses and non-agricultural workers in the growing sectors of the economy and in urban areas in Utah like the state of New York had done? It seemed to me that the land-grant approach to providing research for and extension services to Utah businesses and industry was just as important here as it was in New York, on a smaller and more limited scale. (2) Agriculture was becoming a much smaller and less important part of

Utah's economy. It accounted for less that two or three percent of the state's GDP and employed only a small fraction of the state's labor force.

In 1967, when I joined the Economics Department faculty, few, if any, university or state funds were available for research in my areas of expertise or in the traditional academic areas of economics. Teaching was the primary role of the faculty members, and the teaching load was quite high -- about 12-15 hours a quarter. During my 31-year academic career at USU, I tried to get USU administrators to adopt and promote some innovative concepts of applied research and extension outreach, carried out by the USU Department of Economics and the College of Business, to address the problems in the rapidly expanding business and urban sectors in the state.

The remainder of this chapter describes some of my successes and failures in trying to expand USU's outreach activities in four areas: (1) Improving Utah's and America's employment and training policies and programs; (2) Promoting productivity improvement and the quality of working life in business and industry in the region; (3) Developing displaced worker adjustment programs and policies for Utah and America; and (4) Facilitating the development of business extension and local economic development efforts in Utah.

I carried out some of these programs on a local or statewide level and others as part of regional or national efforts. I also carried out a few programs internationally. Over the years, a small amount of university or state resources were made available for my work. But for the most part, the funding came through grants and contracts I obtained from public and private agencies outside Utah's borders, or by piggybacking on to other projects. I had little or no access to any university or state resources like those that were readily available to my agricultural economics colleagues at USU or to my peers at Cornell.

2. Improving Utah's and America's employment and training policies and programs

Upon coming to Utah State University in September 1967, I spent my first two years completing my doctoral dissertation research as well as learning how to teach at the college level. During 1965-66, as a Fulbright Scholar at the London School of Economics, I had begun gathering data for my doctoral dissertation on the implementation of the new British system of Industrial Training established by Parliament in 1964.

In an unusual twist, material from my dissertation research was widely disseminated before my dissertation was even written, through a paper I was asked to write for the National Manpower Policy Task Force in December 1966. Garth L. Mangum, a Utah native then working in Washington, D.C., for the U.S. Department of Labor, had invited me to come to Washington and make a presentation on the new British Industrial Training Act at a task force seminar held December 7-8, 1966 at the U.S. Department of Labor Building. While there, I stayed with the R. Thayne Robson family. Thayne, another Utah native, was also working at the USDOL at that time.

As a result of that presentation, I was invited to come down to Washington the following week, December 14-15,1966, and have lunch with Garth, Thayne, Sar Levitan and Howard Mathews, a career employee who also worked for the USDOL. At that time, Garth's organization gave me a $500 contract to write a 25-page paper on my British Industrial Training Act presentation at the previous week's seminar. I wrote what turned out to be a 50-page paper, "*Britain's Industrial Training Act: Its History, Development, and Implications for America*," and submitted it to them in April 1967. The paper was published as a monograph shortly thereafter and was subsequently published in Britain as well.

May 29 – June 14, 1967, I went to London, England as a delegate to the BACIE Spring Conference.

In July 1968, after teaching at USU for one-year, I obtained a $12,000 grant from the U.S. Department of Labor to complete the research and writing of my dissertation. I completed my dissertation in the summer of 1970 and was awarded a Ph.D. degree from Cornell University in January 1971. During the next three years, in addition to the monograph I wrote for the National Manpower Policy Task Force and my doctoral dissertation, I got eight articles and other publications in the United States and Great Britain from my dissertation. I also made presentations on the subject at several professional meetings.

September 25-28, 1968, I went to Washington, D.C., and presented a paper at the 1968 Conference of New Manpower Researchers.

July 3- 17, 1971, I went to London, England, and presented a paper entitled, "The Industrial Training Act: a critical review," at the July 5-9 summer conference held at the London School of Economics. (Paper presented at the 1971 LSE summer conference, " Effective Use of Manpower: Research and Practice," London School of Economics, London, England, July 5-9, 1971.)

September 27-October 3, 1973, I gave a lecture at the 2nd International Training and Development Conference, in Bath, England

During the next 20 years, my professional research, teaching and extension involvement at USU was significantly, but not exclusively, directed at areas dealing with improving the employment and training policies and programs in Utah and America. I also tried to introduce and institutionalize a number of innovative approaches to broaden the land-grant concept beyond the narrow focus of agriculture in USU's Economics Department and the University.

Manpower Development Service Demonstration Project

After completing my dissertation, I began working to see what could be done to improve the American system of industrial training. That led to obtaining funding for a number of research and demonstration projects from the Manpower Administration in the U.S. Department of Labor created by the 1962 Manpower Development and Training Act. The first was a three-year demonstration project to develop a pilot "Manpower Development Service" (MDS) at USU to learn what types of human resource and training-related problems small and medium-sized

business enterprises had and what types of diagnostic and other technical assistance services could help them improve their operations.

Working with several colleagues in the USU College of Business, John R. Cragun and Robert Mecham, and four bright young staff members hired to work in the pilot MDS -- Marion Bentley, Lynn Henninger, Douglas Brunette and Robert Hoskisson, we were able to demonstrate how pervasive the needs were for diagnostic and technical assistance by businesses throughout Utah and to develop some useful approaches and techniques to deliver those services. The results of the MDS project, through the auspices of the U.S. Department of Labor, were written up and circulated through various publications, speeches and conference presentations, both locally, nationally and internationally. The final report of the project was completed in 1976, "*Manpower Advisory Services in the Workplace: A Missing Link in National Manpower Policy.*" Utah State University Manpower Development Service, March 1976. 2 volumes. (Gary B. Hansen, with M. T. Bentley, et al.)

July 31- August 1, 1974, I attended the National Manpower Planners Conference held at Snowbird, Utah.

August 30, 1974, I presented a paper about our MDS project entitled, "Manpower Development Service: deliverer of consulting services to small and medium-sized employers," at the Third International Conference on Training and Development held August 25 – September 1, 1974, in Gausdal, Norway. During that trip, I was asked by the U.S. State Department to give lectures in Stockholm, Sweden, September 2- 4; Dublin, Ireland, September 4-5; and London, England, Sept 6-9; as part of the STAG program on U.S. employment and training policy. John R. Cragun, a USU colleague who had worked on the MDS project, was on a sabbatical and teaching at a U.S. Army base in Germany, and came to Gausdal to participate in that conference.

October 6, 1977, Marion Bentley and I presented papers about the results of the USU Manpower Development Service pilot program, "Human Resource Training and Development Services: a model delivery system for developed and developing countries," at the sixth IFTDO Conference in Mexico City. We took our wives with us on that Oct. 2- 7, 1977 trip, and saw some of the tourist sights in the Mexico City area before returning home. (My wife's parents came from California and took care of our children.)

While the MDS demonstration project proved to be very successful, our attempt to institutionalize our new and innovative business extension program at USU was not as successful. Administrators in the College of Business and university seemed supportive, but were either unwilling or unable to sell the idea of a business extension service to higher-level university and state officials. So we were unable to obtain the necessary funding to continue that activity on a permanent basis. However, when the project ended, I was able to get the USU Vice President of Extension, Clark Ballard, to hire Marion T. Bentley, the only business extension specialist, to continue some of the work in a modest way. Marion participated in all of the subsequent projects discussed below and continues business extension work at USU to the present day.

Apprenticeship and training in Great Britain and America

Because of my interest in apprenticeship training, I wanted to apply what I had learned about the British apprenticeship and industrial training system during my Fulbright year in London, to the American system of apprenticeship and industrial training. Consequently, one of my first projects at USU was to work with Myron Roomkin, a former friend at Cornell who was now teaching at the University of Chicago, to write a paper outlining some of the "Implications of Foreign Training practices for American Apprenticeship." We presented our paper at the annual IRRA meeting in San Francisco in December 1974. Our paper was subsequently published in the *Journal of European Training* in 1976.

Because of my interest in industrial training, in 1974 I was asked by the U.S. Bureau of Labor Statistics (BLS) to serve as a consultant for a national study of skill training in industry. As I recall, I made several trips to Washington to meet with the other members of the BLS team. We designed and approved the elements to be studied in the sample survey. The survey was carried out and developed some useful data about the paucity of skill training in American Industry. That data contributed to the creation of a Task Force by the USDOL to study occupational training problems in America and recommend some solutions. Based on my knowledge of the British Industrial Training System, I was asked to provide the Task Force with some ideas and recommendations. I was pleased that a number of my contributions were included in their published reports.

In 1975, one of my graduate students, Mark Randle, worked with me on a research project to look at the apprenticeship system in the State of Utah under the auspices of the Utah State Apprenticeship Council. Our report, "*Dropouts and Completers in the Utah Apprenticeship System, 1969-1974*," was completed in September 1975. Mark Randle used some of our research as the basis for his master's thesis.

My continued interest in apprenticeship and training led to still another demonstration project to see if it was possible to use a British concept called "group apprenticeship" -- having a full-time apprenticeship and training coordinator work with a number of small business firms in an area or region to create apprenticeship and training programs to address the respective skill training needs in the United States. We decided to conduct our demonstration in a rural area not served by trade unions or employers having contracts that provided those types of activities. In August 1980, I wrote a proposal to the Bear River Association of Governments Manpower Office to obtain a grant from the Utah Balance of State Private Industry Council for "A Community Apprenticeship and Training Program in Cache, Box Elder and Rich Counties." We were awarded the grant, and Mark Skidmore, a former graduate student, worked full time to carry out the demonstration project in those three counties in northern Utah. We also did a follow-up evaluation of the project after it was completed.

That demonstration project was quite successful. Mark Skidmore helped a number of employers identify their training needs and actually start suitable programs to train their workers. But once the project funding was exhausted, there were no other sources of funding to continue or institutionalize the work he had started. So a very promising approach to apprenticeship and industrial training for small and medium-sized business firms was not institutionalized. The best

I could do was to write a paper, "Closing the Rural Employment and Training Gap: An Innovative Approach to Increase Skill Training Opportunities for Rural Workers," that I delivered at the National Rural JTPA Conference in Tulsa, Oklahoma, on April 21, 1985. Later, my paper was published in *Thrust: The Journal for Employment and Training Professionals*.

