



Building a Great Plan Together Civic Engagement Action Plan Wartburg College 2017

Executive Summary

Vision/Mission

Our Civic Action Plan will assist Wartburg College in achieving our 21st Century Mission - embracing our immigrant experience, and heritage by challenging and nurturing students for lives of leadership and service as a spirited expression of their faith and learning.

Our new endeavor – Focus on the Future – will help frame our action plan over the next 3-5 years. Involving constituents and friends in planning has strengthened Wartburg College many times throughout its history. Collective wisdom has ensured the College’s improvement, whether through *Design for Tomorrow* and *Decade of Opportunity* in the 1970s and 1990s, or through *Commission Wartburg* and *Commission on Mission* in the 21st Century.

Commission on Mission produced Wartburg’s 2010-2020 strategic plan – *Living our Learning, Claiming our Calling, Transforming Tomorrow* – which laid the foundation for Wartburg’s successful *Transforming Tomorrow* campaign, which in turn helped us achieve many of the goals established in the plan.

At its fall meeting, the College’s Board of Regents launched a new initiative – *Focus on the Future* – to engage constituents in planning for this decade’s final years.

Focus on the Future comprises seven task forces, each of which will examine a specific topic that our campaign has identified as holding promise. Co-chaired by a member of our faculty or staff and an external constituent, each task force will include both employees of the College and folks drawn from the outside who can offer insights and perspective.

Approach to Community Engagement / Current Assets

Wartburg College will build upon our strong foundation of service, service-learning and community engagement. Key departments and organizations that assist us in this endeavor are as follows:

The Center for Community Engagement

The Center for Community Engagement (CCE) supports & encourages students, staff and faculty in the development, coordination and evaluation of external relationships that are effective for student learning and vocational development, advance public scholarship and benefit community partners.

The CCE has two full time staff members, the director of community engagement and the internship and Wartburg West coordinator as well as a part-time office coordinator. The CCE also relies on two work-study students giving a combined 16 hours per week.

Service-learning

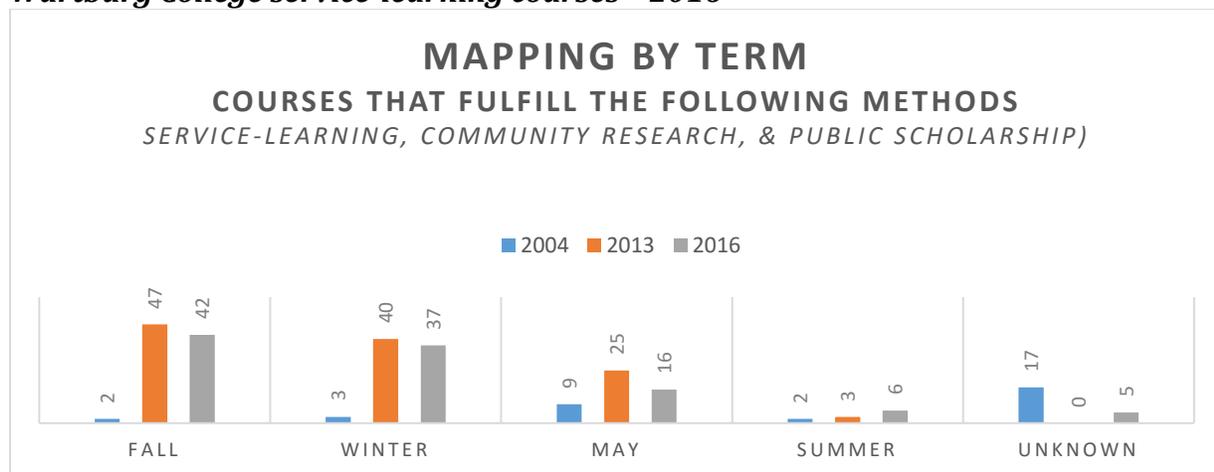
Service-learning combines community service with classroom instruction, focusing on critical, reflective thinking as well as personal and civic responsibility. Wartburg College’s service-learning courses involve students in activities that address local needs while developing their academic skills and commitment to their community.

