

COMMISSION ON OUTREACH AND INTERNATIONAL AFFAIRS

Minutes

December 10, 2020; 3:30-4:30 p.m.

Via Zoom

Attendance: Nick Copeland, John Galbraith, Guru Ghosh, Ralph Hall, Don Hempson, Ed Jones, Katrina Kirby, Rich Mathieson (guest), Penny Muelenaer, Nicole Nunoo, Robert Oliver, John Provo (guest), Peter Schmitthener, Susan Short, Latanya Walker, Robert Weiss,

Absent: Tara Brent, Holly Carroll, Juan Luis Nicolau Gonzalbez, Ashley Johnson, Lee Learman, Morgan Paulette, Cassidy Rist, Xiaowei Wu

1. **Welcome:** Nick Copeland welcomed the group. Attendees signed into the chat and visual attendance was taken.
2. **Agenda Approval:** Nick made the call for a motion to approve the agenda; a motion was made; was seconded; all were in favor, there was no opposition and the agenda was approved.
3. **Announcement of Approval of Minutes, November 19, 2020:** The November 19, 2020 minutes, were sent out electronically by vote and forwarded to University Council for approval and posting. Approved minutes can be found: <http://www.governance.vt.edu/>.
4. **Proposal-University Center for Economic and Community Engagement (second reading):** The resolution for second reading and voting was presented with minor verbiage change (**see attached**) in order to create a University Center for Economic and Community Engagement. Discussion about the minor wording change occurred; voting for those attending was conducted; and electronic voting for those not attending will be conducted. Voting results will be compiled after the meeting.
5. **Chairman's Report:** Nick presented a summary on the University Council meeting for December 7, 2020 which included old business of resolutions to the faculty handbook for Promotion and Tenure guidelines and revision of Chapter 5; new business included resolutions to establish scholarly articles on Open Access Policy; to approve new degree in Bachelor of Science in Education in Elementary Education and New Major, Elementary Education; resolution to approve new degree, Bachelor of Arts in Education in Secondary Education, and New Majors: English Language Arts Education, and History and Social Sciences Education, and New Degree, Bachelor of Science in Education in Secondary Education with New Majors: Mathematics Education, Career and Technical Education – Agricultural Education, and Career and Technical. Previous minutes for University Council can be found at: <https://governance.vt.edu/meeting-materials.php>.
6. **Reports:**
 - Virginia Cooperative Extension (VCE):** Ed Jones discussed the 4-H logo history and the protection of the logo as well as the winter conference in early February when President Sands and President Abdullah from Virginia State University to be panelists for the conference.
 - University Committee on International Affairs (UCIA) November 23, 2020 Meeting:** Latanya Walker indicated that UCIA did not meet last time. Previous minutes for all UCIA meetings that have been approved thus far are available at the following link on-line: <https://www.outreach.vt.edu/VP/CommissionsAndCommittees/ucia/uciaminutes.html>.
 - Global Alumni Engagement Committee Update:** Latanya indicated that the sub-committee included Latanya Walker, Don Hempson and Nicole Sanderlin discussed best practices to get a substantial program going and what can be done for all areas of the university.

Engagement Leadership Council, December 3, 2020: Susan Short reported on the Engagement Leadership Council (ELC) meeting of December 3, 2020. Participants met the new Youth Protection Specialist, Tim Miles, and learned more about the university's Minors Policy revisions. He is working with university leaders to develop a registration system for program leaders and volunteers, designing mandatory training, and coordinating the implementation of a new system to conduct background checks.

In addition, ELC participants heard presentations by faculty in VT Engage's Faculty Fellows Program—Natalie Cook (Public Health—Vet School) and Craig Arthur (University Libraries).

The next meeting of the Engagement Leadership Council is scheduled for Thursday, March 4, 2021 beginning at 2 p.m. Previous meeting minutes can be found at: <https://www.outreach.vt.edu/about/commissions-committees/elc/elcminutes.html>.

7. Call for Announcements and Commission Board Member Comments:

Guru Ghosh invited Susan to speak about Governor Northam and Secretary Ring, Secretary of Agriculture and Forestry and their visit to the Catawba Sustainability Center. The visit included the announcement of the AFID grant to support agriculture and forestry initiatives. The Catawba Sustainability Center has hosted many research projects in partnership with Cooperative Extension and Roanoke.

Robert Weiss asked where COIA will fall when some of the commissions under university governance will be moved under senates. Guru indicated that he hasn't yet received any specifics at this time.

Ralph Hall announced the first stone was placed for the new library complex for Mzuzu University in Malawi, Africa after four (4) years of work. Please see: <https://ralphphall.com/2020/11/23/construction-begins/>. Discussion included donation of books, and Ralph indicated yes, but there is currently an abundance of books, with the challenge of getting them to the university without major shipping costs.

The question was asked about collaborations in Ghana; the response that there were faculty-led summer programs.

Nick indicated that the next meeting will take place on February 18, 2021; and the votes will be tabulated and the resolution presented to University Council. The meeting adjourned at 4:25 p.m.

