

University of San Diego Civic Action Plan

Campus Compact Vision and Charge

In the early 1980's higher education leaders came together based on a shared concern about the future of American democracy. They resolved that higher education must reclaim its historic mission of preparing the next generation of citizens to achieve public goals and became the founders of Campus Compact in 1985. Nearly 1100 institutions now belong to Campus Compact. The impacts of Campus Compact include: the emergence of civic engagement centers whose leaders have claimed a voice in higher education; the centrality of community engagement in campus strategic plans; countless innovative partnerships producing positive educational, health, environmental, and economic outcomes for communities; and the creation of the Carnegie Classification for Community Engagement, the first mechanism for certifying an institution's substantive commitment to engagement.

Nonetheless, even as colleges and universities have deepened our commitment to the public and democratic ideals at the heart of Campus Compact, challenges around us have grown. We have seen a decline in the culture and practice of democracy, as evidenced by the polarization of our political discourse and institutions. And we have witnessed a rapid increase in economic inequality, exacerbating America's persistent racial divide and eroding the capacity of higher education to play its historic role of enabling social mobility. In order to recommit to the public purposes of higher education, we affirm the following statements, which characterize our current commitments and name the ideals toward which we will work with renewed dedication, focus, and vigor.

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.

These are commitments we make with a recognition that our goals for a thriving and sustainable democracy cannot be achieved if we act alone—and that they cannot be denied if we act together. Our success over the last thirty years gives us confidence that we can build a world in which all students are prepared for lives of engaged citizenship, all campuses are engaged in strong partnerships advancing community goals, and all of higher education is recognized as an essential building block of a just, equitable, and sustainable future.¹

¹ Campus Compact: <http://compact.org/actionstatement/statement/>

Approach

History

When San Diego's Bishop Charles Francis Buddy and Mother Rosalie Clifton Hill from the Society of the Sacred first envisioned building a great university in San Diego during the 1930s, they imagined that realizing such a dream would take time. World War II would delay the realization of that dream, but in 1949 ground broke on the property on a mesa overlooking San Diego's Mission Bay in Linda Vista. 1972 served as another important milestone because that is when the College for Men and the College for Women merged and since then USD has incorporated a mission and vision focused on public service and the development of civically engaged individuals to help improve the human condition. USD is not just focused on "solving problems" but is also committed to the practice of changemaking that promotes a reflective practitioner orientation that builds on empathy in order to cultivate an ecosystem that generates knowledge for the public good. These aspirations are at the heart of our Roman Catholic identity, our commitment to Social Justice, and the Catholic Intellectual Tradition. Our Mission Statement identifies us as a "...a Roman Catholic institution committed to advancing academic excellence, expanding liberal and professional knowledge, creating a diverse and inclusive community, and preparing leaders dedicated to ethical conduct and compassionate service." Historically, community engagement has been woven into the university's undergraduate core curriculum through intentional partnerships that link learning in the classroom to a greater understanding of the community.

Community Engagement Context

USD has been a local and national leader in community engagement for three decades and the Civic Action Plan (CAP) will articulate how community engagement and social innovation will coherently align with an anchor institution strategy.

For over three decades USD was part of the initial cohort of 76 campuses in 2006 to receive the Carnegie Foundation's Classification for Community Engagement and received reclassification in 2015. Except for one year, USD has been annually listed on the President's Honor Roll for Community Service since 2006 receiving distinction twice. In 2016 USD was one of five universities that received the Washington Center's Higher Education Civic Engagement Award. In 2011 USD received the Changemaker Campus designation from Ashoka U and USD launched the Changemaker HUB (HUB), a campus-wide manifestation of USD's mission and values, with the purpose of empowering and enabling everyone to be a changemaker.

USD's changemaker efforts is a campus-wide initiative that is sustained by the HUB as an umbrella organization that, along with the Karen and Tom Mulvaney Center for Community, Awareness, and Social Action (CASA) incorporates the voice and vision of the campus and community in changemaking efforts by linking local/global initiatives, increasing awareness of partnerships across the campus, and expanding civic involvement and commitment. The university has increased curricular and co-curricular opportunities to deepen the intention of our students to be ethical, innovative, and engaged.

