



Utah | **Campus Compact**

**PLAN FOR STRATEGIC
DEVELOPMENT & ACTION
2015 – 2020**

Approved April 28, 2015

INTRODUCTION

Utah Campus Compact (UCC) will celebrate its 20th anniversary in 2016. In preparation for this significant milestone, the Compact took the opportunity to reflect on the first twenty years and forecast a new vision and goals for the future. A design team developed the strategic plan outlined here during a series of planning sessions spanning 2014 and 2015. A group of diverse stakeholders made up of students, faculty, staff, administrators and community partners across Utah provided input and feedback during the process. The Utah Campus Compact Executive Board officially approved the plan on April 28, 2015. The plan reflects UCC's five-year vision, and its strategic directions and goals are aimed at deepening community engagement across the state.

UTAH CAMPUS COMPACT PAST AND PRESENT

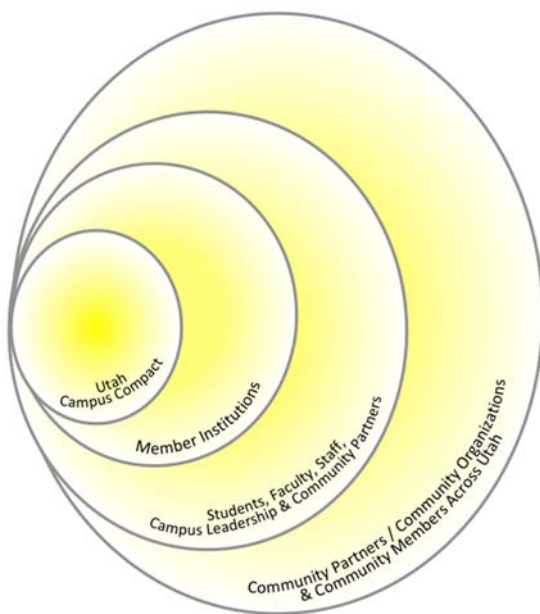
In the early 1990s, institutions of higher education in Utah were loosely organized in the Serving Utah Network (SUN) that sought to strengthen community service and learning at each of the state's colleges and universities. Most institutions had some level of involvement in community service, but many staff and faculty desired to deepen this commitment and hoped to better integrate service into the curriculum.

In the mid-1990s, Utah began looking to the national Campus Compact, an organization of college and university presidents, that encouraged higher education to fulfill a public mission by engaging students in service and learning in the community. In August 1995, representatives of each campus endorsed the creation of the Utah Campus Compact as a statewide forum in which students, faculty and staff could learn together and help prepare future citizens and leaders.

On November 21, 1996, a coalition of all of Utah's college and university presidents formally created the Utah Campus Compact with a mission to foster in students the values and skills of citizenship through active involvement in academically-based and co-curricular public and community service. The Board of Directors, consisting of all member campus presidents, approved the mission statement, and Utah became the 18th state to join the national Campus Compact network. In 2004 an annual Utah State Legislative appropriation was approved, and in 2005 Utah became the first state compact to include all of its non-profit higher education institutions. In 2008, guided by a new strategic plan, UCC focused on two main goals: 1) to continue to advance community engagement in higher education across the state as it had done for the past ten years; and 2) undertake a statewide higher education initiative. They worked to embed engagement more deeply across each campus and bridge the opportunity gap by improving educational access and success.

Today the Campus Compact network includes a national office, thirty-four affiliate organizations, and almost 1,200 colleges and universities that represent public and private, two-year and four-year campuses and some six million students. While the state and national Compacts are formally affiliated and share a fundamental commitment to integrating public and community engagement into campus and academic life, each organization operates independently, developing programs and priorities in response to its distinctive context.

The Utah Campus Compact continues today as a vibrant statewide coalition of ten colleges and universities that helps to engage annually over 34,000 college students in Utah communities. UCC collaborates with college and university presidents, faculty, students, staff, and community members to build and support public engagement in higher education. As a coalition, a network, and an important component of Utah’s higher education landscape, the Compact provides strong leadership, shares current research and resources, demonstrates best practices, and sponsors an array of diverse networking opportunities for all member institutions.



