Marquette University Civic Action Plan

Vision/Mission

Marquette University is a Catholic, Jesuit institution located in the urban heart of Milwaukee, Wisconsin, and our future success is intertwined with and dependent upon the health, vitality, and success of our community. Throughout its 135-year history, Marquette has remained steadfast in its mission "to develop men and women who will dedicate their lives to the service of others, actively entering into the struggle for a more just society." The mission statement is shaped by four foundational pillars -- excellence, faith, leadership and service – which guide Marquette's decisions and activities. An ethos of service runs deeply in the self-understanding of the university and its graduates; and, the commitment to building a better world links alumni across generations.

Milwaukee has a rich history and a strong diversity of residents and culture and like many cities around the country, the downtown is undergoing a renaissance; however, the broader city continues to struggle with challenging issues including segregation and poverty. Such racial and economic inequalities manifest in other social justice issues such as crime, incarceration, educational access, health disparities, and housing discrimination. Similar issues effect communities nationally, and globally, and it is critical that we broaden our strategic efforts and community partnerships, and renew our sense of commitment to civic engagement.

Beyond its clear aforementioned missional commitment, Marquette has embedded civic engagement in its strategic plan, *Beyond Boundaries*, designating "Social Responsibility through Community Engagement" as one of six themes, and ensuring it is appropriately co-stewarded through oversight by the Vice President of Public Affairs, and the Executive Director of Community Engagement. Marquette's mission and strategic plan, which are well publicized and familiar to our students, faculty, staff, alumni and friends, make clear that the university's purpose is inextricably tied to engagement with the Milwaukee community and the wider world.

Approach

Existing Infrastructure

As part of their work, the Jesuits have always been committed to engaging with our community around social justice issues. In fact, Marquette was the first Catholic college or University to enroll women and started the first Educational Opportunity Program (EOP) in the nation. Formal structures for community engagement efforts such as Marquette's Community Service Program, Campus Ministry Alternative Break Programs and Student Run Hunger and Homelessness Program, and the Marquette Service Learning Program have been in existence for 25-30 years. Other programs such as Social Innovation, the Law School's Pro Bono Programs and Legal Clinic, the Marquette Colleagues Program, South Africa Service Learning Program, the Burke and Trinity Fellowship Programs, and our Medical and Dental clinics have further built on our strong foundation of community engagement and community service. Throughout the years, these programs have won national recognition for their work, recognized by organizations such as the National Corporation for Community Service, the American Association of Colleges and Universities, the National Society for Experiential Learning, Ashoka U, and the Carnegie Foundation.

To further the engagement efforts detailed in our most recent strategic plan, in January 2016, the president established the Office of Community Engagement (OCE). The office is strategically housed in the Office of the Provost in order to serve as a central clearinghouse for civic engagement activities and to promote the scholarship of engagement. The office reports through the provost and collaborates with partners across the institution, including: Innovation and Research; Deans; Department Chairs; faculty members; Service Learning Program, Offices of Community Service, International Education, Student Affairs, Marketing and Communication, and Public Affairs. The office, along with its various partners, strives to ensure engagement efforts are effectively responding to the needs of the community, while meeting the educational and research mission of the university.

To support this infrastructure, Marquette has created a community engagement database to track the community engagement activity of faculty and staff, as well as developed a website, specifically designed to increase engagement opportunities through highlighting and promoting the work of our institution. Marquette University engages the surrounding neighborhoods, Greater Milwaukee area, the nation, and the international community, through a variety of positive educational-, service-, and research-oriented programs; however, as the Office of Community Engagement continues to take shape, it is imperative that it reflects an engaged understanding of the community's current needs and desires (or, place-related issues), as well as its future aspirations.

Role as an Anchor Institution

Marquette University has embraced its role as an anchor institution through its leadership in The Near West Side Partners (NWSP). NWSP is a non-profit organization founded through the support of five anchor institutions—Marquette University, Aurora Health Care, Harley-Davidson, MillerCoors, and Potawatomi Business Development Corporation. The NWSP mission is to revitalize and sustain Milwaukee's Near West Side as a thriving residential and business corridor, through collaborative efforts to improve housing, promote economic development, unify neighborhood identity and branding, and provide greater safety for residents and businesses.

