



Virginia Commonwealth University Division of Community Engagement



STRATEGIC PLAN

2013-2018



VCU

VIRGINIA COMMONWEALTH UNIVERSITY

Community Engagement

www.community.vcu.edu



Acknowledgements

This strategic plan sets an exciting course for the VCU Division of Community Engagement. Over the next five years we will define and put in motion a new model for community engagement that will strengthen university-community partnerships and prepare citizens to address critical needs in our communities. This plan attempts to reflect the many voices heard from colleagues in the University and Richmond region as we defined the Division's unique role and responsibilities at Virginia Commonwealth University.

A special thanks to the Division leadership team that consisted of Erin Burke-Brown, Tina Carter, Valerie Holton, Edward Howard, and Lynn Pelco. These individuals committed time, creative thought, honest critique, and dedication to our core mission. The Division staff provided input at the various stages of development. Thanks to Nannette Bailey, Anthony Brazeau, Jenny Callear, Rachel Douglas, Rebekah Holbrook, Seth Leibowitz, Nerice Lochansky, Anita Nadal, Laura Pilati, Brenda Ratcliffe, Rachel Rhoney, Chris Rillstone, Shelly Schuetz, Eleanor Sharp, Mary Slade, Scott Stech, Audrey Trussell, Jake Park, and Holly Whitt. A very special thanks to Greg Brittingham of Performance Management Group and his team. He was an extremely patient coach.

This ambitious plan emulates the words of T. S. Eliot, "Only those who risk going too far can possibly find out how far one can go."

Let's get started.

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The Quest for Distinction

The VCU Quest for Distinction, adopted in 2011, identifies current institutional goals and strategies for capitalizing on the exceptional assets and opportunities that form the VCU experience¹, and establishes four priorities:

1. Become a leader among national research universities in providing all students with high quality learning/living experiences focused on inquiry, discovery, and innovation in a global environment.
2. Attain preeminence as an urban, public research university by making contributions in research, scholarship, creative expression, and clinical practice to advance knowledge and enhance the quality of life.
3. Achieve national recognition as a fully-integrated research university with a commitment to human health.
4. Become a national model for community engagement and regional impact.

Community engagement is a high priority *Quest for Distinction* theme that broadly impacts the other three *Quest* themes. Through community-engaged teaching, community-engaged research, and community-engaged service/outreach, VCU faculty, students, and staff collaborate with community partners to address critical social needs and to develop the engaged citizens of tomorrow.

VCU already has achieved distinction for its community engagement. VCU is one of only 40 universities nationwide that have been recognized by the Carnegie Foundation as both a High Research Activity university and a Community Engaged campus. Additionally, VCU receives annual national recognition as a member of the President's Higher Education Community Service Honor Roll; and in 2013, VCU achieved Honor Roll with High Distinction recognition. VCU is also the recipient of a NIH-funded Center for Translational Sciences Award which promotes community-engaged research.

Community Engagement

Community engagement is the 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.² The community is defined as a group of people external to the campus who are affiliated by geographic proximity, special interest, similar situation or shared values. Communities may share characteristics such as age, ethnicity, gender, or sexual orientation.³

The purpose of community engagement is to combine university knowledge and resources with those of the community in order 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
- Contribute to the public good

Community engagement describes activities that are undertaken with community members in reciprocal partnerships. Through these partnerships there are collaborative community-campus definitions of problems, solutions and measures of success. Community engagement requires processes in which the university recognizes, respects, and values the knowledge, perspectives, and resources of community partners; and that partnerships are designed to serve a public purpose,

1 VCU's strategic plan is an ever evolving document providing guidance toward current and future priorities. Phase 1 of the plan was called *Strategic Plan for the Future of Virginia Commonwealth University* (1993-1998); Phase II, *Strategic Plan for the Future Phase II* (1998-2006); Phase III, *VCU 2020: Vision for Excellence* (2006-2011); and Phase IV, *VCU Quest for Distinction* (2011-2017).

2 The Division of Community Engagement (DCE) Strategic Plan incorporates elements of community engagement as defined by the Carnegie Foundation. http://classifications.carnegiefoundation.org/downloads/community_eng/first-time_framework.pdf.

3 Community Engagement: Key Terms and Definitions. <http://www.community.vcu.edu/files/2011/12/CER-Definitions-with-References.pdf>.

building the capacity of individuals, groups, and organizations involved to understand and collaboratively address issues of public concern. The terms and definitions related to community engagement at VCU have been developed by the Council for Community Engagement and approved and incorporated into the VCU Data Dictionary.