The Compact believes that all of Utah’s institutions of higher education hold a significant role within their communities. As members of communities across the state, each institution serves as an anchor with a critical role to play in student learning and social responsibility. With this understanding, the primary role of Utah Campus Compact is to strengthen the capacity of member institutions to promote the larger, public purpose of higher education. To build higher education’s capacity to serve the public good, the Compact works closely with member institutions as they craft strategies for students and faculty to lend their time, talent and knowledge to local communities while enhancing their own learning and scholarship; strengthening communities across Utah.

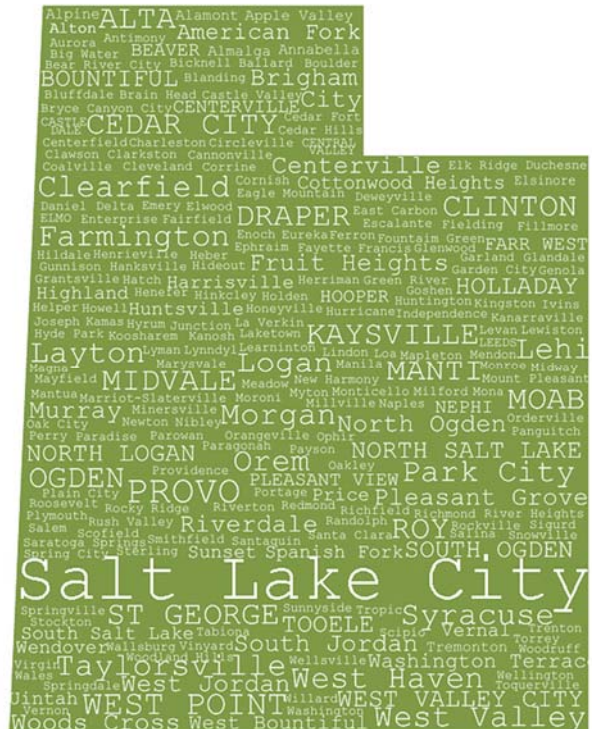
CHALLENGES AND OPPORTUNITIES

According to *HigherEdUtah 2020*, “higher education in Utah must achieve a new level of excellence.

Higher education must be strengthened and empowered to increase the educational attainment of Utahns, supporting the state’s quality of life and economic prosperity.” In support of this charge, Utah Campus Compact is poised to guide higher education’s strategies toward creative and meaningful change.

Utah is home to many national treasures including five national parks, seven national monuments, the Great Salt Lake, Rainbow Bridge and 11,000 miles of fishing streams. Steeped in a rich history of hard work, industry and service/volunteerism, the people of Utah experience the same contemporary social issues that trouble our nation. For example:

- As a result of its unique geography, prevailing weather patterns and population demographics, nearly all Utahns who live in metropolitan areas suffer routinely from poor air quality, a critical public health issue.
- One in five Utah children are unsure where their next meal will come from, while one in six Utahns are at risk of missing a meal today and 444,000 people are food insecure.
- In 2014, an estimated 13,621 persons experienced homelessness in Utah. Families make up 45 percent of the state’s total homeless population.
- Only 43 percent of Utah’s adult population has a postsecondary credential. The “big goal” that 66 percent of Utah’s working-age population will hold a postsecondary degree or certificate by the year 2020, requires more strategic support and resources to succeed.



While similar issues confront the United States, these figures provide insight into some pressing social needs that impact quality of life for Utahns. Now is the time for hard-working, problem solving, service-oriented institutions of higher education to partner with Utah Campus Compact in creating solutions and practical actions.

Utah is not unique from other states in facing debates about the differing purposes and perceptions of higher education. Many see higher education's main goal as job and career preparation to develop a qualified workforce. Others believe that higher education's purpose is to prepare actively-engaged citizens to promote intellect, morality and action for the public good. Some believe that postsecondary education signifies a depth of commitment, knowledge, and responsibility to oneself, to the community, and the world. Acknowledging these tensions, Utah Campus Compact will serve as a catalyst for higher education in designing innovative methods for connecting, deepening, and enhancing, community-engaged learning **and** job readiness among college students across the state.

