



CENTER FOR ECONOMIC AND COMMUNITY ENGAGEMENT

Strategic Planning

CECE Advisory Board Meeting
March 18, 2024

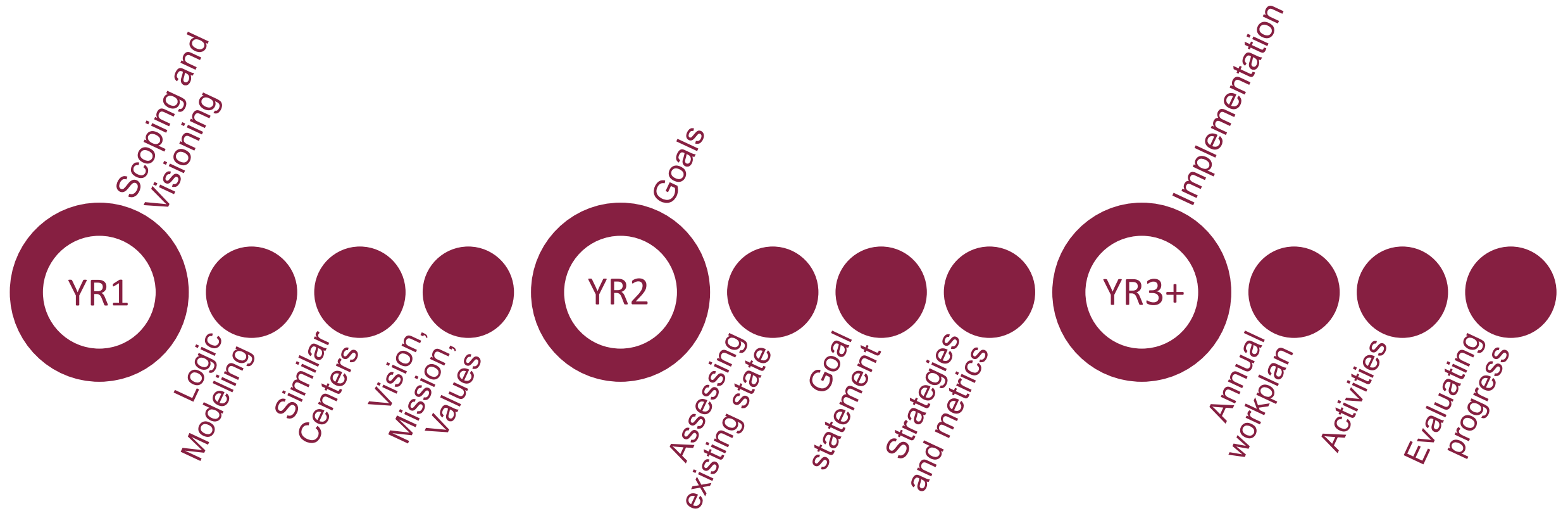


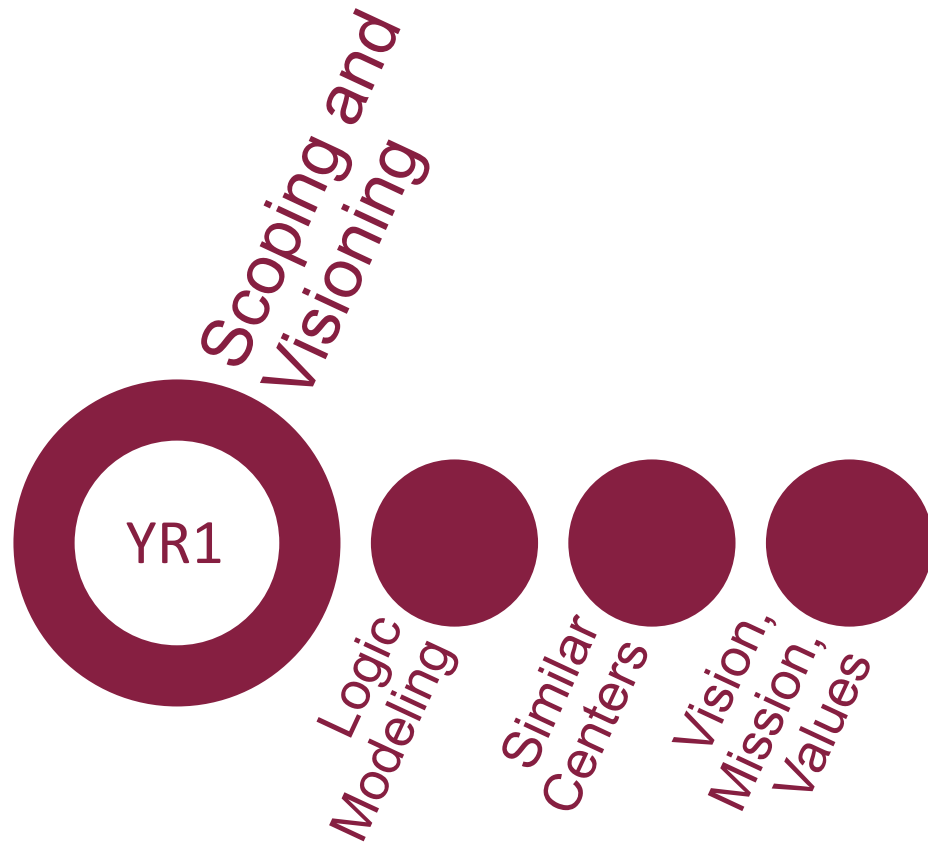
OUTREACH & INTERNATIONAL AFFAIRS
CENTER FOR ECONOMIC AND
COMMUNITY ENGAGEMENT
VIRGINIA TECH.

Goals of this process:

- Develop a shared vision, mission, values, and goals
- Create targets and timelines for becoming and growing a center
- Build communication and collaboration amongst team by creating shared understanding of work and identifying how everyone's work fits into the center
- Create a shared approach to how we communicate to external audience
- Improve operations and ways we work together







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
- Contributing to equitable development



Activities	Outputs	ST Outcomes	MT Outcomes	LT Outcomes
<p>Connections and collaborations: short- and long-term activities that connect university and regional resources, encourage collaborations toward more economic and community prosperity</p> <p>Applied Research/ Technical Assistance: funded activities with concrete outputs as defined by a project proposal. Different types of projects have different economic and community benefits.</p> <p>Thought Leadership: scholarly activities, writing for a lay audience (blogs, social media, newsletters), professional leadership service, teaching/graduate mentoring/committee service, convening and conducting programs and workshops</p>	Blogs, Social media posts, newsletters	Community motivation for action	Not acting if it isn't justified	Community vibrancy
	New ideas for collaboration among partners and faculty	New ideas	Selecting best alternative	Increased agency
	Client facing reports	Awareness of CECE capacity among direct contacts/participants/audience	Sustained partnerships (despite staffing changes)	Increased social equity
	Meeting records and attendance lists	Positivity about economic and community growth	Multi-state, multi-institutional projects	Job and business growth
	Presentations	Collaborative attitude	Submission of grant requests	External investment
	Follow up emails	Community knowledge	Receipt of funding for local or regionally-based economic/community development projects	Better social outcomes
	Journal articles	Confidence building	Policy change	Diverse economy
	White papers/policy briefs/toolkits/resource guides	Assumptions are demystified		
	Identification of connections and additional resources needed	Decision-making skills		
		Ability to not act if it is justified, or select the next best alternative	Awareness of CECE capacity among university and non-university community	
		Industry knowledge	National reputation among different expertise communities	
			Increase in faculty engagement	



