External Engagement Committee

March 2023

RADFORD UNIVERSITY
Board of Visitors
EXTERNAL ENGAGEMENT COMMITTEE
4:00 P.M.
MARCH 23, 2023
KYLE HALL, ROOM 340, RADFORD, VA

DRAFT
AGENDA

• CALL TO ORDER
  Mr. Mark Lawrence, Chair

• APPROVAL OF AGENDA
  Mr. Mark Lawrence, Chair

• UNIVERSITY ADVANCEMENT REPORT
  Ms. Penny Helms White, Interim Vice President for Advancement and University Relations
  - Strategic Goals Update
  - TOGETHER Campaign Progress
  - Alumni Engagement
  - Crowdfunding Efforts

• ECONOMIC DEVELOPMENT AND CORPORATE EDUCATION
  Dr. Angela Joyner, Vice President for Economic Development and Corporate Education
  - IMPACT Business Model
  - Economic Development Initiatives

• OTHER BUSINESS
  Mr. Mark Lawrence, Chair

• ADJOURNMENT
  Mr. Mark Lawrence, Chair

** All start times for committees are approximate only. Meetings may begin either before or after the listed approximate start time as committee members are ready to proceed.

COMMITTEE MEMBERS
Mr. Mark Lawrence, Chair
Mr. Tyler Lester, Vice Chair
Mr. James Turk
Mr. Robert Archer
Mr. George Mendiola
Advancement

RADFORD UNIVERSITY

Board of Visitors
Strategic Goals

• Complete TOGETHER - *The Campaign for Radford University*
• Increase alumni engagement opportunities and alumni donor participation
• Improve donor relations, stewardship and donor retention
Goal: Successful Completion of TOGETHER - The Campaign for Radford University

Fiscal YTD/Trend Analysis

<table>
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<tr>
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<tbody>
<tr>
<td>$8.6M</td>
<td>$6.9M</td>
<td>$16.9M</td>
<td>$9.5M</td>
<td>$12.5M</td>
<td>$15.3M</td>
<td>$10.8M</td>
<td>$8.0M</td>
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<tr>
<td>$4.3M</td>
<td>$6.4M</td>
<td>$16.9M</td>
<td>$9.5M</td>
<td>$12.5M</td>
<td>$15.3M</td>
<td>$10.8M</td>
<td>$8.0M</td>
</tr>
</tbody>
</table>

Total Giving - Yearly Final  Total Giving - As of February
Goal: Successful Completion of TOGETHER - The Campaign for Radford University

Gift Planning Efforts

CREATE A LEGACY AT RADFORD UNIVERSITY

Planning a gift through your will or trust is a simple way to make a difference. A gift in your will does not affect your current cash flow or assets, but you will have the benefit of knowing your legacy gift will provide a lasting impact on future Radford University students.

How can I make a legacy gift to Radford?

- Make a provision in your will or trust
- Add a codicil to an existing will
- Name Radford as beneficiary in a qualified retirement plan
- Designate Radford as a beneficiary of a life insurance policy

We can also provide sample language to make the process quick and easy. To learn more about these options, please visit https://www.radford.edu/giftsplanning.

Have you already included Radford University in your estate plans?

If so, please contact Sharon Ratcliffe at 540-831-5716 or wratcliffe@radford.edu. We would love to thank you for remembering Radford in this way and include you in our Society of 1910!

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ASHLYN GRIFFIN
Junior, Nursing
MAE JENNINGS ENDOWED SCHOLARSHIP RECIPIENT

As a student from a single-parent household, this scholarship has greatly helped to fund my education. I am happy to be one step closer to starting my career as a NICU nurse."

Ashlyn is one of 35 students who benefited from the Mae Jennings Endowed Scholarship Fund this year.