Alignment of Campus and Community Goals

Since spring 2016 the university has been engaged in campus-wide strategic planning as a way to articulate the vision, pathways, and goals of the university it nears its 75 year anniversary. Due to the breadth and scope of the strategic planning stakeholder involvement in the creation of the campus plan the USD CAP writing team will approach the CAP process as an opportunity to

articulate the aspirations, goals, and outcomes of the campus-wide strategic plan within a community engagement context and framework. The approach will align campus and community efforts to forge an integrated and holistic approach to engaged teaching, scholarship, partnerships, and institutional action. In this way, the CAP will help the university achieve its public serving mission more effectively, contributing to a just, equitable, and sustainable future.

The CAP will articulate and measure USD's commitment to the public purposes of higher education in which students are prepared for lives of engaged citizenship, community partnerships are democratic, reciprocal, and equitable, and teaching, research, and institutional actions contribute to the public good.

System and Policy Change

In fall 2015 the USD community embarked on the creation a new strategic plan process called "Envisioning 2024" (2024) using the year 2024 as an important benchmark for the university's 75th anniversary of its founding. With over a year of planning and stakeholder integration, the plan eventually became "Envision 2024" and was approved by the university trustees in Fall 2016. The goals and implementation of 2024 was approved by the university's board of trustees in Spring 2017 and will be moving into the operations phase after July 1, 2017. The creation of the Civic Action Plan has overlapped with the completion of 2024 and will provide a more specific articulation of how the campus community will be able to measure and assess the community engagement, social innovation, and anchor institution goals of the campus strategic plan.

With university-wide commitment to the Envision 2024 strategic plan and the integration of the Civic Action Plan, it is essential that systemic and structural connections are developed and integrated. This refers to initiatives within the different pathways, but it also involves the consideration of all on and off-campus stakeholders. The plan was co-created by the campus community as well as members of the San Diego community. In order to achieve the goals of USD's Envision 2024 plan, a new Vice President for Institutional Effectiveness and Strategic Initiatives has been established and will be responsible for implementing and benchmarking the six pathways outlined below. The pathways will be measured for collective impact and include the creation of a Linda Vista Advisory Board and Collaborative Education Think Tank, where community partners and residents are a part of the decision-making bodies at the university. USD's strategic plan is congruent with the goals of the Civic Action Plan in all six areas of 2024 plan's strategic pathways; Anchor Institution, Practicing Changemaking, Access and Inclusion, Engaged Scholarship, Care for the Common Home, Liberal Arts for the 21st Century.

- **Anchor Institution:** commits the university to fostering engagement with communities through equitable and democratic partnerships. The pathway calls on the campus community to work intentionally to strengthen relationships to work toward a shared vision locally and globally.
- **Practicing Changemaking:** utilizes innovation for positive change. The university promotes the practice of changemaking to continue the commitment to compassionate active citizenship of the community. The goal is to create a more humane world through addressing social issues with new impactful ideas. USD seeks to set the standard as a school that produces liberally educated leaders with a global mindset, who embrace difference at home and abroad and act with integrity and compassion as changemakers engaged in a complex and ever-changing world.
- **Access and Inclusion:** is a pathway devoted to equity. Through it USD will continue to follow the values of inclusive excellence and educational equity. This area calls for continual reflection and renewal of commitment to creating an inclusive environment. The university

community is challenged to expand access to USD in innovative ways.

- **Engaged Scholarship:** as a university we are called to confront humanity's urgent challenges through the work and engaged scholarship of faculty and students at both the undergraduate and graduate levels.
- **Care for Our Common Home:** The message of *Laudato si'* tells us we must not only speak the words, but also take immediate action in concrete ways at all levels of the university to care for our common home. From messaging on campus for our visitors and our community, to policies affecting how we do business, to facilitating engagement from our staff, students, faculty and administrators, creating and supporting curricular efforts at all levels, we identify areas of opportunity to create a truly shared and lived vision for Care for Our Common Home.
- **Liberal Arts Education for the 21st Century:** Purely vocational, skill-based training will not stand the test of time in an age of rapid technological change. A 21st century liberal arts education provides the opportunities to study the historical, cultural, and scientific/technological forces that have ushered in this century and that will shape our future. Students learn to challenge ideas, and to discern significant truths about reality, faith, and human existence in their lives and careers. A 21st century liberal arts education delivers the learning outcomes that 80% of employers seek according to surveys by the Association of American Colleges and Universities. These include the ability to write and speak effectively, construct and evaluate arguments, apply knowledge in real-world settings, make ethical decisions, and work in teams. In addition, the 21st century demands students who possess the technological skills expected in the workplace. As a Catholic university, a liberal arts education is further enhanced with attention to the Catholic Intellectual Tradition, with the great questions about why we exist, and intentionally focusing on the development of the whole person, including the spiritual.

