



The 2020 Pandemic Recession – Future Trends

**Implications for Rural Community
Development**

August 2020

Introduction

With each major socioeconomic event (e.g., depressions, pandemics, civil unrest, wars, etc.) there is typically fundamental and transformative change. Author and professor Richard Florida calls this type of change a **reset**. We believe the COVID-19 health pandemic, shutdowns, and evolving world recession will likely be one of those events when profound change can and will occur. This paper does not address the wider range of possible transformative change empowered by the 2020 Pandemic Recession. Rather, this paper provides an overview of the **reset concept and process** and the most likely rural community development **transformative changes** worth watching for that may impact your community development game plan.

Reset Theory

In his 2010 book *The Great Reset – How the Post-Crash Economy Will Change the Way We Live and Work*, Richard Florida conceptualizes and illustrates his **reset theory** (remember, 2010 was the first year of the post-Great Recession Recovery). At e2 this book was illuminating and shaped our view of change fundamentally. For those of you less familiar with Richard Florida, he is the author of the bestselling and more widely known book *The Rise of the Creative Class*.¹

There Will Be Transformative Change

Central to Florida's **Reset Theory** is that transformative change will be unleashed or empowered during and following a major event like the Pandemic Recession. Based on America's inability to effectively manage the COVID-19 health pandemic and reoccurring cycles of shutdowns, and major economic and social disruptions, it is increasingly likely that this event will have more profound reset implications when compared to the Great Recession (2007-2010). Time will tell but consider how the Pandemic Recession is impacting just one major sector of our economy – hospitality. Airlines, resorts, travel, and even weddings, funerals, and other larger social gatherings are unlikely to return to some kind of normal well into 2021 and possibly longer, assuming an effective and widely distributed COVID-19 vaccine becomes available. **There will be transformative change.**

At e2, we believe the reset theory is profoundly important to all of us engaging in community economic development. Where there are resets or transformative change, there are implications for fundamentally altering development strategy rooted in new and more powerful trends. Later in this paper we speak to four fundamental trends we believe the Pandemic Recession Reset will empower that are foundational to the prosperity of the vast majority of rural communities and regions in North America.

In *The Great Reset*, Florida documents transformative change following the Long Depression of the 1870s (e.g., post-Civil War) and the Great Depression of the 1930s, making the case that there would be fundamental change during and following the Great Recession of 2007-2009. In fact, there was, and we believe the **Reset Theory** provides a useful framework for understanding why transformative change occurs with these major events.

We encourage our readers to find a copy of *The Great Reset* and spend some time reading it and exploring the reset process. Florida argues that transformative change occurs in a wide range of sectors

¹ For more information on Richard Florida check out www.richardflorida.com and for information on Florida's books checkout www.harpercollins.com.

including America's democracy or "freedoms," education, technologies, housing, spaces (e.g., where people live, work, and play), transportation, governance, and society.

For now, following is a summary of just some of the transformative change Florida illustrates in his book supplemented with our own list of Great Recession change.

Transformative Change from the Long Depression – 1870s Forward

- Acceleration of the First Industrial Revolution
- Assembly Line and Modern Manufacturing
- Telecommunications – Telegraph to Telephones
- Modern Electricity
- Good Government Movement
- Labor Reform
- Women's Suffrage (1912)

Transformative Change from the Great Depression – 1930s Forward

- Modern Banking System
- Rise of Suburbia
- College Education Becomes Common
- Worldwide Internet
- Air Travel Becomes International and Common
- Martin Luther King - Civil Rights

Transformative Change from the Great Recession – 2010s Forward

- Real Estate and Investment Bubbles – Banking Reform
- Rise of the Tea Party and Trump – Too Much Government
- Resurgence of Racism and White Extremism
- Rise of Liberal Movement and Obama – Need for More Government
- Erosion of Legacy Employment – Rise of Outsourcing
- Rising Income and Wealth Inequality – Bernie Sanders and the Revolution
- The Affordable Care Act – Move Towards Universal Health Insurance
- Wide Acceptance of Gay Rights
- Black Lives Matter – Emerging Change in Policing
- The Rise of Apps, Smart Technology, Artificial Intelligence, Automation, Social Media

We do not know what kind of transformative change will be empowered or unleashed as we progress through the COVID-19 world health pandemic, shutdowns, global recession, and now civil unrest. Nevertheless, if you are in the community economic development game, paying attention to these emerging trends is profoundly important.