This fund was established by alumna Mae Jennings ’39. Miss Jennings was a biology teacher for Radford City Public Schools for 31 years. The establishment of this scholarship through her will demonstrates her commitment to academics. Thanks her generosity, this scholarship continues to support Radford University students each year.
TOGETHER Newsletter

GIVING NEWS
E-NEWSLETTER FOR SUPPORTERS OF RADFORD UNIVERSITY

GIVING BACK
Vickie Cundiff Felts ’76, Phyllis Mae Cundiff ’78 and Donna Cundiff Kummer ’79 attended Radford to prepare for careers dedicated to helping others. Over the years, the three sisters have embodied the spirit of giving in more ways than one.
Crowdfunding Efforts

RAD48 Review

- RAD48 total raised $187,617.27
- Most successful crowdfunding effort to date
- Average gift size $249.93
- Number of gifts 886
- Donors 767
- New alumni donors 50
- All 50 states represented
Goal: Successful Completion of
TOGETHER - The Campaign for Radford University

Progress to Goal - as of February 28, 2023

$91.1 MILLION
$100 Million Goal

TOGETHER, WE CAN LEAVE A LASTING LEGACY
Engaged Alumni

• Provide support for students through mentorships, career connections and serve as role models
• Are four times more likely to give
• Serve as our best advocates within their communities and networks
• Assist with recruiting the next generation of Highlanders
• Share impactful stories that communicate the Radford brand
• Impart wisdom on students as classroom, commencement and special event speakers
• Share #HighlanderPride on social media
• Leverage corporate and foundation support
• Attend and host regional and campus activities
Goal: Increase Alumni Engagement Opportunities and Alumni Donor Participation

Alumni Association Structure

• Alumni Board of Directors
• Regional and Affinity Chapters/Groups
• Volunteer Leadership Examples
  • Alumni Admissions Ambassador
  • Alumni Speaker
  • Career Connector
  • Class Reunion
  • Community Service Liaison
  • Host
  • Governmental Connector
  • Alumni Focus Groups
  • Radford Alumni Champions
  • Alumni Profiles
  • Social Media Ambassador
  • TOGETHER Ambassador
I love participating in this Alumni activity and giving back my time to encourage others... #radforduniversity #RadfordAlumni

Tidewater Radford University Alumni Chapter

Go Highlanders!!!

It’s time to recruit some new Radford students, Class of ’27! I sent out my “Welcome to the Highlander Family” postcards today to congratulate prospective students on their acceptance. And it was a group of future art majors, no less. I may be biased, but they’re definitely one of my favorite groups of people.

Choose Radford! #Radfordalumni #HighlanderPride

Alumni and Admissions Collaboration

Alumni Admissions Volunteers - 347

Alumni Postcard Outreach - 3140

Alumni Legacy Phone Calls - 1017

Young Alumni Profiles - 18

Alumni Receptions Speakers and Hosts

Alumni Referral Form, Legacy Liaison, Alumni Tours, Alumni Education Champions
Alumni Relations-Engagement

Highlighted Upcoming Events, Activities and Partnerships

- April 6 | Senior Block Party
- April 28 | Radford Night at the Durham Bulls
- May 20 | Alumni Adventures SWVA
- May 21 | Radford Day at the Norfolk Tides
- June 1 | Virginia Beach Golf Invitational
- June 3 | Tidewater Clean the Bay Day
- June 22 | National Capital Region Golf Tournament
- June 22 | National Capital Region Golf Tournament
- August 11 | Radford Night at Nationals Park

October 19-21 | Homecoming
With the Voltage Brothers
Student Philanthropy

- In 2017, the Highlander Senior Class Scholarship was launched and reached endowment last year.
- Seniors who give receive a philanthropy cord to wear during commencement.
- Collaborating with SGA to educate students about the impact of philanthropy.
- Senior block party Traditions Week
- Grad Fair

Senior Philanthropy Cords
Goal: Enhance Donor Relations and Stewardship

The DRG Group Consulting

DONOR RELATIONS

Acknowledgments
Stewardship and Impact Reporting
Recognition
Engagement

ThankView

Click To See the the Impact of your Gift!

