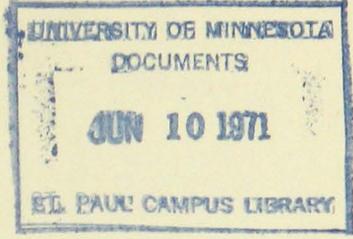


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4 Final Report
Summer Institute and
Educational TV Series on
Public Policy and
Development Planning
in Minnesota

John S. Hoyt Jr., Program Director

AGRICULTURAL EXTENSION SERVICE 2
UNIVERSITY OF MINNESOTA 1

February 1971

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PREFACE

This grant program was implemented as two, interrelated activities:

1. A Summer Institute on State and Regional Planning and Development held on the University of Minnesota Campus from July 20, 1970, through August 14, 1970; and
2. A 30-week TV program, "Perspective on the 70's—The Minnesota Public Policy Report," telecast live each Tuesday evening on the statewide ETV network from April 21, 1970, through November 17, 1970.

The subjects discussed on the TV series, both during the period of the Summer Institute and before and after the Institute, were chosen partly for their relevance to the more general subject of public policy planning in Minnesota.

For ease in reporting, the two activities are treated as separate program efforts under each section of this report. In addition, appendixes have been used freely to keep the text of the report as short as possible.

John S. Hoyt, Jr., Professor and Program Director

Funded under a Title I Grant from the Higher Education Act of 1965 by the Higher Education Coordinating Commission of the State of Minnesota.

OBJECTIVES

The Summer Institute on State and Regional Planning and Development

The Institute provided a unique educational framework for students; federal, state and local government officials and staff; and experienced academic and postdoctoral personnel to interact, in depth, over a concentrated 4-week period, about community policy directions which significantly affect the future growth and direction of the economy of rural, suburban, and urban Minnesota.

The subject-matter of the Institute credit courses was immediately germane to the current concerns of state, federal, and local government. As such, the offering of the Institute in the summer of 1970 responded to the Community concept, so strongly encouraged by University President Moos, to make the University relevant to the needs of Minnesota.

The workshops on Information Systems and Environmental Quality, were noncredit offerings on current issues of concern to the students. Workshops introduced undergraduate and graduate students to areas relevant to their future, more formal, education. The 4-week period encouraged student participation. The noncredit participants were offered similar opportunities but on a "morning-only" basis. This schedule was appealing to Twin Cities Area participants who were on a 1/2-day work-release program and to post-graduate (faculty from outside the Twin Cities area) students who combined educational opportunities with family vacation interests.

The final objective was to offer a currently relevant educational and training experience for members of newly-formed regional development commissions and professional staff of the commissions. State college faculty and students who might become involved in staffing or consulting for the commissions indicated strong interest in this Institute.

The TV series, "Perspective on the 70's"

These weekly, 1/2-hour, TV programs provided discussion and debate of current problems and issues in Minnesota. Subjects were selected to attract and hold the interest of the "average" citizen, elected public official, public employee, businessman, and others. The program was designed to provide relevant information and to encourage participation in public policy decisions. Educational television, specifically KTCA-TV, Channel 2, in Minnesota provided an appropriate vehicle for this educational effort. Live programs provided for the give and take of discussion essential to real understanding, and KTCA, an ETV institution, provided a vehicle unhampered by commercial or political restraints.

PROGRAM OPERATIONS AND ACCOMPLISHMENTS

The Summer Institute

The first Summer Institute for State and Regional Planning and Development offered a new approach to policy problem solving, in response to the new needs of a broad range of clientele who are concerned with state and regional planning and development policies. The Institute was jointly presented by the Department of Agricultural and Applied Economics and the School of Public Affairs in cooperation with the General Extension Division, the Summer Session, and the Agricultural Extension Service of the University of Minnesota.

The 46 students enrolled participated selectively in four graduate and undergraduate level courses, two policy seminars, and two special workshops.

Relatively broad representation was obtained in terms of the clientele group served by the Institute. Ten of the participants came from seven state departments and agencies including: Departments of Education, Taxation, Highways, and Welfare as well as the Planning Agency, the Public Service Commission, and the Governor's Crime Commission. Included also were enrollees from two state colleges, one county office, four private consulting agencies, one out-of-state University as well as graduate students and faculty from a number of University of Minnesota components. (See appendix A)

The Institute participants were exposed to joint policy seminars coordinated with theory and policy courses in Regional Economics and State Public Administration and Development Planning, as well as noncredit workshops on Environmental Quality and Information Systems. The core content of each of these activities was devoted to the understanding, application, and implementation of economic and political science theory and policy to the problems of societal change.

In addition to the six core faculty members from the School of Public Affairs and the Department of Agricultural and Applied Economics a total of 31 resource personnel participated as special faculty in the joint seminars and the workshops. This special faculty group included Governor Harold LeVander* and Lt. Governor James Goetz as well as senior state officials from such organizations as:

- State Planning Agency
- Pollution Control Agency
- Metropolitan Council
- Urban Affairs Council
- Department of Administration
- Minnesota Legislative Council Staff

* See appendix F for a copy of Gov. Le Vander's Address to the Institute.

Other organizations represented by these faculty leaders included:

Economic Development Administration

Limnological Research Center of the University of Minnesota

Arrowhead Regional Development Commission

Center for Urban and Regional Affairs

Upper Midwest Research and Development Council

Zero Population Growth

Planned Parenthood of St. Paul

Minnesota Association of Counties

Worthington Daily Globe

U.S. Department of Agriculture

Minnesota Experimental City

(See appendix B for a complete listing)

The Institute was funded as a part of a program grant from the Minnesota Higher Education Coordinating Commission under Title I of the Higher Education Act of 1965. Matching funds came from each of the cooperating University organizations. The weekly Tuesday evening television program "Perspective on the 70's—the Minnesota Public Policy Report" was an integral part of this program grant and the four programs aired during the period of the Summer Institute utilized both resource faculty and Summer Institute participants in the presentation of those programs. The evaluation of the Institute by the participants has been overwhelmingly favorable. A detailed evaluation of the Institute is included in this report as appendix C.

A number of recommendations suggested that the Institute be made available, in the future, to a larger number of local government personnel. Plans have been made to repeat the Institute, in modified form, at four sessions to be held at various out-state locations next summer with additional Title I support. (See appendix D for a list of types of potential participants.)

Perspective on the 70's

One of the most ambitious efforts in the state to stimulate discussion of public issues took shape through the cooperation of the Agricultural Extension Service of the University of Minnesota, the Federal Government, and KTCA-TV.

It was the live 30-minute TV show "Perspective on the 70's" featuring a new panel of experts each Tuesday evening discussing an issue of major importance to Minnesota's politics or economy.

John S. Hoyt, Jr., moderated the program.

Issues discussed included property taxes, crime and justice, city problems, inner city needs, and government and the press.

The three and four member panels discussing the issues included former Vice President Hubert H. Humphrey, Minnesota Governor Harold LeVander, Walter W. Heller, economist; University of Minnesota President Malcolm Moos, and G. Theodore Mitau, chancellor of the Minnesota State College Board. (See appendix E for a complete schedule of the 30-week series.)

Did televised conversations with these and other experts stimulate balanced, intelligent discussion of Minnesota's public issues? It is hard to judge, but there is some indication that the shows succeeded in this aim.

It is not known how many viewed the shows, but each week the station received from 5 to 50 calls from viewers. At the start of each program, viewers were invited to phone in questions for the panelists. Commercial television pollsters work on the theory that one phone call indicates 1,000 viewers.

Telephone questions came from the Twin Cities, but the show was also seen by viewers in Duluth and Appleton, Minnesota, and Fargo, North Dakota.

The program received good coverage in Minnesota's rural newspapers and in the highlights sections and the Sunday TV supplements of Minneapolis and St. Paul metropolitan newspapers.

Viewers showed perception in many of the questions phoned in during the live telecasts. For example, one asked President Moos whether radical students should be expelled from a university. Another asked Humphrey what Vice President Agnew's attitudes and intentions were for intimidating the news media. A third wondered if money spent on the Vietnam War could be channeled to cities to help them catch up on their deficits.

The thoroughness and intensity of some of the discussions themselves have perhaps contributed most to the audience discussion of issues.

Mayors meeting to consider problems of the cities, for example, talked about freeing war funds and restructuring city governments to help solve city problems. While St. Paul mayor, Thomas Byrne told the audience he didn't think there would ever be "a national commitment to the cities until the budget for the war can be curtailed dramatically and drastically."

St. Cloud Mayor Edward Henry, agreeing with Byrne, added there are "some age-old obstacles" to curtailing military expenditures.

Duluth Mayor Ben Boo disagreed with both. "It's not realistic," he said, "I don't think it's there."

