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A Letter from the Chairman of the Board of Trustees

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ROANOKE HIGHER EDUCATION CENTER 2020 ANNUAL REPORT

On August 20, 2020, we celebrated our 20 year anniversary. During this period of time, we have offered more than 200 programs of study that have served a variety of education goals from adults needing job training and lifelong learning opportunities to undergraduate and graduate instruction. All of these achievements lead to increased earning potential resulting in the economic growth of our region.

As chair of both the Roanoke Higher Education Center Authority and the Foundation Boards, I am proud of our many accomplishments, most importantly the success of our almost 10,000 adult learners who have completed degrees, certificates and endorsements required for workforce demands. Our success is due to the eleven colleges and workforce agencies that share space at the Center, and we look forward to serving our community for the next 20 years.

Sincerely,

S. Edward

Senator John S. Edwards Chairman, RHEA Board of Trustees





ROANOKE HIGHER EDUCATION CENTER

About RHEC

The Roanoke Higher Education Center offers more than 200 programs of study through multiple member institutions. Students can take undergraduate and graduate-level courses, either here at the Center or online, through one of our partnering colleges and universities. We also offer job training programs through our partnership with TAP — This Valley Works.



Mission

The Roanoke Higher Education Center develops partnerships and maintains a state-of-the-art facility that provides citizens of the Roanoke region access to training, certifications, and degrees.

Vision

The Roanoke Higher Education Center, known throughout the Roanoke region as a dynamic learning community of colleges and organizations, responds to the evolving needs of the current and future workforce.

Values

To embrace a shared vision of collaboration and partnership with colleges, universities, community organizations, businesses and industries.

ROANOKE HIGHER EDUCATION CENTER FOUNDATION

The Center's ability to provide enhanced educational opportunities and services is of utmost importance. With current and future sustainability in mind, RHEC must strengthen its capacity to react to unforeseen challenges and to respond to unexpected opportunities. To accomplish these things, the RHEC Foundation has approved four fundraising priorities for 2020-2025.

- Career Center to assist students and workers, employees and employers in the region. **Financial goal: \$250,000**
- Scholarships for adult learners to attend classes at RHEC. **Financial goal: \$50,000**
- Innovation Fund to provide seed money to encourage and incentivize new program development in collaboration with partner institutions. **Financial goal: \$250,000**
- Support the RHEC Mission for unrestricted support for the Center's longterm fiscal stability. **Financial goal: \$200,000**

Nancy Gray, Senior Consultant for Gonser Gerber and former president of Hollins University, is assisting RHEC to develop case statements and put the necessary steps in motion to meet and exceed the financial goals. Contact Dr. Kay Dunkley, Executive Director, for more information on how to make a donation!

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PARTNER INSTITUTIONS

PROJECT DISCOVERY

Project Discovery prepares students in grades 4 to 12 for what to expect after high school. Through 24 partner agencies across Virginia, students are encouraged to stay in and graduate from high school. Project Discovery provides resources and tools for students to successfully make the transition to postsecondary education.

ROANOKE VALLEY BROADBAND AUTHORITY

The Roanoke Valley Broadband Authority (RVBA) is a regional partnership started by local business leaders and four local municipalities, including the city of Salem, the city of Roanoke, Roanoke County and Botetourt County, to invest in the development of the region's first open-access fiber-optic internet network. The RHEC serves as a Point of Presence (PoP) for the Broadband Authority.

SEASONS & OCCASIONS CAFÉ

Located on the second floor of the Center, Seasons & Occasions Café provides a valuable service to our students, faculty and staff by offering breakfast, lunch and dinner during the week and offering morning hours on Saturday. Seasons & Occasions also provides catering services for private gatherings and corporate events.

TAP HEAD START

Total Action for Progress (TAP) has had a presence at the RHEC since opening in 2000. TAP offers 25 different programs that provide families and individuals with jobs, education and safe places to live. The headquarters of TAP Head Start and Early Head Start, which provide education and care for 1,100 children each year, are located in the RHEC.

VIRGINIA 811

Virginia 811, the commonwealth's underground utility protection service, maintains an auxiliary location at the RHEC to ensure the ability to provide 24/7 services during times of emergency or maintenance at its primary facility.

