

ECONOMIC GOALS FOR NEBRASKA

Two previous articles in this publication have attempted to depict changes in the state's economy during the decade of the sixties. In the conclusion of last month's article it was suggested that discussion of goals the state should seek during the coming decade may be desirable. This article is an attempt to stimulate such discussion.

The very idea of goal setting itself is subject to debate. A ship may simply drift with the tides and winds of change, and its passengers may have no idea of the port they will eventually reach. Some may see yesterday's goals as today's anachronisms, and today's goals may become tomorrow's anachronisms. With our rapidly growing knowledge and changing technology the time span between "today" and "tomorrow" becomes ever shorter. Thus any goals that are considered may be completely attained or proved undesirable or unattainable while they are still being discussed.

Nevertheless, any planning that is done by individuals, private business, or government agencies necessarily implies the desire to reach certain objectives. Logically, the objectives should be determined before planning is done and action programs are undertaken. The goals need not be inflexible and should be modified as new developments alter circumstances, but the general directions in which movement is desired should be charted.

With such considerations in mind numerous persons, groups, and agencies over a period of many years have discussed the formulation of economic goals for the state of Nebraska. During such deliberations, in which the Bureau of Business Research has not been involved, many ideas have been suggested, but no document has been formulated and presented for public scrutiny and discussion.

In order to stimulate further thought and discussion of the subject a set of possible economic goals is presented herewith. No originality of either thought or language is claimed for this presentation. The ideas and wording are the product of many minds.

PROPOSED ECONOMIC GOALS FOR NEBRASKA

Diversification of the economy in such a manner as to

- A. broaden the economic base, thereby reducing the dependence of the economy on any single sector
- B. emphasize the economic impact of further processing to add value to raw materials and semi-finished goods that are either locally produced or economically accessible
- C. encourage more efficient and innovative utilization of the state's natural, human, and man-created resources

Growth in the level of aggregate economic activity that will

- D. achieve and maintain a level of per capita income in excess of the national average
- E. promote maximum employment opportunities, thereby helping to bring about continuation of low levels of unemployment, reduction of underemployment, and cessation of net out-migration
- F. contribute to a better geographical balance of population distribution by encouraging regional economic development throughout the state

Likewise, no implication is intended in this presentation that these particular goals are favored or advocated by the Bureau of Business Research, the University of Nebraska, any agency of state government, or any private group or organization.

The goals presented herewith are quite general in nature. More specific goals will obviously be needed in particular areas, but the general direction of change desired must first be determined before these more specific goals can be formulated.

The suggested goals are organized under two general headings—diversification and economic growth. In a sense the two are mutually interrelated, for it is probable that we cannot have diversification without growth, or growth without diversification. But there may be those who feel that neither is desirable. A case can be made for avoiding diversification and concentrating Nebraska's resources in the field of agriculture, which has been its area of greatest comparative advantage. Likewise, growth may be considered undesirable on the ground that it will interfere with preservation of the environment. Some states, notably Oregon, have begun to take the position that they

do not want any further in-migration of population or industry.

The recent emphasis on restoration and preservation of environmental quality and on "consumerism" must be given serious consideration in establishing economic goals. Those who think they have discovered something new, however, should go back and read the classic presentations of these problems by Stuart Chase in *Rich Land, Poor Land*, published in 1936, and *Your Money's Worth* (coauthored with F. J. Schlink in 1927). These books were best sellers at the time and were read with interest, but did not lead to any general public outcry or concern. Emphasis at that time was on increasing the production of goods, and social costs of such production were not seriously considered.

(Continued on page 3)

PROMOTIONS TO FULL PROFESSOR

PROFESSOR DICK

Dr. William G. Dick, who has been promoted from associate professor of management to full professor, is the Assistant Dean of the college. He received the B.A. degree from John Fletcher College in 1936 and holds M.A. and Ph.D. degrees in economics from the University of Nebraska, awarded in 1939 and 1953, respectively.

Professor Dick was an assistant professor at Bluffton College, Ohio, in 1941-42. Associated with R. G. LeTourneau, Inc. from 1942 to 1947, in his last position with the firm he was plant manager at Vicksburg, Mississippi. Dr. Dick has been on the faculty of Business Administration since 1949.

