



Center for Economic Development

Annual Report

July 1, 2007-June 30, 2008

Grant No. 07-66-05874-01

Prepared by Christi Bell, Director

This report was prepared under an award from the
U.S. Department of Commerce
Economic Development Administration

The statements, findings, conclusions,
and recommendations are those of the author(s)
and do not necessarily reflect the views of the
U.S. Department of Commerce, Economic Development Administration.

**UNIVERSITY OF ALASKA
CENTER FOR ECONOMIC DEVELOPMENT**

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EXECUTIVE SUMMARY

The University of Alaska Center for Economic Development (center) is funded, in part, by a grant from the U.S. Department of Commerce, Economic Development Administration. Matching funds are provided by the University of Alaska Anchorage, the Institute of Social and Economic Research and center clients. The center works with community-based, non-profit organizations to create a positive climate for private sector capital investment and job creation. The University of Alaska campuses with their unique expertise and research capabilities are utilized as key elements in the economic development process. Center clients include Alaska Regional Development Organizations (ARDORs), Native and village corporations, municipal and borough governments, local non-profit corporations, and Economic Development Administration designated Economic Development Districts.

This report is divided into four sections. The first describes the center's staff, mission, and clients. The second summarizes the economy of Alaska including the development challenges and opportunities within the state. The third summarizes center projects and activities in three key areas: Technical Assistance, Applied Research, and Information Dissemination. The last section provides a summary of clients served by the center in the past year along with a discussion of the geographical distribution of center services.

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INTRODUCTION

The University of Alaska Center for Economic Development (center) was established in September 1992 through a University Center Technical Assistance Grant (#07-06-03352-92) from the U.S. Department of Commerce, Economic Development Administration. The center is part of the Institute of Social and Economic Research (ISER)—a research institute within the College of Business & Public Policy at the University of Alaska Anchorage.

This annual report covers the program's sixteenth year of service in providing technical assistance to clients throughout Alaska.

CENTER STAFF

Center staff consists of a director, administrative assistant, Entrepreneurship Training Coordinator, ROPE Coordinator, Cooperative Business Development Director, VISTA Leader and two VISTA members. Additionally, part-time student research positions and/or ISER staff are retained on a project by project basis. The center's director, Christi Bell, reports to the director of the Institute of Social and Economic Research (ISER), who reports to the dean of the College of Business & Public Policy.

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CENTER MISSION AND OBJECTIVE

The mission of the center is to mobilize the university's resources to build the capacity of Alaska's communities to engage in sustainable economic development.

The center's overriding objective is to act as an access point and conduit for university-based resources—delivering, distilling, and disseminating information to underserved and economically challenged communities throughout Alaska. The center achieves this goal by:

- Providing “entrepreneurship-focused” technical assistance to aid entities in planning, formulating, and efficiently implementing economic development strategies throughout Alaska;
- Conducting applied research to support entrepreneurship initiatives and programs;
- Disseminating information to raise Alaskans' overall awareness of economic development issues, entrepreneurship development strategies, and lessons learned.

CENTER EXPERTISE AND RESOURCES

The center serves as an outreach arm of the University of Alaska, addressing public requests for assistance. Through this role the center promotes greater system-wide entrepreneurship, collaboration, and application of University of Alaska research and resources. CED is valued as the go-to partner for entrepreneurship and economic and community development programming in Alaska.

In this role the center supports coordination and communication between projects and multi-disciplinary programs, and it acts as a clearinghouse for entrepreneurship and economic development information. The following multidisciplinary programs are considered partners, resources, or potential contributors to the center's program:

- Collaborating schools and programs at the University of Alaska Anchorage include the Institute of Social and Economic Research, the School of Business and Public Policy, the School of Social Work, the Alaska Small Business Development Center (ASBDC), and University of Alaska Corporate Programs.
- Collaborating schools and programs at the University of Alaska Fairbanks include the School of Management, the College of Rural and Community Development, the Department of Alaska Native and Rural Development, the School of Natural Resources and Agricultural Sciences, and the Cooperative Extension Service.
- Collaborating schools and programs at the University of Alaska Southeast include the School of Business, Public Administration and Information Systems, and the School of Career Education.

CENTER COLLABORATORS AND PARTNERS

In addition to University of Alaska-based assets, the center has established strong working relationships with local and regional economic development organizations, private consultants, and volunteer professionals to provide clients with a wide variety of options and resources. In many cases, center projects involve more than one of these entities, with a cross-section of industry, private business interests, non-profit groups, professional associations, and community-focused organizations participating and lending expertise to a project. Part of the center's role is to bring these various entities together to support regionally-based economic development initiatives.

The center works in partnership with entities already engaged in long-term, regional economic development initiatives. In Alaska these entities include:

- Alaska Department of Commerce Community and Economic Development
- Alaska Regional Development Organizations (ARDORs)
- US EDA Economic Development Districts (EDDs)
- US EDA Anchorage office
- Community Development Quota (CDQ) groups
- Resource Conservation and Development Councils (RC&Ds)
- Native tribal and village corporations, and regional Native corporations.

Additional key partnerships are with the Denali Commission, state Chamber of Commerce, USDA Rural Outreach Programs, the Alaska Manufacturing Extension Program, Alaska Pacific University, and private consulting firms. The goal of these partnerships is to improve service delivery and increase economic development support. Knowledge of each of these programs and understanding of the resources each possesses is crucial to the center's efforts to assist organizations in carrying out their economic development strategies. The center does not duplicate services, but strives to support existing initiatives and expand local and regional resource bases statewide.

CENTER CLIENTS

The primary target customers of the center are public agencies and private entities that support economic development. In many cases, center projects involve more than one of these customers, with a cross-section of industry sectors, private business interests, non-profit groups, professional associations, and community-focused organizations. The center cannot assist private, for-profit businesses. Clients of the center include:

- Alaska Regional Development Organizations (ARDORs)
- Alaska Native corporations
- Tribal and village councils
- Municipal and borough governments and agencies
- Community Development Quota (CDQ) groups
- EDA-designated Economic Development Districts

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ALASKA BACKGROUND & ECONOMY

Alaska has kicked-off a series of celebrations this year in recognition of its 50 years of statehood. Furthermore, continued rises in oil prices have positioned the state as “one of” if not “the” richest state in the nation. Additionally, Alaska’s economy has also experienced a record breaking 20 consecutive years of job growth that began in 1988 according to Alaska Department of Labor reports.¹

Even with these positive facts, harsh realities exist including climate change, debates over natural resource development, and rural communities that face third world conditions. Climate change continues to threaten Alaska’s infrastructure particularly through the melting of permafrost that has resulted in unstable foundations and the need to spend resources to make ongoing improvements and in some cases move entire communities. Many of the state’s residents are facing personal economic collapse, particularly rural residents, as they try to manage rising energy and living costs. Furthermore, Alaska residents are in serious debate over the risks and benefits associated with competing industry development strategies. Through all of this, new emphasis has been placed on exploring ways to ensure that Alaska’s economy is more sustainable and diversified as well as less reliant on fossil fuels.

KEY INDUSTRY SECTORS

The primary contributors to Alaska’s economic growth include increased government spending (military, federal, state consumption expenditures and gross investments), and the price of oil. The state has also been successful in further diversifying its overall economy.