On June 11, 1990, because of my earlier work and research on apprenticeship and my continuing interest in industrial training, Elizabeth Dole, then U.S. Secretary of Labor, invited me to become a member of the Federal Committee on Apprenticeship (FCA) for a three-year term. That assignment entailed making periodic trips to Washington to attend committee meetings that tried to improve the American system of apprenticeship to better meet the skill training needs of young people and provide skilled workers for employers.

Wearing my new hat as an FCA member, I was asked to give the keynote speech at the Western Apprenticeship Coordinator's Association Annual Meeting in Salt Lake City, on June 4, 1991. The topic of my speech was "Apprenticeship in the 21st Century America." My recollection is that I gave a very provocative talk on the subject because I really wanted to see America's apprenticeship system improved and used to help meet the skill training needs of the country in the coming years. Alas, my efforts were in vain as the FCA was disbanded by the Clinton Administration after my term ended in 1993. Thus, the nation's apprenticeship system languished and was used primarily by the construction industry and in a few other places. The decline of the trade union movement also accelerated the decline in the use of apprenticeships to train skilled workers.

CETA and the Manpower Institutional Grant

In 1978, the USDOL's Employment and Training Administration advertised a request for proposal. They announced that they were going to award several $520,000 grants ($120,000 each year for a 4-year period) to build institutional capacity at several universities around the country to train students to become professionals in the field of employment and training and to provide technical assistance and training to state and local agencies directly involved with the nation's employment and training system operated under the Comprehensive Employment and Training Act (CETA). Congress passed CETA as the successor legislation to the Manpower Development and Training Act (MDTA) of 1962.

Some years earlier, I had written a proposal to obtain a similar grant under the earlier MDTA legislation that was not funded. My good friend Garth Mangum, at the University of Utah, received the grant for our region. However, on March 31, 1978, I wrote a second proposal on behalf of USU, "Development of an Integrated Training, Technical Assistance, and Research Program for Local, State and Regional Employment and Training Personnel [in Region VIII of the USDOL]" that was approved. That institutional grant not only enabled us to continue the pioneer work we had started back in the early 1970s with the Manpower Development Service, but to expand our efforts to become much more involved with the public employment services and the CETA remedial manpower training programs being carried out in the states encompassing Region VIII -- Utah, Colorado, Wyoming and Montana.

As part of our capacity building efforts, we recruited three faculty members to assist in our work. Marion Bentley, one of the original staff members hired in 1972 to work on the MDS demonstration project became one of the key staff members of the new project. He was aided by two new hires, Ross Robson and Andrew Helwig. Marion and Ross were attached to the Economics Department, and Andrew Helwig was attached to the Psychology Department. During the next four years, our staff and other USU faculty members worked closely with the U.S. Dept. of Labor's Regional staff in Denver to develop and provide a range of training courses and seminars for state Employment Service staff and CETA personnel throughout Region VIII.

Throughout the four years of the institutional grant, I traveled throughout Region VIII and to Washington, D.C., attending CETA meetings and workshops, giving speeches, and writing papers. I remember taking my family to Jackson Hole in June 1980 to see the sights and enjoy the ambience while I was making presentations at Regional CETA meetings. One of the best and most provocative speeches I gave during that period was a luncheon address to the Utah Private Industry Council Seminar in Salt Lake City on October 11, 1979,"Breaking out of the CETA mold." Because of my research on the British industrial training system, my research under the MDTA, and my MDS experience, I wanted to see CETA funds used more creatively to improve the American industrial training system on a broader basis.

My recollection is that under the Carter Administration, CETA was limiting the use of public funds to programs designed specifically to help disadvantaged and poor people. Unemployed workers and displaced workers were excluded. While writing this paragraph on April 30, 2007, a correspondent on a segment of Brit Hume's Fox News TV program was saying that state taxpayers in Washington are having their taxes used by an NGO in Seattle to help illegal aliens find work or find even better jobs. How things have changed.

In addition to creating a Master of Social Science degree in Human Resource Administration, in 1978 we were approached by the USDOL's Bureau of International Labor Affairs (ILAB) about the possibility of starting some certificate programs in manpower planning and human resources for mid-level and senior managers in developing countries. We complied with their request and created a ten-week program with a curriculum and courses suitable for experienced foreign manpower and training personnel. Students were recruited for our program by either the Office of Foreign Relations in ILAB or by contractors hired by ILAB to manage those types of programs. We also began to get students through the ILO as well. Marion Bentley served as our program coordinator, and a number of USU faculty members were recruited to teach the courses.

Our programs were scheduled for fall and spring quarters on the assumption that no one would want to come to Logan during the cold winter quarters. Starting out small, our program soon attracted additional students, and over the next eight years we trained over 100 people in our 10-week courses. The students came from a number of countries in Asia, Africa and the Caribbean. Because of their favorable experience and reports about our program, some of the students wanted to stay or come back and obtain an MSS degree in HRA.

In addition to the course work, we arranged field trips for the students to visit businesses, manpower planning offices, and employment service agencies in the local area and throughout the state. We also arranged for them to attend some professional meetings in the manpower and training field. As part of the course, the students were required to prepare a paper on a human resource topic of their choice. At the end of the course we planned a trip to some of the scenic areas in our region, such as Yellowstone National Park, Zion and Bryce Canyon National Parks, etc. (Rodney Chongwe, "Foreign government officials trained by USU program," *USU Statesman*, May 1984.)

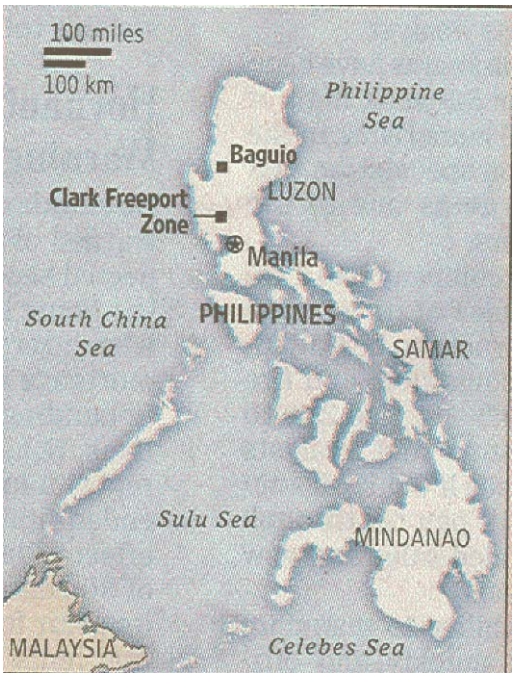
One of the most interesting students in the program was Atef Nassar from Cairo, Egypt. He had hoped to be sent to a program in New York City. When he found himself in Logan, Utah, he thought he had been dropped off the edge of the earth. He was so upset that he called his Project Officer in Washington several times and demanded that he be reassigned to a program in New York. After considerable discussion, the project officer refused his request and told him to either stay here or go home. The funny thing was that after ten weeks in Logan he was so pleased with the experience and surroundings that he went home and brought his wife and family with him to Logan while obtained an MSS degree in HRA.

In November 1979, Marion Bentley and I were invited to go to Manila to speak at the 8th International Conference on Training and Development. At the conference I gave a paper setting out how I thought human resource development (HRD) practitioners should be educated during the 1980's. I also gave a speech to the National Manpower and Youth Council (NMYC) on "Industry Training Boards and national manpower training systems. One of my former graduate students, Jaime Agbayani, was working for the NMYC. Jaime's father was an official of the Philippines International Convention Center where our meetings were being held. He gave us a tour of the Center. We had dinner there and were taught the proper way to eat with our fingers, including holding the head of a very small fish in our fingers and eating its body in one bite. I remember Jaime's father telling us how angry he and his fellow countrymen continued to be because the U.S. gave Japan huge sums of money to rebuild their country after World War II, but had not given the Philippines, our staunch ally, enough money to rebuild their country. I do not know whether his assertion is true or not.

Both Marion and I took our wives with us on that November 4-14, 1979 trip. (LaDean Israelsen took care of our kids for the 10 days we were gone.) Jaime Agbayani, Leonisa Cuyao, two of our former MSS students, and Joe Cruz and several others who had attended our 10-week Manpower Training Programs at USU, hosted our visit and took us to see many of the sights in Manila and Luzon. We stayed at the Silahis International Hotel on Roxas Blvd across the street from Manila Bay. I remember seeing the gorgeous sunsets as the huge sun set over Manila Bay. I was also given two hand tailored barong tagalong shirts. A tailor came to our hotel room and measured me for them.

We also visited the American Embassy. Hundreds of Filipinos were standing in line outside the Embassy to get visas to come to America. At the embassy, we visited with Blaine Tueller, a USU graduate from Logan, then serving as the Consul General. We saw the nearby hotel where Douglas MacArthur had lived prior to WWII when he had been the advisor to the Philippines Constabulary. We also visited the Manila American Cemetery where the American

soldiers killed in World War II were buried. I was very impressed with that Cemetery and felt it was much more impressive than the Punch Bowl in Hawaii. Recently, I read where it was the largest American cemetery of this type in a foreign country.



Our former students also took us on a day trip south of Manila to the agricultural campus of the University of the Philippines where Nyle Brady, a former Cornell University professor and Ithaca Branch member, was the Director of the Rockefeller-funded International Rice Research Institute. Unfortunately, he was not at home. We were treated to a slice of fresh coconut pie with cold milk at a little shop near the campus. We also visited a thermal area. On our way back to Manila, we stopped at a pineapple plantation for slices of fresh pineapple.

Jaime Agbayani, and his parents took us to a Chinese restaurant for dinner. Helen was seated next to his mother, and she insisted that Helen taste everything served, including 100-day old eggs. (Afterwards, Helen needed Pepto Bismol.) Jaime also took us on a bus trip past Clark Air Force Base (now called Clark Freeport Zone and used as an industrial park with its own international airport) on our way north to Baguio, the summer recreation area in the mountains where the elite from Manila traveled to find cooler weather. The very narrow two-lane road to Baguio wound around the steep sides of mountains. Passing another vehicle was very scary as there was no guard rails to keep a vehicle from falling hundreds of feet down the mountainside. Plants were grown on the layers of terraces up the steep sides of the mountains.

