



Strategic Plan 2016 - 2021

Five broad goals represent the foundation of the MDCCC strategic plan. Over the next five years, these goals will guide the development of programs, services, and budgets designed to implement MDCCC's vision and mission.



Campus Compact
Maryland-DC



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INTRODUCTION

The Maryland-District of Columbia Campus Compact (MDCCC) is a membership association of public, private, 2- and 4-year colleges and universities. MDCCC provides leadership to colleges and universities in Maryland and Washington, D.C. by advocating, supporting, and encouraging institutional participation in academic and co-curricular public service and civic engagement programs. MDCCC strengthens the capacity of member institutions to enhance student learning and to meaningfully engage with communities. MDCCC is one of the largest affiliates in the national campus compact network, comprised of nearly 1100 of presidents and chancellors and their institutions.

In 1985 Presidents and chancellors established Campus Compact in order to advance the public purposes of higher education by:

- Empowering 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;
- Preparing students for lives of engaged citizenship, with the motivation and capacity to deliberate, act, and lead in pursuit of the public good;
- Embracing the responsibilities as place-based institutions, contributing to the health and strength of their respective communities;
- Harnessing the capacity of institutions—through research, teaching, partnerships, and institutional practice—to challenge the prevailing social and economic inequalities that threaten a democratic future; and by
- Fostering an environment that consistently affirms the centrality of the public purposes of higher education by setting high expectations for members of the campus community to contribute to their achievement.

The MDCCC 2013-2016 strategic plan focused on three major priorities including: (1) providing region-wide leadership and resources; (2) promoting engaged research, teaching, and learning; and (3) building the capacity of MDCCC to fulfill our mission. In pursuit of these strategic priorities, over the past three years MDCCC has: coordinated more than 78 workshops, conferences, and retreats for our members; provided in excess of 69 full-time AmeriCorps VISTA members to coordinate campus-community partnerships, which reduce poverty and increase access to and completion in higher education; and awarded grants to our member campuses totaling more than \$3.5 million.

Additionally, MDCCC convened two Presidents & Superintendents Dinner and Conversations through which regional leaders in education discussed ways that higher education and K-12 can collaborate to enhance college, career, and civic readiness in our region, advancing and operationalizing our P20 CONNECTS Action Plan. Several new institutional members joined the MDCCC during the past three years bring the membership total to 37. A summary of the 2013-2016 strategic priorities and accomplishments is included as Appendix No.1.

The Maryland-DC Campus Compact has created a new 2016-2021 strategic plan that will guide our work into the next decade, engaging our members, implementing key initiatives, and measuring collective success. Consistent with MDCCC's existing vision and mission statements, the new strategic plan identifies five broad goals and a number of strategic initiatives to guide the development of programs, services, and budgets designed to advance MDCCC's vision and mission over the next five years.

OUR VISION

The vision for MDCCC is to serve an integral role in assisting its member colleges and universities in developing globally engaged citizens from among their faculty, staff, and students who actively contribute to creating healthy, sustainable, and socially just communities.

OUR MISSION

The mission of MDCCC is to mobilize the collective commitment and capacity of its member colleges and universities to actively advance their respective communities through civic and community engagement.

OUR CORE VALUES

The core values below guide the Maryland-DC Campus Compact network in our service, advocacy, and partnerships with the larger community.

1. **Engaged Citizenship:** We support our students, faculty, staff, and institutions in their efforts to develop the knowledge, skills, habits, values and attitudes to be engaged citizens and partners in their local, national and global communities through service-learning and civic activities, thereby strengthening the intersection of student learning, and the intellectual, cultural, artistic, social, political and economic development of those communities.
2. **Collective Impact:** We promote collaborations between and among member institutions and partner organizations to enhance communities.
3. **Promoting Diversity:** We promote and support the value of diversity in our member institutions, faculty, staff, students and community organizations as essential to developing global citizens and creating socially just communities.
4. **Life-Long Learning:** We support programs, partnerships, and initiatives that advance access to higher education, secondary and post-secondary completion, and life-long learning.
5. **Create Equity & Justice:** Within our campus cultures, we advocate on behalf of the underserved in our local and global communities – the communities of which our institutions are a part.
6. **Reciprocity:** We recognize the importance of establishing mutually beneficial, long-term, democratic partnerships with communities, community-based organizations, and local governments.
7. **Sustainability:** We are responsible caretakers of the natural environment of which our communities are a part.