Turning to a discussion of structural problems, Byrne said the nation's cities are "tied in with a structure that may have solved problems back at the turn of the century, but certainly can't even begin to meet the problems of today." He said these include taxes, race, and zoning. He predicted the cities will have to look at the next two or three sessions of the state legislature for a reevaluation of the role of state government in relation to the cities.

Henry said decentralization is needed in government and one way to achieve it would be through a regional development concept which he dubbed "a hot topic." He said he believes it deserves examination.

Local governments haven't been effective in setting up the administrative apparatus to carry out federal programs, Henry continued. "Some of our existing forms of counties, municipalities and townships have become obsolete in terms of dealing with spillover." The regional development act is designed to help local governments retain their autonomy, he said. "I can't think of any modern piece of legislation involving administrative reorganization that has been more grossly misinterpreted than that law."

Use of films made of the series is continuing. Four programs on higher education were used in a 4-week Summer Institute of State and Regional Planning and Development for 46 students and public officials at the University of Minnesota last summer.

Lea College in Albert Lea, Minnesota, proposed using the series on a commercial station as a public affairs program.

The University of Minnesota at Duluth has requested selected programs for a series of educational citizens meetings in the Arrowhead Region.

County agents, high school counselors, and a few commercial TV stations have been sent the programs to stimulate discussion.

The program was refunded for another 19 weeks beyond November 17, 1970, by the Extension Service and the Institute of Agriculture at the University of Minnesota. Legislative funding of a continuing series is currently under consideration.

WTCN-TV and WCCO radio and KUOM radio are rebroadcasting video and edited radio versions of the programs.

ILLUSTRATIONS FROM THE PROGRAMS

Summer Institute

FIRST WEEK

Monday, July 20	8:00	Registration, Mayo Memorial Auditorium
	12:00	Institute Opening Luncheon
	1:30	Mayo Memorial Auditorium
Tuesday, July 21	8:00	Information Systems Workshop, 330 Anderson Hall
	9:45	Coffee Break
	10:15	Environmental Quality Workshop, 370 Anderson Hall
	1:30	Regional Economic Analysis--Ag. Ec. 162, 330 Anderson Hall Public Administration and Policy Development--PA 214B, 370 Anderson Hall
	3:00	Coffee Break
	3:30	Regional Development Systems--Ag, Ec. 163, 330 Anderson Hall Workshop on State Government--PA 114B, 370 Anderson Hall
Wednesday, July 22	8:00	Policy Seminar I (Ag. Ec. 162 & PA 114B), 330 Anderson Hall
	9:45	Coffee Break
	10:15	Policy Seminar II (Ag. Ec. 163 & PA 214B), 330 Anderson Hall
	12:00	Faculty, Students, and Family Luncheon, Coffman Memorial Union
	1:30	Regional Economic Analysis--Ag. Ec. 162 Public Administration and Policy Development--PA 214B
	3:00	Coffee Break
	3:30	Regional Development Systems--Ag. Ec. 163 Workshop on State Government--PA 114B
Thursday, July 23	8:00	Information Systems Workshop
	9:45	Coffee Break
	10:15	Environmental Quality Workshop
	1:30	Regional Economic Analysis--Ag. Ec. 162 Public Administration and Policy Development--PA 214B
	3:00	Coffee Break
	3:30	Regional Development Systems--Ag. Ec. 163 Workshop on State Government--PA 114B
Friday, July 24	8:00	Joint Policy Seminar (Ag. Ec. 162, 163; PA 114B, 214B), Mayo Memorial Auditorium
	1:30	Regional Economic Analysis--Ag. Ec. 162 Public Administration and Policy Development--PA 214B
	3:00	Coffee Break
	3:30	Regional Development Systems--Ag. Ec. 163 Workshop on State Government--PA 114B
Saturday, July 25		INSTITUTE FACULTY AND FAMILY PICNIC



Howard Bellows, President, Southwest State College; Warren Eustis, General Counsel, Upper Midwest Research and Development Council; and Ralph Keyes, Executive Secretary of the Association of Minnesota Counties, discussed regionalization on "Perspective on the 70's." John S. Hoyt, Jr. hosted the shows.

UNIVERSITY OF MINNESOTA



SUMMER INSTITUTE
STATE AND REGIONAL PLANNING AND DEVELOPMENT

This certifies that _____

has demonstrated active and continued interest in learning and in providing better service to the people of his region and state by

participating in _____

of the Summer Institute on State and Regional Planning and Development conducted by the University of Minnesota, Department of Agricultural and Applied Economics and The School of Public Affairs in cooperation with The General Extension Division, The Summer Session and The Agricultural Extension Service, from July 20 through August 14, 1970.

John S. Hoyt, Jr.
Institute Director

**State of Development Office of Commission Executive Order
No. 1,000,000**

WE, THE STUDENTS of the first annual Summer Institute for State and Regional Planning and Development, pursuant to the authority which we hereby assume for our own rightful and just purposes for the furtherance of peace, justice and academic tranquility, do hereby issue this executive order in regard to the delineation of certain areas of concern.

WHEREAS the four week period specified in the Summer Institute bulletin, during which "transitional" students were to evaluate their logical association with the area of regional issues, has passed; and

WHEREAS the Institute staff and speakers have conducted the public hearings specified in the Summer Institute bulletin; and

WHEREAS information has been gathered and evaluated from the transitional students and other students relative to class assignment (not withstanding the registration process); and

WHEREAS insofar as possible, the known desires of transitional students and other students has been recognized (subject to ultimate evaluation on the transcript) relative to class assignment; and

WHEREAS Amendment I, Constitution of the United States makes no law abridging the freedom of speech, or the press, or of the right of the people peaceably to assemble; and

WHEREAS the students (people) have chosen so to do;

NOW, THEREFORE, by virtue of the authority vested in us as human beings and more than somewhat appointed individuals, we hereby designate the following as Professors of Development and provide no procedures whatsoever for reassignment to other regions, for designation of new regions or for any commissions.

WE also now do hereby appoint the following aforesaid Professors of Development to special positions of regional significance.

Todd J. Lefko	Continuous honorary grand chairman of the mystical Ramsey County Commission with continuous access to a mayor of his choice.
John J. Waelti	Honorary and permanent overseer and protector of the environmental quality in the areas of air quality, lakewater quality, radioactive wastes and population.
David M. Nelson	Honorary and Continuous Squire of the expanding data base of the world of MAPS.
James E. Jernberg	Honorary and permanent establisher of regional political and administrative policies.
Wilbur R. Maki	Honorary chairman of a special commission to maximize citizen participation and opportunity access for each and all forevermore
John S. Hoyt, Jr.	Honorary chairman in continuous abstensia to Region 8 of Minnesota with no privileges of entrance to the region.

AND DO hereby wish them a significant world of continuing wonder and beauty (in a regional context).

Perspective on the 70's



Professor Hubert H. Humphrey; John Hoyt, Jr. (Moderator); John C. Schwarzwalder, KTCA Vice President; and Robert Shaw, Minnesota Newspaper Association Manager discuss "Government and the Press."



Mrs. Harold LeVander asks a question of the panel discussing "the Establishment"



Mayors Ben Boo (Duluth); Tom Byrne (St. Paul); Hoyt; Ed Henry (St. Cloud); listen as Thomas Thompson, City Coordinator (Minneapolis) makes a point about "Big City Problems."



Directors of three OEO programs: James Mosley of the Pilot City Regional Center; Edgar Pillow of MOER; and Charles Poe of the Ramsey County Citizens Committee for Economic Opportunity discuss the "inner city."

Appendix A Participants in Summer Institute on State and Regional Planning and Development

Pamela Behan, intern, Department of Taxation, Centennial Building, St. Paul
Charles Dingman, fellow, NDEA Title IV
Eugene Danielson, Highway Patrol sergeant, Minnesota Public Safety Department
Susan Fincke, graduate student, Mass Communications
James Fish, 2026 Bradley Street, St. Paul, Minnesota
Stephen Flagg, undergraduate student, Urban Planning
David Florence, research scientist, Institute for Interdisciplinary Studies, 1800 Chicago
Avenue, Minneapolis
Leo Foley, administrative assistant, Minnesota Public Safety Department
Keith Graham, draftsman, Senior Design Corporation, Minneapolis, Minnesota
Rodney Halvorson, Moorhead State College, Moorhead, Minnesota
Arnold Heikkila, area coordinator, Agricultural Extension Service, University of Minne-
sota
John Holdorff, V.F.W. National Home, Eaton Rapids, Michigan
Jay Kerr, graduate student, Public Affairs-Social Work
Dave Knodell, summer intern, State Planning Agency
Bruce Kurtz, social welfare supervisor, Ramsey County Welfare
Bart La Casse, intern, Minnesota Public Service Department
Gena Lemke, research assistant, F. Robert Edman and Associates
Ernest Lindberg, graduate student, CLA, Public Affairs
Richard Loomis, pastor and assistant Winona Diocese Rural Life Director, St. Luke,
Sherburne, Minnesota
Randall Moody, graduate student, journalism
Gary Radel, undergraduate student, Business Administration
Donald Roscoe, instructor of physical geography, Mankato State College
Markie St. Onge, intern, Governor's Crime Commission
Charles Sargent, associate professor, Purdue University
Dale Steussy, research assistant, University of Minnesota, Agricultural Extension Service
Barbara Smith, administrative intern, Minnesota Department of Public Welfare
Hannis Smith, director of public libraries, Minnesota Department of Education
Michael Vining, intern, Division of Vocational Rehabilitation
David Zarkin, editorial assistant, Agricultural Extension Service, University of Minnesota

Appendix B Seminar and Workshop Leaders

Harold J. Paulus, professor
Environmental Health
University of Minnesota

Edward M. Wiik, director
Air Quality Division
Minnesota Pollution Control Agency

Ronald Kaliszewski, director
research and training
Office of Local and Urban Affairs
State Planning Agency

Guy Kelnhofer, director
water resources planning and basin
coordinator
State Planning Agency

Marvin Zentner, director
Information Services
Economic Development Administration
Washington, D.C.