We visited the Officers Club at the American Military facility where we enjoyed American-style hamburgers. We also stopped at several shops to buy a wooden water buffalo and other things to bring home. After a day and a night in Baguio, we returned to Manila. The only other thing I remember about our Philippine Airlines flights to and from Manila was being unable to move our seats back because of all the boxes under and behind the seats and in the aisles. The Filipinos have to take lots of gifts when going on trips and when returning home. On

our flight to Manila, the plane had landed at the airport in Hawaii because of a typhoon warning. The sanitation workers were on strike so the airport was dirty and the restrooms were unbelievably filthy. Our flight also stopped at the little airport in Guam where we left the very crowded plane to stretch our bodies and legs.

August 17 – 29, 1981, Marion and I took our wives on another trip abroad when we were invited to present papers at the 10th International Conference on Training and Development in Dublin, Ireland. My August 25, 1981 presentation was, “A comprehensive analysis of the British Industry Training Board System and the U.S. CETA and Private Sector Initiatives Program.” After the conference, we rented a car and traveled to the west coast of Ireland and stayed at bed and breakfast places. We visited Bunratty Castle, the Cliffs of Moor, and several other scenic attractions. The day of our scheduled departure from Dublin, the air was so foggy that only one plane took off, a plane going to Lourdes. So we stayed overnight at a bed and breakfast place near the Dublin airport. The next day the fog cleared enough that we got a flight to London, and from London to home.

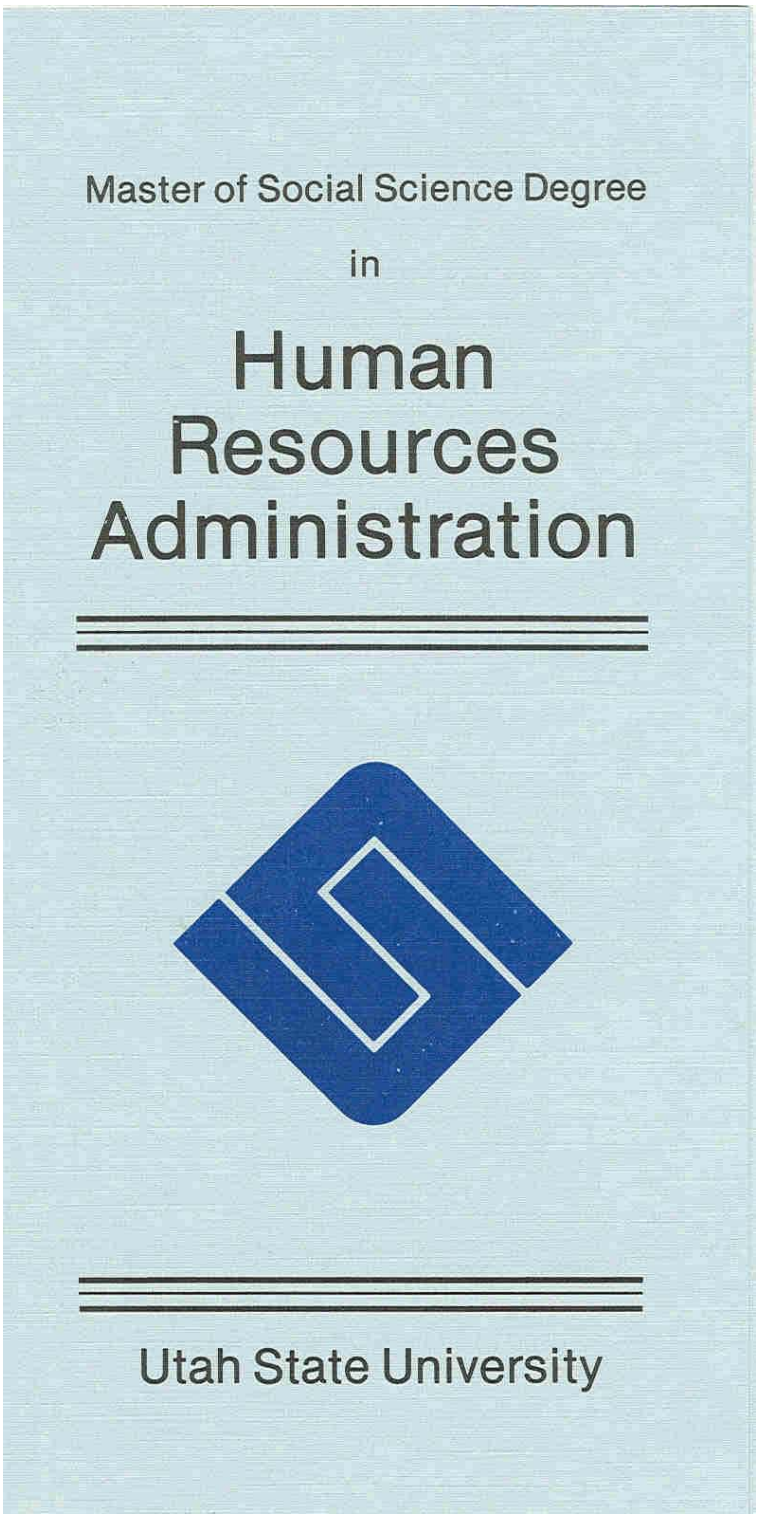
My last trip to the Philippines was November 14-21, 1982. I had been invited to moderate the panel, "Emerging trends in human resource management in the world," at the First World Conference on Human Resource Management held in Manila, Philippines, on November 17, 1982. On November 18, 1982, I was asked to make a presentation to the National Manpower and Youth Council, "An overview of U.S. manpower training programs and policies: 1962-1982." November 20, 1982, Domingo Disini, one of my former classmates at Cornell University and now a professor at the University of the Philippines, invited me to conduct a seminar on "Labor-management cooperation in North America" to the faculty and students of the university’s Institute of Industrial Relations in Quezon City.

Creating an MSS degree in Human Resources Administration

Much was accomplished during our four years of work under the USDOL institutional grant, including enhancing the skills of state and local CETA agencies and Employment Service staff throughout Region VIII. Beyond those accomplishments, probably the most important and lasting contribution to USU and especially the College of Business, was the creation in 1979 of a Master of Social Science degree program in Human Resource Administration (MSS-HRA), designed to provide a supply of well-trained professionals who were knowledgeable about public employment and training policies and programs as well as the role and functions of human resources professionals in businesses and the public sector.

Under the direction of the MSS coordinator, Ross Robson, and the other members of our staff, we used the framework of the USU multidisciplinary master’s degree program in Social Science (MSS) to create the new degree program in Human Resources Administration housed in the Economics Department. Existing courses were used wherever possible and new and specialized courses were created to round out the program. The new HRA degree program began in 1980 with a handful of students. Within a few years we had upwards of 40 to 50 students from throughout the region. At one time, the MSS in HRA was graduating the second largest number of degrees in the College of Business. Only the MBA program, one of the largest master’s degree programs at USU, graduated more.

The first pamphlet to market our new MSS-HRA degree program in 1980.



WHY STUDY HUMAN RESOURCES ADMINISTRATION?

Within both private business and government there is a growing need for people with skills in personnel policy, human resources planning, labor relations, and organizational behavior. Few people have this combination of specialized training. Because of this need, Utah State University has a Masters of Social Science degree program which approaches these problems on an interdisciplinary level. This degree in Human Resources Administration is obtained by a major specialization in Economics and minor specializations in Business Administration and Political Science. The student obtaining an MSS in Human Resources Administration receives a well-rounded interdisciplinary degree suited to career desires.

Career Opportunities

- Job Service personnel
- CETA program administrators
- Government and business human resource planners
- Personnel specialists and managers
- Organizational development staff
- Government and business labor-management relations staff

Faculty

- **Gary B. Hansen** (PhD Cornell), Director, Business and Economic Development Services, specializations: labor economics and industrial relations.
- **Marion T. Bentley** (New York University), new work systems, organization development, and training and development.
- **Ross E. Robson** (PhD Univ. of Maryland), human resources planning and management, intergovernmental relations, and public organization and management.
- **Calvin W. Hiibner** (PhD Univ. of Florida), public finance, budgeting.
- **Andrew A. Helwig** (PhD Univ. of Wisconsin), vocational and employment counseling, assessment and interviewing.
- **John R. Cragun** (PhD Purdue), industrial psychology, organizational behavior, organizational development, and human resources management.
- **Robert C. Mecham** (PhD Purdue), industrial psychology, personnel administration, human resources management systems, compensation administration.
- **Howard C. Carlisle** (Univ. of Wisconsin), management theory, management by objectives, and planning and control.

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(801) 752-4100 extension 7203

After Jan. 1, 1980, phone (801) 750-2283

When USU began teaching extension courses in Ogden and by telephone directly to sites like Tooele, Roosevelt and elsewhere, the MSS-HRA degree courses were also included. Soon, we found that many adult students throughout the state and region who wanted or needed graduate programs for credentialing purposes or career changes were being attracted to this program. Before long we had as many or more students off campus as we did on campus. Among the students recruited to the program were some “burned out” social workers from neighboring Idaho, including Rosemary Laufenberg and Judy Robinette. After graduating from our program, several of the students, including Rosemary and Judy, went on to become successful entrepreneurs and professional business women

Ross, Marion and I wrote a paper about the USU HRA master's degree program, "Integrating on-and off-campus human resources academic programs with the world of work." Ross presented the paper at the ASTD Third Annual Conference on the Academic Preparation of Practitioners in Training and Development/Human Resources Development, in Kansas City, Missouri, October 24-27, 1982.

In 1983, I wrote an article about the type of training Human Resource Administrators needed to be effective in their work, "Professional education for careers in human resource administration: Charting the perimeters of the human resource field." It was subsequently published in January 1984, in the *Personnel Administrator*.

With the ending of our institutional grant project in 1982, the issue of trying to institutionalize our professional staff and our unique HRA master's degree program came to the fore. During the next few years, the HRA program experienced a somewhat bumpy ride. From its inception, the Economics Department had housed the program because it was my home department, and we had adapted the Master of Social Science degree concept using the Economics dimension (two other departments using that degree were sociology and political science) as the basis for our MSS-HRA degree. Although the Economics Department faculty enjoyed having the HRA-related courses, students, credit hours, and degrees generated by the MSS-HRA graduate program, they were not enthusiastic about keeping the HRA faculty members and interdisciplinary graduate program in the Economics department. By 1990 the emphasis and funding was on natural resources and agricultural economics, not on labor and human resources. The large MSS-HRA program needed a more suitable and supportive home and a better system of management and oversight. In 1991, 112 students were taking MSS-HRA courses on and off campus. (January 9, 1991 memo from Linda Smith and Marion Bentley to John R. Cragun,)

The splitting of the Business Administration department and the creation of the Management and Human Resources (MHR) department in USU's College of Business presented an opportunity to address the future of the MSS-HRA master's degree program. On July 13, 1992, John R. Cragun, then head of the MHR department, wrote a proposal recommending the transfer of the MSS-HRA program to the MHR department. In August 1992 USU administrators approved that transfer. On February 13, 1993, my academic appointment was changed to a joint appointment as Professor of Economics and Professor of Management and Human Resources.

