



## *Kansas* | **Campus Compact**

### FY2011 - FY2016 Strategic Plan

#### Introduction

In 2009, Kansas Campus Compact's Executive Director and Executive Board took initial steps to creating a new strategic plan. This effort was driven by a realization that up to that point in time, the organization had been operating under the original 2003 organizational plan that guided the formation and early life of Kansas Campus Compact (KsCC). The leadership of KsCC determined that it was critical for the future success, fiscal sustainability, and organizational stability of KsCC that a true strategic plan for the next stage in its life cycle be formulated.

Work was primarily performed by the KsCC Executive Director with regular input from Executive Board members. Deliberations were informed by a series of interviews with individual leaders in education, government, non-profits, and media from across Kansas and by results from the 2008 and 2009 Campus Compact Annual Membership Survey results for Kansas. Overall more than forty individual stakeholders contributed to the development of this draft plan.

An open comment period for stakeholders throughout the KsCC network will be held in early 2010 and a final strategic plan will be published after reviewing that feedback and making all necessary changes.

## History

Kansas has a long history of civic activism and commitment to community engagement. However Kansas civic activities in higher education were primarily single-campus efforts until the turn of the millennium. Kansas Campus Compact was formed in 2003 after fifteen Kansas presidents agreed to move forward with the development of an organization to unite Kansas higher education campuses education service-learning efforts and to facilitate presidential leadership efforts from colleges and universities.

By fall of 2009, KsCC consisted of 13 member institutions representing nearly 60% of higher education students in the state. KsCC is one of the smallest state networks by membership numbers in the Campus Compact network. Nonetheless, KsCC has been a substantial contributor to civic education efforts regionally and nationally. These have included:

- Providing AmeriCorps\*VISTA resources to campuses to institutionalize and grow service-learning operations and community partnerships. Service-learning and Community Service centers or offices at the University of Kansas, Fort Hays State University, Southwestern College, Butler Community College, University of Saint Mary, Garden City Community College, Independence Community College, Baker University, and Kansas State University have been strengthened or expanded through these efforts;
- Training faculty and staff at campuses on new innovations and best practices in civic engagement and education, including a webinar series that garners national participation;
- Implementing an AmeriCorps program encouraging students to pursue careers in high need common good fields like education, health care, and non-profit management that has directly touched the lives of more than 300 students and generated thousands of volunteer hours;
- Communicating and collaborating with other organizations across the state and regionally; and

- Sharing information and resources through newsletters, email updates, and on-site consultations.

KsCC's efforts to date have yielded a solid reputational base and a developing role as a convener, trainer, and advocate for the place that higher education should take in fostering the civic culture of the state.

### **Current Challenges and Opportunities**

Looking forward, Kansas Campus Compact expects to confront a number of obstacles and opportunities. Some of these are external and shared with the state of Kansas and higher education as a whole. Others are primarily internal, and reflect the status and development of KsCC as an organization. KsCC will need to focus on both sets in order to maximize its success in the next five years.

Two significant elements serve as both determining factors for the work of higher education and as limiting influences on higher education's ability to meet its goals. They are the economic conditions and the ongoing demographic changes taking place in the state. The economy in Kansas, much like that of the U.S. as a whole, has not fully recovered from late 2008 and may not do so for some time. Fewer families can afford to send their children to college and endowments have lost value alongside reductions in charitable giving. The result is a budget shortfall that negatively impacts the ability of individual higher education institutions to fund civic engagement efforts of their own or take part in KsCC.

Simultaneously, tremendous demographic changes continue to take place across the state. Since 2000 Kansas has seen significant increases in the numbers of immigrants from Latin America and East Africa, particularly in the southwest and south-central regions of Kansas. This has led to growing challenges for communities to meet the needs of new multi-lingual/multi-cultural residents. The median age of Kansans has also risen nearly three percent over the past decade, and is projected to continue that increase over the next five years, placing even more strain on already stretched work forces and health care

facilities. And continuing a trend that has been ongoing for several decades, the rural population of Kansas continues to decline, placing pressure on both rural and urban communities.

In the face of these two significant forces, higher education in Kansas will need to keep its focus on several topics. These include providing adequate access to higher education to all individuals who desire it. Doing so will require playing a stronger role in addressing the growing number of those who drop out of the educational system before even receiving their high school diploma and helping them to understand the value of further education and helping them obtain it. The list also includes ensuring that clear, positive, and high-quality learning outcomes continue to be met. According to the Campus Compact member survey, Kansas lags behind many other Campus Compact states in embracing service-learning tools that have been demonstrably effective in increasing learning outcomes and improving the college experience. Finally, as energy costs rise and the impact of energy use is better understood, higher education institutions will face growing calls to improve their environmental sustainability as a means of stewarding scarce natural and financial resources. KsCC will need to play a significant role in helping Kansas institutions address these issues and others.

