

Center for Democracy and Humanity
Strategic Plan Outline
2009 – 2012

GOAL 1:

Create an institutional infrastructure dedicated to increasing the impact of Center programs and supporting collaborative relationships between faculty, students, and community partners.

Objective	Activities	Date	Outcomes	Indicators/Deliverables
1.1 Integrate MWCC and Center mission across the curriculum.	Serve on the Academic Affairs Committee to assist in identifying SL or other experiential learning opportunities within existing courses.	2009 – 2012	Faculty/staff value the Center’s contribution to improving teaching and learning throughout the college.	Increase faculty support of Center activities by 75%. Increase service learning/ experiential learning opportunities for students by 15%.
	Present and promote the Center and civic engagement opportunities at college and faculty meetings (i.e., professional development).	2009 – 2012	MWCC is recognized for excellence in civic engagement and service learning.	Establish standardization for measuring civic engagement activities throughout the college and usage by 100% SL faculty.
	In collaboration with Academic Affairs, support a capstone fair for students to showcase SL/civic engagement projects and their benefits.	2010		Receive Carnegie Classification Award for Civic Engagement.
	In collaboration with stakeholders, define criteria for civic engagement and outcome measurements.	2009		Receive President’s Higher Education Community Service Honor Roll recognition through the Corporation for National and Community Service.

	<p>Explore credit options for INPD skill building workshops/management courses.</p> <p>Explore the feasibility of a community service certificate program and/or nonprofit development degree program.</p> <p>Survey faculty on perceived value and support of Center activities relative to complementing teaching and learning experiences.</p>	<p>2009</p> <p>2010</p> <p>2009 - 2012</p>		
1.2 Develop and implement reorganization plan to support current and future Center programs	<p>Implement co-director positions and realign all positions/responsibilities to reduce redundancy of work but promote cross-training capacity.</p> <p>Collaborate with academic affairs and other divisions to institute a one-stop location for community service-related programs of the college (i.e. internships, civic engagement, SL, EL, work study, etc.)</p> <p>Relocate all programs to one location (Gardner).</p> <p>At a minimum, maintain FY09 staffing levels</p>	<p>2009</p> <p>2009 - 2010</p> <p>2009</p> <p>2009</p>	<p>Activities of the Center are recognized as a necessary component to the college's mission toward academic excellence.</p>	<p>By 2012, Center infrastructure is 100% supported by college funds and is recognized as a valued component to the college's mission toward academic excellence.</p> <p>Establish one point of contact for community partners, faculty and students serving in the community.</p> <p>Increase student opportunity for service learning/experiential learning by 15%.</p>

	<p>Hire a community placement specialist.</p> <p>Create faculty liaison position to support service-learning activities with Center.</p> <p>Assess current programs for productivity and alignment with mission of Center.</p> <p>Obtain annual feedback from key stakeholders.</p> <p>Explore transfer of UWYouth Venture programming to K-12 initiatives.</p>	<p>2009 - 2010</p> <p>2009 - 2010</p> <p>2009</p> <p>2009 – 2012</p> <p>2009 – 2012</p>		
1.3 Enhance outreach and data collection using current and emerging technologies.	<p>Transfer current use of Contribute and access database to Wild Apricot and Constant Contact software.</p> <p>Research options to enhance marketing, program development, website, data collection, and social media (i.e., Facebook, MySpace, etc.)</p> <p>Institute systematic campus-wide tracking systems to record/track engagement with the community - specific attention to improving the collection of SL data.</p>	<p>2009</p> <p>2009 - 2012</p> <p>2009</p>	The Center is an established entry point for connecting students, donors and community partners to other areas of the college.	<p>Increase the accuracy of the current contact list by 70% and increase the outreach base by 50%.</p> <p>Increase annual growth of “first time attendance” at Center sponsored events by 20% each year.</p> <p>Improve collection and reporting of SL outcomes and outputs by 50%.</p>

