



Center for Economic and  
Community Engagement  
400 Stanger St., Suite 109  
Blacksburg, VA 24061

**Joint Meeting:  
Virginia Tech Center for Economic and Community Engagement (CECE) Advisory Board,  
and Virginia Tech Council on Vibrant Virginia**

Inn at Virginia Tech, 901 Prices Fork Rd, Blacksburg, VA 24061

Cascade Room

*(Remote connection information available on request)*

May 23, 2022, 1:00-4:00 PM

**1:00 Welcome and Introductions**

- Guru Ghosh, Vice President Outreach & International Affairs

**1:30 Director's Report and Board Actions**

- John Provo, Director, CECE
- Board minutes for approval: [12.13.2021-CECE Advisory Board Meeting-Minutes.pdf \(vt.edu\)](https://www.vt.edu/cece/minutes/12.13.2021-CECE%20Advisory%20Board%20Meeting-Minutes.pdf)

**2:00 ACE Cluster Coalition, US EDA Proposal**

- John Provo (facilitator)
- Andy Alden, Program Leader, Demonstration and Deployment Research, Division of Freight, Transit, and Heavy Vehicle Safety, Virginia Tech Transportation Institute
- Jon Greene, Associate Director for Strategic Development, Institute for Critical Technologies and Applied Sciences, Virginia Tech
- Brett Malone, Chief Executive Officer, Virginia Tech Corporate Research Center
- Steven McKnight, Vice President for Strategic Alliances, Virginia Tech
- Pamela VandeVord, Associate Dean for Research and Innovation, College of Engineering, Virginia Tech

**2:30 Vibrant Virginia**

- Impact Fund Projects Update, John Provo and Julia Kell, Communications Specialist, CECE
- "Vibrant Virginia: Engaging the Commonwealth to Expand Economic Vitality," Maggie Cowell, Associate Professor Urban Affairs and Planning, Virginia Tech, Sarah Lyon-Hill, Associate Director for Research Development, CECE
- Vibrant Virginia 3.0 Proposal, Scott Tate Associate Director, CECE and Tracy Krauchen, Director of Foundation Relations, Link + License + Launch, Virginia Tech

**3:00 A Commonwealth of Contradictions: a discussion about government, media, and community voice**

- Dwayne Yancey, Executive Editor, Cardinal News

**4:00 Adjournment and reception follows**

CENTER FOR ECONOMIC  
AND COMMUNITY ENGAGEMENT

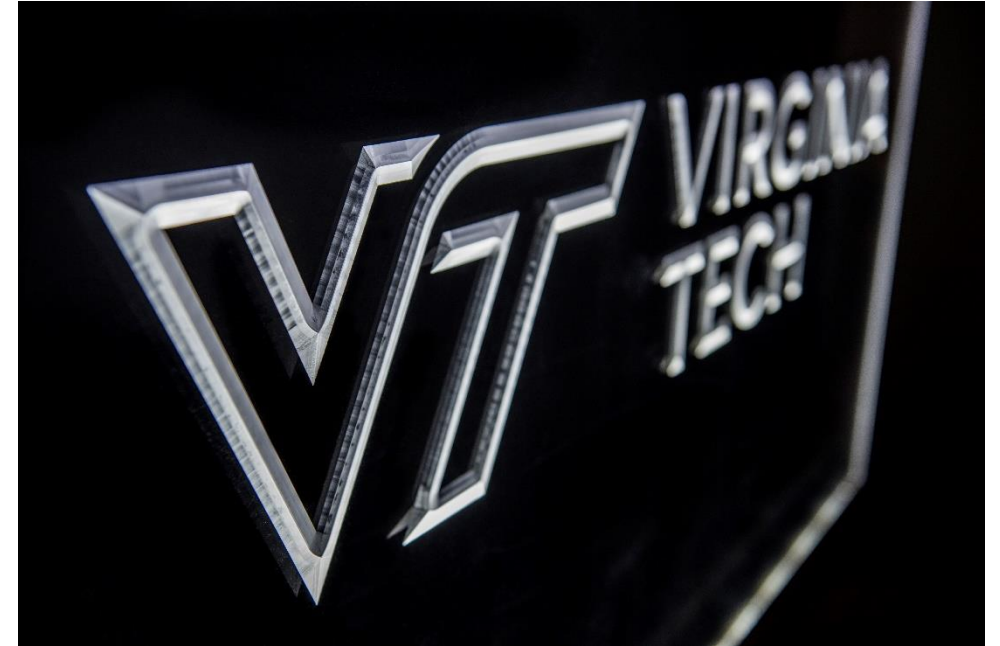
# Director's Report Spring 2022



OUTREACH & INTERNATIONAL AFFAIRS  
CENTER FOR ECONOMIC AND  
COMMUNITY ENGAGEMENT  
VIRGINIA TECH.

## Our Charge

- Increasing the university's impact
- Elevating the *Ut Prosim* difference
- Maintaining a transdisciplinary focus
- Addressing the urban-rural divide



# Mission

We advance economic and community prosperity through delivery of applied research, engaged partnerships, and targeted university expertise.

## We value:

- Connecting communities
- Collaboration and teamwork
- Continuous learning
- Community-tailored research
- Promoting equitable development





# PORTFOLIO UPDATES

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OUTREACH & INTERNATIONAL AFFAIRS  
CENTER FOR ECONOMIC AND  
COMMUNITY ENGAGEMENT  
VIRGINIA TECH.

# Current Highlights

## National

- American Resilience and Equity Networks Initiative (US Economic Development Administration) with University Economic Development Association
- Economic Impact of VR in Unmanned Systems (National Science Foundation) with Virginia Tech Aerospace and Ocean Engineering
- Market analysis for steam treatment of export logs (US Department of Agriculture) with Virginia Tech Sustainable Biomaterials

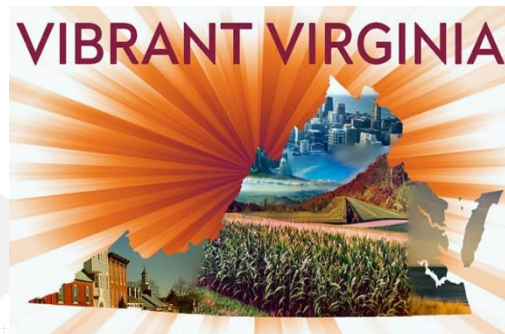
## Multi-regional

- ACE Cluster Coalition Planning Grant (US Economic Development Administration)
- GO Virginia Region 2, Support Organization (VA Department of Housing and Community Development) <https://cece.vt.edu/GOVAR2.html>
- Regional Internship Collaborative (State Council of Higher Education for Virginia) <https://cece.vt.edu/R2InternCollab.html>
- Supporting Economic Recovery in VA (US Economic Development Administration) <https://cece.vt.edu/EconomicRecovery.html>
- University Center Program (US Economic Development Administration) with Virginia State University



VIRGINIA INITIATIVE FOR  
**GROWTH &  
OPPORTUNITY**  
IN EACH REGION

COLLABORATION  
INSPIRATION  
SUCCESS



# Current Highlights

## Greater Washington

- Ability One Impact Assessment (Melwood) with Virginia Tech Institute for Policy and Governance
- Major design experience program (Virginia Tech Electrical and Computer Engineering)
- Industry collaboration initiatives (Space@VT)
- Business Ambassador (Arlington Economic Development)
- STEM internships development (Urban Alliance)



## Hampton Roads

- 150 Year Plan Data Dashboard (Black BRAND) Computational Modeling and Data Analytics Capstone
- Hampton Roads Robotics Innovation Hub (GO Virginia Region 5)
- Economic Impact Analysis (VA Seafood Agricultural Research and Extension Center)
- Marshall Ridley Seafood Market/Community Kitchen (City of Newport News)
- Promoting Careers in Aquaculture (GO Virginia Region 6) with Rappahannock Community College and VASAREC

# Current Highlights

## New River and Roanoke Valleys

- Alleghany Lodging and Market Study (Alleghany Community Foundation)
- Best Places to Work Survey (Montgomery Chamber of Commerce)
- New River Valley Data Analysis (Onward NRV)
- Quarterly Workforce Trends Report (New River Mountain-Mt Rogers Workforce Investment Board)
- Retail Market Analysis (Blacksburg Partnership) UAP Economic Development Studio
- Roanoke County Strategic Plan <https://www.yesroanoke.com/468/Strategic-Plan>



## Southwest Virginia and Southside

- Controlled Environment Agriculture Planning (GO Virginia Region 3) with IALR and Virginia Tech School of Plant and Environmental Sciences
- Lost Province Cultural Center Feasibility Study (LPCA Foundation)
- Mt. Rogers Outdoors Recreation and Tourism Plan (Friend of Southwest VA) with Hill Studios
- Data Analysis Services (People Inc.)
- Quarterly Workforce Trends Report (Southwest Virginia Workforce Investment Board)
- Target Industry Analysis (Virginia Coalfield Economic Development Authority)

# Pipeline – Under Review

- ACE Transportation Cluster Coalition – Phase 2 Proposal, US EDA American Rescue Act Regional Challenge Grant
- Career Lattices and Sector Partnerships, US EDA Good Jobs Challenge with New River-Mt. Rogers WIB
- Economic Impact of Drone Inspection of Infrastructure, Skydio Drones
- Epistemic Integration, Virginia Tech Center for Refugee, Migrant, and Displacement Studies
- Information Technology Consortium, US EDA Good Jobs Challenge, with Rappahannock Community College
- New River Valley Manufacturing and IT Surveys, Onward NRV
- Opportunity Appalachia Program (Town of Pocahontas VA) with Virginia Tech Community Design Assistance Center
- Star Theatre Feasibility Study, Town of Stuart, VA
- US EDA American Rescue Act Program Evaluation, with George Mason University





# ADMINISTRATIVE AND PERSONNEL UPDATES

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OUTREACH & INTERNATIONAL AFFAIRS  
CENTER FOR ECONOMIC AND  
COMMUNITY ENGAGEMENT  
VIRGINIA TECH.

