



# Looking Forward



Campus Compact  
Civic Action Plan  
2017-2020



# UNCW Vision

**UNCW will be recognized for excellence in everything it does, for its global mindset, and for its community engagement.**

## **UNCW Strategic Engagement Goals (from UNCW's 2016-2021 Strategic Plan)**

- Connect UNCW's knowledge and resources with those of the public and private sector to contribute to economic growth and the quality of life across our region.
- Organize and capitalize on key partnerships, campus strengths and employee interests to increase community, regional and global impact and enrich the student experience
- Incentivize, support, recognize and reward community/scholarly engagement activities by students, faculty and staff

## **UNCW's Community Engagement Values**

- Committing ourselves as an institution to community engagement and effective communication of such through leadership and collaboration;
- Reciprocal mentoring of students, faculty, staff, and community members and leaders in an environment of applied and lifelong learning;
- Maintaining a regional focus in research and creative activity along with a global impact;
- Developing, preserving, and expanding sustainable, partnerships with community members and organizations for the mutual benefit of UNCW community (faculty, staff, and students) and regional community
- Contributing to meeting regional economic and societal needs by sharing in the development of an educated, skilled, and civically engaged workforce.

## **Guided by these values, UNCW's Civic Action Plan aims to:**

1. Strengthen Signature Partnerships and Pathways to Engagement
2. Measure and Celebrate Impact
3. Weave Engagement into the Fabric of UNCW

## Approach and Context

The last time UNCW did a self-assessment for engagement activities in 2014-2015, it found more than 1,000 different partnerships between the university and external businesses, organizations, and schools. Between applied learning in courses, internships, student teaching, fieldwork experiences, engaged scholarship, volunteerism, pro bono faculty and staff consultation, faculty and staff nonprofit board service, and community service projects led by members of the university community, the university identified faculty, staff, and student time dedicated to making a difference in the community. Several ongoing civic engagement partnerships exist, including:

- **Feast Down East**, which provides university staff and office support for a 501(c)3 that works to create a healthy, accessible local food system, which supports economic growth in Southeastern North Carolina;
- **ACCESS of Wilmington and Miracle Field**, which partners university scholars and volunteers with a local nonprofit that provides sports and recreation for the growing population of people living with disability in Southeastern North Carolina;
- **Marine Science Academy**, which partners university marine science faculty and programs with faculty from Ashley High School in Wilmington, NC to provide students with an enriching education in a coastal setting, equip the students with twenty-first century skills designed to meet the challenge's facing our global ocean, and to instill a lifelong love of learning about the beautiful and Atlantic North Carolina Coast;

Additionally, the university has a requirement in the undergraduate university studies curriculum for ***Explorations Beyond the Classroom***, which are high-impact educational experiences that help students integrate ideas and skills learned in the classroom with opportunities and challenges outside the classroom. Explorations experiences capture four kinds of activities, including (a) course-embedded service learning projects with community-based organizations or (b) work with a professional outside the classroom in a variety of traditional applied settings, including internships, fieldwork, practicum, and student-teaching. Some students may opt for other options, though, which include participation in faculty-sponsored research or study abroad, which have no specific engagement component. The university hopes to encourage civic engagement opportunities for most of those students in other applied courses funded through ETEAL, our applied learning initiative on campus, or extra-curricular service activities.

That said, it is clear that all engagement activities and partnership connections were not included, student hours spent in community-based service learning and community service were not all well documented, and the impact of all of these activities on the communities were rarely assessed or reported. We also cannot capture whether all students have indeed had an engaged learning or service experience. Further, though some of these activities were designed cooperatively with community partners, others were less structured and may not have met a need identified by the community. So, while the university was pleased to be living into its mission as a state school and an engaged institution through such a broad range of activities, it was clear that these other challenges of coordination with community, monitoring of activity, and measurement of impact still remain.

The next year brought a new Chancellor and Provost to the institution, along with a newly designated position for an Associate Vice Chancellor for Community Engagement (AVCCE) in the Provost's office.