Hi Vanessa,

Thank you so much for your gift of $100 to support the Greatest Need Fund! Your continued generosity over the past 3 years is inspiring, and we are so grateful for your loyal and dedicated support.

With gratitude,
Your friends at Radford University
Discussion
Economic Development and Corporate Education
## 2022-23 Goals: Status

<table>
<thead>
<tr>
<th>Goals</th>
<th>Metrics</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Establish partnerships that support enrollment growth, revenue</td>
<td>✓ 25% IMPACT enrollment growth (414)</td>
<td><img src="https://example.com" alt="Green" /></td>
</tr>
<tr>
<td>generation, program development and elevate Radford University’s</td>
<td>✓ $735K total revenue</td>
<td><img src="https://example.com" alt="Green" /></td>
</tr>
<tr>
<td>brand.</td>
<td>✓ Date: 8/1/23</td>
<td><img src="https://example.com" alt="Green" /></td>
</tr>
<tr>
<td>2. Target and market programs to non-traditional student populations</td>
<td>✓ Conduct a landscape overview of continuing education</td>
<td><img src="https://example.com" alt="Yellow" /></td>
</tr>
<tr>
<td>that leverage RU’s assets, support workforce needs, and promote</td>
<td>✓ Recommend approaches to continuing education, workforce development</td>
<td><img src="https://example.com" alt="Yellow" /></td>
</tr>
<tr>
<td>lifelong learning.</td>
<td>and life-long learning.</td>
<td><img src="https://example.com" alt="Yellow" /></td>
</tr>
<tr>
<td>3. Develop and enhance relevant economic and political relationships</td>
<td>✓ Approved economic development playbook</td>
<td><img src="https://example.com" alt="Green" /></td>
</tr>
<tr>
<td>in Radford City, the NRV and Roanoke Valleys, and COV to develop a</td>
<td>✓ Approved amphitheater plan</td>
<td><img src="https://https://example.com" alt="Green" /></td>
</tr>
<tr>
<td>robust economic development playbook for the university.</td>
<td>✓ Date: 5/15/23</td>
<td><img src="https://example.com" alt="Green" /></td>
</tr>
<tr>
<td>4. Develop pathways leveraging CBE mode of delivery to address</td>
<td>✓ Approved programs with launch strategy and sustainable business model.</td>
<td><img src="https://example.com" alt="Green" /></td>
</tr>
<tr>
<td>nursing and teacher shortages.</td>
<td>✓ Date: 4/20/23</td>
<td><img src="https://example.com" alt="Green" /></td>
</tr>
</tbody>
</table>
82% of postsecondary institutions expect growth in competency-based education (CBE) in the next five years – "Nondegree credentials can help students build long-term relationships with an education provider where they can return for additional education" -

62% of Americans would prefer skills training or another nondegree option. The number of postsecondary certificates awarded by all public colleges has increased by 30% since 2010.

One million fewer students are enrolled in higher education in the U.S. than before the pandemic began. Institutions are scrambling to launch alternative credentials to tap the massive shift of adult learners in the workforce.

1. "Findings From the 2020 Survey of Post-Secondary Competency-Based Education", American Institutes for Research
2. Things To Know Now About the Future of Nondegree Credentials, Strada Education 7/21
3. Strada Public Viewpoint, 7/21
5. Schroeder, R., Collaboration is Key to Successful alternative Credential Creation, Inside Higher Ed. 2/2/22
Role at Radford University

- Workforce Development
- Economic Development Asset
- Enrollment Contribution
- Revenue
- Learning Innovation
IMPACT Early Growth Strategy

**GOAL: Consistent break-even operation by 2024-2025**

1. **Radford University as Banker and Risk Underwriter**
2. **Grant Funds Provide Tuition Subsidy – Incentives for early adoption**
3. **Grant Funds as Capital for Program/Course Development – To expand catalog of offerings**
4. **B2B Partners – As a strategy to form early customer relationships**
5. **B2C Strategy – As a medium-range strategy for enrollment and revenue growth**
IMPACT Program (44 courses)

