

UTAH
STATE
UNIVERSITY

CIVIC ACTION PLAN

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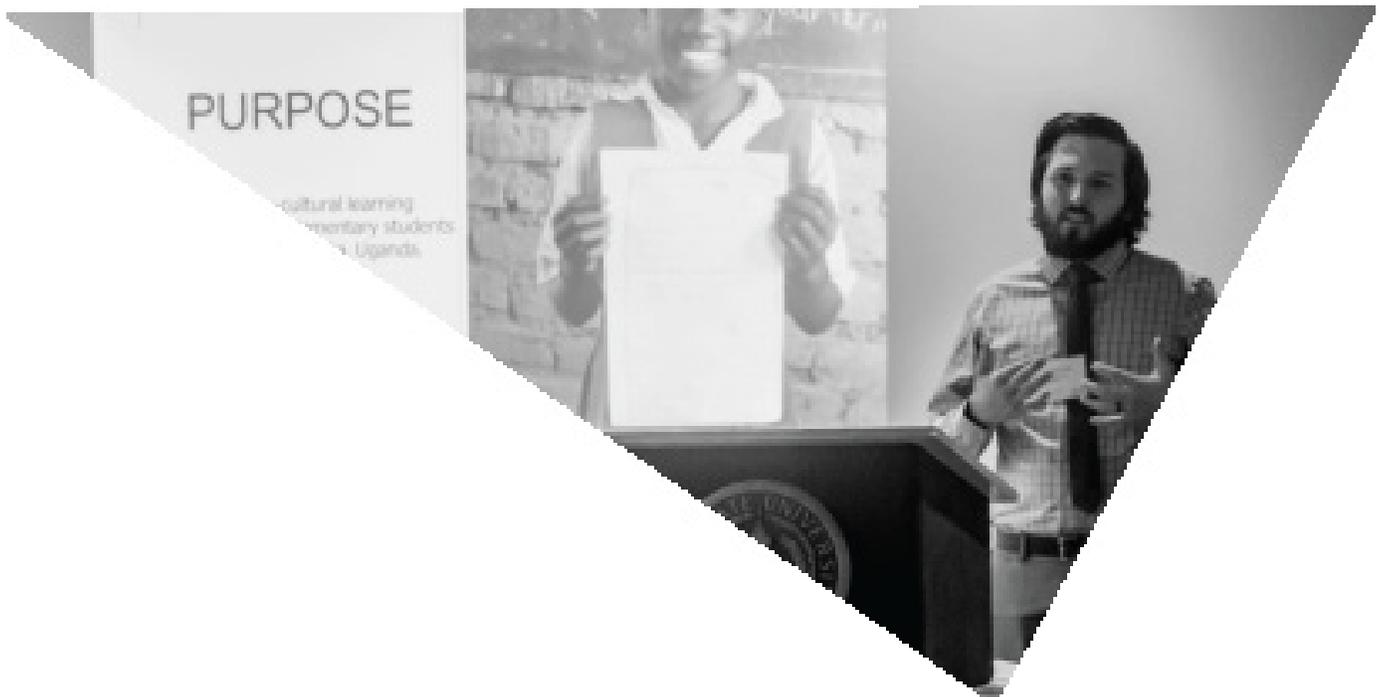
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INTRODUCTION

As a member of Campus Compact, Utah State University (USU) is pleased to celebrate the organization's 30th anniversary through the development of a Civic Action Plan. This plan will help USU recommit to community engagement in research, academics, and the preparation of students for a lifetime of democratic citizenship. Over the past year, the civic action planning team developed the following three commitment statements our plan will address:

- ▶ Develop a campus culture of civic and community engagement through increased awareness of opportunities that prepare USU students for lives of engaged citizenship.
- ▶ Provide incentives to increase the high-impact practice of service-learning/community engaged learning across all disciplines.
- ▶ Improve USU's ability to share successes and tell the story of community engagement through systematic campus-wide tracking and assessment.

With this plan, we hope we will be better able as an institution to provide an environment that encourages community engagement. The above goal statements will help the university to establish mechanisms for building and fostering mutually beneficial relationships with local, state, national, and international communities, to bring together internal and external stakeholders, and to share the successes of community engagement on USU campuses.



PLAN RATIONALE

This Civic Action Plan was developed in collaboration with the National Campus Compact organization. Founded in 1985 by three university presidents, Campus Compact advances the public purposes of colleges and universities and deepens their ability to educate students for civic and social responsibility by providing resources and a strong network support system for university administrators, faculty, and staff. Campus Compact has asked all member schools to design their action plan by defining achievable steps each institution will take in concrete support of the following statements:

- ▶ **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**, giving them the motivation and capacity to deliberate, act, and lead in pursuit of the public good.
- ▶ **We embrace our responsibilities as a place-based institution**, contributing to the health and strength of our communities – economically, socially, environmentally, educationally, and politically.
- ▶ We harness the capacity of our institution – 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 expecting all members of the campus community to contribute to their achievement.

