

Mountain Promise

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2009 Brushy Fork Annual Institute Proceedings

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Mission of Brushy Fork

For more than one hundred years, Berea College has served the people of Appalachia.

The Brushy Fork Institute carries forward this commitment by working to develop strong leadership in the mountains.

Working with both existing and emerging leaders, we draw on local understanding and vision to help communities build for tomorrow.



2009 Brushy Fork Annual Institute Opening Address

Peter Hille

Appalachia Cannot Wait

Mark Twain is often quoted as having said “I want to be in Kentucky when the world ends because everything happens ten years later there.”

Now, we know that’s a bit of a dig at people being backward, and in fact, Mark Twain might not even have said it. But it does tap into a bit of truth that we can all acknowledge. There is a lag between events that shape the world at large and the impacts in our rural communities.

It was just last year, not long after the Annual Institute, that the economy went into free fall. The stock market lost nearly half its value. Of course that had a huge impact on anyone drawing on retirement funds that were invested in the market. But beyond that, the ups and downs of the market often don’t result in immediate direct effects on our communities. It happens more slowly, through second hand and third hand effects.

As the economy slowed down, big sectors began to feel the impact: housing, construction, and the auto industry. Again, most of our communities don’t feel these impacts directly and immediately. We don’t

topic this issue

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have big industrial plants in most of our towns. But we know that many people in rural areas commute to work, and that means that when plants shut down “somewhere else” it can still mean direct job loss in our communities.

When car sales fell off, steel prices went down. As the economy cooled, gas prices dropped and most of us were pretty happy about that. But when energy sector prices drop, and steel prices drop, then so does coal, and that has massive impacts in our region.

Gradually the effects begin to seep in. Over the past several months I’ve spoken with a lot of people who have said “we were going to do this, or we planned to do that, but then the economy tanked...” One way or another, there is a sense that a lot of our plans are on hold, that we are waiting. And that’s what I want to talk about today.

The key sectors we are trying to move--economic development, education, energy, government--need our attention more than ever; the critical issues facing our communities--poverty, public health, nutrition, drugs--are no less critical today than they were a year ago; the problems we are trying to solve become even more important to address in times like these. So my message to you today is simply this: We cannot wait.

We cannot wait for an economic recovery--not when we know that the turnaround in jobs and incomes may still be many months away and the effects of the recovery might not show up in our community for a long time after that.

In fact, Kentucky State Senator Robin Webb observed last week that Kentucky lags behind the national economy by somewhere between eight to fourteen months. She says that means the brunt of the recession is just now getting to us. Senator Webb says it will be a slow recovery.

I say we cannot wait. Instead, we need to build on the existing assets in our communities now.

We cannot wait for outside industries to decide to locate a new factory in our town, not when the manufacturing sector is shrinking. No, we need to act now to support our locally-based businesses, keep them viable, help them think about how to grow. We need to ask what opportunities exist in spite of,

Appalachian communities must look internally to address poverty, public health, economic development, education, energy and other critical issues.

or even as a result of, the current economy. We need to ask our established business owners and our budding entrepreneurs how we can help them not simply survive, but thrive.

And how will we build the workforce that we need

for strong local economies?

We cannot wait for a new federal or state initiative that will fix our schools--and let’s be honest, in most of our communities our schools are not all that they could be. No, we need to act now to raise our expectations, support our schools, build partnerships with local businesses, get parents more involved--we can do all of that right now. We must prepare our young people for the world of tomorrow, not the world of yesterday. We cannot wait.

And what does the world of tomorrow look like in our communities? Well, that’s really up to us, isn’t it?

We know that energy prices will continue to rise over time, regardless of fluctuations year to year. We live in a region that has lower energy costs than much of the nation. As a result, we use more energy per person--really, we waste a lot of energy because it’s cheap. So when prices rise, we will feel it more than other places and that burden will fall most heavily on those who can afford it least. If we do nothing, that’s what our future looks like.

But if we start now we can find better ways to conserve energy, which can be as simple as better insulation and more efficient lighting.

If we start now we can begin to explore alternative energy sources and reduce our dependence on fossil fuels. We know fossil fuels take an enormous toll on the environment. And it makes no sense to rely on a resource that is becoming more scarce every year. If we start now we can put our best and brightest minds to work and get in on the next wave of development in new energy industries instead of waiting for someone else to do it. We cannot wait.

Where else will we feel the impacts? We face a future in which food prices are likely to keep rising. Have you noticed that the grocery store prices went up with the price of gas, but they haven’t come back

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down? Much of our food system, which was designed in a time of cheap oil, is just not sustainable.

So much of what we eat is just not good for us—especially the fast food and soft drinks that seem to be the staple of the American diet today. We cannot wait for the food industry to care more about your health than about their profits. With the rates of obesity and diabetes throughout our region we cannot wait. But we could begin to think differently about food.

Thirty years ago I was building houses for an old contractor in Wolfe County, Kentucky. I asked him what it was like there during the Great Depression. “Well,” he said, “we always had plenty to eat. We had a big garden, and chickens and hogs. We didn’t have any money, but we never had any money before the depression either.”

Now we face hard times again. But those basic skills have gotten away from us: gardening, preserving food—or for that matter just cooking food that doesn’t come pre-processed and ready to eat. Of course it takes time to prepare food. But you can’t compare that processed stuff to real food. Read the label: Michael Pollan says that if it has more than five ingredients it isn’t really food.