The Special Significance of Community Engagement at VCU

VCU embraces and excels in community engagement because it has been a central tenet of the university's history and mission. VCU is not only physically, but socially and economically intertwined with the City of Richmond, and the dynamic interaction has contributed to the growth and prosperity of the region as well as the university. Community engagement at VCU is grounded in a number of realities:

1. As a large public university located in the heart of the state's capital city, VCU was founded with a unique mission among institutions of higher education in Virginia. Its location provides a special opportunity and responsibility to share its vast array of resources to address local issues. Through community engagement, VCU continues to uphold its founding purpose and mission.

It has become increasing apparent that the conditions prevailing in our urban centers present many of our most critical national, state and local problems. However we may view the social, political or economic issues facing our nation today, we are aware that our future depends in large part upon the wisdom with which we attack and solve the dilemmas of our...cities...Rarely has so challenging an opportunity to combine the free pursuit of knowledge in its own right with the ready availability of that knowledge for the enlightenment and enrichment of the larger community of which it is a part been presented to an institution of higher education.

Report of the Commission to Plan for the Establishment of a Proposed State-Supported University in the Richmond Metropolitan Area, 1967.

2. Metro-Richmond is a growing region that provides unique opportunities to engage in transformational research and teaching. Community engagement fosters informed and relevant scholarship and engenders transformational learning opportunities.
3. With nearly 32,000 students and more than 19,000 employees, VCU is an integral part of the Richmond metropolitan area and has had a significant physical and economic impact, and will continue to do so. This is where we live, work and raise our families. Community engagement provides us with opportunities to improve our neighborhoods and communities.
4. Community engagement allows employees to live their values in the workplace. Community engaged employees are more likely to feel rewarded by their work and less likely to leave for other jobs.

Listening and Reflecting

As a part of the DCE strategic planning process a review was conducted of units with similar missions at peer institutions to ascertain their structure and functions that could be informative to the planning process. In addition, input from nearly 100 university staff, faculty, administrative leaders and outside partners was obtained through a series of input sessions and individual interviews on ways to strengthen community engagement activities and outcomes. The following provides a summary of the key messages that emerged, and care was taken to reflect them in the plan:

Develop a Culture of Community Engagement

DCE can help educate faculty, students and staff on the mutual benefits of community-university partnerships. As key advocates for community-university partnership development, the DCE can help university officials establish mechanisms that encourage the development of interdisciplinary teaching, scholarship, and service partnerships to address community and regional issues and link the talents and resources of the two campuses with those of the community. VCU will be viewed as the "go to" place for scholars interested in community engagement.

Maintain Focus on Community Engagement Priorities and Objectives

DCE can facilitate university-community partnerships that focus on *Quest for Distinction* priorities:

1. Improving pK-12 Education
2. Increased access to quality health care
3. Workforce and economic development
4. Vibrant and sustainable communities

DCE can help the university community deepen its understanding of community strengths, needs, and priorities across the region and identify opportunities for meaningful community engagement.

Increase Community Outreach and Involvement

VCU can play a critical role in the region by actively engaging with community-based organizations, community residents, government officials, and the private sector to collaboratively identify needs and craft solutions. The DCE can serve as the conduit for establishing the university-community partnerships that address identified needs and opportunities.

Utilize DCE as a Communication Hub for Community Engagement

One of VCU's strengths also presents challenges – the number and scope of teaching, research and community engagement activities. The DCE can serve as a central clearinghouse for information on current and past VCU community engagement activities, best practices, and opportunities for staff, faculty, students and citizens to work together to address pressing issues.

Strengthen Community Engagement Evaluation and Scholarship

The lasting value of community engagement should be measured by sustained, positive change in the community and region. Documenting and disseminating information about what works, and what doesn't work, will build a knowledge base of best practices that can be used to guide human and financial capital investments in our region and across the country.

Reflecting on these messages and the potential for community engagement to be truly distinctive at VCU, a new Vision and Mission Statement with Operating Principles were composed that illuminate the role of the Division of Community Engagement in VCU's quest to become a preeminent public urban research university.

DCE Vision

VCU is a community of engaged citizens, working together, changing lives.

DCE Mission

The VCU Division of Community Engagement mobilizes university-community partnerships that generate innovative solutions to societal challenges and prepares the engaged citizens of tomorrow.