Respectfully submitted,

Kimberly Rhodes, Recording Secretary

TENTATIVE MEETING DATES FOR 2020-2021-(All meetings will be from **3:30-4:30 p.m.** via Zoom until further notice)

- **NO JANUARY MEETING**
- February 18, 2021
- March 18, 2021
- April 15, 2021
- May 6, 2021

Commission on Outreach and International Affairs (COIA)
Resolution to Recommend Authorization of the Establishment of a
Center for Economic and Community Engagement (CECE)
Resolution COIA 2020-2021A

Approved by COIA:	December 16, 2020
Faculty Senate waive right to comment:	December 15, 2020
Staff Senate Review:	
Graduate Student Assembly Review:	
Student Government Association Review:	
First Reading by University Council:	February 1, 2021
Approved by University Council:	
Approved by the President:	
Effective Date	upon approval

WHEREAS, the Commission on Outreach and International Affairs (COIA) exists to study, formulate, and recommend to University Council policies and procedures concerning the engagement of the university in service, outreach, and international affairs; and

WHEREAS, the Office of Economic Development has submitted a proposal to form a university-level Center for Economic and Community Engagement (CECE) reporting to the Office of the Vice President of Outreach and International Affairs; and

WHEREAS, the aforementioned Center will support Virginia Tech's global land-grant mission by serving as a recognized champion and exemplar for economic and community engagement, applied economic and policy research, community problem-solving, and development-related thought leadership by managing projects that draw on Virginia Tech's knowledge and applying it to advance economic, social, health, and environmental conditions in the Commonwealth of Virginia, and the well-being and shared prosperity of all of its citizens; and

WHEREAS, the goals of the Center will include identifying and promoting high-priority themes and issues that will establish and leverage the university's expertise and excellence in economic and community engagement; leading the development of innovative approaches to address economic, community and industry challenges, and opportunities; and diversifying funding sources with the goal of growing the Center's impact on the commonwealth and its program and project portfolio; and

WHEREAS, the establishment of a Center for Economic and Community Engagement will increase its visibility and create a stronger campus presence and clearer identity for external clients, partners, and stakeholders;

NOW, THEREFORE, BE IT RESOLVED, that COIA recommends authorization of the establishment of a university-level Center for Economic and Community Engagement.

CHARTER

November 2020

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 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 collaboration, **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 global land-grant mission helping to create, retain, and enhance the quality of economic opportunities around the commonwealth.

Background:

Under its current name established in 2004, the Office of Economic Development 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 economic development activities. OED has received multiple projects funded by the U.S. Economic Development Administration 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 include the Appalachian Regional Commission, the Ford Foundation, General Dynamics, the Kauffman Foundation, MITRE, the U.S. Department of Labor, the U.S. Small Business Administration, Virginia Economic Development Partnership, and Volvo Trucks.

Vision:

The Center 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 improve 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:

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 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.

Thought Leadership

- Provide leadership for 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 and CECE'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 colleges and institutes.

As part of a public land-grant 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 U.S. Economic Development Administration, the Kauffmann Foundation, the Association for Public and Land-grant Universities, and the University Economic Development Association. The Center is best characterized as a “Think and Do Tank” which performs both analytical work and helps to implement recommendations. A sampling of the Center’s current projects and programs are included in the following narrative.

Economic and Community Development Program

OED’s 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 U.S. Economic Development Administration funded **Virginia Regional Competitiveness**, a multi-institution Economic Development Administration University Centers program. The project strengthens regional economic ecosystems and develops innovation infrastructure and support systems by enhancing connection and diversification through commercialization, talent development, and entrepreneurial support activities.
- **Growth and Opportunity (GO) Virginia Region 2**. Regional Economic Growth and Diversification. OED 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 for the council and for organizations and localities across the New River, Roanoke, and Lynchburg areas. To date more than \$1 million in Virginia Tech-led projects have been funded through this program.
- **The Rural Virginia Initiative**. OED led this multi-university partnership, chaired by President Sands, to build more efficient and effective engagement by higher education across rural Virginia. Products include a state-mandated policy study, an ongoing inventory of university programs in rural Virginia, a series of partner working groups on key topics, and plans for a statewide engagement conference.
- The U.S. Economic Development Administration funded Regional Innovation Strategies program, **Catalyst**. OED oversees the collaborative project in conjunction with the Institute for Creativity, Arts, and Technology, Apex