Widely known nationally, as well as in Nebraska, for his leadership role in a broad spectrum of management seminars, internship programs, and business conferences, Professor Dick has participated in more than 40 such major programs from 1962 to the present and had earlier given leadership to numerous other management events. Among national agencies which he has served for many years are the National Rural Electrical Cooperative Association, the American Soil Conservation Service, the Internal Revenue Service, and the National Roofing Contractors Management Conference.

Over a period of years Professor Dick has given conspicuous service as a leader in the statewide college cooperative sessions, has led management seminars and development programs for numerous state agencies, including the Department of Institutions and the Division of Employment. Specific industries benefiting from his management expertise include such diverse groups as Nebraska bakers, diesel operators, and nurserymen, to name but a few.

Dr. Dick has authored a number of publications including: *Operating Controls Utilized by Selected Nebraska Manufacturing Firms*, a Small Business Management Research Report; *Automation Report No. 1, A Study of the Reemployment Experience of 675 Persons Laid Off by the Cudahy Packing Company, Omaha*, which was done for the Nebraska Department of Labor; and *A Suggested Flexible Overhead Distribution Plan*, published by the National Association of Accountants. He holds membership in the Academy of Management, the National Purchasing Management Association, and in Beta Gamma Sigma and Alpha Kappa Psi, business administration honorary and social fraternities.

Professor Dick and his wife Ruth, who is also a graduate of the University of Nebraska and is on the staff of the Nebraska Center for Continuing Education, are parents of three sons and a daughter. Their eldest son William E. has B.A. and M.S. degrees from the University and is an engineer with the Cummins-Diesel Engine Company at Cookeville, Tennessee. Son James A., who has a B.S. in architecture from the University, is an architect with Perkins and Will, Chicago. He has recently designed a distinctive new library for Ball State University. Carol (Mrs. Steven J. Peterson), who has a B.S. in education from University Teachers College, now lives in Enid, Oklahoma. Kenneth,

PROFESSOR LUTHANS

Dr. Fred Luthans, who joined the faculty in 1967, has been promoted from associate professor of management to full professor. From 1969 to 1971 he was the Assistant Dean of the college, with duties as director of the M.B.A. program and coordinator of the M.A. and Ph.D. programs in business. He returned to full-time teaching this fall at his request and is also doing research in organizational behavior and management theory.

Professor Luthans holds three degrees from the University of Iowa, including the B.A. in mathematics received in 1961, the M.B.A. in business administration, 1962, and the Ph.D., with major fields in organization and management theory and social psychology, 1965. He participated in postdoctoral seminars in management at Columbia University, 1966-67.

Before coming to Nebraska his experience included two years as a research assistant and two years as an instructor of management at the University of Iowa. For his service obligation he taught and did research at the U.S. Military Academy at West Point from 1965 to 1967.

Dr. Luthans is the author or coauthor of seven books, which include *Emerging Concepts in Management*, published by the Macmillan Company in 1969, *Social Issues in Business* to be published by the same company in 1972, and *Organizational Behavior* to be published by the McGraw-Hill Book Company. He is also the author or coauthor of more than twenty-five articles in professional journals.

Active as a consultant, Professor Luthans currently has consulting assignments with the Office of Economic Opportunity, the U.S. Army Management Engineering Training Agency at Rock Island, Illinois, and for the installation of MBO Systems at Immanuel Medical Center, Omaha, and Bryan Memorial Hospital, Lincoln. He holds membership in the Academy of Management, serving on several committees, and in the Midwest Business Administration, of which he has been annual chairman of the Industrial Relations Sessions from 1969 to date.

A member of the varsity track team in his undergraduate years at the University of Iowa, Professor Luthans remains actively involved in sports as a fan and participant. He plays golf, tennis, and paddle ball, does some swimming and jogging, and is an active member of the Cornhusker Rebounders basketball club.

Professor Luthans and his wife Kay, who is a native Nebraskan, with their daughter Kristin, five, and two sons Brett, three, and Kyle, one, live at 6420 Taylor Park Drive.

a junior in the University, is preparing to be a high school mathematics teacher.

The Dicks are active members of the First Baptist Church, where Professor Dick teaches a Sunday School class and assumes many responsibilities. He is on the Board of Midwest Laymen, Incorporated and has worked with the committee on Young Life with which his son Kenneth is now closely identified. The family home is at 5000 Grandview Lane.