# Our New Home, Spring 2023



1900 Kraft Drive, Blacksburg  
Virginia Tech Corporate Research Center

## Personnel Updates



**Sarah Lyon-Hill**  
Associate Director  
for Research  
Development



**Anna Nagorniuk**  
Economic  
Development  
Specialist



**Holly Carroll**  
Business Manager



**Doris Waddell**  
Administrative  
Assistant



# Center Fellows Program



- The Center charter indicates that we will "...invite distinguished and promising Virginia Tech faculty as well as external scholars and practitioners to become affiliated with the Center."
- Inaugural designee, Margaret Cowell, Associate Professor of Urban Affairs and Planning, Virginia Tech
  - Longstanding center collaborator
  - Distinguished record of scholarship and engagement
  - Will help design a sustainable Center Fellows Program



## OTHER BUSINESS

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OUTREACH & INTERNATIONAL AFFAIRS  
CENTER FOR ECONOMIC AND  
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VIRGINIA TECH.

## Look ahead

- ❑ Fall board meeting
- ❑ Annual report
- ❑ Vibrant Virginia community conversations





# CENTER FOR ECONOMIC AND COMMUNITY ENGAGEMENT

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**JOHN PROVO**

*[jprovo@vt.edu](mailto:jprovo@vt.edu)*  
*[cece.vt.edu](http://cece.vt.edu)*



OUTREACH & INTERNATIONAL AFFAIRS  
**CENTER FOR ECONOMIC AND  
COMMUNITY ENGAGEMENT**  
VIRGINIA TECH.

**Margaret M. Cowell, PhD.**  
**Curriculum Vitae**

**CONTACT**

Virginia Tech  
Urban Affairs and Planning  
VT Research Center, 6-018  
900 N Glebe Rd  
Arlington, VA 22203  
c: 716.4001946  
o: 571-858-3118  
[mmcowell@vt.edu](mailto:mmcowell@vt.edu)

**EDUCATION**

- 2006 - 2010**      **Cornell University, Ithaca, NY**  
PhD in City and Regional Planning  
Dissertation: *Understanding Resilience Through Regional Responses to Economic Restructuring*  
Committee members: Rolf Pendall (Chair), Susan Christopherson, Kieran Donaghy
- 2002 – 2004**      **SUNY at Buffalo, Buffalo, NY**  
Master in Urban Planning  
Thesis: *Modifications on a Theory of Separation: Lessons from the Peacelines of Belfast, Northern Ireland* (Winner, Ibrahim Jammal Prize)  
Specialization in Urban Design
- 1998 – 2002**      **Brown University, Providence, RI**  
Bachelor of Arts in Urban Studies
- 2000**              **University College Cork, Cork, Ireland, 2000**

**TEACHING EXPERIENCE**

- 2017 to present**      **Associate Professor**  
**Virginia Tech**  
Urban Affairs and Planning Program  
Coordinator – Economic Development Certificate
- 2010 to 2016**      **Assistant Professor**  
**Virginia Tech**  
Urban Affairs and Planning Program

<b>2009</b>	<b>Instructor</b> <b>Cornell University</b> Department of City and Regional Planning, Freshman Writing Seminar
<b>2006</b>	<b>Adjunct Professor</b> <b>SUNY at Buffalo,</b> Lecturer in Department of Urban and Regional Planning
<b>2002 to 2004</b>	<b>Teaching Assistant</b> <b>SUNY at Buffalo</b> Teaching Assistant

## FUNDED RESEARCH

<b>2017 – 2022</b>	NRT: Disaster Resilience and Risk Management (DRRM) - Creating quantitative decision making frameworks for multi-dimensional and multi-scale analysis of hazard impact PI: Robert Weiss Co-PIs: <b>Margaret Cowell</b> , Jennifer Irish, Marie Paretti, Yang Zhang, Christopher Zobel Sponsor: National Science Foundation Amount: \$3M
<b>2019 – 2022</b>	VT Collaboratory in the National Capital Region ('Collaboratory') – A Social Science and Design Research and Engagement Agenda for HQ2 and VT's Innovation Campus PI: <b>Margaret Cowell</b> and Elizabeth Morton Sponsor: Institute for Society, Culture, and Environment Amount: \$100,000 over three years
<b>2019</b>	Policy+ Fellowship - Vibrant Virginia: Advancing Community and Economic Development across Urban and Rural Virginia Sponsor: Policy Strategic Growth Area PI: <b>Margaret Cowell</b> Co-PIs: John Provo, Scott Tate, Albert Alwang, Conaway Haskins Sponsor: Policy Strategic Growth Area, Virginia Tech Amount: \$11,000
<b>2018</b>	Cities 'After Decline': Urban Revival in the USA and Russia PI: Nadir Kinossian, Leibniz-Institut für Länderkunde (IfL) Co-PIs: Jim Bohland, Thomas Skuzinski, <b>Margaret Cowell</b> , Leonid Liminov Sponsor: German Research Fund Amount: ~\$20,000 USD

<b>2017</b>	<p>Virginia Business Climate: A proposal for the development of policy recommendations related to infrastructure, innovation, higher education, and economic growth, to improve Virginia's status in future state rankings.</p> <p>PI: Robert Sumichrast Co-PIs: John Provo, Kevin Carlson, Sarah Lyon-Hill, Scott Tate, <b>Margaret Cowell</b></p> <p>Sponsor: Virginia Chamber of Commerce</p> <p>Amount: \$36,000</p>
<b>2016</b>	<p>Smart, Sustainable, Small Cities (a partnership between Virginia Tech and Hollins University)</p> <p>PI: <b>Margaret Cowell</b>, Co-PI: Jon Bohland (Hollins University)</p> <p>Sponsor: Global Forum for Urban and Regional Resilience</p> <p>Amount: \$20,000</p>
<b>2015 to 2016</b>	<p>Same Ecosystem, Different Entrepreneurs: A proposal to create and pilot an entrepreneurial ecosystem assessment</p> <p>PI: Sarah Lyon-Hill, Co-PIs: <b>Margaret Cowell</b>, John Provo, Scott Tate, Afroze Mohammed</p> <p>Sponsor: Kauffman Foundation</p> <p>Amount: \$45,000</p>
<b>2014 to present</b>	<p>Interdisciplinary Graduate Education Program (IGEP) in Disaster Resilience and Risk Management</p> <p>Co-PIs: <b>Margaret Cowell</b>, Yang Zhang, Robert Weiss, Christopher Zobel, Guney Olgun</p> <p>Sponsor: Virginia Tech, Graduate School</p> <p>Amount: \$20,000</p>
<b>2013 – 2016</b>	<p>D.C. Initiative</p> <p>PI: Derek Hyra, Acting Chair: <b>Margaret Cowell</b></p> <p>Sponsor: Institute for Society, Culture, and Environment</p> <p>Amount: \$100,000 over four years</p>
<b>2014 – 2015</b>	<p>Fostering Community Resilience through Adaptive Learning in a Social Media Age</p> <p>PI: Yang Zhang, Co-PIs: <b>Margaret Cowell</b>, William Drake, Christopher Zobel, Yuhong Li</p> <p>Sponsor: Ridenour Faculty Forum, Institute for Society, Culture, and Environment</p> <p>Amount: \$20,000</p>
<b>2013 – 2014</b>	<p>Building a Common Language Around the Dynamic Resilience of Coastal Communities</p> <p>PI: Chris Zobel, Co-PIs: <b>Margaret Cowell</b>, Guney Olgun, Yang Zhang, Robert Weiss</p>

Sponsor: Institute for Society, Culture, and Environment  
Amount: \$20,000

**2012** Integrating Planning for Sustainable Economic Development and Transport: Lessons from Cities in Transition in Western Europe and the United States  
Co-PIs: Ralph Buehler, **Margaret Cowell**  
Sponsor: Institute for Society Culture and Environment  
Amount: \$18,000

**2010 to 2012** DC Innovation Strategy for St Elizabeths: District Planning and Implementation  
PI: **Margaret Cowell** with Heike Mayer, John Provo  
Sponsor: DC Office of Planning/ US Economic Development Administration  
Amount: \$186,920

**2012** Resilience of citizen engagement to local disasters.  
Co-PIs: **Margaret Cowell**, Kevin Desouza  
Sponsor: Institute for Society, Culture & Environment  
Amount: \$20,000

**2012** Building Resilient Regions sub-award  
PI: **Margaret Cowell**  
Sponsor: UC Berkeley, MacArthur Foundation  
Amount: \$10,000

## RESEARCH

**2021 to present** **Inclusive Economic Recovery in the era of COVID-19**  
Applied research collaboration investigating how localities, states, and nations are deploying economic recovery funds to foster equitable economic and community development. In partnership with Korea University.