Center for Entrepreneurs; and the Office of the Vice President for Research and Innovation. 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 issues critical to overlapping economic, social, and environmental challenges in society. 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 expansion area for the university.
- **Entrepreneur Ecosystem Assessment and Development.** The Kauffman Foundation funded OED and partners from School of Public and international Affairs, Urban Affairs and Planning, 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 development. Building on a framework for metrics developed by Kauffman, this work included a partnership with stakeholders in Roanoke and Blacksburg to pilot a regional system of metrics and benchmarking. The work has resulted in scholarly products and an on-going relationship with the Kauffmann Foundation.
- **POWER and Rapid Response.** OED helped secure nearly \$4 million in U. S. 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.
- **Unmanned systems.** OED has played a key role in developing Virginia's place in this emerging sector, alongside partners like the Institute for Critical Technologies and Applied Sciences, Mid-Atlantic Aviation Partnership, and Department of Aerospace and Ocean Engineering. OED collaborated on a report to the commonwealth that led to a \$2 million start-up package from

the state to operate Mid-Atlantic Aviation Partnership's Federal Aviation Administration test site. Since that time, OED has helped this partnership identify its ongoing economic impacts. The Office of Economic Development has also partnered with university and industry leaders on the launch of a new chapter for the leading global trade group in this sector which highlights Virginia Tech's role for international audiences. OED recently completed a national study of economic and social impacts of drone delivery. Wing, a Google spinout company, made history when it launched the first U.S. commercial drone delivery service in Virginia. OED is currently working with Virginia Tech Aerospace and Ocean Engineering faculty on a National Science Foundation project focused on the impact of drone technology in critical infrastructure inspection across the United States.

- **Community development and economic planning.** OED has also helped localities across Virginia with strategic planning and analysis, identifying opportunities and challenges for achieving prosperity. This work ranges widely and includes: the reuse of a historic depot in Rural Retreat; the creation of outdoor recreation programs across southwest Virginia; developing opportunities for information technology jobs in the New River Valley; sustaining agricultural in southern Virginia; and understanding the economic impact of drug courts across the state.

Regional Partnership Program

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

- Driving university economic engagement in Hampton Roads. Collaborating with the Virginia Tech Foundation on university and community engagement to support the launch of the new Tech Center Research Park and securing \$3 million in federal grant funding to support 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.

- Building 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. Working with the Virginia Economic Development Partnership, OED coordinated a response to research needs identified by MITRE resulting in more than 35 faculty taking part in up to \$1 million in company-sponsored research. OED also helped connect Mack Trucks to faculty and students who assisted with the design of a truck that will be produced at a Roanoke County factory.
- 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. OED 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. Examples include Urban Alliance, a high school internships program that advances university priorities including 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 admissions, many of these 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. OED led efforts to collaborate with Hampton University, Howard University and North Carolina A & T to support their applications for I-Corps sites.

Virginia Tech Partners:

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

- 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 for National Security and Technology
- Institute for Critical Technology and Applied Science
- Institute for Creativity, Arts, and Technology

Additional key university affiliated partners will include Virginia Cooperative Extension, the Virginia Tech Foundation, and the Virginia Tech Corporate Research Center. OED already serves as the home for an imbedded statewide extension specialist and in partnership with the Virginia Tech Newport news Center a position located in the Tech Center Research Park.

Governance:

CECE will be a university-level center housed in Outreach and International Affairs reporting to the Associate Vice President for Engagement. 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 or his/her designee; the Academic Deans of collaborating colleges or their designees; Directors of collaborating centers and institutes; Heads of Departments and 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. An external stakeholder committee will also be constructed drawing on collaborating agencies and organizations like the US Economic Development Administration, Virginia Economic Development Partnership, Virginia Department of Housing and Community Development, Virginia Economic Development Administration, as well as individual practitioners and community leaders who collaborate work closely with the Center.

Anticipated Resource Needs:

OED is supported by a combination of base university funding, sponsored projects, and returned overhead. The average annual budget over the past five years was \$1 million. This will provide adequate support to initially launch the CECE's planned activities.

Forecast of External Funding:

External support for university economic and community engagement is often counter-cyclical. For example, during the 2008-2010 recession, OED generated more than \$20 million in external grant funding for projects in western Virginia to combat the downturn that impacted the university and the state. During the expansion that followed, OED received funding from agencies and industry partners to support proof of concept and faculty research projects involving expanding industries, as well as community partners looking to find their paths to prosperity. In the current recession, OED is supported by both state and federal agencies looking to address the needs of communities across Virginia. The Center anticipates this pattern will be sustainable for some time to come.

Anticipated Distribution of Funds to University Partners:

Over the last decade, OED has provided more than \$8 million in direct project funding for university partners. In the last five years, the office has provided more than \$600,000 in direct support for graduate and undergraduate students. Additional funds are generated annually for economic engagement by others. Recent examples include OED-coordinated investment by MITRE of \$500,000 for faculty working on autonomy, cyber, and space, and the OED-led federal funding of \$500,000 in support of faculty entrepreneurs in computer science, medical devices, and energy systems. The center will continue OED's track record of securing funding to support the activities of Virginia Tech faculty collaborators and to support economic engagement across the university.

Statement of Executive Director's Qualifications:

John Provo will direct the CECE. He currently provides leadership for the university in the design and implementation of its economic engagement mission. A "pracademic," he has more than 20 years of experience in higher education and government. He builds relationships between businesses, communities, and the university and leads a team that delivers applied research projects that create economic and opportunities.

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 Association and maintains active affiliations with the Association of Public and Land Grant Universities Council on Economic and Community Engagement, the State Science and Technology Association, and Virginia Economic Developers Association. Since 2005, Provo has taught a graduate studio course in economic development in the School of Public and International Affairs.