Federal, state, and local governments collectively account for more than 30 percent of the workforce in Alaska. Government is the largest economic sector. Federal and state spending are especially dominant economic contributors in many rural Alaskan communities.² Federal spending is declining in all areas except military spending. Future possibilities for increased state revenues include a gas pipeline, the opening of the Artic National Wildlife Refuge, or new taxes. There is concern whether these projects and initiatives and the growth of other sectors will be enough to compensate for the decline. In summary of other sectors:

Oil & Gas has been a continued solid performing industry for the state. Record high oil prices have encouraged further oil and gas exploration. While total production has declined, overall employment in the industry has continued to increase with some of this directly linked to pipeline repair and maintenance work. Additionally, much emphasis has been placed on the development of a new pipeline initiative.

Metal mining has also experienced another good year as world prices for base metals have experienced continued growth. Specifically, prices for lead, zinc, gold and silver have all risen between 2000 and 2007. Revenues have been on the rise for this industry segment increasing from \$1.7 million in 2001 to \$18.6 million in 2006. The Alaska Department of Revenue expects an average annual growth of 24 percent to continue through 2011.

¹ Alaska Economic Trends, April 2008

² Alaska Economic Trends, April 2005

Construction one of the most important contributors to the Alaska economy³ has slowed and lost 1,000 jobs in 2006 and 2007. Like the rest of the nation construction was up between 2000 and 2005 and is now experiencing a correction as the economy adjusts from its downturn. It's anticipated that Alaska's construction industry will bounce back faster than the rest of the nation if oil and gas projects and state and local capital spending move forward as expected.

Commercial fishing has experienced continued stable growth since its low point in 2002. The rebound is attributed to aggressive fish revitalization programs and a focus on value added processing and fisheries sustainability. Competition from farmed salmon has still been a challenge, but overall demand through increases in world wide consumption has made this less of an impact.

Tourism has experienced continued growth since 2000. In 2007, the total number of visitors to Alaska was 1.7 million. In recent years the growth has been slowing, particularly in Southeast communities. The greatest challenge seems to be weighing the cost-benefit of making greater infrastructure investments to support greater numbers of visitors against global considerations influencing visitor travel decisions.

Health care has been responsible for nearly a quarter of all job growth in Alaska's economy between 2000 and 2007.⁴ Alaska's population that is 65 and over is projected to double by 2020 and nearly triple by 2030. The aging of the Alaska population is expected to result in additional demands for health care workers.

National retailers, restaurant chains and hotel/motels continue to move into Anchorage, including the latest market entries of Target and Petco. In addition, Costco is expected to introduce a new store in the MatSu Valley.

Despite high oil prices, impressive state government wealth, and continued growth in industries such as mining and tourism, total job growth has slowed and is expected to continue to slow. Furthermore, continued declines in federal funds and concerns that the national economy is in trouble are growing concerns.

Also of growing concern is the state's employment. Though more Alaskans are working, many of the jobs available are lower paying. Also concerning is the much higher than national average unemployment rates in some regions of the state. The 2005 Denali Commission annual report estimated that more than 100 rural Alaska communities have unemployment levels that consistently exceed 50 percent. That being said, jobs are lacking in rural Alaska where many people depend on part time, seasonal, and sporadic employment. Rural Alaska also suffers from a large number of discouraged workers, who are no longer looking for jobs, and are not represented in the statistics.

³ Alaska Construction Spending, 2008 Forecast, ISER

⁴ Alaska Economic Trends, April 2008.

ALASKA'S DEVELOPMENT CHALLENGES

Communities throughout Alaska—but particularly rural Alaska communities—face serious challenges. These challenges include remoteness, lack of road systems and highway linkages, lack of basic infrastructure, and harsh climatic conditions. While the state of Alaska encompasses an estimated 20 percent of the land mass of the United States, there are no roads, railroads, or power grids that connect communities outside of major population hubs. Alaska communities continue to be plagued by inadequate housing, expensive energy and utilities, and lack of safe drinking water and adequate sewer systems. Communities also face intractable social problems including depression, substance abuse, violence, and limited medical care. In short, essential levels of infrastructure and social dynamics limit both conventional and more innovative types of economic development.

Private sector investment, job and wealth creation is severely hindered by the above mentioned challenges. ISER researchers studied this year both the challenges and success factors associated with establishing a viable business in rural Alaska⁵. While the entrepreneurial spirit of rural Alaska varies widely from region to region, some similarities exist. Business owners and managers stated that they faced several common challenges starting their business including limited access to: banking (lending and financial management); markets and/or knowledge of marketing; employees with desire, willingness or skills necessary for business operations; supply chains and basic business services, and basic technology such as readily affordable and available Internet.

ALASKA'S DEVELOPMENT OPPORTUNITIES

Despite the many needs and issues, sectors of Alaska's economy offer economic opportunities. The health care segment is responsible for nearly a quarter of all new jobs. The visitor industry has experienced growth in recent years, following its 9/11 setback. The leisure and hospitality industry employs an estimated 10 percent of the state's workforce and anticipates growth. North America's largest producing oil fields and the largest zinc mine in the world are both located in rural Alaska. Additionally, a lucrative bottomfish resource is located offshore in the Bering Sea, and salmon runs are improving. Furthermore, Alaska's strategic location—being equidistant from Asia, Europe, and the Eastern United States—has made it possible for the Anchorage International Airport to become the fifth largest air-cargo hub in the world.

Several economic development organizations in rural Alaska have concentrated on small-scale ecotourism and arts and crafts development. The limited infrastructure in villages, along with the high cost of rural travel and hesitancy on the part of many rural villages to welcome visitors to their communities, is reflected in a slow and cautious rise in rural tourism. Native arts continue as a developing industry as rural artisans begin to understand the complexities of marketing and distributing their products. Native arts have the advantage of being a complementary occupation to traditional subsistence activities.

⁵ Viable Business Enterprises for Rural Alaska, Institute of Social and Economic Research, 2007

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CENTER PROJECTS AND ACTIVITIES ENTREPRENEURSHIP DEVELOPMENT

The center strives to promote a more favorable business environment in Alaska by encouraging capacity-building, higher-skill attainment, higher-wage jobs, and attraction of greater levels of private capital investment through the following activities:

- Linking University of Alaska faculty, staff, and students across disciplines
- Serving as a conduit for statewide economic development professionals
- Providing a wide range of technical assistance resources
- Encouraging the professional development of economic development practitioners
- Supporting greater statewide access to economic development information
- Building a stronger entrepreneurial climate through capacity building

The center accomplishes this work by leveraging university-based research and knowledge and the expertise of university staff, students, and faculty. Additionally, the center works closely with other entrepreneurship and economic development-related programs and private consultants to support projects throughout the state of Alaska.

CENTER ASSISTANCE PROVIDED

The center provides a wide variety of technical assistance, from developing initial project ideas to mentoring clients through project implementation. The scale of projects the center has been involved with also varies, as do the types of projects. Examples of technical assistance include:

- Feasibility analyses
- Business plans
- Market research and marketing plans
- Organizational and community planning
- Topical workshops and trainings

The center engages in basic and applied research to assist its clients in making improved decisions. The center also engages in outreach activities to inform businesses, municipal and tribal governments, regional development organizations, CDQ groups, public officials, and others involved in economic development efforts.

As the center has evolved over the past few years, new programs and services have been developed to enhance program outreach and to meet the needs of Alaskans seeking greater entrepreneurship and economic development support.

The following sections summarize the projects and related activities of the center under three primary headings: **Technical Assistance**, (including: Entrepreneurial Capacity Building, Economic Development Capacity Building, Entrepreneurial Research and Dissemination, Entrepreneurial Support Resources, Social Enterprise Entrepreneurial Support, Other Program and Entrepreneurial Support Services) **Applied Research and Related Activities**, and **Information Dissemination and Related Activities**.