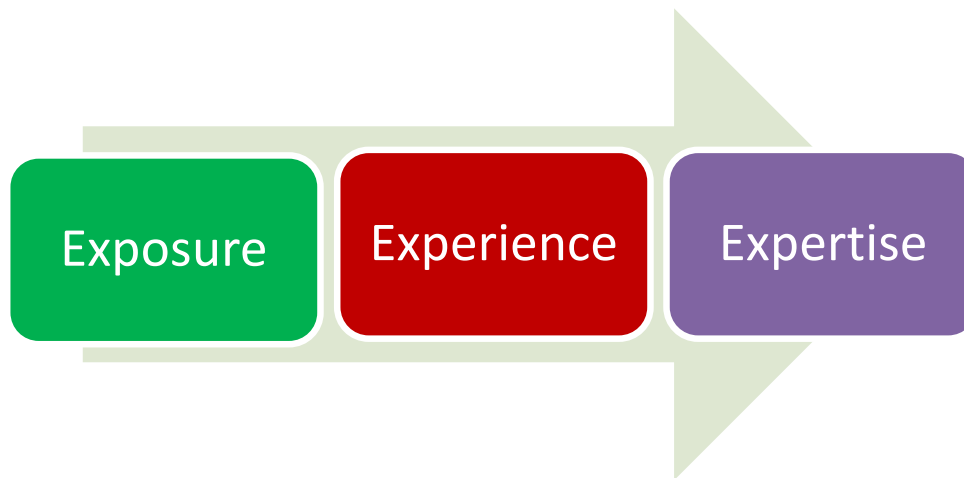
DCE Operating Principles

The Core Values outlined in the Quest for Distinction are fully reflected in DCE activities. To support these values and pursue its unique Mission, DCE has identified five key operating principles that guide our work:

1. To value and respect the knowledge and expertise that exists within communities.
2. To support collaborative university-community partnerships built on trust and reciprocity.
3. To seek out, engage, and value diverse perspectives and experiences that forge practical and innovative solutions.
4. To advance and disseminate new knowledge and best practices through community engaged scholarship.
5. To develop and adopt a model of best practices in community engagement - the DCE Model of Excellence for University-Community Partnerships.

The DCE Model of Excellence for University-Community Partnerships

We believe that university-community partnerships and community engagement activities exist on a continuum along which participants develop deeper and more transformative relationships with each other. These participants include both individuals and groups from both inside and outside the university. The continuum involves the development of partners' knowledge, skills, values and beliefs and ranges from Exposure to Community Engagement to Expertise in Community Engagement.



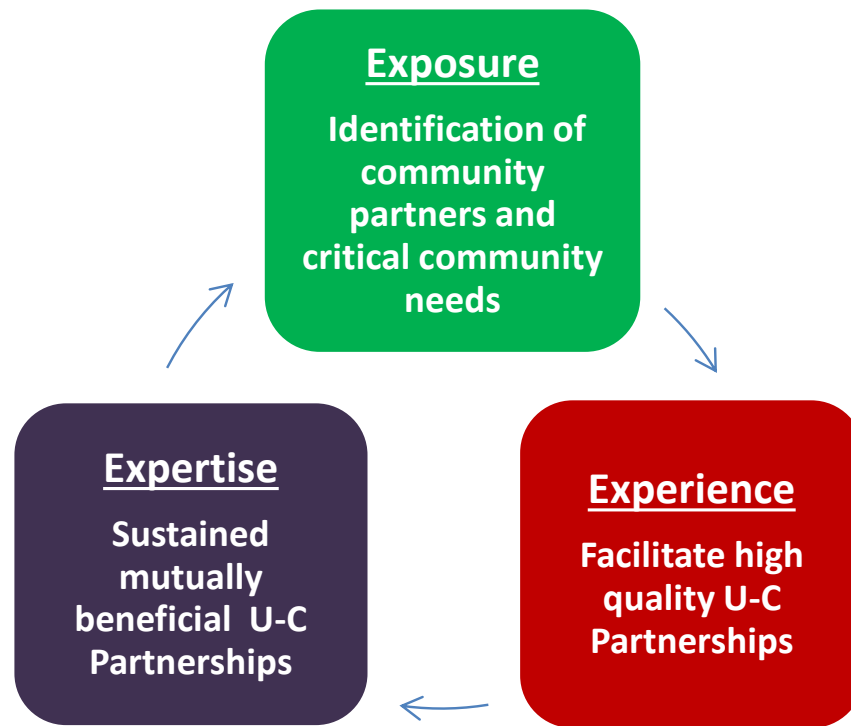
We define a university-community partnership as a sustained collaboration between institutions of higher education and communities for the mutually beneficial exchange, exploration, and application of knowledge, information, and resources. To develop and sustain high-quality university-community partnerships, the Division of Community Engagement works to build the capacity of individuals and organizations so that they move along the Exposure-Experience-Expertise Continuum. Excellence will be achieved when a critical mass of individuals on our campus demonstrate expertise in developing and sustaining university-community partnerships that effectively address critical community issues, thereby earning VCU's recognition as a national model.

The DCE Model of Excellence for University-Community Partnership, then, is comprised of a series of interconnected and developmentally-sequenced training and support activities designed to successfully move faculty, staff, students and community members through the Exposure-Experience-Expertise Continuum. By moving from a novice to expert level of community engagement understanding, individuals and groups will be better equipped to build and sustain university-community partnerships that generate innovative solutions to societal challenges. The Exposure-Experience-Expertise Continuum applies to community-engaged outreach, learning, and research, and seeks to develop a community of engaged citizens.