Eating good food, and families eating together, parents discussing the day’s events with their kids—is there anything more basic? Families are the fundamental building blocks of communities. But the family dinner has become increasingly rare as lives become busier. And yet research shows that eating together as a family is one of the most consistent predictors of future success for kids.

We’ve seen some great work done with local programs helping people relearn the fundamentals of cooking, like the work ABLE Families has been doing for many years in Mingo County, WV.

Local food can also help to stimulate a local economy. Farmers’ markets can become places where other local goods and products are traded. People can get out and meet their neighbors, and talk about important issues in the community, building social capital. And if you don’t already have a farmer’s market, or if it’s not all that it could be, or if there are creative ways to expand it, don’t wait for somebody else to make it happen. We cannot wait.

Should we wait for somebody to solve the drug problem? We know that abuse, particularly of prescription medications, is rampant across the region.

Are you tempted to say somebody ought to do something? Check your phone book—there’s nobody named Somebody living in your community. And while you’ve got the phone book out, see if there are good drug treatment programs available locally.

For too many of us, the drug problem has ceased to be about some faceless other. It is the child of a friend or a colleague, maybe a family member. A woman told me recently of her son, and how he had slipped into dependency on pills. She told me there were no treatment programs available in her county, and

the nearest was thirty-five miles away.

Shouldn’t we be taking care of our own? Can we afford to write them off? How will we promote economic development in our communities when so many who should be in our workforce can’t pass a drug test?

We can do better. We need better treatment options. And sad as it is to say, that is an economic development opportunity that could provide good skilled jobs helping to put people back on the road to a better life.

When someone does get clean we need to be sure that our communities are places where people have something to live for, job opportunities, educational

We cannot wait for the government.

We cannot wait for the stock market.

We cannot wait for the foundations.

We cannot wait for an economic recovery...

Too little, too late!

We cannot wait!

opportunities, something better than the next fix. One thing is for sure: we cannot wait.

In times like these we might look to the federal government for help. Seems like everybody's looking for a bailout. How about Appalachia? Sometime in the next year or so the President will appoint a new Federal Co-Chair for the Appalachian Regional Commission. Historically, this has happened about two years into each new presidential administration. And once a new co-chair is appointed, the person will probably take a while to get his or her bearings and develop new approaches for the region. We cannot wait.

But what we can do is go right ahead with great ideas, with plans and projects, with new programs and local initiatives, so that when the next Federal Co-Chair asks about what's working well in the region, your communities will be prepared to answer that question. We cannot wait.

What about private foundations? Couldn't we look to them for the resources we need to move our communities forward in hard times? Well, one thing we need to remember is that the foundations have their endowments invested in the stock market too, so there just isn't as much to give away in times like these. And even if the market picks up soon, most foundations calculate their endowments on a three-year average.

That means that if the recession ended today, this year's endowment losses would still be averaged into their spending formulas for another two years. That translates into less grant money available, for years to come, even as more organizations and communities in real need are competing for that shrinking pie.

And we certainly cannot wait for those foundations that have rewritten their mission statements and shifted their focus away from the concerns of rural America.

But what we can do is find the resources we need within our own communities. Consider Rockcastle County, which passed a county-wide employment

tax this past year and has dedicated the lion's share of that to be reinvested in local economic development.

Or look at the work that is being done with community foundations, and the statewide network of community foundations in West Virginia, and a new conversation that has begun in recent months about a regional community foundation—you can talk to Gerry Roll about that at a caucus tonight if you're interested.

Ask yourself--does anyone outside of your community care as much about it as you do? If you don't invest in your community who will? Are you waiting for your ship to come in? We cannot wait.

We cannot wait for the government.

We cannot wait for the stock market.

We cannot wait for the foundations.

We cannot wait for an economic recovery, especially if we think it may take years to arrive in our communities, too little, too late!

We cannot wait!

But communities that do invest in themselves, that do forge ahead, that take on the difficult work and show results—those will be the communities that do succeed in attracting outside resources. Resources are

out there, but the people who control those resources want to know that their investment is going to be well spent, and the best way to demonstrate that is to show the local effort, the local buy in, and the local investment that says “we are a community on the rise; we are a community that is determined to succeed; we invest in ourselves; we recognize our assets and build on them; we have a vision; we have a plan; we cannot wait.”

Not one more year;

Not one more day;

Not one more hour.

Right now. Right here.

We are going forward.

We cannot wait!

Not one more year;

Not one more day;

Not one more hour.

Right now. Right here.

We are going forward.

We cannot wait!



*Dishing Up
Culturally Based
Economic Development*

Swamp Gravy

by Beth Curlin Weber, Brushy Fork Staff

Joy Jinks joined the 2009 Annual Institute to share the story of the founding of Swamp Gravy, a cultural economic development effort driven by local citizens in Colquitt, Georgia.

Swamp Gravy is a dish native to rural Georgia that you cook up with leftovers of fish drippings and potatoes. Now, it's causing an influx of millions of tourist dollars a year that fuels jobs for local citizens in a small Georgia town.

Swamp Gravy is also the name given to a folklife play produced in Colquitt, Georgia, population 2,000. The play began in 1995 as a form of cultural economic development by local citizens. It has transformed a town with little hope, in the ninth poorest congressional district in the nation, into a bustling tourist center built around theatre. The effort has spawned a variety of new local businesses and creative projects, as well as winning national awards, grants and invitations to such venues as The Kennedy Center.

"Leading citizens there say the work saved their town—literally," community development expert Vaughn Grisham said of Joy Jinks and the group of devoted local people who envisioned and brought about change.

