QUEST 2028: ONE VCU: TOGETHER WE TRANSFORM

Implementation Plan

Division of Community Engagement

"Engaging the Community in All We Do"

Deliver on our commitment to addressing social and health challenges in partnership with communities

- **Quest 2028: Thriving Communities**

Community engagement is the collaboration between institutions of higher education, such as VCU, and their larger communities for the mutually beneficial exchange of knowledge and resources in the context of partnership and reciprocity. It can involve partnerships and coalitions that help mobilize resources, influence systems, and serve as catalysts for initiating and/or changing policies, programs, and practices to achieve equitable impact.

- **VCU Definition of Community Engagement**

<u>Preface</u>

Welcome to the Implementation Plan for Community Engagement, a crucial component of VCU's Quest 2028: One VCU: Together We Transform, strategic plan, especially as it relates to Theme IV, Thriving Communities. This plan serves as a roadmap to realizing VCU's vision of building strong and mutually beneficial partnerships with the communities we serve, while fulfilling our role as a responsible anchor and urban institution. The plan is structured into two major sections, a comprehensive introduction and an appendix listing select initiatives.

INTRODUCTION. This section introduces the Partnership, Alignment, and Impact (PAI) framework as the cornerstone of our community engagement work. It provides an overview of our focus areas and the framework for inclusive stakeholder representation. We outline our vision, mission, values, guiding principles, and priority areas in community engagement. This section also includes key considerations for the implementation plan and concludes with a one-page executive summary. (Pages 1-15)

APPENDIX. This section presents the specific initiatives. With these (select) initiatives, we aim to present a clear and straightforward roadmap to realizing our commitment to Thriving Communities. Each initiative includes information about the alignment with Quest 2028 goals and rationale, objectives, activities, engagement strategy, team leads and members, milestones and timeline and metrics. (Pages 16-71)

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INTRODUCTION

This section aims to provide an overview of the framework and approach that will guide the implementation of the Thriving Communities strategic plan. We will introduce the Partnership, Alignment, and Impact (PAI) framework, emphasizing the importance of stakeholder engagement and collaboration. Additionally, we will outline the foundational elements of community engagement, including our vision, mission, values, and guiding principles and explain how they will shape our work. We will also identify key strategic priorities and describe how we will work with community stakeholders to achieve our shared goals.

Our aim in establishing this framework and outlining our priorities is to provide a clear strategy that can guide, inform, and support all community engagement activities across the university. It is crucial to have a clear understanding of the institution's community engagement core values, grounding principles, and strategic priorities. This conceptual grounding provides faculty, staff, students, and researchers with a unified vision and ensures maximum impact and alignment. By doing so, we can foster successful and sustainable community partnerships, programs, community-driven research agendas, community-based student experiential learning experiences, and patient-centered healthcare goals that align with VCU's Thriving Communities strategic goals and reflect our core values. The alignment of community engagement efforts across the university will play a critical role in VCU's ability to further distinguish itself as a premier leader in the field.

Community Engagement at VCU: A Commitment to Address Societal Challenges

VCU has a proud history of community engagement, and the university recognizes the significance of forging strong partnerships and overcoming societal challenges. Despite the obstacles faced in higher education and changing community needs, VCU remains dedicated to making a positive impact.

As a broad-access, Carnegie 1, Innovation and Economic Prosperity (IEP) designated, public research university, VCU acknowledges its crucial role in shaping the future and bridging the gap between knowledge and action by being a catalyst for significant change. As one of the first universities in the country to attain the Carnegie Engaged Classification, VCU leads the way in this field. This commitment is emphasized by the elevation of community engagement as a distinct theme in the Quest 2028 strategic plan, underlining its importance and demonstrating VCU's dedication to addressing societal challenges through community engagement

