



Strategic Plan 2015-2018

Our Mission

To provide statewide leadership in mobilizing resources, services, and partnerships that help Ohio colleges and universities deepen their ability to educate students for civic and social responsibility and to improve community life.

Our Vision

Ohio Campus Compact believes Ohio colleges and universities to be centers of civic engagement and renewal where all learning, teaching, and scholarship advance the public good and prepare students for active citizenship and democratic participation.

Looking Forward

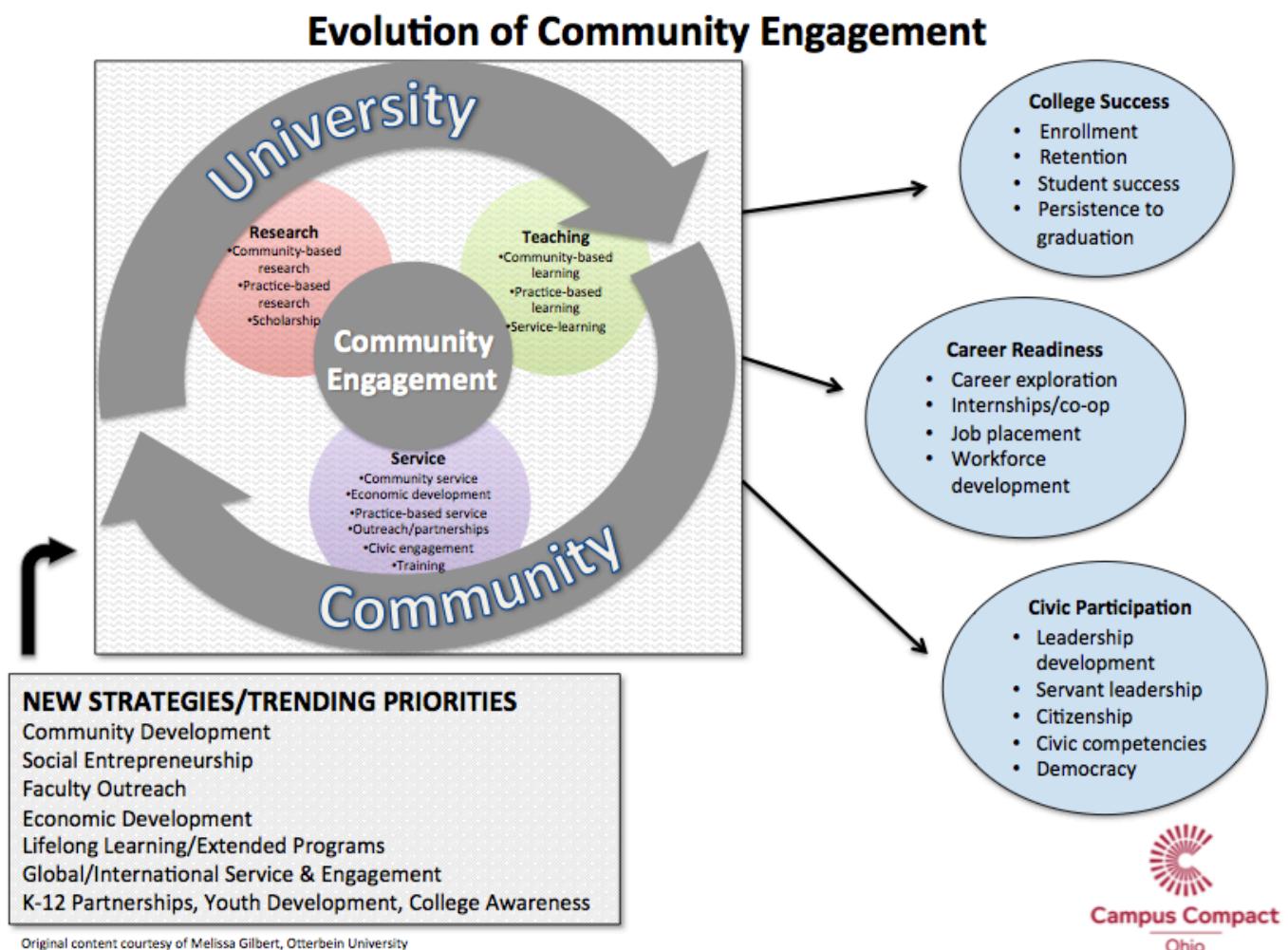
Ohio Campus Compact (OCC) has a long and successful history of providing services and resources to support our member institutions' civic engagement efforts. From inception in 1992, OCC has provided innovative programs, through leadership and staff resources to assist institutions in designing, initiating and expanding programs that have become a top strategic priority for our members. We are proud of our contribution to supporting these mission-critical activities in higher education and appreciate the confidence and trust we have earned over the years. As we look to the future we recognize that the educational landscape is changing dramatically and OCC will respond to the evolving needs and expectations of our member institutions.