Several years later, the MHR department submitted an application to the USU Board of Trustees for a new graduate degree that provided the opportunity to restructure the MSS-HRA into a master's degree in Human Resource Management (HRM). With the declining interest in the public sector dimension of employment and training policies to programs for the disadvantaged, the USU HRM master's degree program (like most other programs started as a result of USDOL-funded institutional grants), now focuses on more traditional human resources management topics and is aligned more closely with the MBA and other graduate business programs.

In May 2007, USU's HRM master's program was alive and well as part of the MHR department. It is still one of the largest graduate programs in the College of Business and has 40

students on and off campus (May 22, 2007 telecon with Kathy McConkie) The HRM degree program continues to attract substantial numbers of both younger and older students and remains one of USU's and the College of Business's most successful professional master's programs. It is a very attractive program for training human resource professionals in the Intermountain Region, including my nephew's wife, a human resources manager for Delta Airlines. Today, USU master's program in HRM is the only graduate human resource program in Utah. The University of Utah program was discontinued after the retirement of Garth Magnum and Reed Richardson, and the BYU Marriott School of Business discontinued their master's program in organizational behavior and focuses on their MBA program.

During the past ten years, some of the innovative features and accomplishments of the USU MS-HRM program include: establishing an executive-in-residence program whereby a seasoned HR executive teaches and mentors HRM students; a strengthening of the entrance requirements to ensure that HRM students are of a uniform high quality; preparing the HRM students for successful passage of the national HR certification exams; and the repeated success of USU HRM students in national competitions organized by the HR profession.

After the end of the institutional grant, the future of the original institutional grant staff somewhat followed the direction of the HRA program. Ross Robson was transferred to and received tenure in the MHR Department where he taught some HRM courses. Later, he became director of the College of Business (COB) Business Relations Program and the Shingo Prize lean manufacturing program. On May 28, 2007, USU announced that Ross would be stepping down as head of the Shingo Prize program and taking a sabbatical to write a book on lean manufacturing before his retirement the following year.

As noted earlier, I was given a joint appointment in Economics and MHR, and taught courses in the HRM program until I retired from USU in November 1998. For the next seven years I was heavily involved in international consulting work for both the ILO and the U.S. Department of Labor. John R. Cragun became an Associate Dean of the College of Business and was appointed head of the new MHR Department when it was created. He retired and became actively involved in humanitarian services in Southeast Asia, church service in Nauvoo, Illinois, and now Utah. In the 1980s, Robert Mecham suffered an unexpected heart attack and died. Howard Carlisle, Marion Bentley remains in the Economics Department as an Extension Business and Economic Development Specialist and teaches courses in the HRM master's program. Unfortunately, USU lost one of the excellent original institutional grant staff we hired in 1978. Dr. Andrew Helwig was not picked up as a permanent faculty member by the Psychology Department due to a funding shortfall and lack of foresight in that department. He left USU in 1983 and is now a very successful psychology professor at the University of Colorado in Denver.

All is not well in Aggieville**.** Even though the above paragraphs suggest that the situation in the MHR department at USU is good and the MS-HRM professional program is doing well, my July 16, 2007 conversation with the then head of the MHR Department Head, Gaylen Chandler, suggested that all was not well in that department. During the previous five years under Gaylen's leadership, the MHR department made great strides. However, with the arrival of the

new Harvard-trained Dean of the College of Business, Douglas Anderson, things changed for that department.

According to Gaylen Chandler, a nationally recognized scholar and researcher who has published widely, and gained an international reputation for his research in entrepreneurship, the new Dean wanted him to place greater emphasis on building *entrepreneurship programs* at USU extension campuses throughout the State of Utah rather than continue to conduct and publish scholarly research and emphasize academic programs on the Logan campus. The upshot was that Gaylen saw no future at USU if he was unable to continue his research and writing in order carry out the Dean's objectives for the department and college. Although Gaylen would have preferred to stay at USU, he accepted a position as an endowed professor at Wichita State University where he will lead an important vital Entrepreneurship Center and mentor five junior faculty members hired to promote entrepreneurship research at that institution. What his departure means to the MHR Department vis-à-vis the future of its human resources management and entrepreneurship is unknown.

Gaylen's final comment was that it is unfortunate that institutions like USU and states like Utah do not have the necessary resources to effectively capitalize on the potential of the faculty to develop many of the programs to their full capacity. His comment reminded me of my own experiences at USU -- the lack of support for the Manpower Development Service, Utah Productivity and Quality Center and the Business and Economic Development Services.

Lecturing Abroad under the auspices of the U.S. Government

Most of my international travel during the years of the Manpower Development Service project, Manpower Institutional Grant Program, or the Dislocated worker Demonstration Project were to attend International Conferences, present papers or meet with professional peers to discuss topics of mutual interest. However, at the behest of and under the auspices of the U.S. State Department and the United States Information Agency (USIA), I traveled internationally to speak to foreign audiences about manpower and employment policies and issues in the United States. As noted earlier, in August 1974 I was asked by the U.S. State Department to give lectures in Stockholm and Dublin at the conclusion of my attendance at the IFTDO conference in Gausdal, Norway.

In 1986, I was asked by the USIA to travel abroad on two separate occasions to serve as a representative of the U.S. academic community and visit several countries to give public lectures and meet with government, business and labor officials to discuss topics that might be of interest to them. USIA asked me to provide them with a half-dozen topics I was prepared to discuss. Then representatives of the USIA or U.S. Embassy scheduled meetings with various groups in the cities who were interested in having me speak to them. In addition to having a well-written set of notes for the four topics I was to talk about, I also took copies of my papers to distribute, resulting in two of my papers being published in professional journals in Italy.

After the arrangements were made, a schedule listed where and when I was to speak in each city and country. On the appointed day, I flew to the country on the list where I was met at the airport and taken to the hotel by a local State Department or USIA representative and then

briefed on what I was to do. Usually, after a short time to freshen up at a hotel, the work started. On March 16, I flew to Vienna, Austria, and gave one presentation there. On March 19 I flew to Istanbul, Turkey, and gave one presentation there.

My schedule became relentless after I flew to Rome, Italy, on March 22. March 24-25 I gave three presentations in Rome. March 26 I arrived in Genoa by train, was met at the station and taken immediately to the USIA Library for my first speaking engagement before going to my hotel. While walking down the street just outside the Library I nearly bumped into Telly Savalas, the TV star. We exchanged pleasantries and then went on our separate ways. Before that day was over, I gave three presentations in Genoa. Then I returned to Rome by train and flew to Milan where I gave a presentation on March 27. It was go, go, go, with little rest or respite from the continuous round of receptions, luncheons, and speeches arranged by the Embassy or USIA personnel in each country.

March 28 I was happy to leave Rome and fly to Portugal. April 1, I gave a luncheon address in Lisbon. While having lunch with a group of business people at a restaurant in Lisbon, I bit down on a piece of meat and broke off part of a molar. Needless to say, I was not feeling good. Fortunately, it was the last stop on my trip. April 2 I flew home to see my dentist to have my tooth fixed.

Nothing had prepared me for the grueling USIA prepared schedule — one event after another, receptions, speeches, interviews with the press, and luncheons where I did not have enough time to eat before I had to speak, and had to leave immediately afterwards to go to the next appointment. All that work for $100 per day honorarium, plus expenses and travel. The taxpayers really got their money's worth out of my efforts on their behalf. (Originally I had thought about bringing my wife along so we could see the sights together, but decided not to because of the daunting itinerary. That proved to be a very wise decision.)

My second USIA trip was to Canada, June 1-5, 1986. The USIA asked me to go to Canada to visit three cities and meet with some government and trade union leaders. I flew first to Montreal to visit trade union leaders and worker cooperative leaders. Then I flew to Ottawa and met with some officials of the Canadian National Productivity Center. From Ottawa I traveled to Toronto to meet with some leaders of the Worker Cooperative movement. While in Toronto, I gave an interview to a reporter of one of the country's major newspapers, and he wrote a lengthy article that appeared in his paper.

3. Promoting Productivity Improvement and the Quality of Working Life

Creating a regional Center for Productivity and Quality of Working Life

In 1976, the Federal government set up a National Center for Productivity and Quality of Working Life. The board of directors was chaired by Vice President Nelson Rockefeller. The

Center's objective was to encourage businesses and labor unions to implement and promote best work place practices to improve productivity and promote quality of work life.

In November 1976, following the lead of the National Center, we created a regional center, the Utah Center for Productivity and Quality of Working Life (QWL) at Utah State University, to promote the best QWL practices in the Rocky Mountain Region. As part of our work, we organized and conducted seminars and workshops for employers and labor union leaders in the coal mining industry in Price, Utah, and held regional workshops for business and labor leaders in Salt Lake City, Utah, and Pocatello, Idaho.

As a result of the work of our center, September 20 – 27, 1977, I went to Washington, D.C. where I gave testimony before the U.S. Senate Subcommittee on Employment Poverty and Migratory Labor on "Cooperative labor-management programs to achieve new and more productive relationships at the work place…the need and the potential." Later, on October 26, 1978, I testified at the National Coal Commission in Denver on "Innovative labor-management programs in the Intermountain coal industry."

In addition to our conference and training activities in the Rocky Mountain region, Marion Bentley and I gave a number of presentations and wrote papers about our productivity and QWL efforts. For example, June 20, 1978 we gave a paper, "Training and the quality of working: life: preparing organizations for change," at the 34th Annual Conference of the American Society for Training and Development in Chicago, Illinois. In August 1982 we presented a paper, "Labor-management cooperation for Productivity Improvement," at the 11th International Conference on Training and Development in Calgary, Alberta, Canada. September 14, 1982, I made a presentation to the USU Annual Department Heads Conference at Park City, Utah. (I took my wife on that short trip.) August 16, l983 we gave a paper, "Training for Productivity Improvement in State and Local Government: The Utah Experience," at the 12th International Conference on Training and Development, in Amsterdam, The Netherlands.