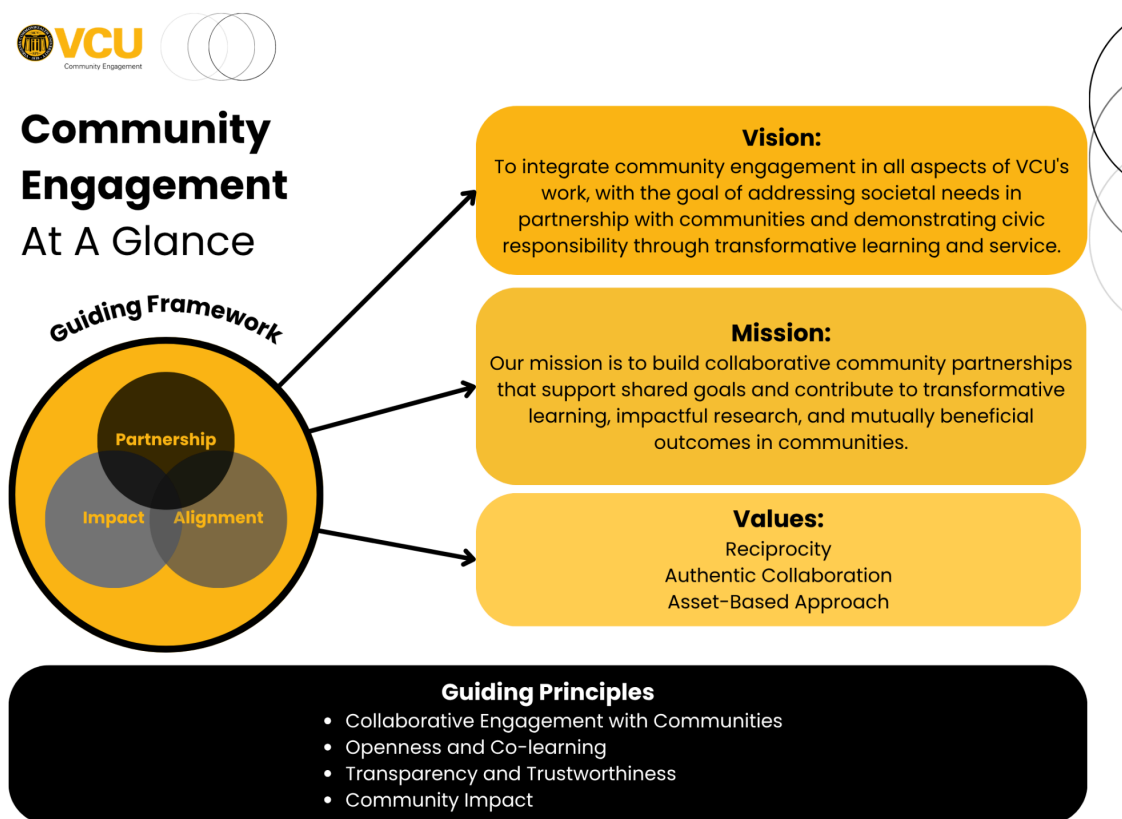**Community Engagement as a Critical Factor in 21st Century Innovation**

At an urban institution like VCU, community engagement is a vital aspect of the university's responsibility as an anchor institution in the community. Community engagement is a critical factor in 21st-century innovation, given the inevitable need for a people-centered approach to technology and innovation, the need for diverse teams to drive innovation and address complex challenges, improved patient care, and the importance of lifelong learning and adaptation.

As exemplified by the Thriving Communities theme in Quest 2028, VCU recognizes that true community engagement is not a one-way street. Instead, it is a collaborative process where both the university and community partners co-create solutions to pressing societal issues. By

prioritizing community engagement, VCU is setting itself apart as a leader in this field, as it integrates it into education, engaged scholarship, research, and clinical practice. Through this commitment, VCU strives to create a legacy of excellence, growth, progress, and economic prosperity, while also preparing future leaders who are equipped to engage in purposeful civic engagement and community partnerships.

Moreover, community engagement enhances student experiential learning opportunities and helps prepare future leaders who are equipped to engage in mutually beneficial community partnerships. Lifelong learning and the need for individuals and organizations to continually adapt and upskill are crucial in the 21st century, and community engagement can serve as a lever to build trust, recruit students, increase opportunities for scientific discovery, and research engagement. This leads to improved research output and true community value, addressing complex challenges, and amplifying student co-curricular experiences.