TECHNICAL ASSISTANCE – ANALYSIS AND PLANNING ACCOMPLISHMENTS (BUSINESS & ORGANIZATIONAL PLANNING, FEASIBILITY & MARKET ANALYSIS)

CLIENT/PROJECT: Camp Fire USA

Services Provided: The center researched the feasibility of Camp Fire USA expanding after-school services into Junior High. The Junior High-based program plans to incorporate a community service emphasis. The center supported this project through market assessment and program efficiency analysis.

Results: The center assisted Camp Fire USA with a market analysis and research to better understand the financial feasibility of entering this market. Campfire is now pursuing the development of a middle school program.

Project Status: Completed.

CLIENT/PROJECT: Oceans Alaska

Services Provided: Oceans Alaska retained the center to lead a series of public meetings to review the current situational analysis of the mariculture industry (strengths, weaknesses, opportunities, threats, competitive environment) and to facilitate a mission statement for the industry. Through this process common goals, objectives and a future vision of the industry was accomplished.

Results: Public meetings were held that included the participation of private sector businesses, non-profit organizations, and state and federal government agencies interested in and necessary for the growth of the Mariculture industry in coastal Alaska. The following critical outcomes were achieved:

- Prioritization of mariculture development opportunities
- Formation of a five-year development plan and objectives
- Establishment of a one-year action plan - including steps to implementation
- Identification of potential partners and financial resources

Project Status: Complete.

CLIENT/PROJECT: Sitka Tribe of Alaska (STA)

Services Provided: STA owns a tannery operation and utilized center support to develop a business plan for expansion of the existing tannery services.

Results: Center staff worked closely with STA staff to develop a tannery business plan and materials for pursuit of financial support to expand facilities.

Project Status: Complete.

CLIENT/PROJECT: Chickaloon Village Traditional Council

Services Provided: Center staff assisted the Chickaloon Village Traditional Council with two feasibility analyses and development of associated business plans. The first business analysis was for a greenhouse project supported through alternative energy resources already available within the community. The second analysis was for a campground and/or small scale tourism development project.

Results: The feasibility analyses and business plans were completed and delivered to the Council. Plans are underway to move forward on each business.

Project Status: Completed.

CLIENT/PROJECT: Kachemak Shellfish Mariculture Association – Business Planning Assistance

Services Provided: Center staff provided the KSMA's board with a financial model from which to make development decisions. Due to changes in the business model, KSMA board and management wanted to review various levels of development and growth and impacts to financial sustainability. These mentoring services were provided to a project EDA has an investment in.

Results: The center will continue to support this project. KSMA has begun construction of their facilities and incorporated fiscal information into plans.

Project Status: Ongoing.

CLIENT/PROJECT: Veterans Industries

Services Provided: The Veterans Industries program met with the US Economic Development Administration local Anchorage office to share program needs. In turn, the USED A EDR contacted the center director about the program. The center director and program VISTA member contacted the Veterans Industries program director to tour facilities and explore areas of support.

Results: A center VISTA member, also a veteran, met with Veterans Industries staff to better understand program needs and ways that the center can support the program. It was learned that business skills workshops and trainings for program participants are desired. Additional support may also be provided to position the existing social enterprises. The center director assisted with identifying several organizations that could assist with meeting immediate needs of the Veteran's Industries program.

Project Status: Ongoing.

CLIENT/PROJECT: Cordova Community Kitchen

Services Provided: The center previously completed market research for a community-based commercial kitchen in Cordova. Center staff drafted a business plan and funding strategy to implement the commercial kitchen.

Results: Working with the Cordova Community Kitchen development committee, a draft business plan has been completed and is under review.

Project Status: Ongoing.

CLIENT/PROJECT: Artisan Studio – Mountain View

Services Provided: Center staff explored the feasibility of an underutilized facility being converted to a shared-use multidisciplinary art center.

Results: From this initial analysis, several potential funders came together and determined that additional business planning and analysis is warranted. Center staff worked with outside consultants on additional analysis, and then students of a social enterprise class worked on additional market analysis research.

Project Status: Ongoing.

CLIENT/PROJECT: Alaska Yukon River Expeditions

Services Provided: Center staff dialogued by phone with this tourism operation director. Center staff provided visitor industry contact information and encouraged the operator to pursue a business plan.

Results: The Expeditions director has expressed interests in further technical assistance. Several options for support were presented.

Project Status: Ongoing.

CLIENT/PROJECT: Nikolski Greenhouse – Regional Example

Services Provided: The center was requested to assist the community of Nikolski in determining the feasibility of a greenhouse operation, with the objective of growing produce locally. A 65 W wind turbine is available within the community to generate power for the greenhouse.

Results: Center staff have provided the community with an outline of a feasibility study and assisted with connecting the community to key funding agencies.

Project Status: Ongoing.

CLIENT/PROJECT: Anchorage Dome

Services Provided: Center staff, largely through a VISTA member, have been assisting the Anchorage Dome with reviewing strategic business operations, fiscal reports, and marketing plans of the Dome.

Results: Center staff have facilitated a planning session for Dome staff and assisted with the re-write of the Dome's marketing plan. Center staff have also assisted with the development of a user survey to measure the satisfaction of existing Dome users.

Project Status: Ongoing

CLIENT/PROJECT: Soldotna Chamber of Commerce

Services Provided: Center staff have been asked to participate in a Soldotna community project exploring the feasibility of developing a shared-use facility that will better meet both visitor industry and local business development needs.

Results: Center staff participated in telephonic meetings.

Project Status: Ongoing

CLIENT/PROJECT: Hoonah Indian Association

Services Provided: The Hoonah Indian Association has requested support for the planning of a cultural heritage center tour product.

Results: Center staff has provided the community with an outline of a feasibility study and proposal for moving forward.

Project Status: Ongoing.

CLIENT/PROJECT: Alaska – US Economic Development Administration office

Services Provided: Upon request, the center provides assistance in evaluating feasibility of potential EDA investments and provides EDA grantees mentor type assistance in the implementation of their projects.

Results: Center staff have reviewed feasibility studies and business plans of projects and provided input back to EDA staff. Center staff met with clients as requested to review project plans and provide guidance on steps for moving forward.

Project Status: Ongoing.

ENTREPRENEURIAL CAPACITY BUILDING - ACCOMPLISHMENTS (BOARD TRAINING, ENTREPRENEURIAL SKILL DEVELOPMENT TRAININGS)

CLIENT/PROJECT: KCHU Public Radio, Valdez – Board Development Training and Strategic Planning Facilitation

Services Provided: The center’s entrepreneurship training coordinator developed and delivered a board training workshop to the KCHU public radio board of directors and also facilitated a strategic planning retreat.

Results: Both events were well-received by participants.

Project Status: Completed.

CLIENT/PROJECT: Alaska Workforce Investment Board – Retreat Facilitation

Services Provided: The center’s director and entrepreneurship training coordinator developed and delivered board training and facilitated conversation at the annual retreat of the Alaska Workforce Investment Board staff and directors.

Results: The training was well received by participants.

Project Status: Completed.

CLIENT/PROJECT: Kenai Peninsula Economic Development District – Strategic Planning Facilitation for Board of Directors

Services Provided: The center’s entrepreneurship training coordinator developed and facilitated a strategic planning retreat in Soldotna for the Kenai Peninsula Economic Development District board of directors.

Results: The session was well received by participants.

Project Status: Completed.

CLIENT/PROJECT: Nome – E-Commerce Business Training

Services Provided: Center staff delivered a business skills training in Nome, Alaska for Alaska Growth Capital.

Results: The class was well received by participants.

Project Status: Complete.