Service-learning Advocates

An information group of faculty and staff assisting with the promotion of service-learning activities on campus. Currently, the group consists of the following members:

- Pastor Brian Beckstrom – Campus Pastor
- Dr. LeAnn Faidley – Professor of Engineering Science
- Dr. Tammy Faux – Professor of Social Work
- Ashley Lang – Director of Campus Programming/Assistant Director of the ILE
- Dr. Penni Pier – Professor of Journalism and Communication
- Dr. Zak Montgomery – Professor of Spanish
- Dr. Fred Waldstein – Professor of Political Science/Director of the ILE
- Dr. Leilani Zart – Professor of Chemistry

Wartburg College service-learning courses – 2016



Internships

Employers are highly selective about whom they hire. Most managers prefer to hire graduates who bring real-world experience to their organization. Internships do more than

just look good on your resume. You can test-drive the career path that interests you most. You can build a network of professional and personal contacts; develop the skills employers are seeking; and build confidence, motivation and professional work habits you need to excel. Ultimately, an internship can get your foot in the door with major companies or influential organizations. At Wartburg, internships, field experiences, and job shadowing are encouraged in most majors. More than 60 percent of our alumni report having completed an internship (for academic credit or non-credit) during their four years.

Our Current Top Tier Internship Partners

Waverly, Iowa

Advantage Administrators
American Family Insurance
CUNA Mutual
First National Bank
KWAY Radio
Rada Manufacturing
St. Paul's Lutheran Church
Security State Bank
Self-Help International
Taylor Physical Therapy
W-SR United Way
Waverly Chamber of Commerce
Waverly Health Center
Waverly Light & Power
Waverly Newspapers
Waverly-Shell Rock Schools

Waterloo/Cedar Falls, Iowa

Cedar Valley Sports Commission & Sports Plex
Connell Communications
Grout Museum
John Deere (by far the most of any partner)
Mudd Advertising
Nazareth Lutheran Church
Target Distribution Center
UNI Athletics
VGM
Waterloo Blackhawks
Waterloo Bucks

Service Trips

Wartburg College Service Trips are dedicated to providing opportunities that actively engage participants with communities through service, reflection and learning. Our vision is to inspire participants to create social change by leading lives of continual learning and service.

The Wartburg Service Trips program recognizes that service trips are deemed successful if the impact of the experience reaches beyond the week of direct service. Given that, our goal is that participants will share what they have learned with others and be inspired to work towards social action in their own communities upon their return. Our intent is that students' personal investment in their service projects (through research, hands on experience and reflection) will transform their thinking and create a lifelong commitment to service and the public good. By keeping service trips student-centered and directed, participants become actively involved in the entire process.

- From 1994-2000 less than four trips per year were sent out
- 2000 – 2006 saw growth to 6-8 trips per year
- In 2006 Hurricane Katrina hit the gulf coast and a trip to New Orleans was organized with 90 students participating
- From that point forward the program has grown to 12-20 trips per year

The Residence Service-learning Suites

The Residence is a living and learning environment in which residents come together as a community of scholars, living within a social framework that provides for both personal and social awareness. The living environment is conducive to academic success and to the completion of the service projects. It is considered a privilege and honor to be a resident in The Residence. This program is intended for students to go beyond traditional volunteer roles, foster critical thinking of their community involvement, how it relates to their college experience, and how they will implement community engagement in the years to follow. The primary goal of the service projects is to work as a group to identify and meet a need in the community.

Community Partners working with The Res Service-learning Suites

Bartel's Retirement Community
Wartburg Sustainability
Big Brothers/Big Sisters
Elite Takedown Club
St. Paul's Lutheran Church
North Star Community Services
Retrieving Freedom
Bremwood

The Volunteer Action Center

The Volunteer Action Center is a student-run organization that is committed to inspiring students to form a lasting bond with the communities in their lives, while learning and living out the value and importance of serving others. Annual events include, Saint Elizabeth's Week, focusing on hunger and homelessness, MLK Day of Service, American Red Cross Blood Drives and Backpack Pack events, packing food for the Northeast Iowa Food Bank.