(Continued from first page)

The nation has now reached a state of affluence in which choice is possible between more material possessions and greater quality both in the goods produced and in the type of environment created by their production and between satisfaction of short-run and long-run needs and desires. Thus there may be conflict between certain economic goals, each of which by itself might be considered desirable, and between economic and social goals.

A few brief comments on the individual goals listed may be appropriate. Broadening the economic base implies expansion, not only in manufacturing, but also in such areas as services, education, finance, insurance, and the travel and tourist industries. Further processing of raw materials and semi-finished goods also implies expansion of manufacturing, particularly along the lines suggested in numerous previous articles in this publication, notably the August, 1971, article on "Agriculture and Home-Grown Industry." Thus this manufacturing expansion need not necessarily involve heavy reliance on enticing out-of-state firms to move to or establish branch plants in Nebraska, nor does it imply large manufacturing plants or the creation of huge industrial complexes.

More efficient utilization of resources means continued increases in productivity in agriculture, services, trade, and manufacturing, as well as selectivity in the areas of expansion sought. As pointed out in our June issue, the slower economic growth in Nebraska than in the nation has been due almost entirely to heavy reliance on industries that are growing slowly in the nation as a whole. Thus, if this goal is considered desirable, diversification should be sought in areas of faster growth.

The next goal listed is achievement and maintenance of a per capita income level in excess of the national average. The only year in which this has been accomplished was 1948, but since then the state has remained close to the national figure. This relationship between the state and nation in per capita income was depicted in our June issue. Later figures show that Nebraska ranked 21st among the states in 1970, with a dollar gap of \$170 (4%), as compared with \$106 (5%) in 1960 and \$72 (2%) in 1966, the year of closest approach to the national average. There is great disparity within the state, however, and county per capita income figures will be examined in a later article.

It has been pointed out in a previous article (April, 1971) that

the out-migration of 73,291 during the decade of the sixties was a symptom of the problem of lack of employment and income-earning opportunities within the state. Latest estimates from the Bureau of the Census indicate civilian in-migration of 10,628 for the period April 1, 1970, to July 1, 1971. This shift from an out-migration to an in-migration pattern for this short period of time, however, does not necessarily indicate that the problem has been solved, and the goal of providing employment opportunities within the state is still an important one to consider.

Our February article on population pointed out that more than half the population of the state is concentrated in 4% of the land area, and last month's article emphasized the related high degree of geographical concentration of manufacturing and trade activity. If greater dispersion is desired, cooperative regional efforts toward economic development in other parts of the state are needed. This theme was emphasized at a joint meeting of the League of Nebraska Municipalities and the Nebraska Association of County Officials in July. This meeting also recognized the desirability of establishing appropriate goals for the state by appointing an 11-member "Goals for Nebraska Committee."

No complete unanimity will ever be attained in agreement on desirable economic or social goals for the state, but some degree of consensus must be achieved before real progress toward whatever goals may be considered desirable can take place. It must be remembered also that there is no value in setting unattainable goals and that whatever goals are agreed upon must be reasonably possible.

A brief questionnaire form is presented below for the purpose of obtaining reaction to the proposed economic goals presented here. Readers are urged to give the matter serious thought and to complete and return this form. Longer replies in letter form will also be welcome. This subject deserves extended deliberation by Chambers of Commerce, study groups, and other organizations.

It will be noted that no personal identification is asked for on the forms and that replies can be completely anonymous if desired. Replies will be tabulated and the results will be made available to any organizations or agencies charged with the responsibility for formulating official goals and policy. The number of such replies will be some indication as to how many persons are really interested in the future of the state.

E. S. WALLACE

1. Six proposed economic goals are listed on page 1. Rank these by letter in what you consider to be their order of importance:

1. (Most important) _____	4. _____
2. _____	5. _____
3. _____	6. (Least important) _____
2. List by letter any of these goals that you consider undesirable or impractical: _____
3. Indicate by letter any of these goals that seem to you to be in conflict with each other: _____
4. State any other economic goals you would add to the list: _____

5. List in order of importance the specific means you would suggest for attaining the goals you consider desirable:

Review and Outlook

Our previous review of Nebraska's general level of business activity conjectured that "the recovery now under way for three months (through June) seems to be accelerating" and that a "continuation of this short-term upward movement depends upon more recent, yet unreported developments in the nonagricultural sectors of the state's economy." It must be reported now that a deceleration has occurred in the agricultural and most of the non-agricultural sectors. Nearly all sectors were at levels of activity that, although generally above those of the same month last year, were not above last year by as much as in June.