Institutionally, this partnership provides a multitude of research, teaching, and service opportunities for students and faculty. Hundreds of students and more than a dozen faculty from across campus have been involved. Highlights include:

- Economics students compiling and evaluating commercial and residential real estate data.
- Political Science students gaining applied learning experiences by conducting surveys of residents, employees, and peers.
- Business faculty and students organizing charrettes and shark tank competitions and free business training to attract and support.
- Marquette University Student Government students engaging in neighborhood clean-ups, and attending local landlord compacts to learn more about the concerns and efforts of local property owners/managers.

Beyond its institutional impact, the NWSP initiative has galvanized university, government, industry, resident and nonprofit partners to generate increased economic opportunity through commercial and residential investment; and, elevated responsiveness of public systems, including local safety and city officials. Highlights include:

- Reducing crime through place-based interventions and collaborations.
- Planning/hosting a neighborhood charrette; and, local "Shark-Tank" business plan competition.
- The expansion of a monthly community meeting connecting residents of the seven neighborhoods that make up the Near West Side.
- The installation of neighborhood ambassadors, equipped to respond to safety concerns, and provide resources to community members.

The partnership has been featured at several local and national conferences, and recently received the Esther-Letven Community-Campus Partnership Award from the Wisconsin Campus Compact. The NWSP community partnership has provided opportunities for bi-directional, active and ongoing civic engagement, aligning with Marquette University's Catholic, Jesuit mission to serve as a leader in addressing the injustices facing our community.

Composition and Responsibilities of the Planning Team

The University Community Engagement Task Force serves as the coordinating board for university engagement with local and global communities and our partners. Including representatives from senior leadership and units across campus, the task force meets regularly to review current engagement initiatives, plan community forums and programs, and address issues and opportunities that impact university partnerships with community entities.

The task force is charged with creating opportunities to "1) develop a single point of coordination for the multiple units and areas within the university that work within the Milwaukee community; (2) assist Marquette personnel so they are aware of who on campus is already working with community partners; and (3) determine how to extend the reach of our service work to include more national and international audiences."

The task force includes representation from the following offices and programs, which have extensive responsibility for community engagement. As noted below, the members have been chosen for their ability to bring about systems, culture, and capacity-building change:

- The Office of Community Engagement, housed strategically within the office of the Provost, serves as a central clearinghouse for civic engagement activities and the promotion of the scholarship of engagement. The office supports existing, and fosters new, bi-/multi-directional, engaged research, teaching, and service partnerships, through grant-making, ongoing faculty training/education, awards, and programmatic development.
- The Faculty Advisory Board for the Office of Community Engagement is a team of five faculty members involved in community engagement in research (CEnR), engagement in teaching, and/or engagement in service. They represent five different disciplines (psychology, counseling psychology, nursing, physical therapy, sociology) across four colleges (Arts and Sciences, Education, Nursing, and Health Sciences), and reflect a strong diversity of race, gender, and experience. The board provides recommendations regarding the strategic direction of the Office of Community Engagement and, more broadly, advises on the institutional direction related to community engagement.
- The Service Learning Program, which is housed within the Center for Teaching and Learning, coordinates Marquette's award-winning Service Learning efforts. Staffed by a director, associate director and highly trained student managers, this office supports the development and implementation of community-based courses, service and research across all academic disciplines.
- The Office of Research and Sponsored Programs
- The Center for Leadership, Service and Involvement within the Division of Student Affairs serves as a portal to the community for students. Graduate assistants and undergraduate program assistants staff the center under the direction of the Dean of Students and the Coordinator of Student Organizations and Leadership.
- The Office of Community Service, within the Division of Student Affairs, coordinates Marquette's volunteer efforts, overseeing the VolunteerCorps., as well as several large one-day service events within the City of Milwaukee.
- Campus Ministry coordinates the Marquette Action Program, annually sending teams of students to communities throughout the United States during spring break. An international program provides student assistance at the Working Boys Center in Ecuador. Campus Ministry also sponsors Midnight run, a meal program for the homeless, and other community initiatives.
- Staffed by 4.5 professionals and a team of student interns, the Office of Public Affairs coordinates university engagement with neighborhood associations and local, state and federal government offices. The Vice President of Public Affairs serves on the board of several community organizations, including the Avenues West Association and Menomonee Valley Partners, bringing the ideas and concerns of businesses and residents of the university's geographic area to the attention of university leaders and serving as a conduit for access to university resources.