<p>1.4 Develop plan to generate revenue.</p>	<p>Work with IA to identify and pursue grant opportunities – reoccurring or new (min. 4 grants annually.)</p> <p>Establish a process to accept payment for workshop and course offerings – profit center vs. cost center.</p> <p>Develop a plan to secure a major donor(s) – endowment & Center naming rights.</p> <p>Host Center signature event. (fundraiser)</p> <p>Determine ROI on programs.</p> <p>Integrate Center impact data into grant applications.</p> <p>Review strategic plan annually.</p>	<p>2009 – 2012</p> <p>2009</p> <p>2009</p> <p>2010</p> <p>2009</p> <p>2009 - 2012</p> <p>2009 – 2012</p>	<p>Mission-aligned activities of the center are sustained and expanded activities are contingent on increased revenues.</p>	<p>Offset overall Center cost to college by a minimum of 50% annually.</p> <p>Increase development support of partners by 10%.</p> <p>Increase fee-for-service support by 10%.</p> <p>Increase corporate sponsorship by 20%.</p>
<p>1.5 Broaden faculty, staff, and partner relationship with Center.</p>	<p>Establish Center Advisory board and ensure that key stakeholders are represented.</p> <p>Provide opportunities for regular feedback on programs.</p> <p>Host What’s Next Speaker Series and/or Community Engagement Coffee House Series to spark discussion and</p>	<p>2009</p> <p>2009</p> <p>2010 - 2012</p>	<p>Center programming is relevant, valued, and supported in the community.</p>	<p>Attendance meets or exceeds targets set for each event.</p> <p>Increase faculty and staff relationship with non-profits and/or other community partnerships by 20%.</p> <p>Minimum of 5% of MWCC faculty/staff to serve on local non-profit boards and/or</p>

	<p>action around local, national, and global social concerns relevant to Center's mission.</p> <p>Collaborate with Early Childhood for KidExpo Event.</p> <p>Participate in service above self awards (including service learning recognition.)</p>			<p>committees.</p> <p>Increase faculty/staff support of Center's activities by 75%.</p>
1.6 Support student leadership in community settings.	<p>In collaboration with Student Life, Academic Affairs, community leaders, and nonprofit agencies, provide 4 leadership trainings for students, annually.</p> <p>Research CAVE MODEL and pilot a student led volunteer/ community service program.</p> <p>Provide mini-grants/stipends for student change makers.</p>	<p>2009 – 2012</p> <p>2010</p> <p>2010 - 2012</p>	<p>Center makes a contribution to improved student achievement, retention, and post-graduation employability.</p>	<p>Increase student leadership in civic engagement and/or service learning opportunities by 50%.</p> <p>Increase student presence in community by 25%.</p> <p>Increase satisfaction with MWCC experience among participating students by 50%.</p> <p>Influence career choices and/or majors of 80% of participating students.</p> <p>Improve GPA grades by .25 in SL/EL courses among students supported by Center assistance.</p>

1.7 Establish a framework for annual evaluation of Center programs and demonstrate measurable impact to college and community.	Develop measurable, evidence-backed indicators for experiential learning and civic engagement outcomes.	2009	The impact of Center programming is systemically and consistently assessed and communicated.	Improve collection of non-Center supported SL outcomes by 50%.
	Coordinate with internal stakeholders to develop, disseminate and aggregate college-wide survey of civic engagement.	2009 – 2012		Improve accuracy and consistency of Center-relevant data across programs by 100%.
	Research evaluation and best practices.	2009		Increase perception of MWCC engagement with community by 30%.
	Develop surveys and focus group tools.	2009		
	Collect and document feedback from advisory board, students, faculty, and community round tables.	2009 – 2012		
	Collect and analyze data of perceived MWCC engagement with the community (Carnegie measurement requirement.)	2009 – 2012		
	Co-Director completes project for Community College Leadership Academy.	2009		

1.8 Identify and solicit new community partnerships and collaborations.	Develop relationship with ASHOKA and MACC to discuss extended venture program for community college students.	2009	Dynamic partnerships that address community needs relevant to the Center's mission are valued and supported.	Increase new partnerships by 10%.
	Develop relationship with Anna Maria's Molly Bish Center to collaborate and leverage resources with Molly Bish Institute at MWCC.	2009		Increase financial support from partnerships, stakeholders and collaborations by 25%.
	Evaluate past Community Scholar Program (CS) and develop proposal for outreaching to profit and non-profit organizations for student internship program (model: CS program) for potential Spring 2010 recruitment.	2009		Increase corporate sponsorship by 20%.
	Outreach to corporate sponsors and share/leverage results of annual survey to nonprofits regarding needs and wants of the community.	2009		
	Participate in at least 3 community fairs, trade shows or expos that provide tips or resources for improving the community as well as foster meaningful partner relationships.	2009 - 2011		

GOAL 2:

Increase faculty involvement and leadership in service learning, experiential learning (i.e. internships, community work study) and community engagement.

