

# Utah Valley University Civic Action Plan

## Executive Summary

The Civic Action Plan is an articulation of Utah Valley University's (UVU) current commitment to community engagement. UVU is committed to the Campus Compact Five Action Statements and will continue to expand our approach and commitment through organizational structure, updated policies and procedures, and ongoing community collaboration. This document provides the approach used to reach the strategic outcomes and implementation plan.

### Vision/Mission

UVU aims to establish an integrated model of community engagement so students, faculty and staff members form civic, corporate and governmental partnerships to enhance the educational process, promote civic participation, build community capacity, and drive economic opportunity. This model includes both curricular and cocurricular opportunities, wherein students are challenged to address critical societal issues.

### Approach

This Civic Action Plan advances a holistic approach to our strategic objectives and activities, allowing for fluid and dynamic community engagement in the government, corporate and civic sectors. The conceptual model is student-staff-faculty educational opportunities at the center of all community engagement.

### Outcomes

The planning team recommends taking action to achieve the following outcomes:

1. Revise the organizational structure to harness the community engagement capacity of our institution.
2. Address policy and procedure barriers that inhibit community engagement efforts.
3. Establish an external strategy that reflects our role as an anchor institution.

### Implementation

The implementation of the Civic Action Plan will begin in the summer of 2017 and follow the tasks and scheduled deadlines as outlined in the report.

### Communication

The plan will continue to be discussed with President's Council, President's Executive Leadership Council, Economic Development Committee, and the Community Advisory Council.

## VISION/MISSION

At UVU, we have an institutional commitment to community engagement, as reflected in our university mission statement, our Carnegie classifications (received in 2008 and reaffirmed in 2015), our Core Themes (Inclusive, Serious, Engaged, and Student Success) and our active participation in the Utah Campus Compact. UVU embraces its commitment to meet regional educational needs through credit and non-credit programming in conjunction with civic, corporate, and governmental partners.

### **An Integrated Model of Community Engagement**

UVU aims to engage students, faculty and staff in civic, corporate and governmental engagement, and community-based research to promote civic participation, build community capacity, drive economic opportunity, and enhance the educational process. This is accomplished through both curricular and co-curricular means, wherein students are challenged to address critical societal issues.

In practical terms, UVU develops engaged learning projects with clearly defined and measurable deliverables for community partners. These high impact community projects immerse students into real-world, applied experiences with a community partner. Students benefit by delivering a high-end professional project that will provide a significant return on investment for their community partner organization, thus fostering/strengthening ongoing external relationships within the community. High impact community projects can involve non-profit, governmental, and for-profit entities. Matching funds are awarded to faculty on a competitive basis (through the Grants for Engaged Learning submission process), after faculty secure an equal monetary or in-kind commitment from a community partner organization. High-impact community projects are integral to UVU's community engagement.

Similar opportunities are offered by the Office of New Urban Mechanics and the Academy of Arts, Commerce and Technology (formerly Project ACT). The civic innovation hub created by the Office of New Urban Mechanics, rapidly prototypes new ideas for cities in our service region to radically improve the quality of community services and engagement. Students create value for communities by conducting experiments, conducting research, and by building capacity through training and consultations. These and similar activities build partnerships between constituents, academics, entrepreneurs, non-profits and cities across the Wasatch Front.

### **Impact of Civic Action Plan**

The implementation of this plan will allow UVU to build off of and improve upon existing capacity and commitment to the community. The implementation plan will:

- Galvanize university-community relationships
- Maximize impact of educational opportunities and existing university resources
- Position the university to take advantage of future grant, contract and cost-share opportunities
- Reduce confusion pertaining to university roles and functions
- Clarify community understanding on where and how to engage the institution
- Maximize philanthropic giving opportunities
- Enhance the understanding of UVU's regional and dual mission.

## APPROACH

### INSTITUTIONAL BASELINE

#### *UVU as an Anchor Institution*

Utah Valley University, with its mission statement, invested capital, relationships, and employees, would be considered an anchor institution as defined by Dubb, McKinley, and Howard (2013). UVU is also a hub for culture, learning, and innovation (the Netter Center for Community Partnerships at the University of Pennsylvania 2008). Please see Appendix B for Anchor Institution Assessment Questions.