"They've created an economy that is an alternative to agriculture and industry. There are no longer empty store fronts, the town is more prosperous than ever, the people take great pride—more than ever before," Grisham said.

They've created an economy that is an alternative to agriculture and industry. There are no longer empty store fronts, the town is more prosperous than ever, the people take great pride—more than ever before...

Joy Jinks, a co-founder of *Swamp Gravy*, was an early bird session leader at the 2009 Brushy Fork Institute where she brought the story of her "beloved community." Times were hard in Colquitt in the nineties, Jinks explained, and more than half the population had moved to the cities to find work.

The people left behind wrung their hands in dismay, seeking a solution. The choices were a prison, a chicken processing plant, or a solid waste dump—the usual economic development opportunities in rural communities. The people of the town said no to all three, knowing that these were symbols of death, not life. The town people thought they deserved better than this, and they decided to create their own future by celebrating themselves and the richness of their stories, the talent of their musicians and the creativity of the human spirit.

"From Rio de Janeiro to India, all over the world, people would love not to live in a (urban) slum, but in their own small town. They know their neighbors, everyone takes responsibility for children; they are in touch with their family for life—everyone takes responsibility for each other," she said of the small town values that are reflected in Colquitt.

“We did not realize how rich our heritage was until we got into it. At first we just turned the tape recorder on and just let people talk about early life. Later we got more skillful in our interviewing and got to stories of more depth. And at the beginning, people were afraid of stories, they thought it might bring up old racial or political feelings that would cause division or hurt feelings,” Joy remembered.

The townspeople took their stories and cooked up a play called *Swamp Gravy*. Swamp gravy is an indigenous dish, a stew that is made from fish drippings that are left in the grease after frying fish. Tomatoes, potatoes, onions and whatever else is on hand are added to make this side dish (or whole meal if there isn't enough fish for everyone). Like the stew, the plays are different, original stories every year, and are all based on real life, perhaps set in a different time period for privacy reasons. The plays address tough issues like abuse, race, war and handicapped accessibility, but they also generate lots of laughs.

“We tell the best and the worst; the good, the bad and the ugly,” she said.

In 1991, Joy Jinks met a young director working on a PhD in New York City. Together they developed a plan for what would be known as community performance theater. A team of Colquitt volunteers began collecting and recording local stories. Then the stories were passed on to professional playwright Jo Carson, who adapted a portion of the stories into a play. Local people write all their own music to accompany the script.

Since then, the economic and cultural achievements have mushroomed. An old building was renovated to provide a place for the plays. Originally a cotton warehouse, the seventy-year-old building is now home to all the productions put on by the Colquitt/Miller Arts Council. The building is painted with murals on the

We did not realize how rich our heritage was until we got into it.

—Joy Jinks

outside and also has a Storytelling Museum and gift shop. The 284-seat theater has three stages so that the plays are performed all around the theater to give the audience a sense of being in the center of the action.

A bed and breakfast and restaurant have opened. A youth theatre and arts school is training local children. Also, the town's mural project is becoming internationally recognized. Local business incubators have begun, as well.

Each summer, 55,000 visitors descend on the small town, and bring an estimated two million dollars of revenues. The projects have involved more than 2,000 volunteers with more than 150,000 volunteer hours as of 2007. “I've probably contributed that many alone!” Jinks said.

“In a small town, you know who the best singers, storytellers and leaders are. We brought them together. People mostly found out about it and got involved through word of mouth, friends inviting friends.”

The youth program has been so successful that one of its graduates, now in college, is directing and producing the plays.

“The cultural experiences that the youth get in *Swamp Gravy* are invaluable. They are doing it all, from designing sets to marketing. They gain self-confidence, have good interaction with people, and develop the discipline of paying attention and working evenings, of practicing teamwork.... And part of what we have to do as a community is engage the youth and teach them the values of the community, and then you can retain some of them,” Jinks said.

Swamp Gravy has spawned a variety of other

programs in the community:

- Mural projects: The murals have been so successful that the Global Mural Art and Cultural Tourism Conference will be held in Colquitt from October 25-28 of this year.



Hammin' and Jammin' in Revolutionary Times

“There are things going on now that have never occurred on planet earth...”

—Vaughn Grisham during *Hammin' and Jammin'*,
2009 Annual Institute

During the 2009 Annual Institute's Hammin' and Jammin' session, Vaughn Grisham indicated that we are living in revolutionary times on planet earth, indicating that there are changes happening now that are unprecedented. What does it mean to live in revolutionary times?

We experience change every day in our communities as we struggle to maintain our local economies in an increasingly global context, as we strive to meet the needs of the people who live there, and as we try to plan for a future that shows a picture of high demands on limited resources. The story unfolds across the world, not just in rural Appalachian communities. Jimmy Carter said, “We must adjust to changing times and still hold to unchanging principles.” So how do we go about adjusting to changing times in our community work while adhering to the principles that are important to us and our communities?

In the Hammin' and Jammin' session, Linda Parris-Bailey, Vaughn Grisham, Becky Anderson and Joy Jinks joined participants in an informal conversation about their work in communities. If we look at the discussion through the lens of living in revolutionary times, we find several interesting lessons.



Importance of involving young people

Young people bring a huge amount of energy and vision to community development efforts in a changing world. Linda Parris-Bailey commented, “Young people can make a tremendous contribution, particularly in technology.”

Linda's organization, Carpetbag Theatre, has involved youth in many of their efforts from a youth theatre troupe to training young leaders in digital storytelling. She also noted the value of having young people serve as trainers for other youth. Particularly in rural areas, she emphasized, youth and technology are a good match as technology can help young people reach beyond isolated boundaries.

