



# Moving Communities FORWARD

*Future Opportunities for Rural Workforce  
and Rural Development*

*Cheryl Burkhart-Kriesel, Ph.D., University of Nebraska*

*Tanya J. Hall, Purdue University*

*Paul Hill, Ph.D., Utah State University*

*Sheila Martin, Ph.D., Association of Public and Land-grant Universities*

*Joy Moten-Thomas, Fort Valley State University*

*Jeff Sherman, Oregon State University*

*Mark C. White, Ph.D., University of Illinois, Urbana-Champaign*

*Michael D. Wilcox, Jr., Ph.D., Purdue University*



NORTH CENTRAL  
REGIONAL CENTER  
FOR RURAL DEVELOPMENT



ASSOCIATION OF  
PUBLIC &  
LAND-GRANT  
UNIVERSITIES



---

# Table of Contents



<b>Preface</b> .....	<b>iii</b>
Acknowledgements .....	iii
About the Authors .....	iv

## **INTRODUCTION: Moving Communities FORWARD: Creating Future Opportunities for Rural Workforce and Rural**

*By Sheila Martin, Ph.D., Association of Public and Land-grant Universities*

Introduction .....	I-1
FORWARD Curriculum Elements: Motivation, Context, and Summary .....	I-3
Identifying Additional Programs and Resources .....	I-9

## **MODULE 1: Developing Key Partnerships**

*By Tanya J. Hall, Purdue University; Sheila Martin, Ph.D., Association of Public and Land-grant Universities; and Michael D. Wilcox, Jr., Ph.D., Purdue University*

Learning Objectives .....	1-1
Background .....	1-1
Workforce 101: A Tool for Understanding the Key Workforce Assets in Your Community .....	1-2
Potential Community Partners.....	1-7
Constructing Formal Partnership Agreements.....	1-8
Extension Educator Corner.....	1-9
Engage with Job Seekers/Low-Income Workers .....	1-10
Appendix: Additional Resources and Information Related to Key Partnerships.....	1-12

## **MODULE 2: Identifying Workforce Assets and Needs**

*By Mark C. White, Ph.D., University of Illinois, Urbana-Champaign*

Content .....	2-1
Overview .....	2-2
Learning Objectives.....	2-2
Introduction .....	2-3
Sources of Labor Supply .....	2-8
Sources of Labor Demand.....	2-17
Concluding Thoughts.....	2-32

---

## MODULE 3: Mapping Pathways to Economic Mobility

*By Tanya J. Hall, Purdue University; Michael D. Wilcox, Jr., Ph.D., Purdue University; Joy Moten-Thomas, Fort Valley State University; and Paul Hill, Ph.D., Utah State University*

Learning Objectives.....	3-1
Background .....	3-1
The Process of Crafting Local Career Pathways.....	3-4
Example Career Pathways (Industry-specific).....	3-6
Entrepreneurial Career Pathways.....	3-6
Remote Work Career Pathways.....	3-13
Engage with Your Community’s Workers.....	3-13
Appendix.....	3-14

## MODULE 4: Recruiting and Supporting Rural Learners

*By Jeff Sherman, Oregon State University*

Learning Objectives.....	4-1
Background .....	4-1
Creating a Plan* .....	4-2
Recruit and Connect.....	4-3
Retain .....	4-4
BIPOC and ALICE Audiences.....	4-4
Educator Corner.....	4-6
Activity: Recruitment of Rural Students/Learners.....	4-6
Resources .....	4-13

## MODULE 5: Evaluation and Reflection

*By Cheryl Burkhardt-Kriesel, Ph.D., University of Nebraska, and Tanya J. Hall, Purdue University*

First Dimension: Immediate Evaluation .....	5-1
Second Dimension: Stakeholder Input.....	5-2
Third Dimension: Identifying Outcomes via Ripple Effect Mapping.....	5-3
Educator Resources.....	5-3
Acknowledgements .....	5-9
Appendix A: Immediate Assessment Documents.....	5-10
Appendix B: Logic Model (full-size).....	5-14