UVU's total economic impact is the sum of its direct, indirect, and induced impacts. The ratio of impact to cost can be compared using an impact-cost analysis. UVU had an impact to cost ratio of 8.04 to 1, which means that almost every dollar spent by the State government on UVU created \$8.04 dollars in impacts to the State. Other measures of UVU's economic impact include:

- UVU's total economic impact as measured by output was \$391.5 million at the service region level (i.e. Utah, Wasatch, and Summit Counties) and \$544.3 million at the state level.
- UVU's total economic impact as measured by value added was \$282.9 million at the service region level (i.e. Utah, Wasatch, and Summit Counties) and \$376.0 million at the state level.
- UVU had a total tax impact of \$23.5 million on its service region and a total tax impact of \$32.7 million on the State of Utah.
- UVU directly employs 3,436 employees and in total supported 6,724 full-time equivalent jobs in the state.

UVU also plays an important role in promoting economic development and entrepreneurship in the surrounding community. The populations served by the groups, organizations, centers, and initiatives affiliated with UVU are varied, including small manufacturers, entrepreneurs, UVU students with new business concepts, and restaurateurs. The economic development programs associated with the University include:

- Small Business Development Center
- Center for Professional and Continuing Education
- Manufacturing Extension Partnership of Utah
- Utah Science Technology and Research Initiative
- Utah Cluster Acceleration Partnership
- UVU Office of Technology Commercialization
- Business Resource Center
- Woodbury School of Business Entrepreneurship Institute
- Volunteer & Service-Learning Center
- Care About Childcare at UVU
- Grants for Engaged Learning Program

#### *Existing Engagement Infrastructure*

As our institution has grown, our understanding of community engagement has developed in several divisions of the university (Academic Affairs, Student Affairs, Development and Alumni Relations, and University Relations) with, at times, different guiding principles. Our existing engagement infrastructure has made it challenging to actively and effectively collaborate on engagement efforts that address local, national, and global concerns.

### ***Corporate Engagement***

Engagement with corporate sectors strive to align with current and emerging regional educational needs, including professional development, credit, non-credit programs, and philanthropic efforts. Examples of these needs and programs include the following:

- Identified areas of interest include regional health care providers, STEM-related industries, Heber City Chamber of Commerce, behavioral science, government, early childhood development, and some hospitality industries in the Park City area through sector strategy conversations
- As part of its Business Engagement Strategy, UVU has previously implemented college and career pathways in Digital Media, Computer Science and Information Technology, Healthcare, and Manufacturing with funding from the Utah Cluster Acceleration Partnership and with the cooperation of the Utah System of Higher Education
- Internship and career opportunities with corporations through Internship Services and the Career Development Center
- Corporate philanthropic giving
- Initiatives and partnerships established by the Associate Vice President for Academic Outreach and Economic Development

In order to continue to work collaboratively with the corporate sector, however, UVU needs to advance policies and procedures that are consistent with our mission as a regional state university and not as a RI Institution, including (1) promote the commercialization of technology developed at the university and by industry; (2) assist with the application to grant programs; (3) provide counseling and mentoring; (4) enable government contracting; (5) offer job training and applied education; (6) and provide opportunities for corporations to support student scholarships, program support, and athletic programs. In partial answer to this, UVU's Academic Outreach and Economic Development Office intends to create a development hub that will coordinate and leverage public, private and governmental resources around issues such as professional and workforce development, tech transfer and intellectual property, public services and safety, entrepreneurship, small business development and a myriad of other community-related activities. Additionally, the hub will serve as a business incubation and acceleration model.

### ***Government Engagement***

UVU aims to build durable reciprocal relationships between the university and key governmental partners that foster engaged learning experiences for UVU students, build social and political capital for the institution, promote economic development, and create value for the communities we serve. Some examples of these relationships include the following:

- The university's Community Advisory Council consists of a cross-section of community members who have interaction with or have an affinity to the University, representing government entities, neighbors, businesses and others in the community.
- At least three times a year, a UVU representative meets in Washington D.C. with Utah's congressional representatives and senators, as well as any other federal agencies as part of our federal engagement strategy.
- Every spring semester, UVU students intern at the State Capitol for representatives and senators during the legislative session. Interns assist legislators during the 45-day period, and for many legislators, the interns are their only staff.
- The university participates in an active federal government internship program.