A partial list of Community Partners includes:

American Red Cross

Bartels Lutheran Retirement Community
Cedar Valley Friends of the Family
Habitat for Humanity
Lutheran Social Services in Iowa
Northeast Iowa Food Bank
The Salvation Army
Waverly Chamber of Commerce
Waverly Child Care and Preschool
Waverly Public Library
Waverly-Shell Rock United Way

Student Organizations with a service component

Wartburg College has a robust list of student organizations with numerous groups offering a community engagement or service component. The following organizations interact with the community on behalf of Wartburg College:

Adopt-A-Grandparent
Best Buddies
EARTH
Habitat for Humanity
Hope Overflow
S.A.F.E.
SMART
Social Work Club
Students for Peace and Justice
V-Day
Volunteer Action Center
Wartburg Dance Marathon
Wartburg College Love Your Melon
Wartburg College Service Trips
Wartburg College Sparkles
Wartburg College Water to Thrive

Institute for Leadership Education (ILE)

The Institute for Leadership Education (ILE) defines leadership as “taking responsibility for our communities, and making them better through public action.” This strong civic engagement and community service orientation is highly consistent with the mission of Wartburg College and its commitment to the goals of the Campus Compact “Campus Civic Engagement Plan.”

The purpose of the following information is to document what the ILE is currently doing to implement goals consistent with both College mission and the Campus Civic Engagement Plan, and what it might do in the future to maximize the capacity of the College to continue to build on this rich tradition.

Community Builders

Community Builders: Fostering Intergenerational Civic Engagement.

- **Current Partners:** In its 16th year, Community Builders is a collaborative partnership among college students, mostly retired adult volunteers, sixth graders from the Waverly-Shell Rock School District and St. Paul's School, Self-Help International (a local NGO which works in Nicaragua), and El Porvenir (an NGO in Nicaragua). The purpose of Community Builders is to provide opportunities for an intergenerational learning community to share their understanding of the value of both the local community and the global community, and engage in service projects that provide benefits to all.
- **Current reciprocal benefits among the partners:**
 - Wartburg College students develop their leadership skills and test leadership theories by preparing lessons about the value of community and the importance of engagement in those communities which they deliver to groups of sixth graders and adult volunteers in school settings called town meetings.
 - Meeting school benchmarks, Sixth grade students learn from college students and adult volunteers about the value of communities and are given the opportunity to engage in local service activities giving them a sense of agency and responsibility.
 - Adult volunteers, mostly retired local community members, are provided an opportunity to share their life experiences in an intergenerational setting.
 - A select group of Wartburg students spend 3 ½ weeks in Nicaragua delivering needed school supplies and sanitation goods while working with local communities to help build local infrastructure projects.
 - The NGOs receive the benefit of the supplies and the labor provided by the Waverly Community Builders partners.
- **Potential to enhance and maximize the value of the project:** The Community Builders project directors are continuously exploring new opportunities for local service. But the program appears to be at capacity within the context of current parameters.
- ***Community Emergency Response Team (CERT) training.***
- **Current Partners:** In its 5th year, CERT training is a collaboration among Wartburg College students, the Bremer County Emergency Response Coordinator, members of the Waverly Police Department, and members of the Waverly Volunteer Fire Department. Students go through the traditional training to become CERT certified, after which time they are qualified to serve in emergency situations such as natural disasters or community events which require trained volunteer staffing.
- **Current reciprocal benefits among the partners:**
 - Wartburg College students develop their leadership skills and test leadership theories by learning the “Incident Command” system and why it is structured as it is. In addition, they learn life skills about how to respond appropriately in times of potential high stress.

- The Bremer County Emergency Response Coordinator and First Responders add to their pool of CRT-trained volunteers who are able to contribute to the community as needs arise.

Retrieving Freedom

The partnership between Wartburg College and Retrieving Freedom, Inc (RFI) has existed since 2011, the partnership became formalized in January 2012, when the social work department offered the first service-learning partnership course with RFI, SW 250: Military Culture & Families. The partnership quickly expanded the following academic year to its present involvement of having service-learning partnerships fall semester with ID 315: Leadership, winter semester with a social work course (topics change each year including Mental Health, Military Families and Animal Assisted Therapy), and May term with SW 213: Working with Different Abilities. RFI breeds and trains chosen dogs with the specific traits needed for the duties of service dogs in these markets. Specialized schedules are created for each dog throughout the twenty-four months needed to train a service dog to meet the standards that RFI sets for a successful placement. Service-learning partnerships with Retrieving Freedom, Inc (RFI) are course-based projects that typically encompass 25-50% of the coursework. Faculty participate through arranging the projects, supervising students and ensuring course learning outcomes are met. Students participate by training service-dogs, educating the community about the American's with Disabilities Act as they take the dogs out into the community to test their training, and interacting with potential recipients of the trained dogs including veterans who have PTSD or other disabilities and children who have autism