In July the state's dollar volume index, unadjusted for price changes, was at 102.7 percent of the same month last year. The

physical volume index was at 99.4 percent of last July. In June these indexes stood at 105.7 and 102.4, respectively. Moreover, the state's slowdown was more pronounced than that of the U.S. as a whole, for which the year-to-year gains for July were only slightly less than those for June.

Bank Debits, Construction Activity, Retail Sales, Cash Farm Marketings, Other Employment, and Gasoline Sales were activities that held at levels in July above those of last year. Except for Construction Activity, the July differentials were, however smaller than those that had developed during previous months. In July, for example, Retail Sales activity was only 4.9 percent above that of the same month of last year, yet in June the differ-

(Continued on page 5)

All figures on Table 1 and 2 are adjusted for seasonal changes, which means that the month-to-month ratios are relative to the normal or expected changes. Figures in Table 1 (except the first line) are adjusted where appropriate for price changes. Gasoline sales for Nebraska are for road use only; for the United States they are production in the previous month.

E. L. HAUSWALD

NEBRASKA'S ECONOMIC INDICATORS
1. CHANGES FROM PREVIOUS YEAR AND PREVIOUS MONTH

JULY, 1971 Indicators	Percent of Same Month a Year Ago		Percent of Preceding Month	
	Nebraska	U.S.	Nebraska	U.S.
Dollar Volume Index	102.7	112.3	95.2	100.3
Physical Volume Index	99.4	106.4	93.1	99.1
Bank debits (checks, etc.)	102.4	110.8	99.3	99.8
Construction activity	102.0	129.7	97.3	117.7
Retail sales	104.9	102.0	96.4	99.0
Life insurance sales	79.3	99.1	92.7	94.3
Cash farm marketings	117.9	98.3	75.0	91.7
Electricity produced	93.3	103.6	81.5	96.6
Newspaper advertising	NA	NA	NA	NA
Manufacturing employment	97.0	95.4	99.2	99.5
Other employment	100.8	101.4	98.2	99.9
Gasoline sales	107.7	104.1	112.7	102.5

2. CHANGES FROM THE 1948 AVERAGE

JULY, 1971 Indicators	Percent of 1948 Average	
	Nebraska	U.S.
Dollar Volume Index	370.4	489.4
Physical Volume Index	207.4	259.4
Bank debits (checks, etc.)	289.2	496.8
Construction activity	195.2	201.9
Retail sales	167.9	189.5
Life insurance sales	350.7	502.6
Cash farm marketings	252.8	171.7
Electricity produced	438.9	581.3
Newspaper advertising	NA	NA
Manufacturing employment	164.0	120.8
Other employment	152.0	178.8
Gasoline sales	238.8	259.5