- The College of Aviation and Public Service interfaces with local and regional government, including programs in criminal justice and law enforcement, emergency services, fire and rescue, aviation administration, and other areas of focus which prepare graduates to immediately contribute to local and regional governmental entities.
- The College of Science and Health houses robust programs in nursing, public and community health, and regulatory affairs, which have direct application for governmental entities.
- The College of Technology and Computing (T&C) has developed advisory boards who meet yearly to determine market demands, student engagement, and internships with the T&C programs.
- The College of Humanities and Social Sciences sponsors the Office of the New Urban Mechanics and the Center for Constitutional Studies.
- University Relations hosts and moderates political debates for congressional, legislative, municipal and county elections.
- The university hosts international dignitaries while providing engaged learning opportunities for students through interactions with the international dignitaries.
- Academic Outreach and Economic Development facilitates sector strategy conversations with business, industry, communities, and government entities to determine education and continuing education needs.

### ***Civic Engagement***

As part of the Utah Campus Compact, we have agreed to advance the public purposes of higher education and have affirmed the following statements, which characterize our current commitments:

- We empower our 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—nearby and around the world.
- We prepare our students for lives of engaged citizenship, with the motivation and capacity to deliberate, act, and lead in pursuit of the public good.
- We embrace our responsibilities as place based institutions, contributing to the health and strength of our communities—economically, socially, environmentally, educationally, and politically.
- We harness the capacity of our institutions—through research, teaching, partnerships, and institutional practice—to challenge the prevailing social and economic inequalities that threaten our democratic future.
- We foster 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. (Campus Compact Action Statement)

One of the campus champions of this work is UVU's Volunteer and Service-Learning Center. The Center engages students, faculty, staff, and community organizations in collaborative work and sustained partnerships resulting in transformative learning experiences and community change. Through programs and projects in the classroom, the community, and the world, the Center works to increase social and cultural awareness, build a sense of community commitment, and extend meaningful educational

opportunities that increase knowledge and enhance academic skill. These goals are realized through academic service-learning, student leadership, community partnerships, and campus collaboration.

In partnership with the Office of Engaged Learning, the Center also facilitates the Service-Learning Faculty Fellowship to train and support faculty in designing or modifying courses that integrate service-learning into the course curriculum. The Fellowship’s objectives for faculty are as follows:

- Recognize the differences between civic engagement through service-learning vs. community volunteerism;
- Develop partnerships with community entities engaged in work related to their course objectives;
- Apply strategies to engage students in meaningful reflection about authentic learning through service;
- Complete a syllabus outlining and implementing a new or revised course that utilizes service-learning principles.

As a result, over 300 service-learning designated courses are regularly offered at UVU, engaging nearly 8,000 students each academic year.

***Existing Data to Create Benchmarks***

The following data is currently collected by the university and could be used to create benchmarks for each of the five commitments.

COMMITMENT	EXISTING DATA
We empower our 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 – nearby and around the world.	Volunteer & Service-Learning community partner data
We prepare our students for lives of engaged citizenship, with the motivation and capacity to deliberate, act, and lead in pursuit of the public good.	Campus climate survey Service-Learning impact data
We embrace our responsibilities as place based institutions, contributing to the health and strength of our communities—economically, socially, environmentally, educationally, and politically.	ROI Data as anchor institution Grant reports Center/Institute reports
We harness the capacity of our institutions—through research, teaching, partnerships, and institutional practice—to challenge the prevailing social and economic inequalities that threaten our democratic future.	Service-Learning data
We foster 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.	Carnegie Classification data

## COMMUNITY BASELINE

### *Key Community Assets*

Utah Valley University’s main campus is located in Orem, Utah, surrounded by a large valley made of up many cities. The Provo/Orem metropolitan area is consistently ranked high for job growth, job placement, and innovative growth. The area is highly educated and has a bustling economy, particularly with the establishment of the “Silicon Slopes,” described as “a large cluster of information technology, software development, and hardware manufacturing and research firms along the Wasatch Front.” The valley is also home to the world headquarters of many businesses, including Nu Skin, Young Living, Ancestry.com, IM-Flash, Vivint, Qualtrics, Younique, and others.

Communitywide collaboration includes the Utah Valley Chamber of Commerce, United Way of Utah County, Utah Valley Interfaith Association, and others. The state of Utah is particularly active in the area of direct service and boasts the highest volunteerism rate in the nation for the last 11 years.

### *Current Collective Impact Efforts*

Collective impact efforts that UVU could connect with include two statewide collaborations, Prosperity 2020 and Envision Utah, and two local collaborations, United Way of Utah County and Utah County Chamber of Commerce.