Historical Review – 1920s to Present

With reset-driven transformative change the fundamental unhinging of the status quo is a central theme. There are tensions in America related to personal versus collective interests and rights. The chasm between Mark Meadows and the Tea Party and Bernie Sanders and new liberalism is dramatic. America is polarizing into these two extreme camps with a perceived erosion of middle-ground or moderate Americans, depending on your perspective and beliefs. A quick history of the decades from

the roaring 1920s into the 2000s can help us first understand these growing tensions and then provide critical insight on what this means for community economic development.

1910s and World War I

Before World War I, America was internationally isolated and experiencing rapid growth with the industrial revolution. There was massive rural-to-urban migration as rural residents – whether farm kids from the Great Plains and Midwest or African Americans from the Deep South – moving to centers of industrial employment. Americans rallied to world democracies with World War I but then experienced a powerful counterforce driving a new era of isolation following the war. World War I brought economic booms to rural economies where farm products, energy, minerals, timber, and other natural resources were in high demand in support of the war effort. Following the war demand contractions and crashes ushered in economic contractions and recessions.

The Roaring 1920s

Americans, tired of “Europe’s wars” and problems, entered the 1920s with a renewed commitment to isolationism and protectionism. Speculation in the stock market and trade wars emerged as America plotted its own national course. During this period there was rising income and wealth concentration comparable to what we see today with extraordinary wealth concentrated in the in the upper 0.1%, 1%, and top 10% of American households. The rest of America was caught somewhere in between, struggling to get by to doing just okay. For America’s agricultural rural areas, drought and post-World War I agricultural recession were severe and preceded the Great Depression of the 1930s. In 1929, the stock market crash was the pivot point to the next twenty years of change and legacy change that shapes our social democracy today.

The Great Depression 1930s and World War II 1940s

The 1930s Great Depression and the 1940s World War II and post-war boom ushered in profound change, shifting the balance between isolationism, nationalism, and weak government to a multidecade-long shift to globalism, international trade, international leadership, and rapid expansion in the role and mission of government in the American economy and society. For communities nationwide, a whole new generation of GIs experienced the world, came home, and changed their communities forever, beginning with the war and movement of industry from America’s coasts and large cities to the heartland and more rural places. Rural America was energized by growth in manufacturing and associated logistics, diversifying rural economies and societies beyond natural resource industries and largely homogeneous populations.

Donald William Macke

My father first grew up in rural Iowa before the Great Depression and then in rural Nebraska during and following it. A farmer by trade, my father’s early formative years were centered on farm, family, and small-town America. His view of the larger world was limited. With World War II and enlistment in the U.S. Army, his experiences broadened dramatically. As a surviving GI, my dad brought home a wider perspective of the world and America’s role, as did millions of other GIs and Americans transformed by this world conflict and postwar period. Returning GIs energized rural communities across America.

1950s and 1960s – Rise of the Middle Class and Societal Change

America emerged from World War II as a world power and largely unrivaled in its economic and political power. Some thought leaders would argue that America was the last giant standing stronger than before

the war where everyone else on the world stage was severely damaged. This provided America an economic edge and political influence that extended well into the 1970s. Americans, after five wrenching years of war, were hungry to get back to their lives and live anew. The rise of the middle class resulted in greater income and wealth equality. America became a consumer driven economy. The role of government expanded dramatically, and America's role in the world continued to expand, driven in part by opportunity and in part by the threats of the cold war driven by fears of the Soviet Union, Communist China, and spread of communism. For rural America, the Norman Rockwell view of communities gave way to massive rural-to-urban migration, industrialization, and rising depopulation, poverty, and unemployment.