Center for Regional Development

CREC



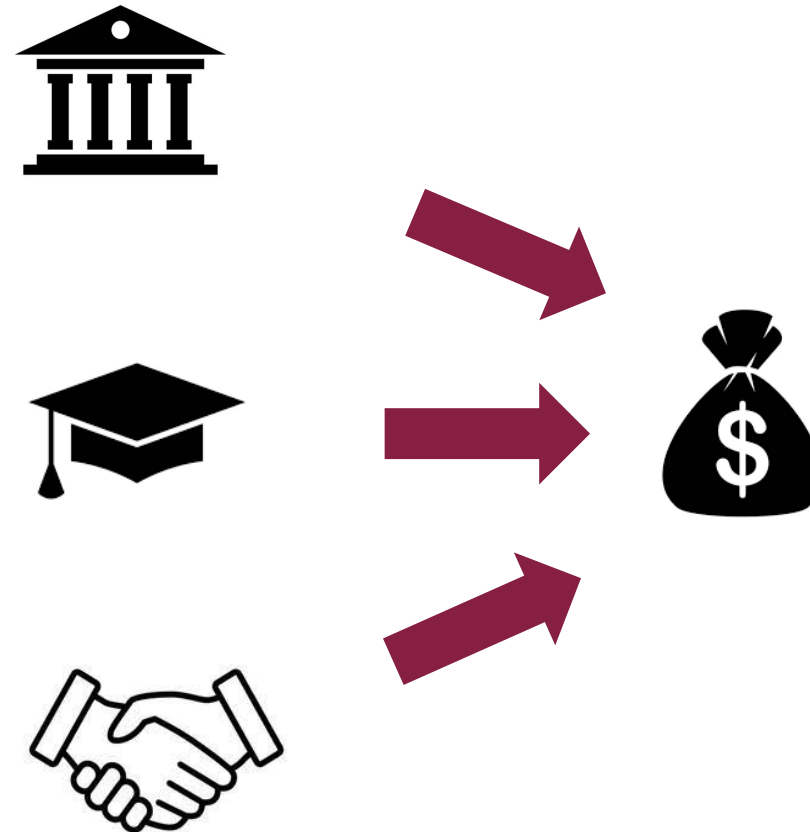
Center for Rural
Entrepreneurship

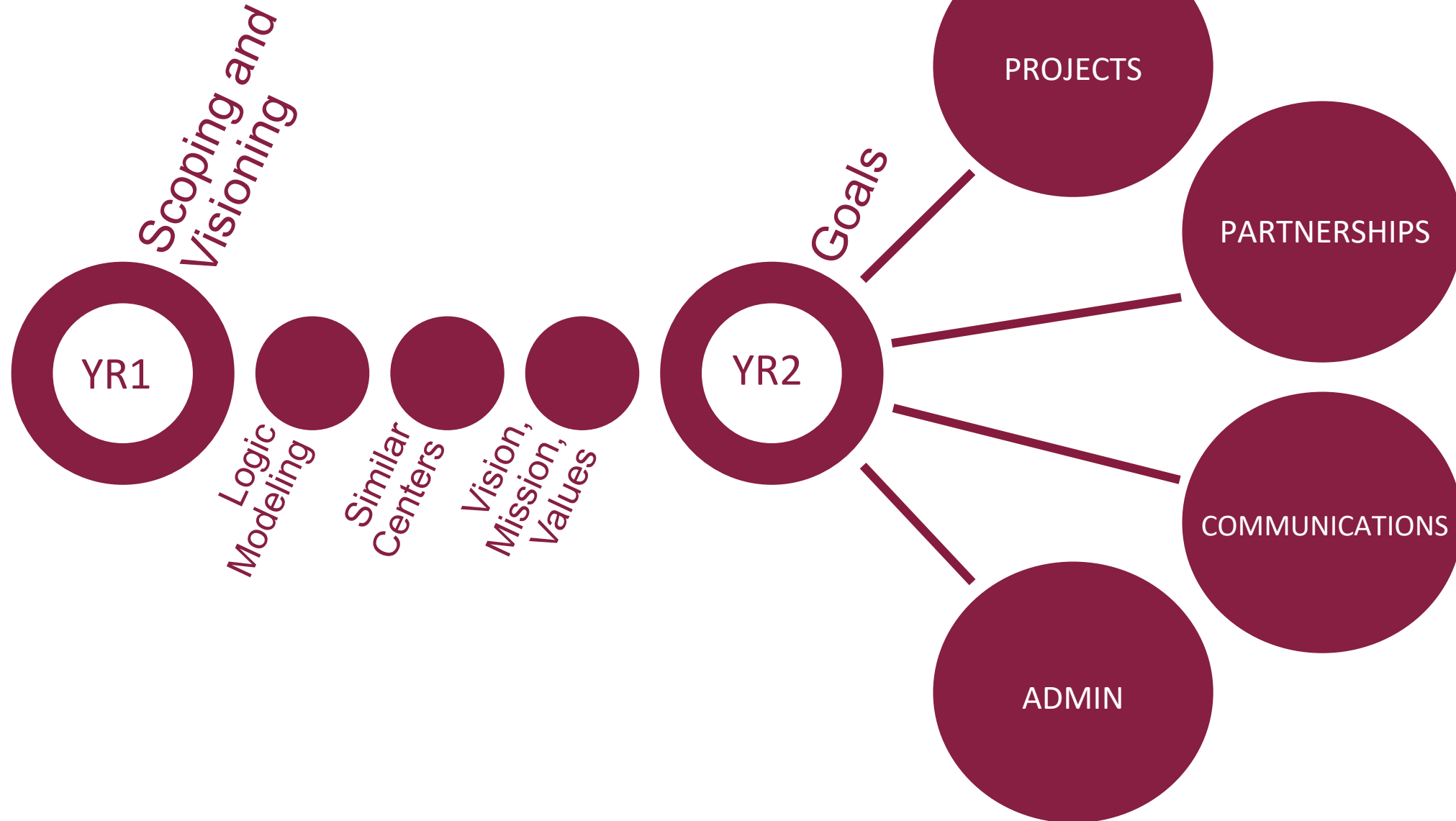
energizing entrepreneurial communities