Becky Anderson also discussed involving younger citizens in community development efforts. “We always involve our young people,” she said, adding that they meet with fourth grade and seventh grade classes to get their perspectives. The revitalization team heard the children say, “We have this river here, but we can’t get to it; we can’t do anything with it.” So the group made the river a focal point and a public space, incorporating public art and a Troutacular fishing event for children.

Becky Anderson laughed as she shared the next part of the story. “Sometimes involving the youth can have surprising results!” When the group asked a fourth grade class what was needed in the community, the children asked for a Hooters Restaurant. After the initial surprise, the team worked through the “why” of Hooters, and they discovered that the children’s real interest was in a local place to get pizza. Becky Anderson chuckled as she said, “We didn’t ask where dad gets his pizza.” The community could have looked at franchises, but instead an individual decided to meet this need by opening a pizza delivery place in the small town.

Joy Jinks, who started the *Swamp Gravy* plays in Colquitt, Georgia, provided a word of advice for young people who become active in community development. “*Swamp Gravy* started seventeen years ago... Be careful what you get into; it will turn into your life’s work before you know it.” Then with a more serious tone, she added that the work is important. “We are at a tipping point. We are changing our civilization by changing our communities and our people.” And what more natural place is there to start than with our young citizens?



“Vision without action creates anger and apathy, so go do something, but then I want to challenge us to go back and think about how we do better.”

— Gerry Roll

Doing “good” better in a changing world

Gerry Roll, a participant in the Annual Institute and the director of the Community Foundation of Hazard and Perry County (Kentucky), shared her thoughts about creating change communities. “I’m like everyone else; coming to Brushy Fork is very energizing... It’s easy for us to get fired up here and go back home and do something really good. It’s essential that we do that. What is harder is to parley that into doing something *better*.”

Gerry continued, “Vision without action creates anger and apathy, so go do something, but then I want to challenge us to go back and think about how we do better.”

One way that Gerry is doing something better for her community is by leading an effort to capture resources that might otherwise leave the community forever. Gerry

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acknowledged the revolutionary times to which Vaughn referred: “We know that our nation is in a huge transformation in so many ways.” Then she got more specific: “One of those is a huge transfer of wealth that is about to happen all across rural America. Appalachia is not exempt from that. If we don’t capture some of this wealth now, we are going to truly lose it for future generations.”

As director of a community foundation, Gerry says that everyone can give something and when enough individuals pool their five dollar donations and start to compound it, they can be sure future generations have resources for community development. “We’ve got to stop thinking about the next Annie E. Casey Foundation, the next Kellogg, the next mayor that’s going to give us \$5,000 every time we need it,” she explained. Instead, communities need to understand what they have in hard resources and determine how those resources can be put together to do not just what is good but what is better for communities.

The transfer of wealth is an important opportunity for communities. Communities are home to many people who have been successful and are part of an aging population. As these people leave us in the decades ahead, much of their wealth will be inherited by children who have moved away from rural communities. Therefore, the wealth that has been accumulated over many generations is going to leave communities, too. While it is important that those passing on leave something for their children, communities can also provide the opportunity to leave some of this wealth in the community where they prospered. A community foundation gives the community a basket in which they can catch these resources.

“We came looking at our community through different sets of glasses... But now we are heading home to go down the same road together.”

—Bertie Kaye Salyer



Building successful teams for addressing change

At this year’s Annual Institute, several communities sent teams to participate as part of the Appalachian Regional Commission Flex-E-Grants program that Brushy Fork is administering for distressed counties in eastern Kentucky. Part of the discussion in Hammin’ and Jammin’ related to the composition of successful teams in communities.

A team from Magoffin County, Kentucky, attended Vaughn Grisham’s Community Development track. Group member Bertie Kaye Salyer commented on the varying perspectives: “We came looking at our community through different sets of glasses... But now we are heading home to go down the same road together.” She noted that the deputy county judge executive has joined the community

team. “He will provide leadership through the government piece that we so desperately need.”

Becky Anderson commented on the importance of involving local elected officials in community revitalization efforts. “You must have at least one elected official on board. A lot of times a community group gets started in opposition of whoever is in office. ‘They never get anything done... they never want change...’ so you have to work that.” She emphasized the importance of involving elected officials from the outset of a project. “We have always been very clear about how the elected official is involved in our process.” She pointed out that the local government is a very important partner in the work.

Sometimes partnership efforts result from connections made at the Annual Institute. A participant from Clay County, West Virginia, told the story of how Connie Lupardus, who was from his community, has had great success with an idea that came together at the 2007 Annual Institute. Connie’s organization helped purchase a closed elementary school, which was converted into a regional technical school that has already begun serving hundreds of students from surrounding counties. We contacted Connie and she shared with us:

In 2007 in Becky Anderson’s track, I met with the President of West Virginia State Community and Technical College from Institute, WV. Following that conversation, we now have a community college in Clay that is providing classes in Licensed Practical Nursing, Behavioral Health, Business Computers, SPOKES and Adult Education, Phlebotomy, English, Math and several other classes.

“The absolute key thing is that people who do well have a passion.”

—Vaughn Grisham

Sticking to principles—It’s about passion

When Vaughn Grisham talks about community development, he often refers to the passion that is required to get extraordinary results in ordinary places. He has worked with hundreds of schools, communities and corporations, with a primary focus on communities. Among his thousands of pages of filed notes, he has recognized a common thread, and he expressed it at this year’s Annual Institute: “The absolute key thing is that people who do well have a passion.”