Community engagement (CE) is at the heart of VCU's overall mission and vision as a leading 21st-century university. The integration of CE into education, scholarship, research, and clinical practice offers an opportunity to demonstrate the university's commitment to fulfilling its public purpose and addressing social, economic, and health challenges. By embracing CE as a core part of its identity, VCU demonstrates its commitment to its public purpose and to being a catalyst for transformative change. Ultimately, by working reciprocally with the community, VCU not only tackles regional issues, but also provides a blueprint for resolving significant global problems, creating a remarkable contribution to the 21st century.

VCU
Community Engagement

Community Engagement
At A Glance

Guiding Framework

Partnership

Impact   Alignment

Vision:
To integrate community engagement in all aspects of VCU's work, with the goal of addressing societal needs in partnership with communities and demonstrating civic responsibility through transformative learning and service.

Mission:
Our mission is to build collaborative community partnerships that support shared goals and contribute to transformative learning, impactful research, and mutually beneficial outcomes in communities.

Values:
Reciprocity
Authentic Collaboration
Asset-Based Approach

Guiding Principles
- Collaborative Engagement with Communities
- Openness and Co-learning
- Transparency and Trustworthiness
- Community Impact

COMMUNITY ENGAGEMENT FRAMEWORK

The proposed framework of <u>Partnership, Alignment, and Impact (PAI)</u> is the cornerstone of community engagement at VCU. The PAI framework provides a structured approach to community engagement that emphasizes building partnerships and aligning university resources with community-identified needs. To promote effective community engagement, faculty, students, and the community are encouraged to incorporate the PAI framework into their activities. It can be used to guide the development of partnerships, ensure alignment of resources and goals, guide research activities, and measure impact. While flexibility is encouraged to allow for adaptations to specific contexts and situations, the PAI framework provides a strong foundation for transformative community engagement.

Partnership: Building relationships with diverse stakeholders through collaboration and teamwork is essential to community engagement at VCU. Authentic, multi-sector partnerships informed by our core values are necessary to address complex, 21st-century problems and achieve broad and balanced impact. Our focus on partnerships aims to narrow the divide between universities and communities and create shared agendas to address social and economic issues.

Alignment: The strategic alignment of university resources, processes, and scholarly pursuits with community-identified needs is crucial for creating relevance, delivering community benefit, and promoting social andeconomic well-being. An adaptive infrastructure that supports broad participation and accountability is key to aligning VCU's goals with city, state, and regional priorities.

Impact: Community engagement at VCU must be driven by a purpose to create impact. This includes building sustainable relationships that lead to value-driven partnerships, opportunities for transformative research and education, excellent clinical care, and significant gains at the individual, family, and structural levels. Our efforts aim to prioritize processes and practices across the institution to promote significant outcomes aligned with VCU's commitment to building healthy, prosperous, and thriving communities.

VISION

To integrate community engagement in all aspects of VCU's work, with the goal of addressing societal needs in partnership with communities and demonstrating civic responsibility through transformative learning and service.

MISSION

Our mission is to build collaborative community partnerships that support shared goals and contribute to transformative learning, impactful research, and mutually beneficial outcomes in communities.

VALUES

The work of CE must be informed by core values that encapsulates our beliefs and attitudes associated with community engagement at VCU. We have identified 3 core values:

1. **Reciprocity**
   - We believe that meaningful community engagement is a shared exchange where both the university and the community contribute and benefit.
   - Our partnerships honor local priorities and knowledge while connecting them with university expertise and resources.
   - Through openness, respect, and shared responsibility, we work together to create solutions that reflect the strengths and aspirations of all partners.
2. **Authentic Collaboration**
   - We recognize that meaningful partnership is built on mutual respect, transparency, and shared purpose.
   - Authentic collaboration means working alongside communities—listening deeply, valuing different perspectives, and co-creating solutions that reflect the strengths and priorities of the people we serve.
3. **Asset-Based Approach**

We believe that all communities possess valuable strengths, perspectives, and capacities that serve as the foundation for meaningful collaboration. We are committed to recognizing and building upon these existing assets while sharing the expertise and resources of VCU. This approach supports partnerships that are rooted in mutual respect, shared purpose, and the understanding that sustainable change is most effective when it grows from the strengths already present within communities.

