



Iowa | Campus Compact

FY 2012 – FY 2015 Strategic Plan

Introduction

In 2010, Iowa Campus Compact's Executive Director and Executive Committee made the decision to develop an organizational strategic plan. Prior to the development of a strategic plan, Iowa Campus Compact has been operating under the Iowa Campus Compact Governance document, which established basic operating policies and guidelines for the work of Iowa Campus Compact upon its founding. It was decided that a strategic plan should be developed that provides a framework for Iowa Campus Compact's programming and for building organizational and fiscal sustainability.

The Iowa Campus Compact Executive Director led the strategic planning process by holding meetings with key partners, member campuses, and developing strategic plan questions with the IACC Program Advisory Council. In total, 10 campuses were visited with more than 50 people providing input on the process including community partners, faculty, staff and presidents. After completing a draft strategic plan, Program Advisory Council members were asked to provide feedback and encouraged to distribute the draft for comments to others on their campus.

History

In the 1990s a group of faculty and staff from independent colleges and universities created the Iowa Service-Learning Partners to network and share best practices. The group wanted more opportunities to network and access professional development for themselves and other faculty and staff interested in civic and community engagement and in 2003, a core group of presidents formed Iowa Campus Compact to meet the needs of their faculty and staff interested in community engagement.

By 2010, Iowa Campus Compact includes 19 member institutions and provides a wide range of member services including:

- Administering AmeriCorps VISTA, AmeriCorps Education Award Program, and Learn and Serve America programs to institutionalize service-learning and civic/community engagement
- Providing sub-grants to campuses to engage college students in service while meeting community needs
- Providing quality professional development and networking on best practices in civic engagement for faculty, staff, administrators and students including workshops, webinars, and conferences
- Sharing information and resources through publications, newsletters, website, email updates and onsite visits
- Recognizing successful projects and initiatives; recognizing individual faculty/staff/students/community partners through awards program

- Collaborating with other organizations across the state and regionally on advancing civic engagement in Iowa

These efforts have laid a strong foundation for institutionalizing civic and community engagement at member campuses and beyond. As a result, Iowa Campus Compact is recognized as a convener, trainer, partner, and advocate for advancing the public role of higher education, building strong communities and educating students for civic/social responsibility.

Challenges and Opportunities

Iowa Campus Compact has a strong foundation of programs and member services. However, there are challenges facing the organization related to staff capacity and the slow economic recovery impacting other nonprofits and higher education.

Internal infrastructure is a challenge facing IACC, with one full-time staff member to lead the work of the organization. The amount of work required to lead the organization for long-term success will require additional full-time staff or creative infrastructure to expand member services and fully develop opportunities for statewide, regional and national partnerships. Iowa Campus Compact has a strong network of committed partners and faculty/staff, but there are many on and off our campuses that are unaware of IACC's existence.

Developing a public relations plan to work with target audiences and developing quality evaluation and assessment of IACC programming is needed to communicate the impact of our work and prove to funders and campuses the importance of our continued work. Currently, IACC funding is largely supported by membership dues and funding from the Iowa Commission on Volunteer Service and/or the Corporation for National and Community Service. It is extremely important for Iowa Campus Compact to diversify its funding sources to ensure fiscal stability.

Externally, IACC needs to diversify its membership to include more two-year community colleges. Due to the economic conditions, justifying joining new memberships can be difficult even for a campus that understands the importance of this work. Many campuses are worried about the perception of spending dollars on new membership fees as the economy recovers. Helping potential new members understand the return on investment and alignment with mission is needed moving forward.

As a state, Iowa faces many challenges, especially when it comes to meeting social/human needs in the areas of health care access and rising costs, mental health, English as a second language, and educational access and success. Another issue is the high out-migration of young people and the rising age of our workforce, which hampers the community and economic development of both our rural and urban communities.

As a statewide organization, Iowa Campus Compact can have significant impact in meeting community needs by leveraging our on the ground resources and developing strategic partnerships. As the only statewide organization bringing together four-year,

two-year, public and private institutions around a common mission, Iowa Campus Compact has the unique opportunity to develop strategic partnerships to engage students in community and meet real community needs across the state.

Iowa Campus Compact's Vision

Campus Compact envisions colleges and universities as vital agents and architects of a diverse democracy, committed to educating students for responsible citizenship in ways that both deepen their education and improve the quality of community life. We challenge all of higher education to make civic and community engagement an institutional priority.

Iowa Campus Compact's Mission

Iowa Campus Compact advances the public purposes of colleges and universities by deepening their ability to improve community life and to educate students for civic and social responsibility.