VCU is a high-research activity university. As a critical VCU unit, the Division of Community Engagement supports disciplinary and interdisciplinary research that addresses critical social issues through university-community partnership activities. The DCE Model of Excellence supports the development of VCU faculty, staff, students, and community partners who operate at all levels of the Exposure-Experience-Expertise Continuum. However, it is at the expert level of community engagement where new knowledge will be generated to solve social problems through transformative university-community partnership research projects (see Strategies 1C, 2C & 3C). DCE faculty and staff will collaborate with these experts and their partners to support disciplinary and interdisciplinary community-engaged research.

Additionally, the Division of Community Engagement will engage in research to evaluate its own practices that are developed to support community engaged outreach, teaching and research programs, and will disseminate the results of this research (see Goal 4). Specifically, the Division will engage in ongoing research to study the effectiveness of the DCE Model of Excellence as a model for moving a critical mass of university faculty, staff, and students through the Exposure-Experience-Expertise Continuum. Findings from this research will be used to improve the model and will be disseminated through both traditional (e.g., journal publications and professional conference presentations) and nontraditional (e.g., community forums, open-access newsletters) outlets to insure that the model is available for use by other communities and universities around the world.

The DCE Model of Excellence for University-Community Partnerships



Goals

DCE has identified five broad goals that provide a framework for determining action priorities. The strategies for achieving each goal are closely linked to the DCE Model of Excellence for University-Community Partnerships. The tables on the following pages outline strategies, actions and key milestones for each goal with targets to be accomplished during a one year to four year period.

- ◇ **Goal 1:** Develop, demonstrate, research and disseminate high quality community engaged outreach programs.
- ◇ **Goal 2:** Develop, implement, research and disseminate high quality community engaged learning experiences.
- ◇ **Goal 3:** Support rigorous community engaged research that advances disciplinary and interdisciplinary knowledge and contributes to the well-being of communities.
- ◇ **Goal 4:** Develop, implement, research and disseminate the DCE Model of Excellence for University-Community Partnerships.
- ◇ **Goal 5:** Develop and align human and fiscal resources that support innovative programs and new initiatives that reflect the DCE Strategic Plan.

By attaining these goals, VCU will enhance its position as a national model for community engagement and regional impact, and advance additional priorities of the Quest for Distinction by enhancing student success with high quality learning experiences; generating and disseminating new knowledge and creative activity that will enhance the quality of life; and facilitating interdisciplinary research that contributes to human health.

Tables of Goals, Strategies, Actions, and Milestones

Goal 1: Develop, demonstrate, research and disseminate high quality community engaged outreach programs.		
Strategy	Actions	Milestones
Strategy 1A: Provide opportunities to learn about university-community outreach and engagement. (Exposure)	<p>1A¹: Develop and offer a variety of awareness-building learning opportunities about university-community outreach tailored to faculty, staff, students and community partners (e.g., bus tours, lectures, brown bag lunches, partnership showcases).</p> <p>1A²: Convene and co-sponsor campus community engagement events of regional and national interest.</p> <p>1A³: Compile a comprehensive list of strategic community partners.</p> <p>1A⁴: Develop, expand, and promote online information and resources related to community engagement.</p> <p>1A⁵: Promote activities that qualify for community service leave.</p> <p>1A⁶: In collaboration with Division of Student Affairs, expand and promote community service opportunities for students.</p>	<p>1A¹: Develop an annual calendar of awareness-building opportunities (2013-2014).</p> <p>1A¹: Pilot 3 different formats of awareness-building outreach opportunities (2013-2014).</p> <p>1A²: Convene/co-sponsor at least one campus event per semester (2013-2014).</p> <p>1A³: List is completed, available and regularly updated (2013-2018). Use list to develop a community partnership map (2014-15)</p> <p>1A⁴: Enhance and promote DCE web presence on new VCU website (2013-2014).</p> <p>1A⁴: Expand circulation of DCE newsletter (2013-2014).</p> <p>1A⁵: Increase by 5% the percentage of VCU employees who use community service leave hours (2013-2015).</p> <p>1A⁶: Increase in student service hours toward 1 million hour goal (benchmarked in 2012-13)</p>

Goal 1: Develop, demonstrate, research and disseminate high quality community engaged outreach programs.