Several of our publications promoting productivity and quality of working life included: "Improving Productivity via QWL Centers," published in *Training and Development Journal*, Vol. 34, March 1980; and a chapter on "Productivity Improvement: The Search for a National Commitment," Chapter 7 in *Quality of Work Life: A Book of Readings* published in 1982.

I was also invited to participate in both national-level and state-level QWL research projects. The national research study was on the QWL program jointly developed by the AT&T, and Communication Workers of America. Working with a team of researchers from across America, I studied the QWL program at the Salt Lake City operator services operations of Mountain Bell and wrote up my report: *AT&T-CWA Quality of Working Life Research Project Report: Mountain Bell Operator Services, Salt Lake City, Utah, November 1983*. My report was then incorporated into the larger national study. Subsequently, the USDOL published the results of the completed national study as a monograph in 1985, "*Quality of Work Life: AT&T and CWA Examine Process After Three Years*," Washington, D.C.: U.S. Department of Labor, Bureau of Labor-Management Relations and Cooperative Programs, 1985.

At the state level, I served as a member of a group created by then Utah Governor Scott Matheson to study how productivity improvements could be made in the operations of Utah's State Government. Our report: *Productivity Improvement in the State Government. Report of the Governor's Committee on the Improvement of Productivity in Utah State Government*. It was submitted to the Governor in June 1982. Subsequent to Governor Matheson's receipt of our report, his Department of Administrative Services began implementing our recommendations. The director requested our help in conducting some training and holding some conferences on that topic for State agencies and employees.

Our work with the Utah State government resulted in the June 3, l983 Utah Productivity Fair for public sector administrators in Utah, co-sponsored by the Center for Productivity and Quality of Working Life at Utah State University and the Utah Department of Administrative Services, and held at Snowbird, UT, We invited national speakers from outstanding public sector productivity and QWL programs to participate. As I recall, I served as a panelist on a panel titled, "Labor-Management Relations: The Miracle of Worth Street," which featured a very successful productivity improvement program for the New York City Sanitation Department.

CENTER FOR PRODUCTIVITY
AND
QUALITY OF WORKING LIFE

A Productivity Fair

GARY B. HANSEN
DIRECTOR

MARION T. BENTLEY
ASSOCIATE DIRECTOR

ROSS E. ROBSON
COORDINATOR
HUMAN RESOURCES ADMINISTRATION

June 3, 1983
SNOWBIRD RESORT, UTAH

The first annual Productivity Fair is designed to help public sector administrators select productivity improvement approaches to fit their specific needs.

The focus is on preparing the groundwork, making programs successful, negotiating pitfalls and problems, and implementing modifications that will enhance your program. The payoff for the day will germinate at the afternoon round table discussions.

This conference is sponsored by the Utah State University Productivity Center, a service and research organization devoted to improving public and private sector productivity.

FRIDAY MORNING
PLENARY SESSIONS

8:00 - 8:30	Registration
8:30 - 8:40	Welcome: Roger Black, Utah State Productivity Coordinator
8:40 - 9:00	Keynote Address: Governor Scott M. Matheson
9:05 - 9:40	"Current Productivity Issues", Harry Hatry, Director, State and Local Government Research Program, The Urban Institute
9:40 - 9:55	Refreshment Break
9:55 - 11:00	"Legislative Corner, Making Government a Leader in Productivity", Chair - Marion T. Bentley, Associate Director, Utah State University Center for Productivity and Quality of Working Life Presenters - Jim Ferguson, Mayor, Provo, Utah Karl Snow, Utah State Senator Mike Stewart, Chairman, Salt Lake County Commission Beverly White, Utah State Representative
11:15 - 12:45	Luncheon Speaker - Roger Porter, Deputy Assistant to the President for Policy Development

In March 1983, I was asked by the USDOL Bureau of International Labor Affairs to be a member of the conference staff for a USAID-USDOL Conference on Productivity, Participation and Ownership to be held May 22-25, 1983, in Washington, D.C. My job was to be the rapporteur for the Conference. As James Orr said in his March 24, 1983 letter to me:

"We have scheduled you to summarize the conference proceedings and to discuss the implications of the various findings and points of view presented at the conference for future development policies." All of that in 15 or 20 minutes, mind you. The task of being the conference rapporter was one of the hardest jobs I ever undertook. There were so many "heavy hitters" at that USAID-USDOL conference and an extensive set of discussions, that it was difficult to report on all of them. Nevertheless, I think I did a good job, as the notes I prepared for my closing presentation suggested.

A decade later, June 26 -30, 1993, I was asked by the ILO to do a similar task for a conference on Strategies for Local Employment & Economic Development held in Aarhus, Denmark. That task was easier, because I was the rapporteur for just one of the working groups, not the entire conference.)

August 16, 1983, Marion Bentley and I presented a paper, "Training for Productivity Improvement in State and Local Government: The Utah Experience" at the 12th IFTDO Conference on Training and Development, held in Amsterdam, The Netherlands. The summary of the paper I presented follows:

> This paper will outline the background and circumstances leading up to the appointment of a Governor's special committee on The Improvement of Productivity in Utah State Government in September 1981, and the subsequent report of the group. The Committee Report recommended the creation of a statewide productivity improvement program, outlined a philosophy and set of goals for such a program, provided an organizational framework within which it could be carried out, set out a strategy and timetable for implementation, and identified other essential training components of the program. The Report of the Special Committee was formally adopted by the Governor in July 1982, and a memorandum issued in August giving the program official sanction and status. The various steps which were taken to implement this new program, which began in September 1982, will be reviewed, with a special emphasis on the role of training in the operation of the statewide productivity program during the first year. Strengths and weaknesses in the Utah program will be considered, and comparisons made between this approach and those productivity efforts recently initiated by other state and local government agencies in the United States. Suggestions and ideas for developing similar productivity improvement programs will be given.

The then Governor Scott Matheson commissioned that project and some of our recommendations were implemented. But when Gov. Matheson left office several years later his successor did not continue the program.

The sun sets on the Utah Center for Productivity and Quality of Work Life

During the 22 years of its life (1976-1998), the Utah Center for Productivity and QWL was an important resource to business and labor in the Rocky Mountain Region through workshops, seminars, research projects, extension work and publications. It also enabled USU faculty and students to infuse their teaching and learning with the best practices of productivity improvement and QWL. Much of the Center's early work was also incorporated into the annual seminars and workshops sponsored by the College of Business, the Business Relations Program,

and the Shingo Prize organization. In 1993, John Cragun wrote a memo recommending that the Utah Center for Productivity and Quality of Work Life be transferred to the MHR Department.

The last item I found about the Utah Center for Productivity and Quality in my files was a short article about it in the September-October 1994 issue of *Outlook* (page C) that was probably published after the Center was moved to the MHR Department where it was hoped that it would serve as a vehicle to conduct research and publication, as it had done in the Economics Department. Unfortunately, that was not the case. Few faculty made use of the Center so it was eventually disbanded.

Center Promotes Productivity and Quality

The Utah Center for Productivity and Quality (formerly Utah Center for Productivity and Quality of Working Life) was organized in 1976. It is sponsored by the Department of Management and Human Resources in the College of Business. The Center's goal is to provide employers in Utah and the Rocky Mountain region with access to the latest research, training, technical assistance on productivity and quality issues, and new work systems. The professional staff is comprised of faculty in the College who conduct seminars and short courses, develop training materials, and research topics such as manufacturing practices, gainsharing, labor-management cooperative programs, TQM, alternative work scheduling, enterprise restructuring, and other issues. Programs are presently being conducted in the USA, Poland, Switzerland, Bulgaria, and Thailand.

My only regret about the Utah Center is that after my retirement in 1998, with the exception of Marion Bentley's business extension activity and Ross Robson's Shingo Prize activity, is that no other faculty members in the College of Business championed our productivity improvement and QWL work in the state or region or carry on that type of work in a formal way at USU.

It is rather ironic that while I was writing this memoir, two articles appeared in the Logan, Utah, *Herald Journal* announcing that Ross Robson, who I had hired to come to USU as part of the USDOL Institutional Grant program in 1978, would be stepping down as Director of the Shingo Prize organization at USU in July 2007, after serving 18 years as its head. A new director, Bob Miller, would be taking over his position at that time. (Kim Burgess, "Shingo Prize dynamo set to hand over reins at USU," *Logan Herald Journal*, May 31, 2007).

4. Developing displaced worker adjustment programs and policies for America

Plant and mine shutdowns in Utah and nearby states

In 1978, with the structural changes occurring in the nation's economy, plant closings displacing hundreds, if not thousands, of workers, began to have an impact on several industries in Utah, notably the mining industry and the sugar refining industry. Because of my interest in employment and training issues, I decided to study the mine and sugar plant closures to learn what was happening to the displaced workers and the communities whose economies were being disrupted. While a graduate student at Cornell University, I had worked on a study of the closure of the Colorado Fuel and Iron plant called Wickwire, in Buffalo, New York.

Kennecott and several other mining firms announced the closing of some of their mines, including the Burgin Mine in Eureka. Even U&I Sugar Company, an old-line Utah firm with pioneer roots, decided to shut down its operations in Utah, Idaho and Washington, and go out of business. My recollection is that the decision had something to do with the tariffs on imports or the ending of sugar subsidies to U.S. sugar producers. Since the Garland factory was just 25 miles over the mountain in Box Elder County, I decided to have some of my graduate students document those closures, and determine what impact they would have on their workers and the communities where they lived.

As a result of the Utah mining closures, we wrote two reports. The first report was, "*Shutdown: A Case Study of Displaced Rural Workers*," Center for Productivity and Quality of Working Life, Utah State University: Logan, Utah, October 1978, 45 pp. (with M. T. Bentley and T. G. Fritts) The second report was, "*Hardrock Miners in a Shutdown: A Case Study in the Post-Layoff Experiences of Displaced Lead-Zinc-Silver Miners*," Economic Research Institute and Center for Productivity and Quality of Working Life, Utah State University: Logan, Utah, May 1980, 116 pp. (with M. T. Bentley and R. Davidson) Two master's theses on the mining closures were completed by graduate students Richard Davidson and Thomas Fritts.