High School Leadership Institute

The **High School Leadership Institute (HSLI)** students between their junior and senior year of high school attend a weeklong residential institute to study and practice leadership skills and service as a form of community and civic engagement. In a week of hands-on learning, students work under the direction of faculty and staff from Wartburg College's Institute for Leadership Education." Choose from two locations: Wartburg College's main campus in Waverly, Iowa, or Wartburg West in Denver, Colorado.

The institute includes training in team building involves self-discovery, and incorporates service-learning opportunities, which together results in leadership development. Additionally, each participant during their senior year of high school will implement a service project within their community.

Focus on the Future

Approach to our new Vision of Community Engagement - to Sustain and Build

Wartburg College has three main goals as we move into our future.

- Support the current faculty that provide over 100 courses for Wartburg students that have an experiential/service-learning component.
- Support our infrastructure to foster continuation of our service opportunities in the Waverly area.
- Bolster our ties within the Cedar Valley and Denver areas as well as lay the groundwork for potential partnerships and collaborations in the Twin Cities, Des Moines and Naples, Florida communities.

Regional Partnerships Task Force

The work on regional partnerships grew out of the newly created tasks for the director for community engagement. This position is the lead champion for community engagement on campus, charged with the following:

- Identify strategic community outreach opportunities for Wartburg in the Cedar Valley
- Expand outreach to Des Moines, Minneapolis, Kansas City
- Build connections in the areas of recruitment, branding, revenue streams, service-learning, and community engagement

The task force considered the following framing questions during the first meeting in February 2017:

- What trends in the Cedar Valley should Wartburg take note of as we seek to expand our efforts in area?
- What needs do you see in the Cedar Valley that could be met by Wartburg College? More specifically, how might Wartburg leverage its assets better to explore non-degree offerings like corporate training and development, and what other programmatic concepts come to mind that might be worth exploring in this area? Where do you see such programs being offered (on-campus, off, online, etc.), and who might partner with the college if initiatives were to move forward?
- Are you aware of professional organizations or associations that Wartburg could partner with for mutual benefit?
- Knowing the strengths of Wartburg College and our students, Faculty and staff, can you suggest key collaborations that would provide potential revenue streams? In addition to cash flow, entrepreneurial ideas, which yield students, produces a revenue stream.
- While the focus of this task force is on the Cedar Valley, are there other areas that would provide opportunities for the College? Note, the Experiential Learning and Entrepreneurial Endeavors task force will be considering opportunities for Wartburg in Denver, CO, Des Moines, and Minneapolis.

Regional Partnerships Task Force Subcommittees

Currently the institution has three subcommittees looking at the potential of increasing our Regional Partnerships in the following ways:

Expanded Co-op Internships

Goals -

Determining the feasibility to offer internships for Cedar Valley businesses and organizations with a revenue component.

Initial Ideas -

Look to new and existing internship sites to offer yearlong internships that transition to employment with a possible student loan forgiveness program.

Increased Partnerships with Regional Corporations

Goals -

Identify and investigate potential collaboration with businesses to offer professional training. List partners on campus to assist with this endeavor. Review the viability of an entrepreneurial incubator idea.

Initial Ideas -

Building off the May Term American Family Insurance model, researching the potential of offering corporate leadership training on campus, in the summer months, or over weekends during the year. Utilize the potential renovated res hall for housing. Investigate the potential of a post-graduate leadership degree or certificate.

Creating a Multigenerational Living and Learning space on campus

Goals -

Determining which Res Hall would be best to renovate, looking at parking and drop-off potential and infrastructure.

Initial ideas-

Multigenerational building, including senior living, early childhood education space, boutique style hotel. Possible connections to the following academic programs; Journalism and Communications, Business, Education, Social Work as well as a potential *Hotel Management* major or minor. The hotel space has potential for corporate trainings, alumni and parent events. Possible pub or restaurant space.

While working on the Focus on the Future goals and ideas listed above, the director of community engagement will also formalize an assessment process. The process will be working in conjunction with Iowa Campus Compact.