### *Key Private, Civic, and Governmental Organization Partners*

UVU has a number of significant partnerships across campus. The list below is not comprehensive, but includes some of the major partners.

Participants on Community Advisory Council		
Corporate	Civic	Governmental
Franklin Covey	Kids on the Move	All local high schools
Revere Health	Project Read	School district
Google Fiber	Chambers of Commerce	superintendents
Kirton & McConkie	Intermountain Healthcare	Orem City
doTERRA	American Red Cross	Provo City
Kiwi, Inc	Utah Community Credit	Lehi City
MaritzCX	Union	Lindon City
Jive Communications	Orem LDS Institute	Heber City
Sundance Resort	United Way of Utah County	Vineyard City
Mercedes-Benz	Ecclesiastical leaders	PTA Presidents
Outback Steakhouse	through Utah Valley	Utah State School Board
The Daily Herald	Orem Neighborhood Chairs	Utah County Academy of
Woodbury Corporation	Habitat for Humanity	Sciences
And many other corporations	American Red Cross	Mayors

Other Partners		
Corporate	Civic	Governmental
Qualtrics Adobe Nu Skin Questar Vivint Ancestry.com	Brigham Young University LDS Church United Way of Salt Lake Habitat for Humanity Wasatch Mental Health Provo Youth Mentoring Utah Community & Refugee Partnership Center Mountainland Applied Technology College	Utah Transit Authority Utah Campus Compact Utah Department of Human Services U.S. Forest Service UDOT Utah State Legislature

### ***Focus of Community Development and Specific Commitments***

Each of the current collective impact efforts have specific commitments that their collaborative efforts target (see below). UVU could easily adopt some of these collective commitments, including their existing data sets, as it moves forward with its community engagement strategy.

### **Prosperity 2020**

Pre-K-12 Education Objectives:

- Reading goal: Utah will rank among top 10 states for 4<sup>th</sup> and 8<sup>th</sup> grade reading
- Math goal: Utah will rank among top 10 states for 4<sup>th</sup> and 8<sup>th</sup> grade math
- Graduation goal: Utah will rank among top 10 states for high school graduation rate
- Utah will show consistent growth in teacher compensation and demonstrate sustained commitment to professional development

Higher Education Objectives:

- Utah's higher education compensation will be competitive and attract high quality instructors and researchers
- Utah will rank in the top 10 states for the percentage of working age adults (25-64) with a postsecondary certificate or degree
- Utah will make higher education affordable for middle and lower income families and students

### **United Way of Utah County**

United Way of Utah County focuses on efforts related to education, income, and health. Their current education goal is to have 100% of third-graders reading at grade level.

### **Envision Utah**

Envision Utah is made up of dynamic public/private partnerships with business leaders, civic leaders and policy-makers, working with the community to plan for future development of the Greater Wasatch Area through coordination in planning. They have current strategies around water, agriculture, education, clean air, quality communities, and population growth.

In addition to these collaborative efforts, there is significant development going on regarding transportation, including the installation of a Bus Rapid Transit system that will service the Orem UVU campus.

## PLANNING TEAM

The Associate Vice President of Academic Affairs and Engaged Learning, Associate Vice President of Student Life, Director of the Volunteer and Service-Learning Center, and the Academic Service-Learning Director led the Civic Action Plan effort. Key stakeholders throughout campus were also consulted. It is anticipated that the new Associate Vice President of Outreach and Economic Development will become a key player in the implementation of this plan.

## OUTCOMES

The planning team conducted an assessment of internal and external stakeholders, facilitated case study exercises with the Economic Development Committee, assessed the institutional and community baseline, and identified gaps within the organizational structure. Based on the team's assessment we developed the following outcomes.

- 1. Revise the organizational structure in order to harness the community engagement capacity of our institution.**

The Associate Vice President of Academic Outreach and Economic Development might direct a possible response team for Academic Outreach and Economic Development, who along with representatives from each division might be able to use set criteria for any opportunity and respond quickly to the community offer. The response team would either accept or reject the offer while communicating with the community partner in a timely fashion. If accepted, "champions" within the university would be assigned to work together to realize the opportunity. This activity might be tracked with a CRM system and every few months, the AVP for Academic Outreach and Economic Development would monitor the progress, successes, and opportunities of these community relationships and potential educational opportunities.