- The Office of Admissions maintains partnerships and programmatic relationships with a broad and diverse network of local schools. These partnerships provide engaged research, teaching, and service opportunities for faculty, staff, and students, while at the same time serving as critical pipelines for underrepresented student populations within the City of Milwaukee, and beyond.
- Through a variety of corporate and non-profit partnerships, Career Services provides support for students exploring internship opportunities within their respective fields of study. Further, through first destination data, career services tracks students who are pursuing social impact careers, allowing for longer-term data related to the influence of the social justice ethos of a Marquette University education.
- The Office of International Education supports a variety of global engagement efforts around research, teaching, and service. Boasting relationships with 80 strategic university partners around the world, one particularly unique and impactful program is the semester-long South Africa Service Learning Program, which requires students to work with a community-based organization in the Cape Town townships two days a week. Further, education abroad students have a choice of doing international service through our thirty (30) Catholic, Jesuit partner institutions around the world. .
- The Office of Research and Sponsored programs, housed within the Office of Research and Innovation encourages, community engagement in research by identifying funding sources and fostering interdisciplinary collaboration on research issues of communitywide interest, such as aging; education; family studies; and race, ethnicity and culture. Further, it provides strategic leadership in the areas of social innovation, and entrepreneurship, working closely with students and community partners to develop social impact ideas into realities.
- The Office of Diversity and Inclusion maintains direct oversight for the implementation of the institutional commitment to becoming a Hispanic Serving Institution, or HIS, within the next 10 years. The Associate Director is responsible for guiding the creation of an internal infrastructure to support the accompanying increase in Hispanic students, while at the same time establishing and deepening partnerships and relationships with local Hispanic schools, businesses, and nonprofits.
- The Trinity Fellows/Burke Scholars incorporate a strong co-curricular service component through the provision of scholarships to graduate/undergraduate students (respectively). While pursuing their graduate degrees, Trinity Fellows maintain a part-time position within a local nonprofit, providing highly skilled labor at a reduced rate for the partner. Burke Scholars are required to provide 300 hours of service/year to a local nonprofit, while pursuing their undergraduate degree. Both programs have yielded strong graduates with a deep commitment to service, social justice, and community engagement.

Planning Team

Name	Perspective Represented	Office/Center/College	Position
Altenburg, Rana	Staff	Office of Public Affairs	Vice President
Belknap, Ruth Ann	Faculty	College of Nursing	Associate professor
Bergen, Dan	Staff	Office of Community Engagement	Executive Director
Black, Jacqueline	Staff	Office of the Provost	Associate Director of Hispanic Initiatives
Bohat, Kimberly	Staff	Center for Teaching and Learning	Director of Service Learning Program
Deahl, Anne	Staff	Office of the Provost	Associate Vice Provost for Academic Support Programs and Retention
Durben, Katherine	Staff	Office of Research and Sponsored Programs	Executive Director
Edwards, Lisa	Faculty	College of Education	Associate Professor/ Director of Counselor Education
Fischer, Gerry	Staff	Campus Ministry	Director of Social Justice Ministry
Ferrara, Carole	Staff	Trinity Fellows	Director
Harris, Angie	Faculty	College of Arts and Sciences	Associate Professor/Director of Center for Gender and Sexualities Studies
Harris-Collins, Latrice	Staff	Undergraduate Admissions	Assistant Dean
Hertzberg, Carie	Staff	Office of Student Development	Director of Burke Scholarship Program
Hossenlopp, Jeanne	Faculty/Staff	Office of Research and Innovation	Vice President for Research and Innovation
Kestner-Ricketts, Laura	Staff	Career Services Center	Director
Lovell, Mike	Faculty/Staff	Office of the President	President
Miller, Terence	Staff	Office of International Education	Director
Myers, Dan	Faculty/Staff	Office of the Provost	Provost
Otero, Kelsey	Staff	Office of Research and Innovation	Associate Director, Social Innovation Initiative
Pan, Lawrence	Faculty	College of Health Sciences	Professor/Department Chair of Physical Therapy
Rios, Zuleyka	Staff	Admissions Counselor	Multi-cultural Community Outreach
Rodriguez, Maira	Staff	Admissions	Counselor