**2019 to present** **The Virginia Tech Collaboratory**  
A research and teaching collaboration that investigates the development process and economic and social impacts of Amazon's HQ2 and Virginia Tech's Innovation Campus in Arlington, VA.

**2017 to present** **Vibrant Virginia: Advancing Community and Economic Development Across Urban and Rural Virginia**

Coordinated applied research, technical, and policy assistance projects, opportunities for experiential learning and engaged scholarship, and high-profile regional engagement activities.

- 2015 to 2019**      **Smart, Sustainable, Small Cities** (a partnership between Virginia Tech and Hollins University)  
The collaboration leverages the expertise of partners at Virginia Tech and Hollins University who are engaging in scholarship, outreach, and teaching focused on how small cities become more resilient and sustainable over the next two decades  
PI: Margaret Cowell, Co-PI: Jon Bohland
- 2013 to present**      **Disaster Resilience and Risk Management**  
Collaborative interdisciplinary effort to produce a well-rounded understanding of the full complexity of disaster risk, resilience, and mitigation.  
PI: Robert Weiss; Co-PIs: Margaret Cowell, Jen Irish, Guney Olgun, Marie Peretti, Yang Zhang, Chris Zobel.
- 2013 to 2017**      **Vacant Properties Research Network**  
Board member  
Scholar and practitioner network on the regeneration of legacy cities.  
Funded by Ford Foundation  
PI: Joseph Schilling, Urban Institute
- 2005 to 2014**      **Building Resilient Regions**  
Research Network Member  
MacArthur Foundation Research Network  
PI: Margaret Weir, UC Berkeley
- 2010 to 2012**      **St. Elizabeths Innovation Project**  
In cooperation with District of Columbia Office of Planning and Carnegie Mellon University  
Funded by US Economic Development Administration  
PI: Margaret Cowell, Virginia Tech; Co-PIs: John Provo, VT, and Heike Mayer, University of Bern
- 2005 to 2010**      **Sprawl and Residential Preferences: Investigating and Building Educational Strategies on New Understandings of Sprawl and Land Use**  
Research Assistant  
U.S. Department of Agriculture. Hatch and Smith-Lever funds.  
PI: Joseph LaQuattra, Jr., Cornell University.
- 2002 to 2004**      **Queen City Hub: A Regional Action Plan for Downtown Buffalo**

Research Assistant  
Urban Design Project, SUNY at Buffalo

## PROFESSIONAL EXPERIENCE

- 2004 to 2006**      **Federal Reserve Bank of New York, Buffalo Branch**  
**Assistant Regional Economist**  
Designed and conducted research pertaining to upstate New York's economy  
Produced quarterly newsletter and other publications  
Conducted outreach to be presented to Federal Reserve's Board of Governors
- 2002 to 2004**      **Urban Design Project (SUNY at Buffalo)**  
**Graduate Assistant**  
Assisted in the written and visual preparation of report information for local projects  
Conducted interviews with local and national planning leaders as part of precedence research
- 2003**              **Empire State Development Corporation**  
**Project Assistant**  
Assisted in the development and maintenance of the Erie Canal Harbor Project plans for development  
Facilitated public meetings, focus group meetings, information sessions and design charrettes
- 2001 to 2002**      **The Providence Plan**  
**Project Assistant**  
Project Assistant for the Community Opportunity Zone Information Network (COZIN), an online information network developed for low-income Providence residents

## AWARDS

- 2016 Karen B. Smith Award from the American Planning Association**  
Our 2015 diversity study was recognized (with APA Virginia) for Outstanding Outreach to the Community.
- 2015/2016 National Capital Region Faculty Association Outstanding Faculty Award and Lecture**

**National Association of Counties Dissertation Fellowship (2009-2010)**

**Cornell Graduate School PhD Fellowship (2007- 2010)**

Awarded full tuition and stipend for Doctoral studies at Cornell

**Cornell Graduate School Travel Fellowship (2008)**

Awarded funding to conduct research in Detroit, Michigan as part of dissertation fieldwork

**“Rising Star”, PolicyLink Conference and Travel Fellowship (2008)**

Selected to attend PolicyLink Regional Equity Summit as Rising Star delegation of graduate students

**Graduate Assistantship, SUNY at Buffalo (2002-2004)**

Awarded full tuition and stipend for two years

**Ibrahim and Vivian Jammal Thesis Award (2004)**

Thesis recognition award for outstanding international research, focused on Belfast’s “peaceline” walls

**AmeriCorps Education Award Project (2001 – 2002)**

**PUBLICATIONS**

**Cowell, M.** & Cousins, T. (R&R) “Equity in the era of 100 Resilient Cities: A qualitative comparative analysis of resilience strategies in the US.” *Cities*.

**Cowell, M.**, Haskins, C., & Sayed, S. (R&R) “Understanding Economic Development Organization Efforts to Advance Inclusive Economic Recovery in Virginia.” *Economic Development Quarterly*.

**Cowell, M.** & Lyon-Hill, S. (2022) *Vibrant Virginia: Engaging the Commonwealth to Expand Economic Vitality and Inclusivity*. VT Publishing. ISBN-10 1949373851

**Cowell, M.** (2021). Review of Cities and regions in crisis: The political economy of sub-national economic development, by Martin Jones (2019), Edward Elgar Publishing. *Raumforschung und Raumordnung/ Spatial Research and Planning*. <https://rur.oekom.de/index.php/rur/article/view/126/142>

**Cowell, M.** (2020). Centering Equity in the Smart Cities Project Dialogue (Review of the book *Uneven Innovation: The Work of Smart Cities*, by Jennifer Clark, Columbia University Press). *Metropolitics*, <https://metropolitics.org/Centering-Equity-in-the-Smart-Cities-Project-Dialogue.html>

**Cowell M.** (2020). “Interpreting and Defining Economic Resilience in the Resilient Region.” In Handbook on Regional Economic Resilience. Editors: Bristow G, Healy A.

Edward Elgar.

**Cowell, M.,** Eckerd, A., & Smart, H. (2020). "The Rural Identity and the Encroaching City: Governance, Policy and Development in Northern Virginia's Wine Country." *Growth and Change: A Journal of Urban and Regional Policy*.

Lyon-Hill, S., **Cowell, M.,** Tate, S., & Alwang, A. (2019). "Barriers and Drivers to Accessing and Using Workforce and Technical Assistance Resources for Small and Medium Manufacturers (SMMs) in Non-urban Regions." *Economic Development Quarterly*.

**Cowell, M.,** Lyon-Hill, S. & Tate, S. (2018), "It takes all kinds: understanding diverse entrepreneurial ecosystems", *Journal of Enterprising Communities: People and Places in the Global Economy*, Vol. 12 No. 2, pp. 178-198. <https://doi.org/10.1108/JEC-08-2017-0064>

**Cowell, M.,** DeSouza, K. (2018). "Micro-scale disasters and local resiliency." In James Bohland and Jack Harrald (Eds.), *The Resiliency Challenge: Transforming Theory to Action*. Charles C Thomas Press.

**Cowell, M.** Mayer, H. (2016). "Anchoring a Federal Agency in a Washington, DC Community: The Department of Homeland Security at St. Elizabeths." In Derek Hyra and Sabiyha Prince (Eds.), *Capital Dilemma: Growth and Inequality in Washington, DC*. Routledge.

**Cowell, M.,** Gainsborough, J., & Lowe, K. (2015). "Homogenized diversity: Economic visions in the Great Recession." *Journal of Urban Affairs*. <https://doi.org/10.1111/juaf.12210>

**Cowell M.** (2014). *Dealing with Deindustrialization: Adaptive Resilience in American Midwestern Regions*. Routledge.

**Cowell, M.,** Provo, J. (2014). Reshoring and the 'Manufacturing Moment'. In John Bryson, Jennifer Clark, Vida Vanchan (Ed.), *The Handbook of Manufacturing Industries in the World Economy*. Edward Elgar.

**Cowell, M.,** Mayer, H. (2013). Anchor Institutions and Disenfranchised Communities: Lessons for DHS and St. Elizabeths. In Robert Silverman and Kelly Patterson (Ed.), *Re-Thinking Revitalization in the Inner-City: Schools and Other Institutions in the Community Development Process*. Routledge.