UNCW started the process of developing a new strategic plan, and community and civic engagement was seen as integral components of that work. The Organize and Engage Subcommittee was chaired by the Associate Vice Chancellor for Community Engagement, who is part of the Provost's team, and included representatives from Office of the Arts, Campus Police, Athletics, faculty from all colleges, and staff from one of the university outreach organizations. The group conducted a SWOT analysis related to community engagement, identifying areas of need, and it also conducted open community listening sessions in different parts of Wilmington. Results of the planning process are outlined below.

Simultaneously the Provost and Chancellor created the **Office of Community Engagement**. Located in the Provost's Office and led by the Associate Vice Chancellor for Community Engagement, this office has four primary roles: 1) Support university offices that engage with campus & community partners across disciplines and colleges 2) Encourage engaged work throughout campus via grants, assessment, and convening 3) Welcome our community to campus 4) Facilitate the mutually beneficial exchange of knowledge & resources to meet regional needs.

To make sure these efforts reach across campus and throughout the community, the office has established an **Engagement Advisory Board** to support campus work community and civic engagement. The 30+ member committee of faculty, staff, students, and community representatives develops policies and procedures to facilitate engagement, coordinates monitoring and measurement engagement data, selects small seed grants for scholarly engagement, recognizes and rewards engagement, and formally recognizes signature engagement projects for the university. The Advisory Board is chaired by the AVCCE and quarterly meetings are held either with the full advisory board or the chairs of the committees. Each member serves on one committee.

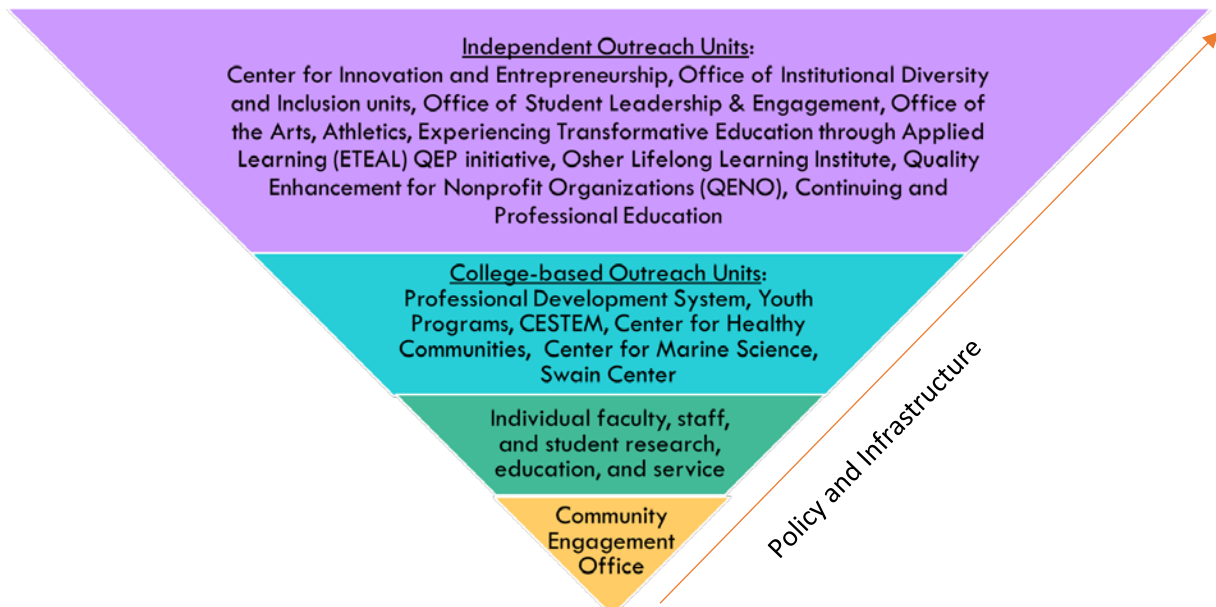
Advisory Board representatives fall across the spectrum of the engagement pyramid and include:

- faculty from College of Arts and Sciences (one in arts, one in humanities, one in social sciences, and one in sciences)
- faculty from Cameron School of Business, Watson College of Education, and the College of Health and Human Services
- representative from Office of Student Leadership and Engagement (Student Affairs)
- staff from centers on campus with an outreach mission (i.e., QENO, CESTEM, Marine Quest, Center for Innovation and Entrepreneurship, etc.)
- representative of the Office of Sponsored Programs and Research
- representative from the Faculty Senate Engagement and Outreach Committee
- representative from Staff Senate
- representative from Office of University Relations
- representative from University Advancement
- ETEAL/ATLC Coordinator and/or CSURF representative
- representative from Athletics
- representative from the Office of the Arts
- representative from Alumni Affairs
- students (one grad and one undergrad)
- community members: a corporate leader, a K-12 public school official, a veteran, a retired individual, a religious leader, a government official, and a nonprofit leader.

**Committees** do the work of the Board, meeting as needed to move the work forward. Additional members from the university and the community may join these committees as needed. Committees and their missions are described below:

- Strategic plan implementation: Identifying and supporting opportunities to bring together university and community entities to enhance the financial and economic viability of the community while building student, faculty, and staff knowledge and capacity.
- Engaged scholarship: Providing support for faculty to undertake engaged scholarship, overseeing Community Engagement Grant proposal reviews and conducting trainings on engaged research
- Engaged teaching: Partnering with ETEAL and ALTC, this committee will enhance engaged teaching, measure the impact of engaged teaching on student learning, and identify ways to improve outcomes for community partners
- Monitoring and assessment: Working closely with the Office of Institutional Research and Planning, Human Resources, and the Office of Student Leadership and Engagement to monitor and assess the impact of faculty, staff, and student community and civic engagement activities.
- Recognize and reward engagement: Recognizing the outstanding engagement activities of faculty, staff, students, and community partners through media, awards, and honors.
- Signature partnerships: Identifying longer-term, mutually beneficial partnerships between university entities and community businesses, organizations, municipalities, and schools.
- Volunteerism and public outreach: Working to encourage and enhance meaningful community service and civic engagement by students, staff, and faculty with community partners

The diverse **Outreach Units** across campus that comprise the university’s multi-pronged engagement structure are identified in the figure below.



UNCW's final **Strategic Plan** was unveiled by the Chancellor at the end of Spring 2016, and Community Engagement is a cornerstone of the plan. As a result of the committee's hard work and the university's commitment to serving the region, community engagement is mentioned as one of 6 university values, and organizing and engaging is one of 5 strategic priorities. Recognizing that community and civic engagement occur across the university, the group identified the following specific community and civic engagement-related goals to translate the Strategic Plan into a **Civic Action Plan**:

- Enhance applied learning--Increase support for faculty-mentored student research and scholarship and other applied learning experiences, including ETEAL
- Ensure existing and new centers/programs expand quality educational opportunities, enhance academic reputation, and promote community engagement
- Organize and capitalize on key community and alumni partnerships, campus strengths and employee interests to increase community, regional and global impact and enrich the student experience
  - Enrich scholarship, research, and creative activity
  - Enhance curriculum, teaching, and learning
  - Prepare educated, engaged citizens
  - Strengthen students' democratic and civic responsibilities
  - Address critical societal issues
  - Contribute to the public good
- Incentivize, support, recognize and reward community/scholarly engagement activities by faculty, students, and staff
  - Actively promote CE activities throughout the year both on- and off-campus
  - Centralize opportunities, recognition, and updates to better represent and disseminate information.
  - Encourage and support appropriate adjusted work schedules.
  - Incentivize and reward employees for CE efforts and managers for encouraging CE efforts

Metrics for reaching these goals include:

- Attendance at events and trainings organized by Outreach Units
- Measurable positive impact of CE activities on social issues and public needs
- Enhanced scholarship/creative activity
- Enhanced curriculum, teaching and learning
- Annual economic impact analysis
- Prepared, educated and engaged citizens
- Increased and sustainable community engaged scholarship
- Strengthened students' democratic and civic responsibility
- Enhanced visibility of CE activities and recognitions from the public
- Awards established for community and scholarly engagement for faculty, students, staff and community partners
- University gets national recognition as an engaged university