GUIDING PRINCIPLES: INFORMING OUR ACTIONS

The four guiding principles of Collaborative Engagement with Communities, Openness and Co-learning, Transparency and Trustworthiness, and community impact serve as a cornerstone for VCU's commitment to community engagement. These principles provide *actionable* approaches to drive the university's community engagement efforts.

The goal is for each unit, department, committee, researcher, and student at VCU to be familiar with these principles to guide their understanding and practice, ensuring that community engagement is integrated into all aspects of the university's work. *With these principles in mind, VCU will be able to advance its mission of creating a legacy of excellence and impact as it continues to ask the question:*

"How does our work reflect the values and principles of VCU Community Engagement?"

1. *Collaborative Engagement with Communities*

The principle of Collaborative Engagement with Communities emphasizes the importance of involving and engaging community members and stakeholders in decision-making processes and creating opportunities for shared learning and knowledge exchange. At VCU, this principle is essential for fulfilling its role as a responsible anchor institution and for achieving its goal of establishing mutually beneficial partnerships with the communities it serves. To ensure Collaborative Engagement with Communities, VCU values the perspectives, experiences, and insights of community members and prioritizes the creation of opportunities for dialogue and collaboration. The relevance of this principle to VCU's goals lies in its ability to build trust and strengthen relationships between VCU and the communities it serves. To measure the success of community engagement efforts in promoting this principle, VCU can monitor the level of participation and engagement of community members in decision-making processes and partnerships, as well as the degree of community ownership and impact of initiatives.

2. *Openness and Co-Learning*

Openness and co-learning involve a commitment to being open-minded, responsive, and receptive to the perspectives and needs of communities, as well as being open to new learning and knowledge exchange. As outlined in Thriving Communities, goal 2, VCU will partner with communities to inspire authentic gains in health, education, and economic prosperity. This requires being open to the valuable perspectives and expertise that communities bring to the table, and fostering community trust through open, transparent, and timely communication. For VCU, this principle helps ensure that engagement is guided by the needs and priorities of the community, leading to more effective and sustainable outcomes. To ensure that this principle is followed, VCU can measure community engagement by monitoring the level of two-way communication, dialogue, and learning between VCU and community members, and the level of mutual respect and understanding in partnerships.

3. *Transparency and Trustworthiness*

Transparency and trustworthiness are critical components of community engagement, as they establish a foundation of honesty, ethics, and mutual respect in all partnerships. This principle has a significant influence on the quality of student experiential learning opportunities, as students benefit from engaging with community partners who are willing to collaborate and participate in research. Additionally, transparency and trustworthiness are increasingly becoming an expectation in the funding landscape, where community partners are often engaged as co-investigators and expect to participate in a genuine and authentic way. This principle is vital for the overall learning and development of students, as they are required to engage with the community using purposeful strategies that make a difference. By prioritizing transparency and trustworthiness in community engagement initiatives, VCU can create more aligned and sustainable partnerships that benefit both the university and the communities it serves.

4. *Community Impact*

community impact involves ensuring that community engagement efforts result in positive and significant effects for the community and society at large. This principle is essential in directing VCU's community engagement efforts towards achieving substantial and lasting impact, aligned with the needs and priorities of the community. Adhering to the principle of community impact helps VCU fulfill its responsibility as a responsible anchor institution and advance its mission of creating a legacy of excellence, impact, and economic prosperity. The principle of community impact is based on the notion that VCU's work is valuable when it leads to concrete and substantial results for the community and society. This includes the benefits of research

discoveries, the application of knowledge to address pressing societal problems, and the creation of economic opportunities and improved quality of life. To demonstrate a commitment to community impact, it is crucial to measure and evaluate the level of impact achieved through partnerships and initiatives, as well as assess the level of satisfaction and feedback from the community on engagement efforts.