3. NET TAXABLE RETAIL SALES¹ OF NEBRASKA REGIONS
(Unadjusted for Price Changes)

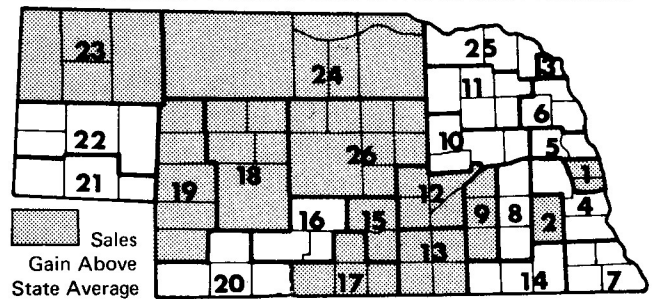
Region ² and Principal Retail Trade Center	July, 1971 as Percent of July, 1970	1971 Year to Date as Percent of 1970 Year to Date
<i>The State</i>	110.2	107.4
1 (Omaha)	109.3	107.7
2 (Lincoln)	112.7	110.4
3 (So. Sioux City)	108.3	106.9
4 (Nebraska City)	112.5	102.3
5 (Fremont)	106.7	106.5
6 (West Point)	95.4	99.3
7 (Falls City)	105.5	106.6
8 (Seward)	113.1	105.7
9 (York)	114.5	108.7
10 (Columbus)	113.4	104.2
11 (Norfolk)	113.7	103.3
12 (Grand Island)	113.1	107.5
13 (Hastings)	109.9	109.9
14 (Beatrice)	108.4	105.7
15 (Kearney)	109.0	110.2
16 (Lexington)	105.8	107.3
17 (Holdrege)	112.0	108.3
18 (North Platte)	118.6	112.6
19 (Ogallala)	111.8	112.4
20 (McCook)	106.9	105.3
21 (Sidney, Kimball)	104.0	100.0
22 (Scottsbluff)	105.5	105.6
23 (Alliance, Chadron)	106.1	109.0
24 (O'Neill)	115.6	110.6
25 (Hartington)	105.9	99.9
26 (Broken Bow)	115.0	107.8

¹Sales on which sales taxes are collected by retailers located in the state, including motor vehicle sales.

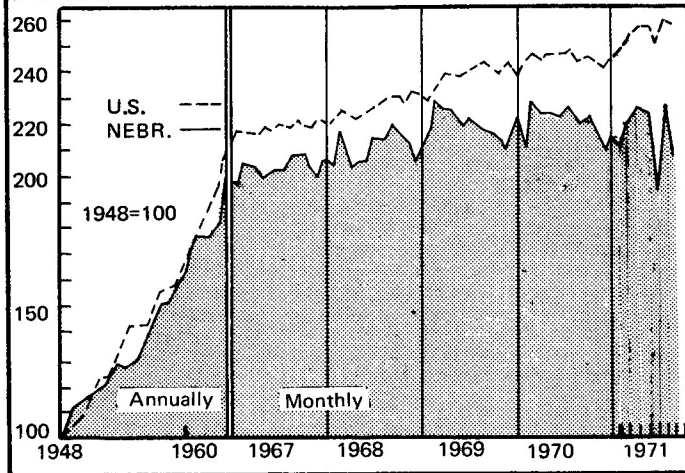
²"Planning and development" regions as established by the Nebraska Office of Planning and Programming and shown in the map below.

Source: Compilations by Bureau of Business Research from data provided by the Nebraska Tax Commissioner.

1971 YEAR TO DATE AS PERCENT OF 1970 YEAR TO DATE IN NEBRASKA'S PLANNING AND DEVELOPMENT REGIONS



PHYSICAL VOLUME OF BUSINESS



(Continued from page 4)

ential had been 7.5 percent. Life Insurance sales continued to drop off in July, being about 20 percent below last year; whereas this activity had been off only 17 percent for the month of June. Also, Electricity Produced and Manufacturing Employment fell further below last year's levels. With the exception of Cash Farm Marketings and Manufacturing Employment, the state's activity indexes declined more than did those of the U.S. as a whole.

Various forces contributed to the decline in rate of growth in the state's economy in July. Insurance sales are, for example, known to be very sensitive to those forces that govern income. Moreover, such sales activity not only reflects but also contributes to (1) the declines in real disposable income, as costs of living rise faster than money incomes, and (2) the related conservatism of family units in their discretionary spending in the goods and services markets. It is, of course, still too early to be able to judge the impact of recent Federal income policies upon the state's economy.

The state's unadjusted dollar volume of net taxable retail sales was 10 percent higher in July than for the same month of last year. Year-to-date this activity was up by 7 percent, which is greater than the rise in price levels and, hence, contains some rise in real activity. Twelve of the state's twenty-six planning and development regions had percentage gains in their year-to-date dollar sales volumes in excess of the state's gain. Regions 12 (Grand Island), 16 (Lexington), and 26 (Broken Bow) moved into the greater-than-state-gain group in July. Regions 21 (Sidney, Kimball) and 25 (Hartington) are, however, still below last year's volume. The map on page 4 reveals that nine of the twelve below-the-state gainers were in the eastern part of the state.