PROJECT DISCOVERY Navigate Your Future

ROANOKE VALLEY BROADBAND



seasons foccasions catering





MEMBER FEATURE: TAKING ONLINE LEARNING TO NEW HEIGHTS

Commonwealth Learning Systems (CLS) is the newest member of the Roanoke Higher Education Center (RHEC). The highly experienced team is at the forefront of next-generation technologies in education. CLS supports both students and educators by offering online, hybrid and in-person instruction.

"Emerging technologies are meeting this historical moment in education because the educational landscape is changing. What we really have to do is be there to make those connections happen for people and to find the solutions that are going to work," said Holly Gillcash, CLS's Online Learning Specialist.

Established in 2019, CLS's STEM+ Lab at RHEC is a physical space for Science, Technology, Engineering and Mathematics (STEM) education to prepare students to succeed in their upcoming careers. In addition to healthcare and information technology, many local industries also rely heavily on technology, including agriculture and construction. STEM+ refers to an interdisciplinary approach that incorporates the arts, humanities and community needs.

Gillcash added, "We have to prepare our students to be successful. Just think of the STEM components involved in COVID research and treatment. You've got to reach students. You've got to give them this education and help communities that don't have access to as many resources."

Al (Artificial Intelligence), drones and data analytics are just a sampling of the topics offered. Providing innovative tools with educators is also an important focus area; for example, Denis Gracanin, Ph.D., Associate Professor of Computer Science and a Faculty Affiliate at Institute for Creativity, Arts, and Technology, Virginia Tech, offers a workshop called "eXtended Reality for Educators," which uses immersive and interactive technology that can merge the physical and virtual worlds to enhance student learning.

According to Gillcash's colleague Iqbal Ahmed, Director of Outreach and Communications, CLS was originally created to support a distance learning initiative to provide equal access to educational and business industries: "We were able to find good, really good, experts in the field of remote learning, and we wanted to find ways to create new technology, so we started developing access and interaction with Virtual STEM labs." They worked with Jim Egenrieder, Ph.D., of the Thinkabit Lab, to develop online opportunities and resources for students who attended the lab, and virtual hands-on STEM activities and online instruction to students in other locations.

In March 2020, when the COVID-19 pandemic forced remote learning to the forefront, CLS was poised to meet the new challenges. Its business model has quickly shifted to becoming an "important connector between technology and research and people who are building things, with the people who actually need to use them, and use them in very specific locations," said Gillcash.

The work has quickly accelerated. Its model changed from initially focusing on K-12 education; now, with COVID, their audience is much larger. CLS staff members are supporting those who need help connecting to their education. CLS has been helping its educational partners transition to online platforms and training them on best practices. They have helped many people to develop protocols for online course delivery, down to the nuts and bolts of how to effectively run a Zoom meeting for 100 people.

Commonwealth Learning Systems was pleased to be invited to be a member of the Roanoke Higher Education Center and to develop partnership opportunities with other members in the building. The Roanoke Valley is an excellent region for CLS to grow its roots.

CLS hopes to expand its staff soon. It is committed to supporting our community, working with experts in the field, identifying needs, developing new courses and connecting educators and students with new technologies to support the jobs of the future.



STUDENT FEATURE: LEADING BY EXAMPLE

DR. CARLA JAMES-JACKSON

Dr. Carla James-Jackson, Senior Director of Academic and Student Services, is a familiar presence around the Roanoke Higher Education Center (RHEC). She has been on staff for the past 19 years. She was also a doctoral degree student. In December 2019, James-Jackson received her Ph.D. from Old Dominion University (ODU), a charter member of RHEC, an accomplishment she can attribute to her employer's support.

"I wouldn't have been able to earn my Ph.D. if the Higher Ed Center wasn't here. The opportunity to be able to study here at the Higher Education Center was integral in my decision to go back to school," she said.

A love of libraries sparked her initial career path. A work-study program at the Carol M. Newman Library at Virginia Tech was so rewarding that the psychology major decided to pursue a library career after graduation. Armed with professional experience working in the Roanoke City Public Library system and the Roanoke City Public Schools, as well as a Master of Library and Information Studies from the University of North Carolina at Greensboro, James-Jackson came to the Roanoke Higher Education Center in 2001, soon after it opened, as the Director of Library Services.