MDCCC 2016-2021 STRATEGIC PLAN GOALS

Five broad goals represent the foundation of this strategic plan. Over the next five year(s), these goals will guide the development of programs, services, and budgets designed to implement MDCCC's vision and mission. MDCCC's five goals are:

- Engaging Members and Providing Resources
- Assessing and Sustaining MDCCC VISTA Project Impact
- Implementing P20 CONNECTS to advance College, Career, and Civic Readiness
- Expanding Communication
- Developing Organizational Capacity

In order to implement these five goals, MDCCC will focus on implementing the following strategic initiatives.

GOAL 1: Engaging Members and Providing Resources

Goal Statement: Providing resources to and engaging member institutions and their staff and students is the core of our Compact's work: a critical focus for growth. By linking with offices and staff which are not traditionally connected with our programs (such as Study Abroad, Diversity, Federal Work Study, as well as various disciplines, deans, and VPs) we will support our members in further institutionalizing civic and community engagement, helping them fulfill their own institutional missions and strategic plans.

Initiatives:

1. Developing Affinity Groups
 - Peer network
 - Train the trainer
 - Scholarship of engagement
2. Expanding SLCE support and connections in the following areas:
 - Diversity
 - Federal Work Study
 - Institutional Research
 - Study abroad
 - Naming centers/fundraising
 - Access for SLCE for low-income students
3. Engaging members in advocacy around SLCE issues
 - Presidents
 - SAGE
 - CAOs & VPSAs
 - Students

GOAL 2: Assessing and Sustaining MDCCC VISTA Project Impact

Goal Statement: One of the most significant programs MDCCC offers member institutions is the opportunity to start or expand anti-poverty programming through AmeriCorps VISTA capacity building grants, which would be prohibitively complex and time-consuming for program staff as direct grantees. By creating a cohort experience, we ensure MDCCC’s VISTA member recruitment and retention rates significantly exceed national averages, providing campus partnerships a solid start. This strategic priority goal is focused on supporting the sustainability of these community projects after the 3-year funding cycle ends.

Initiatives:

1. Ensuring the sustainability of MDCCC AmeriCorps VISTA projects after the 3-year funding cycle
2. Supporting member campuses in developing AmeriCorps educational award matching capabilities
3. Create an assessment tool and resources for member institutions

GOAL 3: Implementing P20 CONNECTS

Goal Statement: The first essential question debated by our Presidents’ Council at the formation of MDCCC was; “What can we do together that we cannot do as single institutions?” That question was the genesis of our P20 CONNECTS collective impact initiative. The Maryland-DC region is unique in its institutionalized structure supporting high school graduation requirements for K-12 civic engagement through service-learning (in Maryland) and service (in DC). This establishes an opportunity to create a pipeline of college, career, and civic readiness through service and civic engagement opportunities for ALL students (as an access/equity issue). The next five years will see the development of rubrics, matrices, and MOAs to support the P20 partnerships established by each member institution. Our network will also recognize and reward best practices and model programs which highlight successful partnerships, further elevating the importance of investing in this pipeline for the long-term benefit of both our students and communities.

Initiatives:

1. Developing Rubrics/Matrices and MOA for P20 Partnerships
2. Implementing P20 CONNECTS initiatives throughout every member institution
3. Measuring and sharing the collective success of this work

GOAL 4: Expanding Communication

Goal Statement: MDCCC and our member institutions are already having a significant impact on both students and communities, yet we have barely begun to tap into our capacity to “tell the story” as a collective whole. In the next five years MDCCC will advance our institutions’ capacity to collect and share stories of impact, but even more we will advance our ability to share our collective story, at both the local/regional and national levels. We will leverage our geographic advantage of proximity in inviting government representative to visit our projects and community partnerships, and our Board members will increase their voice through op-eds in news publications. Our programs and members will be featured in traditional media venues (such as newspapers, magazines, the Huffington Post) as well as social media. Reconnecting with our eight “classes” of MDCCC VISTA alums – almost 200 in total – will provide a network of critical leaders in telling our story to larger audiences.