Plans to address internal challenges facing KsCC are also important elements of this strategic plan. KsCC's growth has entered a stage where more concrete structures are needed to ensure opportunities are not missed. After more than six years of existence, too few stakeholders are aware of KsCC's role or even existence, thus too much energy is expended re-introducing the organization each year. KsCC's reputational capital, its brand, must be strengthened. The content of what KsCC provides its members should also be significantly strengthened, particularly as it includes providing professional development to faculty and administrators and serving as a one-of-a-kind convener of like-minded stakeholders statewide. To meet these challenges and others, KsCC will need to diversify its revenue sources to move away from a high dependence on Corporation for National and Community Service support.

### **Kansas Campus Compact's Vision**

In 2014, those who teach, study at, work with, and lead Kansas colleges and universities are visibly committed to the integration of civic engagement and responsibility into the higher educational learning environment and are active participants in efforts to strengthen the social and economic capital of their local and global communities.

### **Kansas Campus Compact's Mission**

Kansas Campus Compact builds and strengthens the collective capacity of those who teach, study at, work with, and lead Kansas colleges and universities to integrate a commitment to civic engagement and responsibility into the higher educational learning environment.

### **Strategic Direction and Goals**

In order to meet the stated mission, KsCC's Executive Board and staff agreed on five mutually supporting strategic components for 2010-2014. They are:

1. Demonstrating the Brand
2. Developing Institutional Structures
3. Assessing the Impact of Engagement
4. Addressing Critical Kansas Needs
5. Strengthening Organizational Capacity

Under each strategic component, several five-year goals are identified and outlined. Annual measurable accomplishments and specific action steps and timelines will be developed by KsCC staff through ongoing planning and implementation.

## Demonstrating the Brand

Goal Statement: By 2014, KsCC will have a clearly defined and recognized role as the go-to organization in Kansas for understanding civic engagement and education and will have a cadre of mobilized, visible champions in government, philanthropy and non-profit, corporate, and education sectors for the mission of KsCC at the state level.

Goal 1A: Develop and communicate a coherent and aspirational brand for KsCC that indicates our belief in the core value of civic education in the higher education environment and ensure that Executive Board members and other champions have clear, concise talking points regarding KsCC brand and mission. *Measure: True/False; annual member survey indicates clear understanding of brand*

Goal 1B: Increase media exposure of KsCC by creating and disseminating material (press releases, survey and research results, op-eds and editorials by member presidents, fact sheets) and cultivating relationships with statewide, local, and campus media outlets. *Measure: At least two statewide, twenty campus, and ten local media hits by end of 2014*

Goal 1C: Increase KsCC's relationships with state policy-makers and their staff, including the Governor, State Legislature, Kansas Board of Regents, Kansas Independent College Association, and state-wide community-based organizations by providing research and cultivating contact with those individuals, particularly in education and social service roles and forming coalitions with other similarly minded organizations. *Measure: Creation of policy contact list; KsCC provides regular annual or biannual report to Governor, relevant members of the State Legislature, KBOR, and KICA; How often is KsCC called upon as a resource by relevant policy makers and/or community organizations*

Goal 1D: Recognize superior achievement by faculty, students, and institutions through use of awards, publicity, and exposure to national network. *Measure:*

*Creation of KS award program, at least one Ehrlich finalist from Kansas by 2014*

### **Developing Institutional Structures**

Goal Statement: By 2014, KsCC will have increased the skills and abilities of campus constituencies to more consciously and effectively institutionalize civic engagement teaching, learning, research, and student activities of each member institution.

Goal 2A: Deepen the professional capacity of CSDs, CAOs, and CSAOs by providing regular professional training and educational resources for them at the state and regional level. Develop training based on career track needs of these positions. *Measure: Campus survey results indicate high satisfaction in training resources provided to campus administrators responsible for civic engagement coordination*

Goal 2B: Expand number of faculty conducting engaged teaching and research and strengthen the quality of engaged curriculum and the bridge between campus and community. *Measure: Annual membership survey indicates Kansas schools meet or exceed national Campus Compact average for faculty using civic engagement tools; exiting student surveys indicate satisfactory level of quality in engaged learning opportunities*

Goal 2C: Increase mobilization of students to advocate for their own civic education and involvement through high-quality campus and state-wide activities. *Measure: Network-wide participation in multiple collaborative student service events (MLK Day, AmeriCorps week, KS Day, etc.); post-event student surveys indicate satisfactory level of quality*

## **Assessing the Impact of Engagement**

Goal Statement: By 2014, KsCC and its members will be able to document and measure their civic engagement practices and their impact on student learning and community (local, state, national, and global) development.