Vaughn explained that in his workshop track he asks people what it is that holds their passion. Then he encourages them to find people who have the same



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passion and form a partnership. In successful communities, he pointed out, all these people have a partner—every one of them. He continued, “It seems to be very critical to play off each other. When one is down, the other is up. The key is never get down at the same time.

Linda Parris-Bailey also commented on passion for the work in helping Carpetbag Theatre succeed for the last forty years. “We have survived and thrived because we work with the strengths of all the performers who have the passion. It has been the key to all the successes we have had.”

Reclaiming culture in a changing world

Joy Jinks joined us for the 2009 Annual Institute to share the story of tiny Colquitt, Georgia, and *Swamp Gravy*, Georgia's folklife play. The community puts on an original performance that is professionally written and designed and is based on local oral history. But all the actors, around 100 of them, are volunteers. The cast has included babies from two weeks old to eighty-five-year-old grandmothers.

Joy commented, “People who come to Colquitt say, ‘You have so many talented people.’” Her response is that all communities have this kind of talent. “We just built a stage for ours,” she said.

*Living in revolutionary times...
requires continually developing
yourself.*

—Vaughn Grisham

Colquitt is a national and international model for community development through the arts and culture. “Story is so important,” explained Joy, “and culture is so important.” The town of Colquitt reclaimed its culture and opened a theater in an old cotton warehouse, which has its own ambience.

Joy commented further on how her community has used culture to develop their economy in a changing world. “What we do is offer people a packaged experience. We learned it all by flying by the seat of our pants. No excuse that you don't know what you are doing. Just step out there and figure it out as you go along.”

The economic impact of *Swamp Gravy* shows that the performance is worth about two million dollars per year to the community. The cultural tourism effort has been an economic engine that replaces losses in farming, mainly peanuts and cotton. A story featuring Colquitt is on page 6 of this issue.

Lifelong learning and growth in revolutionary times

Vaughn Grisham ended his comments at Hammin' and Jammin' with his thoughts about living in a revolutionary time. He advised, “Taking on the development of planet earth can be overwhelming. Living in revolutionary times requires involving young people, and it requires continually developing yourself.”

Participant John Pennington also commented on the changing world. “It starts here today with us. There is a poem that says:

*“Your task is to build a better world,” said God.
And I answered, “How?
This world is such a vast place,
and oh so complex now.
And I am so small and fragile. What can I do?”
But God in all His wisdom said,
“Just build a better you.”*



Swamp Gravy continued from page 7

- **Building renovation:** Improvements have included the cotton warehouse that is the theater where they now have performances and other local buildings for businesses. Business incubators have been set up.
- **Youth development:** The town has created a learning center for young people to develop their talents.
- **Media development:** A sound stage has opened in the industrial park where a local movie maker has completed the stage's first movie, *The Lena Baker Story*.
- **Sharing their story:** Colquitt has become a teaching/learning community as people come from across the U.S. to learn about story-based plays and movie making at an annual "Building Creative Communities" conference held each February. Their fifth conference is this year.

Lessons Learned

Jinks said over the years, she has learned several lessons.

"Don't try to make all your decisions by consensus," she advises. Instead, have a small group of drivers who make decisions and get things done.

Any community development effort will meet some resistance from people who say something can't be done in their community. "You can't let the naysayers stop you," says Jinks. "We'd come to a crisis and just realize that it was a buck in the road, and go under, around, over or through it. You have to be determined not to stop, and just know that you will figure it out."

Teamwork is essential. Vaughn Grisham often comments that in successful community development efforts he usually finds the person who is the driving factor has a partner community member who works closely. When Joy got discouraged she always had a co-worker to spur her on. "If you have a team member to work with, one encourages the other, you share solutions and problem solving."

Her last word of advice relates to the daily chores of maintaining your community development effort. "Know that starting is easy, but sustaining the work is the key—you don't give up," she says.

Learn more about Swamp Gravy

Visit *Swamp Gravy's* web site at www.swampgravy.com. Read about the program's history, see current schedules and learn about special workshops and initiatives.

2010-11 season performances of *Swamp Gravy* are scheduled for October and March.

September 30-October 2
October 7-October 9
October 14-October 16
October 21-October 23

March 3-5
March 10-12
March 17-19
March 24-26



Join us for the...

Brushy Fork Annual Institute

September 15-17, 2010
with early bird activities on September 14

Berea College, Berea, Kentucky

What's New This Year?

Keynote Address by
Economist and Author
Michael Shuman

New Track:
Appalachia's Economic Future
Digital Storytelling Track Extended

2010 Annual Institute Preliminary Agenda

Tuesday, September 14 (optional)
1:00 pm Registration for early arrivals
2:00 pm Early Bird Sessions (3 hours)
5:30 pm Dinner

Wednesday, September 15
7:30 am Breakfast
8:00 am Registration
9:00 am Opening Plenary
10:30 am Track Sessions
(Lunch in Track)
5:00 pm Tracks adjourn
5:30 pm Dinner
6:00 pm Caucuses (optional)

Thursday, September 16
7:30 am Breakfast
8:30 am Track Sessions
11:00 am Keynote Presentation
12:30 pm Lunch
2:00 pm Track Sessions
5:30 pm Tracks adjourn
5:00 pm Dinner

Friday, September 17
7:30 am Breakfast
8:30 am Hammin' & Jammin'
9:30 am Track Sessions
12:30 pm Lunch & Closing Plenary
2:00 pm Adjourn



Keynote Presentation

Michael Shuman

Author and economist

A growing number of U.S. communities are renewing their futures by turning inward and building new local businesses around existing local markets. What are the cutting-edge strategies community leaders are deploying to achieve wealth through greater self-reliance?