Certificate (6 courses, 18 credits)
Cybersecurity for Leaders micro (1)

Certificate (5 courses, 17 credits)

Credential (5 courses, 15 credits)

Micro-Credentials (N=25)
Elementary Math (10)
Classroom Management (3)
Elementary Literacy (2)
Teaching Cybersecurity (10)

Non-Credit Micros (N=2)
Culturally Responsive Instruction (1)
Early Childhood Education (1)
Overall Enrollment and Revenue History

Enrollment

Revenue

The development costs shown include funds from the SEED grant, including the research components, along with the Intel and VDOE agreements.

FY2018-FY2022 = SEED grant period
<table>
<thead>
<tr>
<th>Funding Agency</th>
<th>Amount</th>
<th>Award Date</th>
<th>Results</th>
</tr>
</thead>
</table>
| U.S. Department of Education (ED)          | $13,873,844     | Sept. 2017   | • Largest grant in the history of the university.  
• Developed K-12 micro-credentials and enrolled 6,229 teachers from 13 different states. |
| Commonwealth of Virginia (COVA)            | $193,942        | April 2021   | • Developed data science credential.                                                                                                   |
| Virginia Department of Education (VDOE)    | $392,318        | May 2021     | • Developed a non-credit Early Learning & Development Standards (ELDS) micro-credential ($297,319).  
• Projected to enroll 1,000 teachers ($45,000)                                                                 |
| Virginia Department of Education (VDOE)    | $102,500        | Dec. 2021    | • Developed a non-credit Culturally-Responsive Instruction (CRI) micro-credential ($57,500).  
• Projected to enroll 2,000 teachers ($45,000) (50/50 split with VCU).                              |
| Intel Corporation                          | $100,000        | March 2021   | • Developed a teaching online micro-credential  
• Projected to enroll 40 teachers                                                                                                          |
| U.S. Department of Education (ED) RPED     | $1,223,552      | Oct. 2023    | • Deliver cybersecurity micro-credentials, courses, and certificates to secondary students and their educators in rural schools in southwestern Virginia  
• Enroll 270 credit-based learners and an additional 300 non-credit learners                                                                   |
| **Total**                                  | **$15,886,156** |              |                                                                                                                                           |
## Total Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEED Grant*</td>
<td>$1,315,466</td>
<td>$3,232,751</td>
<td>$4,946,791</td>
<td>$4,249,228</td>
<td>$49,534</td>
<td></td>
<td>$13,793,770</td>
</tr>
<tr>
<td>RPED Grant*</td>
<td></td>
<td></td>
<td></td>
<td>$229,950</td>
<td>$229,950</td>
<td></td>
<td>$459,900</td>
</tr>
<tr>
<td>Contracts**</td>
<td></td>
<td></td>
<td>$196,971</td>
<td>$295,631</td>
<td>$156,160</td>
<td>$648,762</td>
<td></td>
</tr>
<tr>
<td>University***</td>
<td>$896,094</td>
<td>$820,570</td>
<td>$1,210,895</td>
<td>$1,637,159</td>
<td>$1,935,000</td>
<td>$1,924,500</td>
<td>$8,424,218</td>
</tr>
<tr>
<td>Tuition****</td>
<td>$114,000</td>
<td>$148,600</td>
<td>$44,500</td>
<td>$142,250</td>
<td>$137,358</td>
<td>$106,470</td>
<td>$693,178</td>
</tr>
<tr>
<td>Totals</td>
<td>$2,325,560</td>
<td>$4,201,921</td>
<td>$6,202,186</td>
<td>$6,225,608</td>
<td>$2,417,523</td>
<td>$2,417,080</td>
<td>$23,789,878</td>
</tr>
</tbody>
</table>

*Grants* SEED: These funds show actual amounts drawn down from the grants. The university was awarded $13,873,844 but drew down $13,793,770.