Alongside the creation of this Civic Action Plan, USU is preparing to apply for the 2020 Carnegie Community Engagement Classification. The Carnegie Community Engagement Classification is an award for institutions of higher education that lead the nation in community engagement, a leadership goal directly in line with USU's land-grant mission and goals and supported by the work proposed by this Civic Action Plan. We hope to use this plan to clarify our aims to the campus community and thus to increase meaningful community and civic engagement at USU.

In preparation for the Carnegie Community Engagement Classification application, the university has focused on building and strengthening systems and policies supporting community

engagement; this Civic Action Plan builds upon USU’s strengths in these areas. Although becoming a Carnegie classified institution would be a great honor, the application process itself is ultimately more important than the award. Like the Carnegie application, the Civic Action Plan is one of many steps USU is taking to create a culture of meaningful and pervasive community engagement across all USU campuses. As an institution, we aim to build mutually beneficial partnerships that can positively impact students, community partners, faculty, and the university itself. This Civic Action Plan will help USU align our short- and long-term goals, ensuring that we develop a realistic but bold plan for fulfilling our mission as a land-grant institution..

COMMUNITY ENGAGEMENT AT USU

USU is the only land-grant university in Utah. Following the land-grant tradition, USU has built its mission on bettering the communities it serves and has taken steps throughout its history to work toward such community engagement. USU was founded upon the principle that higher education has a public purpose, and the university has continued to focus on the development of active citizens and strong Utah communities. Beyond Logan, USU has expanded its reach statewide by developing and enriching regional campuses, increasing Utah citizens’ access to higher education,



and strengthening communities economically, educationally, and socially. USU now acts as an anchor institution to 33 physical locations across the state, and the university brings opportunities and resources to each of these communities. In addition to the Logan campus and USU’s 32 regional campuses and centers, the university also delivers classes online and by interactive broadcast to every county in Utah and to select locations in surrounding states. To deepen the opportunity for meaningful higher education, USU is dedicated to increasing the number of degrees that can be completed online so more Utah residents who might not be near a physical campus can take advantage of USU’s resources.

Because of its land-grant goals, USU actively creates opportunities for students, faculty, and

community members. The mission of USU is to be one of the nation’s premier student-centered land-grant and space-grant universities by fostering the principle that academics come first, by cultivating diversity of thought and culture, and by serving the public through learning, discovery, and engagement. Since its creation, USU has been dedicated to community engagement and public service, and the university is therefore structured to ensure that its resources and knowledge are shared with Utah communities. Although community engagement might take on different forms at each regional campus, one program that embodies this mission fully is USU Extension. Extension offices exist in 28 of the 29 counties in Utah; these offices work to extend the university to the people, improving the quality of life for individuals, families, and communities statewide. USU develops educational and hands-on programs in response to the needs and issues of each county, and the university delivers these programs at the grassroots level. Programs such as Agriculture and Natural Resources; Gardening, Home, Family, and Food; Utah 4-H and Youth; and Live Well Extension integrate teaching, research, and public service to address critical needs in Utah.

COMMUNITY ENGAGEMENT IN CAMPUS POLICIES

As a land-grant institution, USU is dedicated to serving the community, and the university’s guiding documents and policies reflect this commitment. USU has adopted the Carnegie definition of community engagement:

Community engagement describes collaboration between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.

The purpose of community engagement is the partnership of college and university knowledge and resources with those of the public and private sectors to enrich scholarship, research, and creative activity; enhance curriculum, teaching, and learning; prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good.

USU’s mission directly mentions “serving the public through learning, discovery, and engagement.” Two of USU’s Ten Goals also indicate the university’s commitment to the community: USU has committed to foster new partnerships, both internally and externally, and to actively enhance its reputation for engagement. USU’s core values of learning, discovery, and engagement and its current strategic plan are also tied to engagement. Engagement as an outcome ensures that the university uses its intellectual capital and assets effectively, grows human capital, encourages life-long learning, and improves the quality of life and economic development of Utah’s citizens.

Regarding student experience and policy, USU's general education requirements, the Citizen Scholar Objectives, explicitly align with its land-grant mission, working to help students develop intellectually, personally, and culturally so they may serve the people of Utah, the nation, and the world. These general education requirements include both breadth and depth courses, ensuring that students explore and connect ideas that shape well educated citizens. The University Studies program is intended to help students learn how to learn, to become self-reliant scholars and individuals, and ultimately to transform themselves into true citizen scholars. USU graduates are prepared as citizen scholars to participate and lead in local, regional, national, and global communities.

Additionally, Student Affairs program policies and goals support USU's mission and vision specifically and the public purpose of higher education more generally. The Center for Civic Engagement and Service-Learning aims to develop engaged citizens through service and civic engagement; the Access and Diversity Center fosters responsible citizenship; and the USU Student Association highlights the role of campus and community involvement in developing leadership, citizenship, and service skills.