Now, almost 20 years later, James-Jackson provides overall management, coordination, supervision and leadership for RHEC's Academic and Student Services department, which includes the library, Information Technology, Educational Testing Center, Day Rental, and marketing/outreach activities.

The Roanoke Higher Education Center's former Executive Director, Thomas L. McKeon, knew of her desire to pursue a Ph.D. and encouraged her to do so: "What better place than that place where you work!" She began her studies toward a Ph.D. in Instructional Design & Technology (IDT) from ODU.

"I selected the ODU IDT program because I wanted to work more closely with our member institutions on effectively delivering their programs at a distance," she said. "I also wanted to enhance my library and information skills to include a focus on cognitive theory and research. The ODU program had everything that I needed, and it was being offered right here in the Higher Education Center. I did not have to travel to Norfolk to take advantage of this degree program, and I had all of the support and services that I needed right here at the Center."

Like many other students, James-Jackson had to juggle a myriad of responsibilities, including a full-time job, a family and graduate school, but the flexibility of studying at RHEC made it all possible. Her program was designed to be delivered at a distance. After working an 8-hour day, five days a week, she took classes through ODU Online at night and on the weekend. She took two courses at a time. Her employer also offered tuition assistance.

The member institutions helped her as well. Students from Virginia Western Community College and Mary Baldwin University participated in her research studies. Her dissertation was entitled: FLIPPING THE LIBRARY ONE-SHOT.

It wasn't easy, but through the support of her employer and some stellar organizational and time management skills, she achieved her goal. Eight years later, James-Jackson graduated with her Ph.D. She describes how valuable the experience is in talking to potential students about their career goals and aspirations: "I am very passionate about the Center, so it is easy for me to talk about it. If I can do it working full time, having a family and earning a Ph.D., anybody can. It's not the easiest path, but I wouldn't trade it for anything."

COMMONWEALTH LEARNING SYSTEMS

Commonwealth Learning Systems is made up of a team of people who are passionate about connecting STEM resources to the next generation of workers, while simultaneously leveraging partnerships with community stakeholders to complement existing efforts.

DABNEY S. LANCASTER COMMUNITY COLLEGE

Dabney S. Lancaster Community College (DSLCC) partnered with the Roanoke Higher Education Center (RHEC) to expand its Massage Therapy program. The college strives to keep programs and services financially and geographically accessible for all students, with locations in Clifton Forge, Buena Vista and Roanoke. Special tuition assistance programs are offered for students of the DSLCC Massage Therapy program at the RHEC.

JAMES MADISON UNIVERSITY

James Madison University (JMU) has been a member of the RHEC since 2008 and offers a variety of credit and non-credit programs. Currently, the Master of Education and graduate certificate in Educational Leadership are running multiple cohorts. Various online graduate and undergraduate programs, as well as non-credit programs, such as Passport to Retirement, are also available at RHEC.

MARY BALDWIN UNIVERSITY

Mary Baldwin University (MBU) was one of the charter members of the RHEC. Today that close partnership continues. Men and women are able to complete a bachelor's degree in a dozen majors, including business, social work, criminal justice, healthcare administration, psychology and teacher licensure through the Post-Baccalaureate Teacher Licensure program. In addition to undergraduate degrees, MBU Online offers 12+ online graduate and certificate programs, such as a social-benefit-focused MBA and a doctorate of occupational therapy for working professionals.

OLD DOMINION UNIVERSITY

Old Dominion University offers more than 100 online programs through the RHEC. These programs have the same content and rigor as on-campus offerings and are taught by the same faculty. Depending on the class, courses are offered in either a synchronous (live) web-based conferencing or asynchronous online format. Students may complete general education requirements of their coursework through the Virginia Community College System at Virginia Western Community College, and the remaining coursework can be completed through ODUOnline.

RADFORD UNIVERSITY

Radford University is a charter member of the RHEC and delivers approximately 75 credit courses at junior, senior and graduate levels and serves as a primary teaching site for the Radford University School of Nursing. Radford University also administers the Clinical Simulation Center, authorized by the State Council of Higher Education and serving regional health care teaching agencies.

The Radford University School of Nursing (SON) hosts the largest undergraduate day program at the RHEC. With nearly 100 junior-













and senior-level students each semester, the Radford University SON is housed on the RHEC third floor and offers the baccalaureate nursing upper division program. Radford's SON students based at the RHEC have a 95% pass rate on the NCLEX (National Council Licensure Examination).