Recent studies demonstrate that community engagement opportunities during college strengthen the top five skills that employers seek in college graduates. According to the National Association of Colleges and Employers, employers are looking for graduates who have the ability to: 1) work in a team; 2) make decisions and solve problems; 3) communicate verbally with people inside and outside an organization; 4) plan, organize and prioritize work; and 5) obtain and process information. In addition to deepening students' skills in these five areas, community engagement gives students a hands-on experience equivalent to a conventional internship that can be translated into job readiness outcomes. Community-based courses, programs and activities provide students with opportunities to explore and cement their values and beliefs, grow an understanding of diverse cultures and communities, and develop skills in the areas of communication, collaboration, and leadership while connecting and learning from professionals and community members.

The field of community engagement is thriving in Utah. Utah Campus Compact members make up 83% of all non-proprietary higher education and post-secondary institutions across the state. Community engagement is institutionalized at seven member institutions through dedicated physical space, budgets and one or more full-time professional staff members. The Carnegie Foundation for the Advancement of Teaching recognizes six UCC members as "Community Engaged Institutions," an elective classification earned by only 361 institutions nationally. In addition, five member campuses are recognized by the

President's Higher Education Community Service Honor Roll that annually highlights the role colleges and universities play in solving community problems. Four member campuses have been recognized as both a Carnegie Community Engaged Institution and Honor Roll awardees.

While direct service, commonly referred to as “volunteering,” is the bedrock of Utah’s community engagement, it is important to note that Utah Campus Compact recognizes and supports multiple approaches to community engagement including immersion trips, democratic engagement, community-based research, advocacy, social entrepreneurship, activism, community leadership, international service, service-learning courses, social justice, environmental stewardship, philanthropy, and more. Moving forward, the Compact intends to survey the membership to gain an updated understanding of the different forms of community engagement that are currently taking place across the state.

Utah Campus Compact honors exemplary commitment to community engagement and credits its’ strength to a high level of members’ commitment. For example, member campuses have worked together in preparing their applications for the Carnegie Classification. As an active facilitator of statewide efforts, the UCC convenes training sessions and connects members with information, resources, and experts. Cross-institutional and statewide collaboration enables compact members to clearly articulate their engagement. Their dedication to the field is apparent through their participation in programs like AmeriCorps VISTA through which full-time members dedicated to fighting poverty, through college access and success, are placed at member campuses. Additionally, in 2014-2015 UCC enrolled over 500 undergraduate students as part-time AmeriCorps members who served a cumulative 240,000 hours of service. Together, they will earn nearly \$800,000 in education awards to recognize their concrete service experiences throughout the state of Utah. Furthermore, this program bolsters students’ college persistence, retention and graduation rates while encouraging and financially supporting further postsecondary education among participants.

As Utah Campus Compact approaches its 20th anniversary, the coalition of ten colleges and universities will serve as a catalyst for reflection, discussion, and action. Now is the time for Utah Campus Compact to lead higher education to a new level by inspiring and supporting members to advance their work and make a deeper, more intentional impact on Utah.

UTAH CAMPUS COMPACT'S VISION FOR 2020

Utah institutions of higher education are vital partners in strengthening communities.

UTAH CAMPUS COMPACT'S MISSION

The central purpose and mission of Utah Campus Compact is to build higher education's capacity to serve the public good.

CRITICAL BARRIERS TO THE VISION

Key barriers to Utah Campus Compact's vision include:

- The public purpose of higher education in Utah is not always in the forefront. Interest and buy-in from a variety of stakeholders (e.g., higher education, K-12 education, business, community organizations, elected officials, etc.) is limited.
- UCC has limited access to resources, including relevant and current data, funding, and staff time.
- A structural resistance to change exists in higher education and stakeholders wrestle with competing priorities, some of which are deemed more important.

STRATEGIC DIRECTION AND GOALS

To address the barriers, the Compact will focus on four complementary strategic directions from 2015 through 2020:

1. Affirming the public purpose of higher education
2. Promoting deeper, more integrated community engagement
3. Fostering an active membership network
4. Building the capacity of Utah Campus Compact

Under each strategic direction, goals have been identified, as outlined below. The UCC network will develop annual measurable accomplishments and specific action steps, timelines, and assignments. A table outlining the strategic directions and goals is included on page 11.

Strategic Direction #1. Affirming the Public Purpose of Higher Education

- Goal a. Promote a working agenda for the public purpose of higher education.
- Goal b. Strengthen relationships with key partners, including the legislature.
- Goal c. Demonstrate and promote how educational practices (e.g., courses and programs) that effectively use community engagement and increase the rate of student completion in their chosen field of study or training.