**Cowell, M.** (2013). "Bounce Back or Move On: Regional Resilience and Economic Development Planning." *Cities*. <http://dx.doi.org/10.1016/j.cities.2012.04.001>

**Cowell, M.** Gabriel, C., Khan, S., Mayer, H., & O'Brien, P. (2012). *DC Innovation Strategy for Saint Elizabeths*. Professional report. DC Office of Planning.

Mayer, H. & **Cowell, M.** (2012). Capital Cities as Knowledge Hubs: The Economic Geography of Homeland Security Contracting. In Ben DeRudder (Ed.), *Hub Cities in the Knowledge Economy*. Ashgate.

**Cowell, M.** (2012). In Bruce Goldstein (Ed.), Review of "Collaborative Resilience Moving Through Crisis to Opportunity". Columbus, OH: Journal of Planning Literature.

Pendall, R., Foster, K. & **Cowell, M.** (2010). "Resilience and Regions: Building Understanding of the Metaphor." *Cambridge Journal of Regions, Economy and Society* 3(1): 71 - 84. <https://doi.org/10.1093/cjres/rsp028>

**Cowell, M.** (2010). "Polycentric Regions: Comparing Complementarity and Institutional Governance in the San Francisco Bay Area, the Randstad and Emilia-Romagna." *Urban Studies* 47(5): 945-965.

**Cowell, M.** (2005). "Prison Privatization: Frugal Funding or Investment Scam?" *Progressive Planning*, No. 163: 25-26.

**Cowell, M.** & Deitz, R. (2005). "How New York State's Agriculture Industry Is Staying Competitive" *The Regional Economy of Upstate New York*. Spring.

## CONFERENCE PRESENTATIONS

Urban Affairs Association Annual Conference. "Framing our economic futures: Deliberations on local inclusive economic recovery efforts in Virginia municipalities." Washington, DC. April 2022.

Association of Collegiate Schools of Planning Annual Conference. "Understanding Local and Regional Efforts to Advance Inclusive Economic Recovery." w/ S. Sayed (PhD student) and C. Haskins (PhD student). Virtual, October 2021.

Association of Collegiate Schools of Planning Annual Conference. "Womxn/Non-men/Non-binary Leadership in Economic Development Planning Education and Research." Co-organized and co-hosted w/ J. Ganning. Virtual. July 2021.

The 46th Annual Natural Hazards Research and Applications Workshop. "Not everyone can social distance [Poster]." Bloomfield, Colorado, United States. with Wang, Q., Cousins, T., Lightner, T., and Irish, J. July 2021.

International Science of Team Science (SciTS) Conference. "Megaregional Challenges." Keynote panel. June 2021.

Urban Affairs Association Annual Conference. "From Rust to Green: Community Wealth Building as Industrial Transformation in Two Post-Industrial Cities." April 2020 (Postponed due to COVID-19).

Association of Collegiate Schools of Planning Annual Conference. "Community and Economic Development in the post-COVID 19 era" Track Chairs' Roundtable. Virtual, November 2020.

American Society for Engineering Education Annual Conference. "Assessing Interdisciplinary Competency in the Disaster Resilience and Risk Management Graduate Program using Concept Maps: A Pilot Study." w/ J. Deters (PhD student and presenting author), M. Paretti, C. Zobel. Tampa, FL, June 2019.

Association of Collegiate Schools of Planning Annual Conference. "How Chief Resilience Officers Shape Resilience Strategies in the Era of 100RC." w/ T. Cousins (PhD student). Greenville, SC, October 2019.

Nordic Geographers Meeting. "After the Trains: Brains, Beer, and the 'Rebirth' of a Post-industrial Roanoke." w/ J. Bohland. Trondheim, Norway, June 2019.

Association of Collegiate Schools of Planning Annual Conference. "Roundtable on Climate Change and Resilience." Buffalo, NY, October 2018.

Cities After Decline. Research workshop. "Conceptual Framing: Urban Revival in the USA, Germany, and Russia." w/ T. Skuzinski. Leipzig Institute for Regional Geography. Leipzig, Germany. September 2018.

Urban Affairs Association Annual Conference. "Trains, Brains, and Beer: Post-industrial Change and Inequality in Roanoke, Virginia." Toronto, ON, April 2018.

Global Forum on Urban and Regional Resilience - Research Network on Post-Industrial Resilience Workshop. "Post-Industrial Resilience: Appalachia and the Rust Belt" w/ T. Skuzinski. Virginia Tech Research Center. Arlington, VA. February 2018.

Cities After Decline: Small City Revival in the USA and Russia. "Place Marketing, Creative Class Recruitment, Tourist Development, and Narratives of Regeneration in Roanoke." Roanoke, VA. February 2018.

Association of Collegiate Schools of Planning Annual Conference. "Policy and Governance in the 'Resilient' Region: Lessons from the CEDS." Denver, CO, October 2017.

Manufacturing Growth and Innovation in the United States Summit. "Barriers and Drivers to Accessing and Using Workforce and Technical Assistance Resources for Small and Medium Manufacturers (SMMs) in Non-urban Regions." w/ Tate, S., Lyon-Hill, S., NIST Campus, Gaithersburg, MD. July 2017.

American Planning Association Annual Conference. "Knowing and Nurturing your Entrepreneurial Ecosystem." w/ Tate, S., Lyon-Hill, S., New York, NY, May 2017.

- Small Cities Networking Event. "Introduction to the Small Cities Initiative." w/ Bohland, J. Roanoke, VA, April 2017.
- University Economic Developers Association Annual Summit. "Same Ecosystem, Different Entrepreneurs: Measuring the Vitality of a Diverse Entrepreneurial Ecosystem." Roanoke, VA, October 2016.
- Cities in Transformation: Processes, Problems, and Policies Conference. "Mimicry and Diversification: Redevelopment Strategy in US Cities." University of Cambridge, Cambridge, UK, July 2016.
- Urban Affairs Association Annual Conference. "Diversity and Planning in Virginia A survey of the current context in partnership with APA Virginia's Ethnic and Cultural Diversity Committee." San Diego, CA, March 2016.
- Association of Collegiate Schools of Planning. "Regimes at the Fringe: Commodification in Virginia Wine Country." with Eckerd, A. (Author Only), Smart, H. (Author Only), Houston, TX, October 2015.
- American Planning Association – Virginia Chapter Annual Conference. "Diversity within Virginia's planning profession." Norfolk, VA, July 2015.
- Urban Affairs Association Annual Conference. "Resilience and Mimetic Behavior: Economic Visions in the Great Recession." Miami, FL, April 2015.
- Ridenour Faculty Fellowship Conference. "Research Frontiers of Disaster Resilience: Adaptive Learning and Social Media." Virginia Tech School of Public and International Affairs Arlington, VA. October 2014.
- Urban Affairs Association Annual Conference. "The Art of Adaptive Resilience." San Antonio, TX, April 2014.
- Virginia Tech Research Symposium 2014, "Economic Restructuring and the Art of Adaptive Resilience." College of Architecture and Urban Studies, Blacksburg, VA, February 2014.
- Bruner Loeb Forum on Legacy City Design, "Shrinking Cities in Comparative Perspective." Detroit, MI, November 2013.
- Remaking Cities Conference, "Shrinking Cities, Possibilities." Carnegie Mellon University, Remaking Cities Institute, Pittsburgh, PA, October 2013.
- Association of Collegiate Schools of Planning Annual Conference- Association of European Schools of Planning. "Resilient Urban Regeneration: Situating the Manchester Case." Dublin, Ireland. July 2013.

10 Years of Building Resilient Regions Research Network. "Homogenized Diversity: Economic Visions in the Great Recession" Urban Institute, Washington, DC. June 2013.

Urban Affairs Association Annual Conference. "Sustainable Economic Development and Transport Options for Cities in Transition: Lessons from Buffalo, Lille, and Manchester." San Francisco, CA. April 2013

Association of Collegiate Schools of Planning Annual Conference. "The Integration of Planning for Sustainable Transport and Economic Development in Cities in Transition: Buffalo, New York and Lille, France." Cincinnati, OH, November 2012.