Joe Shapiro, associate director
Limnological Research Center
University of Minnesota

Edward P. Pryzina, director
Water Quality
Minnesota Pollution Control Agency

Joseph Veranth, chairman
Arrowhead Regional Development
Commission

Rudy Esala, executive director
Arrowhead Regional Development
Commission

Arthur Barshdorf, commissioner
Arrowhead Regional Development
Commission

Karl Aho, economic planner
Arrowhead Regional Development
Commission

The Honorable Harold LeVander
Governor of Minnesota

John Borchert, director
Center for Urban and Regional Affairs
University of Minnesota

Warren Eustis, general counsel
Upper-Midwest Research and
Development Council

Dean E. Abrahamson, asst. professor
Anatomy
University of Minnesota

John P. Badallich, executive director
Minnesota Pollution Control Agency

Edward Hunter, deputy director
State Planning Agency

Ronald E. Hellenthal, director
Zero Population Growth

Louis Mondy, executive director
Planned Parenthood of St. Paul

James Hetland, chairman
Twin Cities Metropolitan Council

Wilford Anderson
Minnesota Association of Counties

James Vance, co-publisher
The Worthington Daily Globe

James Solem, executive director
Urban Affairs Council

Walter Vivrette, director
Minnesota Experimental City
University of Minnesota

Dan Magraw, deputy commissioner
Department of Administration

Lois Mann
U.S. Department of Agriculture

The Honorable James Goetz
Lt. Governor of Minnesota

F. Robert Edman
F. Robert Edman and Associates

Joseph Sizer, director
Environmental Quality Development
State Planning Agency

Bright Dornblaser, director
Hospital Administration
University of Minnesota

David Kennedy, Minnesota Senate
Legislative Counsel Staff

Appendix C

Evaluation Questionnaire

Participants checked boxes and entered narrative comments

PA-114B	10	9	8	7	6	5	4	3	2	1
Course Content		1	1	1	2					
Course Organization and/or Presentation			1	1	1	1			1	
Excellent $\xrightarrow{\hspace{10em}}$ Poor										

PA-214B	10	9	8	7	6	5	4	3	2	1
Course Content	2	2		2	1					1
Course Organization and/or Presentation	1	2	2			2				1
Excellent $\xrightarrow{\hspace{10em}}$ Poor										

AgEc 162	10	9	8	7	6	5	4	3	2	1
Course Content	5	4			1					
Course Organization and/or Presentation	3	6	1							
Excellent $\xrightarrow{\hspace{10em}}$ Poor										

AgEc 163	10	9	8	7	6	5	4	3	2	1
Course Content	4	4	1	1	1					
Course Organization and/or Presentation	1	1	2	2	1	1	1	1		1
Excellent $\xrightarrow{\hspace{10em}}$ Poor										

Environmental Workshop	10	9	8	7	6	5	4	3	2	1
Course Content	3	2	1							
Course Organization and/or Presentation	1	2	1	2						
Excellent $\xrightarrow{\hspace{10em}}$ Poor										

Information Systems Workshop	10	9	8	7	6	5	4	3	2	1
Course Content	1	3	1		1					
Course Organization and/or Presentation		3	1	1	1					
Excellent $\xrightarrow{\hspace{10em}}$ Poor										

Overall Institute:	10	9	8	7	6	5	4	3	2	1
Content	9	6	4							
Organization	4	6	2	2	2	1		1		

Excellent $\xrightarrow{\hspace{10em}}$ Poor

Courses taken:
(Check appropriate boxes)

	PA114B	PA214B	AgEc 162	AgEc 163	WS-1	WS-2
Credit	5	8	8	8	 	
Non Credit			1	1	6	4

**Appendix D
Potential Participants**

The following is a list of the kinds of people that indicated interest in the Summer Institute on Regional Development

Title	State
Graduate Student, Regional Planning, University of Alaska	Alaska
Director, CAP	Arkansas
<i>Agricultural Economist and Cooperating Agent, United States Department of Agriculture and University of Arkansas</i>	Arkansas
County Extension Agent, Agricultural Extension Service	Arkansas
State Leader, University of Arizona	Arizona
Director, American Chemical Society	Washington, D.C.
Resource Development Specialist, University of Florida	Florida
<i>Associate Professor, University of Florida</i>	Florida
Research Assistant, University of Hawaii	Hawaii
County Extension Director, Cooperative Extension Service	Iowa
Urban Planner, Iowa Development Commission	Iowa
Graduate Student, University of Illinois	Illinois
Area Extension Adviser, Extension Service	Illinois
Executive Director, Greater Egypt Regional Planning and Development Commission	Illinois
Associate Professor and Extension Economist, Purdue University	Indiana
Planning Analyst, Mississippi River Regional Planning Commission	Indiana
Graduate Student, Purdue University	Indiana
Area Extension Agent, Cooperative Extension Service	Indiana
Planner, Planning Division	Kansas
Graduate Student, Kansas State University	Kansas
Regional Economist, Federal Water Pollution Control Administration	Kansas
Planner, KDED	Kansas
Associate Professor, University of Kentucky	Kentucky
<i>Director of Planning, Kentucky Program Development Office</i>	Kentucky
Public Affairs Specialist, University of Kentucky	Kentucky
Student, University of Massachusetts	Massachusetts
Regional Resource Development Agent, Extension Service	Massachusetts
Regional Resource Development Specialist, Extension	Massachusetts
Rural Development Officer, Province of New Brunswick	Michigan
Graduate Assistant, Michigan State University	Michigan
District Extension Leader, Resource Development, Michigan State University	Michigan
Extension Specialist Community Resource Development, Michigan State University	Michigan
Interviewer, Minnesota Department of Manpower Services	Minnesota
Law Enforcement Inspector, Department of Taxation	Minnesota
Associate Agent, Extension	Minnesota
Student, University of Minnesota	Minnesota
Director of Parks and Recreation, West St. Paul Parks and Recreation	Minnesota
City Manager, City of White Bear Lake	Minnesota
Fish and Wildlife Biologist, Fish and Wildlife Service	Minnesota
Personnel Office, City	Minnesota

Title	State
Counselor, High School	Minnesota
Community Research Specialist, City Government	Minnesota
Research Assistant, F. Robert Edman and Associates	Minnesota
Personnel Officer, Conservation	Minnesota
Vice President of Cart, and Air Photo Int., Landaire Planning and Research	Minnesota
Patrolman, Minnesota Highway Patrol	Minnesota
Design Engineer, Minnesota Highway Department	Minnesota
W. and L. Clerk, Water and Light Department	Minnesota
State Executive Secretary, Cooperative Area Manpower Planning System	Minnesota
Supervisory Appraiser, Bureau of Indian Affairs	Minnesota
Forester, Iron Range Resources	Minnesota
Director of Staff Services, Minnesota Department of Education	Minnesota
Unit Supervisor, Minnesota Department of Public Welfare	Minnesota
Planning Officer, Economic Development Administration	Minnesota
County Engineer, Kittson County	Minnesota
President, League of Women Voters	Minnesota
District Traffic Planning Engineer, Minnesota Highway Department	Minnesota
Conservation Officer, Department of Conservation	Minnesota
Zoning Administrator, County Planning	Minnesota
Senior Personnel Representative, Minnesota Civil Service Department	Minnesota
Instructor, Mankato State College	Minnesota
Supervisor of Extension, Department of Education	Minnesota
Teacher-Graduate Student, University of Minnesota	Minnesota
Supervisor Automotive Trades, Technical Education Center	Minnesota
Patrol Officer, Highway Patrol	Minnesota
Assistant Director Continuing Education, Bemidji State College	Minnesota
Area Extension Coordinator, University of Minnesota	Minnesota
Director, Public Libraries, State Department of Education	Minnesota
Model Cities Representative, Minnesota State Planning Agency	Minnesota
Community Liaison Engineer, Hennepin County Highway Department	Minnesota
Associate County Agent, Agriculture Extension	Minnesota
Area Extension Agent, Agriculture Extension	Minnesota
Student, University of Minnesota, Morris	Minnesota
Planning, Office of Economic Opportunity	Minnesota
City Clerk, Lake Crystal	Minnesota
Medical Care Consultant, Department of Public Welfare	Minnesota
Councilman, Village of Wood Lake	Minnesota
President, City Council	Minnesota
Administrative Secretary, Minnesota Water Resources Board	Minnesota
Manager, Area Development, Otter Tail Power Company	Minnesota
Secretary, Civic Association Recreation Department Director	Minnesota
Superintendent of Schools, School District 630	Minnesota
Assistant Director, Tri-Valley Opportunity Council	Minnesota
Graduate Student, School of Social Work	Minnesota
Teaching Associate, University of Minnesota	Minnesota
Administrative Assistant, Municipality	Minnesota