CLIENT/PROJECT: Alaska Federation of Natives 2007 Alaska Marketplace

Services Provided: Center staff participated in all aspects of the Alaska Marketplace event in 2007. Specifically, center staff participated as Assessors in the process of selecting finalists, as well as helping to outline what trainings should be offered to the finalists, identifying speakers to deliver those trainings, and delivering trainings on specific topics. Center staff also designed evaluation forms for each of the training workshops. Following the event, center staff continued to engage with Alaska Marketplace staff to discuss ways in which the center could provide ongoing training and technical assistance to not only the 2007 winners, but also all 2006 and 2007 applicants.

Results: Informal feedback from finalists/winners indicated that workshops were appreciated and of value, especially in presenting their business plans.

Project Status: Ongoing. Discussions with Alaska Marketplace staff on assisting entrepreneurs with technical assistance and planning for future events has continued.

CLIENT/PROJECT: Juneau – Train the Trainer E-Commerce Business Training

Services Provided: Center staff delivered an advanced business skills training to southeast regional technical assistance providers.

Results: The class was well received.

Project Status: Complete.

CLIENT/PROJECT: Southwest Alaska Municipal Conference

Services Provided: The center has been working closely with SWAMC staff to begin conducting an assessment of technical assistance needs of the southwest region. The basis of this research is that true business development needs are not fully understood as it relates to the needs of rural remote communities in Alaska. It is also known that while many technical assistance providers exist there is often duplication of services or not enough targeted services provided.

Results: The center's director, entrepreneurship training coordinator and VISTA members have met regularly with SWAMC staff to develop a project discussion guide and decide on approach for assessment of regional technical assistance providers and unmet needs of business owners.

Project Status: Ongoing.

CLIENT/PROJECT: Sea Lion Corporation, Hooper Bay – Business Planning Training for e-Commerce Center

Services Provided: The entrepreneurship training coordinator was invited to Hooper Bay by the Sea Lion Corporation General Manager to meet with local artists and others who are interested in utilizing the new e-Commerce center at the Youth and Elder Cultural Center.

Results: Meetings were held to tie in with Alaska Manufacturing Extension Program's AMBIT Ecommerce training, and community support was expressed for concept of e-Commerce center.

Project Status: Ongoing.

CLIENT/PROJECT: Southwest Alaska Municipal Conference (SWAMC)

Services Provided: Center staff working closely with SWAMC staff and consultants have developed an entrepreneurship capacity-building trainings for delivery in four rural Alaska locations (King Salmon, Dillingham, King Cove, and Kodiak).

Results: The center's entrepreneurship training coordinator and cooperative development director will be delivering trainings during the fall of 2008.

Project Status: Ongoing.

CLIENT/PROJECT: Leadership & Management Training Institute

Services Provided: Center staff have been working with other interested entities to reestablish a leadership and management training institute. The focus of the institute will be similar to the now-defunct Sheldon Jackson Village Management Institute, building organizational and community capacity in rural areas of the state.

Results: Center staff have met with numerous partners and developed a proposal.

Project Status: Ongoing.

CLIENT/PROJECT: Alaska Department of Commerce, Community and Economic Development – Developing Alaska Rural Tourism (DART)

Services Provided: Upon request, the center will provide tourism development support to the second phase of the DART project

Results: Center staff assisted with marketing and outreach of DART services.

Project Status: Ongoing.

ECONOMIC DEVELOPMENT CAPACITY BUILDING - ACCOMPLISHMENTS (BASIC ECONOMIC DEVELOPMENT COURSE & ADVANCED TRAININGS)

CLIENT/PROJECT: Basic Economic Development Course, October 14-18, 2007

Services Provided: Center staff worked with the International Economic Development Council (IEDC) to establish an accredited course in Alaska. After attaining course accreditation, center staff worked between July and October to develop curriculum, identify speakers, and market the course.

Results: Center staff successfully established an accredited Basic Economic Development Course in Alaska. The first course was delivered with 53 registered participants, of whom 47 completed the course and received certificates.

Project Status: First Year BEDC successfully delivered.

CLIENT/PROJECT: Advanced Economic Development Course – Economic Development Strategic Planning

Services Provided: Center staff have worked with the International Economic Development Council (IEDC) to bring more advanced economic development training courses to Alaska. Currently, economic development professionals must travel outside of Alaska to participate in advanced accredited courses.

Results: On October 9 & 10, 2008, delivery of a strategic planning course.

Project Status: Ongoing.

CLIENT/PROJECT: Basic Economic Development Course – Year II

Services Provided: Center staff year II BEDC.

Results: Center staff will deliver a second Basic Economic Development Course between October 13 and 16, 2008 in Anchorage.

Project Status: Ongoing.

CLIENT/PROJECT: Mat-Su RC&D and Fairbanks Economic Development Groups

Services Provided: Center staff have been working with the Mat-Su RC&D & Fairbanks economic development representatives to deliver regional courses.

Project Status: Ongoing – courses anticipated for delivery Spring of 2009.

ENTREPRENEURIAL RESEARCH & DISSEMINATION - ACCOMPLISHMENTS (RESOURCE HANDBOOKS DEVELOPED)

CLIENT/PROJECT: Viable Business Enterprises for Rural Alaska (ViBEs)

Services Provided: Center staff supported the Institute of Social and Economic Research (ISER) ViBEs research project. The purpose of this research was to determine what types of small business enterprises might be viable in different sizes and types of rural Alaska communities.

Results: Center staff initially participated in an advisory role. As the project evolved, center staff also supported project planning, fund requests, development of discussion guides, and management of the business case study portion of the research. As the project neared completion, center staff participated in the review and editing of final drafts and actively engaged in report distribution.

Project Status: Complete. All final documents available for distribution through the center's web site – <http://ced.uaa.alaska.edu/>

CLIENT/PROJECT: Alaska Department of Commerce, Community & Economic Development - Coalition for Economic Development in Alaska

Services Provided: Through an Alaska DCCED award, the center supported the ISER ViBEs project with business case study research.

Results: Interviews were conducted with rural Alaska businesses to explore and probe business success variables and which characteristics can be replicated. Factors incorporated into the discussion guide included the role of the business plan, source of start-up funds, range of marketing strategies, implementation of cash-management practices, record-keeping practices, years in operation, number of employees, and strategies for growth. The center contracted with Jane Angvik and Associates to conduct interviews and develop the business case studies. The center's entrepreneurship training coordinator, VISTA members, and student interns provided support.

Project Status: Complete.

CLIENT/PROJECT: Economic Development Program Outcomes Tools

Services Provided: The center has found it challenging to document actual center services in terms of outcomes rather than activities. At the same time, multiple organizations seeking assistance in communicating programmatic outcomes have approached the center.

Results: The center director and staff have worked with Institute of Social and Economic Research staff to develop improved tools to better measure, track, and communicate program outcomes. Lessons learned will be shared with center partners and collaborators.

Project Status: Ongoing.

CLIENT/PROJECT: Rural Outreach Programs and Education (ROPE) – Entrepreneurial Research Effort

Services Provided: Center staff supported the Institute of Social and Economic Research (ISER) ROPE project. The purpose of this research was to better understand the entrepreneurial support services desired by Southeast Alaska businesses and organizations.

Results: Center staff supported project planning, fund requests, and development of discussion guides, as well as making VISTA support available to the project to keep project costs to a minimum. Center staff also participated in the review and editing of final drafts. Project research was completed during the last quarter of 2008. Center staff will use the information gathered to guide service provision to Southeast Alaska communities.

Project Status: Complete.