1970s and 1980s – Counterpoint to the Great Society

The New Deal of Franklin Roosevelt began to run out of steam in the 1970s and 1980s. The Vietnam War, Civil Rights movement, and rising income and wealth inequality drove social and civil unrest that now has fully manifested itself in current times. The rise of political conservatism – highlighted by the Reagan years – took root, shifting from a collective to individual approach to the American way. Rural depopulation, rising poverty, chronic unemployment, and underemployment began to hollow out rural communities and regions. American industry, once leaving the coasts and big cities to rural regions, now departed for emerging economies (e.g., from Mexico to China) across the globe. An entire generation of blue-collar workers in America – and particularly rural America – lost purpose, giving rise to substance abuse and social decay. By these decades, rural America was in full search for solutions to regain prosperity and vitality.

1990s – Economic Expansion and 2000s, 9-11 and the Great Recession

The 1990s gave America and rural America a reprieve with a booming economy, stabilization of government, and a long run without major wars. But this decade was quickly followed by the 2000s with the dot.com crash, 9-11 terrorism and threats to America's home shore security, two of the longest running wars in American history, and then the capstone event of the Great Recession, which was the deepest economic recession since the Great Depression. The 2000s undermined America's confidence and drove whiplash political leadership with the conservatism of President Bush, then the progressivism of President Obama, and the counter-government of President Trump. For rural America, by and large, the good times of the 1990s and agricultural expansion of the 2000s ultimately gave way to the renewed decline in the 2010s.

This history from the 1910s to the 2010s brings us current to the lessons of the Great Recession recovery of the past 10 to 15 years.

Lessons from the Great Recession

Earlier in this paper, we shared some of the broader transformative change that occurred following the Great Recession. As is often the case with resets, trends are already at play but are experiencing headwinds as the status quo limits the rate and scope of change. In this section, we want to highlight some **rural-relevant trends** that seemed to accelerate in the post-Great Recession recovery period. Figure 1 highlights these emerging transformative changes that are likely to accelerate in a post-pandemic period.

Figure 1 – Post-Great Recession Important Rural Trends

<p style="text-align: center;">Importance of Broadband</p> <p>As the importance of high-speed broadband has become central to business, life, and work, the importance of broadband access in rural America has grown as a priority issue. Despite challenges, there has been real progress. The question is whether the tipping point to universal rural broadband access is in the offing.</p>	<p style="text-align: center;">Shift from Attraction to Entrepreneurship</p> <p>While the viability of business attraction as the primary rural development strategy continues to dominate, important shifts in focus emerged with strong movements towards entrepreneurship-led economic development. Declining opportunities and rising costs for attraction are driving rural leaders to search for new development strategies like entrepreneurship.</p>
<p style="text-align: center;">Rising Automation with Deindustrialization</p> <p>Rural industries like agriculture and manufacturing continue to automate, changing labor needs. Rural America is losing industry-related jobs due to continued offshoring, outsourcing, and increasing automation, undermining rural economies, societies, and communities.</p>	<p style="text-align: center;">Rural Re-Migration</p> <p>Ben Winchester’s work from the University of Minnesota documents the rural re-migration of urban 30-year-olds to rural areas creating new opportunities. Coupled with rising costs and congestion in big cities, urban-to-rural migration trends are creating new opportunities for smaller cities to rural villages.</p>
<p style="text-align: center;">Increasing Diversity</p> <p>Much of rural America is homogeneous and historically culturally isolated. This reality has been changing for many decades but has increased dramatically in recent years as rural communities depopulated and searched for new residents to meet their need for workers. Rising diversity in rural America is both driving cultural enrichment and challenges.</p>	<p style="text-align: center;">Eroding Role of Government</p> <p>The commitment of federal, state, and regional government to rural community economic development has been eroding in real dollar terms since the 1970s. With stressed budgets and eroding political power, the role of government in support of rural community economic development is eroding more quickly and dramatically.</p>

