2017-2022
STRATEGIC PLAN
INTRODUCTION

The primary goals of the plan are to:

ALIGN, CONVENE, AND/OR FACILITATE STAKEHOLDERS TO POSITIVELY ADDRESS SPECIFIC, PRESSING REGIONAL NEEDS

CHAMPION CIVIC ENGAGEMENT ON CAMPUS AND IN THE REGION

REDUCE BARRIERS TO CIVIC ENGAGEMENT AND SUPPORT PARTICIPATION ALONG A ROBUST SPECTRUM OF CIVIC ENGAGEMENT

STRENGTHEN INTERNAL OPERATIONS TO MAXIMIZE IMPACT

The strategic plan reflects these four goals and is accompanied by an appendix of specific strategies and their intended results.

The plan was researched and developed by a strategic planning and visioning team that met in 2016 and 2017 to identify and capture current and future environmental, program and operational opportunities and challenges; collect input from staff, management and board members; and shape the final plan. At a retreat in November 2016, final areas of focus were confirmed and expanded upon by the visioning team of staff.

The organization used the services of The Spark Mill, a Richmond, VA Strategic Planning firm to facilitate the process. Consultants from The Spark Mill collected information from four areas as part of the information-gathering portion of the planning process.

- Interviews with Stakeholders
- Focus Groups
- Survey
- Journal Articles and Internal Data Review
MISSION & VISION

The CCE prepares students for lives of purpose and connects student, faculty, staff, and community stakeholders in social change efforts that value the knowledge and potential in our communities.

The University of Richmond will be a vital partner to a thriving Richmond region, catalyzing lifelong learning and civic engagement.

VALUES

- We value COLLABORATION as a process of co-creation that enhances the communities of which we are a part.
- We value LIFELONG LEARNING that is enriched by reflection and grounded in context.
- We value FULL PARTICIPATION as an inclusive approach that seeks out and considers diverse perspectives, recognizes participants as whole people, and invites individuals to contribute meaningfully.
- We value INTENTIONALITY as a commitment to making strategic and sustainable choices.
GOALS AND IMPLEMENTATION

1. ALIGN, CONVENE, AND/OR FACILITATE STAKEHOLDERS TO POSITIVELY ADDRESS SPECIFIC, PRESSING REGIONAL NEEDS

1.1. Identify impact areas that could benefit most from UR’s strengths.
1.2. Form think/act tanks around specific questions and issues highlighted that utilize UR and community member strengths in order to address needs.
1.3. Support existing coalitions and offer high-value participation.
1.4. Educate students for meaningful civic participation and reflection.

2. CHAMPION CIVIC ENGAGEMENT ON CAMPUS AND IN THE REGION

2.1. Celebrate and acknowledge UR’s civic-engagement efforts through annual reports, awards program, and communications.
2.2. Support and advocate for faculty-community-engaged scholarship and teaching.
2.3. Tap into the gifts and talents of staff in order to meet the needs of our greater community and contribute to professional development and well-being
2.4. Honor and utilize the expertise of partners, citizens, and alumni.
2.5. Connect faculty and staff with opportunities for active citizenship in community organizations.
2.6. Facilitate regional efforts and discussion around coordination and alignment of volunteer engagement across multiple sectors.
2.7. Develop resources, processes, and structures that support and catalyze stakeholders’ civic-engagement ideas.

3. REDUCE BARRIERS AND SUPPORT PARTICIPATION ALONG A ROBUST SPECTRUM OF CIVIC ENGAGEMENT

3.1. Create and support new avenues for student engagement and leadership in civic engagement.
3.2. Examine our community-organization relationships and build future engagement modes that are responsive to stakeholder needs and align with our mission.
3.3. Expand modes of engagement in order to support alignment with faculty, student, staff,
and community partner needs.
3.4. Diversify participating stakeholders by reaching out to new audiences.
3.5. In partnership with others, respond to current events to provide educational context and grounding.
3.6. Ensure full participation in civic-engagement activities is possible for all students.