---

# Acknowledgements

This project would not have been possible without the enthusiastic participation of many people, including the following:

## Curriculum Developers

- Developing Key Partnerships  
Michael Wilcox and Tanya Hall, Purdue University; Sheila Martin, APLU
- Identifying Workforce Assets and Needs  
Mark White, University of Illinois, Urbana-Champaign
- Mapping Pathways to Economic Mobility  
Michael Wilcox and Tanya Hall, Purdue University; and Paul Hill, Utah State University; Joy Moten-Thomas, Fort Valley State University
- Recruiting and Supporting Rural Leaners  
Jeff Sherman, Oregon State University
- Evaluation and Reflection  
Cheryl Burkhardt-Kriesel, University of Nebraska-Lincoln

## Pilot Project Teams

- Crawford County, Indiana  
Tanya Hall and Michael Wilcox, Purdue University
- Hempstead County, Arkansas  
Terrie James, Hunter Goodman, and Tabatha Duvall, University of Arkansas
- Sevier County, Utah  
Kari Ure and McKay Erickson, Utah State University

## External Reviewers

- Kenny Sherin, North Carolina State University and Kari O’Neill, South Dakota State University
- Fernando Quijano, Extension Educator, Community Economics, University of Minnesota Extension

## Ascendium Education Group

We would also like to thank Kirstin Yeado, Program Officer with Ascendium Education Group, for her encouragement, support, and connections throughout this project.

Ascendium Education Group is a 501(c)(3) nonprofit organization committed to helping people reach the education and career goals that matter to them. Ascendium invests in initiatives designed to increase the number of students from low-income backgrounds who complete postsecondary degrees, certificates and workforce training programs, with an emphasis on first-generation students, incarcerated adults, rural community members, students of color and veterans. Ascendium’s work identifies, validates and expands best practices to promote large-scale change at the institutional, system and state levels, with the intention of elevating opportunity for all. For more information, visit <https://www.ascendiumphilanthropy.org>.

## About the Authors



**Cheryl Burkhart-Kriesel, Ph.D.**  
Extension Specialist,  
Nebraska Extension Rural  
Prosperity Nebraska,  
University of Nebraska  
[cburkhartkriesel1@unl.edu](mailto:cburkhartkriesel1@unl.edu)



**Tanya J. Hall**  
Regional Educator,  
Purdue Extension Community  
Development,  
Purdue University  
[tjhall@purdue.edu](mailto:tjhall@purdue.edu)



**Paul Hill, Ph.D.**  
Extension Professor,  
Rural Online Initiative,  
Washington County Director,  
Utah State University  
[paul.hill@usu.edu](mailto:paul.hill@usu.edu)



**Sheila Martin, Ph.D.**  
Strategic Advisor for Economic  
and Community Engagement,  
Association of Public and  
Land-grant Universities  
[sheilam@trihelixpartners.com](mailto:sheilam@trihelixpartners.com)



**Joy Moten-Thomas**  
Former Assistant Administrator  
for Community Development  
and Outreach,  
Fort Valley State University



**Jeff Sherman**  
Director & Program Leader,  
Oregon State University  
Extension, Open Campus &  
Juntos Program  
[jeff.sherman@oregonstate.edu](mailto:jeff.sherman@oregonstate.edu)



**Mark C. White, Ph.D.**  
Clinical Associate Professor,  
Department of Agricultural and  
Consumer Economics, University  
of Illinois, Urbana-Champaign  
[whitemc@illinois.edu](mailto:whitemc@illinois.edu)



**Michael D. Wilcox, Jr., Ph.D.**  
Purdue Extension's Assistant  
Director and Program Leader  
for Community Development,  
Purdue University  
[wilcox16@purdue.edu](mailto:wilcox16@purdue.edu)