Title	State
City Planner, St. Paul City Planning Board	Minnesota
Planning Specialist, Metropolitan Council	Minnesota
Geologist, Department of Conservation	Minnesota
Supervisor, United States Post Office	Minnesota
Member, Planning Commission	Minnesota
Informational Representative, Landscape Arboretum	Minnesota
Commissioner, Iron Range Resources and Rehabilitation, State of Minnesota	Minnesota
Student, University of Minnesota	Minnesota
County Auditor, Wright County	Minnesota
Administrative Assistant, New Careers	Minnesota
Planner, Barton—Aschman, Associates	Minnesota
City Coordinator, City of Shakopee	Minnesota
Pastor, Minneapolis	Minnesota
Appraiser, United States Fish and Wildlife Service	Minnesota
Research Assistant, University of Minnesota	Minnesota
Planning Consultant, Nason and Associates	Minnesota
Director Special Education, Department of Education	Minnesota
Law Enforcement Inspector, Department of Taxation	Minnesota
Extension Agent, Agriculture Extension	Minnesota
Member, Business Development Commission	Minnesota
Chief, Minnesota Highway Patrol	Minnesota
District Representative, Department of Health	Minnesota
Social Worker, Catholic Welfare Services, Minneapolis	Minnesota
Vital Statistics Chief, State Health Department	Minnesota
Research Assistant, Water Resources Research Center	Minnesota
Senior Research Analyst, Department of Aeronautics	Minnesota
Mediator, State of Minnesota	Minnesota
Co-ordinator of Community Affairs, Department of Human Rights	Minnesota
Consultant to Private Facilities, Retarded, Minnesota Department of Public Welfare	Minnesota
Councilman, Columbia Heights	Minnesota
County Administrator, Koochiching County	Minnesota
Director of Social Services, St. Peter State Hospital	Minnesota
Patrol Officer, High Patrol	Minnesota
Teaching Assistant, University of Minnesota	Minnesota
Contract Advisor, University of Minnesota	Minnesota
Supervisor, Technical Education Center	Minnesota
Area Extension Agent Resource Development, University of Minnesota	Minnesota
Economic Associate Professor, ERS University Missouri	Missouri
Instructor, Regional and Community Affairs	Missouri
Associate Planner, State Planning	Montana
Bureau of Land Management	Montana
Student, University of Nebraska	Nebraska
Assistant Professor, Bellevue College	Nebraska
Associate Director, University of Nebraska	Nebraska
Director Community Development, Northern Natural Gas Co.	Nebraska
Area Community Resource Development Specialist, University of Nebraska	Nebraska

Title	State
Student, Geography	Nebraska
Director, Outdoor Recreation	North Dakota
Sociologist, United States Department of Agriculture	New Hampshire
Economist, C.O.E.D.D.	Oklahoma
Professor, Oklahoma State University	Oklahoma
Associate Professor, Eastern Oregon College	Oregon
Associate Director, Institute of Public Affairs	South Dakota
Placement, South Dakota State University	South Dakota
Extension Economist, South Dakota State University	South Dakota
Extension Agent, Walworth Company	South Dakota
Government Graduate, University of South Dakota	South Dakota
County Agriculture Agent, Extension	South Dakota
Chief Planner, State of Tennessee	Tennessee
Graduate Assistant, Recreation and Parks Department, Texas A and M	Texas
Graduate Student, Texas A and M University	Texas
Instructor, University of Texas at Arlington	Texas
Economist—Resource Development, Texas Agricultural Extension Service	Texas
Area Extension Agent, Utah State University	Utah
Graduate Student, University of Vermont	Vermont
Student, Mt. Senario College	Wisconsin
Resource Agent, University Extension	Wisconsin
Executive Director, Minnesota—Wisconsin Boundary Area Commission	Wisconsin
Assistant Director, Planning, Wisconsin Hospital Association	Wisconsin
Resource Agent, University of Wisconsin	Wisconsin
Research Analyst, Wisconsin Division of Highways	Wisconsin
Resource Agent, Extension	Wisconsin
Chief of State Planning, PEPAD	Wyoming

Appendix E
Television Schedule for Perspective on the 70's
Program Schedule

April 21—The Issues We Face - I

Conrad Balfour, Commissioner of Human Rights, State of Minnesota
Sherwood O. Berg, Dean, Institute of Agriculture, University of Minnesota
Robert H. Engels, President, Northern States Power Company
Walter Heller, Regents Professor of Economics, University of Minnesota

April 28—The Issues We Face - II

Floyd Forsberg, Director, Solid Waste Disposal, Pollution Control Agency
Dan Gustafson, Business Representative Minneapolis Building and Construction Trades Council
The Honorable Harold LeVander, Governor of Minnesota
Rev. Arthur Rouner, Jr., Colonial Church of Edina

May 5—Minnesota Property Taxes

Paul Grambsch, Dean, School of Business, University of Minnesota
Mrs. O. J. Janski, President League of Women Voters
James McComb, Dir. Environmental Dev., The Dayton Hudson Corporation
Rolland Hatfield, Director, Governor's Property Tax Study

May 12—Big City Problems

The Honorable Ben Boo, Mayor of Duluth
The Honorable Thomas Byrne, Mayor of St. Paul
The Honorable Edward Henry, Mayor of Saint Cloud
Thomas Thompson, City Coordinator, City of Minneapolis

May 19—Small City Problems

The Honorable Demetrius Jelatis, Mayor of Red Wing
Dean Lund, Director, Municipal Reference Bureau
David Kennedy, State Legislative Counsel Staff

May 26—Crime and Justice

Emery Barrette, Director, Governor's Crime Commission, State of Minnesota
Harold Higgins, Director, Criminal Apprehension Bureau, State of Minnesota
Associate Justice James Otis, Minnesota Supreme Court
Theodore Rix, Assistant County Attorney, Hennepin County

June 2—Government and the Press

John C. Schwarzwald, Executive Vice President, KTCA-TV/KTCI-TV
Robert Shaw, Manager, Minnesota Newspaper Association
Hubert H. Humphrey, Professor, University of Minnesota

June 16--What are Regents?

The Honorable Elmer L. Andersen, Regent, University of Minnesota
The Honorable Lester A. Malkerson, Regent, University of Minnesota
Malcolm Moos, President, University of Minnesota
The Honorable Neil C. Sherburne, Regent, University of Minnesota

June 23--State Public Colleges

Richard C. Hawk, Executive Director, Minnesota Higher, Education Coordinating
Commission
Wesley Waage, President, Fergus Falls State Junior College
Philip Helland, Chancellor, State Junior College Board
Thomas W. Kelly, Vice Chancellor, Minnesota State College Board

June 30--Minnesota Private Colleges

Edgar M. Carlson, President, Minnesota Private College Council
Quentin Hartwig, Academic Dean, Lea College, Albert Lea
Stanley Idzerda, President, College of St. Benedict, St. Joseph , Minnesota
Donald C. Skinner, Dean of Students, Hamline University

July 7—Minnesota Vocational Technical Schools

Miss Shellie Haij, Anoka Area Vocational-Technical School
Vernon Maack, Director of Vocational Education, Alexandria Area Vocational Technical School
Robert P. Van Tries, Assistant Commissioner, Division of Vocational Technical Education, State Department of Education

July 14—The University of Minnesota

Francis M. Boddy, Associate Dean of the Graduate School
Paul H. Cashman, Vice President for Student Affairs
Hale Champion, Vice President for Planning and Operations

July 21, July 28, August 4, August 11—State Development Planning

Panel Members: Faculty and students from the Summer Institute on State and Regional Planning and Development, including:

Howard Bellows, President, Southwest State College, (July 21)
Rudy Esala, Executive Director, Arrowhead Regional Development Commission (August 4)
Warren Eustis, Special Counsel, Upper Midwest Research and Development Council (July 21)
Edward Hunter, Deputy Director of the Minnesota State Planning Agency (July 28)
Ralph Keyes, Executive Secretary, Association of Minnesota Counties (July 21)
Joseph Veranth, Chairman of the Arrowhead Regional Development Commission (July 28)
Raymond Crippen, Editor, The Worthington Globe (August 11)
Charles Sargent, Associate Professor, Purdue University, (August 11)

August 18—New Towns

Julius C. Smith, Counsel, The New Town of Jonathan, Minnesota
Kenneth W. Person, Vice President, Minneapolis Business Development, Gas Company, The New Town of Preserve
Professor Walter K. Vivrett, Director, Minnesota Experimental City Project

August 25—The Twin Cities—I: Government

James L. Hetland, Jr., Chairman, Metropolitan Council
Ted Kolderie, Executive Director, Citizens League
G. Theodore Mitau, Chancellor, State College Board

September 1—The Twin Cities—II: Transportation

Lester M. Bolstad, Jr., Chairman, Twin Cities Area Metropolitan Transit Commission
Lawrence M. Hall, Chairman, Minneapolis - St. Paul Metropolitan Airports Commission
Warren Hyde, Village Manager, Edina, and Member, Twin Cities Area Metropolitan Transit Commission

September 8—The Twin Cities—III: Recreation and the Arts

Clark Griffith, Vice President, The Minnesota Twins
Gerald L. Moore, Chairman, Metropolitan Sports Area Commission
Jerry Sando, Performing Arts Director, Minnesota State Arts Council

September 15—The Twin Cities—IV: Inner City

James Mosley, Executive Director, Pilot City Regional Center
Edgar Pillow, Executive Director, Mobilization of Economic Resources (MOER)
Charles Poe, Administrator, Ramsey County, Citizens Committee for Economic Opportunity

September 22—State Government—I: State Planning

A. Edward Hunter, Director, Minnesota State Planning Agency
Charles M. Towle, Director of Industrial Development, Department of Economic Development
Neil Gustafson, Upper Midwest Research and Development Council

September 29—State Government—II: Operating Agencies

David Durenberger, Executive Secretary to the Governor, State of Minnesota
Daniel B. Magraw, Director, Computer Services Division, Department of Administration
N. T. Waldor, Commissioner, Department of Highways

October 6—State Government—III: Operating Agencies

E. I. Malone, Commissioner, Department of Labor and Industry
Rufus T. Logan, Commissioner, Department of Taxation
C. Paul Jones, State Public Defender

October 13—Extension Confronts the 70's

Roland H. Abraham, Director, Minnesota Agricultural Extension Service, University of Minnesota
Gene M. Lear, Associate Administrator, Extension Service, U.S. Department of Agriculture
Luther P. Gerlach, Associate Professor of Anthropology, University of Minnesota

October 20 and October 27—Campaign Issues, 1970

Richard Moe, State Chairman, Democratic Farmer-Labor Party
George Thiss, State Chairman, Republican Party

November 3—The Establishment—I: It s Viewpoint

Ronald F. Kennedy, Vice President, Public Affairs, Peavey Company
Lt. Governor James B. Goetz, State of Minnesota
Mrs. Harold F. LeVander

November 10—The Establishment—II: Students' Viewpoint

Peter Jasan, junior, University of Minnesota
Randy Pflueger, Graduate Student, Institute of Agriculture
Paul S. Brissett, Senior, College of Liberal Arts, and Editor, the Minnesota Daily

November 17—The Establishment—III: An Analysis

Dr. Ilgvars J. Nagobads, Psychiatrist, University of Minnesota
Gerald Semmler, Psychologist, University of Minnesota
Rev. Dr. Arthur Rouner, Jr., Minister, Colonial Church of Edina

Appendix F

Rural Renaissance in Minnesota Governor Harold LeVander July 27, 1970

Thank you, Dr. Hoyt. First of all may I say that looking over some of the roster of the people in this class, it appeared that there were several who are from out of state. To the extent that that's true, may I start out by saying a very cordial welcome to those who are in this course who are out of the state. We are always happy to have people from other states come to Minnesota and we try to extend a very warm welcome. One of the things that Minnesota is known for, at least one of the things I have found in four years of traveling over the State of Minnesota, is the quality of our people. As I have traveled and as I have gotten to know them better I have been strengthened in that conviction. I hope and trust that those of you who might come from out of state might find a very warm and cordial welcome on the part of our Minnesota people to all those who come here for longer or shorter periods.

When I speak to opening conventions I usually try to give them a brief lineup of what we have to offer in the way of tourist information, I will not do that this morning because probably you have been here long enough so that information will have been given. If you have a chance try to go to our lakes or our ball games or to our gem displays that we just had last week in the Minneapolis Auditorium.

This topic that I am going to discuss this morning—the one you are wrestling with—was the subject of our discussion with the President last weekend at Fargo, North Dakota. Some of the governors there expressed a real satisfaction in feeling that the National Administration was concerned about the maldistribution of our population and our urban and rural problems. They felt that the very fact of bringing five cabinet officers, the President and his staff out to sit down and spend an afternoon to discuss this problem was a recognition of the fact that we have in this question of rural and urban imbalance of population something that needs both national, state and local attention.

One of the most important problems that Minnesota faces for the next decade or two is the maldistribution of its population. I suppose you may wonder how a state with three and three-fourths million people apread over 84,000 square miles can worry too much about its population problem. After all Minnesota is the size of England, Scotland and Wales put together. But we have only 1/17 of their population. However, the philosophy of this administration, a philosophy which accurately reflects the attitude of our people, is to work on our problems or troubles before they become catastrophies. Today we see the present population imbalance in Minnesota as a manageable problem, if we devote our attention to it. But left untended, it may very well become intolerable and irreversible.

The projections for the United States indicate that if present migration trends are left unchecked 80 percent of the population will live in 5 superstrip cities within 30 years.

Projections for Minnesota Twin City Metropolitan area forecast 120 percent increase in the population in 30 years. That's more than double the present population. In other words, it means suburbs from Chisago City to Buffalo to Red Wing. Much of this increase will be drawn right here from rural Minnesota from our 80 counties outside of the Metropolitan area. Presently 52 percent of the state's population lives within the Twin Cities Metropolitan area and by the year of 2000 if nothing is done and there is no major action taken to reverse the trend, it is estimated that 70 percent of our population would live within this 7 county metropolitan area. We have seen some tremendous increases in the last five and ten years. My own county, Dakota County, has increased almost double from 1960 to 1968. At the same time that this has been happening a majority of our out-state counties have been losing population.

The adverse effect of such a continued and even greater imbalance I think is well-known. I am not going to re-hash all of the questions of the urban crisis that we face. I am sure that you're familiar with the problems of too many people in one spot and what results from it. I merely want to point out that in addition to pollution and immobility and nonprivacy that result from such an impaction there are a great number of disadvantages of piling too many people in one particular spot. When the city gets too big studies are beginning to show that diseconomies of scale result. A preliminary analysis by the Advisory Commission on Intergovernmental Relations demonstrates that larger cities, that is over 250,000 population tend to experience diseconomy of scale. In other words spending more per capita as the population increases. You would ordinarily think that the more people you got the cost per capita would decrease. It appears that that works in the opposite direction. With the extraordinarily heavy tax burden that we in Minnesota already bear it makes us rather uncomfortable to know that we could be taxed on our income or property or sales and furthermore perhaps the size of our city simply because our cities are too big. The type of expansion and sprawl in the immediate future pays no attention to the best use of land. Parking lots are slapped over the best agricultural land. Shopping centers on what could be a park. Housing instead of wild wetland. Land is precious and we can not afford to unthinkingly and continually convert our natural resources into acres and acres of tar and cement and concrete.

While we worry much about the coming over-population problem, there is a more imminent danger and that is excessive crowding. Thanks to several scholars ranging from biochemists to anthropologists we are beginning to learn that the sheer press of humanity may bring with it physical reactions to stress and the breakdown of orderly group behavior. These and a great host of other problems result from having too many people piled in too little space.

Many schemes have been designed to correct the urban environment but unfortunately much of our attention has been focused on symptoms rather than real causes. As noted by the urban scholar, Joseph Lieberg, who pointed out "One of the weaknesses in the current discussion of the problems of the city is the assumption that the crisis of the city is somehow unrelated to the crisis of the rural area."

It should be obvious that we cannot begin to effectively deal with the problems of the inner city unless we also deal with the source of apparently inevitable migration to the city. I believe we are slowly beginning to appreciate the link between the city and the country. There are signs that a public official can now work to rebuild the rural areas without being accused of being anti-city.

I want to say here that I think that one of the very fortunate things that we have going for us in Minnesota, one thing that I learned from the discussions last Friday, is that our Minnesota Association of Commerce and Industry which encompasses the business community of almost all areas of the state is very aware of this imbalance. They are willing to work with us in order to try to do something. They are not seeking to make every new business and industry locate in the metropolitan area. With that kind of an attitude you can begin to work because otherwise if you run counter to the business community, particularly the state-wide business community, who resists what you're trying to do, you have that much of an increased problem.