Schram, Jacqueline	Staff	Office of Public Affairs	Director of Public Affairs/Special Assistant to Native American Affairs
Swabek, Carolyn	Staff	Trinity Fellows	Assistant Director
Torres, Lucas	Faculty	College of Arts and Sciences	Associate Professor
Kelly Walker	Staff	Office of Student Development	Director of Student Community Service Programs

Commitment Table

Commitment #1 (Sustainable capacity development & Culture)	Commitment #2 (Sustainable capacity development & Culture)	Commitment #3 (Sustainable capacity development & Culture)	Commitment #4 (Policy and systems &Culture)	Community #5 (Culture &Policy and systems)
We empower our students, faculty, staff and community partners to co-create mutually respectful partnerships in pursuit of a just, equitable, and sustainable future for communities beyond the campus – nearby and around the world.	We prepare our students for lives of engaged citizenship, with the motivation and capacity to deliberate, act, and lead in pursuit of the public good.	We embrace our responsibilities as place-based institutions, contributing to the health and strength of our communities – economically, socially, environmentally, educationally, and politically.	We harness the capacity of our institutions – through research, teaching, partnerships, and institutional practice – to challenge the prevailing social and economic inequalities that threaten our democratic future.	We foster an environment that consistently affirms the centrality of the public purposes of higher education by setting high expectations for members of the campus community to contribute to their achievement.

Outcomes and Impact Table

Outcomes	Type of change	Commitment *Refer to the Commitment table	Strategies to Achieve Outcomes	Date of completion	Responsible Office/Committee	Metric(s)	Indicator(s)
Create a formal infrastructure to allow for a single point of contact, referral, data compilation and assessment of the university's engagement with the community	Policy and systems Sustainable capacity development	1, 3, 4, and 5	1. Establish an Office of Community Engagement.	1. January 2016	1. Community Engagement Task Force/Office of the Provost	**Metric 1**: a central office is created.	**Indicator 1:** This outcome was met when the Office of Community Engagement was established in January, 2016.
Building on Marquette's institutional membership with various community engagement associations, encourage broader participation in national best practices, conferences, facilitated dialogues, and summits, and facilitate the sharing of knowledge gained with the campus community	Culture Sustainable capacity development	5	1. Provide faculty/staff/student development opportunities through the provision of financial support for community engagement conferences. 2. Host annual Community Engagement Symposium. 3. Create a Community Engaged Scholars Network 4. Create a Community Engaged Students Network 5. Host CE programs (Social Justice in Action Conference; Marquette Forum; Mission Week) 6. Memberships with Campus Compact,	1. Annually 2. Annually 3. Spring 2017 4. Fall 2017 5. Annually 6. Annually	1. Office of Community Engagement/Colleges 2. Office of Community Engagement/Office of Research and Sponsored Programs/Service Learning Program/Community Partners 3. Office of Community Engagement 4. Community Service 5. Community Service/Mission and Ministry/Office of the Provost/Office of Community Engagement 6. Office of Public Affairs/Office of	**Metric 1:** Number of community engaged conferences attended by faculty/staff /students. **Metric 2:** Number of presentations delivered by faculty/staff/students at community engaged conferences. **Metric 3:** Number of articles published in community engaged journals by faculty/staff. **Metric 4:** Number of books published on the topic of engagement/in community-engaged areas.	**Indicator 1:** Increase number of faculty/staff/students attending conferences **by 50% annually for the next three years. Indicator 2:** Increase number of faculty/staff/students delivering presentations **by 25% annually for the next three years. Indicator 3:** Increase number of articles published by faculty/staff/students in community engaged journals **by 50% over the next three years. Indicator 4: Publish one book re: community engagement/in community engaged area** over the next three years.