Strategic Goals and Direction

1. Strengthen Organizational Infrastructure
2. Further Institutionalize Civic Engagement
3. Meet Critical Community Needs
4. Assess and Communicate Impact

Goal One: By 2015, Iowa Campus Compact's organizational infrastructure will be strengthened to ensure programmatic sustainability and fiscal stability.____

Goal One Objectives:

1. Develop a plan for transition to 501c3 status or plan for continued hosting. Measure: True/False. Responsibility: Director. Year: 2013
2. Intentionally provide opportunities for community and student voice as part of the Program Advisory Council and Board of Directors. Measure: True/False. Responsibility: PAC, Board, ED. Completion by 2013.
3. Develop and provide an Iowa Campus Compact president and/or board orientation, and Program Advisory Board orientation, talking points, and educational opportunities for board members related to IACC work. Measure: True/False. Responsibility: Director. Completion: 2012.
4. Increase membership to adequately reflect divisions of higher education in Iowa with a focus on community colleges. Measure: Percentage of members meets or exceeds national norms in membership survey. Responsibility: Director and Board. Completion: 2013.
5. Develop Fundraising Plan that reflects needs of State and diversify IACC funding to support fiscal stability (ie: annual fund, individual giving, foundations). Measure: True/False; no more than 20% of funding comes from one source. Responsibility: Director and Exec. Committee. Completion: 2013
6. Hire additional staff (grad assistant, part-time or full-time) to support program management side of the organization. Measure: True/False. Responsibility: Exec. Committee and Director. Completion: 2013.

Goal Two: By 2015, Iowa Campus Compact will have increased the capacity of our member campuses to institutionalize civic engagement into teaching, learning, research, and student activities.

Goal Two Objectives:

1. Develop faculty fellows and/or engaged scholars program including the requirement for fellows to produce published product or presentation for state/national exposure. Measure: True/False; faculty recognition
2. Intentionally provide resources to and provide consultation to campuses on including civic engagement in tenure, promotion, and/or recognition and hiring processes on campus. Measure: Increase percentages in membership survey. Responsibility: Director. Completion date: 2013.
3. Create training/programming specific to graduate programs and teacher education programs to ensure future teachers are prepared when they enter the classroom to incorporate civic engagement into the classroom. Measure: Number of graduate and teacher education program trainings and/or programming provided in membership database; training/program evaluation. Role: Director. Completion: 2015.
4. Provide regular professional development for new campus staff/faculty, administrators (ie: Provosts/academic deans), and those more experienced with civic engagement. Measure: Number of workshops and/or programming provided in each area (new, experienced, administrative) in membership database. Role: PAC Professional Development and Director. Completion: 2013.

Goal Three: By 2015, Iowa Campus Compact will have developed strategic partnerships and programming to meet critical needs in the state of Iowa to meet our mission to build strong communities.

Goal Three Objectives:

1. Provide training to community partners on being effective co-educators in civic engagement or service-learning partnerships. Measure: Training evaluations; number of resources made available. Responsibility: Director and PAC Professional Development. Completion: 2014.
2. Develop partnerships and apply for funding that connect civic engagement to addressing Iowa's most critical needs including, but not limited to workforce retraining, literacy, obesity, nutrition, access and success, English as a second language, transportation, mental health, access to health care, affordable and quality child care, elderly isolation, brain drain, domestic violence, generational poverty, environment and affordable housing. Measure: Program outputs; number of partnerships and/or grants funded. Role: Director, Board, PAC. Completion: 2014.
3. Facilitate pilot collaborations between campuses to create intentional approaches to addressing systemic community issues. Measure: Program outputs, true/false. Role: PAC and Director. Completion: 2014.

Goal Four: By 2015, Iowa Campus Compact will be able to demonstrate and communicate the impact of Iowa Campus Compact and our member campuses' programming and will be recognized as a statewide leader for engaging college students and meeting community needs.

Goal Four Objectives:

1. Develop assessment and/or evaluation for IACC programming to track member benefit and/or community impact (webinars, conferences, VISTA, etc). Measure: Assessment/evaluations developed; two years of evaluation data available; membership database return on investment analysis. Role: PAC and Director. Completion: 2014.
2. Convene campus institutional research staff, alumni offices and civic engagement leaders to create or select common assessment tools for campuses to track student learning and community development outcomes related to service-learning/civic engagement. Measure: Tools developed and at least two years of data collected. Role: Director and PAC. Completion: 2014.
3. Develop key relationships with state and national legislators, federal and local state government staff, and stakeholders to promote the impact of college student engagement in Iowa. Measure: Membership database number of legislative staff contacts, meetings, events attended, etc. Role: Director and Board. Completion: 2015.
4. Develop public relations and social media plan to communicate the impact of our work and to recognize our member campuses, faculty and staff. Measure: True/False for plan; number of news articles/recognition by outside sources. Role: Director. Completion: 2013.
5. Increase member campus' exposure to qualifications and criteria for accreditation, ranking, and classification schemes. Measure: Number of institutions receiving national recognition or exceeds national norms. Role: Director. Completion: 2015.