The chart below outlines the outcomes identified in the strategic plan and how they align with the commitments made in Campus Compact's 30<sup>th</sup> Anniversary Action Statement

# Strategic Plan and Engagement Outcomes

## Civic and Community Engagement Goals UNCW Strategic Plan Goal 2: Educate

| <u>Outcome</u>   | <u>Type of Change</u>            | <u>Commitment</u>   | <u>Metrics</u>  | <u>Indicators</u>  |
|--|----------------------------------|---|---|--|
| 2. Support is increased for faculty-mentored engaged student scholarship and other applied learning experiences, including ETEAL | Financial and structural support | 2. 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. | Number of faculty-mentored student scholarship and applied learning experiences with a civic engagement focus                 | Increased number of faculty reporting civic engagement scholarship and applied learning courses              |
| 3. Increase access to funding opportunities for engaged research/scholarly activity  |                                  |   | Number of students who have participated in engaged scholarship or applied learning experiences with a civic engagement focus | Increased % of students reporting participation in civic engaged scholarship or applied learning experiences |



**Civic and Community Engagement Goals**  
**UNCW Strategic Plan Goal 4: Organize & Engage**

| <u>Outcome</u>   | <u>Type of Change</u>                        | <u>Commitment</u>   | <u>Metrics</u>  | <u>Indicators</u>  |
|--|--|---|---|--|
| <p>3) Organize and capitalize on key partnerships, campus strengths and employee interests to increase community, regional and global impact and enrich the student experience</p> <ul style="list-style-type: none"> <li>○ Address critical societal issues</li> <li>○ Prepare educated, engaged citizens</li> <li>○ Strengthen students' democratic and civic responsibilities</li> <li>○ Contribute to the public good</li> </ul> | Structural, sustainable capacity development | <ol style="list-style-type: none"> <li>1. 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.</li> <li>3. We embrace our responsibilities as place based institutions, contributing to the health and strength of our communities—economically, socially, environmentally, educationally, and politically.</li> <li>4. 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.</li> </ol> | <p>Student, faculty, and staff course-based, research, or other engagement projects on areas of civic need</p> <p>Identified signature partnerships to address community needs</p> <p>Measurable positive impact of community engagement activities and outreach unit activities on public needs and policy issues</p> <p>Percentage of student registration and voting</p> <p>Alumni participation in voting, civic engagement, political advocacy, and volunteerism</p> | <p>Increased class-based applied learning projects meeting areas of community need</p> <p>Increased student insights regarding social issues and democratic responsibility</p> <p>Increased faculty scholarly projects in areas of civic need</p> <p>Identification of signature partnerships on website</p> <p>More reported satisfaction from community partners involved in partnerships</p> <p>Reporting positive assessments from community partners of outreach units</p> <p>Increased numbers of students registered and voting</p> <p>Increased reports of voting, civic engagement, political advocacy, and volunteerism among alumni</p> |



**Civic and Community Engagement Goals**  
**UNCW Strategic Plan Goal 4: Organize & Engage**

| <u>Goals</u>   | <u>Type of Change</u>  | <u>Commitment</u>   | <u>Metrics</u>  | <u>Indicators</u>   |
|--|--|---|---|---|
| <p>4) Incentivize, support, recognize and reward community/scholarly engagement activities by faculty, students, and staff</p> <ul style="list-style-type: none"> <li>○ Actively promote CE activities throughout the year both on- and off-campus</li> <li>○ Centralize opportunities, recognition, and updates to better represent and disseminate information.</li> </ul> | <p>Structural, sustainable capacity development, culture</p> | <ol style="list-style-type: none"> <li>1. 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.</li> <li>5. 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.</li> </ol> | <p>Opportunities for university-community activities advertised</p> <p>Coverage of community and civic engagement activities in university, local, and state press</p> <p>External recognition of engagement activities</p> <p>Inclusion of engagement in recruitment materials</p> <p>Awards established for community and scholarly engagement for staff and community partners</p> | <p>Increase in number of CE advertised opportunities in SWOOP and on OCE website</p> <p>Increased number of stories and coverage for CE activities at UNCW</p> <p>Increased recognition by external bodies of university civic engagement activities</p> <p>Students and applicants reference engagement as a reason to attend</p> <p>Increase in number of nominees for awards given to faculty, staff, students, and community partners</p> |