Community Engagement, Social Innovation, and Anchor Institution

As stated earlier, USD has a demonstrated history of community engagement, and a more recent history of social innovation. As one of ten global campuses to receive the Carnegie Classification for Community Engagement and Ashoka U's Changemaker Campus designation, USD will continue to deepen the university's culture of engagement by incorporating an anchor institution strategy as evidenced in the campus strategic plan. While incorporating an anchor strategy is a new development, USD has incorporated anchor institution practices since 1996 when USD was awarded a U.S. Housing and Urban Development Community Outreach Partnership Center Grant. The grant deepened and broadened the partnership between USD and partners in Linda Vista. Because USD entered into deeper anchor agreements with Linda Vista partners in 2015, the anchor pathway will measure the collective impact of USD's strategic pathway goals of creating partnerships that are democratic, reciprocal, and equitable.

Sustainable Capacity

Sustainable capacity development takes place by supporting current initiatives and programs that center civic engagement through shared funding and resources, forging knowledge communities, and creative collaborations. The process to integrate community engagement and social innovation within an anchor institution framework started prior to the university's Civic Action Planning process. In early spring 2016 USD's president convened the Linda Vista Anchor Institution

Community Advisory Board, a board co-facilitated by the assistant provost for community engagement and the director for government and community relations. The goal of the advisory board is to gather Linda Vista anchor institutions together to discuss how to deepen and expand the partnership between USD and the other anchors in Linda Vista. The community identified public health, education, and community development as critical points of collaboration. The board is comprised of leaders, residents, and practitioners who have worked on community issues in Linda Vista for over three decades (see attached list of participants). The anchor institution framework as defined the advisory board is important because universities, schools, non-profits and other governmental organizations in Linda Vista are committed to increase the economic, cultural, and social health of the community. The anchor institution model also moves past a philanthropic service model to a model of democratic reciprocal community-based partnerships and strong networks. Additional capacity actions include:

Anchor partnership liaison: A university representative/s who will manage and assess if community partnerships are democratic and reciprocal in nature. Responsibilities will also include benchmarking to measure for collective community impact. Aspirational: Exceeding benchmarks set by key stakeholders on campus and in the community, while continuing to identify areas of growth. USD will serve as a national model in democratic reciprocal partnerships that are not grant-reliant.

Resource Sharing: Through an educational focused neighborhood think tank, the university currently serves as a convener for the community to share resources (i.e., parents offer parent classes or professional development for all think tank partners, rather their specific constituents). The university is moving to find co-funding models to support local education efforts. Aspirational: A large increase in co-funded and resource sharing supported projects, proven through a study measuring the increase in the projects that are co-funded and/or supported through resource sharing.

*Activating the **diversity of our faculty*** to use their unique identities, expertise, disciplines and research efforts that contributes to community-identified needs.

Using our designations as a Changemaker Campus, Anchor Institution, will help us to deepen our relationships with Ashoka, Campus Compact and

- Anchor Partnerships
- Interdisciplinary Efforts
- Ashoka, Campus Compact

Goals and Outcomes

The creation of the Civic Action Plan has overlapped with the completion of 2024 and will provide a more specific articulation of how the campus community will be able to measure and assess the community engagement, social innovation, and anchor institution goals of the campus strategic plan. Because of the breadth and scope of stakeholder involvement in the creation of the 2024 plan the USD CAP writing team will approach the CAP process as an opportunity to articulate the aspirations, goals, and outcomes of the campus-wide strategic plan within a community engagement context and framework. The approach will align campus and community efforts to forge an integrated and holistic approach to engaged teaching, scholarship, partnerships, and institutional action. The following graph illustrates the integration of USD's Envision 2024 strategic plan with Campus Compact's Civic Action Plan commitment statement.