			CUMU, ITGA, AJCU, IR-SLC		Community Engagement/Service Learning Program		
Strengthen Marquette's global community engagement demonstrated through international research, university partnerships, teaching and service	Policy and systems	1, 2, and 4	1. Create an international service learning course 2. Expand opportunities for faculty and staff to lead IMAP trips 3. Awards for international research 4. Global Resource Database for study abroad and research 5. Assess Intercultural Competence 6. Course reflection for study abroad 7. Articulated Global Scholars Badge	1. Spring 2017 2. Spring 2018 3. Spring 2018 4. Fall 2019 5. Annually 6. Spring 2018 7. Fall 2018	1. Service Learning Program/Office of International Education 2. Campus Ministry 3. Office of International Education/Office of Community Engagement 4. Office of International Education 5. Office of International Education 6. Office of International Education/Center for Teaching and Learning 7. Office of International Education/Office of the Provost	**Metric 1:** Create an international service learning course **Metric 2:** # of faculty and staff that lead IMAP trips **Metric 3**: # of applications for awards received for international research **Metric 4:** # of global partnerships **Metric 5**: Intercultural Competence **Metric 6**: Number of international community engaged grant awardees (name, unit) **Metric 7**: Number of international community engaged grant awards (sponsor) **Metric 8:** Dollar value of international community engaged grant awards (can break out be research v. instruction, equipment, other)	**Indicator 1:** The course is created **Indicator 2:** Increase the # of faculty/staff that lead IMAP trips by 50% over 3 three years **Indicator 3**: Apply for one award/year for international research **Indicator 4:** Deepening partnerships/ establishing new partnerships **Indicator 5:** Increase student intercultural competence **Indicator 6:** Establish a baseline for existing numbers **Indicator 7:** Establish a baseline for existing numbers **Indicator 8:** Establish a baseline for existing dollar value

Leverage Near West Side Partners, Inc. partnership with all facets of the university to address local challenges with housing, economic and workforce development, healthcare, education, neighborhood identity, and safety*	Sustainable capacity development	1, 2, 3, 4, and 5	1. Launch an MU/Community-based partnership for Grocery Store Challenge 2. Networking event for NWSP students and businesses 3. Create a student organization for the NWS 4. Bring Bee the Change to campus 5. Host regular non-profit consortium meetings 6. Agency-based to a neighborhood-based approach in service-learning	1. Spring 2017 2. Spring 2018 3. Fall 2017 4. Spring 2018 5. Spring 2017 6. Fall 2018	1. Social Innovation/Faculty/Students/Community Partners 2. Career Services/PARC Team 3. Office of Student Development 4. Community Service/Sustainability/Office of General Counsel 5. Office of Community Engagement 6. Service Learning Program	**Metric 1:** See Near West Side Partners metrics **Metric 2:** Number of tours given in the Near West Side **Metric 3:** PARC data including MUPD patrol zone data/perception survey	**Indicator 1:** See Near West Side Partners Indicators **Indicator 2:** Increase perceptions of safety in the Near West Side
Position the university as a convener around public policy issues	Policy and systems Culture	3 and 4	1. Host Marquette University Law School: On the Issues with Mike Gousha 2. Host Marquette University Forum 3. Apply for AAC&U Grant for Civil Dialogue discussions in course work 4. Host Soup with Substance 5. Host WARF Force for Positive Change Conference	1. Monthly 2. Annually 3. Spring 2017 4. Monthly 5. Spring 2018	1. Law School 2. Office of the Provost 3. Center for Teaching and Learning 4. Campus Ministry 5. Social Innovation	**Metric 1:** Establish a baseline for attendance of On the Issues (including demographic) **Metric 2:** Establish a baseline for Marquette Forum Attendance (including demographic data) **Metric 3:** Receive the AAC&U Grant for Civil Dialogue discussions **Metric 4:** Establish a baseline for attendance of Soup with Substance (including demographic)	**Indicator 1:** Broader attendance trends reflect citywide demographic. **Indicator 2:** Broader attendance trends reflect citywide demographic **Indicate 3:** AAC&U Grant is received. **Indicator 4:** Broader attendance trends reflect institutional demographic.