STRATEGIC PRIORITIES

Community Engagement Strategic Priorities

Advancing Regional Vitality Through Local Partnerships, Service, and Opportunity

VCU's community engagement priorities align with the **Quest 2028 Strategic Plan** and reflect the university's commitment to building strong partnerships, promoting economic opportunity, and supporting growth across both urban and rural communities in the region. Through service, applied learning, and collaboration, VCU works to strengthen the quality of life across Virginia and contribute to sustainable progress in communities of all sizes.

1. Strengthening Infrastructure to Support Engagement Across the Region

VCU is focused on strengthening systems that support long-term partnerships across the Commonwealth, including underserved rural areas and rapidly growing regions. Priority actions include:

- Creating engagement-focused administrative tools (e.g., IRB modules, training systems)
- Expanding leadership development for faculty and local partners
- Aligning policies to encourage collaboration across colleges and departments
- Improving systems for measuring results and tracking outcomes
- Increasing university partnerships with small and locally based businesses

These investments will help ensure that VCU's community engagement efforts are coordinated, practical, and responsive to the opportunities and challenges facing both urban centers and rural communities.

2. Advancing Economic Development and Workforce Readiness

VCU is committed to supporting economic growth in communities across the region by aligning engagement with real-world priorities. This includes:

- Collaborating with partners in workforce development, small business growth, and entrepreneurship
- Supporting job training and career preparation for emerging and existing industries
- Opening more contracting and procurement opportunities for local businesses
- Increasing partnerships with regional organizations focused on expanding economic access

These efforts aim to strengthen local economies—particularly in rural and transitioning communities—by building on existing assets and supporting upward mobility through skill-building and collaboration.

3. Expanding Skill Development and Training Opportunities

VCU's engagement model includes a strong emphasis on training that builds local capacity and supports regional development. Initiatives include:

- Offering training programs for faculty, students, and community members
- Recognizing skill attainment through digital badges and stackable credentials
- Supporting learning that promotes collaborative problem-solving and regional innovation

- Encouraging professional development that aligns with workforce needs across urban and rural areas

By investing in practical skill-building, VCU helps prepare individuals and institutions to lead, serve, and grow in partnership with their communities.

4. Partnering to Address Local Needs Across Diverse Communities

VCU's engagement efforts are shaped by the belief that communities—whether rural, urban, or regional—are best positioned to identify their own priorities. The university supports:

- Collaborative programs that respond to local goals in areas such as health, housing, education, and workforce development
- Student learning opportunities that contribute to real-world service projects
- Applied research aligned with shared goals across public, private, and nonprofit sectors
- Greater coordination across university units to support community-driven solutions

This work ensures that VCU remains responsive to both short-term needs and long-term opportunities, building partnerships that contribute to shared success.

5. Leveraging Place-Based Centers as Regional Anchors

VCU's place-based centers are designed to serve as trusted hubs for community connection and service delivery. These centers operate in neighborhoods and regions where long-term collaboration and consistent presence are essential. Examples include:

- **The Mary and Frances Youth Center**, which supports youth development and programming through education, training, and recreation
- **The VCU Health Hub at 25th**, which offers coordinated services in health access, housing, food security, legal support, and transportation

These models demonstrate how university centers can drive long-term regional partnerships, deliver essential services, and expand learning opportunities. Continued investment in these centers supports deeper collaboration across city neighborhoods and rural communities alike.

1.