A key mission of the university is strengthening Utah communities; policies, programs, and culture on campus support this goal. Through this Civic Action Plan, USU will continue to work toward becoming a community-engaged institution, guaranteeing that civic engagement remains a hallmark of the school.



INSTITUTIONAL BASELINE ASSESSMENT

USU has built a strong foundation through systems, policies, and expectations on campus. The university regularly acts as an anchor institution through its many extension services, which it develops and delivers to Utah communities, based on need. Yet in many ways, USU as an institution has become passive in addressing community needs, relying too much on the systems already in place. In some cases, the experiences of individual students have been prioritized over the creation of reciprocal partnerships that benefit all. The university has refrained from aggressive recruiting to ensure community engagement opportunities for all students, focusing instead on strengthening opportunities within those colleges, student groups, or disciplines that are already engaged. Additionally, USU has not always been able to create opportunities for local organizations that struggle to access university resources. Through this Civic Action Plan, USU hopes to identify ways to engage more actively in our communities and thus to build more mutually beneficial partnerships.

CAMPUS CULTURE

The typical USU student is not a traditional student. Students are often married, and many are parents. A graduating survey from spring 2014 found that nearly 60% of students were married at the time of graduation, and 35% of those students had one or more children. Only 14% of these graduates were not employed for pay while attending USU, and 5% had some interruption in their USU education. Due to these challenges, students often aim to complete their degrees within six or eight, rather than the traditional four, years.

Although largely non-traditional, USU's student body has nevertheless embraced the need for programs dedicated to both curricular and co-curricular community engagement. The Val R. Christensen Service Center (known originally as VOICE) is Utah's oldest university-based, student-run volunteer service center, providing concerned students with opportunities to engage in the Cache Valley community. Additionally, the Service-Learning Scholars program was created due to student demand in 2007 as an academic honor for students completing Service-Learning courses and logging community service hours.

CARNEGIE COMMUNITY ENGAGEMENT CLASSIFICATION PROCESS

The topic of community engagement has become more visible on campus in the past year due to the university's commitment to apply for the Carnegie Community Engagement Classification. This process has required commitment from many individuals and campus groups, and from various levels of the administration. A year-long full-time position was created with support from both Student Affairs and the Provost's office to spearhead preparation for the Carnegie Community Engagement application; after a successful first year, this appointment was extended through 2019. This position has already allowed the university to obtain commitments and funding for a campus-wide community engagement database, introduced a new community partnership model, created community-engaged learning resources and assessments, and raised awareness of community-engagement activity on campus. The time and energy spent building this institutional foundation for community engagement and partnership is a testimony to USU's commitment to these goals and a base upon which to build future action.

SYSTEMS OF SUPPORT

USU has fostered a diverse range of programs, organizations, and centers on campus and throughout Utah to support the institution's dedication to community engagement. These initiatives and programs help the university to forge relationships with the off-campus community, to offer critical resources, and to provide civic engagement opportunities for students, staff, and faculty. Examples of programs dedicated to community or civic engagement include:

- ▶ Center for Civic Engagement and Service-Learning
- ▶ Extension programs serving 28 of 29 Utah Counties
- ▶ Community Tutoring - Gear Up, Writing Center, Tutoring services
- ▶ AmeriCorps Opportunities - Utah Conservation Corps, Education Outreach, Public School Partnership, Aggie Blue Bikes, Dietetics Program, and others
- ▶ Utah Public Radio
- ▶ Service-Learning Program/Community Bridge Initiative
- ▶ Val R. Christensen Service Center
- ▶ Practicum and academic community-based internships

- ▶ Sustainability Council
- ▶ Serving Utah Network (SUN) Involvement Center for Service at USU Eastern
- ▶ Student-Run programs including Student Organic Farm, SEED, Engineers without Borders

CIVIC ACTION PLAN BASELINE

A campus-wide survey assessed current actions in relation to each of the five Campus Compact commitment statements listed in the Plan Rationale. The survey highlighted the variety of available USU programs for students, partnerships between departments/faculty and the community, and academic or co-curricular programs focused on community and civic involvement. USU Extension's many programs (including 4H, SNAP support, home-buyer education, and gardening and agricultural resources) respond to community need and regularly engage faculty and students in implementation. For example, Food \$ense is an Extension program that works with families who need SNAP assistance. Dietetics faculty and students partner with Food \$ense to provide trainings and educational opportunities for Utah residents through service-learning, volunteering, and AmeriCorps. This program provides a mutually beneficial opportunity for Utah residents and USU, uniting the university's administrators, faculty, and students in the common goal of meeting community needs.

Other community engagement highlighted in the campus-wide survey included:

- ▶ Huntsman Scholars, which brings business services to Utah and international communities;
- ▶ K-12 outreach services, including Gear Up! and diversity scholarships targeting low-income and first-generation students;
- ▶ The Women's Leadership Institution and other domestic violence/gender equality programs;
- ▶ Art Access;
- ▶ Educational Community Events on campus such as Science Unwrapped, library services, and Nora Eccles Harrison Museum of Art;
- ▶ Summer camps providing low-cost educational opportunities for Utah youth;
- ▶ USU Interfaith Initiative;
- ▶ A range of internships and practicums offered across USU Colleges;
- ▶ A strong student government and many departmental clubs that emphasize the educational role of service.