Encourage grant proposals that provide innovative approaches to addressing key community issues	Policy and systems Sustainable capacity development	4	1. Identify funding sources and applying for grants. 2. Develop grant opportunities for engaged-research, teaching, and scholarship. 3. Promote the Innovation Fund to faculty/staff/students and community partners 4. Seed grant for teaching community engagement 5. Grant for Research Partnership Development 6. Stipends for faculty to learn how to integrate service learning into their curriculum 7. Way Klingler Teaching Innovation Grant for case-based biomedical sciences 8. Develop infrastructure/network around Community Engaged Research 9. Develop grant writing workshop/in-service to encourage collaboration and new ideas 10. Increase # of community and university networking opportunities	1. Spring 2017 2. Fall 2016 3. Spring 2018 4. Spring 2017 5. Spring 2018 6. Spring 2017 7. Summer 2017 8. Spring 2019 9. Spring 2018	1. Office of Community Engagement/Office of Research and Sponsored Programs 2. Office of Community Engagement/Office of Research and Sponsored Programs/Office of the Provost 3. Office of Community Engagement 4. Office of Community Engagement 5. Service Learning Program 6. Office of the Provost 7. Office of Research and Sponsored Programs 8. Office of Research and sponsored Programs 9. Career Services/Office of Community Engagement	**Metric 1:** Number of community engaged grant applications (sponsor) **Metric 2:** Dollar value of community engaged grant applications (can break out be research v. instruction, equipment, other) **Metric 3:** Number of community engaged grant awardees (name, unit) **Metric 4:** Number of community engaged grant awards (sponsor) **Metric 5:** Number of awards and amount given to pursue a social ventures or community partnership via the Strategic Innovation Fund or Dorm Fund	**Indicator 1:** Establish a baseline for existing community engaged grant applications. **Indicator 2:** Establish a baseline for existing dollar value of community engaged grant applications. **Indicator 3:** Establish a baseline for current number of community engaged awardees. **Indicator 4:** Establish a baseline for current number of community engaged awards. **Indicator 5:** Establish a baseline for current awards and value.

| Promote the scholarship of engagement and find ways to expand it more prominently within the university | Policy and systems Sustainable capacity development Culture | 1, 3 and 4 | 1. Institutionally define what we mean as Community Engagement, and terms associated with the work
2. Develop awards to recognize faculty/community organization partnerships in engaged-research, -teaching, and –scholarship.
3. Facilitate the promotion of faculty engaged-research, -teaching, and –scholarship through internal and external media outlets.
4. Provide faculty development opportunities through the provision of financial support for community engagement conferences.
5. Create a formal process to support faculty in establishing new community partnerships (research, and teaching)
6. Utilize new faculty orientation to provide increase understanding of community engagement
7. Incorporate community engagement principles into first-year orientation
8. Reform Promotion and Tenure to include | 1. Fall 2017
2. Fall 2017
3. Monthly
4. Annually
5. Fall 2017
6. Annually
7. Fall 2018
8. Spring 2019 | 1. Office of Community Engagement
2. Office of Community Engagement/Diversity and Inclusion/Office of the Provost
3. Office of Marketing and Communications/Office of Community Engagement
4. Office of Community Engagement/Colleges
5. Office of Community Engagement/Office of General Counsel
6. Vice Provost of Faculty Affairs/Office of Public Affairs/Office of Community Engagement
7. Office of Student Development/Office of Community Engagement
8. Service Learning Program/Office of Community Engagement
9. Promotion and Tenure Committee/Office of Community Engagement/Colleges/Departments | **Metric 1:** Number of community engaged conferences attended by faculty/staff/students.
Metric 2: Number of presentations delivered by faculty/staff/students at community engaged conferences.
Metric 3: Number of partnerships
Metric 4: Number of deep partnerships (characterized by 5 or more touchpoints institutionally)
Metric 5: Number of faculty, staff, students participating in engaged activities (service, research, experiential learning)
Metric 6: Public Service $
Metric 7: Number of community engaged grant applications (sponsor)
Metric 8: Dollar value of community engaged grant applications (can break out be research v. instruction, equipment, other)
Metric 9: Number of community engaged grant awards (sponsor)
Metric 10: Dollar value of community engaged grant awards (can break out by | **Indicator 1:** Increase number of faculty/staff/students attending conferences **by 50% annually for the next three years.**
Indicator 2: Increase number of faculty/staff/students delivering presentations **by 25% annually for the next three years.**
Indicator 3: Establish a baseline for # of partnerships
Indicator 4: Establish a baseline for # of deep partnerships
I**ndicator 5: 60% of** faculty/staff/students participating in CE activity
Indicator 6: Establish a baseline for Public Service $
Indicator 7: Establish a baseline for # of engaged grant applications
Indicator 8: Establish a baseline for dollar value
Indicator 9: Establish a baseline for engaged grant awards
Indicator 10: Establish a baseline for dollar value |