In the early years of the organization, Ohio Campus Compact provided programs and services that met a recognized need that institutions were not able to address internally. Through OCC, new civic engagement efforts were started, individuals were trained, additional outside funding was secured and innovative, leading edge activities were developed in a variety of institutional settings. Over the years, due in part to the success of OCC programs, institutional needs and expectations for programmatic support have changed. Although many current members still benefit from the services that OCC has traditionally provided, we are committed to becoming an increasingly valued strategic partner.

This is a time of unprecedented change in higher education. Parents are increasingly concerned about the escalating costs of education, students are increasingly concerned about student loan

debt and both are concerned about career readiness and future job prospects. Institutions are facing increasing cost pressures as well as related challenges in student recruitment and retention. These factors, which pose some of the most challenging issues for higher education leaders and their boards of directors, have become a top priority and strongly influence programmatic and financial decision making in all areas.

At OCC we understand that to continue to be a valued contributor, we need to recognize the pressures our members currently face and develop progressive programs and services that respond directly to the new economic and educational realities for our members. In doing this we are committed to protecting and strengthening the attributes that have been valued in the past while providing new and innovative solutions that are required to meet the challenges of the new educational paradigm.



Our Challenge for the Future

As we began the current strategic planning process, conversations with our Board and Advisory Council members helped us identify: 1) what we do well as the only statewide organization working across the higher education spectrum focusing on the civic purposes of higher education, and 2) what are high-priority areas of focus for OCC going forward:

What we do well:

- **Networking-**
- **Training and Technical Assistance Services-**
- **Partnerships-**
- **Research and Development-**
- **Communications-**

High Priority Areas for Focus Moving Forward:

- Tailor OCC services and **support to the unique needs and priorities of each of our members**
- **Bring our members the latest, state-of-the-art methodologies**, metrics and analytics for civic engagement efforts in the field
- Benchmark innovative civic engagement programs and practices from **over 1100 Compact member institutions**
- Develop new, technology-supported, tailored networking models and think tanks comprised of **institutions with similar needs and institutional priorities**
- Provide **professional development in the most cost-effective manner** supported by leading-edge technology
- Support member institutions' civic engagement programs and efforts to **ensure college success, career readiness and civic participation**
- Assist member institutions with the **integration of civic engagement with their strategic priorities** such as, workforce development, student retention and success, community development, etc. by leveraging our existing network of partners and developing new partnerships

Our Commitment

The following plan identifies the future priorities for OCC that we believe will provide the focus, leadership and innovation our members have expected from us since our inception. We are committed to identifying and providing new solutions and state-of-the-art methodologies that address the unique needs of each of our members. We are also committed to ensuring that we are a responsive, flexible, valued strategic partner, working closely with our member institutions to support practical, focused, cost-effective approaches in a rapidly changing educational environment.

The following provides an overview of our strategic direction:

➤ ***Strategy 1: Strengthen and deepen each member campus' civic engagement capacity.***

Approach: Recognizing that campuses in Ohio are at various stages of civic engagement – Emerging, Engaged, Established, - and that civic engagement takes many forms. Ohio Campus Compact will:

Objectives:

- **Adapt program offerings** to increase alignment with member goals including developing new programming, eliminating under-used offerings, and enhancing existing programming.
- Provide targeted technical assistance to member campuses to **meet their capacity goals**.
- Strategize and help **reposition the civic work of member campuses** around current trends and strategic priorities among member campuses.

Action items:

- Over the next 2 years, OCC will, through a variety of methods including surveys and on-site interviews, and through work with the Board and Advisory Council, **identify the strategic civic engagement goals and priorities** of our member campuses.
- Conduct ongoing internal examination to **determine which services and programs campuses are utilizing the most**.
- Develop a plan to **utilize the Campus Compact network of 32 state offices, the National office and the 1100 campus members** to share innovative civic engagement programs, practices and resources to assist OCC members in achieving their civic engagement goals and objectives.

➤ ***Strategy 2: Connect campuses to one another to build member and network strength.***

Approach: In addition to strengthening civic engagement on each member campus, this strategic plan also focuses on strengthening Ohio Campus Compact as an organization and as a network. As an organization, Ohio Campus Compact will focus on demonstrating value to each member (see strategy 1) to retain current membership and increase the number of new members.