Initiatives:

1. Collecting and sharing stories of impact
2. Increasing presence in newspapers, magazines, Huffington Post, Stanford Review, etc.
3. Developing the MDCCC AmeriCorps VISTA alumni network

GOAL 5: Developing Organizational Capacity

Goal Statement: The above strategic goals will only be achievable through additional funding to support program implementation. Thus, developing MDCCC’s organizational capacity is essential to the success of these strategic priorities. Several next steps include developing an advisory board for fund development comprised of people outside our traditional network, such as business leaders. MDCCC will also develop specific funding opportunities and expand business sponsorship opportunities for events. By expanding membership to include 90% of all the higher education entities in the Maryland-DC region, MDCCC will solidify its role as a leading higher education membership association and increase its case to funders as well as address equity of access to service-learning and civic engagement opportunities. Last, by tapping into the retirees in the Capitol region and institutionalizing volunteer opportunities, MDCCC will expand its capacity while keeping costs and organizational infrastructure to a minimum.

Initiatives:

1. Increasing fund development
 - Advisory board
 - Expand business sponsorships
2. Expanding membership to include 90% of market share
3. Engaging volunteers

A detailed summary of the 2016-2021 five goals and strategic initiatives is included as Appendix No. 2.

BUDGETARY SUPPORT for STRATEGIC PRIORITIES

The strategic priorities as well as the ongoing operations of the MDCCC are supported, in part, through institutional dues. Institutional dues alone are insufficient to cover either the costs of operations or the strategic initiatives as identified by member institutions' presidents. Additional budgetary support for MDCCC's strategic priorities comes from federal and private grants, monetary donations, and in-kind contributions.

The MDCCC AmeriCorps VISTA and the SOS grants are pass-through funding and provide no support to hire MDCCC staff, nor do they provide significant support for MDCCC operations. The largest in-kind gift to MDCCC is the office space and utilities from Hood College. The Presidents' Institute relies on significant in-kind resource subsidies from the host institution, primarily in facilities, personnel, and costs related to food and beverage. The Senior Advisory Group for Engagement quarterly meetings and annual retreat also rely on the donation of facilities and meals of SAGE members' host institutions.

A single generous donor has provided the largest amount of private funds in direct support of MDCCC's strategic priorities. The donor has provided \$80,000 each of the past 3 years and has pledged \$100,000 for each of the next 5 years. Additionally, this same donor gifted a house to MDCCC which was sold and netted in excess of \$200,000. It is largely the monetary gifts of this single donor that support the salaries of two MDCCC staff members.

In order to expand the pool of private donors, MDCCC has been added to the list of recognized charities supported by the annual Maryland Charities Campaign. MDCCC received its first amount of funding from its listing in the Maryland Charities Campaign in 2015. A description of the listing of MDCCC in the Maryland Charities campaign solicitation materials is included in Appendix No. 3.

For the first 7 years of its existence, MDCCC has been the fastest growing Compact in the country and is already numbered among the mid-sized Compacts. With three more members MDCCC will be classified as a large Compact. MDCCC is also the first *regional* Compact in the nation and the first Compact to form as a 501c3. (Other Compacts have since followed suit with the development of Campus Compact of the Mountain West and a regional Compact combining New England Compacts. Similarly there is a significant national trend toward shifting from a host-campus program model to a non-profit model.) Given the expected future growth in the number of member institutions and the increasing complexity of its goals and strategic initiatives, MDCCC will require additional funds (beyond institutional dues) to:

- build the organizational capacity of MDCCC to serve the large and expanding membership;
- expand a culture of community and civic engagement in the Maryland-DC region by expanding and deepening effective P20 partnerships and campus-community partnerships;
- support faculty and student service-learning and/or civic engagement activities at all of the member institutions; and,
- stabilize fiscal year budget planning for MDCCC's annual activities.

Over the course of the next five years, MDCCC will continue to work with the Board, member presidents, Senior Advisory Group for Engagement (SAGE) members, and supporters to provide the resources (including personnel/staff when necessary) to support the successful implementation of the 2016-2021 strategic plan and MDCCC-MSDE P20 partnerships and campus-community partnerships initiatives. MDCCC will provide grants and other incentives to support faculty and staff at MDCCC member institutions who are developing unique service-learning or civic engagement projects or who are directing students engaged in such projects.

