

# Strategic Plan Overview

In the summer of 2007, UCC began to lay the groundwork for a strategic plan. The following realities guided this process:

- Utah member institutions have embraced civic engagement uniquely. Civic engagement is defined by Michael Delli Carpini, Director, Public Policy, The Pew Charitable Trusts “as individual and collective actions designed to identify and address issues of public concern. Civic engagement can take many forms, from individual voluntarism to organizational involvement to electoral participation. It can include efforts to directly address an issue, work with others in a community to solve a problem or interact with the institutions of representative democracy.” Each campus-based program and institutional support have evolved very differently over time.
- Constituent groups represented within the Compact and each of our thirteen campuses has various needs. Much of the civic engagement work being done on our campuses is still marginalized and is not included within the reward structure.
- UCC’s structure and many of the services have supported each constituent group independently. The process of embedding engagement throughout our institutions *requires a systematic and collaborative approach.*
- Over time, UCC has struggled to find an appropriate balance in serving its constituent groups.
- UCC is a resource poor organization with limited funding streams.

In September 2007, a Strategic Plan Task Force was selected and charged with determining how Utah Campus Compact could best remain a relevant and viable organization.

## Goals

During the 2007-2008 academic year, a Strategic Planning Task Force assembled by Michael Bassis, President of Westminster College and Chair of the UCC Board, met to establish goals for the organization. After much discussion the planning team chose two goals:

1. to continue to advance *civic engagement* in higher education across the state as it has done for the past ten years, and
2. to undertake a *statewide higher education initiative.*

Between 2008 and 2013, this statewide initiative will focus on improving student preparation for, access to, and success in postsecondary education.

These two goals address crucial challenges in higher education set forth recently by National Campus Compact,\* which encourages member institutions to: (1) embed engagement more deeply across their campuses and (2) bridge the opportunity gap by improving educational access and success. UCC’s goals also respond to challenges facing the social and educational systems in the state of Utah. And, perhaps most importantly, they are in alignment with UCC’s traditions of supporting community service, service-learning, and civic engagement and reaching out to young people in need.

\* Holland, B.A., & Hollander, E. (2006). Campus Compact’s 20/20 vision: Celebrating our first twenty years and planning for the next two decades. Providence, RI: Campus Compact.

## **Goal Statement 1: Civic Engagement**

Utah Campus Compact will help member institutions enhance and sustain successful models of civic engagement that foster responsible citizenship, including:

- Community Service
- Service-Learning
- Community-Based Research
- Community Partnerships

UCC will also help member campuses link their civic engagement activities to other engaged learning initiatives, for example:

- Student Leadership Development
- Undergraduate Research
- General Education Reform
- Learning Communities
- First-Year Experience
- Coalitions and/or organizations that promote civic engagement

## **Goal Statement 2: Statewide Higher Education Initiative**

As we move into the next stage of Utah Campus Compact's development, we will apply our knowledge and expertise of civic learning and responsibility and move forward in a more intentional and collaborative manner. Utah Campus Compact will provide leadership and leverage resources that assist interested member institutions in creating and maintaining programs that promote higher education initiatives with statewide importance.

For 2008-2013, UCC will focus on an Access and Success Initiative. We define Access and Success as helping disadvantaged elementary, middle school, high school, and first-year college students obtain the fundamental academic, social, and financial skills they need to matriculate in a postsecondary institution of their choice and experience meaningful progress toward a degree or certificate within their first twelve months of enrollment.

### **Details on Full Version of the 2008-2013 Utah Campus Compact Strategic Plan**

The Utah Campus Compact Strategic Plan for 2008-2013 was approved by the Board of Directors on May 13, 2008. To view a complete version of the plan, please contact the Utah Campus Compact Executive Director.