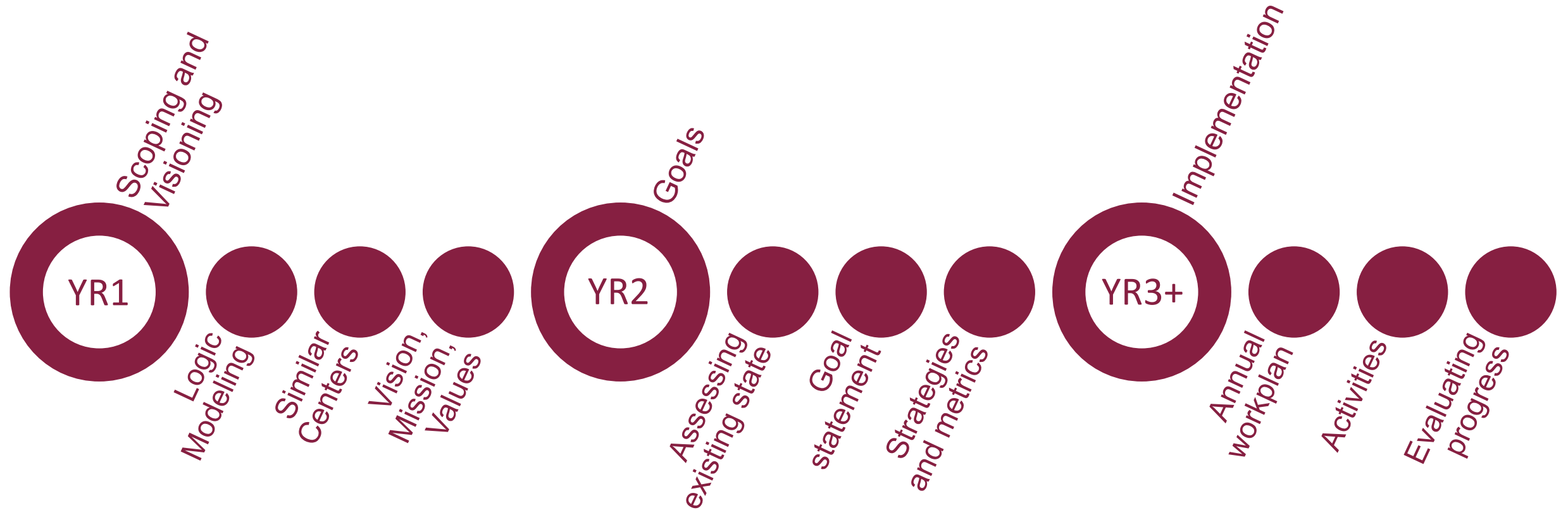
- Vision, mission, values
- Organization structure
- Funding model
- How do they characterize their work and activities?
- Partners and stakeholders