ENTREPRENEURIAL SUPPORT RESOURCES - ACCOMPLISHMENTS (BUSINESS PLANNING HANDBOOKS DEVELOPED & WORKSHOP/PRESENTATIONS)

CLIENT/PROJECT: EDA – “Steps to Success” Business Planning Handbooks

Services Provided: The center received additional funding from the USEDA to produce entrepreneurial training manuals for future distribution.

Results: Center staff and UA faculty, staff, and a summer intern completed the writing and publication of the seven business planning handbooks:

- Fisheries-“A Village Fish Processing Plant: Yes or No?”
- Business Planning Guide – Basic Start-up Guide
- Bed and Breakfast Start-up and Operations Guide
- Restaurant Business Start-up Guide
- ATV Rental Business Start-up Guide
- Cultural/Eco-tourism Guiding Business Start-up Guide
- Rural Lodge Business Start-up Guide

Project Status: Project completed.

CLIENT/PROJECT: Alaska Rural Small Business Conference 2008

Services Provided: ROPE coordinator and entrepreneurship training coordinator co-presented a workshop entitled, “Steps to Success for Rural Entrepreneurs.”

Results: The workshop was well-attended by rural Alaskans and well received.

Project Status: Complete.

CLIENT/PROJECT: Southwest Alaska Municipal League Conference 2008

Services Provided: The center director and entrepreneurship training coordinator were invited to participate in an entrepreneurship panel as part of the conference program.

Results: The information shared was well received by participants.

Project Status: Complete.

CLIENT/PROJECT: Kodiak Archipelago Rural Leadership Conference

Services Provided: The center's cooperative development program director prepared a workshop that overviewed the Alaska economy and established cases for future business development trends and opportunities.

Results: The presentation was well received and began ongoing conversations regarding greater cooperative business development in the area.

Project Status: Ongoing – regular electronic.

CLIENT/PROJECT: Viable Business Enterprises for Rural Alaska (ViBES)

Services Provided: Center staff and a contractor made public presentations to a wide variety of groups to ensure broad dissemination of the ViBES research.

Results: As of June 30, 2008 the research products resulting from ViBES have been distributed widely. Furthermore, public presentations have been made and the executive summaries handed out at numerous meetings. Presentations were made for the following:

- ❖ Alaska Municipal League
- ❖ Alaska Village Initiatives Rural Small Business Conference
- ❖ Wells Fargo Bank – multiple representatives
- ❖ ISER lunchtime series – public presentation
- ❖ Denali Commission – Economic Development Advisory Group
- ❖ Bering Strait Economic Development Council – Nome
- ❖ UAA Chancellor's Office Luncheon Presentation
- ❖ Denali Commission Project Planning and Development Group
- ❖ Alaska Federation of Natives – Board of Directors
- ❖ Alaska Department of Commerce Community and Economic Development – Commissioner and Directors
- ❖ Haines Chamber of Commerce and Chilkoot Indian Tribe
- ❖ Fairbanks Economic Development Corporation and Fairbanks SBDC
- ❖ Fairbanks Convention and Visitors Bureau Rural Outreach Commission

Project Status: Completed. Final project papers and research results can be found on the center web site –<http://www.ced.uaa.alaska.edu>

SOCIAL ENTERPRISE ENTREPRENEURIAL SUPPORT - ACCOMPLISHMENTS

The Center has recognized a growing need to provide greater entrepreneurial support to non-profits throughout Alaska, in keeping with the national trend of non-profits starting and running a social-purpose business. Examples of center engagement include:

CLIENT/PROJECT: Alaska Seeds of Change, Anchorage

Services Provided: Continuing to connect client to appropriate resources to support development of youth transitional living and social enterprise funding.

Results: In progress.

Project Status: Ongoing.

CLIENT/PROJECT: Anchorage Community Mental Health Services

Services Provided: Facilitated Session One of Sustayne social venture accelerator workshop (three days).

Results: Client identified business concept, developed value proposition, identified customers, and began work on business model and pitch.

Project Status: Ongoing - Sustayne support through three Sessions.

CLIENT/PROJECT: The Canvas, Juneau

Services Provided: Developing case study of community art studio and gallery that fosters creativity and inclusion of adults with disabilities, a social enterprise of REACH.

Results: Interviewed client about program and passed on social enterprise resource information.

Project Status: Ongoing.

CLIENT/PROJECT: Mat-Su Services for Children & Adults

Services Provided: Discussed how CED might assist MSSCA board and executive staff in determining an appropriate earned income strategy, and identified resources.

Results: In progress.

Project Status: Ongoing.

CENTER – OTHER PROGRAMS & ENTREPRENEURIAL SUPPORT SERVICES

CLIENT/PROJECT: USDA – Cooperative Development Program (ACDP)

Services Provided: The center supports a cooperative business development program and receives US Department of Agriculture funding for outreach efforts. These funds provided one staff member in Anchorage and one in Fairbanks to focus on cooperative development technical assistance efforts. None of the funds duplicate USDA support. Industries targeted for cooperative support include fisheries (salmon), shellfish, consumer, credit unions, utilities, and alternative energy.

Program Partners: The center is partnering primarily with the University Alaska Fairbanks, Cooperative Extension Service, and the Agriculture and Forestry Experiment Station. Additional partners include: the Northwest Cooperative Development Center, Western Center for Risk Management Education (WCRME); Marine Advisory Program/Alaska Sea Grant; National Farmers Union; Alaska Farmers Union; and Alaska Marine Conservation Council.

Results: Specific activities and accomplishments since program inception:

- Established web presence - how to contact staff, links to other sites with basic information about cooperatives, and articles and aids for establishing a cooperative form of business in Alaska.
- Provided cooperative business development support to following clients:
 - Kachemak Shellfish Growers Cooperative
 - Olga Bay Cooperative
 - Kenai Wild, LLC
 - Prince of Wales Island sawmill and shellfish growers organizations
 - Kodiak Archipelago Village fuel cooperative
 - Reindeer Herders Association – Nome
 - Cooperative Food Store – Fairbanks
 - Food Buying Groups – Anchorage
 - Alaska Peony Growers/UAF Georgeson Botanical Gardens
 - Delta Junction Farm Forum
 - Meat Processing Facility – North Pole
- Reviewed and determined ways to support Community Quota Entity enterprise operations building from research conducted by the Institute of Social and Economic Research.

Project Status: Refunding for this program is currently being sought.

CLIENT/PROJECT: Corporation for National and Community Service – AmeriCorps VISTA (Volunteers in Services to America) Umbrella

Services Provided: The center and the Institute of Social and Economic Research partnered to manage the Corporation for National Community Service’s AmeriCorps VISTA (Volunteers in Service to America) umbrella. This program leverages approximately \$330,000 of federal funds to support VISTA outreach. This VISTA umbrella supports fifteen one- to three-year economic development projects throughout Alaska. All center projects complement the center’s mission and purpose and focus on a variety of topics, including community planning, tourism development, utility cost efficiency research, and internal capacity building for start-up organizations. Specific activities include:

- *Community and Organizational Planning:* VISTA members will work with communities to develop new or update existing multi-year community and resource plans. The organizations benefiting from this effort include the Port Graham Village Council and Native Village of Chenega Bay.
- *Tourism Development:* Several VISTA Members will develop tools, systems, and trainings to improve the marketing and customer service level of tour products to the tourism industry. The organizations involved with separate projects include the UA Bethel Campus, SeaTrails in Juneau, and the Prince of Wales Chamber of Commerce.
- *Individual Development Accounts and Financial Literacy:* VISTA Members will identify additional operating funds for the Individual Development Accounts program, and conduct outreach efforts for Bethel Community Services Foundation to increase program participation.
- *Workforce Development:* A SEAPRO-placed VISTA member is focused on the training and placement of vocational workforce.
- *Rural Energy:* Two VISTA Members will strive to establish a measure of true energy costs within the Southwest region of Alaska and explore alternative energy sources. The Southwest Alaska Municipal Conference is involved with this effort.
- *Small Business Development:* Two VISTA members will work with the center to support entrepreneurship capacity-building throughout Alaska.
- *Indigenous Conference:* A member is placed to support this 2008 event.