Additionally, The Strategic Engagement Council may be utilized to proactively search for opportunities and identify resources, programs, and departments within UVU that could support community engagement opportunities.

- 2. Address communication, policy, and procedure barriers that inhibit community engagement efforts.**

It seems most appropriate that the Academic Outreach and Economic Development office would interface between the university and the community, assess the opportunities and lead efforts to realize the opportunities that coincided with the university's stated goals. In order to do this, the new AVP of Academic Outreach and Economic Development will first need to address communication, policy and procedure barriers that retard efforts, including but not limited to workload issues for faculty, the distinction between credit and non-credit offerings, contracts for research output, and a myriad of other institutional barriers. Until many of these procedural issues

have been addressed, on-going conversations with governmental, corporate, and civic leaders will often be unrealizable.

**3. Establish an external strategy that reflects our role as an anchor institution.**

Harness the support and expertise of each division (Academic Affairs; Student Affairs; University Relations; Planning, Budget, and Human Resources; Development and Alumni; and Finance and Administration) to create a strategy in the areas of corporate, government, and civic engagement. Divisions will work closely with one another to develop a clear set of aims and priorities.

The following table outlines defined outcomes, the type of change that must be effected, which of the five commitments it addresses, how we will measure the outcome, and the indicators of success.

<b>Outcome</b>	<b>Type of Change</b>	<b>Commitment</b>	<b>Measure</b>	<b>Indicator</b>
Revise the organizational structure in order to harness the community engagement capacity of our institution.	System	#4. We harness the capacity of our institutions—through research, teaching, partnerships, and institutional practice—to challenge the prevailing social and economic inequalities that threaten our democratic future.	Creation of Rapid Response team, procedures, vetting criteria, and adoption of CRM system.	Increased number of strategic engagement commitments.
Address communication, policy, and procedure barriers that impede the University's capacity to respond to community engagement proposals.	System/Policy	#5 We foster 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.	Identify communication issues that create barriers and resolves conflicts.	Community engagement proposals are successfully processed in a timely manner.
Establish an external strategy that reflects our role as an anchor institution.	Culture	#3 We embrace our responsibilities as place based institutions, contribution to the health and strength of our communities- economically, socially, environmentally, educationally, and politically.	A strategic plan is developed for each Vice President's division.	UVU leads efforts in contributing to the health and strength of our communities

## IMPLEMENTATION

The implementation of the Civic Action Plan will begin in the summer of 2017 and follow the outlined tasks. Deadlines will be established by the implementation team.

Outcome	Specific Tasks
Revise the organizational structure in order to harness the community engagement capacity of our institution.	Identify the responsible party to be accountable for community engagement proposals and leads the Rapid Response Team.
	Create the Rapid Response Team with representation from all University divisions.
	Create a community engagement proposal/procedures.
	Create criteria for vetting proposals.
	Create response protocol.
	Identify and implement Customer Relations Management system.
	Train directors on how to be community engaged stewards.
	Create a system for reporting and accountability.
Address communication, policy, and procedures that impede the University's capacity to respond to community engagement proposals.	Review the AVP Academic Outreach and Economic Development's policy audit.
	Meet with Vice Presidents to identify communication barriers.
	Review and develop appropriate policies and guidelines relating to non-credit/credit issues.
	Resolve faculty work-load issues.
	Align institutional research for accountability purposes.
	Resolve legal conflicts and compliance issues with partnerships
	Identify standards for corporate, community, and civic partnerships.

Establish an external strategy that reflects our role as an anchor institution.	Meet with each Vice President to discuss forming a divisional plan focused on corporate, government, and civic engagement.
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## COMMUNICATION

The plan will continue to be discussed with President’s Council, President’s Executive Leadership Council, Economic Development Committee, and the Community Advisory Council. Through these meetings additional communication actions will be identified, including meeting with other constituents.

## References

Campus Compact 30<sup>th</sup> Anniversary Action Statement of Presidents and Chancellors.  
<http://compact.org/actionstatement/>

Carnegie Foundation for the advancement of Teaching. <http://www.carnegiefoundation.org/>

Dubb, Steve, Sarah McKinley, and Ted Howard. The Anchor Dashboard. Takoma Park: The Democracy Collaborative, Aug. 2013. PDF. <http://community-wealth.org/sites/clone.community-wealth.org/files/downloads/AnchorDashboardCompositeFinal.pdf>

Kronick, Robert F., and Robert B. Cunningham. "Service-Learning: Some Academic and Community Recommendations." *Journal of High Education Outreach and Engagement* 17.3 (2013): 139. Print.

