

**Engagement Leadership Council – Virtual Meeting Highlights  
September 3, 2020 (2:00 - 3:30 p.m.)**



**Participants:**

Don Back, Language and Culture Institute  
Kristy Collins, Fralin Life Sciences  
Svetlana Filiatreau, Pamplin College of Business  
Keith Goyne, College of Natural Resources  
Guru Ghosh, Outreach and International Affairs  
Ben Grove, Virginia Cooperative Extension  
Don Hempson, Outreach and International Affairs  
Shelly Jobst, Continuing and Professional Education  
Rich Mathieson, Outreach Communications  
Erin Poff, Architecture and Urban Studies  
John Provo, Economic Development  
Susan Short, Outreach and International Affairs  
Debby Stoudt, College of Liberal Arts & Human Sciences  
Brenda VanGelder, Division of Information Technology  
Catherine Wagner, Vet Medicine  
LaTanya Walker, UCIA  
Scott Weimer, Virginia Tech Roanoke Center  
Meghan Weyrens Kuhn, VT Engage

Susan Short provided a brief welcome. Participants completed self-introductions and provided updates.

- Kristy Collins announced the 2021 Kids Tech Program.
- Keith Goyne shared information related to Forestry and Wildlife tours. Information can be found on the CNRE website (<https://bit.ly/2QMd0dg> )
- Shelly Jobst provided information related to upcoming bootcamps powered by award-winning Fullstack Academy (Cybersecurity, Coding). Go to: <https://bootcamp.cpe.vt.edu> for additional information
- Brenda VanGelder shared information regarding the COVID dashboard.
- LaTanya Walker shared information related to the Christiansburg Institute and Alumni Relations' Diversity Broadcast.

- Meghan Weyrens Kuhn provided an update regarding the Campus Kitchen program as well as announced to new faculty fellows – Craig Arthur and Natalie Cook.

Susan Short provided a reminder about various set aside funds to support conferences, meetings, and events scheduled to be held at the Inn at Virginia Tech & Skelton Conference Center (Inn Incentive Funds) as well as The Hotel Roanoke & Conference Center (COTA Small Grants Program).

Susan Short provided updates regarding national engagement opportunities. These included the following:

#### **Engagement Scholarship Consortium Upcoming Virtual Events**

<https://engagementscholarship.org/conference/esc-2020-meeting>

ESC 2019 Research/Creative Activities Grant Recipient Panel (10/6)

ESC 2020 Research/Creative Activities Grant Recipient Panel (10/8)

Engagement Academy for University Leaders (10/6, 10/20, 11/3)

ESC 2020 Awards (10/15)

Outreach and Engagement Practitioners Network (OEPN) (10/19)

#### **APLU Upcoming Events**

W. K. Kellogg Foundation Community Engagement Scholarship Award (10/13)

Susan announced that **Crystal Tyler-Mackey** (*Excellence in Community Partner Engagement – Food for a Long Life*) and **Jake Grohs** (*Excellence in Faculty Community Engagement – Building Community Capacity for Integrating Engineering in Rural Middle School Science Classrooms*) will be recognized during the ESC 2020 National Awards event scheduled to be held October 15, 2020 for their exemplary examples of engaged scholarship. To register for the awards ceremony, please go to:

[https://virginiatech.zoom.us/webinar/register/WN\\_-6VuUJQIRkCsPlyK2vCRaQ](https://virginiatech.zoom.us/webinar/register/WN_-6VuUJQIRkCsPlyK2vCRaQ)

Susan also shared that the Virginia Tech Autism Clinic and Center for Autism Research will be recognized as an exemplary project by ESC/APLU on October 13, 2020 during the W. K. Kellogg Foundation Community Engagement Scholarship Award presentation. A program of the College of Science, **Angela Scarpa** and **Jennifer Scott** serve as the lead faculty members for the Center including the Mobile Autism Clinic. Webinar registration is available at:

[https://zoom.us/webinar/register/WN\\_TZQ7xNxbTD6VC4lxBE-t8g](https://zoom.us/webinar/register/WN_TZQ7xNxbTD6VC4lxBE-t8g)

Shelly Jobst, director of continuing and professional education, provided an update regarding conferences, meetings, and special events. Since March 2020, 75 programs have been cancelled or postponed. CPE quickly pivoted to develop infrastructure and support services for virtual offerings. In addition to conference registration and financial management, COE can serve in a number of roles. These include moderating sessions, monitoring Q & A/chat features, and technical assistance. They have developed new sponsorship opportunities such as snack boxes w/background logos, and virtual swag bags!

John Provo, director of the office of economic development, presented an initial draft charter to establish a Center for Economic and Community Engagement. A Center designation will provide greater exposure, expanded identity in various target markets/sectors, and open doors for increased external funding for faculty and community partners. ELC participants provided several observations and

suggestions including a recommendation to follow-up directly with Ben Grove and Ed Jones in Virginia Cooperative Extension. In addition, John was encouraged to think about and articulate how the mission and scope of the office has expanded since its inception as well the expanded credentials and talent of the OED team. He was also encouraged to include GO Virginia initiatives in a listing of OED accomplishments. *Please note:* John's slide deck and draft center proposal is included in these meeting highlights as attachments.

As the meeting concluded, Meghan Weyrens Kuhn suggested that we invite the new VT Engage Faculty Fellows to our next ELC meeting.

The meeting adjourned at 3:30 p.m. The next meeting will be held virtually on Thursday, December 3, 2020 (2:00 p.m. – 3:30 p.m.).

Respectfully submitted by Susan E. Short  
*Associate Vice President for Engagement*

CENTER FOR ECONOMIC AND  
COMMUNITY ENGAGEMENT





# The Office of Economic Development



## Vision and Mission

The Office of Economic Development (OED) helps communities and companies address challenges, and pursue opportunities, which grow Virginia's economy.

OED currently:

- shapes the university's mission and contributions to economic development.
  - connects the university assets, especially our people, to mutually beneficial external opportunities around the commonwealth.
  - delivers technical assistance and applied research projects, serving as a trusted voice and thought leader on economic development issues.
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# Center for Economic and Community Engagement



## **Vision**

The Center of Economic and Community Engagement (CECE) will advance Virginia Tech as a global land-grant institution, serving as a national, state, and university-recognized champion and exemplar for economic and community engagement, applied economic and policy research, community problem-solving, and development-related thought leadership.



# Center for Economic and Community Engagement

## Mission

This vision encompasses the University's engagement, discovery, and learning missions. CECE is a "Think and Do Tank," developing ideas, performing analytical work, and helping to implement recommendations.

CECE will:

- make Virginia Tech the first and best stop for partners looking to define their pathways to prosperity, giving form to ideas, and helping take ideas to action.
- connect the intellectual capital of Virginia Tech, our faculty, students and other resources, with public, private and non-profit partners to grow the economy of the Commonwealth of Virginia.
- provide strategic planning and analysis for national, state regional and local partners, and conduct economic impact and market analysis, feasibility studies and business/operational plans for community and university partners.
- also translate work into published scholarship, providing opportunities for dialogue and learning, and advancing the field of economic and community development.
- be a critical resource to the commonwealth, individual communities around the state, and companies throughout Virginia.



# Clientele



Like OED, CECE will:

- operate university-wide, spanning the different Colleges and Institutes.
  - serve as the university's primary point of contact for the Virginia Economic Development Partnership, as well as economic and community development officials at both regional and local levels.
  - work with an array of national partners, such as the US Economic Development Administration, the Kauffman Foundation, the Association for Public and Land-grant Universities, the University Economic Development Association.
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# Economic and Community Development Program



CECE will provide strategic planning and analysis for state, regional and local partners, as well as economic impact and market analysis, feasibility studies and business/operational plans for community and university partners.