IMPLEMENTATION PLAN

The introduction (previous) section provided a comprehensive overview of the core elements that underpin community engagement and inform our work. The foundation

upon which this framework is built was developed through extensive community input gathered over several years through various forums. In fact, the Thriving Communities goals were directly shaped by the insights and feedback of community partners and carefully listening to the community, and feedback from VCU researchers, faculty, and students. As we move forward with implementing our community engagement initiatives, we remain committed to upholding these principles and values, which serve as a guide for our work and ensure that we remain aligned with the needs and priorities of the communities we serve. Therefore, the implementation plan for Thriving Communities is designed with flexibility and adaptability in mind, allowing for ongoing input from internal and external stakeholders to shape and guide efforts towards achieving meaningfulimpact. The initiatives presented in this plan are a selection of what needs to be accomplished to achieve the strategic goals of Quest 2028. Below we outline the ***key considerations*** that informed the development of the initiatives.

1. *Flexible and Adaptive.* In developing our implementation plan for Thriving Communities, we have kept in mind the importance of consultation with internal and external stakeholders and the need to create space for their input. We understand the tension between having a well-formed plan and the value of engaging stakeholders and believe that trust and openness are critical to the success of our efforts. As a leading urban university with a significant economic footprint, VCU can drive transformative innovation and make a lasting impact on the well-being of the communities we serve. With these considerations in mind, the initiatives presented in this plan are flexible and adaptive, allowing for input from key stakeholders to shape and guide our efforts towards Thriving Communities. While the plan includes specific initiatives, it is important to acknowledge that the process of **co-creation with internal and external stakeholders** is ongoing and dynamic, and the plan will continue to evolve over time. The ultimate objective of these efforts is to move beyond partnerships and make a tangible difference in the lives of community members. These initiatives should result in authentic outcomes that help to inspire transformative change in health, education, and economic prosperity.

2. *Scope and Limitations.* While the strategic plan serves as a guidepost and accountability barometer for our work in the Division of Community Engagement, it is important to note that the initiatives presented are only a **selection** of what we need to accomplish to achieve the strategic goals of Quest 2028. In addition to the initiatives presented, it is important to note that **other initiatives, not identified in this document,** are in process, will be emerging, and will be implemented alongside these specified. All initiatives will align broadly or specifically with the strategic goals in Quest 2028 and will be implemented in collaboration with other VCU units. Furthermore, while these initiatives are presented as discrete projects, it is crucial to understand that they are not discrete and are, to varying degrees, **interconnected.** The proposed initiatives will require intentional internal and external collaborations and budgetary support to be successfully implemented. Finally, it is imperative to note that the implementation plan, as presented, does not specify the associated administrative workload, relational processes, and partnering work required to design and successfully implement the work of engagement, as prioritized in the strategic plan.

3. *Multifaceted Objectives.* As you review the initiatives presented, it is important to note that they may address **multiple goals**, including one primary goal and one or more

secondary goals. To help you better understand each initiative's intended outcome and focus, we have organized them according to their primary goal. However, it is important to keep in mind that secondary goals may also be addressed in the process of achieving the primary goal. So, while the initiatives are categorized by their primary goal, we acknowledge the potential for multiple goals to be addressed.

4. *Resource Allocation.* As we embark on various community engagement initiatives, we recognize that many different resources are needed, especially financial resources. While we have not identified specific budget numbers associated with each initiative, we aim to work within the framework of the **allocated budget of $500,000.** This will ensure the successful implementation of these initiatives and the broader work of community engagement, which includes other initiatives not mentioned here. We acknowledge that **faculty and community partners are a huge resource and asset** to our community engagement efforts. However, their contributions are often undervalued. To address this, we propose compensating faculty expertise and time appropriately to communicate the value of their work to the university's community engagement efforts. Similarly, we recognize the importance of fairly compensating community partners for their collaboration with VCU. This will help co-create knowledge and facilitate pathways for expanding student experiential learning and the implementation of various aspects of our research enterprise.

   In our planning, we also anticipate having access to **shared resources such as administrative, communication, and project coordination.** Community engagement requires countless hours of invisible labor that are necessary for cultivating relationships across the university and externally. This invisible labor requires staff time, incentivizing others for their expertise, not only in financial ways but also through appreciation and acknowledgement. This can include awards, certifications, and emails of appreciation. Finally, the Division of Community Engagement is acutely aware and sensitive to the **budget crisis**, and we are committed to being innovative, creative, and resourceful while working within the budget allocation in a fiscally responsible manner.