Assessment

Assessment of current and future community engagement work will be facilitated through continued work with Iowa Campus Compact and Wartburg's commitment to the Iowa Campus Compact Self-Assessment process-starting fall of 2017.

The following timeline is laid out for the self-assessment:

- Phase 1 (August/September) Team Identification and Planning
This will include an August retreat with other cohort members and members of last year's cohort to learn and plan for the year.
- Phase 2 (September-October) Team Preparation and Individual Rubric Completion
- Phase 3 (October-December): Rubric Completion and Team Consensus-Building
- Phase 4 (January-March): Goal-Setting and Action Planning, including Civic Action

Institute scheduled for January 20

- Phase 5 (April-May): Celebration and Dissemination

Phase 1: Team Identification and Planning

Wartburg College will consider the best team to review the planning rubric. Other institutions have pulled together a team of colleagues that could include the following from campus:

- President or Chancellor
- Chief Academic Affairs Officer
- Chief Student Affairs Officer
- Campus Community Professional Staff Members
- Students (including key leaders such as Civic Ambassadors, AmeriCorps members, and/or student government)
- Faculty Members
- Community Representatives and/or Partners
- Other staff and administrators: campus ministry, government relations, university communications, alumni relations, community outreach, institutional research, admissions, and/or marketing, among others.

During this phase, Wartburg College will also consider the best way to facilitate the process for our individual situation. It is important to consider a few key questions in this process:

- Has our campus done any type of self-assessment of community engagement efforts in the past?
- Do we have a strategic plan specifically for community engagement in place now? Is community engagement addressed in the institution's overall strategic plan? What are the goals, objectives, metrics?
- Do we recognize our Carnegie Classification for Community Engagement?
- What potential challenges we foresee in implementing this process on campus?
- What existing opportunities or event we might be able to leverage in this process (strategic planning, accreditation, etc.)?
- What we rate as our top goals for this process on campus?

Phase 2: Team Preparation and Individual Rubric Completion

Our team will use their expertise to assess their individual areas using the following assessment criteria and a rubric provided by Iowa Campus Compact.

The following suggestions will be made available to team members before completing the rubric.

- Items should be rated on a scale of 1 through 5 where 1 represents no capacity and 5 indicates exceptional capacity.
- Campuses should not feel that they have to "strive for a 5" in all areas. Each campus should prioritize areas of community engagement according to institutional goals and values.
- Even in areas where a campus has exceptional capacity, there may still be room for goal-setting and improvements that capitalize on strengths and ensure that capacity is maintained.
- Campuses are not limited to the areas outlined on the rubric. Space is provided to

outline additional areas of focus for capacity assessment and goal-setting.

Phase 3: Rubric Completion and Consensus-Building

After our team members have submitted individual assessments, the Wartburg director of community engagement will compare results to look for consensus and areas of difference. This data will serve as a guide for the consensus-building meeting agenda. This meeting allows team members to review the self-assessment rubric together, focusing on areas where there was the most variance in individual assessments and coming to a consensus on the overall self-assessment.

Phase 4: Goal-Setting and Action Planning

Using the self-assessment, Wartburg College campus teams can select the rubric areas on which they would like to focus for the next 3-5 years. Teams can use the rubric areas to establish priorities and determine where they would like to see capacity growth. They can also begin to create action plans for capacity growth and discuss the next steps for continuing to work together in the identified areas.

Phase 5: Celebration and Dissemination

As is recommended in most service-learning models, it is critical to end the process in a way that recognizes the efforts and contributions of team members. It is also important to share our Wartburg College self-assessment and, perhaps more importantly, to share the capacity goals with the larger campus community. The director of community engagement will work with the Wartburg College marketing department and the college leadership team to disseminate the newly formed assessment and strategic plan.

Civic Engagement Action Plan Summary

Wartburg College has been committed to civic engagement since our inception and our deep roots in our Lutheran heritage. The Wartburg College *Civic Engagement Action Plan* will be anchored in the Center for Community Engagement, and branch out across our institution, calling on a diverse group of colleagues to assist on our Iowa Campus Compact Self-Assessment team. We will also use our Focus on the Future task force work, pulling on community partners and Wartburg College alumni to strengthen our service-learning to benefit our students, faculty, staff and communities.