Strategy	Actions	Milestones
	<p>1A⁷: Integrate community engagement messaging in all hiring and orientation training for faculty and staff.</p> <p>1A⁸: Operate annual Caring to Act calendar of community outreach opportunities.</p> <p>1A⁹: Celebrate and publically recognize exemplary university-community partnerships and their positive reciprocal impacts. (in collaboration with Council for Community Engagement).</p>	<p>1A⁷: Materials developed in collaboration with Human Resources and Office of Faculty Recruitment and Retention (2013-2014).</p> <p>1A⁸: Post and promote a minimum of 2 signature Caring to Act community outreach opportunities per semester (2013-2014).</p> <p>1A⁹: Assess current community celebration practices and identify strategies for improvement. (2013-2014).</p> <p>1A⁹: Identify and promote a minimum of 25 successful university-community partnership stories e.g. DCE blog and social media.</p>
Strategy 1B: Provide training and consultations that facilitate high-quality university-community outreach. (Experience)	<p>1B¹: Identify best practices for outreach programming and integrate these practices into staff training for all DCE outreach programs.</p> <p>1B²: Create high-quality school-day, out-of-school and pipeline programs for K-12 students.</p>	<p>1B¹: Best practices identified (2013-2014). Staff training developed and evaluated for all DCE outreach programs (2013-2015).</p> <p>1B²: Revise evaluation plan for VCU AmeriCorps Program. Move AmeriCorps to national competitive status by 2015-2016.</p>

Goal 1: Develop, demonstrate, research and disseminate high quality community engaged outreach programs.

Strategy	Actions	Milestones
	<p>1B³: Administer advisory groups, such as the neighborhood team and MFYC advisory group that facilitate university-community dialogue on critical issues facing the community.</p> <p>1B⁴: Support VCU Neighborhood team in the implementation of practices that facilitate positive university-neighborhood relations.</p>	<p>1B²: Completion of strategic plans for Mary & Frances Youth Center and Health Sciences Academy (2013-2014).</p> <p>1B³: Establish advisory groups with their goals and objectives (2013-14).</p> <p>1B⁴: Conduct annual survey with civic association leaders. Document successful strategies that have improved relations with neighborhoods. (2013-14)</p>
Strategy 1C: Provide support for the creation and dissemination of new knowledge about VCU outreach program impacts. (Expertise)	<p>1C¹: Identify faculty and doctoral student collaborators with research interests that are aligned with DCE outreach programs.</p> <p>1C²: Identify external grant funding to support DCE community outreach programs.</p>	<p>1C¹: Faculty members and doctoral students identified and collaborative research projects articulated (2013-2015)</p> <p>1C²: At least 2 external funding sources identified and requests submitted (2013-2014)</p>

Goal 2: Develop, implement, research and disseminate high quality community engaged learning experiences.		
Strategy	Actions	Milestones
Strategy 2A: Provide opportunities to learn about community engaged learning. (Exposure)	<p>2A¹: Develop and offer a variety of awareness-building learning opportunities about community-engaged learning that are tailored for faculty, staff, students and community partners (e.g., lectures, brown bag lunches, service-learning class showcases, ASPIRE student recruitment).</p> <p>2A²: Develop community engaged teaching and learning materials and post these on the DCE, service-learning, and ASPIRE websites.</p>	<p>2A¹: Develop an annual calendar of awareness-building opportunities (2013-2014)</p> <p>2A¹: Pilot 3 different formats of awareness-building learning opportunities (2013-2014)</p> <p>2A²: Materials developed/expanded and posted (2013-2014)</p>
Strategy 2B: Provide training and consultations that facilitate high-quality community-engaged learning (Experience)	<p>2B¹: Improve and expand the community-engaged learning institute training model, particularly to include community-engaged learning in ASPIRE and co-curricular programs.</p> <p>2B²: Provide faculty consultations to individual faculty members and to academic programs that want to teach service-learning &/or pursue research on service-learning (e.g., Scholarship of Teaching and Learning).</p>	<p>2B¹: Institute model created and offered to support the development of high-quality community-engaged learning in ASPIRE and co-curricular programs (2013-2015)</p> <p>2B²: Track number of sessions and by discipline (2013-14)</p>

**Goal 2: Develop, implement, research and disseminate high quality
community engaged learning experiences.**

Strategy	Actions	Milestones
	<p>2B³: Collaborate with campus units to develop community-engaged learning experiences (e.g., Alternative Spring Break, Student Organizations, Community Work Study, and Living-learning communities).</p> <p>2B⁴: Increase the number of students enrolled in designated service-learning courses, particularly in the University College and Monroe Park graduate programs, to reach ULI goal.</p> <p>2B⁵: Increase the number of students enrolled in ASPIRE.</p> <p>2B⁶: Increase community engaged learning opportunities linked to DCE outreach programs, e.g. internships, service-learning placements, development of specialized courses.</p> <p>2B⁷: Develop a Community Studies Minor.</p>	<p>2B³: Develop and pilot community-engagement orientation and reflection modules for co-curricular, living-learning communities, and community-based work-study assignments (2013-2015)</p> <p>2B⁴: 3,500 students/year (2013-2014) 5,000 students/year (2017-2018)</p> <p>2B⁵: 150 ASPIRE students (2013-2014) 200 ASPIRE students (2014-2015)</p> <p>2B⁶: Mary & Frances Youth Center, Carver Partnership & Health Sciences Academy developed as high quality placements for students (2013-2014).</p> <p>2B⁷: Undergraduate course developed in youth mentoring (2014-2015).</p> <p>2B⁷: Submit paperwork for approval for new minor (2013-2014).</p>