This year's keynote address will be given by Michael Shuman, an economist, attorney, author, and entrepreneur. Michael has authored, coauthored, or edited seven books, including *The Small-Mart Revolution: How Local Businesses Are Beating the Global Competition* (Berrett-Koehler, 2006) and *Going Local: Creating Self-Reliant Communities in the Global Age* (Free Press, 1998). *The Small-Mart Revolution* was awarded a bronze medal for best business book by the Independent Publishers' Association. Shuman has given an average of more than one invited talk per week, mostly to local governments and universities, for the past twenty-five years. He has lectured in forty-five states and eight countries.

2010 Annual Institute Workshop Tracks

Selecting a Track: *Select a first and second choice track from the listing and indicate your choices on the registration form. Remember tracks have a limited capacity, so register quickly!*

NEW! Appalachia's Economic Future: Justin Maxson

Even as the economic recovery begins to gain momentum, Appalachia may be left behind again unless we develop our own plans for progress. Communities need to explore ways to grow existing businesses while generating a climate that supports new enterprises. Food, energy, tourism, health care, and a host of other areas are ripe for innovation. This track is a think-tank for local leaders and experienced practitioners to develop promising ideas and recommendations for communities. *Limit 20.*

Vaughn Grisham's Three Rs Plus for Community Development Teams

This track *requires* a team of three to four people from one community. The sessions draw on Dr. Grisham's forty years of research in successful communities to learn the process and key elements in their triumphs. Participants will hear how these small, rural communities achieve extraordinary results with no unusual resources. They will work to apply these principles to their communities and develop strategies to improve their own places. Call Brushy Fork for more information on teams. *Limit 8 community teams (approximately 30 people).*

Becky Anderson Presents New Tools for Economic Development

Becky Anderson, former director of HandMade in America, will focus on the use of cultural tourism and small town revitalization strategies as economic approaches for rural communities. She will provide tools and interactive experiences for doing asset inventories, developing criteria and undertaking trail development. For small town revitalization, she will explore organization and assessment, planning and implementation, and the role of partners and mentors. *Limit 20.*

Fundraising Beyond Grants: Lee Ellen Martin

Why is it so hard to get around to asking people for money? How can your great project produce more funding? Join this session to make plans to stabilize your organization's contributed revenue streams. Through discussion and practical activities, participants will work on case statements, prospect identification, solicitation techniques, relationship building and donor communications. Group discussions will also help participants find strategies for funding for difficult projects and hard to solicit prospects. *Limit 20.*

Grantwriting: Christy Bailey

Take the mystery out of researching grants and crafting successful proposals. Christy Bailey, executive director of the Coal Heritage Highway Authority, will lead you through the research process and initial contact with a funder. Learn to write a winning proposal from describing the work it will address in your community to creating the budget. Each participant will receive a comprehensive proposal writing manual created by the presenter. *Limit 30.*

Financial Management for Nonprofits: Ed McCormack

This track provides hands-on casework for people charged with developing a nonprofit accounting system. Ed McCormack, Professor of Economics and Business, will lead you through the creation of a QuickBooks© system of accounting, process a month of transactions, prepare financial reports and work with budgets. You will leave the track with a written guide to accounting for nonprofits using QuickBooks©. *Limit 10.*

TRACK FAQs

1. What is a track?

A track consists of twelve hours of intensive training on a topic. Participants stay in one track for the duration of the Institute.

2. Can I participate in more than one track?

No. Sessions in each track are closely integrated and you will miss valuable sessions if you move among tracks.

3. Why must I indicate a first and second track choice?

Track numbers are limited and some tracks may be full when you register. We will notify you if your first choice is not available.

Register Today!

Get the track you want; don't delay! Complete your registration form and return it to Brushy Fork Institute with payment. You may download track information and additional registration materials at: www.brushyfork.org/annualinstitute.

Registration Fee and Deadline

The Annual Institute registration fee is \$500 with a deadline of September 3, 2010.

What the Fee Covers

The registration fee covers all workshop sessions and materials, early bird sessions, all snacks and all meals. A light continental breakfast will be served each morning. The fee does not include lodging.

About Lodging

Participants are responsible for their own lodging. The following hotels are in Berea.

Hotels

Boone Tavern Hotel 859-985-3705
Comfort Inn 859-985-5500
Fairfield Inn & Suites 859-985-8191
Holiday Inn Express 859-985-1901
Country Inn & Suites 859-228-0340

More Workshop Tracks

Nonprofit Management: Ginny Ann Blackson

This track will help participants learn about building a strong “back office” for nonprofit organizations—the records, policies and processes that help keep nonprofits healthy for the mission work. The track will be beneficial for staff involved in the overall management of a nonprofit organization, especially those who may be new to their role as a manager. Topics will include record keeping, what to keep and how to organize it; systems for personnel management; and records and training for boards of directors. *Limit 20.*

Legal Issues for Nonprofit Organizations: Conley Salyer

Attorney Conley Salyer builds on his years of experience working in the nonprofit sector to present highly interactive sessions addressing four areas of concern for nonprofit organizations: profit-oriented activities; fundraising; common day-to-day mistakes (humorous and not so funny); and aggressive but legal lobbying. Using a combination of informative short presentations followed by group discussions, this track will put you on the right track regarding legal issues. *Limit 12.*