Most successful centers rely on multiple diverse and nimble revenue sources

- One-off Project Revenue
- Ongoing Program Revenue
- University Support
- State Appropriated Funds
- Federal and Foundation Grants
- Corporate Engagement
- Endowments and Philanthropic Funds







GOAL 1

Become a preferred, go-to, or benchmark center for advancing economic and community prosperity through a high-value, high-potential, and high-quality portfolio of work

Project Decision Tool

													Likert Scale: Low to High Potential (Drop Down Menu)			
5																
6	Project Expertise: A higher value project could be one where one or several of us are growing our expertise and or working with partners to stretch or supplement our expertise.															
7	How often are the skillsets and expertise required for this project performed at CECE?															0
8	Does this project match CECE expertise or grow it?															0
9	How likely is this project an opportunity to transfer skillsets and expertise within CECE faculty, staff, and graduate students?															0
10	How likely can we subcontract or partner with another group with complementary expertise? Who?															0
11	List possible partner(s):															
12																
13	Project Subject Matter: A higher value project may be one that reinforces or grows our subject matter expertise, areas where we have developed a known strength, or areas we wish to strategically pursue (e.g. drones, entrepreneurship, economic gardening, downtown development)															
14	How likely will this project grow our subject matter expertise?															0
15	Is there a clear lead or champion at CECE who is eager to expand their expertise and knowledge through this project?															0
16	List possible lead(s):															
17	How likely would this topic help us to improve our understanding of a growing trend in the region of study or in the university? (e.g. opioid addiction in SWVA or hard to reach workers)															0
18																
19	Project Geography: A higher value project geographically would be a project located in a locality or region where CECE has not or does not often work.															
20	How often has CECE worked in this region?															0
21	How often has CECE worked in this county before?															0
22	How likely will this project help us to grow and leverage regional partnerships?															0
23																
24	Project Cost: A higher value project would be medium projects (\$41K-\$99K) to some extent and large projects (\$100K+) to a greater extent, depending on the seniority of the faculty.															
25	Given what is required to do an adequate or quality job, what should the budget for this project reasonably be?															
26	Initial Proposed Budget Range:															
27	Check out budget tool for rough budget estimate:															
28	Should this budget be adjusted based on the client's geography or ability to pay?															0
29	If the budget is feasible for the client, does the project cost fit into CECE's goal of acquiring medium and large projects?															0
30	If "No", answer the following questions to consider other reasons for the project being "high value"?															0
31	Is the time and effort needed to complete the project commensurate with the cost of the project?															0
32	Is the Return on Investment reasonable for this project in the long-term?															0
33	Is this an opportunity for a GA to lead a project with supervisory support?															0
34																

[Check List](#)
[Decision Tool](#)
[Project Budget](#)
[Milestone Tracker](#)
[Expense Tracker](#)
[CECE Materials and Supplies](#)
[Salary Breakdown](#)
[Salary Table ...](#)

GOAL 1

Become a preferred, go-to, or benchmark center for advancing economic and community prosperity through a high-value, high-potential, and high-quality portfolio of work

A higher value project could...

- Grow analytical expertise
- Grow subject matter expertise
- Represent work in a new, different location
- Have a dollar value above average (\$41+)
- Represent a new source of funding
- Grow new or existing partnerships
- Represent something of value to the PI

GOAL 2

Develop partnering capabilities that enable CECE to help partners think strategically and find pathways to economic prosperity