Results: The center is able not only to provide additional long-term economic development services, but also to increase the staffing capacity of the center by three additional full-time equivalent personnel through this program.

Project Status: Ongoing. Funding decisions are made year to year.

CLIENT/PROJECT: Rural Outreach Programs and Education (ROPE)

Services Provided: The center and the Alaska Small Business Development Center collaborated on a regional approach to assessing and meeting technical assistance needs for small business owners. This project was developed in recognition of the struggles that small businesses and communities in Southeast Alaska face in starting and strengthening local businesses and in trying to maintain a competitive and profitable advantage. This project targeted communities in Southeast Alaska with a population of less than 2,000, including:

- Angoon
- Elfin Cove
- Gustavus
- Kake
- Pelican
- Tenakee Springs
- Wrangell
- Yakutat
- Prince of Wales (Craig, Klawock, Hydaburg, Thorne Bay)

The project was developed as a collaborative approach to supporting economic stability and entrepreneurial capacity-building in Southeast Alaska, and included the following strategies:

- Conducting community outreach and information gathering
- Developing a business needs assessment tool
- Providing one to one confidential counseling
- Delivering targeted trainings & workshops

Results: Funding was provided through a Department of Labor and Workforce Development, Rapid Response and Career Support Training Programs fund. This funding enabled the center to hire a ROPE coordinator to support this effort. The center developed community profiles, identified community economic development professionals, developed assessment tools, and provided workshops and held one-to-one meetings to assess small business technical assistance needs.

Project Status: Completed.

APPLIED RESEARCH AND RELATED ACTIVITIES

The center conducts applied research to address broad issues identified by local organizations that impact economic development. The center also collects, maintains, and publishes a series of economic indicators that portray development conditions and opportunities within the state. The center also serves as a resource for conferences, workshops, and programs related to economic development – either assisting with planning or bridging involvement of other participants.

CLIENT/PROJECT: *Alaska Business Monthly Magazine*

Services Provided: The center employs a UAA student to collect, maintain, and publish a series of economic indicators that portray development conditions and opportunities within the state of Alaska.

Results: The center reports these economic indicators and statewide statistics every month in the “**Alaska Trends**” section of the *Alaska Business Monthly*—a magazine published in Alaska and distributed throughout the US.

Project Status: Ongoing.

CLIENT/PROJECT: Denali Commission – Economic Development Advisor

Services Provided: The center director has become an advisory committee member to the Denali Commission’s Economic Development group.

Results: The director, representing the University of Alaska, participates in an advisory role assisting with determining criteria for the making of a \$2.0 million economic development investment.

Project Status: Ongoing monthly attendance.

CLIENT/PROJECT: Denali Commission – Economic Development Collaborative Partner Planning Meeting

Services Provided: The center director and/or entrepreneurship training coordinator attend and participate in the Denali Commission’s Economic Development Work Group monthly meetings.

Results: Center staff use this opportunity to become better acquainted with Denali Commission goals and objectives.

Project Status: Ongoing monthly attendance.

CLIENT/PROJECT: IEDC (International Economic Development Council) - 2007 Annual Meeting/BEDC Accredited Course Meeting

Services Provided: The center director attended and participated in the IEDC Annual Meeting in Phoenix, Arizona – September 13 through September 18.

Results: The meeting provided an opportunity to attend a Business Retention and Expansion Seminar and the annual meeting of Accredited Basic Economic Development Course providers and to network with other Economic Development professionals across the nation.

Project Status: Complete.

CLIENT/PROJECT: EAUC (Educational Association of University Centers) 2007 Annual Meeting

Services Provided: The center director attended and participated in the EAUC 2007 meeting in Portland, Oregon – November 4, 2007.

Results: The meeting was a good way to learn more about national funding and legislative issue facing the broad environment of economic development. Furthermore the meeting was an excellent opportunity to network and hear from the US Economic Development Administration regional professionals and national leaders.

Project Status: Complete.

CLIENT/PROJECT: UEDC (University Economic Development Association) - 2007 Annual Meeting

Services Provided: The center director attended and participated in the UEDA 2007 meeting in Portland, Oregon – November 3 through November 6.

Results: This annual meeting is an excellent way for University Center's from across the nation (52 University Center's total) to come together to network and share best practices. Additionally, national speakers share cutting edge research and practices for university engagement as it relates to entrepreneurship and economic development service delivery. The center's director was nominated and voted on to the board of director's of this national organization at the meeting.

Project Status: Ongoing.

CLIENT/PROJECT: UEDC (University Economic Development Association) – Board Member Participation

Services Provided: The center director attended in-person Board meetings in St. Petersburg, Florida – January 16 through January 19 and San Antonio, Texas – June 25 – June 28. Additionally monthly telephonic board meetings are attended.

Results: The board meeting has been a beneficial means of understanding how other universities are engaging in economic development and entrepreneurial activities. The center director has also supported the UEDA Board by chairing the Best Practice Awards committee.

Project Status: Ongoing.

CLIENT/PROJECT: Alaska Energy Policy Planning Taskforce

Services Provided: Center staff have participated in initial meetings of the Alaska Energy Policy Planning Taskforce. In this role, the center participates as a statewide economic development resource with experience relating to energy impacts on regional and local economic development and entrepreneurship.

Results: This group's ultimate goal is to bring forward a statewide energy plan that builds on regional Comprehensive Economic Development Strategy plans.

Project Status: Ongoing.

CLIENT/PROJECT: National Association of Development Organizations

Services Provided: The center director met with NADO staff in the fall and spring to discuss the annual NADO conference to be held in Anchorage in October 2008. The center director strives to disseminate information provided through NADO to other economic development professionals in the state.

Results: These meetings have provided the opportunity to network with NADO staff and express support for the conference. The center director has had several follow up conversations with Alaska Regional Development Organization directors to enlist further support for the conference. The center director has also engaged in several forums that seek to leverage planning information about transportation, energy and statewide collaboration through examples shared from other states through NADO.

Project Status: Ongoing

CLIENT/PROJECT: Indigenous – Leading Change Conference

Services Provided: Center staff and VISTA members have participated in the planning of an Indigenous conference in Anchorage in October 2008.

Results: Center staff have attended planning meetings and assisted with marketing the upcoming conference.

Project Status: Ongoing.

CLIENT/PROJECT: Mat-Su Economic Development Conference 2008

Services Provided: Entrepreneurship training coordinator attended conference held in Wasilla to share information about center resources and learn about economic development trends and needs in the Mat-Su Borough.

Results: Information was shared about the center’s business planning handbooks and other resources, and materials were distributed about the upcoming IEDC courses.

Project Status: Complete.

CLIENT/PROJECT: Social Enterprise Alliance Summit 2008

Services Provided: The entrepreneurship training coordinator attended this annual event in Boston to network with academics and practitioners from around the world, learn about current developments in the field, and participate in site visits.

Results: This event provided the opportunity to connect with individuals and organizations working on similar projects to CED clients, obtain relevant resources, and gain new ideas about how to develop a social purpose business.