REGION 5 ADULT EDUCATION

Roanoke Valley – Alleghany Region 5 Adult Education works with local school divisions and community partners to offer GED® Preparation and Basic Academic Skills Classes in Alleghany County, Botetourt County, Covington City, Craig County, Roanoke City, Roanoke County and Salem City. The RHEC is a prime location for both GED and English classes, as well as serving as a GED Enrollment & Orientation hub for the region. Currently, the RHEC is the only GED testing facility in the area and is used by all of Region 5's students. All classes are free to adult students seeking to earn a GED credential or improve their English language skills.

TAP — THIS VALLEY WORKS

TAP's education and career development arm, This Valley Works, provides services such as dropout prevention, job training and job placement. This Valley Works serves more than 1,500 young people and adults every year.

VIRGINIA COMMONWEALTH UNIVERSITY

The Department of Nurse Anesthesia offers a Doctor of Nurse Anesthesia Practice (DNAP) degree program at Virginia Commonwealth University's main campus in Richmond, as well as at three distant locations, including the RHEC. The curriculum in Roanoke is identical to the Richmond campus, as classes are offered synchronously in real time to all sites through two-way video conferencing, web-based tools and face-to-face on-site instruction. Additionally, the program features local intensive clinical training and high-fidelity simulation education. The department has graduated more than 30 students from the RHEC since 2011.

VIRGINIA TECH

The Virginia Tech Roanoke Commonwealth Campus Center has been a part of the Roanoke community since 1989 and was one of the founding institutions at the RHEC's current location. VT's Roanoke locations have served over 54,000 students and community members through an array of credit and non-credit offerings. VT currently offers customized professional development, training programs, conference planning and graduate and certificate opportunities for students throughout the region.

VIRGINIA WESTERN COMMUNITY COLLEGE

With the growing demand for chefs in the region, Virginia Western Community College (VWCC) answered the call in partnership with RHEC. Housed in the Claude Moore Education Complex (CMEC), Virginia Western's Al Pollard Culinary Arts Program offers an A.A.S. in Culinary Arts and career studies certificates in Culinary Arts, including baking and pastry, all accredited by the American Culinary Federation.





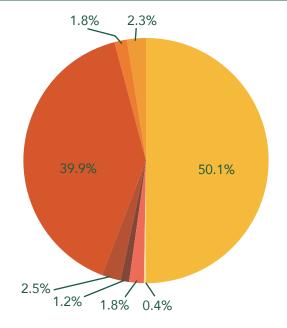




ROANOKE CENTER



FY 2020 FINANCIAL INFORMATION



REVENUE FOR FISCAL YEAR 2020

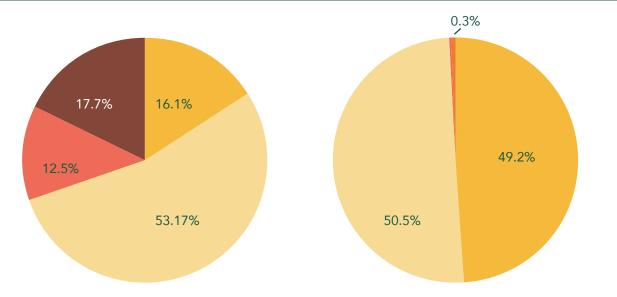
Grand total all sources = \$3.43 million (\$2.95 Operating & Nonoperating + \$0.48 Capital)

NONOPERATING REVENUES TOTAL \$1.58 MILLION:

- State Appropriation = 50.1%
- Local Government = 0.4%
- Interest Income = 1.8%
- Public Health Emergency Funding = 1.2%

OPERATING REVENUES TOTAL \$1.37 MILLION:

- Day Rental & Training Initiatives = 2.5%
- Member & Commercial Leases = 39.9%
- Phone, Vending, Library & Misc. = 1.8%
- Testing Services = 2.3%



CAPITAL FUNDED REVENUES TOTAL \$0.48 MILLION (\$481K):

- Higher Equipment Trust Fund (HEETF) = 16.1%
- Capital Maintenance Reserve (CMR) = 53.7%
- Capital Outlay-Courtyard/Plaza = 12.5%
- Capital Outlay-Claude Moore Education Center (CMEC) = 17.7%