Bring Complementary Knowledge



Serve as Advisors



Grow Economy in Virginia



Fund Projects/Initiatives



Collaborate on Proposals

GOAL 3

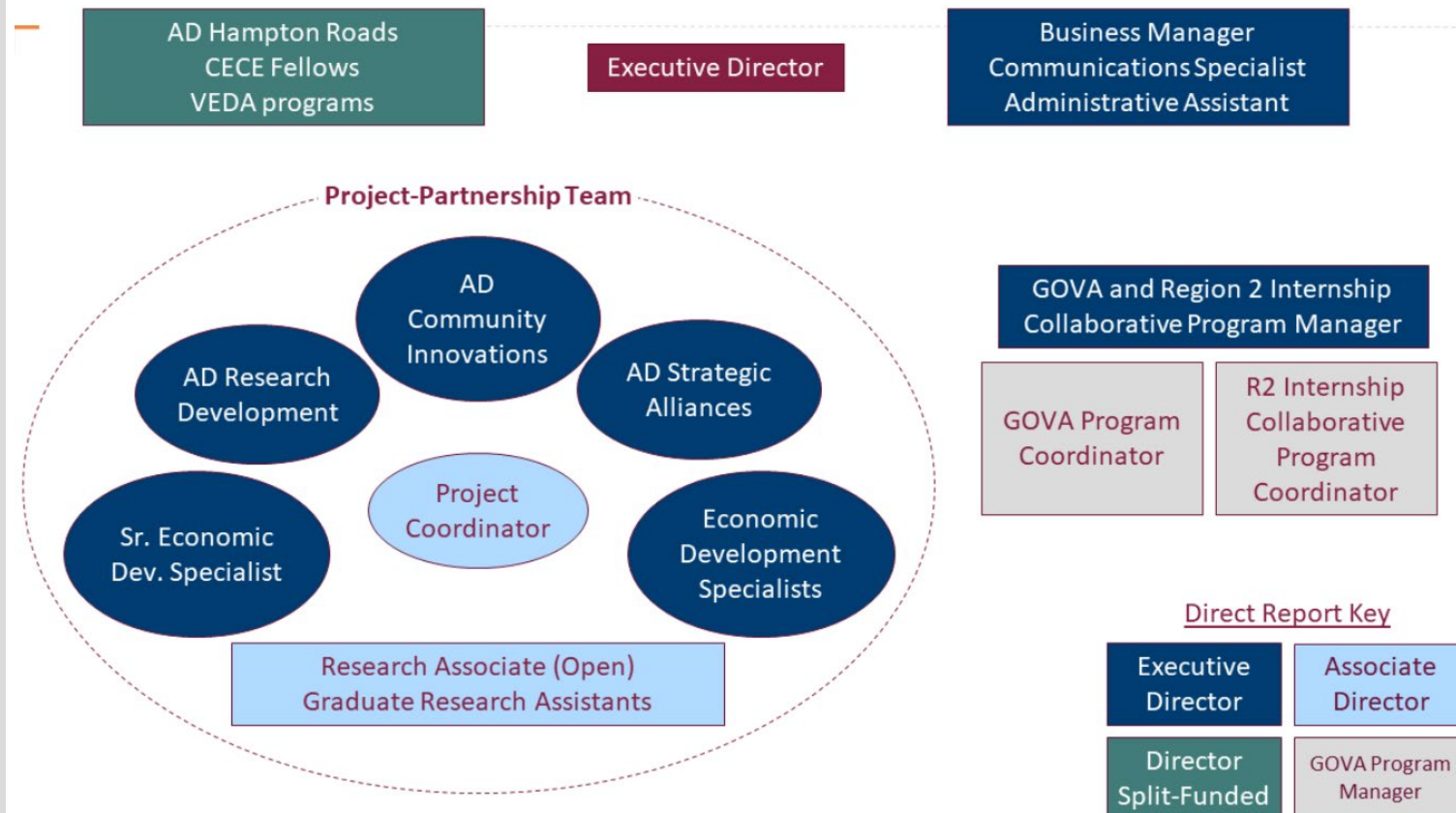
Increase the visibility of CECE through increased brand awareness, generation of high-quality leads, shared best practices, more customer value, and celebration of our colleagues

Since June 2023...

- 9 CECE projects have stories
 - St Paul's College
 - Promoting Careers in Aquaculture (1.0 and 2.0)
 - AM² Tech Hubs
 - ARC ARISE
 - Controlled Environmental Ag Roadmap GO Virginia Region 3
 - Spearhead Trails
 - Economic Development Studio Class (remote work)
 - Region 2 Internship Collaborative
 - YWCA Wellness Center
- 24 partners have shared stories on social media
- We're on Instagram!
- 13 stories from our monthly pitch sessions

GOAL 4

Create a more efficient and streamlined administrative structure by improving the internal operations of the new center





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