Four Likely Post-Pandemic Trends

Achieving the Promise of Work – The Day After the Crisis

Peter A. Creticos with [Institute for Work & the Economy](#) is in our opinion one of the most relevant thought leaders in the United States today. The Institute’s new initiative, **Achieving the Promise of Work**, is an opportunity to not only envision what work will look like in a post-pandemic world, but how we can shape a more meaningful work environment through policy and action. Peter’s **Day After Conversations** are beginning new conversations that can shape our future. For more information, check out the Institute’s summary of [Achieving the Promise of Work](#). At e2, we are honored to be collaborating with Peter and providing a rural perspective to this important work.

As the post-pandemic reality emerges there will likely be a wide range of small and large changes in our society, government, and economy. There are four particular transformative changes we believe could deepen and accelerate with profound implications for rural America:

1. Rising Necessity Entrepreneurship
2. Expanding Remote Work
3. Increasing Outsourcing of Work
4. More Urban-to-Rural Migration

Time will tell if we are right about our theory that these four trends will gain momentum during and following the Pandemic Recession. All four were already in play before even the Great Recession, where we documented from our research, the research of others, and our field observations acceleration of these trends during and following the Great Recession.

Defining Rural America

Defining rural America can be maddening; there are literally dozens of different definitions and likely hundreds of perceptions. But rural areas do share certain common attributes², whether they are a small village in the outer edges of a larger metropolitan area, a small city “hub” in a densely populated rural region, a small metropolitan area in a less dense rural region, or a rural village in a farming or mountain area of America. Bottom line, rural is in the eyes of the beholder. Chances are good someone in LA or New York City would view my hometown of Lincoln, Nebraska, as rural while most residents in Lincoln would see rural as a village or farm town in the vast Nebraska farming landscape.

Next we explore each of the likely post-pandemic trends and what they can mean for rural community economic development in the coming months, years, and decades.

#1 – Rising Necessity Entrepreneurship. During and following the Great Recession, employing the [YourEconomy](#) business dynamics database, we began to notice all over America, in a wide range of communities and economies, sharply rising **self-employment** where the owner of the venture is its only employee. Self-employment, widely used in data circles, is a good indicator for nascent or new startup entrepreneurship. As the post-Great Recession Recovery progressed from its official end in June 2009 all the way into the mid-2010s, we documented consistent and strong increasing self-employment across the United States.

Necessity and Opportunity Entrepreneurship

When he was with the Ewing Marion Kauffman Foundation, Jay Kayne introduced us to the concepts of “necessity” and “opportunity” entrepreneurs. This is a very valuable construct and has huge implications for entrepreneur-focused development.

Necessity Entrepreneur – As the word implies, a necessity entrepreneur engages in entrepreneurial pursuits because of necessity. Often the necessity is the lack of available wage and salary jobs and careers. As the old saying goes, “when you do not have a job, hang out your consultant’s shingle.” Necessity entrepreneurship is also driven by the need to supplement more traditional wage and salary income to meet needs.

Opportunity Entrepreneur – Conversely, opportunity entrepreneurs engage in entrepreneurial pursuits by choice. This is what they want to do to fulfill a way to make a living, grow a career, and achieve other

² For more on rural classifications, [Rationalizing Rural Area Classifications for the Economic Research Service: A Workshop Summary](#).

personal and professional goals. Opportunity entrepreneurs are more likely to create successful lifestyle and/or growth-oriented ventures.

Our field work has led us to believe this rise in self-employment was driven by necessity entrepreneurship due to the lack of wage and salary jobs. As the overall economy improved across the country and more wage and salary jobs became available, large numbers of these necessity entrepreneurs left entrepreneurship and took available wage and salary jobs. However, we also observed that some (we cannot quantify) did not leave entrepreneurship. Based on our nonscientific observations, interviews, and conversations, we discovered that a portion – potentially a significant portion – of these necessity entrepreneurs discovered they like being an entrepreneur and this career track offered opportunities moving them into the opportunity entrepreneurship space.