EXPENSES FOR FY 2020 – GRAND TOTAL ALL SOURCES = \$2.96 MILLION

- Personnel Services Operating = 49.2%
- Other Operating = 50.5%
 - Facility Services = 29.7%
 - Finance and Administration = 11.3%
 - Academic and Student Services = 5.0%
 - Information Technology = 4.5%
- Nonoperating = 0.3%

DAY RENTAL ACTIVITY

The Day Rental program at the Roanoke Higher Education Center serves business and community organizations by providing meeting and training space suitable for intimate conferences to classes of 100 people. The 12,000+ square feet of accessible space allows for flexible room configurations and includes two computer labs featuring touchscreen monitors.

Most day rental rooms are equipped with basic technology including up-to-date laptop computers, external speakers, LCD projectors and projection screens to accommodate the audio and visual requirements of visiting groups. Videoconferencing equipment is installed in two classrooms for organizations needing to combine in-person and virtual meeting components. A dedicated Wi-Fi network for day renters is available at no charge.

Adjacent to Hotel Roanoke in Historic Gainsboro, the RHEC is a prime location for educational and professional events.

TOTAL NUMBER OF

CLIENTS SERVED

(UNDUPLICATED)

TOTAL NUMBER OF DAY EVENTS



TOTAL NUMBER OF MULTI-DAY EVENTS

4398

TOTAL ESTIMATED

NUMBER OF DAY

RENTAL PROGRAM

PARTICIPANTS

TOTAL NUMBER OF **NEW CLIENTS**





ROANOKE HIGHER EDUCATION CENTER

2020 ANOKE HIGHER EDUCATION CENTER









HIGHER EDUCATION CENTER

PROGRAM FEATURE: PRACTICE MAKES PERFECT

On a walk through the Roanoke Higher Education Center (RHEC), you'll take in the dramatic views of downtown Roanoke while admiring the art deco style of the old Norfolk-Southern headquarters. You'll pass a library, a room filled with computers and books and students hard at study. As you turn a corner on the first floor, everything changes. All of a sudden, you'll feel like you've entered a hospital as you pass by exam rooms, clinical equipment and even life-size mannequin patients. Welcome to the Clinical Simulation Center (CSC).

The Clinical Simulation Center creates opportunities for real-world clinical experience for nursing students in Southwest Virginia. By simulating clinical situations that nurses will encounter in their profession, students receive hands-on, top-notch experience that will prepare them to thrive in the hospital once they graduate.

"Providing that opportunity for students to come in and be comfortable when they learn" is really what simulation is all about, explains Co-Director/ Educator Lisa Foote. "Our goal is to provide them with an experience that is non-judgmental. They are not graded when they come to the Simulation Center. We are a firm believer that you learn the most from the mistakes you made. You can learn and take that into practice with you."

In partnership with Radford University, CSC has had its home at the RHEC since 2007. Every semester, more than 500 students receive training at RHEC, including undergrads from Radford University, Radford University Carilion (formerly Jefferson College of Health Sciences), and Patrick Henry Community College in Martinsville, as well as graduate students from Radford University and Radford University Carilion. The "classrooms" for the students include seven acute care hospital rooms, four exam rooms, a fully-equipped apartment to simulate home health visits and mental health interview rooms.

What does a simulation look like? Nursing students come in, dressed in scrubs, and prepare for the simulation. They receive a report on what they will see that day. Then, without an instructor, teams of students take care of the patient together for about 30 minutes. They may encounter life-like mannequins that have programmed sophisticated features including pre-recorded vocals (that are age and gender-specific), a pulse you can feel and heart and lung sounds you can listen to. There may even be hired actors portraying patients. Scenarios are written by content experts.

Afterwards, students debrief with the instructors for approximately 45 minutes, which is where the real learning takes place. Scenarios are recorded, and by watching the video and discussing what happened, students can both celebrate their successes and learn from their mistakes. According to Foote, each session ends by asking the question: "What's something that you learned that you'll take to practice with you from today?"

CSC is unique among simulation centers in that their educators run their own scenarios and debriefing. Another special feature is their commitment to interprofessional education: giving nursing students the opportunity to work closely with other disciplines including physical therapy, occupational therapy and EMS to develop team working skills while caring for a patient.