A year ago we took 25 of the largest employers of the Twin City Area which included Honeywell and Minnesota Mining as some of our real large employers and we took a two day airplane trip and stopped at some of the outlying communities in the state which had been especially active in providing suitable locations for industry developments and successful in attracting 2, 3, 4, or 5 new industries. We toured those places, we met with the Chamber of Commerce, we talked with the local officials and the county officials and we tried to impress upon our big businessmen of the state, our big employers, the advantages in many of the places in the out-state. They were greatly impressed. As a matter of fact, some of these executives who are some of the highest paid and most competent executives of big industry in the metropolitan area have never visited some of these towns. One of them had never been in Fairmont and when he saw the five lakes

within the community he was so greatly impressed that he said the next expansion move they're going to make, they're going to study Fairmont as a possible place for expansion. Several of them had not been to Thief River Falls. Most of them had been in Hibbing and Winona and other places we stopped. It was alarming in a way to realize that some of our largest employers in Minnesota were thoroughly aware of the metropolitan area but had a very limited experience with what the great opportunities are in the out-state.

As a result of last year's experience, In August, I think it's August 13 this year, we are going to do the same thing over again. We are going to take some of the largest employers and some of the different personnel that represent the same company and we are going to take another two day tour. We are going to stop in at some of the smaller places that have developed industrial parks. Towns which have worked with our Economic Development Department of the state and attracted new industry. *We're going to examine and inspect those plants and visit with those people in order to try to establish a greater rapport between the great big Twin City business people and our smaller business communities throughout the state. I personally feel that this is going to be of great assistance in the objectives that we're trying to accomplish and that is put the thrust of our business and economic development in Minnesota into the 80 out-state counties outside of the metropolitan areas.*

For the sake of all of our people whether they live in the city or in the country, I think we simply must face up to the problems of the countryside and there are problems. For example, the Institute for Rural America reports that percentage-wise rural governments have fewer professional staffs such as police, fire, health, welfare and recreation as do the large urban governments. The validity of this observation is borne out by experience. Recently I went to a hospital to visit a doctor from Menahga, Minnesota, only this time he was a patient and he was a man in his 50's and was suffering from a heart attack. He told me that in the week previous to his illness he had seen 71 patients in one day and 65 on the next day and that continual strain finally became unbearable.

Economically as well as physically there is a drain on people living in rural America. Most of the migrants leaving rural America leave in their late teens or early twenties, just after the heavy investment has been made by their community in their education and upbringing. This human investment represents a contribution from the rural areas that runs about 12 billion dollars a year. The countryside cannot afford this continued and uncontrolled generosity. Remember that 1 out of 4 persons in the rural area is classified already by the federal government in the category of the poor.

The situation I think is even more devastating in other states than ours. At our conference last Friday Minnesota was the only state out of the five that had a 10 percent increase in population between the last census, the 60 and the 70 census. The other four states either had stayed constant or had lost population. Those states were North Dakota, South Dakota, Nebraska, and Iowa. Compared with our neighbors, Minnesota is in the fortunate position of having increased our over-all population where as these neighboring states, even more rural than Minnesota, have been losing their population.

In order to redress the population imbalance, we must chart a completely new strategy. We must bring the advantages of urban living to the nonmetropolitan areas. We must bring the opportunity to the people. Granted that might not sound very profound but when you consider that almost all of our efforts have worked in the opposite goal of bringing people to opportunity, this represents a fundamental reversal in our thinking. Therefore my administration has driven hard on a Rural Renaissance program and that is another way of saying bringing opportunity to the people in the out-state.

This program actually only 3 years old is now beginning to pay off. During the last two years approximately 55 percent of the new jobs that were created in our state were in the non-metropolitan area. The first six months of last year 72 percent of the new jobs were in the countryside.

If you haven't been given, I would very much like to provide for you the Economic Development Department's report for 1969. It gives the breakdown of the where and what kind of industries were developed and built or expanded in Minnesota during the year '69. We had, if I recall correctly, 603 new or expanded industries with a majority of them located out of the metropolitan area and 15,300 new jobs created and again the majority of these created out of the Metropolitan area.

It takes a lot of work and a lot of cooperation to make this kind of record come true. The first thing we did was to get our own house in order. For years the State Department of Business Development was a case history of anemia. We organized it in the 1967 legislature and gave it a rural development bureau, a tourist division, and a very substantial increase in appropriation.

Then we asked the people living in the rural area how the state could help. We didn't tell them what to do, we asked them to tell us. We called several state-wide citizen conferences or workshops, one on tourism, which has become now an annual event; one on rural community development; and one on the farm, particularly designed to the agriculturalist and the farmer.

These sessions were taken seriously by the people of the state. For example over 30 enactments adopted by the 69 legislature were called for by the Governor's Conference on Rural Community Development.

We accelerated our highway building programs so that we are now fifth in the nation in the number of state highway miles. Minnesota roads could go around the world more than five times. One of the things we must recognize is that we are never going to have rural development unless you have an adequate highway system. In the town where I grew up and graduated from high school, the community leaders came down and said we can get a factory moving in here from Missouri to build fishing boxes but we have to have a year around road. Watertown did not have one and was not served by the railroad. It was only served by Highway 25 coming from Montrose over to Mayer. Furthermore, it was only a 4 ton road and traffic couldn't be made in the winter time. They had to have a 9 ton road if they were going to get an industry. So I called the Commissioner of Economic Development and the Highway Commissioner. We sat down to see whether it was possible to update and advance the schedule to get a 9 ton road put in there. It was possible. We got the factory. And that is an indication that you have to have adequate transportation if you're going to have industries locate in the out-state.

Regarding some other services essential to rural development, the University of Minnesota Medical School was given a half a million dollars to fill out a department of family practice. The University of Duluth was given a third of a million dollars to establish a basic science program. The junior colleges have been encouraged to develop paramedical curricula. The Mayo Foundation was given a grant to develop methods of improving health care in the rural areas. Community mental health clinics began two years ago, and we will spend 6 1/2 million dollars on them in the next 2 years. This is another thing that we have to emphasize. If you're going to have people living in the country they are going to have to have doctors available if they get sick. One of the things we have been working on and must continue to work on is seeing that we get medical service in the rural areas.

It's not going to be possible to do as we did many many years ago, have a doctor in every community, and that's not necessary with the mode of transportation and with the kind of medical practice that is now practiced. The cost of machines and x-rays and all of the other equipment makes it impractical for every doctor to have all the necessary equipment or to be in a small community. But what we have found is that two or three doctors getting together in a clinic is effective. The doctors in a clinic can serve an area of 25 miles, they can render first class service, and they can afford to buy the type of equipment that will give to the rural area the kind of medical service which will satisfy the people and which will make it unnecessary for the people, every time they get sick, to make a trip into the city or go to the Mayo Clinic or to some other major center. Medical service is one of the things among many others that is necessary if you're going to attract business into the country and if people are going to be able to stay home in the country.

Airport construction is another phase of rural development and we have given a lot of special attention to it. I am glad to say that I think Minnesota probably now has the most complete airport system of any of our adjoining states. But we are not satisfied. We are continually putting stress on getting more and more airports.

When I was at the Governor's fishing party up at Ely, I found that they didn't have an adequate airport there in the heart of our vacation territory. I said one of the things you people are going to have to have if you're going to really expand your opportunities for tourism here is a decent airport. I got hold of the Commissioner of Administration and the Upper Great Lakes Regional Commission of which I happened to be co-chairman at that time and we got some assistance from both the state and federal government. Now Ely is in the process of getting a first class airport. I am satisfied that it's going to be a great benefit to the tourist business of the Ely area.

We did the same thing at International Falls, which is of course a long way off and is in the heart of another very fine tourist area. But there again with the distance to International Falls they have an impediment to developing the full potential of their tourist industry because people must drive to that territory. However, if you have adequate airplane service you can increase the area's opportunities. So we put a lot of effort in improving and enlarging the airport at International Falls.

We did the same thing at St. Cloud, and many other places. And we have a new experiment in Southern Minnesota. In Houston County where you don't have any large cities and where people can travel easily 10, 15, 20 miles we have built a county airport at the county seat to service the whole county. This experiment is in line with our regional philosophy of not having every community have an airport which is absolutely impractical, but if you can get a whole group of communities to locate an airport in the county seat and then service all of the towns in that area, you have really accomplished something for the benefit of all of them. It makes it possible for them to attract industry on the basis that it's only a matter of a few minutes from the airport. In addition it's much less driving time from the airport of Houston County to any place in the county where they might want to build an industry than it is to drive from the metropolitan airport into the downtown area of the Twin Cities.