Strategic Direction #2. Promoting Deeper, More Integrated Community Engagement

- Goal a. Design and implement strategies to support member campuses in making community engagement more pervasive, deeper and integrated.
- Goal b. Provide value-added resources that address members' needs and critical societal issues.
- Goal c. Recognize and honor exemplary community engagement work among member campuses and community partners.

Strategic Direction #3. Fostering an Active Membership Network

- Goal a. Sustain strong relationships with member campuses.
- Goal b. Promote and utilize collaborative methods that model reciprocity.
- Goal c. Support UCC members in unifying around a common issue or initiative.
- Goal d. Encourage and recognize initiative and accountability among members in UCC work.
- Goal e. Bolster communication among members.

Strategic Direction #4. Building the Capacity of Utah Campus Compact

- Goal a. Design a branding and marketing strategy for Utah Campus Compact
- Goal b. Evaluate and redesign UCC's operations for maximum effectiveness.
- Goal c. Identify and secure untapped resources.
- Goal d. Document, analyze and tout UCC and member institution's impact on the field.
- Goal e. Review, reflect and assess UCC's strategic plan with the Board and staff.

SUSTAINABILITY & ADVANCEMENT

In 2014-1015 Utah Campus Compact's revenue streams total approximately \$310,000. This revenue is generated through an annual legislative appropriation (approximately \$80,000), a large Utah Commission on Service and Volunteerism AmeriCorps Grant (approximately \$120,000), membership dues and a supplemental assessment (\$57,000), an AmeriCorps VISTA support grant and cost-share (\$41,000), and registration fees for events (approximately \$10,000).

The preponderance of the Compact's budget is allocated for the salary and benefits of two full-time staff, the Executive Director and AmeriCorps Program Manager, and programmatic costs associated with the AmeriCorps Education Award Programs and VISTA Programs (\$272,000). In addition, UCC remits approximately \$10,000 in membership dues annually to national Campus Compact to retain affiliate status. Once these expenditures are made, operating funds for UCC events, programs, services, and overhead are limited totaling approximately \$28,000.

Strengthening the capacity of UCC as an organization is a key element of this strategic plan. Therefore, the implementation plan for year one outlines key goals and activities aimed to strengthen the Compact, including:

- Perform a gap analysis based on the goals of the 2015 – 2020 strategic plan.
- Review and redesign UCC operations and staffing to meet goals outlined in 2015-2020 strategic plan.
- Draft budget to support the 2015-2020 strategic plan.
- Diversify UCC's funding streams by substantially increasing current funding from legislative appropriations over the next three years and identifying and applying for private funding as appropriate and supported by the Board of Directors.
- Design and negotiate plan for long-term (3 to 5 years) hosting of UCC offices.

- Create a branding and marketing strategy that bolsters the visibility of UCC and its member institutions

As a result of these components, is anticipated that UCC's annual budget and operating funds will increase by \$100,000 - \$150,000 and provide the Executive Director and the Board with more flexibility to provide services associated with this strategic plan.

CONCLUSION

As Utah Campus Compact implements these strategic directions and achieves the goals laid out in this plan, the organization will advance the public purpose of higher education. The Compact recognizes this critical time for higher education, and will continue to work in partnership with member institutions and lead the charge in shaping a better future for all of Utah.

UTAH CAMPUS COMPACT'S STRATEGIC PLAN

VISION FOR 2020:

Utah institutions of higher education are vital partners in strengthening communities.

Strategic Directions & Goals

#1. Affirm The Public Purpose Of Higher Education

- a) Promote a working agenda for the civic purpose of higher education.
- b) Strengthen relationships with key partners, including the legislature.
- c) Demonstrate and promote how educational practices (e.g., courses and programs) that effectively use community engagement and increase the rate of student completion in their chosen field of study or training.

#2. Promoting Deeper, More Integrated Community Engagement

- a) Design and implement strategies to support member campuses in making community engagement more pervasive, deeper and more integrated.
- b) Provide value-added resources that address members' needs and critical societal issues.
- c) Recognize and honor exemplary community engagement work among member campuses and community partners.