Ortbal, Kathryn, and Grace Emmerling. "Review: Civic Engagement in Higher Education: Concepts and Practices." *Journal of Higher Education Outreach and Engagement* 17.1 (2013): 137. Print.

The National Task Force on Civic Learning and Democratic Engagement. 2012. *A Crucible Moment: College Learning and Democracy's Future*. Washington, DC: Association of American Colleges and Universities.

### **Community Baseline Information:**

Silicon Slopes

[https://en.wikipedia.org/wiki/Silicon\\_Slopes](https://en.wikipedia.org/wiki/Silicon_Slopes)

Volunteer Ranking

<https://heritage.utah.gov/userveutah/volunteering16>

Prosperity 2020

<http://slchamber.com/wp-content/uploads/2015/11/Updates2015-Prosperity-Through-Education.pdf>

Envision Utah

<file:///Users/summer/Downloads/historyenvisionutahv5p1.pdf>

<http://www.envisionutah.org/projects>

United Way of Utah County

[www.unitedwayuc.org](http://www.unitedwayuc.org)

<http://everydaylearners.org/about/our-vision>

## **Appendix A**

### *Existing UVU Community Engagement Efforts and Programs by UVU Division*

#### **Academic Affairs**

- The new Academic Outreach and Economic Development group oversees the university's economic development function. Part of the Academic Outreach and Economic Development is organized by the
- Business Resource Center (BRC). The BRC is among our best examples of university and community engagement and the power of creative partnerships. The BRC administers a variety of projects in partnership with organizations such as the Governor's Office of Economic Development, The Utah Science Technology and Research Initiative (USTAR), Utah Manufacturing Extension Partnership, Procurement Technical Assistance Center (PATC), Technology Commercialization, and the Small Business Development Center.
- The Strategic Engagement Council seeks to build strong and lasting partnerships with community organizations and programs. In the effort to expand engaged learning opportunities for our students, the university will continue to develop customized and mutually beneficial collaborations with corporations, non-profit, and governmental organizations.
- The Office of Engaged Learning leads the five pillars of engaged learning at UVU: Internship Services, Undergraduate Research and Creative Works, Community Engagement (formerly Academic Service-Learning), Global & Intercultural, and Engaged Curriculum.
- The Office of New Urban Mechanics is a civic innovation hub.
- Center for Professional and Continuing Education addresses the growing need for community responsiveness. The Center is involved with certificates, credentials, and other workforce and professional development training programs in close coordination with academic departments, our community partners throughout UVU's service region, and the Business Resource Center.
- College of Technology and Computing – Technology transfer
- Woodbury School of Business – Entrepreneurship
- School of Education – K-16 alliance, and a robust set of Intercultural immersive teaching experiences in China, Switzerland, Tonga, New Zealand, Perú, and the Navajo Nation in Arizona.
- College of Humanities and Social Sciences – Autism and Addiction counseling
- College of Aviation and Public Services– Public safety
- College of Science and Health– Public and community health

#### **Student Affairs**

- Volunteer and Service-Learning increases social and cultural awareness, builds a sense of community commitment, and extends meaningful educational opportunities.
- The Latino Initiative aims to increase educational and career opportunities for Latino students and their families in our local communities. By networking with community partners, engaging parents and students along the PK-16 educational pathway, and providing culturally sensitive and relevant educational information, UVU is committed to improving services and informing policy decisions concerning access to higher education for the Latino population.

- The Native American Initiative engages with the Ute, Goshute, Shoshone-Bannock, Shoshoni, Paiute, Hopi, Navajo, and Zuni tribes. UVU currently has three projects (Digital Media, Education, Photography) with Native American communities. UVU also hosts the annual Governor's Native American Summit for nearly 500 tribal leaders, educators, community members, and students.
- The People of the Pacific Initiative builds relationships with community partners and organizations to serve the Pacific Islander community, especially our Pacific Islander students at UVU. The state of Utah has hosted the fourth largest Pacific Islander population in the United States.
- Lesbian, Gay, Bisexual and Transgender (LGBT) Student Services puts student needs at the center of our mission and seeks to provide additional resources to the UVU community seeking greater understanding of the LGBT community.
- School Community University Partnership (SCUP) provides paid tutors to work throughout Utah County tutoring in homes, libraries, UVU campus, as well as other mutually agreed upon public sites. The SCUP department hires tutors for students K-16 in a variety of subjects.
- TRIO Student Support Services is a federally funded program designed to support and encourage Bachelor seeking students who need academic assistance. At Utah Valley University, TRIO supports students who are first generation, low income, and students with disabilities in accordance with guidelines and ratios set by the Federal Government.
- The LEAD Mentoring Program links role models from the local community with students participating in the LEAD Program. The program connects mentors who may be volunteers from business, industry, community organizations, and the UVU campus, with LEAD students.
- The Career Development Center develops individual career success and employment potential by fostering community, regional, and national relationships. Services engage students and alumni in exploring and preparing for professional pursuits.