**Goal 2: Develop, implement, research and disseminate high quality
community engaged learning experiences.**

Strategy	Actions	Milestones
Strategy 2C: Provide support for the creation and dissemination of new knowledge about VCU community-engaged learning impacts. (Expertise)	<p>2C¹: Operate Faculty Fellows program in Service-Learning and ASPIRE.</p> <p>2C²: Support faculty, staff, community members and students in developing community-engaged learning research products.</p>	<p>2C¹: 5 faculty fellows supported (2013-2014).</p> <p>2C²: Number of community-engaged learning research project presentations, publications, and grants developed by faculty, staff, community partners and students (benchmark 2013-14).</p>
Strategy 2D: Establish continuing studies courses and programs that respond to workforce development needs.	<p>2D¹: Identify priority areas for workforce development.</p> <p>2D²: Offer courses in service-learning pedagogy for K-12 teachers.</p> <p>2D³: Collaborate with Bridging Richmond Workforce Development Advisory Group.</p>	<p>2D¹: Priorities established (2013-14).</p> <p>2D²: Consultation and support to School of Education (2013-2015).</p> <p>2D³: Advisory group is active (ongoing).</p>

Goal 3: Support rigorous community engaged research that advances disciplinary and interdisciplinary knowledge and contributes to the well-being of communities.

Strategy	Actions	Milestones
Strategy 3A: Enhance awareness of community engaged research (i.e., CEnR) among faculty, staff, students, and community partners (Exposure)	<p>3A¹: Identify and disseminate information about current CEnR.</p> <p>3A²: Deliver presentations on CEnR .</p> <p>3A³: Develop promotion materials to educate the campus community about the community-engaged research resources and supports available through the DCE and across the campus.</p> <p>3A⁴: In collaboration with university and community partners, assess community needs and disseminate findings to faculty, staff, and students.</p>	<p>3A¹: At least one presentation each to faculty, staff and students (2013-2014).</p> <p>3A²: Materials developed/expanded and posted (2013-2014).</p> <p>3A³: Promotional materials developed and distributed (2013-2014).</p> <p>3A⁴: Evaluate current system for identifying CEnR and make necessary changes (2013-2014).</p> <p>3A⁴: Gather and make accessible existing reports of community needs in the VCU Quest focus areas (2013 – 2014). Determine mechanisms for ongoing collection of community data to inform university partners (2014-15).</p> <p>3A⁴: Support the use of VIVO and other mechanisms to connect scholars and community partners interested in community engaged research (2013-14).</p>

Goal 3: Support rigorous community engaged research that advances disciplinary and interdisciplinary knowledge and contributes to the well-being of communities.

Strategy	Actions	Milestones
Strategy 3B: Collaborate with university and community partners to provide training and consultations that facilitate high-quality community-engaged research (Experience)	<p>3B¹: Develop and offer a variety of professional development opportunities related to community-engaged research that are tailored for faculty, staff, students and community partners (e.g., lectures, brown bag lunches, community-engaged research showcases).</p> <p>3B²: Improve and expand the Community-Engaged Research Institute model.</p> <p>3B³: Develop community-engaged research materials and post these on DCE website.</p> <p>3B⁴: Improve and expand the Community-Engaged Research Interest Group structure and activities.</p>	<p>3B¹: A minimum of 2 professional development and networking events held per semester (2013-2014).</p> <p>3B¹: In collaboration with university and community partners, develop a year-long training series on community-engaged research (2013-2014).</p> <p>3B²: Annual Community-Engaged Research Institute created and offered in collaboration with other units to support the development of high-quality community-engaged research (2013-2017).</p> <p>3B³: Materials developed and posted (2013-2014).</p> <p>3B⁴: Identify faculty and staff who would be willing to serve as informal consultants (2013-2014)</p> <p>3B⁴: Facilitate Faculty Learning Community (2013-2014)</p>

Goal 3: Support rigorous community engaged research that advances disciplinary and interdisciplinary knowledge and contributes to the well-being of communities.

