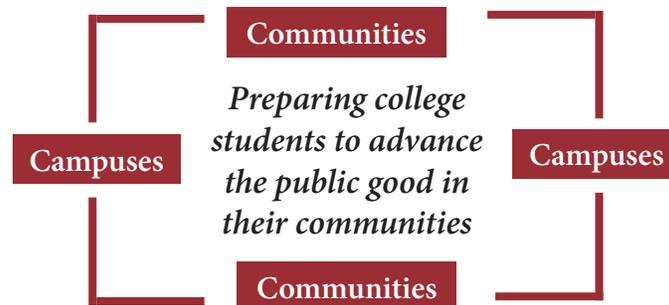


Indiana Campus Compact  
2015-2020 Strategic Plan  
INCREASING INDIANA HIGHER EDUCATION'S  
COLLECTIVE IMPACT ON COMMUNITIES



Campus Compact  
Indiana



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# Indiana Campus Compact Strategic Plan 2015-2020

## Goals, Objectives, and Suggested Metrics

### *Background: The Indiana Campus Compact (ICC) Strategic Planning Process*

The purpose of strategic plans is to help organizations identify future directions, set priorities, communicate values, and determine resource allocations. In 2014-2015, Indiana Campus Compact (ICC) engaged in a strategic planning process that involved its stakeholders, including board members, advisory council members, and staff, in providing input into the strategic plan. The planning process was facilitated by Dr. Stephen Hundley, Chair, Professor, and Associate Vice Chancellor at IUPUI. Specific elements of the planning process included the following:

- Strategic planning kick-off meeting with ICC Executive Director
- Semi-structured phone interviews with ICC stakeholders to understand impressions, strengths, challenges, and goals of the strategic planning process
- Development of initial goals for ICC, based on feedback from stakeholders
- Facilitation of Board and Advisory Council meetings to further develop goals and objectives
- Creation of suggested revisions to ICC mission statement and development of ICC vision statement
- Further analysis, refinement, and development of the strategic plan based on stakeholder feedback
- Presentation to ICC Board for plan review, approval, and dissemination to stakeholders
- Development of implementation plan, baseline metrics, and specific numeric goals with ICC Executive Director and Board Chair

### *Revised Mission Statement and Creation of a Vision Statement for ICC*

As part of the strategic planning process, the mission statement was reviewed and revised and a vision statement was developed for the organization. These are presented below:

#### Mission Statement:

Indiana Campus Compact (ICC) is a partnership of Indiana's public, private, and community college higher education institutions focused on advocating, implementing, and improving service engagement, so that students graduate as well-informed, engaged and productive members of society, who are fully enabled to provide leadership and service that advances the public good in their communities.

#### Vision Statement:

Indiana Campus Compact (ICC) will be the recognized advocate, network, and agent of change for service engagement in Indiana higher education. The vision is to be a national exemplar by equipping every student in every institution with the competence, confidence, humility, and experience to be well-informed, engaged citizens through involvement in service engagement that advances the public good in their communities.

## *Overview of ICC Goals for 2015-2020*

1. Advance service engagement through advocacy and best practices
2. Align programs, services, and resources to meet member campus needs
3. Promote Indiana Campus Compact capabilities to stakeholders to garner additional membership and support
4. Develop and implement a fundraising and revenue generation strategy
5. Leverage the Indiana Campus Compact network for the mutual benefit of its members
6. Increase Indiana higher education's collective impact through service engagement
7. Support and influence national Campus Compact strategy while preserving Indiana's unique needs and context