RPED: As of March, $229,950 has been received.

**Contracts** FY21: Intel and Commonwealth of Virginia (COVA)
FY22: Virginia Chief Data Office and Virginia Department of Education (VDOE)
FY23: Virginia Department of Education (VDOE)

***University*** These funds were appropriated by the university to cover the lab's E&G expenses.

****Tuition**** These are the funds received from the B2B, B2C, and contract enrollments.
Financial History
Revenue & Expense Summary (Non-restricted dollars)

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grant Tuition</td>
<td>$ 474,075.00</td>
<td>$ 1,657,112.50</td>
<td>$ 971,800.00</td>
<td>$ 229,950.00</td>
<td>$ 3,332,937.50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F&amp;A from Grant</td>
<td>$ 114,000.00</td>
<td>$ 148,600.00</td>
<td>$ 44,500.00</td>
<td>$ 339,221.00</td>
<td>$ 432,988.50</td>
<td>$ 262,629.21</td>
<td>$ 1,341,938.71</td>
</tr>
<tr>
<td>E&amp;G</td>
<td>$ (896,094.31)</td>
<td>$ 820,570.04</td>
<td>$ 1,210,895.49</td>
<td>$ 1,637,158.80</td>
<td>$ 1,935,000.00</td>
<td>$ 1,924,500.00</td>
<td>$ 8,424,218.64</td>
</tr>
<tr>
<td><strong>REV TOTALS</strong></td>
<td>$ 114,000.00</td>
<td>$ 622,675.00</td>
<td>$ 1,701,612.50</td>
<td>$ 1,311,021.00</td>
<td>$ 902,369.91</td>
<td>$ 492,579.21</td>
<td>$ 5,144,257.62</td>
</tr>
</tbody>
</table>

**University Investment:**

<table>
<thead>
<tr>
<th></th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>E&amp;G Funds</td>
<td>$ 896,094.31</td>
<td>$ 820,570.04</td>
<td>$ 1,210,895.49</td>
<td>$ 1,637,158.80</td>
<td>$ 1,935,000.00</td>
<td>$ 1,924,500.00</td>
<td>$ 8,424,218.64</td>
</tr>
<tr>
<td>(E&amp;G Funds)</td>
<td>$ (896,094.31)</td>
<td>$ (197,895.04)</td>
<td>$ 490,717.01</td>
<td>$ (326,137.80)</td>
<td>$ (1,032,630.09)</td>
<td>$ (1,431,920.79)</td>
<td>$ (3,279,961.02)</td>
</tr>
</tbody>
</table>

**Revenue:**
Grant Tuition = revenue obtained from the SEED and RPED grants for the enrollment of teachers into the micro-credentials, courses, and programs. This does not include the University’s in-kind contribution.
F&A from Grant = the indirect costs obtained from the SEED grant that has not been touched since receipt by the University.
E&G = revenue obtained from development and tuition from contracts, grants (outside of SEED), and general enrollment.

**University Investment:**
E&G Funds = the amount of E&G funds expended by the IMPACT Lab in each fiscal year.

- IMPACT’s Total Cost to Radford University from Inception = $3,279,961 or $546,660/year
- Breakeven enrollment = 250 learners in certificate programs to cover operational costs.
FY 23 Enrollment and Revenue Performance

Current Enrollment & Revenue

- **Actual Enrollment**: 244
- **Goal Enrollment**: 414
- **58.9% of goal**

- **Actual Revenue**: $430
- **Goal Revenue**: $735
- **58.5% of goal**

Revenue Mix

- **Contracts**: $251,079
- **Grants**: $229,950
- **Enrollment**: $11,550
- **TOTAL**: $429,579

- **46.68% Contracts**
- **50.97% Grants**
- **2.34% Enrollment**

Economic Development and Corporate Education
## 2023 Grants and Contracts Pipeline