In early 1979, I obtained funding from the U.S. Dept. of Labor for a demonstration project to study the U&I Sugar plant closures in Utah, Idaho and Washington. The project was entitled, "Mobilizing Community Resources to Cope With Plant Shutdowns: A Demonstration Project," Office of Research and Development, Employment and Training Administration, U.S. Dept. of Labor, March 20, 1979. That USDOL-funded demonstration project was carried out over the next two years and became the basis for a major research, training and publication program at USU. We were especially interested in learning what services the companies, unions and communities

were making available to help the workers being displaced. We also wanted to develop some resource materials that could be used by other communities, companies and unions to help ameliorate the displacement and adjustment processes. The project played a significant role in future efforts to address the impacts on the displaced workers and their communities on the state and national level.

During that project, our publications were among the first to be made available to businesses, labor unions and communities to help them deal with the impacts of plant closures on displaced workers and their communities.

Problems and Solutions in a Plant Shutdown: A Handbook for a Community Action Team. Utah State University Business & Economic Development Services, Logan, Utah, February 1979. 30 pp. (Gary B. Hansen with M.T. Bentley and C.D. Jorgensen.)

Plant Closings, People, and Communities: A Selected Bibliography. Utah Center for Productivity and Quality of Working Life, Utah State University, Logan, Utah, February 1981. 81 pp. (Gary B. Hansen, with M. T. Bentley and M. Skidmore.)

A Selective Annotated Bibliography on Plant Shutdowns and Related Topics. Utah Center for Productivity and Quality of Working Life, Utah State University, Logan, Utah, February 1981. 46 pp. (Gary B. Hansen, with M.T. Bentley, R. Pond and M. Skidmore.)

Life After Layoff: A Handbook for Workers in a Plant Shutdown. Utah Center for Productivity and Quality of Working Life, Utah State University, Logan, Utah, February 1981. 166 pp. (Gary B. Hansen, with M.T. Bentley, J.H. Gould, and M. Skidmore.)

Problems and Solutions in a Plant Shutdown: A Handbook for Community Involvement. Utah Center for Productivity and Quality of Working Life, Utah State University, Logan, Utah, August 1981. 386 pp. (Gary B. Hansen, with M.T. Bentley.)

Ford and the UAW have a better way

In late 1982, the U&I sugar worker displacement demonstration project was followed by a request from the Ford Motor Company and the United Auto Workers Union to conduct a study of the closures of the Ford San Jose Assembly Plant in California and the Sheffield Aluminum Casting Plant in Alabama beginning in May 1983. I recruited Marion Bentley to help me with that project. We made several trips to California and Alabama to document the events surrounding the closures, and I recruited my oldest daughter, Ann-Marie Hansen, and Marion's oldest daughter , Annie Bentley, to help conduct the follow-up telephone surveys of the 2,100 displaced Ford San Jose workers.

Marion and I co-authored a final report on the San Jose and Sheffield plant closures. In addition, I wrote an article for the *Annals of the American Academy* about the San Jose Plant Closing: *The San Jose Assembly Plant: UAW-Ford Approaches to Retraining and Job Assistance for Dislocated Workers*. *The Annals of the American Academy*, Vol. 475 (September 1984), pp. 158-174. That article was soon republished as a Center Report (Center Report 4, UAW-Ford National

Development and Training Center, Dearborn, Michigan, November 1984.) The UAW and Ford circulated that publication widely because their approach to worker displacement at San Jose was considered to be one of the best approaches to ameliorate the problems of worker displacement in America. I suspect that it still is. After two years, we conducted a follow-up study of the displaced workers at the Ford San Jose plant.

Our work of documenting the Ford-UAW experience made the front page of the *Wall Street Journal* on October 11, 1983:

* * *

A FORD PLANT CLOSING may prove a model of labor-management cooperation.

Late last year, the auto maker announced a June 1 closing of a Milpitas, Calif., plant. A panel of Ford and United Auto Workers union officials quickly began to assess the 2,100 hourly workers' training needs. Idle portions of the plant and the cafeteria were used to teach remedial English and math skills. Ford also offered "vocational exploration" classes for up to two weeks so employees could try new skills.

The sessions, taught by plant staffers, covered such areas as auto upholstery and forklift operations. The company still runs a center at the closed plant for other training and placement services. About 375 workers already have landed jobs, says the UAW's Stan Jones; other members hate being unemployed but feel Ford treated them in a "humane way."

Gary Hansen, a Utah State University researcher assessing the plant-closing project, calls it "the most innovative one in the country."

* * *

Promoting worker adjustment programs throughout America as part of a USDOL Plant Closing "road show"

As a result of my work at USU on the U&I Sugar and Ford Motor Company plant closures and because of the growing number of plants throughout America faced with downsizing or closure caused by major economic restructuring, I was asked by the USDOL to be part of a Task Force on Plant Closings, set up in late 1983, to go around the country to train the various state employment and labor agencies in the best practices and techniques to ameliorate the impacts of large-scale layoffs and plant closures on workers and communities.

My work started by attending a one-day workshop, "State and Local Approaches to Plant Closings," on December 5, 1983, conducted for the Labor-Management Relations Services of the U. S. Dept of Labor, and held at the USDOL headquarters in Washington, D.C. The objective of the meeting was to assess the situation and decide what the USDOL could do to help state and local governments more effectively help employers and workers.

On February 29, 1984. William Brock, the U.S. Secretary of Labor, announced a pilot training program designed by USDOL's Office of Labor-Management Relations Services to assist state governments to deal with the problems of plant closings and the reemployment of dislocated workers. Pilot training programs would be tested in Ohio, Illinois, and Arizona. "The training would be conducted by department staff and other experts from management, unions, and the academic community who are experienced in issues of plant closings and in assisting displaced workers." (*USDOL News Release*, February 29, 1984.) The first program was held March 5-7 at Deer Creek Lodge in Mount Sterling, Ohio

I was asked to become part of the USDOL training team to conduct the pilot training programs. That began a long, close association with William Batt, Leona Sibelman, Jim Perlmutter, John Fiscella, William Robinson and others from the Office of Labor-Management Relations Services. After completing the successful pilot program, during the next five years our USDOL team traveled throughout the country to spread the word. Traveling to some 20 states to participate in USDOL-sponsored state, regional, industry, and union training seminars, workshops and conferences, we saw much of America, I also recruited my good friends Hal Axtell and Stan Jones from Ford Motor Company and UAW as a part of the team to discuss their experiences in closing the Ford San Jose Assembly plant.

In August 1984 I wrote a paper entitled, "Cooperative approaches for dealing with plant closings: A resource guide for employers and communities." That 14-page document was made available to states participating in the USDOL training workshops throughout the country.

In October 1984, after our USDOL team had traveled for some months, I wrote another paper entitled*" Preventing Layoffs: Some Components of an Effective Job Security and Economic Adjustment Program*. First it was circulated by the Utah Center for Productivity and Quality of Working Life, and I made it available to our workshop participants. Subsequently, a version of that paper was published in the Autumn 1985 issue of the *Employee Relations Law Journal*. That article so impressed my friends in the USDOL's Labor-Management Relations Service that they requested permission to publish it as a pamphlet entitled, *Preventing Layoffs*, and to distribute it as an essential part of our workshops. Released in 1986, the pamphlet was so well received that stocks were soon exhausted. Additional printings were made, including a new edition released in 1988. I was told that more of our *Preventing Layoffs* pamphlets were requested than any the LMRS had published up to that time.

When the severity of structural unemployment and plant closings continued apace, Congress began to hold hearings. Because of my work using cooperative labor-management approaches to deal with plant closings, on May 15, 1985, I was asked to testify before the House Committee on Education and Labor, Subcommittee on Labor-Management Relations, on H.R. 1616, "Labor-Management Notification and Consultation Act of 1985." My recollection is that the Bill was intended to require employers to provide notification to the employment service when they planned to lay off large numbers of workers and to encourage the use of cooperative labor-management approaches to assist the displaced workers. Unfortunately, nothing came of that proposed legislation as most employers did not want any constraints on their decisions to lay off workers.

Working on the Secretary of Labor's Plant Closing Task Force

In 1985, William Brock, the U.S. Secretary of Labor, decided to create a task force to study the problems of plant closing and worker dislocation and come up with recommendations for a national policy to address them. The idea was to create a group that included representatives of employers, trade unions, government representatives and knowledgeable academics to see if they could craft an approach that would suit all. That led to my being appointed to serve on the Secretary of Labor's Task Force on Worker Dislocation that convened in 1985. Our group included some very distinguished business and labor leaders, and academics, plus several staff members from the USDOL--including my good friend Bill Batt. We worked on that problem for a full year.

I was one of the two academics on the Task Force. Malcolm Lovell, a faculty member at George Washington University and a former high level official at the USDOL, was Chair of the Task Force. I served as Chair of the Subcommittee on Public Policy Responses and wrote the subcommittee's 16- page final report completed on October 20, 1986. It was entitled, "Toward improved economic competitiveness and employment security: A modest proposal." I also served as a member of the drafting committee charged with writing the Task Force's final report: *Economic Adjustment and Worker Dislocation in a Competitive Society: Report of the Secretary of Labor's Task Force on Economic Adjustment and Worker Dislocation*. (Washington, D.C., December 1986).

Seeing our work enshrined in national legislation

Our final report served as the basis for Congress to write and pass legislation designed to establish a national system to provide worker adjustment assistance to America's displaced workers. Congress passed the new law in 1988, the Economic Dislocation and Worker Adjustment Assistance Act (EDWAAA), and President Ronald Reagan signed it into law.

It was gratifying to see that most of our recommendations, including the cooperative labor-management concepts of rapid response and more humane ways to achieve corporate downsizing, were carried forward in that 1988 legislation. I was proud to see some of my language actually adopted in the legislation, e.g., allowing EDWAAA funds to be used by workers and community groups to conduct feasibility studies of threatened enterprises to see if a transfer of ownership or worker buyout could be accomplished to save jobs for the workers and their communities.

After the passage of EDWAAA, the USDOL LMSA was assigned the task of helping to train state and local governments throughout the country in how to implement the new law. Once again I received a call from my friends in the LMSA to join them in taking a new EDWAA road show throughout the U.S. The program lasted from January 1988 to mid-1989. Most of the conferences and workshops were held on a regional basis in cities like New York, Dallas, Seattle, and Los Angeles. However, we also traveled to the interesting and scenic cities of Anchorage, Honolulu, Tampa, Brian Head and Park City, Utah.