Goal 3A: Increase the capacity of KsCC to document and disseminate examples of promising and successful practices  
*Measure: Public relations/External affairs divisions included in annual site visits; At least one Kansas staff or faculty member focused on civic engagement activities invited to speak at regional and national events per year*

Goal 3B: Convene institutional research staff members and campus civic engagement leaders to develop or select common assessment tool(s) to document existence of and impact of engagement activities on student learning outcomes.  
*Measure: Common tool exists and data has been collected for member institutions for at least three years.*

Goal 3C: Convene institutional research staff members and campus civic engagement leaders to develop or select common assessment tool(s) to document existence of and impact of engagement activities on community development outcomes.  
*Measure: Common tool exists and data has been collected for member institutions for at least three years.*

Goal 3D: Work with member campuses to increase exposure to qualifications and criteria for accreditation, ranking, and classification schemes. *Measure: Number of institutions receiving Carnegie Classification for Community Engagement meets or exceeds national Campus Compact norms*

## **Addressing Critical Kansas Needs**

Goal Statement: By 2014, KsCC and its member institutions will exhibit practices that connect civic education goals of the campus with critical needs identified by state policy-makers, state higher education leaders, and community leaders.

Goal 4A: Conduct and collaborate with others on (where possible) civic engagement activities that contribute to addressing the challenge of adapting to demographic and economic changes occurring in urban, suburban, and small town/rural communities in Kansas. *Measure: Program outputs, member survey*

Goal 4B: Conduct and collaborate with others on (where possible) civic engagement activities that contribute to addressing the demand for improved holistic health care (primary care, mental health, dental health, nutrition and health choices, elder care). *Measure: Program outputs, member survey*

Goal 4C: Conduct and collaborate with others on (where possible) civic engagement activities that contribute to addressing the need for continued quality in the educational system from Pre-K through post-graduate studies. *Measure: Program outputs, member survey*

Goal 4D: Conduct and collaborate with others on (where possible) civic engagement activities that contribute to addressing environmental sustainability and improving the quality of water, soil, and air. *Measure: Program outputs, member survey*

### **Strengthening Organizational Capacity**

Goal Statement: By 2014, KsCC will be fiscally sound with a diverse and sustainable portfolio of funding sources and will demonstrate transparent procedures of responsible stewardship and long-term planning.

Goal 5A: Increase KsCC membership and ensure membership adequately reflects divisions of higher education (technical, community college, private 4-year, public 4-year) and geography in Kansas. *Measure: Percentage of participating schools meets or exceeds national Campus Compact norms*

Goal 5B: Maintain a full executive board that is representative of KsCC's membership and implement clearer

expectations, structure, and policies for executive board membership and turnover. *Measure: True/False*

Goal 5C: Build an active advisory board of individuals from a variety of backgrounds including within higher education and among community groups tasked with suggesting avenues to pursue statewide and regional activity, noting challenges and risks, and identifying opportunities.  
*Measure: True/False*

Goal 5E: Diversify funding sources by seeking out private foundation resources and individual donors. *Measure: At least 20% of annual operating revenue comes from sources outside of member dues, CNCS grants and/or host-site support*

Goal 5F: Establish long-term plan for transition to 501(c)3 or continued hosting at a member institution. *Measure: True/False*

**Demonstrating the Brand**

**Developing Institutional Structures**

**Assessing the Impact of Engagement**

**Addressing Critical Kansas Needs**

**Strengthening Organizational Capacity**

**Communications and Policy**

**Training and Development**

**Research and Assessment**

**Programs and Grant-Making**

**Management and Fundraising**

Brand development

Media exposure

Connections with state policy-makers and community organizations

Individual awards programs

CSD/CAO/CSAO training, development, and convening

Faculty training, development, and convening

Student mobilization and statewide collaboration

Best practice dissemination

Assessment tool development and data collection

Carnegie classification and related efforts

Adapting to demographic and economic changes

Meeting demand for improved holistic health care

Supporting high-quality P-20 education

Improving environmental sustainability

Increase KsCC membership

Clarify Executive Board expectations

Build advisory board

Diversify funding sources

Plan for 501(c)3 or continued hosting