The Clinical Simulation Center is nationally accredited by the Society for Simulation in Healthcare (SSIH) and was the first simulation center in the state of Virginia to be accredited. Instructors are all masters-prepared nurses who are certified healthcare simulator educators. The facility is constantly updating the mannequins and other equipment. Plans are also underway to offer an anatomage table – which offers a virtual, 3D anatomy experience – to learn about the human body and aid in simulation.

CLINICAL SIMULATION CENTER

While COVID-19 has currently made things look a little different at CSC, it is not slowing them down. According to Foote, back in March when COVID hit, CSC pivoted quickly to offer meaningful virtual experiences for the students that allowed them to fulfill their clinical hours. Educators portrayed nurses in various scenarios that were videotaped and shown to students through Zoom, where students could analyze and debrief afterwards.

With guidelines this fall allowing things to open up a bit more, CSC has again pivoted to still offer quality learning opportunities. Schedules now see fewer students per session, with more sessions per week. Students break up into two groups, with one group performing the scenario, and the other watching a live feed.

"Team teaching using simulation experiences improves the quality and safety of healthcare," said RHEC Executive Director Kay Dunkley. "We are pleased to partner with Radford University to provide this training."

Being located at RHEC is a huge privilege, according to Foote.

Foote credits a strong staff, including Co-Director/Educator Devon Nicely, in part for the success of the CSC, emphasizing that clinical simulation helps to provide the community with high-quality, well-trained nurses.

RADFORD UNIVERSITY

2020 ANNUAL REPORT

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2019 AL POLLARD GALA

For the second year in a row, the Roanoke Higher Education Center proudly hosted the Al Pollard Memorial Gala at the Claude Moore Education Complex. The Al Pollard Memorial Gala is an annual event named after Al Pollard, a famous local restaurateur, who died suddenly in 2006. Sponsored by the Al Pollard Memorial Foundation, this annual event raises scholarship funds for students studying Culinary Arts at the Al Pollard Culinary Program at Virginia Western Community College. This program is located on the campus of the Roanoke Higher Education Center.



20TH ANNIVERSARY CELEBRATION

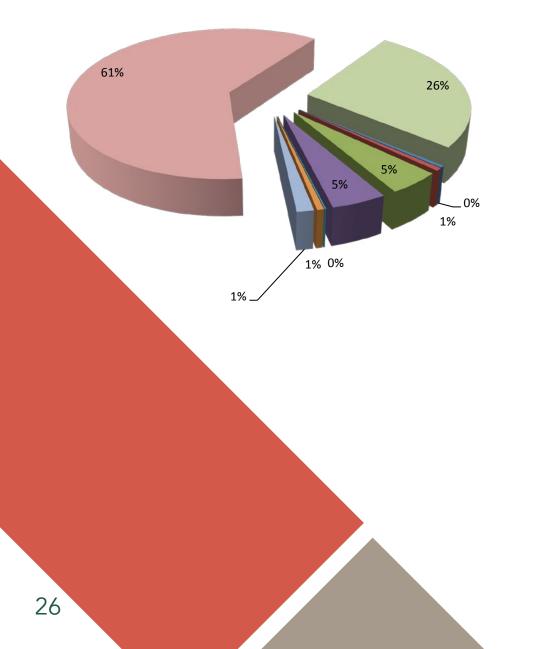
August 20, 2020 marked the 20th anniversary of the Roanoke Higher Education Center. Since our inception, we have worked to provide a wide range of educational opportunities to the citizens of the Roanoke Region. We celebrated our anniversary with the release of a series of video interviews with current and former students and with local and state leaders who helped to launch the Center. Our anniversary celebration also featured a livestreamed press conference and the release of our 2020 Economic Impact study that revealed the Center's nearly 10 million dollar impact on the regional economy.