By 2024, USD will set the standard for an engaged, contemporary Catholic university by focusing on our six interconnected Pathways and delivering on the Promise of our University by achieving the following Goals:

Goal 1: Enhancing Student Learning & Success - Strategically impact student learning and success through a community that fosters engagement, life-long learning, and a deep sense of belonging and empowers them as alumni to lead purposeful lives.

Goal 2: Elevating Faculty & Staff Engagement - Attract, retain and develop faculty who are high-impact teachers and engaged scholars, and foster a campus environment that embraces all employees as collaborators in the educational enterprise.

Goal 3: Strengthening Diversity, Inclusion, & Social Justice - Justly represent the breadth and

beauty of God's creation in our own community and transform the campus culture to ensure that all community members thrive.

Goal 4: Improving Structural & Operational Effectiveness - Model best practices in institutional sustainability and effectiveness that embodies Pope Francis' vision for the Care for Our Common Home and embraces USD's Culture of Care.

Goal 5: Amplifying Local & Global Engagement and Reputation – Further develop a local and global reputation as a university that facilitates democratic partnerships and builds solidarity to foster greater inclusion, prosperity, and social justice.

By thoughtful and deliberate communication, integration, and feedback USD will be able to use the Civic Action Plan to specific outcomes to support the 2024 strategic plan pathways.

CAP Outcome 1: Creating and Sustaining Democratic, Equitable, Reciprocal Partnerships

- a. Integrate community knowledge and wisdom through multiple mechanisms. (e.g. “professor of practice” designations, community partner publications, co-authoring scholarship, professional development resources for community members)
- b. Increase access to USD for community members. (e.g. Linda Vista residents who complete the Residential Leadership Academy auditing classes at USD, etc.)
- c. Create specific memorandums of understanding that outline reciprocal learning, teaching, and resource sharing with anchor partners.
- d. Create a community evaluation board or other mechanism to hold the anchor relationships accountable for agreements of reciprocity.
- e. Develop assessment tools to measure the impact, in both qualitative and quantitative terms, of USD civic engagement on the community.
- f. Co-develop anchor agreements with community members that articulate community-identified partnership goals that are democratic, equitable, and reciprocal.

CAP Outcome 2: Expanding and Enhancing Student, Faculty, and Staff Involvement in Civic Engagement

- a. Create opportunities to involve a wider diversity of students across campus in civic engagement. (e.g. different disciplines and groups, graduate students, etc.)
- b. Develop strategies to expand mechanisms for student engagement (e.g. course-based, co-curricular, financial aid focus on engagement, etc.)
- c. Align curricular cohesion of civic engagement in relation with major initiatives such as the implementation of the revised core curriculum and residential life through Learning Living Communities.
- d. Alignment of USD's community engagement pedagogy with its study-abroad programs.
- e. Integrate the value of civic engagement, scholarship of teaching and learning (SOTL), and scholarship of engagement into the rank and tenure processes of faculty.
- f. Organize more programs/trainings to support faculty in the theory and practice of community engagement. (e.g. workshops, community immersion experiences, resources)
- g. Facilitate more opportunities for staff to participate in civic engagement. (e.g. through human resource policy change, courses for staff, ESL courses, immigration/legal workshops)

CAP Outcome 3: Strengthening Civic Engagement Collaboration Among Units Across Campus

- a. Create a comprehensive mapping of current and ongoing civic engagement opportunities, efforts, and initiatives being realized by units across campus.

- b. Design a matrix to align academic programs, centers, units, and initiatives that seek to advance civic engagement with each other.
- c. Create opportunities with non-academic departments for civic engagement work. (e.g. working with Human Resources, financial aid, admissions, etc.)