So, airport construction, highway construction, and medical service are three of the areas in which you need to work if you're going to make the countryside attractive to the people.

In order that the arts may be brought to the countryside, I requested the budget for the Arts and Science Council be substantially increased. When I took office the Council received 10,000 dollars. I have recommended a 2,200 percent increase for the arts and sciences. The Council has brought "Shakespeare in the Streets" out to the country. The Minnesota Orchestra plays in various places throughout the state. It's no longer necessary for people living in the countryside to come into Minneapolis if they want to see paintings or if they want to hear music.

The state has also established and required a police training program. Every community in the state with over 1,000 people has to have their policemen trained. Adequate police protection for you and for your property is an essential service. So we have established a mandatory police training program where all policemen have to take a minimum of training. Again, we are expanding and enlarging on that program to make it even better.

Area Vocational Technical Schools are especially important in both rural development and our regional philosophy. They have been given a very substantial increase in appropriation. You will quickly find that any industry locating out-state wants to find out where they are going to get trained personnel. You must have vocational technical training in the areas if industry is going to feel that it will be able to train people for the jobs. Consequently we have and I think we have to put even greater emphasis on area vocational technical schools in the future.

I have been very strong on education. I have recommended tremendous increases in appropriations for education. I also happen to serve on the executive committee and on the steering committee of the Education Commission of the States, which is an association of 42 states joined together to try to work out problems and exchange ideas of an educational nature. But I do believe we have to redesign our educational system to make it compatible with the needs of our young people. The statistics indicate that only 16-20 percent of the high school graduates ultimately graduate from college. Consequently, if we design our curriculum in high school to be geared only for an academic training and if we do not give enough emphasis on vocational training the young people who will not go on to college or who will only go to a year or two of vocational technical training will not be getting the kind of education that's relevant to their need; we must do a great job of redesigning and re-evaluating our educational system, greater and greater emphasis has to be given to vocational technical training and particularly to area vocational technical schools.

Another service the state provides in order to encourage rural development is an Office of Urban and Local Affairs. In trying to mount an economic and social development program, one community may be involved in a hundred and seventy federal programs with four hundred separate authorizations. The state established an Office of Local and Urban Affairs to try to provide the local community with some technical assistance so that we can help lead these communities through the maze of all the federal grants without having to hire specialists themselves or trying to wade through that big catalog of all the federal programs.

In addition I have made it a personal campaign to encourage Minnesota industry to expand within Minnesota. I usually call up every one of our big industries that puts a new plant in Georgia or in Iowa and really try to burn them a little bit. I ask them why they didn't locate that expansion in Minnesota. Of course sometimes there are very valid reasons. They have a market they want to expand, etc., but I make them feel very conscious that if they build plants out of Minnesota at least they're being watched and they have to justify it because one of the big places in which we get new industry is the expansion of existing industry. Most of the new development and new jobs in industry come from expansion of existing industry rather than enticing entirely new industry into the state. Consequently effort must be put into constantly reminding Minnesota industry to expand within our state.

One of the most important programs that the state has developed is the regional matching fund program. The state Department of Economic Development gives grants on a matching basis to regional tourist promotional groups and assistance to regional development councils. This has helped in our tourist business and the industrial expansion of the out state.

Local communities were given additional support in their efforts to develop industry when the Minnesota Supreme Court recently held the municipal bonding law constitutional. The legislation enables municipalities to sell revenue bonds, the proceeds of which are used to attract new or expand existing industry.

The state government's tourism efforts used to be criticized severely. Most of our tourist organizations like the Arrowhead or others complained bitterly that we had a few people in an ivory tower in government that did not know the fishing business, didn't know the lakes, didn't know how to advertise, didn't know what magazines to advertise in. Consequently, we established a relationship where the state gives half of the money and the regional tourist promotion group gives half the money and then we decide together how to spend it. Since that time we have had no complaint at all about whether we have providently spent the money because they participated in selection of the magazines whether it's newspapers, or whether it's sportsman magazines or whether it's radio broadcasting. Consequently, by a cooperative relationship between our tourist business and our tourist organizations and our state tourist bureau, we have eliminated the criticism that we don't properly spend the advertising dollar.

This combination of many programs has helped to bring a new attitude and a new opportunity to rural Minnesota. We took a sagging tourist industry and we turned it around. We have had a 22 percent increase each year over the last two years. New industrial investment in non-metro Minnesota last year ran to about 369 million dollars. With growth like that we should begin to stabilize our population. With the spirit we are beginning to show, I think we should be able to sweep the state with a rural renaissance. People are beginning to recognize that it is good for the country as well as for the city to put the emphasis on industrial development in the out-state.

I think it's precisely because of our people's commitment to rebuilding rural Minnesota that last session in landmark legislation, the legislature enacted the regional planning and development law. Many states have wondered how we managed to get this sophisticated problem solving tool enacted. Some may say, "well, the legislation was passed quickly." Governor Knowles of Wisconsin said he thought they would have to submit that law at least three times to the Wisconsin legislature in order to get it through; and he couldn't understand how we got it through on the first submission.

Well, the regional planning and development law passed having only been presented to one session of the legislature but the conditions that enabled it to pass have not happened that quickly. There has been a lot of ground work, a lot of instances of where people working together can do a job better than working separately, to the point where the legislature was willing to pass this legislation on the first submission to it.

There are numbers of illustrations of regional cooperation. For instance, a seven county hospital at Thief River Falls. They decided on their own that they wanted to build an addition to the hospital and it couldn't be supported by the town of Thief River Falls alone. So they got seven counties around Thief River Falls to work collectively. They put an addition on the hospital that made it an updated modern hospital serving all the seven counties.

Another illustration involves an airport. Breckenridge and the town just across the river both wanted industrial developments. Both of them needed an airport. Yet it was impractical to build an airport at Wahpeton and Breckenridge right across the river. Finally they came together and they decided they would build an airport jointly and that presented a problem because they were in separate states, one in North Dakota and one in Minnesota. We finally got some enabling legislation through the legislature enabling two towns bordering on the state line to work together and to be able to jointly finance a program. The result was a joint airport. They located it in Wahpeton and then they had a contest whether to name it Breckenridge-Wahpeton or Wahpeton-Breckenridge Airport. At the dedication ceremonies Governor Guy and I were there. After a coin was flipped and called, the mayor of Breckenridge finally won the opportunity of naming the airport. Of course, he named it the Breckenridge-Wahpeton Airport. So even though it's located in Wahpeton, it's named Breckenridge-Wahpeton. But the two communities have gotten along very well and as a result have been able to attract business that neither one of them alone could have done. Neither one alone could have financed an individual airport and of course no airline is going to stop at two airports that are only 10 miles apart.

I have been trying to for some time and I think eventually we are going to succeed in getting two larger communities, Albert Lea and Austin, to realize that they should build a common airport in between those two towns which are only 20 miles apart. They are very substantial communities but certainly Northwest Airlines is not going to land at Austin and then jump 20 miles and land at Albert Lea. If they put the airport between the towns it would only be 10 miles from either town and it would serve both of them very adequately. It's taken a little doing but I think they are beginning to see that not only should they go together on a new airport, they should go together on a new hospital, they should go together on a number of activities. These two towns would be much better off working together.

Other things, a full time police force is not possible in every community at least if you're going to get adequate coverage. And so we have innovated in Carver County, for instance. The communities of Carver County contract with the Sheriff's Office for Police protection. These communities then get more adequate protection by trained people than they would if they tried to get a constable to police each individual community.

You all know what has happened since the major league idea came to St. Paul and Minneapolis. I have said that the St. Paul stadium is a monument to stupidity and isolationism. They built that stadium with the idea that they were going to have a baseball team in St. Paul. Well now they are trying to sell it to either Hamline or someone else or give it away because people finally got together on Bloomington. Now we have the Vikings and the Twins and the North Stars and you would not have any major league sports if these towns hadn't got together on the project.

The same thing is true now as far as their business expansion. When I took office I found to my dismay that Minneapolis businessmen went to California on a trade mission. While they were there they found out that St. Paul was out there at the same time in a different hotel trying to get the same kind of people in to tell them that we had opportunities for business development in Minnesota. They found out the same thing in New York, both St. Paul and Minneapolis went on separate trade missions to New York without telling each other and the people out there got to wondering what's going on back here, two towns that are bordering right on to each other, and they sent separate trade missions and we're asked to come in and listen to the same story a week apart.

Finally they got together. I led a trade mission to California with both St. Paul and Minneapolis going together and another one to New York. As a result they were able to put together a tremendous show of pictures of what Minnesota had and a whole background of our industry. Furthermore the important pitch could be made that collectively, talking about the metropolitan market, we were the 14th largest market in the United States and that's pretty good attraction for any big business that wants to have an outlet for its product. When we started talking about individual towns we dropped to 25th; and there isn't going to be much interest in people looking at that kind of a market. Consequently, it has finally gotten through to our business communities in the Twin Cities that working collectively in the metropolitan market we have much more to sell than selling on an individual basis.