**Civic and Community Engagement Goals**  
**UNCW Strategic Plan Goal 4: Organize & Engage**

| <u>Goals</u>   | <u>Type of Change</u>  | <u>Commitment</u>   | <u>Metrics</u>   | <u>Indicators</u>   |
|--|--|---|--|---|
| <p>4) Incentivize, support, recognize and reward community/scholarly engagement activities by faculty, students, and staff</p> <ul style="list-style-type: none"> <li>○ Encourage and support appropriate adjusted work schedules.</li> <li>○ Incentivize and reward employees for CE efforts and managers for encouraging CE efforts</li> </ul> | <p>Structural, sustainable capacity development, culture</p> | <ol style="list-style-type: none"> <li>1. 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.</li> <li>5. 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.</li> </ol> | <p>Number of staff using community service leave and total leave hours</p> <p>Staff reporting support from supervisor to take leave</p> <p>Awards established for community and scholarly engagement for staff and community partners</p> <p>Recognition of employees for meaningful and impactful community service</p> | <p>Increased number of staff using community service leave (forms)</p> <p>Increased feelings of support by supervisor</p> <p>Increase in number of nominees for awards given to faculty, staff, students, and community partners</p> <p>Increase in employees recognized for meaningful and impactful community service</p> |

# Implementation Plan

UNCW’s Office of Community Engagement, together with the Community Engagement Advisory Board, identified the following activities we will pursue over the next three years. Together they comprise the implementation component of our Civic Action Plan.

## 1. Strengthen Signature Partnerships and Pathways to Engagement

| Civic Action Plan Activity  | Responsible Party                           | UNCW Strategic Plan Metrics   | Timeline |
|---|---|---|----------|
| <i>UNCW Votes – encourage student engagement in voter registration and other voting-related civic activity</i>        | Volunteerism and public outreach committee  | Strengthened students’ democratic and civic responsibility                    | ongoing  |
| In coordination with all stakeholders, develop criteria and process for establishing Signature Partnerships           | Signature Partnerships committee            | Enhanced visibility of CE activities and recognitions from the public         | 2017-18  |
| Develop pathways to facilitate UNCW-community partnerships that are more flexible than Signature Partnerships         | Volunteerism and public outreach committee  | Enhanced visibility of CE activities and recognitions from the public         | 2017-18  |
| Convene partners to improve utilization of EngageSENC website – especially resource mapping and database functions    | Volunteerism and public outreach committee  | Measurable positive impact of CE activities on social issues and public needs | 2017-18  |
| Research and develop resources for supporting UNCW’s commitment to Signature Partnerships                             | Signature Partnerships committee            | Enhanced visibility of CE activities and recognitions from the public         | 2018-19  |
| Coordinate with Office of University Relations to communicate Signature Partnerships to campus and regional community | Signature Partnerships committee            | Enhanced visibility of CE activities and recognitions from the public         | 2018-19  |
| Welcome regional community to public events with improved information and infrastructure                              | Office of Community Engagement              | Enhanced visibility of CE activities and recognitions from the public         | 2019-20  |
| Coordinate Workforce Development initiatives across UNCW colleges, schools, and centers to meet community needs       | Strategic Planning Implementation committee | Measurable positive impact of CE activities on social issues and public needs | 2019-20  |