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PROGRAM COMPLETION REPORT: FY 2020

Roanoke Higher Education Center FY 2020 Program Completion Report / July 1, 2019-June 30, 2020



Doctoral- 0%	Post Masters Certificate- 1%			
Bachelor's- 5%	Associate- 0%			
Certificate- 1%	Workforce Training- 61%			
Master's- 5%				
Teaching Endorsement- 1%				
Non-credit- 26%				

FY 2020 PROGRAM COMPLETERS

PROGRAM TYPE	NUMBER OF COMPLETERS
Doctoral	4
Post-Master's Certificate	6
Master's	48
Bachelor's	49
Associate	1
Teaching Endorsement	6
Certificate	15
Workforce Training	650
Non-credit	280
TOTAL	1059





COMING SOON IN 2021: STUDENT LOUNGE

Beginning December 2020, the current student lounge, located immediately off of the elevators on the 4th floor, will undergo a complete facelift. In order to better meet the needs of our students, the renovated lounge will provide individual and collaborative study spaces, a comfortable rest environment and new finishes, flooring, privacy walls and furniture. The lounge refresh effort also includes state-of-the-art smart board technology and digital signage.



EXPANDING THE CAMPUS FOOTPRINT



THE ROANOKE HIGHER EDUCATION CENTER

COMING SOON – CENTRAL QUAD

The City of Roanoke will deed a small plot of public property to the **Roanoke Higher Education Authority** to construct a courtyard connecting the Center's main building with the Claude Moore Education Complex. Virginia Western Community College's Culinary Arts program will use the green space as an outdoor learning lab. The courtyard will provide a brick seat wall allowing individuals a place to sit and enjoy the outdoors. Through interactive displays in the main building and the Gainsboro Library, visitors can access stories of events and individuals who helped shape the Gainsboro community from 1835 through 1970. Expected completion of the plaza will be fall 2021.

ECONOMIC IMPACT

ROANOKE HIGHER EDUCATION CENTER CONTRIBUTES \$10 MILLION IN ANNUAL ECONOMIC IMPACT TO REGION

The Economic Impact Study, conducted by the Roanoke Valley-Alleghany Regional Commission, estimates the economic impact of the Center's operations to be \$8,411,536 for the Fiscal Year 2018–2019, including expenditures by each institution and expenditures by the Center. Direct student spending had a further economic impact of \$1,546,322 for the region, which included average weekly expenditures on meals, snacks and parking that result solely because of attendance at the Center. Additionally, the report unveiled that:

- The Center and students help support 129 jobs in the Roanoke MSA region.
- Graduates who stay in the region contribute an additional \$6M to the economy each year through additional spending from projected increased incomes.

RHEC makes a nearly 10 million dollar impact on the regional economy!



THE ECONOMIC IMPACT OF THE ROANOKE HIGHER EDUCATION CENTER ON THE REGIONAL ECONOMY

AUGUST 2020



ROANOKE HIGHER EDUCATION CENTER

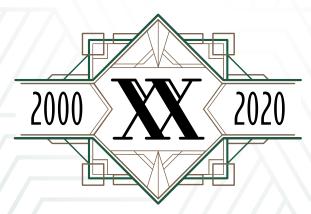
2020-2023 STRATEGIC PLAN

The 2020-2023 Strategic Plan is a result of a participative, purposeful and inclusive process to gather input that would inform our thinking and the development of this plan. More than 180 representatives from key stakeholder groups provided feedback over a ten-month period ending in September 2019. Their input was solicited through a combination of surveys, interviews and focus groups. Those engaged include the Roanoke Higher Education Authority (RHEA) Board of Trustees, the Roanoke Higher Education Center Foundation Board of Directors, member institutions, business leaders, RHEC students and RHEC staff. To help guide the next three years, the RHEC Executive Team worked closely with a strategic planning consultant to analyze the stakeholder feedback, identify planning assumptions, and develop goals, objectives and tactics to provide the organization with a sound road map.

GOALS

- **1: ENSURE FINANCIAL STABILITY**
- **2: EXPAND STUDENT SUPPORT SERVICES**
- **3: ESTABLISH A CAREER CENTER**
- 4: EXPAND ACCESS TO PROGRAMMING THAT ALIGNS WITH REGIONAL WORKFORCE NEEDS
- **5: ADDRESS PLANNED AND UNPLANNED INFRASTRUCTURE NEEDS**
- 6: INCREASE AWARENESS AND VISIBILITY
- 7: ATTRACT AND RETAIN QUALITY STAFF

Roanoke Higher Education Center www.education.edu (540) 767-6161 info@education.edu 108 N. Jefferson Street Roanoke, VA 24016



ROANOKE HIGHER EDUCATION CENTER