I consider my more than a decade of work on plant closings and worker displacement to be among the most successful and rewarding contributions I made during my professional career. It is most gratifying to know that our contributions are still in place to help America's displaced workers and communities nearly 30 years after we began our work in 1978.

While the critical issue of displaced workers was dealt with in the late 1980s and 1990s by EDWAAA, public interest waned. And changes in political priorities led to a significant reduction in the resources Congress has made available to provide assistance to displaced workers. Instead, Congress has redirected more resources to the disadvantaged and poor.

Today, the displacement of thousands of American workers caused by years of outsourcing work to foreign countries like China and allowing employers to hire illegal aliens at lower wages, thereby depressing the wages for American workers, is causing a significant renewal of public concern and political interest for providing more resources to assist displaced workers and reduce illegal immigration. For too long some employers have been allowed to claim that illegal aliens are "filling jobs and doing work that Americans won't do." For me the rising interest in providing assistance to dislocated workers is déjà vu all over again.

Deja vu: the worldwide economic and employment crises of 2008

In 2007, America and the world began experiencing a severe economic crisis. It started with the bursting of the mortgage lending bubble and was followed by failures in the banking and insurance industries that led to serious problems in auto manufacturing and had a domino effect on all parts of the American economy. Unemployment rates have risen dramatically as layoffs and plant closings have increased. In December 2008, the leaders of the big three U.S. Automakers went to Washington, D.C., seeking some $15 billion "bridge loans" to stay afloat. GM and Chrysler said they would be bankrupt by year's end if the bailouts were not forthcoming. Now, America and much of the world are in the throes of a serious recession.

Four examples of the severity of the economic problems and the response of some businesses in America were illustrated by articles in the *Wall Street Journal* and *New York Times*. The first article appeared on February 26, 2008 in the *New York Times* about the Ford Motor Company with the headline, "Ford is Pushing Buyouts to Workers," by Bill Vlasic. The second was an article about layoffs that appeared on December 15, 2008 in the *Wall Street Journal* with the headline, "Some Firms Cut Costs Without Resorting to Layoffs: Amid Flood of Job-Reduction Announcements, Some Employers Believe Axing People Can Be Short-Sighted Response," by Cari Tuna. It suggested that some firms were trying to cut costs without resorting to layoffs. The third article appeared on December 22, 2008 in the *New York Times* with the headline, "More Companies Are Cutting Labor Costs Without Layoffs," by Matt Rich, and dealt with the same issues as the WSJ article a week earlier. The fourth article appeared in the January 15, 2009 *Los Angeles Times* with the headline, "Companies find spreading pain preferable to cutting jobs," by Martin Zimmerman, about how employers are dealing with the current recession.

All four of the above newspaper articles confirm that the work we carried out at USU a quarter of a century ago and the publications that I wrote to help employers and workers deal

with very serious economic problems are once again needed and should be made available to employers, threatened workers and communities in America and elsewhere to help address the worldwide recession and economic crisis in a much more humane and effective way; especially the publications *Preventing Layoffs* (USDOL, 1986, 1988), and *A guide to worker displacement: Some tools for reducing the impact on workers, communities and enterprises*. (ILO: Geneva, 2002)

The importance of the above paragraph and its potential impact worldwide were borne out rather dramatically to me on June 20, 2009 when I was looking up some information for my memoir on Google. I came across a surprising reference to the ILO and myself, in an announcement that in March 2009, the ILO had published an updated edition of "*A guide to worker displacement: Some tools for reducing the impact on workers, communities and enterprises*," that I had written for them in 2001. This new edition of my guide is free and can be downloaded from the Internet in pdf format at http://www.ilo.org/skills/what/pubs/lang--en/docName--WCMS_103594/index.htm)

The preface to the updated edition says the following about the ILO's reasons for publishing an updated edition (with a beautiful new cover) at this time.

> **PREFACE**
>
> **A *guide* to *worker displacement: Some tools for reducing the impact on workers, communities and enterprises***, (Geneva: International Labor Organization, 2nd edition, March 2009)
>
> The following Guide to Worker Displacement by Gary B. Hansen, originally published in 2001, was in part a response to the financial crisis that gripped much of Asia in 1997 with severe impacts in terms of worker retrenchments and rising unemployment. The Guide, drawing on a wealth of experience primarily in North America and during the transition process in Central and Eastern Europe, sought to demonstrate the wide range of possible responses by enterprises, communities and workers to economic downturns and how to reduce potential job losses.
>
> In 2008 it became readily apparent that countries around the world were facing a new financial crisis with impacts that seem to surpass in severity those experienced in the late-1990s. While the examples provided in the Guide generally date from this period, they are illustrative of the rising worker retrenchments currently underway world-wide and the likely policy responses that can reduce the economic and social impacts of the downturn. In an effort to assist policy-makers, enterprise managements and community leaders to consider alternatives to worker retrenchment and responses to mass lay-offs, the ILO's Skills and Employability Department has reissued this publication with minor revisions to the original text and additional information on work-sharing as one supplementary action that can be considered as an alternative to retrenchment.

It is nice to know that one of my publications on worker displacement is still available throughout the world for use by any who are coping with the current unemployment and economic crises being experienced by all nations.

5. Facilitating Business Extension and Local Economic Development in Utah

Creating a business extension unit at USU

With the political base for agriculture fast losing out to the urban areas in Utah, it seemed to me that placing the major extension emphasis on the shrinking industry of agriculture was a misallocation of resources. For years I had felt that it was unfortunate and detrimental to the future of USU to fail to develop extension services to assist the business community of the state, especially the small- and medium-sized businesses. In the early 1970s, our Manpower Development Service work, funded by the USDOL and carried out during July 1, 1972 to December 31, 1975, clearly demonstrated that these businesses need assistance and services to prosper and provide jobs for Utah workers.

When USU hired Richard Smith as the new dean of the College of Business (COB) in 1977, I approached him to discuss my ideas. On November 22, 1977, I wrote and submitted to Dean Smith "A proposal to create a business advisory service as an integral component of the College of Business and University Extension." That proposal drew on the experience gained by the USU Manpower Development Service demonstration project and led to the creation of the USU Business and Economic Development Services on January 1, 1978.

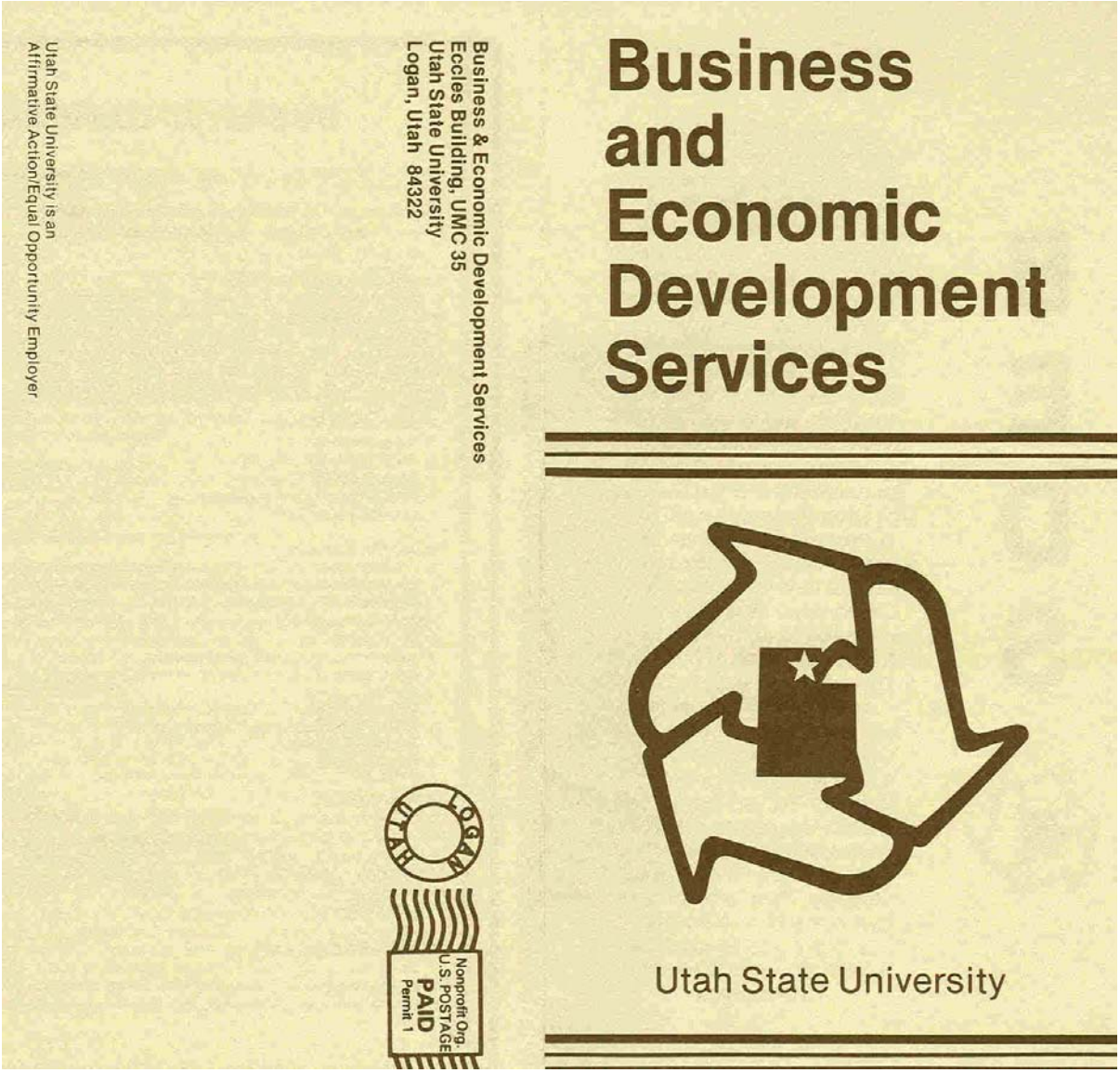
Dean Smith liked the idea and incorporated it into the College of Business strategic plan and redesigned its Outreach functions into three separate parts -- Continuing Education, Business Relations, and Field Services. On December 19, 1977, Dean Smith sent a memo to the COB faculty outlining the work and responsibilities of each of the three parts. The memo said the following about Field Services:

> The field services phase of the Outreach program of the College will be headed by Gary Hansen who will serve as Director of the Business and Industrial Development Services of the College—a newly designed unit absorbing the existing Manpower Development Center. This unit will be a cooperative venture of the College of Business and University Extension Division. The director's responsibility will include the initial design, the establishment of a resource base, the organization, and the administration of the unit. The director will also serve as a member of the Executive Committee and a member of the Outreach Steering Committee…
>
> All three of the foregoing assignments are initially designated as half-time administrative appointments.
>
> All of the foregoing assignments will be made operative immediately upon action of the institutional council in January 1978.