Communication and Dissemination Plan

Envision 2024 is USD's bold strategic plan that capitalizes on the university's recent progress and aligns new strategic goals with current strengths to help shape a vision for the future as the university looks ahead to its 75th anniversary in the year 2024. (Envision 2024). USD will utilize the Civic Action Plan process to articulate and align campus goals with community-identified goals focused on community engagement. In order to collect and integrate campus and community feedback the Civic Action Plan team will work with the following communication and dissemination timeline:

April 2017

- Establish communication pathway for the following stakeholders
 - Community
 - Meet with key civic and community leaders to share CAP and collect feedback for partnership.
 - Industry meetings with key leaders and organizations in housing, public health, education, and economic development.
 - Identify local community focused associations to reach out to for feedback (Linda Vista planning, anchor board, collaborative).
 - Faculty
 - Meet with faculty cohesion team to discuss how to integrate CAP goals in relation to curricular cohesion and faculty development and engaged scholarship to include:
 - Mentoring
 - Merit and promotion
 - Engaged scholarship
 - Immersion
 - Community partnership development
 - Students
 - Work with student affairs to collaborate with the Associated Students clubs and organizations to collect and onboard student ideas, programs, and initiatives.
 - Staff
 - Meet with the administration and staff to share CAP and collect feedback and ideas on how to incorporate staff ideas into the development of a more community engaged campus.
 - Alumni
 - Establish a date to meet with the Alumni Board to understand and collect ideas on how to improve links with alumni and community engagement.

Summer 2017

- Establish transition team to support USD's Envision 2024 Plan
- Inventory and map current avenues to share Civic Action Plan
 - Ex: Linda Vista Anchor Institution Board, President's Cabinet, Linda Vista Collaborative
- Develop an extensive outreach and feedback map to reach out to campus and community areas, departments, and associations.
- Hold Anchor Institution Advisory Board retreat with National Anchor Institution Task Force facilitator.
- Complete feedback process for the alignment of campus and community goals

Fall 2017

- Hold campus and community forums to receive feedback for CAP
- Synthesize feedback

The communication plan is focused on gathering all of the university's stakeholders to collect ideas, insights, and passions on how to further Envision 2024. From our vision 2024 vision statement the University of San Diego sets the standard for an engaged, contemporary Catholic university where innovative changemakers confront humanity's urgent challenges. In order to connect campus goals with community goals the CAP team realizes that dialogue and authentically and intentionally implementing community feedback must be a continuous process to accomplish the following principles and pathways.

ENVISION 2024 PRINCIPLES

The following five principles will guide our efforts as we look to the future.

STUDENT AND ALUMNI SUCCESS – By many different measures, USD students and alumni are successful. This principle builds upon this success by identifying specific targets that would place USD among the best in the nation. This requires that we develop curricular and co-curricular experiences that improve student learning, increase retention and graduation rates, and provide more and higher quality opportunities for internships and careers after graduation, and lay the foundation for living purposeful lives.

GLOBAL CITIZENSHIP – USD is in an excellent position to build upon the success of our global initiatives, including study abroad and the growth in international students. This principle supports programming that develops a global mindset in USD graduates as demanded by Pope Francis in his rejection of the globalization of indifference and a throwaway culture. USD seeks to set the standard as a school that produces liberally educated leaders with a global mindset, who embrace difference at home and abroad and act with integrity and compassion as changemakers engaged in a complex and ever-changing world.

CULTURE OF ENGAGEMENT – This principle describes the observable changemaker behavior we wish to see in USD students and alumni. It creates an environment for USD to rethink its outreach to alumni and other key constituents to create a 21st century model for alumni engagement. The ultimate aim is to develop a culture of engagement in students, alumni, and the USD community to serve humanity.

INSTITUTIONAL EFFECTIVENESS – As a relatively young university, USD has made significant progress developing its resources and processes. This principle describes USD’s desire to create resources and processes that set the standard for institutional efficiency and effectiveness at a contemporary Catholic university. Human, physical, technological and financial resources, and the associated processes that set the standard for institutional effectiveness, will set us apart from our peers.

PROMINENT PROFILE – We are proud of the many recognitions that USD and its academic units have received, as well as the many recognitions received by our students, alumni and faculty. We will continue to develop and elevate our regional, national and international profile by effectively telling compelling stories about our programs, students, faculty and alumni.