Virginia Tech's 3rd Annual Conference on Community Resilience. "Social Media in Community Resilience: A Reality Check?" Davos, Switzerland, August 2012

Urban Affairs Association Annual Conference. "Capital Cities and Anchor Institutions: Anchoring a Federal Agency in the Local Community." Pittsburgh, PA, April 2012

Association of American Geographers Annual Conference. "Capital City Washington, DC: Challenges and Opportunities in Anchoring a Federal Agency in the Local Community", New York, NY, February 2012

Association of Collegiate Schools of Planning Annual Conference. "Anchor Institutions and Disenfranchised Communities: Lessons from DHS and St. Elizabeths" Salt Lake City, UT, October 2011

Faculty Research Symposium, College of Architecture and Urban Studies at Virginia Tech, "Innovation Cluster at St. Elizabeths: Leveraging the Homeland Security Economy" Blacksburg, VA, February 2011

Association of Collegiate Schools of Planning Annual Conference, "To Bow Out, Bid Down or Bet on the Basics? Understanding Regional Economic Development Responses to Deindustrialization in the Midwestern US" Minneapolis, MN, October 2010

Association of Collegiate Schools of Planning Annual Conference, "Responding to Economic Shocks: Elements of Regional Resilience in Metropolitan Detroit" Crystal City, VA, October 2009

Association of Collegiate Schools of Planning Annual Conference, "Polycentric Regions: Comparing Economic Complementarity and Institutional Governance in the San Francisco Bay Area, the Randstad, and Emilia-Romagna" Chicago, IL, July 2008

MacArthur Foundation Network on Building Resilient Regions, "Economic Development Decisions and Resilience: Detroit Case Study" Cleveland State University, Cleveland, OH, July 2008.

QUCAN Research Conference, “Comparing Complementarity in Polycentric Regions”  
Cornell University, Ithaca, NY, June 2008.

Association of Collegiate Schools of Planning Annual Conference, “The Rust Belt’s Pre-deindustrialization Innovation Level: A good corollary of its performance today?”  
Milwaukee, WI, October 2007

PhD Jamboree, University of British Columbia, Vancouver. Graduate student  
symposium on dissertation research, June 2007.

MacArthur Foundation’s Building Resilient Regions, “Regional Resilience: Building  
Clarity for a Potentially Fuzzy Concept” UC Berkeley, CA, February 2007.

QUCAN Conference on Collaborative Cross-Atlantic Research, discussant on Rural  
Change panel, Inverness, Scotland, March 2007.

Association of Collegiate Schools of Planning Annual Conference, co-discussant with  
Rolf Pendall for panel on “Regional Resilience and Leadership” in Ft. Worth,  
Texas, November 2006.

Upstate APA Annual Conference, presented paper on “*Rural Sprawl in Upstate NY:  
Observations on Residential Development and Housing Prices.*” September  
2006.

## **COMMITTEES AND SERVICE**

**Urban Affairs Association**, Secretary (2022-2023); Executive Board (2020-present)

**Association of Collegiate Schools of Planning**, Track Chair – Economic  
Development, (2019-present)

**Urban Affairs Review**, Editorial Board (2019 – present)

**Virginia Tech, School of Public and International Affairs**, Promotion and Tenure  
Committee (2019 – 2021)

**Virginia Tech, Intelligent Infrastructure and Human-Centered Communities  
Destination Area**, Core stakeholder (2018 - 2021)

**American Planning Association, Economic Development Division**, Student Award  
Committee Chair (2014-2017), Committee member (2017-2020)

**Virginia Tech, College of Architecture and Urban Studies**, Diversity Committee  
(2015-2018)

**Virginia Tech, Urban Affairs and Planning Program, MURP Admissions Committee**  
(2016-2020)

**Virginia Tech, Urban Affairs and Planning Program, Undergraduate Curriculum**  
Committee (2012-2014)

**Cornell University, Department of City and Regional Planning, Curriculum**  
Committee (2006-2010)

**Women's Planning Forum, Advisory Committee (2006-2010)**  
Department of City and Regional Planning, Cornell University

**Great Lakes Building Reuse Conference (2008)**  
Organizing committee and panelist, Buffalo, NY

**Planning Students of Color, Advisory Committee (2007)**  
Department of City and Regional Planning, Cornell University

**"My Neighborhood Marathon" coordinator and co-founder (2007)**  
Department of City and Regional Planning, Cornell University, annual event

**Allentown Association, Board Member (2003-2005)**

**Intersight Journal, Selection Committee (2002 - 2004)**  
University at Buffalo's architecture and planning journal

# ***CECE Advisory Board Meeting Meeting Minutes***

**December 13, 2021, 2:00 p.m.-3:30 p.m.**

**The Inn at Virginia Tech, Solitude Room, 901 Prices Fork Rd., Blacksburg, VA  
24061**

Board members in attendance: Guru Ghosh (Chair), Kiyah J. Duffey, Elizabeth Gilboy (substitute for Rosemary Blieszner), Ed Jones, Elizabeth McClanahan, Susan Short

Board members participating remotely: John Capps, Blair Durham, Omar Faison, Leah Fremouw, Steve Harrison, Tracy Krauchun, Melissa Lubin, Karen Roberto

Board members not in attendance: Deborah Flippo, Jon Greene, Eric Johnston, Bob Stolle

Staff in attendance: Sarah Lyon-Hill, Rachel Jones, Julia Kell, Rich Matheson, John Provo, Emma Ruby, Scott Tate, Mallory Tuttle

The meeting convened at 2:04 PM and adjourned at 3:32 PM.

Advisory Board Chairman Guru Gosh welcomed and thanked the advisory board for joining us. Gosh remarked that the making of this group was low overdue and the transformation of OED into a University Center has been a testament to an office that realized their work could be far-reaching. Gosh said we have to rely on broad networks, thus needing an advisory board to share in the importance of the work and the energy and mission of the Center. The role of CECE is take this university work and apply it to the communities. Gosh commended and shared appreciation for board members and faculty/staff over the last several years.

John Provo walked the group through packet materials and announced that the Center's Future of Transportation and Logistics proposal won a large, competitive planning grant. This proposal is one of 60 EDA grant finalists for Build Back Better Program. Partners on the grant stretch across the Commonwealth. From the 60 national finalists, the EDA will fund 20-30 \$75-100 million projects for regional economic change. The Center's proposal pursued transportation and logistics through autonomous vehicles and logistics of ground and air delivery. The grant would also develop a network of education institutions that offer opportunities, like connecting community colleges and four-year universities to build an ecosystem around automations.

## **Fiscal Year 2021 Center Report**

John Provo began by connecting CECE's work to Virginia Tech's principles. We are one of the few new University Centers to take this advisory board step and wanted to ground

our work in university principles. John went over how CECE is connected to Virginia Tech's principles. One of the first duties as a new Center is to talk about the work and how CECE will operationalize that. John went over the mission, vision, and value statement. The values emulate the mission and vision for the Center.

John Provo highlighted a few details around the Center's annual report. COVID created an extra charge for the Center. GO Virginia has been a source of opportunity to focus projects on economic recovery or pivot projects during COVID. The Center and GO Virginia program were one of the first that put money together for Virginia Tech's lab that developed testing for COVID, and treats technology and innovation as important for economic recovery. While CECE feels good about what has been done, they are conscious of how much more work there is to do. Throughout the summer of 2020, equitable development came under a microscope and the Center remains committed to equitable approaches to development. John talked about the Center's partnerships around equity with Black BRAND, Urban Alliance, and Dr. Omar Faison at VSU. There is also a real interest in the innovation economy and intentionally developing ways to connect innovation with community needs. The Center thinks about how innovation can be imbedded in communities and meet needs.

John went over the Center faculty and staff. CECE covers all the ground in Virginia and has touchstones in Blacksburg, Newport News, and Arlington.

## **Discussion Topics**

- **Advisory Board Roles**

Guru Gosh discussed how land-grants are about all of our lives. He sees the task of boards as to elevate what we are doing beyond aspirations. Guru noted that diverse representation is also important geographically and how important it is to invest in all regions equally. The board should be active and engaged in the broad mission and Guru called on the advisory board to inform decisions based on the different regional climates. Guru said we should be honest and upfront with each other about the challenges and possibilities for this work. There is enough talent in Virginia and Blacksburg to do anything, but not enough time and space to do everything. Virginia Tech, and the advisory board, need diverse perspectives to determine what to do next.

John Provo called on Hampton Roads participants to discuss how their regional perspectives inform the work.

Mallory Tuttle shared excitement around having people in the Hampton Roads region to inform the ways Virginia Tech can support. With more partners, the board can have

different pulses on issues leading to greater partnerships and intentional works. Virginia Tech can support ongoing work in the region by having boots on the ground.

Steve Harrison shared how much in Hampton has to do with the Department of Defense and maritime industries that do not create much economic growth for the region. The EDA in Hampton Roads is looking at innovation and technology as ways to bring new, high quality jobs to the Hampton region. Partnerships with Virginia Tech could help diversify their economy.

Blair Durham shared excitement and interest in Virginia Tech's commitment to equity and wonders how we can enhance that equitable development in their region.

John called on Melissa Lubin in the Shenandoah Valley (GOVA 8). Melissa shared that the experience in the Shenandoah Valley is similar to Hampton. The region is experienced in manufacturing and pursuing new opportunities around tech and innovation to generate economic growth. There is also an opportunity with remote work to bring talent to the region. In 2021, the Shenandoah Valley was one of the fastest growing rural areas in the country with small cities sprinkled throughout. The GOVA region 8 footprint goes up to Winchester and down to Lexington. There are ways to expand what is happening at VT and throughout the Commonwealth and find where the overlaps are statewide.