MEASURING SUCCESS

All Maryland-DC Campus Compact events and programs are evaluated and the evaluations inform future events and programs. However, the growth area for the next five years is moving beyond program evaluation to *assessing the impact* of programs on participants and community members. MDCCC and other Compacts across the country are working on developing assessment tools which can be used by member campuses in establishing common data through which the impact of our programs can be ascertained and the “story” of the power of civic and community engagement to transform students and communities can be better told. While a large amount of data is currently collected through the national Campus Compact member survey, further effort will be invested in telling our collective story to potential funders, state legislators, and other stakeholders.

The ability to measure success and tell our story through data, both quantitative and qualitative, is key to approaching new funding sources and sustaining existing ones. To measure success more accurately, MDCCC will develop and expand processes to determine MDCCC’s effectiveness in increasing college, career, and civic readiness. MDCCC will employ tools to record, analyze, and share data for the purpose of informing best practices across institutions, school districts, out-of-school programs, government agencies, and local implementation networks.

Monitor the quality and the frequency of MDCCC programming

- Establish self-assessment and peer-review processes that include the use of rubrics to establish and measure against standards of quality
- Establish shared online databases for recording program data and intermediate outcomes, using data from programs, registrar offices, career centers, campus surveys, community organizations and/or government agencies
- Establish methods of information sharing between MDCCC and member campuses that enhance use of the National Campus Compact survey, MDCCC AmeriCorps VISTA projects, best practices, model programs, conferences, faculty fellows programs, and workshops.

Measure the impact that MDCCC civic engagement has on college, career, and civic readiness

- Collaborate with assessment professionals in PreK-12, higher education, business, and government to assess college, career, and civic readiness progress in relation to P20 CONNECTS
- Identify and develop methods for determining MDCCC’s impact on communities and community partners, and university and college institutional culture (working with surveys, chambers of commerce, etc.)
- Seek funding to support an increase in MDCCC capacity and programming
- Establish collection methods for best practices, and utilize/build on existing assessment tools and processes developed by other states, cities, organizations, and networks

Share and utilize the data

- Use multiple channels to communicate correlations between students’ community engagement and increased college, career, and civic readiness for the purpose of expanding effective practices, recruiting new programs and partnerships, and educating the community, policy makers, and potential funders
- Collaborate with educational leadership across Maryland and DC and other established entities to include a “civic readiness” component with existing college and career readiness data and reporting
- Collaborate with school system and institutional representatives to continuously improve infrastructure among PreK-12, higher education, community partners and businesses, to increase P20 CONNECTS outcomes.

APPENDICES

Appendix No. 1 - Strategic Initiative 2016-2021

Appendix No. 2 - MDCCC Maryland Charities Campaign Listing

Appendix No. 1 - Strategic Initiatives 2016-2021

Engaging Members and Providing Resources	
1.	Developing Affinity Groups <ul style="list-style-type: none"> • Developing a Peer Network • Train the Trainer • Scholarship of Engagement
2.	Expand SLCE Support in the following areas: <ul style="list-style-type: none"> • Diversity • Federal Work Study • Utilizing Institutional Research Centers • Study Abroad • Naming Centers/Fundraising • Access for SLCE for Low-Income Students
3.	Engaging Members in Advocacy around SLCE Issues <ul style="list-style-type: none"> • Presidents • SAGE • CAOs • Students • Etc.
Assessing and Sustaining Impact	
1.	Ensuring the Sustainability of MDCCC AmeriCorps VISTA Projects
2.	Support Member Campuses in Developing AmeriCorps Educational Award Matching Capabilities
Implementing P-20 CONNECTS	
1.	Developing Rubrics/Matrices and MOA for P-20 Partnerships
2.	Implementing CONNECTS initiatives throughout every member institution
3.	Measuring and sharing the collective success of this work
Expanding Communication	
1.	Collecting and Sharing Stories of Impact
2.	Presence in Newspapers, Magazines, Huffington post, Stanford Review, etc.
3.	Developing the MDCCC AmeriCorps VISTA Alumni Network
Developing Organizational Capacity	
1.	Fund Development <ul style="list-style-type: none"> • Advisory Board • Expand Business Sponsorships
2.	Expand Membership to Include 90% of Market share
3.	Engaging Volunteers

Appendix No. 2 - MDCCC Maryland Charities Campaign Listing

2015 Maryland Charity Campaign Book number: **1481**

2016 Maryland Charity Campaign Book number: **264076820**