### **University Relations**

- Manage the Community Advisory Council (CAC), which is comprised of neighborhood chairs and other UVU neighbor representatives, civic and political leaders, K-12 and higher education leaders, local business leaders, and leaders from regional non-profit organizations; CAC meets three times per year with its strategic objective to inform community members of the happenings of UVU as well as to listen to their concerns, observations and opportunities for further engagement.
- Manage the National Presidential Advisory Board (NPAB), which is comprised of executive level thought-leaders from across the country, state, and service region of UVU.
- Function as UVU's liaison to local (city/county), state, and federal political leaders, entities and elected bodies; meet routinely with these leaders at a myriad of functions/meetings.
- Leadership positions within local chambers of commerce
- Leadership on the United Way of Utah County
- Membership on the Downtown Provo, Inc. board

- Membership on the Utah Valley Clean Air Task Force
- Membership on the Utah STEM Fest Board of Trustees
- Leadership on the Intermountain Healthcare community outreach boards
- Involvement with Corporate Alliance (including the C4 executive program), which is a basic and high level networking organization; relationships created through this membership have lead to philanthropic support, guest lectures of high profile business leaders, and other opportunities for student internships and career recruitment.

### **Development and Alumni Relations**

- Provides philanthropic engagement through student scholarships, program support, and athletics.
- Places interns and graduates at various businesses.

### **Inclusion Efforts**

- Utah Valley University has taken significant strides to create a more inclusive learning and working environment. The UVU team has made great progress in demonstrating its commitment to underrepresented multicultural populations (Latino and Native American Initiatives), women in education (Women's Success Center and expanded Wee Care Center), access (Structured Enrollment and increased scholarship pool), and interreligious understanding (Reflection Center), to name a few.
- In 2013, UVU launched a one-year effort to establish a rolling, campus-wide, 4-year Strategic Inclusion Plan. This plan contains 36 action steps focused on four areas: (1) Access, equity, and opportunity, (2) curriculum and learning for intercultural competence, (3) supportive campus environment, and academic inclusivity and regional stewardship. By the Fall of 2016, UVU made meaningful progress on 31 of the 36 action steps and had invested nearly \$2 million into initiatives outlined in the plan.
- One of the major components of UVU's Inclusion Plan is student and employee engagement with diverse communities, contexts, and experiences. UVU is committed to preparing all students and employees for success in an increasingly complex, diverse, and globalized society. Many of UVU's action steps and initiatives focus on global and intercultural engagement with some examples listed below:
  - K-16 outreach and mentoring programs for historically underrepresented communities,
  - International and Multicultural Studies programs abroad and domestic,
  - Increase in volume of and engagement with community for programs, lectures, symposia, and events on diverse and multicultural topics, and
  - Consistent reporting of changes in community demographics including data on Socioeconomic status (SES), linguistic diversity, parental education levels, first generation college bound status, and school-to-prison pipeline issues.
- For an exhaustive list of inclusion efforts visit <http://www.uvu.edu/inclusion/>

**Appendix B**  
*Anchor Institution Assessment Questions*

The Netter Center for Community Partnerships at the University of Pennsylvania (2008) suggests the following key questions in assessing a university as an anchor institution:

- Does it have a large stake and an important presence in your city and community?
- Does it have economic impacts on employment, revenue gathering, and spending patterns?
- Does it consume sizeable amounts of land?
- Does it have crucial relatively fixed assets and you are not likely to relocate?
- Is it among the largest purchasers of goods and services in your region?
- Is it a job generator?
- Does it attract businesses and highly skilled individuals?
- Is it one of the largest employers, providing multilevel employment possibilities?
- Is it a center of culture, learning and innovation with enormous human resources?