Given our Great Recession experience, **we anticipate that we will once again see a spike in necessity entrepreneurship during the Pandemic Recession that could drive longer-term increases in opportunity entrepreneurship.** Communities and regions paying attention to these trends can mobilize their entrepreneurial ecosystems to capitalize on this trend. Coupled with the trends of remote working and urban-to-rural migration, this opportunity becomes potentially larger and more important.

#2 – Expanding Remote Work. The pandemic-related **stay-at-home** orders and advisories forced millions of Americans and their employers to embrace remote working arrangements. Some observations suggest that this shift from work locations to homes did not disrupt productivity, and recent [survey data](#) suggests that workers have a preference for blended work arrangements. This trend has been growing for years, and the pandemic is likely to accelerate it. For workers who are comfortable working more days at home or at a remote site (e.g., visiting parents or friends), this option – even for just a few days per week – offers benefits liked reduced commuting time and costs, and greater personal freedom. For employers, it has accelerated how to manage and supervise remote workers and employ technologies like Zoom as a viable option to traditional in-person meetings. Additionally, as is the case with me personally, the pandemic lockdown has increased awareness that work can be done without the costs of getting on a plane and travelling across the country to work with clients and colleagues. These changes will impact demand for office spaces in all communities, though the exact nature of the impact is widely debated.

Remote Work to Outsourced Worker

As more and more workers engage in remote work, the step to an outsourced worker becomes closer. A key attribute of traditional wage and salary workers involves employers providing a place of work. Could we see with increasing remote work increasing outsourced working? Additionally, as more workers become outsourced workers (e.g., via contract with an employer) the step to become an entrepreneur (e.g., either by necessity or opportunity) becomes closer. Having a long-term contract does not typically provide the same security, compensation, and benefits (e.g., full time jobs, job security and benefits like health insurance and retirement) as being a legacy wage and salary worker. Developing a venture with more clients provides a sounder foundation when one becomes outsourced. Could we see rising entrepreneurship associated with increasing remote work and outsourcing?

For rural communities, the potential development opportunities are significant with respect to both economic diversification and increasing population. With increasing remote work, workers may be more likely to choose a wider range of communities to call home. For communities adjacent to employment hubs, this trend is particularly important. Additionally, for some remote workers connected to their jobs

via technology, the distances can increase dramatically, widening the opportunities for hometown choices. Workers with jobs in expensive and congested cities may choose less dense communities as their hometowns. Observing U.S. Census commuting data, we are seeing increasing evidence of this kind of remote work arrangement. With the pandemic and concerns about the “density” threat (e.g., COVID-19 spreads more readily in dense human environments), we may see increasing motivation to relocate, creating potential development opportunities.

#3 – Increasing Outsourcing of Work. As we have already noted in this paper, there is rising outsourcing of work from larger wage and salary employers (e.g., from government and defense to corporations like Amazon). Entirely new venture models have emerged in the gig economy like Uber and other app-based enterprises. Outsourcing as a side-gig can offer opportunities for additional income with flexibility. However, this form of entrepreneurship is still emergent with respect to how it translates to an economically secure and rewarding career track. Outsourcing coupled with information technology within the knowledge economy empowers greater personal choices. For every outsourced activity, there is an entrepreneurial activity. Figure 2 summarizes two kinds of outsourced ventures.

Figure 2 – Two Types of Outsourced Ventures

Place-Based	Remote
<p>As major employers outsource certain activities like maintenance, food service, grounds keeping, security, and the like, contractual opportunities emerge for entrepreneurial ventures. We are observing a steep rise in place-based outsourcing from military bases to corporate headquarters. These entrepreneurial ventures are tied to predominately urban locations.</p>	<p>Other outsourced activities range from human resources to research to project teams. More and more ventures are becoming virtual, creating work teams located throughout the United States. At e2, we have worked this way for years. With remote outsourced entrepreneurs, there are wider location possibilities, including rural communities.</p>

Based on the underlying longer trend and the acceleration of the outsourcing trend with the Great Recession, we anticipate that outsourcing will continue to be strong and possibly accelerated during and following the Pandemic Recession. For remote outsourcing, this represents a key entrepreneurial development opportunity for a wider range of communities including rural communities.