The institutional council approved Dean Smith's recommendations, and I was appointed director of the Business and Economic Development Services on January 1, 1978.

After setting up shop on the Second floor of the Eccles Business Building, we printed up a brochure and began functioning under the new name. We began using the BEDS imprimatur on much of the work we were already doing, such as the research projects on plant closings and

worker dislocation. The functions and objectives of BEDS are outlined in the following brochure.



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January 1978 marks an important milestone in Utah history. Through the joint efforts of the Utah State Legislature and USU Institutional Council, the Business and Economic Development Services was brought into existance. This action represented the first step in the creation of a statewide Business Extension Service for Utah. BEDS was established as an educational link between business, industry, government and the University. Utah State University with its substantial resources, recognized philosophy of service, and extensive statewide extension network was assigned to cooperate with the State Division of Industrial Development in providing advisors and technical assistance to business and industry in the state. BEDS offers a cooperative effort between the University and the community to create a partnership that serves to strengthen the nation's economy. This "one-to-one" effort is the first in a series of links to provide needed services to the Utah Business Community.

FOR MORE INFORMATION

Feel free to contact the Business and Economic Development Services, 801-742-4100 extension 7203, or return the form below to:

Gary B. Hansen
Business and Economic
Development Services
UMC 35
Utah State University
Logan, Utah 84322

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Please contact me regarding: _____

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_____
(your name)

_____
(position)

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(company/organization/agency)

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(address)

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(city) (state) (zipcode)

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(telephone, area code and number)

An article in the Spring 1979 issue of the COB's publication *BottomLine*, illustrated how we used the new name to obtain some visibility and recognition for what we were doing.

BEDS studies plant shutdowns, U & I Sugar explored

The Business and Economic Development Service (BEDS) has undertaken several projects recently which deal with the shutdown of plants, including the U & I Sugar shutdown.

Their purpose was to study the effect of a plant closure on its workers and the community as a whole. Once the effect was understood, work began on the formulation of guidelines for the workers, company, and community which, if followed, could ease the transition for all concerned.

In the case of U & I Sugar, BEDS acted as the impetus for the formation of Community Action Teams. These teams have attempted to forsee problems and create solutions. Their efforts have resulted in the registration of all the unemployed workers at Job Service, the creation of training programs, and a committee to study the possibility of industrial development at the plant site.

BEDS was established in January 1978 as an educational link between USU, business, industry, and government. USU has a vast array of resources, including libraries, computers, instructional media, and experts in many business fields, which could help the owner of a small business. The purpose of BEDS is to work as an agent to make these resources available to the businessperson.

Business people requiring expert assistance are invited to contact Dr. Gary B. Hansen, the director of BEDS.

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On April 5, 1978, Dean Smith held a full-day roundtable meeting with the President and Provost to discuss the College of Business strategic plan and the future directions of the COB. I was asked to make a presentation about the business advisory services and the role of the Business and Economic Development Service.

My recollection is that during the next decade BEDS was able to project a modest image as a business-oriented extension and outreach unit, but it never achieved its potential of becoming a full-fledged Business Extension program at USU because it never received the necessary operating budget and organizational support from COB or from USU administrators.

The only financial resources available to BEDS came from the contracts and grants I obtained for other projects such as USDOL-funded worker adjustment projects or by using BEDS as the USU contracting unit. We used resources bootlegged from other sources and grants to carry out what work we could on a shoe string. Subsequent administrative changes in the COB and work to obtain accreditation for its MBA and other business degree programs diverted resources to those efforts and left none for BEDS. In fact, no financial support was ever given to business extension at USU, other than Marion Bentley's business extension position. An effort was made to obtain a grant from the Regional EDA office in Denver to create an Economic Development Center at USU. But my recollection is that that proposal was not funded.

Unfortunately, BEDS was never seen as an important or essential function of the Business College. Partly, because it was a casualty of the forced merger of the Economics and Agricultural Economics Departments back in 1969. BEDS was housed in the Economics Department which was clearly becoming dominated by the agricultural and resource economics faculty and several hard money funded positions. USU never offered nor provided any other resources for business extension beyond Marion Bentley's business extension position that was picked up by then USU Extension Vice President Clark Ballard. (All the other extension positions remained wedded to agriculture and the other traditional extension activities. In later decades, even the national financial support for Agricultural Extension waned, and the permanent federal resources for agricultural extension became threatened with reductions.)

Finally, because of the increased availability of alternative opportunities and resources for me to use to conduct other activities, less time and energy could be devoted to the promotion of Business Extension functions. One can beat one's head against a wall for only so long before it hurts. Hence, after 10 or 15 years of working in a neutral if not hostile environment without any tangible administrative or financial support from the Economics Department, College of Business or USU administrators, I decided that it was time to close down BEDS.

It should be noted that the College of Business did have a Management Institute that provided some management training seminars to larger area businesses on a fee-for-service basis, and, by doing so, provided extra-contractual income to several of the Business faculty. But the Management Institute was a limited effort that had no impact on the types of issues addressed by the MDS demonstration project carried out a decade earlier.

Some years later, under Marion Bentley's direction, USU added a Small Business Development Center, funded by the federal Small Business Administration, as a subsidiary unit of the statewide SBDC program first located at the University of Utah and later at the Salt Lake Community College. However, the small business center at USU, with its one or two person staff, has barely maintained its level of services through the vagaries of funding over the years.

Today, it is ironic that the need for a BEDS-type unit and for the business extension services we envisioned back in 1977 are clearly resurfacing. It is interesting to see that younger and more aggressive educational institutions in Utah are moving to fill the void, but not USU. In my judgment, USU will suffer for its failure to become a major player in business extension and outreach in the state of Utah. Since Richard Smith retired, the College of Business has not had a dean who understands this issue and is prepared to address it in a positive, proactive and substantive way. It will be interesting to see if the current Dean, Douglas Anderson, will take another look at this area of activity with the endowment funds provided to the new Jon M. Huntsman School of Business inaugurated on December 3, 2007.

Since I wrote this section in 2007, there have been some interesting new developments concerning having a Business and Economic Development Services at USU. In 2008, Utah Governor John Huntsman and his staff decided (after all the fallow years) that USU should become more actively involved in local and community economic development throughout the rural areas of the state and approached Vice President for Extension at USU and College of Agriculture Dean, Noele Cockett, to address this issue. The Extension VP and Agriculture Dean then called Marion Bentley in to discuss the Governor's request and obtain his ideas. That led to the formation of a group at USU to strategize and organize a variety of activities and programs to fulfill the Governor's request.

When Marion told me about this new initiative on April 28, 2008, he said he finally feels appreciated and rewarded for the first time after his many years of contributions to business and economic development extension and plans to continue working in this area as long as the climate and support continue. . (April 28, 2008 telecon with Marion T. Bentley)

Ironically, the new initiative will take place within the Department of Applied Economics in the College of Agriculture. Apparently. Dean Douglas Andersen of the Huntsman School of Business (created in December 2007) does not view business outreach services as important to the new business school.

Creating an MSS degree in Community Economic Development for practitioners

Because of our long-time interest and work in local and community economic development (CED) – (1) Through BEDS and the operation of training programs for international students; (2) Through trying to facilitate the use of cooperative entrepreneurship and the creation of worker cooperatives to generate jobs and enterprises for workers in economically distressed communities; and (3) Through local economic development work in Central and Eastern Europe -- we thought it would be a natural development to create a master's degree program in community economic development at USU for practitioners and

professionals. The program would emphasize a variety of practical approaches to local and community economic development and draw on much of the work that Marion Bentley, I and several of our colleagues in the Economics Department had done in this field.

The idea of the new degree was supported by the local economic development practitioners in the state of Utah who liked the idea of obtaining more training and receiving credentialing in their profession. I thought that such a degree could be a companion to the MSS in HRA we had created back in 1978 through a USDOL institutional grant program. That degree has been very successful for practicing and potential manpower and human resources professionals.

Consequently, on November 2, 1993, I prepared a proposal for submission to the Economics faculty to create a Master of Social Science degree program in Community Economic Development (CED). Although the faculty eventually approved the proposal, by the time they got through changing the requirements and the required classes for the new CED degree, they created a program that was very close to the existing master's program in economics. The CED degree was no longer unique and directed to the practitioners who wanted to have a broader and more practical professional CED education. Therefore, I wondered if it would attract many students, especially practitioners working in the field.

January 12, 1994, Don Snyder, the economics department head, sent a memo with the final version of the proposed program to the economics faculty. Eventually, the final version of the master's degree in Community Economic Development was approved by higher authorities.

From 1994 until my retirement in November 1998, there was little activity or interest in the new program. However, in the fall of 2007 I talked with Chris Fawson, a member of the economics faculty who had been interested in CED along with Marion Bentley, myself and John Keith. I asked him if the program and the courses to support it were still on the books and if any students were currently enrolled. He said that the CED degree was still viable and a number of students were participating in the program. A perusal of the 2007-2009 USU catalog indicates that there are three courses on community or local economic development still on the books. That was good news. I certainly hope this program is attracting some practitioners working in the field,

If the faculty members in the Economics or Applied Economics Department—whichever department inherited the CED Masters degree program—were willing to add courses to the curriculum that incorporate some of the innovative training materials and approaches to local economic development that Marion Bentley and I developed and used extensively in Central and Eastern Europe during the past 10 years, and then marketed the program through USAID or other appropriate agencies, they might be able to attract significant numbers of international students to this degree program. Furthermore, the faculty might even consider developing a 10 week course for international CED practitioners, just like we did with our manpower programs in the 1980s. Based on my experience, there is or could be a significant international market for such programs, if it they are properly developed and creatively marketed.