Another illustration of getting together is the Arrowhead tourist group who have worked together for years and have demonstrated how much more effective you can be by collective action. In fact, this group provided one of the illustrations that allowed us to develop seven regions in Minnesota. We divided the state into seven regions. We put a man in each region in order to help with the local development corporations. The state had an expert acquainted with the local people and who knew the local conditions. The state has regionalized many of its departments in an effort to bring government close to the people.

This last session with the regional development plan we strengthened local governments by allowing them to work jointly on a number of common problems. The fundamental purpose of the regional development commission is to coordinate the multiple planning activities now being conducted in the regions and to facilitate area wide solutions in providing for public service.

It is important to point out several unique features of this new act. Naturally, because the idea is new, misunderstandings about its purpose and its power were inevitable. Therefore, we did have sort of a wave of controversy that swept over the state as Dr. Hoyt well knows. We had a lot of misunderstanding because there is great fear whenever you engage a change. People are worried that what they have done for fifty years should probably be continued. They're very very suspicious of change.

We have to point out first of all that the regional commissions are voluntary. The state has not and does not intend at least during my administration to force communities to participate in regional commissions. We are trying by persuasion and by education to have local communities decide to participate, but I have never felt that government had to force from the top down something onto people. Government should start from the people's desires, from the bottom up. Government should be providing the tools and the guidance and or the leadership in order to try to encourage people to see the advantages in what you're trying to suggest.

This problem solving tool can only be used if a combination of counties or municipalities representing a majority of the population of that region petition the governor to establish a commission. Even though the law says that the governor has the authority if he so decides to force a commission I have told the people that I have no intention of exercising that authority and that they must petition and ask for the establishment of the commission if one is going to be established.

Secondly regional commissions are run by local people, membership on the regional commissions is made up of members of local government and citizens representing the public interest within that region. To be sure the first chairman is appointed by the governor but after that all the chairmen are elected by the commission. It is only in order to get the commission off the ground that the statute provided that the first chairman would be appointed by the governor, but from then on all the rest of the people on the commission are selected, as the statute provides, from local people. The concern that this is going to be something that isn't operated and isn't supervised by local people is not in accordance with actual facts.

Thirdly regional commissions rely on existing counties and municipalities. Individual units of government can deal directly with state and federal agencies. The commission does have the right to review but not to veto the proposed plan for request. I think this is important to mention because some people believed that we were changing county governments and that we were abolishing township government and that we were abolishing municipal government. The fact of the matter is that this regional planning law should enable these people to work more effectively for their communities. It does not mean that they're abdicating authority to the commission. As a matter of fact there is no veto power for the commission. There is only power to review the plans and the applications for federal grants from these territories and that's done so as to eliminate duplication. The philosophy behind regional planning commissions is to enable these communities to work together for such things as parks, hospitals, vocational schools and airports and all other things they can more effectively do as a group than they can do on an individual basis.

Obviously, the commissions are created and managed by local citizens. The state has simply provided a method by which they can work more effectively together. The local officials for instance of St. Charles operating by themselves may never have a chance to influence the location of a new airport or a new park or a citizens home. But the local officials of St. Charles working in a regional commission could make their impact felt. They could have some influence on where some facility should be located.

You may ask what is the future of the regional planning commissions? I would answer by saying that they can take many forms and develop in as many places as private citizens are willing to imagine and plan. Commissions are not cast in a concrete mold so that every one has to be exactly the same as every other one. Regions were formed in recognition of the fact that differences exist. I created by my executive order 11 regions. There are opportunities for changing the boundaries of these regions if the local people for some very strong and valid reason feel that they want to change the region. It is possible for local people to get their county into another region or even start a new region as long as there is a minimum of 4 counties and a minimum of population represented so that there could be a meaningful regional commission.

I expect that the development of these commissions will no doubt reflect differences in various parts of the state and they will adjust and adapt to local conditions. Consequently, I think it's impossible to predict exactly what the future holds for each regional commission.

In 1967 we created the metropolitan council. In 1969 we reviewed it in the legislature and found there were things we could improve and things we should have done in the first place. But you learn by experience. Consequently there were some changes in the purposes and in the authority of the metropolitan council. No doubt there will be suggestions for modifying and improving the metropolitan council in the next session of the legislature. So too with the regional development commissions. I am more anxious to get them started than to get them started in perfect fashion. I told the legislature when we established the metropolitan council that I didn't want to break up the whole idea over the

issue of whether it should be an elected or appointed council. I had favored originally an elected council. But rather than submarine the whole idea over the argument of whether it should be elected or appointed, I would take it either way. The important thing was to get a council established, get some experience and then learn from there. We can make some amendments and changes as we go along—and the same thing with the regional commissions.

There are going to be changes in the next session of the legislature I'm sure. In fact, as the result of the meeting I had with some 60 or 70 local officials, county officials, and township officials, I suggested that there were three or four recommendations that I would make myself for improving the regional commission law. And no doubt the local people, through their organizations, League of Municipalities, Leagues of county and municipal officials, will have suggestions. The legislature will have before it some suggestions for improvements in the regional commission law. We learn from experience and I think we must be willing to make necessary adjustments after we have learned from that experience.

As in all government programs the ultimate success rests with the people. Our people are alert to the problems and are aware of their consequence. They are willing to try new approaches and I think they will more and more be led to believe they must work together. And given that kind of people, the prospects for regional development I think are promising. The advantages are obvious to me and I think to a great number of people. Using this tool we have another big help in arresting the population migration by creating the kind of environment in our rural areas that will hold as well as attract people. It will be possible for us to bring the good life to all the people of our state because through these regional planning commissions we should be able to do a better job in providing those kind of services and those kind of needed activities which will make the kind of life in the community out-state equally attractive or more attractive than the kind of life they seek in the cities.

I believe that through the tool of the regional planning commissions we can go a long way in solving one of the great problems that we have in Minnesota and that is the maldistribution of our population. I think to the degree that we balance our population we will be working at one of the fundamental causes of pollution. Once we get this population imbalance under better control it will reduce greatly the main causes of pollution which result when we pile too many people in one place. I have been strong, as Dr. Hoyt knows, for the regional concept. I have tried to straighten out some of the misconceptions which have arisen. One of the difficulties that you get into is that local people have selfish interests and you can't blame them. All of us feel a little bit closer to our own community than to the one we haven't lived in. It takes a little time to develop the kind of rapport and the kind of understanding that recognizes our community will be helped if there is an industry located in the adjoining community and if there is one in our community it will help the other communities. It takes a little while to grasp that theory, to get that story across.

Of course one of the difficulties surrounding the regional development act is that people began to feel that if there is one growth center in the area that the emphasis is going to be placed on trying to develop that particular town at the expense of other towns. This feeling creates a storm of opposition and difficulty. So I have tried to indicate to the people throughout the state that the state is not going to pick and choose one town over against the other. We are going to work with the regions. We are going to work with the local people. The regional commission is going to have to decide itself how it's going to develop the climate which will attract industry.

Once we get the idea that the state is going to designate a dozen towns and say that those are the ones that are going to really prosper, you take on an unnecessary burden. That's going to have to be worked out on the local level by the natural evolution of circumstances.

I believe that we have demonstrated that the spread theory can work in Minnesota. We can get industries in small communities. In Roseau, a very small town, for example they got a snowmobile factory. It now employs some 1800 people, drawing from a territory 50 miles around Roseau. They have done an excellent job.

The same thing is true with Jackson, a small town that has really done a tremendous job in attracting business and industry. The same thing can be true in many communities.

A small town over 1500 or 2000 people can get one industry or two industries that employ 100 or 200 people and that have a stabilizing effect in that community. It provides employment that will hold the people in that community. Therefore, if we can to the greatest degree possible encourage the spreading of industrial development throughout the state we will hold our people. We will provide an attractive way of living.

Surveys indicate that most people would rather live in the country if they could get a job equivalent in the country to what they can get in the city. I am extremely pleased, in fact I was a little surprized to see the poll that indicates that 70 or 71 percent of the people in Minnesota are coming around to the idea that regional planning has some merit. It's wholesome I think from what we heard as we carried on some of our meetings around the state. You would have thought that 75 percent of the people were against it. But I think that it's beginning to be obvious that it takes a little time. It takes a little patience. It's an educational program. I am very heartened that we in Minnesota are going to succeed if we put our shoulder to the wheel, if we work together.

If the people in all these areas concerned with highways, airports, education, and vocational education are all willing to work to create the conditions and the climate in the out-state, I think we can do a tremendous job of stopping this drain, this brain drain out of our country into the cities and out of the state. To the degree that we balance our population and expand our opportunities we will be making a substantial contribution to our state, to its economy and to the opportunity of people to live wholesome and fruitful and pleasant lives.

Thank you very much.