From Broadband to Culture

As potentially more Americans consider moving to rural communities, two amenities are prerequisites in our field-based experience. First, there must be robust and affordable broadband, including cellular support for mobile smart devices. Broadband access is especially important for quality K-12 education and healthcare services. Second, there must be a welcoming culture with respect to diversity. It is increasingly important that rural communities view new residents and diversity as an asset versus a threat to be tolerated. Unwelcoming communities will struggle to attract and retain new residents, including their own children and grandchildren.

#4 – More Urban-to-Rural Migration. Since the start of the first industrial revolution beginning in the 1800s, there has been the predominate trend of rural-to-urban migration. In the 1700s and through much of the 1800s, most Americans lived in rural areas and small towns. However, today, the overwhelming majority of Americans call cities, and particularly metropolitan areas, home. While the rural-to-urban migration continues, it is losing steam for two reasons. First, rural America has hollowed



out. There simply are not sufficient populations in rural America today to support robust rural-to-urban migration. Second, there are interesting countertrends of urban-to-rural migration. The work of [Ben Winchester](#) at the University of Minnesota, Randy Cantrell at the University of Nebraska, and others are documenting urban-to-rural migration particularly among 30-year-olds. Based on our field observations, we are also seeing a growing and underlying trend of retiring Boomers moving back or to more rural communities, from small rural-based metros to even very rural villages and towns.

These urban-to-rural migration trends have the potential to accelerate given the pandemic, with city dwellers living in very dense communities increasingly open to and actively considering moving to less dense communities as indicated in this [Harris Poll](#). The long-term drivers of family/friends connections, costs, congestion, and safety are likely to be the predominate reasons fueling increased urban-to-rural migration, and health concerns highlighted by the pandemic and shutdowns may add fuel to this fire. Only time will tell. Regardless, rural communities should be paying attention to this trend and watching for evidence of new residents moving into their communities. As we have addressed earlier in this paper, **communities must position themselves as truly welcoming communities to optimize this migration movement.**

Combined, these four likely post-pandemic trends – increasing necessity to opportunity entrepreneurs, remote work, outsourcing, and urban-to-rural migration – represent possibly one of the greatest development opportunities for rural America in generations. Following and understanding these trends and then positioning your community to take advantage of them is highly recommended. Don't wait. Start these conversations today.

Other Resources

We are All Starters A Manifesto to Renew Ourselves and Our Nation

Victor W. Hwang, formerly with the [Ewing Marion Kauffman Foundation](#) and co-author with Greg Horowitz of *The Rainforest – The Secret to Building the Next Silicon Valley*, has launched a new nonprofit and movement worth your consideration. In launching this new work, Victor has released a new book [We Are All Starters: A Manifesto to Renew Ourselves and Our Nation](#). At the Kauffman Foundation, Victor was not only a champion of entrepreneurship as essential the future of America, but a champion of how entrepreneurship was foundational to a more equitable and opportunity rooted development approach. We encourage you to check out the [Right to Start](#) initiative and Victor's invitation to become involved.

There are three interrelated resources you may want to review closely aligned with this topic of *Future Trends*:

- The first resource is [Planning for a Post Pandemic World – Lessons from the Great Recession and Other Economic Crises](#) (June 2020). This e2 thought paper builds on our earlier work during and following the Great Recession addressed in greater detail in this paper.
- Our second resource is [Economic Crashes, Mini-Case Studies](#) (April 2020). This short paper provides perspective on the role that economic crashes locally, regionally, and nationally have triggered

transformative change, making the case for smart development that diversifies both economies and societies through entrepreneurship.

- Our third resource is [Mega Trends Influencing the Future of America's Rural Communities](#) (April 2020). This paper outlines the top 10 pre-pandemic mega trends and how they create both development opportunities and in some cases threats to the development of rural communities in North America.