Objectives:

- Develop a plan to **optimize networking opportunities**.
- **Expand the OCC network** to engage other campus professionals-Provosts, Student Affairs professionals, faculty and others advocating for the civic work of their institutions.
- Expand collaboration with member campuses and other organizations to **create additional opportunities** for trainings, dialogues, events and other activities.
- Actively assist member campuses in **spotlighting their civic programs and events** to other Ohio campuses.
- Provide opportunities to **develop ongoing dialogues and a statewide learning community**.
- **Provide events, trainings, and dialogues** in a more efficient and **cost effective** manner to member campuses.
- Explore opportunities for **ongoing partnerships and co-funding opportunities**.

Action items:

- Promote and co-sponsor highly visible events, speakers, and conferences with our member campuses to **showcase recent trends and innovative ideas in civic engagement**.
- Enter into dialogue with organizations like SOCHE, GCSLN, other state Compact offices, ... to **surface opportunities to co-sponsor and co-host events, speakers, and conferences** that address issues such as, advanced engagement work, leading trends in the field and innovative ways that campuses are addressing pressing community issues.
- **Launch a Faculty Consulting Corps** with select faculty from our Advisory Council and others to address faculty requests for training in related civic engagement.

➤ ***Strategy 3: Work together to increase public awareness and recognition of the positive impact the civic work of OCC member campuses has on local communities across the state.***

Approach: Focus on advancing the public dialogue about Ohio colleges and universities; specifically, improving the perceived value of their civic commitment and work with local communities.

Ohio Campus Compact has always worked to promote public awareness of the contributions Ohio colleges and universities make to the health of local communities. However, a more focused effort will be designed to specifically provide information to better inform leaders and the general public outside of the OCC network.

Objectives:

- **Increase awareness of the individual and collective civic engagement work** of Ohio colleges and the impact of this work on local communities to a broader audience including community members and organizations, public officials and funding entities.
- Increase awareness of the effectiveness of Ohio Campus Compact's programs and services **to a wider group of constituents on current member and non-member campuses**, as well as a broader audience including community members and organizations, public officials and businesses and funding entities.
- Increase the **awareness of the work of Campus Compact as a national organization** to OCC member campuses.
- **Increase the awareness of national trends and practices in civic engagement** to strengthen members' civic engagement capacity and increase their ability to stay current in their work.

Action Steps:

- Hire a part-time communications expert to oversee the development and implementation of a communications plan.
- **Create tools** to distribute to member campuses to help them report on their civic engagement work, including boilerplate language, story templates, and tips for tracking and reporting impact.
- **Collate quantitative and qualitative information** from member campuses to allow reporting on their collective impact on the identified issue area. If possible, include information on how OCC helps members achieve this impact.
- Develop state and national talking points on the collective impact of Campus Compact and its members to help member campuses **position their engagement work within a broader context**.
- **Research one important issue area** —for example, college access and success— and provide details on the scope of the problem and the need for action to address it, both nationwide and (if available) statewide.
- Provide specific talking points about the issue area to disseminate to member campuses to help them **articulate how their work is helping to solve a pressing**

community need.

- **Write press releases** based on this information to disseminate on its website and directly to members, legislators, the press, and others (e.g., funders, potential members).
- **Restructure the OCC website** to gain more attention and be more easily accessible and expand our online presence through the use of social media outlets.
- **Increase publication of research and articles of interest** on the OCC website and in the newsletter, to also be distributed to member campuses.
- **Identify and establish connections with media contacts on member campuses** for use in obtaining quality photos and disseminating information for their use in internal and external communications (e.g., student and alumni publications, local and regional news outlets) and dissemination of press releases to promote the civic engagement work of OCC and its member campuses.

➤ ***Strategy 4: Create and implement an aggressive development plan that will provide a diverse portfolio of new funding sources***

Objectives:

- **Identify, prospect and cultivate new funding sources**- Individual Giving/ Major Gifts, Corporate Giving/Corporate Sponsorships/Corporate Membership, State and National Civic Associations/ Chambers of Commerce, Business Development Associations, Community Foundations and more.
- **Develop joint funding proposals** in partnership with member campuses, National and other State Compacts and other Higher Education Associations.
- **Raise a minimum of \$95,000** from new funding sources.
- **Retain current membership and increase membership** by five new campuses by 2018.

Action Steps:

- **Hire a part-time development officer** (or secure on loan).
- **Engage Governing Board Members** in identifying, connecting with and actively supporting new donors.
- **Network with OCC supporters** i.e. campus faculty/staff, community partners, past grant recipients, and VISTA Alumni to **identify potential donors**.
- **Focus funding on programs and services** that offer collective impact and meet high priority needs of campuses.
- **Restructure our membership criteria** to allow regional campuses to apply for membership separately from their main campus.