Strategy	Actions	Milestones
	<p>3B⁵: Support the establishment of a Community Review Board for feedback on proposed community-engaged research projects.</p> <p>3B⁶: Work with university partners to identify funding to provide financial support for community-engaged research.</p> <p>3B⁷: Incorporate community engaged research lessons within all VCU research methods classes.</p>	<p>3B⁵: Community Review Board in place with guidelines, policies, and procedures (2013-2014)</p> <p>3B⁶: Identify internal grant funding opportunities that could support community-engaged research and apply for at least one funding opportunity for community engaged research (e.g. VCU Council for Community Engagement Grant, VCU Undergraduate Research Opportunity Program, VCU Global Education Office International Strategic Initiative Awards, VCU Graduate Assistantship)</p> <p>3B⁷: Develop materials for inclusion in existing research methods classes and offer consultation to instructors (2013 – 2014)</p> <p>3B⁷: Modify a minimum of six VCU research methods classes to incorporate information about community-engaged research (2014 – 2015)</p>

Goal 3: Support rigorous community engaged research that advances disciplinary and interdisciplinary knowledge and contributes to the well-being of communities.

Strategy	Actions	Milestones
Strategy 3C: Provide support for the creation and dissemination of new knowledge about VCU community-engaged research impacts. (Expertise)	<p>3C¹: Collaborate with university and community partners to identify projects that best demonstrate high quality community-engaged research.</p> <p>3C²: Support faculty, staff, community members and students in developing community-engaged research products.</p> <p>3C³: Assist with dissemination of findings to community partners, practitioners, and scholars.</p> <p>3C⁴: In partnership with the library and other VCU partners, develop an open source, online repository for community engaged scholarship (2013-2014).</p>	<p>3C¹: Collaborate with university partners (e.g. VCU Center for Translational Research, Office of Research, Office of Planning and Decision Support) to develop mechanisms for identifying and tracking community-engaged research efforts and their impacts (e.g. scholarly products, capacity building) (2013-17).</p> <p>3C²: Develop a model for facilitating faculty, staff, community member and student consultations focused on community engaged research projects (2014-2015).</p> <p>3C³: Develop resource list of places and formats for dissemination (2013-2014).</p> <p>3C⁴: Launch an online, open source journal focused on projects that exemplify community engaged scholarship (2014-15).</p>

Goal 3: Support rigorous community engaged research that advances disciplinary and interdisciplinary knowledge and contributes to the well-being of communities.

Strategy	Actions	Milestones
	3C ⁵ : In partnership with other VCU units and disciplinary scholars, assess the impact of university-community partnerships on communities.	3C ⁵ : Develop mechanisms for data collection and timeline for implementation. Collaborate with VCU Center for Translational Research and the Office of Planning and Decision Support (2013 – 2015).

Goal 4: Develop, implement, research and disseminate the DCE Model of Excellence for University-Community Partnerships.

Strategy	Actions	Milestones
Strategy 4A: Articulate the DCE Model for Excellence in University-Community Partnership that is grounded in the VCU experience. (Exposure. Experience. Expertise)	<p>4A¹: Identify foundational skills for establishing and sustaining university-community partnerships.</p> <p>4A²: Create a DCE Model for Excellence for establishing and sustaining university-community partnerships that can be tailored for staff and faculty, community partners, and students.</p>	<p>4A¹: Literature review completed (2013-2014).</p> <p>4A¹: Review of exemplary VCU university-community partnerships (2013-2014).</p> <p>4A²: Summary report written that provides DCE guidelines for establishing and sustaining mutually beneficial university-community partnerships (2013-2015).</p>
Strategy 4B: In collaboration with university and community partners, evaluate, research, and disseminate the DCE Model for developing university-community outreach.	<p>4B¹: Evaluate and research the effectiveness of the VCU model for developing university-community outreach.</p> <p>4B²: Disseminate findings to community partners, practitioners, and scholars.</p>	<p>4B¹: Literature review completed on best-practice models/strategies for developing university-community outreach (2013-14).</p> <p>4B¹: Logic model and evaluation plan created (2013-2014).</p> <p>4B²: Number of presentations made (benchmark 2013-2014).</p> <p>4B²: Number of written pieces created (benchmark 2013-2014).</p>

**Goal 4: Develop, implement, research and disseminate the DCE Model of Excellence
for University-Community Partnerships.**

Strategy	Actions	Milestones
Strategy 4C: In collaboration with university and community partners, evaluate, research, and disseminate the DCE Model for developing high-quality community-engaged learning experiences.	<p>4C¹: Evaluate and research the effectiveness of the VCU model for developing high-quality community-engaged learning experiences.</p> <p>4C²: Disseminate findings to community partners, practitioners, and scholars.</p>	<p>4C¹: Literature review completed on developing co-curricular community-engaged learning experiences (2013-2014).</p> <p>4C¹: Logic model and evaluation plan created for developing high quality community engaged learning experiences (2013-2014).</p> <p>4C²: Number of presentations made (benchmark 2013-2014).</p> <p>4C²: Number of written pieces created (benchmark 2013-2014).</p>
Strategy 4D: In collaboration with university and community partners, develop, research, and disseminate the DCE Model for community engaged research.	<p>4D¹: Evaluate and research the effectiveness of the Model for developing and conducting CEnR.</p> <p>4D²: Disseminate findings to community partners, practitioners, and scholars.</p>	<p>4D¹: Literature review completed on best practice models/strategies for conducting community-engaged research (2013-2015).</p> <p>4D¹: Logic model and evaluation plan created for developing expert community engaged scholars (2013-2015).</p> <p>4D²: Number of presentations made (benchmark 2013-14).</p> <p>4D²: Number of written pieces co-authored (benchmark 2013-2014).</p>