			community engaged research 9. Latina/o Well-being Research Initiative			research v. instruction, equipment, other)	
Prominently highlight the university's work to promote justice, ethics, and service locally, nationally and globally	Policy and systems Culture	1, 2, 3, 4, and 5	1. Facilitate the promotion of faculty/staff/student engaged-research, -teaching, and –scholarship through internal and external media outlets. 2. Assessment of colleges and departments that already value Community Engagement in their Promotion and Tenure processes 3. Conference participation to highlight work articulating link to Community Engagement 4. Illustrate and demonstrate a collective definition of Community Engagement.	1. Monthly 2. Spring 2018 3. Annually 4. Spring 2018	1. Office of Marketing and Communication/Office of Community Engagement 2. Office of Community Engagement 3. Office of Community Engagement/Colleges/ Office of Public Affairs/Community Service 4. Office of Community Engagement 5. Office of Community Engagement	**Metric 1:** Simpson-Scarborough scale **Metric 2:** Service/Service Learning Community Partner Impact Survey **Metric 3:** Marketing and Communications: Media Impact **Metric 4:** Marketing and Communications: Website hits **Metric 5:** Number of colleges/departments that reference CE in their P&T documents. **Metric 6:** Number of community engaged conferences attended by faculty/staff /students. **Metric 7:** Number of presentations delivered by faculty/staff/students at community engaged conferences.	**Indicator 1:** Increase positive perceptions of MU among community partners **by 10% over three years** **Indicator 2:** Increase community partner **impact by 10% over three years** **Indicator 3:** Establish a baseline for existing media impact **Indicator 4:** Establish a baseline for existing web hits **Indicator 5:** Establish a baseline for # of colleges/departments that reference CE in their P&T documents. **Indicator 6:** Increase number of faculty/staff/students attending conferences **by 50% annually for the next three years.** **Indicator 7:** Increase number of faculty/staff/students delivering presentations **by 25% annually for the next three years.**

Expand the number of, as well as the quality of, opportunities for more members of the Marquette community to be engaged in outreach and service to the local Milwaukee community and broader national and global communities	Policy and systems Culture Sustainable capacity development	1, 2, and 5	1. Host annual Community Engagement Symposium 2. Host annual Social Justice in Action Conference 3. Utilize new faculty orientation to provide increased understanding of community engagement 4. Incorporate community engagement principles into first-year orientation	1. Annually 2. Annually 3. Annually 4. Annually	1. Office of Community Engagement/Service Learning Program/Office of Research and Sponsored Programs/Community Partners 2. Community Service/Office of Community Engagement 3. Vice Provost for Faculty Affairs/Office of Public Affairs/Office of Community Engagement 4. Office of Student Development	**Metric 1:** Number of partnerships **Metric 2:** Number of deep partnerships (characterized by 5 or more touchpoints institutionally) **Metric 3:** Number of local school partnerships **Metric 4:** Number of local students impacted by partnerships **Metric 5:** Number of clinics **Metric 6:** Number of faculty, staff, students, and alumni participating in engaged activities (service, research, experiential learning)	**Indicator 1:** Increase # of partnerships **by 1% each year for three years. Indicator 2:** Increase # of deep partnerships **by 1/year over three years. Indicator 3:** Maintain current number of local school partnerships. **Indicator 4:** Increase # of deep partnerships **by 1/year over three years** to increase student impact. **Indicator 5:** Increase # of clinics by **1/year over three years. Indicator 6:** Increase # of faculty participating in engaged research **by 5 over the next three years**.
Enhance intercultural competencies among all members of the Marquette campus community to advance culturally sensitive and authentic engagements as men and women for and with others	Policy and systems Culture Sustainable capacity development	2, 4, and 5	1. Institute a 1-credit course in the core curriculum to prepare our students for service 2. Training for all first-year students on issues of diversity and inclusion	1. Fall 2018 2. Fall 2018	1. Core Revision Committee/Community Service/Service Learning Program 2. Division of Student Affairs	**Metric 1:** establishment of a 1-credit Course **Metric 2:** Increased intercultural competency among all first-year students	**Indicator 1:** the 1-credit course has been created within the next three years **Indicator 2:** 25% Decrease in bias incidences

*The Near West Side Partners, Inc. is an excellent example of a **platform partnership.** It is a central partnership between Marquette University and four external entities (including Harley-Davidson, MillerCoors, Aurora Sinai, and Potawatomi Business Development Corporation, to achieve strategic urban revitalization through efforts related to housing, commercial corridors, safety, and branding and identity. The partnership emphasizes resident engagement and retention within the Near West Side, and boasts broad and diverse involvement by many faculty, students, and units on campus.