E. L. H.

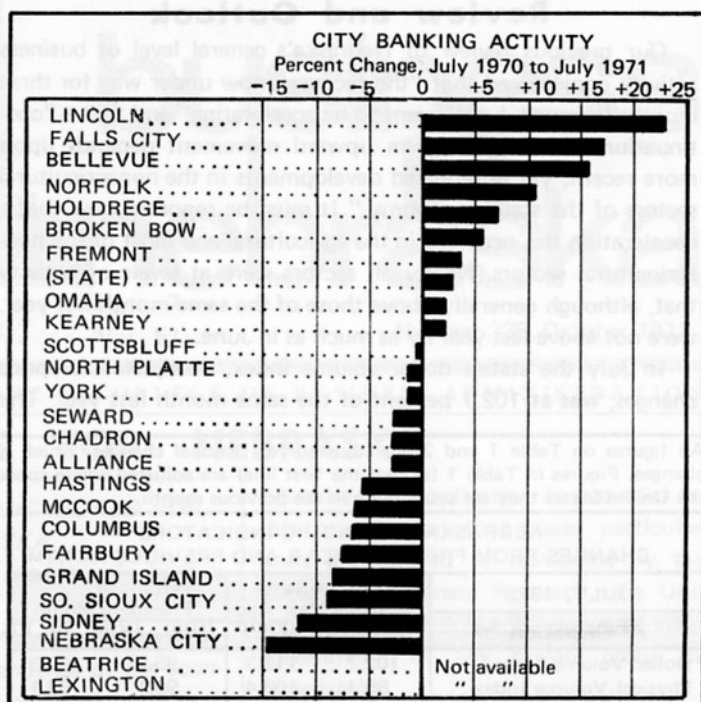
TWO DEFINITIONS

Bank Debits

From communications received by the Bureau it appears that the term "bank debits," used in Tables 1, 2, and 4 and in the chart on this page, may not be generally understood. This is simply the total of all withdrawals from private and public demand deposit accounts in commercial banks (excluding inter-bank transfers of funds from one bank to another by Federal agencies and commercial banks). It is a broader concept and larger amount than "bank clearings," which include only checks cashed or deposited in banks other than the one on which they are drawn. "Bank debits" seems to be the best available monthly indicator of the total volume of business activity in a community and is used for this purpose in the table above.

Farm Earnings

The term "farm earnings" used in last month's article also requires clarification. It is not a measure of either gross or net farm income. Rather it is simply the total of the income of farm proprietors and farm labor. Moreover, no comparison was made in last month's article between earnings in farming and in other sectors of the economy. Rates of growth in farm earnings in the counties were compared with state and national growth rates of the same item. In an agricultural state such as Nebraska it would be expected, of course, that the growth rate would exceed the national average.



4. JULY, 1971, CITY BUSINESS INDICATORS

The State and Its Trading Centers	Percent of Same Month a Year Ago			
	Banking Activity ¹	Retail Activity ²	Building Activity ³	Power Consumption ⁴
	(Adjusted for Price Change) ⁵			
<i>The State</i>	103.0	103.9	131.0	98.3
Alliance	97.2	101.2	391.0	98.5
Beatrice	NA	104.0	67.1	102.9
Bellevue	115.3	109.0	NA	NA
Broken Bow . . .	105.6	116.3	96.2	103.0
Chadron	97.3	103.2	NA	108.5
Columbus	93.4	103.9	40.7	103.2
Fairbury	92.6	105.0	25.0	86.0*
Falls City	116.3	102.4	125.2	101.1*
Fremont	103.6	93.1	61.2	92.5*
Grand Island . .	91.7	103.8	120.1	104.8
Hastings	94.8	104.7	169.1	105.4*
Holdrege	106.2	111.0	154.6	113.2
Kearney	101.5	108.0	204.0	101.8
Lexington	NA	103.3	100.5	108.5*
Lincoln	123.0	106.1	136.4	90.7*
McCook	93.6	100.2	534.4	104.2
Nebr. City	85.2	106.5	301.8	107.8
Norfolk	110.4	107.3	137.9	102.9
No. Platte	98.3	109.7	312.7	103.1
Omaha	101.8	103.3	130.4	101.6
Scottsbluff . . .	99.4	103.0	146.0	108.3
Seward	97.3	106.7	110.6	113.5
Sidney	88.1	101.3	79.4	98.6
S.Sioux City . . .	91.2	NA	258.5	104.6
York	98.2	117.5	222.2	116.9

¹ Banking Activity is the dollar volume of bank debits.