Wicked Problems: Strategy Making for Senior Leaders: David Sawyer

The curriculum for this track is unique: serious work on actual challenges and opportunities that you—as a senior leader—are facing. Designed for executives seeking excellence in any field, mayors, nonprofit directors, entrepreneurs, and senior leaders in government have attended in past years. Join an intimate group of leaders in a lively process of peer learning, analysis, and problem solving. Strengthen your ability to think strategically and sensitively about complex internal and external issues. Leave with allies, tools and plans for the future. Confidentiality and candor are a must. *Limit 10.*

Leadership Development: David Cooke

Serving as a community leader has its rewards but it can also be an exhausting endeavor. How can grassroots and organization leaders hone skills which enable effective leadership? This track offers sessions to build skills and inspire new perspectives about providing leadership to communities and organizations. From running effective meetings to understanding how different personality styles interact in leadership situations, participants explore aspects of leadership skills. Each participant creates a personal leadership development plan to encourage practicing some of the new skills. *Limit 20.*

Effective Communication by Choice: Steve Kay

Effective Communication by Choice is an approach to communication that provides practical ways to handle both ordinary and challenging communication. Based on the Authentic Partnership™ model, this approach increases the chances that communication will be effective, and that helpful intentions will translate into good relationships. The workshop provides participants guided practice in applying the approach to authentic situations. Guided practice with individual feedback constitutes the balance of the workshop. Participants in the workshop analyze their present interactions and develop practical options for dealing with both ordinary and challenging situations. *Limit 10.*

Tools for Promoting Your Program or Issue: Anne Durham

Well-planned communications strategies are essential to promoting the good work of your organization or movement. They provide the spark that catalyzes your effort and keeps momentum high. This track explores recent and developing research about new communications tools that meet the unique needs of nonprofits and social causes. Learn about the psychology of design, how to understand a target audience, incorporating Web 2.0 tools into your strategies and integrating vision into marketing efforts. Participants leave the session with a strategic communications plan and tools. *Limit 30.*

Web Site Development: Jan Pearce

This track provides skills for building and maintaining a basic web site for your organization. Jan Pearce of Berea's Mathematics and Computer Science Department will guide you through developing a web site plan and building it on your laptop or on one provided. Participants will use software that they can install and take back home. No experience in web design is needed. Be sure to bring brochures, text, logos and other images with which to create your site. *Limit 10.*

Digital Storytelling with Carpetbag Theatre: a special extended track

The Carpetbag Theatre (CBT) uses the digital storytelling process to reveal hidden stories and to build community. This creative approach to storytelling gives power to the personal voice and employs facilitative teaching methods. Digital storytelling brings together cultural and technological tools to create a powerful medium of text, images and sound to present a story. Participants should come to the Digital Storytelling track with an outline for a 3-5 minute story and photographs and other images. The track leaders will provide the computer equipment and software. PLEASE NOTE: This track begins with an early bird session on Tuesday from 2:00-5:00 pm and incurs a \$100 lab fee. *Limit 10.*



2010
**Brushy Fork
 Annual Institute**

September 15-17, 2010
 Early bird activities: September 14, 2010
 On the campus of Berea College

Please print clearly or type.

Registration Form

Step 1: Give us your contact information.

Mr. Ms. Name: _____

Title/Position in Organization: _____

Organization: _____

Mailing Address: _____

Mailing Address Line 2: _____

City, State, Zip: _____ County: _____

Home phone: _____ Work phone: _____

Cell phone: _____ Fax number: _____

E-mail address: _____ Organization web site: _____

Emergency contact name and number: _____

Relationship of emergency contact: _____

Step 2: Help us prepare to meet your needs at the Annual Institute.

Please indicate the name you want on your nametag: _____

Please indicate any dietary restrictions you may have:

Diabetic Vegetarian Vegan Other: _____

The Annual Institute is held on a college campus. Some walking may be necessary. Do you have any physical condition that might restrict your mobility or require assistance during the Institute? Yes No

Please explain: _____

Step 3: Tell us which early bird activities you want to join.

Will you attend an early bird session from 2:00-5:00 pm on Tuesday, September 14? If so, please check one:

- One-Page Strategic Plan | Peter Hackbert
- Grow Appalachia: Food Security and Community-Building | David Cooke
- Coordinating Fundraising Efforts with Staff and Volunteers | Lee Ellen Martin

Tuesday dinner

Will you attend the opening cookout on the evening of Tuesday, September 14? Yes No

For Brushy Fork office use

Date received _____ Date entered _____ ID number _____ Processed by _____

Comments:

Name: _____

Step 4: Choose a workshop track to follow during the Annual Institute.