John Provo moved into the room. Ed Jones shared that VCE has high visibility and his role manages VCE for the whole state. VCE's strategy is to ask communities what their most pressing need is, not just agriculturally. VCE then thinks about how they can help or if they can. Some problems are bigger than what VCE can do alone. The advisory board presents an opportunity for big problems to get many eyes and hands.

Karen Roberto shared that the advisory board presents an opportunity to bring faculty to the table and help identify faculty with strong areas of interest. They have content and faculty expertise that can join a more collaborative team as they address these problems.

Kyah Duffey shared that Fralin Life Sciences Institute has been talking about ways they can use Virginia Tech faculty to make a difference on problems that communities in this area have been facing. Fralin Life Sciences Institute wants to bring experts and investment into communities to address complex problems.

Elizabeth McClanahan introduced herself and added information about her background – came from the world of 4H and rural communities to now be the CEO of the Virginia Tech Foundation. Elizabeth remarked that we have everything in VA, mountains, ports, railroads, natural resources, etc., but there is a lack of education between urban Virginians and more rural Virginians. If this group can think about the industries that are already connected, it would be interesting to center them around economic development. Elizabeth also shared that a win for one region in Virginia can be a win for every region

in the state, particularly if we leverage partnerships well. Virginia Tech could be the entity that calms the waters with different economic development entities and shows the benefit to every part of the state.

John Provo said that there are around 20 economic development groups in the state and more economic development work is moving to the GO Virginia level of nine regions. The winning Virginia Tech Build Back Better proposal came from three GO Virginia regions. John asked broad questions of the board -- how do we reach a broader audience than just leadership? how do we train collaboration or bake that in to economic development? is this a piece we can talk about as a group?

Guru Gosh applauded Elizabeth McClanahan and talked about holding a rural summit at Virginia Tech with CECE (sponsor) and VCE. Virginia Tech could call people here and begin to have those conversations in place at the Inn and have a bigger role in the state. John appreciated this idea and suggested an event where urban meets rural.

- **Advisory Board Membership**

John asked, “who is missing in this room and who do you know who should be here?” to the advisory board. Due to time limitations, this item does not get discussed, but John asked that board members continue thinking about membership and how we can grow.

## **FY2022 Goals**

Scott Tate shared an overview of the Center’s current activities. The Center is working on strategic framework, partnership mapping, branding and marketing, and business structures. Throughout the process of becoming a new Center, and internal strategic planning, the Center is able to lift their heads up from their work and look at the big picture of the center. The Center will have a draft strategic plan by June 2022. They are revisiting the work, the partnerships, our branding and marketing, and how to best tell the stories of our partners, how do we best organize ourselves moving forward.

## **Current Projects**

Scott Tate went over a few examples of this work at the Center currently. The Center was just awarded another EDA University Center designation and will be partnering with Dr. Faison and VSU. The previous EDA University Center grant cycle led to new positions, new partnerships, and new work. ARENI, an example of a national project, helps build higher education networks and connect to share best practices. The Center also works on local projects, like the Newport News Seafood Market. The Center was awarded EDA funding for economic resiliency post-COVID.

Sarah Lyon-Hill shared more about enhancing effectiveness and economic opportunities, and supporting people- and place- based development. Ability One is a cost-benefit analysis of the impacts and benefits of Melwood's Ability One program. Lost Province Cultural Center, in far Southwest VA and North Carolina, looked at the feasibility of offering a cultural center. Supporting people- and place- based development centers talent development as well. The SCHEV internship collaborative program focus on connection and talent development. CARES Act funding led to the Roanoke County Strategic plan. The Center has worked with 3-4 workforce development boards since 2014/2015.

## **Project Pipeline**

Sarah Lyon-Hill and Scott Tate went over current and upcoming projects for the CECE. The Center is moving forward with Vibrant VA, looking at community conversations and how VT and anyone on the steering committee can help the problems communities are facing. The Center is developing a proposal with the Northern Neck Electric Cooperative for an impact analysis, going back to Northern Neck Electric's founding in 1913. With supporting people- and place-based development, the Center is working on VCEDA's strategic plan out in Lee County. This will result in an organizational strategic plan to better serve their area.

## **Spring Showcase**

John Provo and CECE would like to reconvene this group as part of a later community showcase here in Blacksburg. Members were charged to think about what they are interested in seeing and sharing?

## **Vibrant VA Community Conversations**

The Center is developing their first post-COVID community conversations. They use community conversations as opportunities to get in the community and generate more opportunities and partnerships. The Center asked the advisory board to think about if they could help host a community conversations.

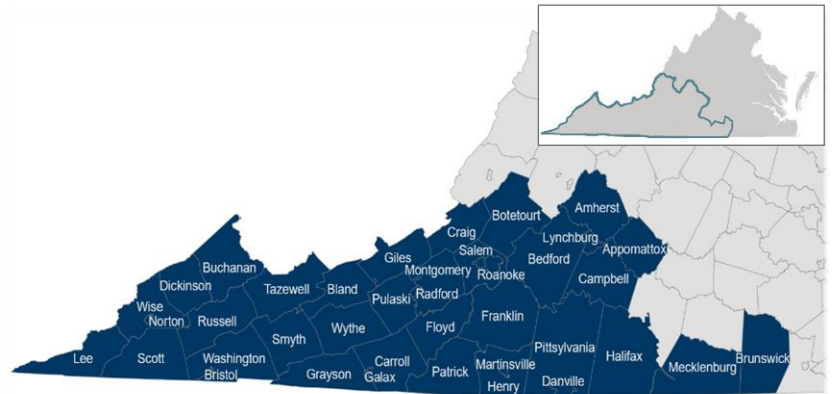
Guru Gosh's offered a few last thoughts; he was inspired by listening to the CECE side of the table and the breadth and depth of the work CECE is doing. It was invigorating to hear about CECE's work. Elizabeth McClanahan provided an important reminder of the reality of Virginia. There is huge diversity. It is important to have subsequent convenings in different places across the state with VT mediating that conversation across the state.

# The ACE Transportation Cluster Coalition

## Initiative background and objectives

The Automated-Connected-Electrified (ACE) Transportation Cluster Coalition will establish Southwest and Southern Virginia as a global leader in next generation transportation by creating the most advanced, real-world test environments for ACE vehicles and delivery technologies.

Fueling manufacturing investment and innovation, the Coalition will generate 5,000 jobs and more than \$5 billion in economic impact, a 68-1 return on the \$75 million investment requested from the Economic Development Administration.



Focus region for the Transportation Manufacturing cluster grant

## Objective

To accelerate the development, deployment, and sustainability of next generation vehicle technologies, and equitably distribute economic opportunity among distressed, coal-impacted communities and historically excluded populations.

## 150+ public, private, and non-profit organizations are members of the Coalition

**The initiative intends to:** 1) facilitate asset alignment, 2) develop plans for building critical new assets to assist in firm growth, 3) build a shared agenda and identity for the cluster, and 4) equitably develop a diverse and technically ready workforce.



Virginia Smart Roads  
New River Valley

## Transportation Manufacturing Cluster Snapshot

**15.7%**  
of regional GDP

**3x**  
expected freight demand by 2050,  
compared to today

**#2**  
VTTI is the second largest university-level  
transportation institute in the US

**79,000**  
workers in the regional cluster

## Challenges addressed by the initiative and proposed grant projects

- **Electrification of fleets.** Growing demand for freight vehicles and concerns for environmental impact mean transportation and logistics professionals are turning to electric, automated land & air vehicles to address these challenges.
- **Regional unmet workforce needs.** Top in-demand skills are technology solutions, machinery, agile methodology, computer science, software development, and automation. Most in-demand occupations with low regional completions are CDL drivers, automotive service technicians and mechanics, and IT workers.
- **Fragmented R&D system.** A significant amount of transportation, energy, and autonomous systems R&D taking place in higher education institutions and firms has resulted in limited commercialization.
- **COVID Impacts.** The cluster saw a loss of 855 jobs, a 21% decline from 2019-2020.
- **Regional economic factors.** 50% of the region's counties are either coal dependent, coal impacted, or at-risk; 22 of 35 regional counties have per capita incomes below 80% of the U.S. per capita income.

## Initiative and grant supported projects

### Talent Innovation and Technology Assistance Network (TITAN)

- The project enhances state and university support for new facilities and curricular development on the VT campus through partnerships with regional community colleges, Radford University, the University of Virginia's College at Wise, the Institute for Advanced Learning and Research, Virginia State University, manufacturing extension services, small business development centers, and GENEDGE.
- The Virginia Tech Corporate Research Center (VTCRC) will provide an integrated multi-use facility to co-locate industry, build relevant startup programming, and house the VT Manufacturing Technologies Training Studio providing on-site workforce development.