Implementation (See Strategies to Achieve Outcomes, Date of Completion, Responsible Office/Committee)

In an effort to ensure the plan is cohesive and coherent, the team integrated the outcomes, strategies, dates of completion, responsible offices, metrics, and indicators in to one table (shown above). As is demonstrated by some of the indicators, the civic action plan has already begun being implemented. Specifically, the Office of Community Engagement was launched in 2016, and Social Responsibility through Community Engagement was adopted as one of the six strategic objectives in the university strategic plan in December of 2015. The outcomes defined in the far left column of the table reflect the strategic objectives, and tactics outlined with the University's strategic plan, "Beyond Boundaries." The individuals identified as a part of the planning team comprise the vast majority of faculty and staff charged with a clear component, or many, within the strategic plan.

Communication

Marquette University has already begun a comprehensive marketing plan around community engagement. Three primary offices have been identified as the key facilitators of the promotional efforts (Marketing and Communications, Community Engagement, and Public Affairs); however, other offices are supplementing the plan through their respective marketing initiatives.

Marketing and Communications strategy includes:
- **"Marquette and Milwaukee. Being the Difference Begins at Home"** (external facing): a large brochure detailing the broad number of ways in which Marquette University engages Milwaukee, including service hours, financial impact of clinics and safety initiatives, grant/research funding, TRIO programs, public policy discussions, awards, and larger partnerships.
- **Community Engagement Website** (external/internal facing): a new website and social media pages that provide a broad overview of the ways in which Marquette University engages locally, nationally, and globally.
- **Community Engagement Video** (external facing): similarly to the aforementioned brochure, a video details the broad number of ways in which MU engages Milwaukee and beyond.
- **Marquette Forum** (internal/external facing): considered an outreach initiative, the Forum is helping to reorient Marquette University towards a more public, educational response to some of the most pressing issues facing the Milwaukee community. This year's forum responded to issues of racial justice, and segregation.
- **Civic Action Plan** (internal/external): future promotional materials involving community engagement will direct readers to the Civic Action Plan to provide a deeper understanding of the approach Marquette University is taking to strategically implement its engagement efforts.

Office of Community Engagement strategy includes:
- **Hosting annual Community Engagement Symposium** (external/internal facing): the inaugural Community Engagement Symposium: Deepening Partnerships in Pursuit of Social Justice was hosted at Marquette University in November 2016. Planning has begun for the second symposium to be held in November 2017.

- **Creating Community Engaged Awards** (external/internal facing): Four annual awards have been developed ranging from $2500-$5000 to recognize the tremendous engaged research, teaching/learning, and service occurring at Marquette University, and by our community partners.
- **Developing Grant opportunities for faculty** (internal facing): A $5000 Community Engaged Research Partnership Development seed grant has been developed and will be awarded this Spring 2017.
- **College/Department Roadshow** (internal facing): an internal presentation has been created and will be delivered to colleges and departments throughout the coming year.
- **Increase conference presentations related to all community engaged efforts** (internal/external facing): resources have been allocated to support faculty attendance at community engaged conferences.
- **Community Engaged Storytelling Initiative** (external/internal facing): student employees have been hired to document and distribute stories about community engaged research, teaching, and service occurring at Marquette University. These stories have been delivered through social media, and will be included in future print publications.
- **Promotion of the Civic Action Plan** (external/internal): The Civic Action Plan will be posted on the Community Engagement Website, as well as included in future internal and external presentations.

Office of Public Affairs strategy includes:
- **Widespread Promotion of Near West Side Partners** (internal/external facing): given the anchor institution model, and the depth to which faculty/staff/students are engaged with the initiative, Public Affairs has taken a substantial lead in promoting the effort internally, and externally.
- **National Engagement Organizations** (external): Public Affairs has taken the lead on ensuring active participation in national organizations related to community engagement, including International Town Gown Association, Coalition of Urban and Metropolitan Universities, and Campus Compact.