<table>
<thead>
<tr>
<th>Funding Agency &amp; Program</th>
<th>Amount</th>
<th>Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. Department of Agriculture RISE: Rural Innovation Stronger Economy</td>
<td>$ 725,000</td>
<td>• Status: In preparation; April 2023; Pending (drafting)&lt;br&gt;• Focus: Develop and deliver “Industry 4.0”-aligned micro-credentials and courses.</td>
</tr>
<tr>
<td>Virginia Department of Education (VDOE): Data Science</td>
<td>TBD</td>
<td>• Status: Pending (in discussion).&lt;br&gt;• Focus: Develop and deliver Data Science micro-credentials.</td>
</tr>
<tr>
<td>U.S. Department of Education SEED: Supporting Effective Educator Development</td>
<td>$14,000,000</td>
<td>• Status: Pending.&lt;br&gt;• Focus: Develop and deliver 25 stackable micro-credentials to K-12 teachers</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$14,725,000</strong></td>
<td></td>
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</table>

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Economic Development and Corporate Education
<table>
<thead>
<tr>
<th>Partners</th>
</tr>
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<tbody>
<tr>
<td>Franklin County</td>
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<tr>
<td>York County</td>
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<tr>
<td>Pulaski County</td>
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<tr>
<td>Amherst County Public Schools</td>
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<tr>
<td>Buena Vista City Public Schools</td>
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<tr>
<td>Cabell County Schools, West Virginia</td>
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<td>Radford City Public Schools</td>
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<td>Giles County Public Schools</td>
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<td>Montgomery County Public Schools</td>
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<td>Henry County Public Schools</td>
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<td>Buchanan County Public Schools</td>
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<td>Mecklenburg County Public Schools</td>
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<td>Louisa County Public Schools</td>
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<td>Colonial Heights Public Schools</td>
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<td>Lynchburg City Public Schools</td>
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<td>Grayson County Public Schools</td>
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<td>Smyth County Public Schools</td>
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<td>Fredericks County Public Schools</td>
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<td>Brooke County Public Schools</td>
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<td>Patrick County Public Schools</td>
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<tr>
<td>VCOM</td>
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<tr>
<td>PLT Consulting, LLC</td>
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<tr>
<td>Virginia Department of Education</td>
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<td>Ennoble First</td>
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<tr>
<td>ElevateU</td>
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<tr>
<td>Town of Blacksburg</td>
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<td>Rockingham County Public Schools</td>
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<td>Carroll County Public Schools</td>
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<tr>
<td>HealthFirst</td>
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<tr>
<td>Bath County Public Schools</td>
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<tr>
<td>Radford City Police Department</td>
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<tr>
<td>Blacksburg Police Department</td>
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<tr>
<td>Private Advisors, LLC</td>
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<td>NC4</td>
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<td>TRGroup</td>
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<tr>
<td>New College Institute</td>
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<td>Citizens Group Coop</td>
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<td>Stamattina, LLC</td>
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<td>CivilianCyber</td>
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<tr>
<td>Commonwealth of Virginia, Chief Data Officer</td>
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<tr>
<td>Intel</td>
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<tr>
<td>Institute of Advanced Learning and Research (IALR)</td>
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<td>Langley Federal Credit Union</td>
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<td>Pittsylvania County Public Schools</td>
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<td>PLT Consulting, LLC</td>
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<tr>
<td>Pulaski County Public Schools</td>
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<tr>
<td>Southwest Virginia Higher Education Center</td>
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<tr>
<td>Virginia Credit Union League (VACUL)</td>
</tr>
</tbody>
</table>

Cultivating and diversifying partnerships will be critical for long-term sustainability.
Enablers for Future Growth

Key Strategies

- Balance revenue mix
- Increase access
- Develop high demand programs
- Expand partnerships
NRV and Roanoke Valley Engagement

- Radford City Council Meeting
- Joint Commission
- The Hub@Radford
- Montgomery County Tourism
- VWCC and Verge
Economic Development and Corporate Education
Discussion