Project Status: Complete.

INFORMATION DISSEMINATION AND RELATED ACTIVITIES

The center made presentations to appropriate organizations for purposes of disseminating research, network building, and developing additional sources of program support for program efforts.

CLIENT/PROJECT: UA Center for Economic Development Website

Services Provided: Commitment to update the center Web site more regularly to communicate center services and share applied research, technical reports, public feasibility studies, and generic business plan documents.

Results: The center Web site is regularly updated through a combination of ISER staff and VISTA member support.

Project Status: Ongoing. Web site – <http://ced.uaa.alaska.edu/>

CLIENT/PROJECT: National Conference - Service in Indian Country

Services Provided: Several of the center's VISTA members attended this national conference to provide an overview of economic development activities in Alaska and model how a University Center can embrace a VISTA program for development outreach and support. All costs for travel and accommodations were paid for by the conference organizers.

Results: The meeting was a good way to meet other Indian community providers and share information on service and program development.

Project Status: Complete.

CLIENT/PROJECT: Alaska Federation of Natives 2007 Annual Conference – Alaska Marketplace Competition

Services Provided: Center staff attended and participated in the Alaska Federation of Natives Conference in Fairbanks, the week of October 22, 2007. Center staff took this opportunity to network with each of the Alaska Marketplace finalists, sharing information about center services and other relevant technical assistance support.

Results: Staff distributed the center brochure and information bulletin to conference participants during the event.

Project Status: Complete.

CLIENT/PROJECT: Alaska Municipal League (AML)

Services Provided: The center's entrepreneurship training coordinator attended the AML annual conference and economic development forum in Fairbanks, Alaska. The event was held November 7-9, 2007.

Results: Center staff was able to provide information on the center's programs and services and engage in conversation regarding rural Alaska and entrepreneurship activity and engagement. Center staff presented initial findings of the Viable Business Enterprises in Rural Alaska Research.

Project Status: Ongoing – annual attendance.

CLIENT/PROJECT: Alaska Regional Development Organizations

Services Provided: The center's director and entrepreneurship training coordinator attended the Alaska Regional Development Organization annual meeting in Juneau on January 24th and 25th.

Results: Center staff has built ongoing relationships with the ARDORs and gained improved understanding of regional development plans. Opportunities for greater collaboration were shared and center staff assisted the group in drafting a collaborative proposal submitted to the Denali Commission.

Project Status: Ongoing – invited often to regular meetings of the ARDORs.

CLIENT/PROJECT: UAA Economic Student Club

Services Provided: The center director and VISTA member met with the UAA economics club to share center services and opportunities for students.

Results: Students expressed interest in center projects.

Project Status: Ongoing.

CLIENT/PROJECT: UAA Small Business Development Center (SBDC)

Services Provided: Center staff participated in the annual meeting of the SBDC director and staff to present center services. Active dialogue ensued regarding center resources that can be leveraged in support of SBDC activities.

Results: The center and SBDC communicate more regularly and try to align program services to meet client needs without duplicating services.

Project Status: Complete.

CLIENT/PROJECT: UAA Entrepreneurship Course – Jeri Rubin

Services Provided: The center director guest lectured in an entrepreneurship class.

Results: Students were appreciative of the lecture. Center services in regards to student engagement were shared.

Project Status: Complete.

CLIENT/PROJECT: UAF – Technology Transfer Research – Michael Haines

Services Provided: The center director was interviewed by Michael Haines, a contractor for UAF, regarding how to improve technology transfer practices and services throughout the University of Alaska system.

Results: The center director has researched programs and practices at universities outside Alaska to be informed regarding technology transfer services and delivery.

Project Status: Ongoing.

CLIENT/PROJECT: University of Alaska – Statewide

Services Provided: The center director has met with University of Alaska leadership to better understand the statewide systems' vision of economic development and to find ways to improve engagement of center services.

Results: The center director has proposed Gap Analysis research to enable University leadership to better understand the economic development and entrepreneurship programs and services that already exist across Alaska.

Project Status: Ongoing.

CLIENT/PROJECT: University of Alaska – Corporate Programs

Services Provided: Center staff met with the University of Alaska Corporate Programs Director, Duane Heyman, to better understand the mission and purpose of Corporate Programs services and to identify ways that the center and corporate programs might engage collaboratively in the future.

Results: Areas of potential collaboration were identified and each program will be looking for ways to engage the other.

Project Status: Ongoing.

CLIENT/PROJECT: Alaska Performance Excellence

Services Provided: Center staff met with the APEX Programs Director, Ben Parks, to better understand the mission and purpose of APEX services. Center staff and VISTA members supported an APEX applicant and have become more familiar with APEX through this experience.

Results: Areas of potential collaboration were identified, as well as ways in which the center can employ APEX lessons to improve overall program performance.

Project Status: Ongoing.

CLIENT/PROJECT: Alaska Department of Commerce, Community and Economic Development - Small Business Assistance Task Force

Services Provided: Center staff attend regular meetings of the DCCED small business assistance task force to share program services between and with other technical assistance providers.

Results: These meetings have proven useful in learning about other technical assistance providers and striving to eliminate duplication of services.

Project Status: Ongoing.

CENTER SCOPE OF WORK SUMMARY

In summary, the center strives to promote a more favorable business environment in rural Alaska by encouraging capacity building, higher-skill attainment, higher-wage jobs, and attraction of greater levels of private capital investment through the following activities:

- Linking University of Alaska faculty, staff, and students across disciplines
- Serving as a conduit for statewide economic development professionals
- Providing a wide range of technical assistance resources
- Encouraging economic professional development
- Supporting greater statewide access to economic development information
- Building a stronger entrepreneurial climate through local and regional capacity building

CENTER COLLABORATION AND PARTNERSHIP SUMMARY

Services Provided: Center staff meet regularly with economic development professionals throughout Alaska to share the center's programs and services and explore synergies and areas for future partnership.

Results: As the center becomes more recognized as an economic development entity, awareness of the University as a development resource increases. The center staff strives to be well informed about services other organizations offer, and to not duplicate services. Instead, the center explores areas of collaboration and knows where to refer clients if the center is unable to engage in a project. Center staff has met with the following entities:

- Alaska Chamber of Commerce
- Alaska Federation of Natives
- Alaska Growth Capital
- Alaska Manufacturing Extension Program
- Alaska Small Business Development Center
- Alaska Village Initiatives
- Anchorage Downtown Partnership
- Anchorage Economic Development Corporation
- Anchorage – US EDA (EDR)
- AVTEC
- Chugachmiut Economic Development Office
- First Alaskans Institute
- Juneau Economic Development Corporation
- Junior Achievement
- Kawerak EDC
- McDowell Group
- Marine Advisory Program
- Mat-Su College
- Native Policy Center
- Prince William Sound EDC
- UA Corporate Programs
- UAF Coop Extension Service
- Western Alaska Community Development Association
- Valdez Economic Development Commission
- YWCA – Entrepreneurship Coordinator

The center is working aggressively at forming new areas of collaboration and developing new partnerships for the delivery of services. The center director has met personally with staff of the eleven regional development organizations, and now the center regularly participates in the annual and quarterly meetings of the ARDOR's. Additionally new connections throughout the university have been developed. The following entities are currently working with the center on project delivery:

- Alaska Department of Commerce, Community and Economic Development
- Alaska Marine Advisory Program
- Alaska Regional Development Organizations
- Institute of Social and Economic Research
- UAA College of Business and Public Policy faculty members
- UAF Agriculture and Forestry Experiment Station
- UAF Cooperative Extension Service
- UAF School of Business – faculty members

CENTER FUTURE PROJECTS AND ACTIVITIES

While it is difficult to forecast future demand and identify specific projects to be completed during the upcoming grant year—July 1, 2008 to June 30, 2009—a partial list of planned activities follows:

Technical Assistance and Related Activities

Entrepreneurship Technical Assistance Initiative - The center will access, coordinate, and direct the university's expertise and research capabilities to deliver statewide technical assistance.