Current OED team: 5 A/P faculty, 2 post-doc/research associates, 3 Graduate research assistants, 4 classified staff all in Blacksburg

# Regional Partnership Program

CECE will initiate and manage important industry, government and non-profit relationships that benefit the university and the regions of Virginia.

Current OED team: 2 A/P faculty in Arlington and Newport News; 1 A/P faculty and 2 classified staff in Blacksburg.

# Your feedback and engagement are vital

**What's do you see as different between OED and CECE?**

**What's missing overall?**

**How can CECE support your work?**

# ┌ Contact

John Provo, Ph.D | Director  
Office of Economic Development  
Outreach and International Affairs  
Virginia Tech  
702 University City Blvd. (0373), Blacksburg, VA  
Website: <http://www.econdev.vt.edu>  
Tel: 540-231-5278  
Email: [jprovo@vt.edu](mailto:jprovo@vt.edu)

**Virginia Tech**  
**Center for Economic and Community Engagement (CECE)**

**Overview:**

Transitioning the Office of Economic Development (OED) to the *Center for Economic and Community Engagement (CECE)* will increase its visibility and create a stronger campus presence and clearer identity for external clients, partners, and stakeholders.

There are compelling opportunities that motivate OED to transition to a University Center. Economic development remains a central focus for Virginia Tech. The university is a critical resource to the commonwealth, individual communities around the state, and companies throughout Virginia. Increasingly those relationships are more holistic engagements, representing a mutually beneficial exchange between the university and its partners. In this area, OED has a university-wide role, spanning the different Colleges and Institutes. OED serves as a gateway to the resources and intellectual assets of Virginia Tech, building teams and partnerships, and playing a leading role in projects and initiatives. Propelled by the University's focus on increasing multi-sector **Beyond Boundaries**, CECE will be central to strategic approaches and practical models for economic and community engagement. The center will strengthen Virginia Tech's place as an exemplar in advancing its land-grant mission helping create, retain, and enhance the quality of economic opportunities around the Commonwealth.

**Background:**

Housed in the division of Outreach and International Affairs and the Office of Engagement, the Office of Economic Development, organized under its current name in 2004, has provided essential support and resources to University faculty and played a key role in conducting analysis and assistance in support of local, regional, and state development activities. OED has received multiple U.S. Economic Development Administration awards to operate a University Center program and has led the University's successful certification as an economically engaged institution by the Association of Public and Land Grant Universities. Examples of other sponsors and partners over include the Appalachian Regional Commission, the Ford Foundation, General Dynamics, the Kauffman Foundation, MITRE, the US Department of Labor, the US Small Business Administration, Virginia Economic Development Partnership, and Volvo Trucks.

**Vision:**

The Center for Economic and Community Engagement (CECE) will advance Virginia Tech as a global land-grant institution, serving as a national, state, and university-recognized champion and exemplar for economic and community engagement, applied economic and policy research, community problem-solving, and development-related thought leadership. This vision encompasses the University's engagement, discovery, and learning missions. CECE will make Virginia Tech the first and best stop for partners looking to define their pathways to prosperity,

giving form to ideas, and helping take ideas to action. CECE will connect the intellectual capital of Virginia Tech faculty, students and other resources with public, private and non-profit partners to grow the economy of the Commonwealth of Virginia. CECE will provide strategic planning and analysis for national, state regional and local partners, and conduct economic impact and market analysis, feasibility studies and business/operational plans for community and university partners. CECE will also translate work into published scholarship, providing opportunities for dialogue and learning, and advancing the field of economic and community development. CECE will be a critical resource to the commonwealth, individual communities around the state, and companies throughout Virginia.

**Goals:<sup>1</sup>**

**Land Grant Exemplar**

- Support university efforts to be an exemplar of land-grant economic and community engagement.
- Provide opportunities and build capacity for the university’s high-quality involvement in economic and community engagement in Virginia, the United States, and globally.
- Identify and promote high-priority themes and issues that will establish and leverage the university’s expertise and excellence in economic and community engagement.
- Lead the development of innovative approaches to addressing economic, community and industry challenges and opportunities
- Increase our contributions to international engagement and economic development programs.