EXECUTIVE SUMMARY

The Division of Community Engagement at VCU has taken a strategic approach to community engagement by developing a comprehensive implementation plan that aligns with the university's strategic and aspirational goals. The plan is informed by a focused strategy that guides the direction of community engagement across the institution, ensuring significant community impact. By adopting a forward-thinking and comprehensive approach, VCU establishes itself as a leader in the field and reinforces its commitment to creating positive and lasting change in the communities it serves.

Community engagement is a critical component of VCU's identity and essential to achieving the four themes of the strategic plan. Authentic collaborativepartnerships with communities, grounded in core values and principles, are necessary to achieve these goals. Incorporating community engagement with a people-centered approach has become increasingly important in the current era of remarkable technological and digital advancements. VCU has the potential to

set itself apart as a leading 21st-century academic institution committed to community engagement by integrating it intentionally into all facets of its operations.

The Partnership, Alignment, and Impact (PAI) framework is integral to community engagement at VCU, providing a roadmap for faculty and students to approach community engagement intentionally, enabling significant and sustainable impact in communities. By prioritizing partnerships, alignment, and impact, VCU is better equipped to address complex areas of concerns, build sustainable relationships, and create transformative opportunities for research, student experiential learning and clinical care. The PAI framework should guide all proposed community engagement activities and initiatives, offering a comprehensive and lasting approach for enhancing quality of life, fostering fairness and opportunity, supporting responsible energy and environmental practices, and promoting health and well-being.

To achieve these goals, the Division has assembled an exceptional team of experts with diverse backgrounds and extensive experience in community engagement. This team includes experts in community-engaged research, partnership development, community and economic development, regional and urban development, teaching and learning, student engagement, and co-curricular expertise. The team's broad range of knowledge and experience positions the Division for successful implementation of VCU's community engagement goals.

In summary, by integrating community engagement into all aspects of its operations, VCU is poised to make a significant and lasting impact on our communities, students, patients, and globally, and in doing so, VCU will further distinguish itself as a leader in innovative, impactful, research and education.

"Engaging the Community in All We Do"
-VCU Community Engagement Motto

Appendix

The Appendix includes select initiatives for each of the four goals of Thriving Communities, which are as follows:

Goal 1: Collaborate to build an adaptive infrastructure that meets the evolving needs of VCU and communities.

Goal 2: Partner with communities to help inspire authentic gains in health, education and economic prosperity.

Goal 3: Create and leverage pathways that demonstrate that our academic and health care goals and innovations benefit and complement the objectives of our community partners.

Goal 4: Actively seek community partnerships and opportunities to elevate awareness and collaborative action between VCU and communities.

For each goal, we present selected key initiatives that align with our overall strategy and have the potential to make a significant impact in the communities we serve.

Table 1: Goals Aligned with Initiatives

Thriving Communities Goals	Strategic Priority Areas	Initiatives (Selected)
Goal 1: Collaborate to build an adaptive infrastructure that meets the evolving needs of VCU and communities	**Infrastructure**	**Community Engagement Council** **Community Advisory Board** **Community Connectors (Ambassadors)** **Community Engagement Student Council** **Carnegie Reclassification** **GRANTED**

		Partnership Database Asset Maps
Goal 2: Partner with communities to help inspire authentic gains in health, education, and economic prosperity	Economic Development Skill building Place-based	Financial Wellness Speaker Series (VCU Health Hub at 25th) Seed funding (VCU Health Hub at 25th) Economic Development Workshops Microgrants Side-by-Side Community Research Exchange Micro-credentialing
Goal 3: Create and leverage pathways that demonstrate that our academic and health care goals and innovations benefit and complement the objectives of our community partners	Addressing Societal Grand Challenges Skill building Economic Development Place-based	Seed Funding to Enhance East End Economic Vitality Career Pipeline Program Senior Capstone Project
Goal 4: Actively seek community partnerships and opportunities to elevate awareness and collaborative action between VCU and communities	Skill building Place-based Societal Grand Challenges	Faculty Learning Collaborative MLK Keynote Activities Connect Community Engagement Conference Community Hub (Mary and Frances Youth Center) Pickle Ball (Mary and Frances Youth Center)

TC 1: Collaborate to build an adaptive infrastructure that meets the evolving needs of VCU and communities.