## *Specific Goals, Objectives, and Suggested Metrics*

### **Goal 1: Advance service engagement through advocacy and best practices**

#### Objectives:

- 1.1 Reaffirm and broadly communicate that Indiana Campus Compact is a public commitment to service engagement among institutions of higher education in Indiana
- 1.2 Educate stakeholders on the philosophy, strategies, and impact of service engagement for individuals, campuses, and communities
- 1.3 Maintain and increase senior institutional leaders' commitment to service engagement through advocacy on their on campus and involvement in providing leadership and governance of Indiana Campus Compact
- 1.4 Expand inventories and repositories of best practice examples and resources for service engagement to serve a variety of interests, needs, and stakeholders
- 1.5 Identify and promote exemplars in service engagement through rewards and recognition to individuals, departments, campuses, and communities

#### Suggested Metrics for Goal 1:

- Number of new and retained campus memberships in ICC
- Number of senior institutional leaders' involved in ICC and the nature of that involvement
- Type of feedback from stakeholders on the purpose and reputation of ICC
- Number of inventories/repositories of resources developed and used
- Type of feedback from stakeholders on the utility and effectiveness of resources
- Number of rewards/recognition created and used to promote service engagement exemplars

## **Goal 2: Align programs, services, and resources to meet member campus needs**

### Objectives:

- 2.1 Conduct a regular needs analysis of current members to determine interests, priorities, and unmet needs
- 2.2 Benchmark with other Campus Compact state organizations and higher education associations to identify emerging trends, issues, and opportunities in service engagement
- 2.3 Develop, revise, and implement programs, services, and resources to serve the range of professionals, from the emerging to the advanced practitioner, and other stakeholders, including students
- 2.4 Provide guidance to assist individual campuses in defining, promoting, and measuring the impact of their own service engagement activities
- 2.5 Evaluate the outcomes and effectiveness of programs, services, and resources in meeting member needs and make ongoing improvements resulting from evaluations

### Suggested Metrics for Goal 2:

- Type of feedback received from stakeholders through annual needs analysis
- Results received and used from benchmarking efforts with other organizations/associations
- Number of programs, services, and resources that were developed, revised, and implemented
- Type of feedback received from stakeholders through evaluation of programs, services, and resources
- Increase in measurement and reporting of campus-specific service engagement activities
- Type of improvements made to programs, services, and resources based on evaluation results

## **Goal 3: Promote Indiana Campus Compact capabilities to stakeholders to garner additional membership and support**

### Objectives:

- 3.1 Articulate and communicate the value that Indiana Campus Compact affords its member institutions and other stakeholders
- 3.2 Identify and evaluate the existing and potential markets for Indiana Campus Compact programs, services, and resources
- 3.3 Develop a member recruitment and retention strategy to cultivate interest in and support for Indiana Campus Compact

3.4 Increase involvement in Indiana Campus Compact from other non-profits, foundations, and corporate/private sector partners

3.5 Leverage the networking capabilities of Presidents and Chancellors involved in Indiana Campus Compact to forge relationships with potential or lapsed institutional members and other relevant stakeholders

Suggested Metrics for Goal 3:

- Number of new and retained campuses memberships in ICC
- Number of new and retained non-campus partners involved in ICC
- Type of partnerships established and sustained with non-campus organizations
- Increase in campus memberships as a direct result of Presidents/Chancellors networking and relationships

#### **Goal 4: Develop and implement a fundraising and revenue generation strategy**

Objectives:

4.1 Implement a realistic budget that reflects the current and projected revenue streams and expenses of the organization

4.2 Determine and prioritize funds and other resources needed to support Indiana Campus Compact based on the needs identified by the Board and member institutions

4.3 Identify and develop programs, resources, and services that member institutions and other stakeholders value and are willing to pay for or sponsor as alternative sources of revenue beyond membership dues

4.4 Create a fund development strategy that seeks investment in Indiana Campus Compact by Board members, donors, and others who value the mission of service engagement

4.5 Develop innovative revenue sources for both ICC and Indiana college students

4.6 Maintain relationship with Lilly Endowment, Inc. to garner ongoing support for Indiana Campus Compact initiatives

Suggested Metrics for Goal 4:

- Annual budget approved by Board
- Type of priorities, funds, and resources identified by Board and member organizations
- Increase in revenue from paid or sponsored programs, resources, and services
- Increase in philanthropic support received by Board members, donors, and others
- Type and number of innovative revenue sources created and maintained
- Continued relationship with Lilly Endowment, Inc.
- Increased capacity within ICC to develop and implement a fund development strategy

## **Goal 5: Leverage the Indiana Campus Compact network for the mutual benefit of its members**

### Objectives:

- 5.1 Host meetings and events that convene member institutions and other stakeholders for the purposes of networking, education, and support related to service engagement
- 5.2 Provide mentoring, leadership development, resource sharing, and other relationship-building activities to occur between individuals from various institutions
- 5.3 Explore opportunities for joint initiatives and meetings with other Indiana-based higher education organizations and associations related to service engagement
- 5.4 Capitalize on the strength and uniqueness of convening Presidents and Chancellors from all types of Indiana institutions in one venue for the purposes of advancing service engagement advocacy and best practices statewide
- 5.5 Facilitate collaborations and connections among and between Indiana campuses and communities to expand interest, capacity, and impact of service engagement

### Suggested Metrics for Goal 5:

- Number and type of meetings/events held, relationship activities conducted, joint initiatives pursued, and collaborations/connections facilitated among/between Indiana campuses
- Type of feedback received from stakeholders through evaluation of meetings/events, relationship-building activities, and joint initiatives
- Type of feedback received from Presidents/Chancellors on ICC's convening/networking role
- Type of feedback received on the effectiveness of collaborations/connections

## **Goal 6: Increase Indiana higher education's collective impact through service engagement**

### Objectives:

- 6.1 Measure service engagement's collective impact from Indiana's colleges and universities by identifying and monitoring relevant, direct, indirect, quantitative, and qualitative performance indicators
- 6.2 Develop a plan for data collection, analysis, interpretation, and presentation on collective impact information from Indiana's colleges and universities
- 6.3 Produce an annual report that identifies the collective activities, progress, and impacts for service engagement from Indiana's colleges and universities
- 6.4 Evaluate effectiveness of the collective impact of service engagement from Indiana's colleges and universities

6.5 Communicate broadly the present status and future plans of service engagement from Indiana's colleges and universities to various stakeholders

Suggested Metrics for Goal 6:

- Number and type performance indicators established to measure service engagement's collective impact
- Implementation and outcomes of plan to measure collective impact
- Type of feedback received from stakeholders on the utility and effectiveness of measuring collective impact
- Type and nature of policy and practice changes resulting from measuring and communicating service engagement's collective impact
- Type and nature of community impacts identified resulting from measuring and communicating service engagement's collective impact
- Increased capacity within ICC to measure service engagement's collective impact

**Goal 7: Support and influence national Campus Compact strategy while preserving Indiana's unique needs and context**

Objectives:

7.1 Identify and determine how the goals and objectives espoused by national Campus Compact are aligned with the goals and objectives of Indiana Campus Compact

7.2 Increase the flow of ideas and resources from national Campus Compact to Indiana Campus Compact to support state-specific goals and objectives

7.3 Partner with national Campus Compact on projects and initiatives of mutual interest and value to Indiana Campus Compact

7.4 Promote the service engagement work of Indiana institutions to a broader audience through involvement in national Campus Compact meetings and events

7.5 Support and expand the Scholarship of Engagement by Indiana institutions to maintain a thought leadership position at the national level

Suggested Metrics for Goal 7:

- Number and type of joint goals/objectives jointly-pursued by national Campus Compact and ICC
- Increase in ideas/resources received from national Campus Compact to support ICC
- Number of Indiana institutions involved in national Campus Compact activities
- Increase in number, quality, and impact of scholarly dissemination about service engagement by Indiana institutions
- Annual evaluation by ICC staff and Board of the utility and effectiveness that national Campus Compact provides to ICC

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