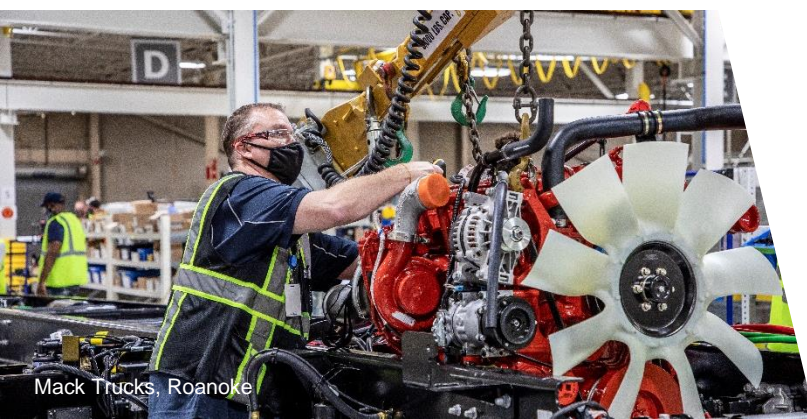
### Automated-Connected-Electrified (ACE) Corridor—Ground

- The initiative will leverage current efforts to designate a continuous segment of connected highways around Blacksburg as a heavy-vehicle Automated Driving Systems test corridor.
- Grant funding will extend this corridor by 40 miles from Dublin to Salem and complement additional planned improvements that support heavy vehicle automated driving testing and infrastructure testing (e.g., electrical charging stations, IT and wireless technology).

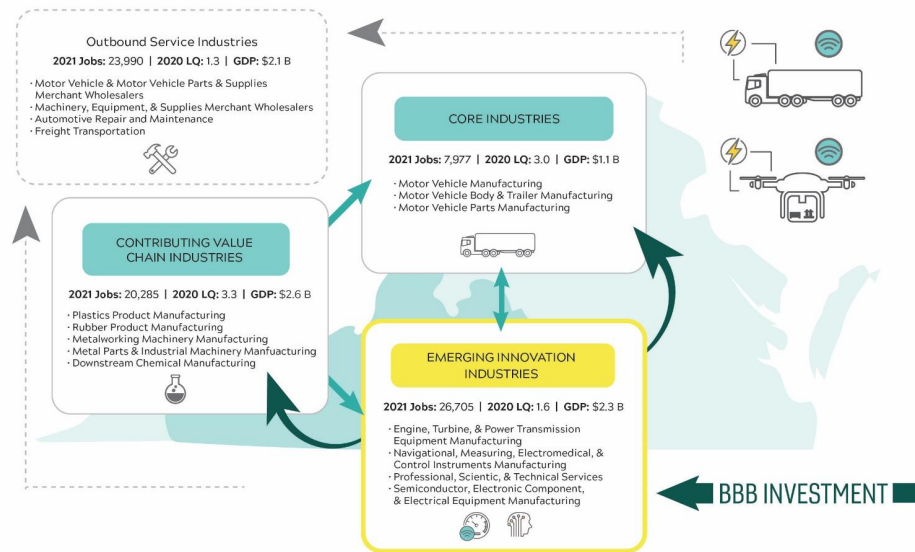


### Automated-Connected-Electrified (ACE) Corridor—Air

- Grant funding will create a testbed and corridor of ~130 square miles for test and evaluation of UAS safety in beyond line-of-sight operations (BVLOS)
- Plans include 5G wireless coverage.
- The testbed will provide UAS operators (e.g., UPS) the opportunity to test and conduct realistic BVLOS commercial flights.



# Industries supported by this grant



## Participating Organizations:

### Education Institutions

Alleghany County Public Schools  
 Carroll County Public Schools  
 Central Virginia Community College  
 Craig County Public Schools  
 Danville Community College  
 Floyd County Public Schools  
 Galax City Public Schools  
 Giles County Public Schools  
 Henry County Public Schools  
 Institute for Advanced Learning and Research  
 Liberty University  
 Manufacturing Skills Institute  
 Montgomery County Public Schools  
 Mountain Empire Community College  
 New River Community College  
 Patrick & Henry Community College  
 Pulaski County Public Schools  
 Radford City Public Schools  
 Radford University  
 Roanoke County Public Schools  
 Salem City Public Schools  
 Scott County Virginia Schools  
 Self-Driving Institute  
 Southside Virginia Community College  
 Southwest Virginia Community College  
 The University of Virginia's College at Wise  
 Virginia Highlands Community College  
 Virginia Space Grant Consortium  
 Virginia State University  
 Virginia Tech Center for Economic and Community Engagement  
 Virginia Tech College of Engineering  
 Virginia Tech Corporate Research Center  
 Virginia Tech Innovation Campus  
 Virginia Tech Transportation Institute  
 Virginia Western Community College  
 Wise County Public Schools  
 Wytheville Community College

### National, State, Regional, and Local Supporters

AUVSI (National)  
 AUVSI Ridge and Valley Chapter  
 Botetourt County  
 Commonwealth Center for Advanced Manufacturing (CCAM)  
 Central Virginia Planning District Commission  
 Commonwealth Cyber Initiative  
 Cumberland Planning District Commission  
 Commercial Vehicle Safety Alliance (CVSA)  
 Global Center for Automotive Performance Simulation (GCAPS)  
 GENEDGE Alliance  
 Goodwill of the Valleys  
 I-81 Corridor Coalition  
 Innovate Lynchburg  
 The Launch Place  
 LENOWISCO Planning District Commission  
 Lynchburg Regional Business Alliance  
 Mid-Atlantic Broadband (MBC)  
 Montgomery County  
 Mt. Rogers Regional Partnership  
 Mt. Rogers Planning District Commission  
 NASA Langley  
 New River Valley Regional Commission  
 New River-Mt. Rogers Workforce Development Board  
 New River Valley Airport  
 New River Valley Regional Commission  
 Onward New River Valley  
 People Inc.  
 Pulaski County  
 Roanoke-Blacksburg Tech Council  
 Roanoke County  
 Roanoke Regional Partnership  
 Roanoke Valley-Alleghany Regional Commission  
 SAE Foundation  
 SAE International  
 SHINE  
 Southern Virginia Regional Alliance  
 United Auto Workers  
 VERGE  
 Virginia Career Works - Central Region  
 Virginia Clean Cities  
 Virginia Coalfield Economic Development Authority  
 Virginia Department of Education  
 Virginia Department of Transportation  
 Virginia Economic Development Partnership  
 Virginia Department of Energy  
 Virginia's Growth Alliance  
 Virginia's Industrial Advancement Alliance  
 Virginia Innovation Partnership Corporation  
 Virginia Small Business Development Center  
 Wythe County Joint Industrial Development Authority  
 Wytheville Fire and Rescue  
 West Piedmont Planning District Commission  
 West Piedmont Workforce Development Board  
 Western Virginia Workforce Development Board

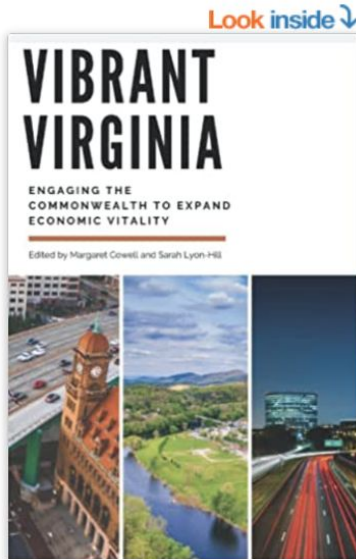
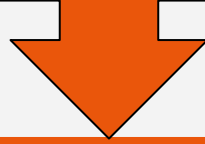
### Businesses

Accupoint Surveying and Design  
 Aeroprobe  
 American Electric Power  
 AMTEK Company, Stratasys Inc  
 Amthor International  
 ANRA Technologies  
 Appalachian Power Company  
 ASD  
 AT&T  
 Autonomous Flight Technologies  
 AVEC, Inc  
 Blue Ridge Optics  
 Boxley Materials  
 Bon Air Brokerage  
 Camrett Logistics  
 Carter Machinery  
 Cowden Technologies  
 DataPrivia, Inc  
 Dominion Energy  
 Eastman Chemical Company  
 Elbit Systems  
 ept, inc  
 Falls Stamping & Welding  
 FoxGuard Solutions  
 Frost Technologies  
 GEFERTEC, LLC  
 Gilman Technologies, Inc  
 Golden Section, LLC  
 Huff Ford  
 InMotion  
 Innovative Wireless Technologies  
 Jamerson-Lewis Construction  
 Lawrence Companies  
 Lynchburg Ready Mix  
 Mack Trucks  
 Masters Engineers & Designer  
 Mehler  
 MELD Manufacturing  
 Metalsa  
 Mitsubishi Chemical Advanced Materials  
 MyRadar  
 NEC Corporation of America  
 NAVOS Air  
 NIRA Dynamics  
 Norfolk Southern  
 Pronto.ai, Inc  
 Raytheon Intelligence and Space  
 The Riverlink Group, LLC  
 S2 Analytical Solutions  
 SAMAD Aerospace  
 Sentry Equipment  
 Sonny Merryman, Inc  
 Southern Air, Inc  
 Techsburg  
 Ten Oaks  
 TORC Robotics  
 Trova  
 uBreakiFix  
 United Parcel Service  
 Volvo Trucks  
 Wing

# Vibrant Virginia



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downloaded/purchased as of  
5/15/2022



## Vibrant Virginia: Engaging the Commonwealth to Expand Economic Vitality Paperback – January 26, 2022

by [Margaret Cowell](#) (Author), [Sarah Lyon-Hill](#) (Editor)

★★★★★ 3 ratings

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Much has been written about Virginia's urban-rural divide. Vibrant Virginia explores the many ways that communities and regions across Virginia are bridging that divide by working together to cultivate a strong, vibrant, and inclusive economy. Written by scholars and practitioners with deep knowledge of the issues affecting the Commonwealth today, the chapters explore urgent topics including expanding K-12 education reform, supporting entrepreneurial ecosystems, immigrant incorporation, and expanding broadband access. The

Here's where we would love some help...