Entrepreneurship Mentorship Initiative - The center will provide competent, caring, and confidential support to projects that require systematic and targeted mentoring or coaching.

Entrepreneurship Training Initiative - The center will develop and deliver entrepreneurship trainings to build and support the advancement of entrepreneurial capacities.

Economic Development Providers Initiative - The center will deliver a basic economic development course to an audience of elected officials, educators, economic development professionals, and community leaders – October 13-16, 2008.

Applied Research and Related Activities

Alaska Trends Publication - The center will produce for the ***Alaska Business Monthly*** magazine data, research, and analysis for a monthly published article, "Alaska Trends."

Conferences, Meetings, Training, and Outreach - The center director and/or staff will speak at conferences, meetings, and other similar venues as requested to share research outcomes, economic development best practices, and findings.

Publication of Outcomes - The center will develop education materials. Industry specific business plans and training curricula resulting from research, technical assistance, or literature review activities will be published and made available through the center web site and resource library.

Information Dissemination and Related Activities

The center will initiate an expanded outreach program to inform entrepreneurs and economic development professionals on matters relating to economic development.

Web site – The center will support an increased level of information exchange.

Economic Provider Database – The center will develop a database.

Brochure Update – The center will update a new brochure to raise center awareness.

Reports – The center will prepare and submit semi-annual and annual reports.

CENTER CLIENT DISTRIBUTION

The service area of the center is the entire state of Alaska—with special attention focused on rural, largely “Native” areas. Approximately 58 percent of the Alaska Native population lives in rural Alaska, and rural Alaskan communities tend to be nearly 80 to 90 percent Native. Alaska does not operate with a county form of government, and many regions of the state lie outside the boundaries of incorporated boroughs. In June 2008 the Alaska unemployment rate was 6.9 percent while the US unemployment rate was 5.7 percent. Alaska has one of the highest unemployment rates in the nation ahead of only Mississippi and Michigan.

5 DISTINCT REGIONS

In order to characterize client distribution, center projects are monitored by geographical regions that have been traditionally defined. Five major regions are included within the state: the Far North, the Interior, the Southwest, the Southcentral, and the Southeast or Inside Passage. These regions are outlined on the map on the following page.

The ***Far North*** region includes areas north of the Arctic Circle as well as the Seward Peninsula. Larger communities within this region include Barrow, Kotzebue, and Nome. The unemployment rate in June 2008 was 10.0 percent, nearly twice the national average. Individually, the Nome Census area and the Northwest Arctic Borough reflected average unemployment rates of 13.8 and 13.0 percent respectively.

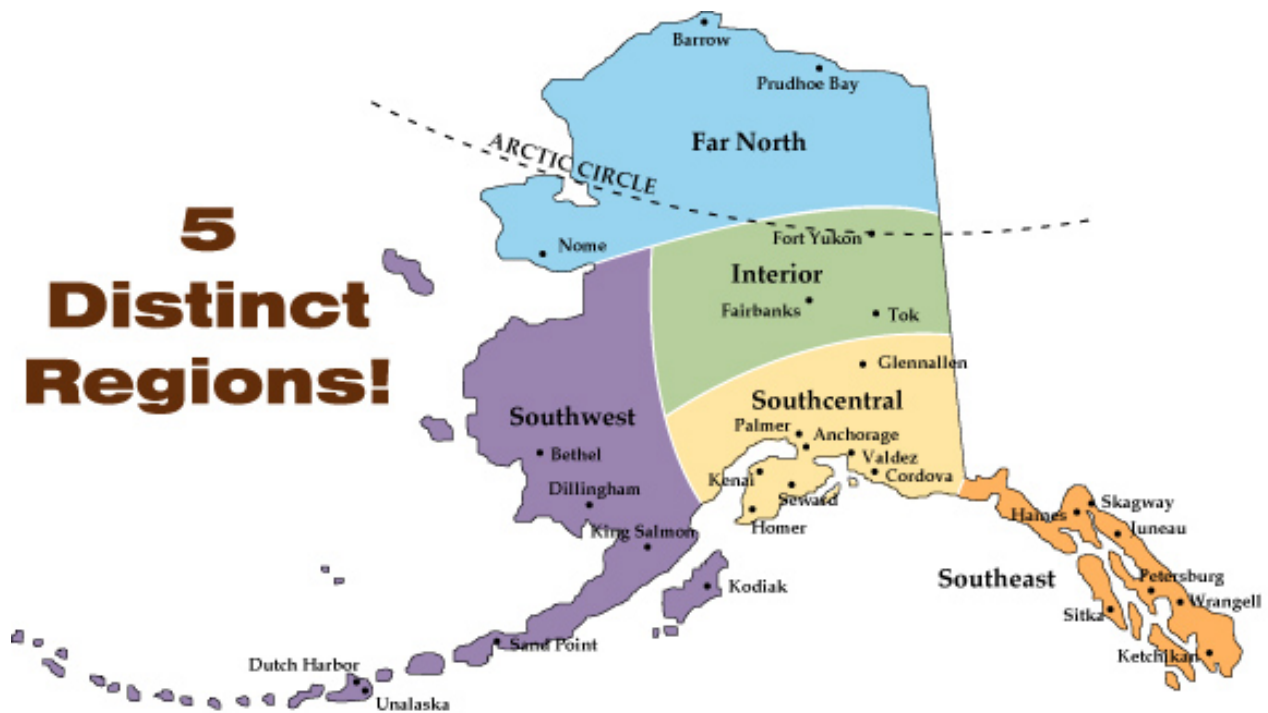
The ***Interior*** region extends from the U.S.-Canadian border west to Galena and Nulato. North to south, the region extends from the Arctic Circle to the southern boundaries of Denali National Park and Preserve. Fairbanks lies in the heart of the Interior region. The unemployment rate in June 2008 was 6.5 percent.

The ***Southwest*** region includes drainage systems of the Lower Yukon and Kuskokwim rivers as well as the Aleutian Islands, the Pribilof Islands, Kodiak Island, and Bristol Bay. The unemployment rate in June 2008 was 12.7 percent. This reflects the Wade Hampton Census area which experienced an average unemployment rate of 22.4 percent.

The ***Southcentral*** region is made up of the area south of Denali National Park and Preserve to the tip of the Kenai Peninsula and east to Prince William Sound and the U.S.-Canadian border. Major communities include Anchorage, Kenai, Seward, Palmer, Wasilla, and Valdez. The average unemployment rate in June 2008 was 7.7 percent.

The ***Southeast*** region is the southeast panhandle of Alaska. The region includes the communities of Haines, Juneau, Ketchikan, Sitka, Skagway, and Yakutat. The average unemployment rate in June 2008 was 6.2 percent.

5 Distinct Regions!



NUMBER OF CLIENTS SERVED

This year the center provided services to 55 individual projects or clients. This number does not reflect the fact that several of our business clients are composed of organizations representing multiple owners or communities. For example, the Rural Outreach Programs and Education project involved thirteen communities. The following table shows the number of clients served by region.

Region	Number of Clients
Statewide or Multi-Region	13
Far North	3
Interior	6
Southwest	7
Southcentral	20
Southeast	6
Total Projects Served	55