Overall, this survey documented USU's range of programs and demonstrated clearly that all colleges and departments on campus have consistently made an effort to engage with the community. With that understanding, the following is an overview of current action within each of the five Campus Compact commitment statements:

WE EMPOWER STUDENTS, FACULTY, STAFF, AND COMMUNITY PARTNERS TO CO-CREATE MUTUALLY RESPECTFUL PARTNERSHIPS

The creation of the USU Center for Civic Engagement and Service-Learning (CCESL) in 2013 was foundational in building mutually beneficial internal and external partnerships. CCESL brought together six existing service programs under a common umbrella to share resources, develop best practices, and collaborate on how best to create productive relationships between students, faculty, and community partners. Programs offer opportunities for students to engage in service-oriented clubs, AmeriCorps, and service-learning.

CCESL recently updated the community partnership process, better outlining the roles and responsibilities of the university and its community partners and building mechanisms to ensure reciprocity. The previous system simply identified community partners; the new system builds mutually beneficial partnerships and thus better serves the needs of the Cache Valley community. CCESL piloted this Community Bridge Initiative (CBI) in 2015, working with Logan City, and then expanded the program to include all community engagement partnerships in 2016. Modeled on the University of Oregon's Sustainable City Year Program, CBI requires all community partners to complete a memorandum of understanding (MOU). These MOUs indicate the partners' desired levels of engagement with the university and outline clearly the roles and responsibilities of the partners and the university. Upon MOU approval, partners complete project applications, proposing high-priority service-learning, volunteer, and internship activities based on their greatest needs. With the help of the Provost's office, CCESL identifies courses that might effectively enhance their academic content with the practical experiences required by proposed projects. CCESL also posts internships and shares volunteer opportunities with the Val R. Christensen Service Center. Although still a relatively new program, CBI has already increased USU's ability to provide mutually beneficial partnerships for community members and meaningful service and reflection for students engaged in community-based learning.

While CCESL acts as the hub for engagement on campus and leads tracking and assessment across campuses, each department or college also offers its own way of helping students to

engage with the community through student clubs, Greek organizations, and international service programs within fields or majors.

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.

Undergraduate education at USU is intended to help students develop intellectually, personally, and culturally, so they may better serve the people of Utah, the nation, and the world. In keeping with this mission, USU has structured general education requirements to train students as citizen scholars by teaching critical thinking, analytical reasoning, and clear communication. USU's depth general education courses, in particular, introduce students to various disciplines and explore the cultural, historical, and natural contexts that shape human experience. These courses focus on important cultural, humanistic, socio-economic, scientific, and technological issues in today's global community.

Through this general education experience, USU aims to teach students how to learn and think critically, to understand their roles as local, national, and global citizens, and to embrace the opportunity of civic engagement. A recent National Survey of Student Engagement (NSSE) found that by senior year, more than half of USU students had participated in at least one community-based project as part of their coursework. These projects offer practical applications of the academic concepts central to the Citizen Scholar Objectives. Exposure to these topics and learning opportunities is a requirement, but the assessment of requirement needs to become more robust. Although the foundation is in place to prepare USU students for lives as engaged citizen scholars, USU can be more purposeful in this process.

WE EMBRACE OUR RESPONSIBILITIES AS A PLACE-BASED INSTITUTION, CONTRIBUTING TO THE HEALTH AND STRENGTH OF OUR COMMUNITIES – ECONOMICALLY, SOCIALLY, ENVIRONMENTALLY, EDUCATIONALLY, AND POLITICALLY.

USU is dedicated to creating a more educated Utah. With Regional Campuses and Extension, USU has expanded the university's reach and spread resources and opportunities well beyond the borders of a single-campus institution. Additionally, the expansion of distance education and

online courses has enlarged and diversified USU's student body statewide. The university commits for the future to continue work to engage not only Utah communities, but also national and international student populations.

WE HARNESS THE CAPACITY OF OUR INSTITUTION – THROUGH RESEARCH, TEACHING, PARTNERSHIPS, AND INSTITUTIONAL PRACTICE – TO CHALLENGE THE PREVAILING SOCIAL AND ECONOMIC INEQUALITIES THAT THREATEN OUR DEMOCRATIC FUTURE.

USU's student population mirrors the population of Utah as a whole, as is typical of land-grant state institutions. Community initiatives and Citizen Scholar courses ensure that all USU students have the opportunity and support to engage with diverse communities, cultures, and perspectives that they might not otherwise encounter. These experiences increase students' knowledge of socio-economic inequity, cultural norms and differences, and scientific facts and processes. Only by understanding these complexities of human experience can students prepare themselves to become global citizens in an increasingly complex world.