**Regional Partnerships**

- Focus on comparative advantages at the intersection of talent, innovation, and place that inform new and enhanced partnerships with local, state, and national partners.
- Provide technical support and assistance to public, private, and non-profit partners.
- Forge strategic alliances that help faculty, departments, and centers across the University to partner with communities and companies in ways that grow Virginia Tech’s capacity and the economy of the Commonwealth.

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<sup>1</sup> Specific objectives and metrics proposed for the next three years are provided in an attachment to this document.

### **Thought Leadership**

- Be a source of new ideas and support engaged scholarship including opportunities for publication, dialogue and shared learning that advance the field of economic and community engagement.
- Generate and communicate information to internal and external audiences about the University's and the Center's activities, successes, and expertise.

### **Growth**

- Increase and diversify funding sources with the goal of growing the Center's impact on the Commonwealth and its program and project portfolio

### **Clientele:**

The Center will operate at the university level, serving faculty, administrators, staff, and students involved in economic and community engagement. The Center's economic and community engagement work is central to the history and mission of Virginia Tech as a land-grant institution and the Center will be a critical resource to the commonwealth, individual communities around the state, and companies throughout Virginia. In this role, CECE will be a gateway to the resources and intellectual assets of Virginia Tech. CECE will operate university-wide, spanning the different Colleges and Institutes.

As part of a public university with the mission to serve the needs of the Commonwealth of Virginia, the Center recognizes mutually beneficial relationships with a wide range of agencies and citizens, and continues to expand and enhance those types of relationships. CECE is the university's primary point of contact for the Virginia Economic Development Partnership, as well as economic development officials at both regional and local levels. CECE handles inquiries from state, county and city agencies when they are working with companies interested in locating or expanding in Virginia. The Center also works with public and private economic development stakeholders building relationships with industry sectors that are important to Virginia's future, such as autonomous systems, cyber security, and data analytics. CECE will also work with those entities and other partners, such as non-profits and regional planning and workforce organizations, on development-related challenges, opportunities, and analysis.

Clientele and partners will include an array of national partners, such as the US Economic Development Administration, the Kauffman Foundation, the Association for Public and Land-grant Universities, the University Economic Development Association, and others.

The Center is best characterized as a "Think and Do Tank" which both performs analytical work as well as helps to implement recommendations. A sampling of the Center's current projects and programs include:

### **Economic and Community Development Program**

Our economic and community development work provides strategic planning and analysis for state, regional and local partners, as well as economic impact and market analysis, feasibility studies and business/operational plans for community and university partners. Some examples include:

- The US EDA funded Virginia Regional Competitiveness Project (VRCP), a multi-institution US Economic Development Administration (EDA) University Centers (UC) Program. The VRCP strengthens regional economic ecosystems and develops innovation infrastructure and support systems by enhancing connection and diversification through commercialization, talent development, and entrepreneurial support activities.
- GO Virginia Region 2. Regional Economic Growth and Diversification. The Office functions as the state's designated support organization for the Region 2 GO Virginia Council, providing on-going and comprehensive administrative support, technical assistance, and project development work for the Council and for organizations and localities across the New River, Roanoke, and Lynchburg areas. To date more than \$1m in Virginia Tech-led projects have been funded through this program.
- The Rural Virginia Initiative. OED had led this multi-university partnership, Chaired by President Sands, to build more efficient and effective engagement by higher education across Rural Virginia. Products to-date include a state-mandated policy study, and ongoing inventory of university programs in rural Virginia, a series of partner working groups on key topics, and plans for a statewide engagement conference in 2020.
- The US EDA funded Regional Innovation Strategies program, Catalyst. CECE oversees the collaborative project in conjunction with ICAT, CIE, and OVPRI. The main components of the project include delivery of proof of concept and commercialization services; strengthening connections between the Virginia Tech and Roanoke-Blacksburg innovation ecosystems; and securing investment and job creation opportunities in the Roanoke-Blacksburg region.
- Vibrant Virginia. OED initiated and coordinates this new University-level initiative to enhance the economic engagement of Virginia Tech faculty and students working on economic, community and workforce development. The partners include Outreach and International Affairs, Virginia Cooperative Extension, the College Access Collaborative, and School of Public Affairs. The initiative supports faculty from across the University in conducting projects with community partners across urban and rural regions of Virginia, strengthens strategic relationships between the university and regional stakeholders, and develops scholarly products about development policy, a strategic growth area, for the university.
- Entrepreneur Ecosystem Assessment and Development. The Kauffman Foundation funded OED and partners from SPIA, UAP and the Discovery Analytics Center to conduct research on the nature and function of entrepreneur ecosystems in mixed urban-rural regions and how to measure their growth and development. Building on a framework for metrics developed by Kauffman, this work included a partnership with stakeholders in Roanoke-Blacksburg to pilot a regional system of

metrics and benchmarking. The work has resulted in scholarly products and an on-going relationship with the Kauffman Foundation.

- The CREATES initiative, which stands for Construction, Retrofitting, and Energy-Efficiency Assessment Training and Employment Systems, a \$3.8 million grant funded by the Department of Labor. The goal of the program was to provide workforce training to meet the anticipated higher demand for jobs in areas including energy efficiency, energy management, and wind and solar technologies. OED led the project which upgraded curriculum, subsidized the training of students, and provided state-of-the-art new equipment at community colleges. The CREATES partnership involved one of the largest non-profit housing providers in the United States, three community colleges, two workforce investment boards, numerous industry partners and multiple faculty members from the Colleges of Architecture, Engineering and OED. In addition to university articulation agreements with community colleges, and training equipment infrastructure, scholarly products were also developed from the project.
- POWER and Rapid Response. OED helped secure nearly \$4 million in Department of Labor funding to support economic diversification and dislocated worker training in southwest Virginia, in response to job declines in the coal and manufacturing sector. The work included comprehensive analysis of industry sectors, key occupations, supply chain relationships, supportive services gap analysis, employer engagement, and strategic planning.
- Strategic and Workforce Planning in Aviation, Space, and Unmanned Systems. OED has played a key role in policy development around the aviation and aerospace sectors in Virginia. We worked with engineering faculty and other partners to craft a report on The Future of Unmanned Vehicle Systems in Virginia. This economic and policy framework for growth of the autonomous systems industry in the commonwealth encouraged a \$2 million start-up package from the state to operate the Mid-Atlantic Aviation Partnership (MAAP) test site. Since that time, OED has helped MAAP identify economic impacts and has also explore opportunities for the small satellites industry in Virginia for the Virginia Space Grant Consortium. OED, in partnership with VT-STEM faculty, also developed the Virginia Aviation and Space Workforce Implementation Plan, a multi-year, state-wide planning process to develop talent pipelines for future industry growth.
- Regional agriculture planning. OED has also helped counties and regions plan for agriculture development and assess the feasibility and potential for agriculture ventures and infrastructure. This work has included strategic agriculture plans for southwest Virginia, Halifax County, and other communities, and the assessment of agriculture opportunities in Brunswick, Orange, and a number of other localities and regions.