**Goal 4: Develop, implement, research and disseminate the DCE Model of Excellence
for University-Community Partnerships.**

Strategy	Actions	Milestones
Strategy 4E: Assist in the development of promotion and tenure review and staff evaluation guidelines that recognize the value of community engagement and community-engaged scholarship.	<p>4E¹: Develop materials to guide the academic units in the evaluation of community engaged scholarship for annual reviews and promotion and tenure reviews.</p> <p>4E²: Develop evaluation measures and language for incorporation into the annual review process for VCU staff.</p>	<p>4E¹: Collaborate with the Vice Provost for Academic and Faculty Affairs to distribute materials to academic units and P & T committees and provide training and consultations as requested (2013-2015).</p> <p>4E²: Develop VCU staff evaluation performance measures for community engagement in collaboration with Human Resources and (2013-2015).</p> <p>4E²: Develop language and make accessible for staff to use in their annual review self-assessments (2013-15).</p>
Strategy 4F. Develop an array of mechanisms for increasing awareness of DCE as a resource for community engagement within the university and the community.	<p>4F¹: Work with the Provost to assign DCE staff to key VCU committees and councils.</p> <p>4F²: Identify and appoint DCE staff to strategic community boards or advisory groups.</p> <p>4F³: Enhance and increase the communications from DCE to internal and external stakeholders.</p>	<p>4F¹: Potential VCU entities identified and staff assigned (2013-2015).</p> <p>4F²: Potential boards/advisory groups identified and staff assigned (2013-2015).</p> <p>4F³: Increase the distribution of the DCE electronic newsletter and annual report (2013-2014).</p> <p>4F³: Explore and develop plans for other communication mechanisms that are cost effective (2013-2014).</p>

**Goal 4: Develop, implement, research and disseminate the DCE Model of Excellence
for University-Community Partnerships.**

Strategy	Actions	Milestones
	4F ⁴ : Pursue a centralized location for core DCE staff and community engagement functions that has easy access for university and community partners.	4F ⁴ : Collaborate with other VCU units that would benefit from co-location with community engagement to submit proposal (2013-2015).

Goal 5: Develop and align human and fiscal resources that support innovative programs and new initiatives that reflect the DCE Strategic Plan.

Strategy	Actions	Milestones
Strategy 5A: Restructure DCE operations to reflect new strategic plan priorities.	<p>5A¹: Revise DCE organizational chart and positions to align with new strategic plan activities. Strengthen the capacity of the VCU Council for Community Engagement to increase awareness of and participation in community engagement within their units.</p> <p>5A²: Develop DCE staff training activities related to the DCE model of university-community engagement (Exposure. Experience. Expertise)</p>	<p>5A¹: Organizational chart revised (2013-2014). VCU Council for Community Engagement structure, roles, and responsibilities modified (2013-2015).</p> <p>5A¹: Community engagement training developed and provided to Council for Community Engagement members (2013-2015).</p> <p>5A²: DCE staff training content created and piloted (2013-2015).</p>
Strategy 5B: Collaborate with relevant VCU units to develop data collection systems for tracking community engagement and its impacts.	5B ¹ : Consult with Student Affairs and Office of Planning and Decision Support to create a system for community engagement data collection (refer to Strategy 3C.)	5B ¹ : Generate a set of recommendations regarding systematic data collection on community engagement (2013-2015).
Strategy 5C: Apply for national recognitions in community engagement to include the 2015 Carnegie designation as Community Engaged Campus and the annual President's Higher Education Community Service Honor Roll.	5C ¹ : Work groups established to prepare applications.	<p>5C¹: Carnegie application submitted April 15, 2014.</p> <p>5C¹: President's Higher Education Community Service Honor Roll application submitted each Fall.</p>

Goal 5: Develop and align human and fiscal resources that support innovative programs and new initiatives that reflect the DCE Strategic Plan.

Strategy	Actions	Milestones
	5C ² : Increase university awareness of what is required to become a national model for community engagement.	5C ² : Disseminate findings from the Carnegie data collection that highlights VCU's shortcomings and strengths as a model (2015).
Strategy 5D: Establish a fund development plan to provide resources to support DCE initiatives.	5D ¹ : Seek dedicated time of a fund development professional to identify external and internal funding opportunities for DCE strategic priorities.	5D ¹ : Funding plan developed (2013-2014). Mechanisms and resources identified that support students, staff, and faculty who are involved in community engagement initiatives.

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.