#3. Foster An Active Membership Network

- a. Sustain strong relationships with member campuses.
- b. Promote and utilize collaborative methods that model reciprocity.
- c. Support UCC members in unifying around a common issue or initiative.
- d. Encourage and recognize initiative and accountability among members in UCC work.
- e. Bolster communication among members.

#4. Build The Capacity Of Utah Campus Compact

- a. Design a branding and marketing strategy for Utah Campus Compact.
- b. Evaluate and redesign UCC's operations for maximum effectiveness.
- c. Identify and secure untapped resources.
- d. Document, analyze and tout UCC and member institution's impact on the field.
- e. Review, reflect and assess UCC's strategic plan with the Board and staff.

Utah Campus Compact Strategic Plan – Implementation Plan

5-YEAR IMPLEMENTATION CHART

	Year 1 2015-2016	Year 2 2016-2017	Year 3 2017-2018	Year 4 2018-2019	Year 5 2019-2020
Affirming the public purpose of higher education.	<ul style="list-style-type: none"> Develop a public purpose case statement Strengthen legislative relationships Host a re-signing event for members* Continue to promote and thank Mayor’s for their support of the Annual Mayor’s Day of Recognition for National Service 	<ul style="list-style-type: none"> Sustain legislative relationships* 	<ul style="list-style-type: none"> Design and host first annual UCC “Day on the Hill 	<ul style="list-style-type: none"> Sustain all effective initiatives 	<ul style="list-style-type: none"> Celebrate Carnegie reclassification
Promoting deeper, more integrated community engagement.	<ul style="list-style-type: none"> Develop member-led program review process including philosophy, instruments, resources, team leaders, etc. 	<ul style="list-style-type: none"> Survey member institutions; capture a baseline of current work via program review process Collect and analyze data, develop recommendations 	<ul style="list-style-type: none"> Share recommendations with key members and stakeholders Act on recommendations* 	<ul style="list-style-type: none"> Develop tool to measure community impact 	<ul style="list-style-type: none"> Celebrate Carnegie reclassification
Fostering an active membership network.	<ul style="list-style-type: none"> Sustain strong relationships with member campuses* Share collaborative methods that model reciprocity* Recognize members’ exemplary engagement* Develop infrastructure for retreat planning and execution. 	<ul style="list-style-type: none"> Explore options and design plan for strengthening communication with and among members 	<ul style="list-style-type: none"> Utilize data from program review process to inform work of UCC Support UCC members in unifying around a common issue or initiative Pilot communication plan 	<ul style="list-style-type: none"> Act on recommendations* Foster collaboration for Carnegie reclassification 	
Building the capacity of Utah Campus Compact staff.	<ul style="list-style-type: none"> Perform gap analysis Draft staffing plan & budget to support the 15-20 strategic plan Review and redesign UCC operations Design plan for long-term hosting of UCC offices Review and assess strategic plan* Create branding and marketing strategy 	<ul style="list-style-type: none"> Substantially increase current funding from legislative appropriations Revisit membership dues structure Explore AmeriCorps funding options 	<ul style="list-style-type: none"> Evaluate and redesign the committee structure based on program review recommendations 	<ul style="list-style-type: none"> Sustain funding and staff Survey UCC members about UCC’s structure & effectiveness 	<ul style="list-style-type: none"> Plan UCC 25th Anniversary Celebration

* Ongoing from 2015 through 2020

Utah Campus Compact Strategic Plan - Implementation Plan

YEAR 1: PROJECTED ACCOMPLISHMENTS

STRATEGIC DIRECTION #1: Affirming the public purpose of higher education.

CURRENT REALITY	1 st YEAR ACCOMPLISHMENTS	SUCCESS INDICATORS
<ul style="list-style-type: none"> • Civic purpose of higher education is slipping away. • People wonder, why bother with education? • Differing definitions of excellence exist • Strong commitment from member institutions • Diversity of institutions are deeply engaged 	<ul style="list-style-type: none"> • Develop a case statement on public purpose. Include examples from institutions. (Jul-Dec) • Educating CEAs on data collection and compilation (Summer 2015) • Host a re-signing event to increase member commitment 	<ul style="list-style-type: none"> • Utah Campus Compact is leading the conversation • “UCC” and “engagement” become household words in the legislature • Public purpose of higher education is clearly articulated in a case statement • Membership effectively lobbies legislature • Everyone advocates for UCC and community engagement