## **Regional Partnership Program**

Our Regional Partnership Program initiates and manages important industry, government and non-profit relationships that benefit the university and the regions of Virginia. This includes:

- Managing industry advisory groups, notably the President's National Capital Leadership Council, an executive group dating back to 2010, that provides perspectives and guidance to President Sands on topics such as shaping new curriculum, fundraising, research priorities, and how to further new initiatives, including the as Destination Areas and the Commonwealth Cyber Initiative.
- Driving university engagement in Hampton Roads, collaborating with the Virginia Tech Foundation on university and community engagement supporting the launch of their new Tech Center Research Park, and securing \$3m in federal grant funding to support for the Foundation's investment in the Virginia Seafood Agricultural Research and Extension Center.
- Forging alliances with companies that provide research funding for faculty, career opportunities for students, and bring experiential learning and industry insights to the classroom. Examples include partnerships with the Aerospace Corporation, Capital One, General Dynamics, MITRE, NetApp, Northrup Grumman, and Octo Consulting. OED has also facilitated industry support for new degree programs, notably the successful Computational Modeling and Data Analytics major and a new Behavioral Decision Science program in the College of Science.
- Build robust relationships with state and local economic development agencies, to strengthen ties with Virginia companies and recruit national and international companies. This work includes introducing companies to relevant departments, institutes and centers at Virginia Tech, to give companies confidence that Virginia can meet their workforce and research needs should they locate new operations or expand existing facilities in the state. Working with the Virginia Economic Development Partnership OED coordinated a response to research needs identified by MITRE, which employs more than 3,000 people in Northern Virginia. More than 35 faculty will take part in up to \$1 million in company-sponsored research. The Office also worked with state and local economic developers to connect Mack Trucks to faculty and students in mechanical and industrial engineering who assisted with the design of a new truck that Mack will produce at a new factory employing 250 people outside of Roanoke.
- Developing industry programs for specialized research groups to expand their relationships and geographic reach. This includes building new partnerships for the Discovery Analytics Program and working with leadership at the Center for Space Science and Engineering Research to find new funding opportunities and to expand

and re-engage with its Advisory Board. We have collaborated with the Center for Power Electronics Systems on obtaining advice from relevant industry executives, helped the Center for Bioinspired Science and Technology with its outreach, and introduced the Virginia Center for Autonomous Systems to relevant companies.

- Initiating partnerships with non-profit and governmental organizations, like the high school internships program Urban Alliance, that advance university priorities, notably diversity and inclusion and experiential learning. The Urban Alliance partnership has enabled 40 students from under-resourced backgrounds to have internships at Virginia Tech and partner companies. Working with the College Access Collaborative and university admission many of these Alliance interns have elected to attend Virginia Tech.
- Collaborated with the Virginia Tech College of Engineering, the University of Maryland, and George Washington University to implement a regional Innovation Corps (I-Corps) funded by the National Science Foundation. The \$3.75 million in funding enabled the three universities to provide training and mentoring to entrepreneurial faculty and students in order to bring university discoveries from lab to market. Led efforts to collaborate with Hampton University, Howard University and North Carolina A & T to support their applications for I-Corps sites on campus.

**Virginia Tech Partners:**

Through its broad mission of research, education, engagement and outreach the Center will collaborate with most of the university's colleges and research institutes for expertise, including the:

- College of Agriculture and Life Sciences
- College of Architecture and Urban Studies
- College of Liberal Arts and Human Sciences
- College of Natural Resources and Environment
- College of Engineering
- College of Science
- Pamplin College of Business
- Virginia-Maryland Regional College of Veterinary Medicine
- Virginia Tech Transportation Institute

- Virginia Tech Carilion School of Medicine and Fralin Biomedical Research Institute
- Fralin Life Sciences Institute
- Hume Center
- Institute for Critical Technology and Applied Science
- Institute for Creativity, Arts, and Technology

Additional key university affiliated partners will include the Virginia Cooperative Extension (VCE), the Virginia Tech Foundation (VTF) and the Virginia Tech Corporate Research Center. The Office already serves as the home for an imbedded statewide VCE specialist and has co-located a position in the VTF's new Tech Center Park in Newport News.

**Governance:**

CECE will be a university-level center housed in Outreach and International Affairs (OIA). The Center Executive Director will plan and develop a program of work in consultation with the Vice President of OIA and the Associate Vice President for Engagement, including providing the annual center report, and other reports as requested.

