

Indiana Campus Compact
Strategic Plan 2010-2015



Indiana | **Campus Compact**

Overview

When engaged in strategic planning, organizations come to understand their internal and external environment, examine mission enactment, determine immediate and long-term priorities, and invest volunteers, boards and staff in directing future activities (Allison & Kaye, 1997; Bryson, 2005; Kotter, 1994; Migliore, 1995; Salamon, 2003). Strategic planning is an opportunity to reflect on the past and determine a course of action to ensure future success (Bryson).

Indiana Campus Compact (ICC) involves college and university presidents, faculty, staff and students from Indiana's two and four-year public and private institutions of higher education in efforts to promote service-learning and civic engagement. The organization is distinctive in that it brings together representatives of diverse institutions in these efforts. Noteworthy is that the ICC governing board consists of college and university presidents. ICC believes that an institution's ethos is strengthened through involvement in the community. Institutions and communities collaborate to realize shared goals and, in turn, positively influence the other.

Working under an existing plan, ICC has helped members positively impact people's lives through service-learning and civic engagement activities. While things are going well, the future is something for which ICC must plan; therefore, now is a good time to move forward with a renewed sense of purpose. This plan is intended to advance ICC's sense of purpose.

Process

The ICC strategic planning process began in August 2009. Over the course of six weeks, a consultant conducted 27 interviews with a range of organizational constituents including board members, institutional representatives, staff, and community and statewide partners. A preliminary report, based on the interview themes, was used to solicit additional feedback at a staff retreat, ICC Networking Council meeting, and an ICC Presidents and Chancellors board meeting. Feedback was collected on mission and vision development, strategic priorities, and action items. From this feedback, a plan has been developed and is explained in the following pages. The content of this document reflects a great deal of time spent with amazing people who provided important perspectives about the current and future priorities of ICC.

The Document

The plan includes the following components:

- *Mission*: In what "business" is ICC? For what reasons does ICC exist?
- *Vision*: By fulfilling its mission, what is the organization's ability to go to a new place? Visions provide a compelling answer to the question "what if we functioned at our best?"
- *Strategic Foci*: What categories of action items must be addressed to realize a mission and vision?
- *Organizational Objectives*: What broad actions will ICC take as an organization?

Implementation

This document describes an exciting future for ICC. It is a collection of ideas to maintain relevance, unite constituents, deliver exceptional programs, resources and services, measure the

impact of service-learning and organizational efficacy, increase awareness of ICC and procure the human and fiscal resources to realize its dreams. It is intended to guide the work of ICC.

Many good organizations have developed strategic plans that rarely are attended to and serve primarily as a document for public consumption. To realize its dreams, ICC must infuse the plan into its culture and revisit it often. The plan must be enacted in such a way that allows constituents to understand how they fit into the work of ICC. To these ends, the organization intentionally has created a plan that is broad and that can be used as a framework for staff, institutional members, board members, and community partners to shape shared goals. Because they have chosen to develop a plan with broad foci and objectives, ICC will:

- Align ICC infrastructure and position descriptions with the plan so staff understands their responsibilities in the plan's enactment;
- Integrate strategic tactics into staff goals and work plans and conduct bi-annual evaluation based on the strategic plan;
- Modify plan components as needed to be responsive to constituents, the community and the world;
- Create accountability systems for the fulfillment of the plan, which includes involving board members in examining progress;
- Assess organizational performance using predetermined quantitative and qualitative metrics;
- Engage constituents in the annual review of the strategic plan; and
- Document progress throughout the process.

Your role in the ICC Strategic Plan

ICC is invested in the future of all who are involved in service-learning and civic engagement. It values collaborative efforts with college and university leaders, faculty, staff, students and community members. You may feel compelled to offer to help in its realization. If so, then the organization has accomplished an important goal: investing constituents in its future. If you want to help, have ideas or feedback, contact ICC through its website at:
<http://www.indianacampuscompact.org>.

References

- Allison, M. & Kaye, J (1995). *Strategic planning for nonprofit organizations*. Location unknown: Wiley Publishers.
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- Kotter, J. (1994). *Leading change*. Boston, MA: Harvard Business School Press.
- Migliore, R. (1995). Defining organizational purpose. In Allison, M. & Kaye, J (Eds.). *Strategic planning for nonprofit organizations*. 35-49. Location unknown: Wiley Publishers.
- Salamon, L.M. (2003). *The resilient sector: The state of Nonprofit America*. Washington, D.C.: The Brookings Institution Press.

The Mission of Indiana Campus Compact

Indiana Campus Compact supports higher education's efforts to develop students into well-informed, engaged citizens. By providing programs, services, and resources, ICC serves as a catalyst for campuses and communities to improve people's lives through service-learning and civic engagement initiatives.

The Vision of Indiana Campus Compact

Indiana Campus Compact will be the premier resource for service learning and civic engagement in Indiana higher education.