CCESL has built strong community partnerships with a range of agencies, many of which provide service opportunities that put students directly in touch with communities or cultures that are different from their own. To prepare students for these experiences, CCESL has built modules that train students to respond to social inequality with cultural sensitivity. These trainings are available for all students and faculty interested in community engagement, and CCESL has considered requiring them for all service-learning courses in the future.

Additionally, many programs on campus focus on addressing prevailing social and economic inequalities in Utah and beyond. USU offers Allies programs to educate students, faculty, and staff and to provide a supportive and respectful campus environment for LBGTQA and interfaith



communities. The USU Interfaith Initiative is leading the state in providing interfaith education, awareness, and opportunities. Programs such as the Center for Women and Gender, Access and Diversity, and Aggies Elevated provide opportunities for students to engage with a range of diverse communities on campus and in Utah, and research in many disciplines across campus focuses on addressing societal inequity. Responding to increasing community demand, several departments on campus have recently developed resources for civic engagement and teaching tolerance, and USU students are currently receiving training to offer diversity awareness programs for K-12 students in local public schools.

WE FOSTER AN ENVIRONMENT THAT CONSISTENTLY AFFIRMS THE CENTRALITY OF THE PUBLIC PURPOSES OF HIGHER EDUCATION BY SETTING HIGH EXPECTATIONS FOR MEMBERS ON THE CAMPUS COMMUNITY TO CONTRIBUTE TO THEIR ACHIEVEMENT.

In keeping with its land-grant mission, USU has developed a range of programs and incentives to encourage faculty and students to bring teaching, resources, and service into the community through learning, discovery, and engagement. USU is a research-intensive university that rewards research and scholarship for faculty and supports a strong research program for students. As a top-50 research institution, USU is proud of its productive faculty, who bring in millions of dollars in research funding each year, money that in many cases directly benefits the local Utah economy. Students are encouraged to engage in research, as well, and Undergraduate Research and the University Honors Program, in particular, provide resources and opportunities for students and their faculty mentors from all disciplines to succeed. Colleges, departments, and the University Honors Program regularly post research opportunities, and undergraduate advisors in each department are knowledgeable about current research opportunities.



These research opportunities build on the requirements for Citizen Scholar Objectives within general education. Like service-learning, research helps students to explore and apply their academic knowledge in practical and exciting ways. Student researchers who are already aware of their individual responsibility to society will be well prepared to serve their communities, the state of Utah, and the nation. As student researchers and citizen scholars, USU alumni are better prepared for their careers and lives after higher education, leading to a stronger economy and more productive and effective local and global communities.



AmeriCorps programs offered through USU additionally give students the chance to gain professional experience and learn civic values. Participation in such programs builds for students a life-long dedication to service through work with local and regional communities in and around Utah. USU manages the largest number of AmeriCorps members in the state; over 450 members serve terms of national service each year.

Many of the approximate 100 student-led clubs, organizations, and groups on campus share connections with the community. Student athletes are encouraged to participate in mutually beneficial service opportunities, and approximately 50% of athletes are involved annually in service. USU student athletes also compete in the Mountain West "Life Skills Competition," which values the process of gaining practical experience through community engagement. Greek fraternities and sororities have also pledged to partner with community organizations, and during 2016 alone, members provided over 5200 hours of service to the Cache Valley community.

USU aims through all of these programs to build a campus culture that supports the public purpose of higher education. The university is committed to creating and sustaining these opportunities for students, faculty, staff, and community partners to learn, discover, and engage productively together.

CAMPUS TEAM

To address institutional change at USU and to lead the institution's commitment to civic engagement and community partnerships, our civic action planning team represents a range of university leaders:

- ▶ **Larry Smith**, *Interim Provost*
- ▶ **James Morales**, *Vice President for Student Affairs*
- ▶ **Kristine Miller**, *University Honors Program Director and Professor of English*
- ▶ **Jim Vitale**, *Executive Director of Public Relations and Marketing*
- ▶ **Kate Stephens**, *Assistant Director of Center for Civic Engagement and Service-Learning*
- ▶ **Nelda Ault-Dyslin**, *Community Service Coordinator of Val R. Christensen Service Center*
- ▶ **Sean Damitz**, *Director of Center for Civic Engagement and Service-Learning*
- ▶ **Kristin Brubaker**, *Community Engagement Specialist*

Design team members represent senior administration, center and program directors, faculty, community partners, and staff. The team met on a monthly basis and communicated regularly over email. Additional campus contacts and departments support the Civic Action Planning Team, including the Office of Assessment, Analysis, and Accreditation (AAA), Extension, and Student Affairs. College deans and department heads have provided support in completion of the baseline survey, and will be asked as we move forward to help disseminate and meet the goals of this Civic Action Plan.

The campus team has written this Civic Action Plan in preparation for the 2020 Carnegie Community Engagement Classification application. We have therefore developed the Civic Action Plan's goals alongside our application planning, aiming to build upon current work and to institutionalize community engagement at USU. The team will create a larger Community Engagement Task Force closer to the release of the Carnegie Community Engagement Classification application so as to represent the university's commitment to engagement across all USU campuses. This group will be able to communicate our goals effectively across the state, reaching out to all USU departments, centers, students, faculty and staff, and community partners.