As part of its governance structure, the Center will form a stakeholder/advisory committee to support and provide guidance to the aims and objectives of the Center, including serving as a conduit of information for university and other stakeholders on the Center's economic and community engagement work; generating new ideas and directions for the Center's future research and engagement; and identifying topics and target areas to further the Center's work and its capacity to contribute to the university's goal of becoming a leading global university and economically engaged exemplar. The stakeholder committee will be comprised of the Executive Vice President and Provost or his/her designee, who will serve as the Administrator of the Center; the university Chief Financial Officer; the Academic Deans of collaborating colleges; Directors of collaborating centers and institutes; Heads of Schools Departments and other faculty who collaborate closely with the Center's work. The Center will invite distinguished and promising Virginia Tech faculty as well as external scholars and practitioners to become affiliated with the Center.

**Anticipated Resource Needs:**

OED is currently supported by a combination of base university funding, sponsored projects, and returned overhead. The average annual budget over the last five years was \$1 million. This will provide adequate support to initially launch the CECE's planned activities. As part of the transition to a Center, there is an eventual need for additional base funding to support some regional partnership activities, including some that are currently grant-funded.

**Forecast of External Funding:**

External support for university economic and community engagement is often counter-cyclical. For example, at the height of the 2007-2009 recession the OED generated close more than \$10 million in external grant funding to combat the downturn that impacted the university and the state. During the current expansion we have been supported by growth-oriented agencies and industry partners for example supporting proof of concept funds and faculty research projects with expanding industries. We anticipate this pattern will be sustainable through the next economic cycle.

**Anticipated Distribution of Funds to University Partners:**

The Center will continue OED's track record of securing funding to support the activities of VT faculty collaborators. Recent examples include OED coordinated investment by MITRE with faculty working on autonomy, cyber, and space receiving up to \$1 million, and the OED led federal funding of \$500,000 supporting projects supporting faculty entrepreneurs in computer science, medical devices, and energy systems.

**Statement of Executive Director's Qualifications:**

John Provo is the director of Virginia Tech's Office of Economic Development and will direct CECE. Provo provides leadership in the design and implementation of applied research and technical assistance projects that link university and community resources to address the economic development needs of the Commonwealth. He builds program partnerships and secures funding as a major point of contact between the office, academic departments within the University, federal, state, and local governments, as well as other public and private sector leaders.

Provo received his Ph.D. from the School of Urban Studies and Planning at Portland State University. He received a master's degree in Urban and Regional Planning from Virginia Commonwealth University in 1999 and a bachelor's degree in government from the College of William and Mary in 1989. While in Richmond, he worked for Virginia's Secretary of Commerce and Trade on implementation of revisions to the state's workforce development system. He presents regularly before scholarly and professional associations, serving as President-elect of the University Economic Development Associations and maintaining active affiliations with the Association of Public and Land Grant Universities, the State Science and Technology Association and Virginia Economic Developers Association.

## **Attachment 1: Initial Objectives and Anticipated Metrics**

### **Objectives for 2021-23**

- Launch CECE
- Launch RVI-VT and the RVI BIG IDEAS Summit
- Extend VT involvement in GO Virginia around the state
- Publish the Vibrant Virginia e-book, building an on-line platform for discussion and thought leadership on urban-rural connections
- Secure and deliver a consistent flow of research projects into that center that shape our understanding of critical topics across talent, innovation, and place
- Build sustained partnerships with companies, communities, and agencies that deliver on discovery, learning, and engagement opportunities for the university

### **Evaluation Metrics for 2021-23**

- Faculty engagement with the center
- External engagement with the center
- Gross revenues for the center
- New funders to the center
- Economic Engagement opportunities delivered by the center (number and scale) in research, learning, and engagement, for other university partners, impact of those activities in external partners
- National activities promoting awareness of Virginia, Virginia Tech and the center in the context of economic engagement