ENVISION 2024’s Six Pathways

ANCHOR INSTITUTION – Engage our communities in deep, democratic and meaningful partnerships, with a shared vision and collaborative effort. These anchor partnerships are primarily local but can extend beyond the borders of our campus and nation. USD has a significant number of partnerships in the San Diego community and beyond. We must intentionally strengthen and deepen our partnership network and join communities as we work to enhance USD’s role as in the community. This will manifest in many ways since opportunities exist for USD to be more engaged locally in improving K-12 education, enhancing economic development, promoting health care, and serving as a catalyst for community development. This work will help USD emerge as the leading faith-based, anchor university in the United States. In order to set the standard for an engaged, contemporary Catholic university in 2024, we must be a great local university confronting the urgent challenges of our community.

ENGAGED SCHOLARSHIP – Encourage the integration of knowledge and research to address questions within and across disciplines and communities with local specificity and global implications. Engaged scholarship supports our commitment to our core value of academic excellence. Boyer (1990) describes four types of scholarship: (1) discovery, (2) integration, (3) application (now often referred to as engagement), and (4) teaching and learning. Engaged or applied scholarship critically examines existing issues, whether locally or globally, in business or in government policy, and many other fields and often identifies solutions to pressing issues. Our vision for 2024 explicitly calls for us to confront humanity’s urgent challenges through the work and engaged scholarship of faculty and students at both the undergraduate and graduate levels.

PRACTICE CHANGEMAKING – Infuse the entire university with a spirit and practice of changemaking, where innovation and entrepreneurship lead to positive change. We believe everyone can practice changemaking, and at USD we do so with humility. Our belief in compassionate, active citizenship guides our commitment to foster a more humane world through curricular and co-curricular activities, including community engagement, cultural immersion, innovation, experiential and field-based courses, on-line learning, undergraduate research, and social venture design. We encourage a commitment to addressing social issues and to exploring new ideas that will have a positive social impact.

ACCESS AND INCLUSION – Expand access and demonstrate inclusive excellence to benefit the learning and success of all students and to advance educational equity and become a first-choice university for underrepresented students. Our value of community reflects our dedication to “creating a welcoming, inclusive and collaborative community accentuated by a spirit of freedom and charity, and marked by protection of the rights and dignity of the individual...creating an atmosphere of trust, safety and respect.” USD’s Culture of Care brings this commitment to everyday campus life. We have achieved much to make USD a more diverse and inclusive place. We must continue to reflect and renew our commitment to foster an inclusive community and to actively advance access and inclusion. We must also expand access to a USD education for students who cannot take courses entirely on campus or within the confines of a fixed semester system through expanded on-line and hybrid learning.

CARE FOR OUR COMMON HOME – Demonstrate care for all creation by embodying the urgent call of *Laudato Si* through teaching, scholarship, campus culture, and community partnerships. The message of *Laudato Si* tells us we must not only speak the words, but also take immediate action in concrete ways at all levels of the university to care for our common home. From messaging on campus for our visitors and our community, to policies affecting how we do business, to facilitating engagement from our staff, students, faculty and administrators, creating and supporting curricular efforts at all levels, we identify areas of opportunity to create a truly shared and lived vision for Care for Our Common Home.

LIBERAL ARTS EDUCATION FOR THE 21st CENTURY – Prepare students to lead purposeful lives with successful careers in the 21st century. Purely vocational, skill-based training will not stand the test of time in an age of rapid technological change. A 21st century liberal arts education provides the opportunities to study the historical, cultural, and scientific/technological forces that have ushered in this century and that will shape our future. Students learn to challenge ideas, and to discern significant truths about reality, faith, and human existence in their lives and careers. A 21st century liberal arts education delivers the learning outcomes that 80% of employers seek according to surveys by the Association of American Colleges and Universities. These include the ability to write and speak effectively, construct and evaluate arguments, apply knowledge in real-world settings, make ethical decisions, and work in teams. In addition, the 21st century demands students who possess the technological skills expected in the workplace. As a Catholic university, a liberal arts education is further enhanced with attention to the Catholic Intellectual Tradition, with the great questions about why we exist, and intentionally focusing on the development of the whole person, including the spiritual.