STRATEGIC ACTIONS

The USU civic action planning team has compiled a short list of strategic actions to increase community engagement opportunities on campus and across Utah and to recommit to the five tenets of Campus Compact. We have grouped these actions in three main focus areas (“Raise Awareness,” “Incentivize,” and “Track and Assess”) in order to realign the aims of the Campus Compact with USU’s land-grant mission of serving the Utah community.

RAISE AWARENESS: DEVELOP A CAMPUS CULTURE OF CIVIC AND COMMUNITY ENGAGEMENT THROUGH INCREASED AWARENESS OF OPPORTUNITIES THAT PREPARE OUR STUDENTS FOR LIVES OF ENGAGED CITIZENSHIP.

As mentioned in the baseline section, USU sponsors many opportunities for students, faculty, and staff to engage with the larger community in reciprocal partnerships. In addition to the Center for Civic Engagement and Service-Learning’s extensive opportunities for service, many departments and colleges offer their own programs to connect with the community through meaningful service, research, and service-learning collaboration. Such college or departmental opportunities often occur in isolation, without campus-wide coordination of effort; we therefore see a need to publicize broadly USU’s many and diverse community engagement opportunities. Not only would such coordinated publicity increase participation, but it might also lead to productive collaborations and opportunities to share lessons learned and best practices across academic disciplines. We believe that increased awareness of and collaboration between these programs might also increase our ability to secure crucial financial support. While separate programs have traditionally relied on a limited pool of student fees, Tier II tuition, and grant funding, university-wide collaborations would be well positioned to apply for larger grants, attract legislative attention, and appeal to a broader donor base, all possibilities that might raise support for programs that are currently significantly underfunded, compared to those of our peer institutions in the state and region.

Perhaps the most concrete way to increase faculty, student, and community awareness about this work is to create a physical hub on campus for community engagement. Since each CCESL program is currently located in a different office, students have no “one-stop-shop” for information about various engagement opportunities. Such a space would create a collaborative meeting

place for students, faculty, and community partners, as well as a site for celebrating and publicizing USU's engagement efforts. A central space for CCESL would signal to the campus and outside community USU's focus on community engagement.

ALIGN OPPORTUNITIES WITH CITIZEN SCHOLARS GOALS

The idea of the citizen scholar is central to the general education experience at USU and is unique among Utah colleges and universities. With some careful framing, the Citizen Scholar experience could become a major advantage for USU students, who could argue to future employers or graduate programs that they leave USU well prepared not only academically, but also as life-long learners and active citizens. The university should therefore work to align all engagement opportunities – whether curricular, research-oriented, or co-curricular – with the mission of creating these well-rounded citizen scholars.

Using citizen scholars as such a branding umbrella would align many of the current opportunities on campus so that students, faculty, and community partners could more clearly see all engagement opportunities as pieces of a coherent whole. Because being or becoming a citizen scholar requires a life-long commitment to engaged citizenship, campus opportunities should not be viewed as opportunities only for undergraduate students; faculty, staff, graduate students, and community members can all embrace the ideal of the citizen scholar and act accordingly. We hope that such branding will foreground the role of USU as an academic institution in the community and



will encourage all to embrace the role of citizen scholar. To achieve this goal, we plan to tie all of USU's civic engagement programs directly to the university's mission of developing citizen scholars, through marketing, publicity, and advising on campus.

ALIGN SERVICE WITH COMMUNITY ENGAGED LEARNING

Rebranding our program as a Citizen Scholar endeavor requires that we create reciprocal partnerships that treat community partners as co-educators rather than as entities in need of service. We therefore propose, in keeping with the language of the Carnegie Community Engagement Classification, to change Service-Learning and Service-Learning Scholars programs

to Community-Engaged Learning and Community-Engaged Scholars. These changes will emphasize the hands-on professional skills that students gain as they address real-world local issues in collaboration with community partners. Community-Engaged Scholars will be required to complete not only service-learning credits, but also Civic Foundations courses that will deepen their education as citizen scholars. Developing these courses will allow faculty to pursue their own interests as citizen scholars as they collaborate to find ways of extending undergraduate general education.

CREATE EXCITEMENT BY CELEBRATING SUCCESS

In order to involve more students, faculty, and community partners in building successful collaborations, we must raise awareness about USU's opportunities for community engagement. While many such opportunities exist, we need to make a more intentional effort to raise interest, create collaborations, and celebrate success. Such events can be used to showcase past, present, and proposed community engagement work, honor individuals who make a difference in the community, provide opportunities for collaboration between groups that might otherwise not connect, and show both the campus and the local community the university's commitment to community engagement.