Objective	Activities	Date	Outcomes	Indicators
<p>2.1 Work with Academic Affairs to promote service learning in the curriculum and to create civic engagement professional development opportunities for faculty.</p>	<p>Assist in one training per year.</p> <p>Propose and develop year-long civic engagement training program for faculty – similar to CCLA model (earn CEU credits).</p> <p>Provide one-on-one consultation for faculty on SL/EL course conversion.</p> <p>Provide 1 curriculum development workshop to faculty proposing to teach SL/EL courses (capstone courses).</p> <p>Provide mini-grant opportunities to support faculty in developing SL/EL courses.</p> <p>Sponsor a “successful practices” seminar for SL faculty.</p>	<p>2009</p> <p>2011</p> <p>2010</p> <p>2010</p> <p>2010</p>	<p>Center contributes to improved teaching and learning.</p>	<p>Increase faculty participation in service learning courses by 25%.</p> <p>Increase faculty development (knowledge) of service learning/experiential learning by 80%.</p> <p>Increase faculty earning CEU credits through the Center by 30%.</p> <p>Increase service learning/experiential learning opportunities for students by 20%.</p>
<p>2.2 Support faculty and nonprofit/community collaboration.</p>	<p>Provide assistance in identifying and developing SL partnerships with agencies and schools.</p> <p>Provide stipend to faculty liaison for Center.</p>	<p>2009 - 2012</p> <p>2010 – 2012</p>	<p>Center contributes to increased faculty support and increased presence of MWCC in the community.</p>	<p>Increase faculty connection with non-profits and/or other community partners by 20%.</p> <p>Increase host organization satisfaction with student placements by 75%.</p>

	Encourage faculty to assist with nonprofit fair.	2009 - 2012		Increase MWCC faculty and student presence in the community by 25%
	Provide opportunities for faculty to serve on nonprofit boards.	2009 – 2012		
	Provide training for faculty in board roles and in assessing nonprofit performance.	2009 – 2012		
	Act as resource in matching faculty with mission-aligned nonprofits.	2009 - 2012		
	Host annual faculty/community partner roundtables for outreach.	2009 – 2012		
	Create and disseminate best practices tool-kit for high quality reciprocal experience.	2010		
	Conduct biennial surveys of community partners to assess and improve the impact of EL and community engagement on individual agencies.	2009 – 2012		
	Annually, facilitate faculty and EL visits to selected community partners.	2009 - 2012		

GOAL 3:

Enhance student leadership opportunities and improve the lives of young people in north central Massachusetts through civic engagement and capacity building of youth-serving nonprofits.

Objective	Activities	Date	Outcomes	Indicators
3.1 Develop and pilot a plan for a volunteer brigade of students to address community needs and to assist in community service projects.	Research volunteer programs/clubs (i.e., Leo Club, volunteer centers, hospital volunteer programs, CAVE model) and develop proposal for implementation.	2009	Center contributes to promoting civic engagement through increased volunteerism.	Mobilize a minimum of 100 volunteers and Increase student volunteerism by 30%.
	Assist SGA and other clubs to sponsor community projects and promote student volunteerism.	2009 – 2012		
	Create internal volunteer programs that serve MWCC and other students (i.e., peer tutoring, “giving on campus” program, hours in the office, KidExpo event, etc.)	2009 – 2012		
	Identify community volunteer opportunities.	2009		
3.2 Provide direct civic engagement opportunities for MWCC students.	Recruit applicants for MWCC Community Scholars Program.	2010	Center contributes to improved student learning experiences.	Increase student participation in civic engagement activities by 50%. Increase service learning/experiential learning opportunities for students by 15%. Increase student satisfaction with
	In collaboration with Student Life and Academic Affairs, explore credit options for leadership/community service course.	2009 – 2012		
	Match students to community-based youth-serving programs (i.e. LUK Mentoring, Boys & Girls Club, YMCA, Junior Achievement, etc.)	2010		