These three resources supplement this paper on *Future Trends* and are part of e2 larger [National e2 Network](#) initiative and our updated and expanded [e2 University](#). We encourage you to check out all our new resources that can help you, your community, region, and state explore how entrepreneurship can be the pathway to economic restart, recovery, and resiliency in a post-pandemic world.

Pandemic Reset Project

During and following the Great Recession about a decade ago, e2 (then the national Center for Rural Entrepreneurship) partnered with researchers and thought leaders to document and understand the likely transformative change associated with the Great Recession reset. We are drawing on this experience to launch a new initiative we are calling the **Pandemic Reset Project – Implications for Rural America** to once again identify, track, document, and analyze how likely transformative changes will impact development opportunities for rural communities across North America. We are collaborating with Mark Lange, [YourEconomy](#) at the University of Wisconsin, [Ben Winchester](#) at the University of Minnesota, Peter A. Creticos with the [Institute of Work & the Economy](#) and others to help rural leaders and their communities focus on future opportunities in the post-pandemic world.

We hope this paper and the associated resources referenced in it are valuable to you and your work. We want to hear from you. Please share your comments, insights, and questions with Don Macke at don@e2mail.org. If you are interested in joining any of e2's new initiatives, reach out and we can explore the possibilities. We are all on a journey and in search of solutions that can empower and grow more prosperous communities. Join the movement!

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Kansas and Nebraska Users. Nebraska and Kansas have played an extraordinary role in evolving our e2 development framework. Access to e2 University resources is available free of charge to end users through [NetWork Kansas](#) and Nebraska Extension in Nebraska.

A Condition for Access and Use of e2 University Resources

In all cases e2 asks users to execute a **use agreement**. As part of this agreement, we require a commitment from you to share your learning back with e2. We need user feedback to continue our learning so that e2 can support entrepreneurship ecosystem building and future resources for users yet to come.

Additional Help

Don Macke is not currently accepting new advising and consulting work. However, based on scheduling availability, Don is willing to do an exploratory call to better understand your needs and expectations, and recommend pathways forward. Contact him at don@e2mail.org.

How e2 Can Help



e2 Entrepreneurial Ecosystems helps communities increase prosperity through entrepreneur-focused economic development and ecosystem building. Led by [Don Macke](#), e2 has a national team of practitioners who bring research, coaching, incubation, market intelligence and other expertise to this work.

What We Do

- ✓ **Mentoring.** We mentor and coach new practitioners seeking to pursue entrepreneur-led development. We provide advice and support for building eEcosystem strategies that work.
- ✓ **Analytics Support.** e2 helps communities and regions understand their entrepreneurial potential through research and data. Explore some of our research tools and reports [here](#).
- ✓ **e2 University (e2U)** is our platform for sharing guides, papers, stories, tools, and resources with communities wanting a deep dive into eEcosystem building. Don Macke leads the e2U team with analytics support from **Cathy Kottwitz** and report preparation from **Ann Chaffin**. Special recognition for their e2U legacy contributions goes to **Dana Williams** and **Deb Markley**, LOCUS Impacting Investing.
- ✓ **Fostering the eMovement.** We support the national entrepreneurship movement along with our partners including the **Federal Reserve Bank of Kansas City**, **SourceLink**, **Edward Lowe Foundation**, **Kauffman Foundation**, and **NetWork Kansas**. We are a founding member of [Start Us Up: America's New Business Plan](#), a coalition dedicated to strengthening entrepreneurship across America. Together, we continue to advance the foundational ideas of building entrepreneurial ecosystems and entrepreneurship-led economic development.

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[NetWork Kansas](#), a 501c3 nonprofit organization dedicated to developing an entrepreneurial ecosystem in Kansas, is the home for e2 Entrepreneurial Ecosystems. NetWork Kansas connects aspiring entrepreneurs, emerging and established businesses, to a deep network of business building resource organizations across the state.

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