The Tagline of Indiana Campus Compact

Advancing citizenship and service in Indiana higher education.

Strategic Foci and Organizational Objectives of Indiana Campus Compact

Ensure Relevance: Indiana Campus Compact (ICC) must be relevant to its diverse members and partners. To ensure relevance, ICC will:

- Align organizational priorities with those of higher education; emphasizing service-learning and civic engagement as useful pedagogies for general education;
- Invite state officials/representatives to meetings in which ICC, institutions and community partners come together to talk about such issues;
- Provide programs, resources, and services that speak to the needs of all members;
- Develop learning opportunities to meet the needs of diverse institutions and experiences of participants;
- Leverage technology to improve the development and dissemination of resources and communicate with members about ICC events, programs, and educational opportunities;
- Continue to serve a distinctive role in connecting presidents and chancellors of two and four-year public and private institutions of higher education with one another;
- Engage executive leadership on higher education campuses in issues related to service, service-learning and civic engagement;
- Increase the number of member campuses while providing high quality service and increasing the value of membership for member campuses;
- Explore ways to better engage students directly in ICC programs; and
- Demonstrate a commitment to national Campus Compact goals as they pertain to Indiana and ICC member institutions.

Deliver Exceptional Programs, Resources and Services: ICC must be efficient and effective in the development and delivery of programs, resources, and services for its diverse members. To deliver exceptional programs, resources, and services, ICC will:

- Align ICC initiatives with the needs and priorities of the state and federal higher education community;
- Provide high quality educational experiences for all members given the diversity of institutional type and individual experiences with service-learning and civic engagement;
- Create and deliver appropriate professional development opportunities for faculty and staff of member institutions;
- Aid in the development, management, and improvement of member institutions' service-learning and civic engagement initiatives;
- Increase student involvement in applicable programs; and
- Invoke innovation in the delivery of programs, resources and services.

Unite Constituents: ICC is uniquely positioned to unite those invested in the work of service-learning and civic engagement within public/private two/four-year institutions in Indiana. Such efforts will allow constituents to collaboratively realize institutional, community, and state goals. To unite constituents, ICC will:

- Lead efforts to advocate for service-learning and civic engagement as effective pedagogical practices across diverse disciplines;

- Monitor community and state needs to help institutions develop, manage, and improve service-learning initiatives to meet those needs;
- Support national Campus Compact goals of access and success, global citizenship, national service, and community and economic development;
- Strengthen the connection between higher education institutions and their communities;
- Ensure policies, practices, and procedures allow for reciprocity and ease in developing meaningful partnerships;
- Convene college and university presidents to promote service-learning and civic engagement;
- Advance innovation by sharing best practices and lessons learned in service-learning and civic engagement;
- Increase and strengthen ICC's participation in community partner and state organized events; and
- Support increased involvement in service-related activities among college students.

Measure Impact and Effectiveness: ICC can lead efforts to better understand how service-learning and civic engagement impacts students, institutions, and communities in Indiana. To measure effectiveness, ICC will:

- Identify needed research and assessment that demonstrates the impact of service-learning and civic engagement;
- Support institutional and individual efforts for research on service-learning and civic engagement through funding and professional development opportunities;
- Collect data that demonstrates how ICC improves institutions' capacity to provide service-learning and civic engagement initiatives, including the management of a balanced scorecard that will be hosted on the ICC website;
- Collect data from institutions that demonstrates how service-learning and civic engagement have been institutionalized and use this data to inform ICC priorities; and
- Disseminate data through journal articles, presentations and reports to members.

Spread the Message: Service-learning and civic engagement have an impact on students, faculty, staff, institutions, and communities. ICC has a responsibility to increase awareness of the value of service-learning and civic engagement. To spread this message, ICC will:

- Advocate for service-learning and civic engagement as respected and valued pedagogical tools and areas of research;
- Advocate for the development and growth of service-learning and civic engagement programs;
- Empower constituents to act as advocates for service-learning, civic engagement, and ICC on their campuses and throughout the state;
- Advance ICC programs, resources, and services and the benefits of ICC membership;
- Promote service-learning and civic engagement achievements of member campuses;
- Assess member and public awareness to inform ICC marketing efforts; and
- Ensure communication vehicles (web-based and print materials) are delivered in the most appropriate manner to meet the needs of constituents.

Attend to Human and Fiscal Resources: To realize the aforementioned goals, ICC must also manage human and fiscal resources. To ensure sufficient resources for accomplishing the goals of this document, ICC will:

- Continue to monitor organizational efficiency, thereby ensuring staff structure and office operations support member priorities;
- Monitor staff performance based on strategic plan contents;
- Provide professional development opportunities to ensure that ICC staff have the skills to realize the organization's goals;
- Diversify revenue sources through grants, gifts, program fees, and member dues; and
- Apply sound fiscal and human resource management practices in all areas of operations.