² Retail Activity is the Net Taxable Retail Sales on which the Nebraska sales tax is levied, *excluding motor vehicle sales*.

³ Building Activity is the value of building permits issued as spread over an appropriate time period of construction.

⁴ Power Consumption is a combined index of consumption of electricity and natural gas except in cases marked * for which only one is used.

⁵ Banking Activity is adjusted by a combination of the Wholesale Price Index and the Consumer Price Index, each weighted appropriately for each city; Retail Activity is adjusted by the commodity component of the Consumer Price Index.

Source: Compilation by Bureau of Business Research from reports of private and public agencies.

REDOING AMERICA—A REVIEW REPORT

In these days of ever-proliferating publications on the subject of ecology, a compact source of background information and current thought on how to make our environment livable is a real "find." *Redoing America* is precisely that, but more, too; it is written with a flair which makes it immensely readable and it is a paperback available at a nominal price.

The book includes a short historical sketch likening the immature attitude which has shaped the pattern of land use throughout the country to careless picnicking—a frontier habit of never stopping to clean up before moving on to a fresh start somewhere else. The author also points out the contrast between many American cities and those European cities that have been kept so open and attractive that the rich enjoy them, while the suburbs are inhabited by those with lower incomes.

Successive chapters discuss pollution, transportation, the war on ugliness, controlling the suburban explosion, and building great cities. The solutions offered to present-day environmental dilemmas are those of most recognized ecologists and planners, although some proposals are highly innovative—such as Federal financing of education and welfare in large cities where these services have become "nonlocal burdens."

Typical recommendations of more conservative nature are:

1. further development of subsidized passenger trains to compete with the private automobile and supplement air lines in short-haul travel;
2. more rapid transit in cities to stimulate business downtown and provide transportation to airports;
3. consolidation of local governments to achieve metropolitan and regional planning with "teeth" in it; and
4. property tax reform including higher assessment of land and lower assessment of improvements.

Redoing America: A Nationwide Report on How to Make Our Cities and Suburbs Livable, Edmund K. Faltermayer, Collier-Macmillan Canada Ltd., Toronto, 1969, 279 pages. Paperback. \$1.95.

D. S.

Land: Recreation and Leisure, report of Urban Land Institute Land Use Symposium, Miami, Fla., 1969. Urban Land Institute, 1200 18th St. N.W., Washington, D.C. 20036. Paperbound, \$5.00.

Excellent quality of environment is the one most highly regarded characteristic of a locale for vacation resorts, "second

ECONOMICS OF RECREATION AND AGRICULTURE

The Economic Research Service of the U.S. Department of Agriculture has recently published two comprehensive bibliographies available free of charge from the Division of Information, Office of Management Services, USDA, Washington, D.C. 20250.

Outdoor Recreation: Publications and Articles by the ERS, 1962-70 (ERS 442)

Because the Bureau of Business Research received numerous requests in response to a recent notice of availability of lists of studies on the economics of recreation, there are certain to be many readers who will be interested in this bibliography listing 110 publications and articles on the same subject. In general the publications discuss the economic and resource-management aspects of outdoor recreation and cover such concerns as income potentials, operator qualifications, social values, and rural development.

Economics of Agriculture: July 1969-June 1970 (Supplement No. 2 to ERS-368)

This bibliography includes 600 reports and publications issued or sponsored by the ERS on agricultural economics and related socioeconomic subjects, classified according to five domestic and two foreign research divisions, and by numerous subdivisions. Listings of the Economic Development Division, for example, include citations on: area analysis—basic growth studies, economic structures, and regional programs; human resources—population studies, income and level-of-living studies, and poverty analysis; and community facilities—government services, rural housing, and other local functions.

Other Division categories are: economic and statistical analysis farm production economics, marketing economics, natural resource economics, foreign trade, and foreign regional analysis, each with numerous subtopics.

D. S.

homes," and retirement communities, according to the consensus of more than 500 land developers and other professionals whose views are encompassed in this report. The publication makes the cogent point that sound business sense is the basis for the philosophy of quality and that both local and outside business interests should assume specific responsibilities in maintaining excellence of environment.

D. S.

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