	<p>Partner with MWCC departments to promote and facilitate internships.</p> <p>Promote Kid Expo of Molly Bish Institute for Child Health and Safety as service learning opportunities for MWCC students.</p> <p>Review partnership with Campus Security through Molly Bish Institute, and propose transfer responsibility of radKIDS courses to Campus Security.</p> <p>Coordinate two Democracy Café events per year with Student Life.</p> <p>Coordinate Alternative Spring Break opportunities with Student Life.</p> <p>Recruit at least 6 human service students to provide 150 hours of community service to youth serving organizations as interns at the INPD.</p> <p>Involve students in the process of re-granting Compassion Capital Fund awards and community engagement awards.</p> <p>Launch Community Scholars service project at local school - SPROUTS.</p>	<p>2010</p> <p>2009 - 2012</p> <p>2009</p> <p>2009 – 2012</p> <p>2010</p> <p>2009</p> <p>2009 - 2012</p> <p>2009</p>		<p>MWCC experience, among participating students, by 50%.</p>
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3.3 Provide direct programming services to support community based organizations (CBO) that work with youth.	Maintain support of UWYouth Venture program activities and promote to area schools as outlined in grant proposal.	2009	Improved collaboration among nonprofit partners.	Increased CBO satisfaction with student placements by 75%.
	Produce manual for CBOs in preparation for working with MWCC students at different capacities (i.e., volunteer, SL, internship, co-op, Scholar, etc.)	2009	Improved quality services to young people among nonprofit partners.	Increase CBO's capacity to better serve youth by 25%.
	Award and monitor \$160,000 of Compassion Capital Fund re-grants to a minimum of 24 youth serving organizations.	2009 – 2010		
	Provide training to 150 nonprofit leaders in local conference with 11 workshops.	2009 - 2010		
	Collaborate with VP of Inclusion and Community Learning to provide direct service (funded by and as a condition of CCFD grant) to youth-serving nonprofits.	2009 – 2010		
	Host a nonprofit fair.	2009		
	Within INPD, work with Life Long Learning/Workforce Development to provide training and funding opportunities to area organizations.	2009 – 2012		

	<p>Monitor and evaluate 24 organizations receiving Compassion Capital Fund re-grants.</p>	<p>2009</p>		
	<p>Host 50 people at annual Nonprofit Town Hall Meeting in preparation for National Congress of Nonprofit Associations Nonprofit Congress.</p>	<p>2009 – 2011</p>		
	<p>Conduct biennial surveys of community partners to assess and improve the impact of EL and community engagement on individual agencies.</p>	<p>2009 - 2012</p>		

GOAL 4:

Design and implement communications campaign

<p>4.1 Communicate Center-wide initiatives, internally.</p>	<p>Post strategic plan on website.</p> <p>Maintain Center bulletin board on main floor of Gardner campus</p> <p>E-Newsletter: Send to all college, monthly.</p> <p>Update and disseminate Center brochures.</p> <p>Present Center activities and outcomes of strategic plan at professional development day and other appropriate venue.</p>	<p>2009</p> <p>2009 – 2012</p> <p>2009 – 2012</p> <p>2009 – 2012</p> <p>2009 - 2012</p>	<p>Faculty and staff are informed about Center’s activities and value to improving teaching and learning throughout the college.</p>	<p>Improve total MWCC targeted outreach by 75%.</p>
<p>4.2 Utilize student leaders to enhance presence on campus and in the community.</p>	<p>Create video of “service-learning in action” and other promotional materials that demonstrate the richness of collaboration.</p> <p>Student leaders to provide service learning orientations to students enrolled in service learning courses.</p> <p>Student leaders to promote Center events on campus.</p> <p>Post regularly in student paper – “Mount Observer.”</p>	<p>2010</p> <p>2009 – 2012</p> <p>2009 – 2012</p> <p>2009 - 2012</p>	<p>MWCC is recognized for excellence in civic engagement and service learning.</p>	<p>Increase student ambassadors of Center by 25%.</p>

<p>4.3 Communicate externally.</p>	<p>Work with MWCC public relations to showcase special events; specifically, conference as part of CCFD grant (September, 2009).</p> <p>FATV, Leominster and Gardner Access TV show – “Community Connections at the Mount.”</p> <p>Work with MWCC Marketing to promote Center and its activities to public, through major publications</p> <p>Develop proposal to market Community Scholars to profit and nonprofit organizations (potential internship opportunities for students and employers.)</p> <p>Create and disseminate Annual Performance Report that demonstrates measurable outcomes and accountability.</p> <p>Present at Massachusetts Campus Compact (MACC) events and/or regional conference.</p> <p>Annually, participate in a minimum of 2 celebratory events focusing on community/civic engagement.</p>	<p>2009 - 2012</p> <p>2009 - 2012</p> <p>2009</p> <p>2009 – 2012</p> <p>2009 – 2012</p> <p>2009</p> <p>2009 - 2012</p>	<p>MWCC recognized for excellence in civic engagement and service learning.</p>	<p>Improve Center recognition and public relations by 30%.</p>
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4.4 Design and implement web 2.0 campaign.	Design and maintain Center profiles on Facebook and MySpace and other appropriate social networking venues.	2009 – 2012		Increase student targeted outreach by 50%.
	Utilize YouTube to showcase Center initiatives.	2010 - 2012		Increase total public outreach by 50%.