STRATEGIC DIRECTION #2: Promoting Deeper, More Integrated Community Engagement

CURRENT REALITY	1 st YEAR ACCOMPLISHMENTS	SUCCESS INDICATORS
<ul style="list-style-type: none"> • Campus directors are doing more with less and less • Directors, community partners, faculty and students have a capacity to deepen the work • There is competition for resources • Educational leaders value other things over community engagement • Many campuses ready to deepen the work 	<ul style="list-style-type: none"> • Develop member-led program review process including instruments, resources, identify and train team leaders, etc. 	<ul style="list-style-type: none"> • UCC provides cutting edge resources • A broader representation of community engagement professional, students, and others participate • UCC programs and events focus on deeper community engagement • UCC supports members achieve their goals and get to the next level

STRATEGIC DIRECTION #3: Foster an Active Membership Network

CURRENT REALITY	1 st YEAR ACCOMPLISHMENTS	SUCCESS INDICATORS
<ul style="list-style-type: none"> We are a coalition of the willing Some UCC committees are “in name only” The members share genuine collegiality The membership is extremely talented and knowledgeable UCC fosters an active steering committee and student advisory team 	<ul style="list-style-type: none"> Sustain strong relationships with member campuses. Promote and utilize collaborative methods that model reciprocity. Recognize exemplary community engagement among members Develop infrastructure for professional development retreat planning and execution. 	<ul style="list-style-type: none"> UCC network is utilized as a resource Network unites around critical issues Members take the lead on events and initiatives Communication among members is cultivated through all programs

STRATEGIC DIRECTION #4: Building the Capacity of the UCC Staff

CURRENT REALITY	1 st YEAR ACCOMPLISHMENTS	SUCCESS INDICATORS
<ul style="list-style-type: none"> UCC employs a talented, committed staff UCC has limited access to external resources AmeriCorps VISTA is a “time suck” UCC is poised to take a step toward the next stage of the organization’s development 	<ul style="list-style-type: none"> Draft budget and staffing plan to effectively support the 2015-2020 strategic plan Perform capacity gap analysis Design plan to increase dues over next 5 years Place the VISTA program on hiatus Place UCC committees on “hold/hiatus” until membership is surveyed Review and redesign UCC operations Design plan for long-term hosting of UCC offices Review and assess strategic plan 	<ul style="list-style-type: none"> UCC functions as overarching organization, a leader in the field UCC cultivates reliable funding streams Member institutions battle to host UCC People know what UCC means A variety of staffing plans have been explored, implemented and assessed

Utah Campus Compact Strategic Plan – Implementation Plan

Year #1: 2015-2016 IMPLEMENTATION CHART

The priority in Year 1 is building the capacity of the Compact while providing effective, seamless support to members.

	Summer July-August-September	Fall October-November-December	Winter January-February-March	Spring April-May-June
Affirming the public purpose of higher education.	<ul style="list-style-type: none"> Develop a public purpose case statement 	<ul style="list-style-type: none"> Develop plan for sharing case statement 	<ul style="list-style-type: none"> Strengthen legislative relationships 	<ul style="list-style-type: none"> Strengthen legislative relationships
Promoting deeper, more integrated community engagement.		<ul style="list-style-type: none"> Working group develops member-led program review process (Nov-March) 		<ul style="list-style-type: none"> Working group introduce program review process to members. . .get ready for fall; who wants to go first?
Fostering an active membership network.	<ul style="list-style-type: none"> Sustain strong relationships with member campuses Develop infrastructure for retreat planning and execution. Maintain the Alternative Breaks Compact 			<ul style="list-style-type: none"> Recognize members' exemplary engagement
Building the capacity of Utah Campus Compact staff.	<ul style="list-style-type: none"> Perform gap analysis Draft staffing plan & budget to support the 15-20 strategic plan Review and redesign UCC operations Prepare formal legislative funding request 	<ul style="list-style-type: none"> Review and redesign UCC operations Continued Design plan for long-term hosting of UCC offices Review and assess strategic plan (Nov) 	<ul style="list-style-type: none"> Explore AmeriCorps funding and partnership options 	<ul style="list-style-type: none"> Revisit membership dues Review and assess strategic plan (June)