4. STRENGTHEN INTERNAL OPERATIONS TO MAXIMIZE IMPACT

4.1. Re-organize staff based on strategic goals and priorities.
4.2. Improve onboarding, communication, and registration processes for stakeholders.
4.3. Communicate the story of CCE to drive participation and general understanding of organization.
4.4. Analyze our overall budget and organize fundraising as needed to support our strategic goals.
4.5. Develop a strategic direction for UR Downtown with stakeholders on and off campus.
4.6. Cultivate creative modes of assessment to drive our work and decisions, and contribute to a national conversation about assessment in higher education.
ACKNOWLEDGMENTS

Strategic Planning Team
Faizan Chaudhry, student representative
Kimberly Dean
Terry Dolson
Bryan Figura
Dr. Sylvia Gale
Dr. Amy Howard
Adrienne Piazza
Sarah Milston, The Spark Mill
Lindsey O-Pries, The Spark Mill

Advisory Council
Ms. Ali Bayler
Ms. Tara Casey
Ms. Miriam Davidow
Ms. Vanessa Diamond
Mr. Harold Fitrer
Ms. Veronica Fleming
Dr. Malcom Hill
Mr. Damon Jiggetts
Dr. Todd Lookingbill
Dr. John Moeser
Ms. Emily Onufer
Mr. Ryan Rinn
Ms. Shital Thekdi
Mr. Jonathan Zur
APPENDIX

Stakeholders

INTERVIEWS
Gwen Corley
Anthony Crenshaw
Ron Crutcher
Vanessa Diamond
Jennifer Erkulwater
Tanya Gonzales
Bobby Hackett
Todd Lookingbill
Chuck Mike
Lisa Miles
Lynn Pelco
Rosemarie Wiegandt
Nicole Sackley
John Saltmarsh
Kerstin Soderlund
Thad Williamson
Jamelle Wilson

FOCUS GROUPS
UR Student Coordinators
August 23, 2016
UR Student Development Leadership Team
September 13, 2016
Build-It Meeting
September 26, 2016
UR Provost’s Deans and Directors Meeting
October 5, 2016
Student Athletic Advisory Committee
October 17, 2016
Bonner Students
October 19, 2016

STUDENT ATTENDEES
Kobie Crosley
Timothy (T.J.) Benedict
Elizabeth (Liz) Nigro
William (Will) Stith.
Mitchell Goldberg
Canyon Teague
Karleigh Mike
Alicia Hudalla
Micaela Parson
Isabella Rusher
Sophie DiPetrillo
Carolyn Chambers
Hunter Rooney
Elisabeth (Ella) Stout
Ashley Gross
Erin Dunstan
Marsha Robinson
Marisa Ruskan
Haley Preschutti
Devani Smith
Maggie Pope
Yani Abagaro
Mony Aboul-Nour
Kokou Alassie
Brenden Carol
Faizan Chaudhry
Javier Cifuentes
Emily Foo
Cami Gonzalez
David Harry
Benjamin Kornegay
Kyong Lee
Vivian Lee
Rebecca Nguyen
Emily Onufer
Lindsay Palmisano
Emma Ratini
Melvin Sanchez
Katie Tanner
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<tr>
<th>Arthur Tartee</th>
<th>Jeanette Lam</th>
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**FACULTY/STAFF ATTENDEES**

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<th>Andy Gurka</th>
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<td>Tina Cade</td>
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Articles and Resources

https://www.aspeninstitute.org/publications/stronger-nonprofits-stronger-communities/


**Local/Regional**


**Best Practices Links**

Lafayette College's Economic Empowerment and Global Learning Project (EEGLP) led by Fluney Hutchinson - [https://eeglp.lafayette.edu/about/](https://eeglp.lafayette.edu/about/)

Whitesburg, KY (a collaboration with Appalshop, which is led by Dudley Cocke) - [https://eeglp.lafayette.edu/whitesburg-kentucky/](https://eeglp.lafayette.edu/whitesburg-kentucky/)

University of Michigan Center for Engaged Academic Learning - [http://lsa.umich.edu/ceal](http://lsa.umich.edu/ceal)