Some events that might raise awareness in this way could include a celebration of service-learning courses, where students, faculty, and community partners could share successful collaborations and meaningful impact, a series of networking sessions for community partners and faculty, awards banquets, and potentially a year-long dedication to community engagement with a sequence of service, educational, and celebration events to take place during the Carnegie Community Engagement Classification application period. Each of these events would act as a recruiting event for those wishing to become involved, a networking opportunity for those already engaged, and a showcase of outstanding work and the positive impacts of community engagement. When possible, events could coincide with existing USU events, such as Research Week, Connections, or Founder's Day.

INCENTIVIZING STUDENTS AND FACULTY: PROVIDE INCENTIVES TO INCREASE THE HIGH-IMPACT PRACTICE OF SERVICE-LEARNING/COMMUNITY ENGAGED LEARNING ACROSS ALL DISCIPLINES.

As we raise awareness about community engagement on USU campuses, we also seek to develop creative incentives for students and faculty to embark upon such work. In addition to academic credit for students and promotion and tenure credit for faculty, we hope to create new transcript designations, grants for collaborative, cross-disciplinary projects, and partnerships that link funding for research with community service. Service-learning is a proven high-impact teaching strategy, and deeper learning occurs when students apply academic concepts in their communities. Furthermore, faculty who help undergraduates to undertake real-world research in collaboration with community partners train those students to be both professional researchers and engaged citizens. USU recognizes the need to give faculty clear professional incentives for this important work in community engagement.

TRACK AND ASSESS: IMPROVE USU'S ABILITY TO SHARE SUCCESSES AND TELL THE STORY OF COMMUNITY ENGAGEMENT THROUGH SYSTEMATIC CAMPUS WIDE TRACKING AND ASSESSMENT.

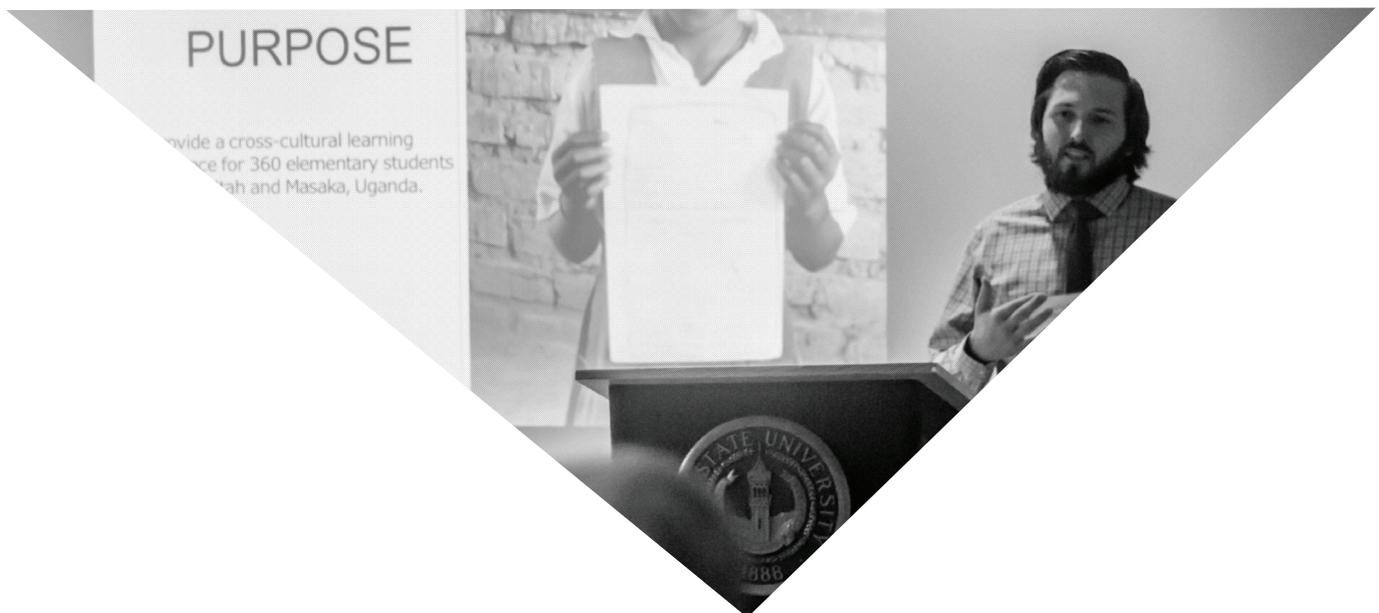
Finally, to assess progress toward the above goals, USU must develop a plan and system to track and evaluate community-based work. USU needs a database to collect curricular, research, and co-curricular community engagement activities and to evaluate their impact. At a minimum, USU should be tracking:

- ▶ Curricular and Co-Curricular Data:
 - ▶ Hours of community engagement
 - ▶ Percentage of students/faculty involved
 - ▶ Number and type of community partners and projects
 - ▶ Variety of issues addressed
- ▶ Demographics (including GPA and retention) of civically-engaged students
- ▶ Impact of community engagement work on students, faculty, and community partners

- ▶ Community-based research topic areas and findings
- ▶ Community perception of university engagement