**How do we continue to  
get the word out?**

CENTER FOR ECONOMIC  
AND COMMUNITY ENGAGEMENT

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# Vibrant Virginia 3.0: The Vibrant Virginia Community Challenge Initiative



OUTREACH & INTERNATIONAL AFFAIRS  
CENTER FOR ECONOMIC AND  
COMMUNITY ENGAGEMENT  
VIRGINIA TECH.



# Vibrant Virginia 1.0 (2018-2020)



- State policy report
- External community connections
- Campus community of practice
- Book project
- Beyond Boundaries Vibrant VA project goals
- Project seed funding

*Vibrant Virginia 1.0 Summary report:*

[https://cece.vt.edu/content/dam/cece\\_vt\\_edu/vibrantvirginiafinalreport.pdf](https://cece.vt.edu/content/dam/cece_vt_edu/vibrantvirginiafinalreport.pdf)

One time support from Provost, OIA,VCE, College Access Collaborative, ISCE and SPIA



# Vibrant Virginia 2.0 (2020-2022)



- Virtual conference series  
<https://cece.vt.edu/VibrantVirginia/VVConferenceSeries.html>
- VT Council on Vibrant Virginia  
<https://cece.vt.edu/VibrantVirginia/VTCouncilonVibrant.html>
- Vibrant Virginia Impact Fund  
<https://cece.vt.edu/VibrantVirginia/VTCouncilonVibrant/VVCFP.html>

Co-Investment from OIA,VCE, College Access Collaborative, ICAT, ICTAS, ISCE, LSIE/4VA



# Vibrant Virginia 3.0 (2022-2024)



- VT Council on Vibrant Virginia  
<https://cece.vt.edu/VibrantVirginia/VTCouncilonVibrant.html>
- New activities:
  - VT Vibrant Virginia Community Challenge Initiative Community and Faculty Fellows Program (TBD)

Proposed: Co-Investment from OIA,VCE, College Access Collaborative, ICAT, ICTAS, ISCE, FLSI, LSIE/4VA matched by a university budget investment and philanthropic support

## Our work is focused on advancing the University's mission and Beyond Boundaries strategies:

- “Inspired by our land-grant identity and guided by our motto, Ut Prosim (That I May Serve), Virginia Tech is an inclusive community of knowledge, discovery, and creativity dedicated to improving the quality of life and the human condition within the Commonwealth of Virginia and throughout the world.”
- “BEYOND BOUNDARIES identified three guiding concepts to transform Virginia Tech into the university of the future:
  - VT-shaped Discovery (purpose-driven discovery),
  - Communities of Discovery (campus, regional, and global engagement hubs), and
  - Nexus of Discovery (transdisciplinary discovery).”

## The need

- The divide in Virginia continues to grow: we lead the nation in the extent of the disparity between our more affluent and less affluent counties; and are seeing more social and political polarization.
- Virginia's communities face increasingly complex challenges, crises, and opportunities that are place-situated, but globally connected and relevant.
- Vibrant Virginia(VV) has become a significant VT initiative and part of the University's Beyond Boundaries Strategic Plan, but holds greater potential for ***state-wide visibility*** and ***global and national distinctiveness***.

## Our response

The **VT Vibrant Virginia Community Challenge Initiative** supports the Beyond Boundaries strategic vision, advancing community well-being and vibrancy by piloting a new model for...

- ***purpose-driven***, (VT-shaped discovery)
- ***place-based***, (communities of discovery)
- ***people-focused***, (VT-shaped people)
- ***possibility-oriented*** (innovation and nexus of discovery)

....engagement through sustained ***“living laboratory”*** collaborations with some of Virginia’s most economically challenged places (rural and urban).

## Place-based

- 3-5 VA Places – each a “living laboratory”

## Purpose-driven

- 1 key inquiry or challenge in each place

## People-focused

- A VT team (lead by 1-2 faculty)
- A community team

## Possibility-oriented

- 3 years; explore challenge; design and implement a project/product

## Why this?

The aim is for the initiative to:

- catalyze positive community change,
- generate new resources,
- strengthen social capital and collaborative capacity,
- advance engaged scholarship,
- produce new learning opportunities, and
- encourage community vitality and economic development.

## Start with a place-specific challenge:

**Fall 2022: Solicit participation from 3-5 communities (rural, urban, and mixed) in Virginia for a pilot 3 year initiative to launch in early 2023.**

- A place or community can be a single locality (county or small city); an urban district or neighborhood; or a very small multi-locality collaboration.
- Work with communities to shape a clearly defined, topical, and pressing challenge (or focus inquiry) to economic and community vitality.
- To participate, communities identify a lead entity, a local collaborative team of individuals representing a full diversity of interests related to the challenge, and a local seed funding match.

## Examples

This could ultimately take the form of a localized, micro-version of a “Grand Challenge”, such as this one at UCLA: Achieving sustainability in energy and water while enhancing ecosystem health in Los Angeles County by 2050.

There are many examples we can draw from to further refine this initiative, some using the EPIC network model (see <https://www.epicn.org/>). The Resilient Communities Project at the University of Minnesota, for instance, selects 1 or more local governments for a year-long partnership in multiple projects to address a wide range of local issues, opportunities, and needs.

## Based on the identified community challenges, we will:

***Invite and select a VT team for each challenge or focus area, with one or more faculty co-leads, to participate in the pilot initiative.***

- We will seek faculty whose research interests align with the challenges in some ways.
- We will encourage participation from faculty at all levels (AP, junior, or pre-tenure faculty in addition to senior researchers).
- Each team must describe the means by which they will include VT students, graduate students, or courses in the initiative.

## What will participants do?

Each community will have a local collaborative team, and they will be paired with an interested and motivated team of VT faculty/student researchers, along with a VT CECE faculty member.

- Year 1: participants will co-explore the challenge, more precisely frame the challenge as an affirmative goal, identify assets and partners, and develop ideas for possible project-based interventions or actions.
- Year 2: the participants will select and implement one or more projects and develop funding proposals to support this work (assisted by VT CECE and VT Foundation Relations).
- Year 3: the team will assess the projects, refine future actions, propose a sustainability plan, and develop one or more funding proposals to support on-going work.

## Why participate?

- Faculty leads will receive some level of seed funding/release time and have the opportunity to pursue a research or engagement interest in a specific context and with support for funding proposal development.
- Community collaborations will receive some level of seed funding from a local or regional sponsor (local government, regional foundation, United Way, etc.).
- VT CECE will provide technical assistance and support to teams, and will provide opportunities for teams to engage with each others across the different communities and share learning. VT CECE will provide resources and best practices for teams.
- The challenge focus will help establish a deeper VT connection in a community and a wider set of resources for communities.

## “Show me the money”, or how will this be funded?

- VT CECE will conduct Fall 2022 and Spring 2023 program development and community and faculty outreach, including selection of the 3-5 community participants and the development of corresponding faculty/student teams with internal funding, OIA seed support.
- VT CECE and VT Foundation Relations will work together to help identify local/regional funders in Virginia to provide a matching contribution for the three year project period.
- VT CECE and VT Foundation Relations will work together to help the project teams (VT plus community) identify and pursue funding proposals.
- VT CECE and VT Foundation Relations will conduct outreach to national foundations or specific donors for overall support of the initiative.

## Next steps

- VT CECE to provide an overview document for possible community participants and conduct a series of community site visits and listening sessions in Fall 2022.
- VT CECE will partner with VT Foundation Relations on outreach to local and regional foundations in Virginia for matching/seed support for selected communities.
- VT CECE to conduct faculty outreach in Fall 2022 and information sessions in Spring 2023 to share opportunity for VT faculty.
- VT CECE will work with this Council to explore internal VT funding for this work.
- VT CECE will work with VT Foundation Relations to explore national foundation support for this type of work.

## Feedback

- What do you like about this proposal; what are possible strengths?
- What do you dislike or suspect as possible weaknesses?
- What is missing or needs to be changed?
- Other comments/questions?

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FOR MORE INFORMATION

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