Each participant follows **one** track. Please indicate a first and second track choice. Tracks are subject to change based on registration numbers and other factors. Brushy Fork will notify you if you receive your second choice.

| Track (please mark one first and one second choice) | First choice (check one) | Second choice (check one) |
|---|--------------------------|---------------------------|
| NEW! Appalachia's Economic Future Justin Maxson (limit 20) | <input type="checkbox"/> | <input type="checkbox"/> |
| Nonprofit Management Ginny Ann Blackson (limit 20) | <input type="checkbox"/> | <input type="checkbox"/> |
| Legal Issues for Nonprofits Conley Salyer (limit 20) | <input type="checkbox"/> | <input type="checkbox"/> |
| Financial Management for Nonprofits Ed McCormack (limit 10) | <input type="checkbox"/> | <input type="checkbox"/> |
| Vaughn Grisham's Three Rs Plus (limit 8 teams) (requires 3 to 4 representatives from a community, each registered on a separate form) List names of others: _____ | <input type="checkbox"/> | <input type="checkbox"/> |
| Becky Anderson's New Tools for Economic Development (limit 20) | <input type="checkbox"/> | <input type="checkbox"/> |
| Effective Communication by Choice Steve Kay (limit 10) | <input type="checkbox"/> | <input type="checkbox"/> |
| Strategy Making for Senior Leaders David Sawyer (limit 10) | <input type="checkbox"/> | <input type="checkbox"/> |
| Leadership Development David Cooke (limit 20) | <input type="checkbox"/> | <input type="checkbox"/> |
| Fundraising Beyond Grants Lee Ellen Martin (limit 20) | <input type="checkbox"/> | <input type="checkbox"/> |
| Grantwriting Christy Bailey (limit 30) | <input type="checkbox"/> | <input type="checkbox"/> |
| Tools for Promoting Your Program or Issue Anne Durham (limit 30) | <input type="checkbox"/> | <input type="checkbox"/> |
| Web Site Development Jan Pearce (limit 10) | <input type="checkbox"/> | <input type="checkbox"/> |
| Digital Storytelling Extended Track Carpetbag Theatre (limit 10) (begins with an opening session Tuesday, 2-5 pm) | <input type="checkbox"/> | <input type="checkbox"/> |

Step 5: Suggest a topic for a caucus at the Annual Institute.

Caucuses are informal discussions that will take place after dinner on Wednesday evening. We encourage participants to convene caucuses around topics of interest. Please make a suggestion below.

Caucus suggestion: _____ Are you willing to convene this caucus?
 Yes No

Step 6: Return registration form with payment.

Registration is \$500. The fee covers Tuesday early bird sessions and dinner, all plenary sessions, concurrent tracks, network activities, materials, and meals during the Institute.

Registration for the Digital Storytelling Extended Track is \$600, which includes a \$100 lab fee.

Payment type (check one)

1. Check or money order enclosed in the amount of \$_____

Make checks payable to
Brushy Fork Institute.

2. Credit card Card type: Visa Mastercard (Discover and American Express not accepted.)

Cardholder Name: _____ Credit card number: _____

3-digit V-Code (from back of card) _____ Exp. Date: _____ Cardholder Phone: _____

Billing Address: _____ City: _____ State: _____ Zip: _____

Please return registration form with payment to:

Brushy Fork Institute • CPO 2164, Berea College • Berea, KY • 40404
859-985-3858 • Fax: 859-985-3903 • www.brushyfork.org

Cancellation Policy: We encourage substitution of participants rather than cancellation. If you must cancel:

- Cancellations received on or before August 27 are subject to a \$25 administrative fee.
 - Registrants who cancel from August 27 through September 6 will receive a \$200 refund and a \$200 credit toward registration for the 2011 Annual Institute.
 - Cancellations after September 6 are not refundable, but \$200 will be credited toward registration for the 2011 Annual Institute.
- Credits are not transferable.

2010 Annual Institute

Early Bird Sessions | Tuesday, September 14, 2:00-5:00 pm

Coordinating Fundraising Efforts
with staff and volunteers
with Lee Ellen Martin

Who's in charge? Learn staff and volunteer roles in fundraising. Along with roles and responsibilities we'll work on how to identify prospects, tips on asking for the gift and overcoming objections.

You will gain practical suggestions and applications to take back to your organization and coordinate your development efforts. This is a perfect workshop for either staff members or board members—or both!



One-Page Strategic Plan
a quick and easy approach
with Peter Hackbert

Do you find the task of developing a strategic plan for your organization to be daunting? This session provides a quick and easy technique for developing a one-page plan that expresses your organization's vision and mission, sets objectives, outlines strategies and describes action plans.

Led by Peter Hackbert of Berea College's Entrepreneurship for the Public Good Program, the session is designed to give you a starting place to pull together staff and board in the strategic planning process. The session will get you started on the one-page plan. You will leave with templates and worksheets to help you carry forward the strategic planning process in your organization.

Grow Appalachia
food security and
community-building
with David Cooke

Food security is an issue that affects people from Africa to Appalachia. The basic purpose of Grow Appalachia is to teach and support the people of Appalachia in addressing the tragedy of hunger in the region by learning to grow their own food to feed themselves and others in their communities. The program promotes healthy local food options and an enhanced sense of community through rediscovery of Appalachian heritage and knowledge.

In this session, project director David Cooke will explore how local agencies have partnered to work in communities in a hands-on way that provides quality, locally grown food and builds community. Grow Appalachia is sponsored by John Paul DeJoria of John Paul Mitchell Systems.

Visit Brushy Fork's Annual Institute web site at:

www.brushyfork.org/annualinstitute

You can:

- find more in-depth track descriptions
- learn about possible scholarship opportunities
- register online
- get updates on the Annual Institute

Also join us on Facebook: search Brushy Fork Institute.



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BRUSHY FORK ANNUAL INSTITUTE
September 15-17, 2010 | Berea College
with early bird activities on September 14

The sixth Brushy Fork Annual Institute will explore building success from within your community.

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Facebook!**

Become a fan on Facebook and stay up-to-date with Annual Institute and other Brushy Fork news. Search: Brushy Fork Institute.



**Register online at www.brushyfork.org
or call 859-985-3858 today.**