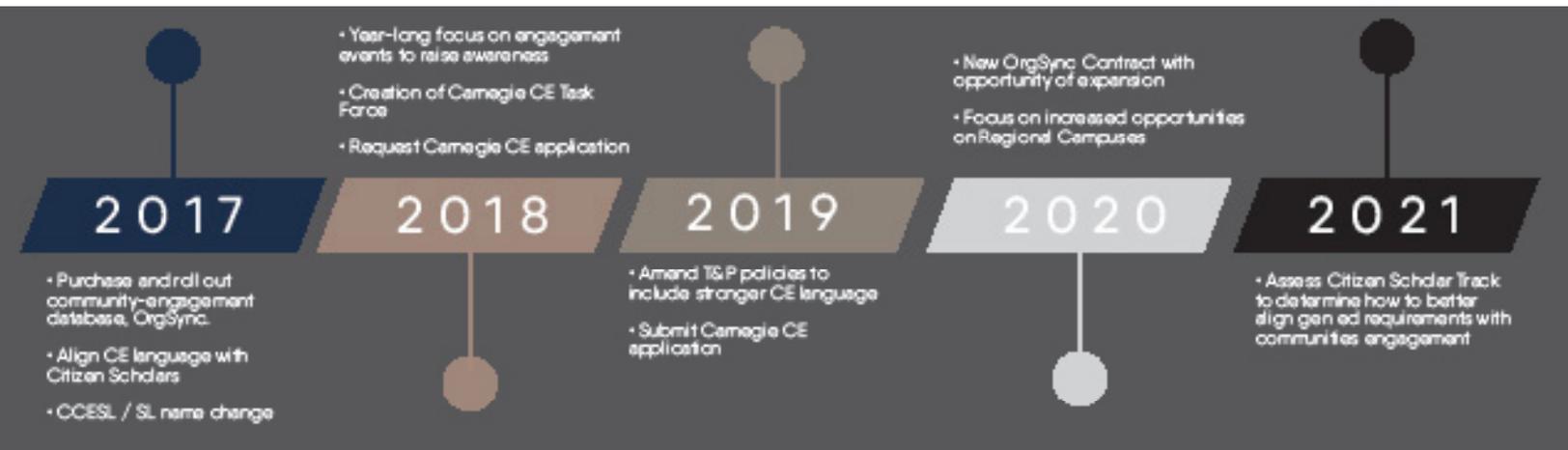
In this area, the highest need is the selection and implementation of a common database that would track and assess community engagement on all USU campuses. CCESL has identified the database OrgSync for this use, and we aim to purchase and implement this database by Fall 2017. We also hope to begin systematic assessment of Citizen Scholar Objectives, which we aim to accomplish with the new database and stronger metrics. Because such assessment will take extensive university-wide coordination, we do not expect to complete it during the Civic Action Plan timeline.

Tracking and assessing community engagement will allow USU not only to understand more fully the results and outcomes of community engagement, but also to consider engagement over time. Projects could build upon previously completed work, using the impact and outcome data to help frame next steps. This data will allow USU to tell the story of our community engagement, allowing the university to document and evaluate its fundamental institutional commitment to collaboration between students, faculty, and community partners.



TIMELINE AND ACCOUNTABILITY

The Civic Action Plan timeline leads the university toward meeting its Campus Compact commitment and earning a Carnegie Community Engagement Classification. The goals identified above are specific actions that will improve opportunities for students, faculty, staff, and community partners to create mutually beneficial partnerships in our city, region, state, nation, and world.



Each of these goals will be completed within five years, with the understanding that the more progress USU can show before the Carnegie Community Engagement Classification application deadline, the more competitive that application will be. The civic action planning team will continue to meet regularly to document progress, determine next steps, and think creatively and proactively about this process. We anticipate forming a larger task force of USU staff and faculty, students, and community partners in 2018 to work on the Carnegie Community Engagement Classification application. Both the civic action planning team and the larger task force will help to ensure that the university continues to make progress toward the goals and commitments outlined in this document. The civic action planning team sees this plan and the Carnegie Community Engagement Classification application process as opportunities to assess the university's baseline, to determine potential areas of improvement, and to outline possibilities for future growth.

CONCLUSION

USU aims to guarantee every student the opportunity to experience community engagement through classes, volunteer opportunities, research, or campus-based jobs and internships. Providing such opportunities to all students is central to USU's mission to foster the principle that academics come first, cultivate diversity of thought and culture, and serve the public through learning, discovery, and engagement. The creation of true citizen scholars requires an education that extends beyond the walls of the classroom, allowing students and faculty to collaborate with local, state, regional, and international community partners in making lasting changes that address real community needs. This Civic Action Plan is a critical first step toward creating and sustaining a culture of engagement at USU. The civic action planning team is committed to implementing the actions and assessing the desired outcomes outlined in this plan. Such work will allow USU to continue serving Utah communities, while simultaneously preparing students for—and supporting faculty in—the rewarding work of active citizenship, collaborative problem-solving, and civic engagement.





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