## 2. Measure and Celebrate Impact

| Civic Action Plan Activity   | Responsible Party                          | UNCW Strategic Plan Metrics   | Timeline                              |
|--|--|---|---------------------------------------|
| <i>Create a PSA to encourage staff use of Community Service Leave &amp; Conduct Campaign with Staff Senate to encourage employees to use Community Service Leave</i> | Volunteerism and public outreach committee | Prepared, educated and engaged citizens                                       | COMPLETE                              |
| Continue ongoing assessment with relevant research projects  | Monitoring and assessment committee        | Measurable positive impact of CE activities on social issues and public needs | ongoing                               |
| Improve communication about engagement efforts via email newsletter, social media, website   | Office of Community Engagement             | Enhanced visibility of CE activities and recognitions from the public         | 2017-18                               |
| Work to determine common unit of social impact and create/adapt assessment tools to evaluate UNCW's return on social investment                                      | Monitoring and assessment committee        | Measurable positive impact of CE activities on social issues and public needs | 2017-18                               |
| Create workshops on assessing impact of community-based scholarship  | Engaged scholarship committee              | Increased and sustainable community engaged scholarship                       | 2017-18                               |
| Design Community Impact Study as an engagement analog to UNCW's annual Economic Impact Study/Report  | Monitoring and assessment committee        | Measurable positive impact of CE activities on social issues and public needs | Design: 2017-18<br>Implement: 2018-19 |
| Determine and implement incentives for faculty to input service learning designations into Banner, Digital Measures, etc.  | Engaged scholarship committee              | Enhanced curriculum, teaching and learning                                    | 2018-19                               |



### 3. Weave Engagement into the Fabric of UNCW

| Civic Action Plan Activity  | Responsible Party                         | UNCW Strategic Plan Metrics   | Timeline                             |
|---|---|---|--------------------------------------|
| <i>Revise funding mechanism for engaged scholarship to support year-long projects</i>   | Engaged scholarship committee             | Enhanced scholarship/creative activity  | COMPLETE                             |
| <i>Implement Staff Award for Excellence in Community Engagement and Community Partner Award for Excellence in University Engagement</i>   | Recognize and reward engagement committee | Awards established for community and scholarly engagement for faculty, students, staff and community partners | COMPLETE                             |
| Host conference: The Impact of Applied Learning   | Engaged learning committee                | Enhanced curriculum, teaching & learning  | March 2018                           |
| Increase campus awareness of engagement-related awards, including CE Grants, Cornerstone Awards, Dub Awards, Staff Award for Excellence in Community Engagement, Community Partner Award for Excellence in University Engagement, Distinguished Scholarly Engagement and Public Service Award | Recognize and reward engagement committee | Awards established for community and scholarly engagement for faculty, students, staff and community partners | 2017-18                              |
| Include service learning in the UNCW High Impact Practice taxonomy in development, incorporate into course descriptions as part of new optimized course scheduling practice   | Engaged learning committee                | Enhanced curriculum, teaching and learning  | 2017-18                              |
| Incorporate service learning, applied learning, engaged scholarship into Digital Measures redesign process  | Monitoring and assessment committee       | Measurable positive impact of CE activities on social issues and public needs                                 | Multi-year starting in 2017-18       |
| Identify ways to incorporate social entrepreneurship ventures into UNCW programs and centers  | Strategic Plan Implementation Committee   | Measurable positive impact of CE activities on social issues and public needs                                 | 2018-19                              |
| Discuss ways to recognize and reward faculty CE activity through annual review, RPT and PRT   | Recognize and reward engagement committee | Awards established for community and scholarly engagement for faculty, students, staff and community partners | following HIP taxonomy and DM design |
| Create mentorship network for faculty involved or interested in engaged scholarship   | Engaged scholarship committee             | Increased and sustainable community engaged scholarship   | 2019-20                              |
| Start work on Carnegie Engagement Re-Classification   | Office of Community Engagement            | University gets national recognition as an engaged university (Carnegie Foundation, Honor Roll, etc.)         | 2019-20                              |

# Commitments from the 30th Anniversary Campus Compact Action Statement

**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.



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NORTH CAROLINA  
WILMINGTON