COUNCIL FOR COMMUNITY ENGAGEMENT

A well-designed and comprehensive infrastructure is crucial for the success of community engagement initiatives and the impact they have on the communities served. Moreover, it is a well-established best practice to develop an infrastructure that promotes engagement and facilitates bi-directional input from diverse stakeholders. This can be achieved through the formation of a 1) Community Engagement Council, comprising VCU faculty and staff, which acts as the central point of communication between the university and the community. The addition of a 2) Student Ambassador Council provides a platform for student perspectives and helps build bridges between VCU and the community; 3) external Community Advisory Board, representing diverse stakeholder voices, offers important feedback and insights to the university. Lastly, including 4) Grassroots Community Ambassadors helps ensure true representation and inclusiveness in community engagement initiatives, as they serve as advocates and champions for the cause.

Objectives

The Council for Community Engagement, which will assemble representatives from all academic and major support units, will:

a) provide the infrastructure to promote, support and strengthen the university's commitment to community engagement in all things.
b) promote and support VCU's commitment to solving social and health concerns in partnership with communities.
c) promote alignment and identify opportunities across all units to operationalize a functional community engagement framework aligned with the university's strategic goals and civic responsibility; and
d) serve as an accountability group and active partners to ensure that community engaged best practices, procedures and opportunities align with VC's stated goals and best practices.

Member Duties

a) Actively participate in Council activities and serve as a link to your unit.
b) Contribute your unit's expertise, opportunities, and challenges to advance community engagement.
c) Collaborate with Council workgroups on initiatives that align with the University's strategic plan.
d) Help identify barriers and develop solutions to strengthen VCU's impact.
e) Build connections and partnerships across VCU units and with community partners.

Selection of Council Members

Prior to reaching out to academic units, we will need to create awareness of the Division of Community Engagement agenda by presenting to various leadership teams across the university accompanied by a university wide announcement and preferably direct

communication from the Provost, introducing community engagement and the support needed from across the campus to achieve VCU's strategic and aspirational goals.

The Council will be chaired by the leader of the Community Engagement Division. We will identify a co-chair for the Council; ideally a community engaged leader from the medical campus

Reach out to academic and major support units across the university and invite them to nominate a representative to serve on the Council.

Create an application or nomination process that includes a brief statement of interest and experience in community engagement and interest in particular committee.

Ensure that representation on the Council is diverse, including individuals from different disciplines and backgrounds.

Terms of Council Members

Council members should serve for a term of 2-3 years.

The terms of the council members should be staggered so that not all members leave at the same time.

Members should be able to renew their terms for one additional term.

The terms should be reviewed periodically to ensure that the council membership remains diverse and representative of the university community.

If a council member resigns or is unable to fulfill their duties, the unit that they represent should nominate a replacement to serve out the remainder of the term.

These recommendations are flexible and can be adjusted as needed to meet the specific needs of the council and the university community.

Serve on one of four standing committees:

Grants and Awards Committee
·   Identify and seek funding opportunities that support community engagement initiatives
·   Review grant proposals and make recommendations for funding
·   Develop award programs to recognize outstanding community engagement efforts
·   Work closely with other units including OVPRI to coordinate grant and awards efforts

Infrastructure and Policy Committee
·   Identify and address infrastructure and policy barriers to community engagement efforts
·   Develop policies and procedures that support community engagement efforts
·   Coordinate with other committees to ensure policies and infrastructure align with strategic goals
·   Advocate for resources and support for community engagement efforts

Community Engaged Research Committee
· Identify and support research projects that involve community engagement
· Develop and maintain relationships with community partners for research collaboration
· Identify training and support opportunities for faculty and staff in community engaged research methods
· Advocate for resources and support for community engaged research projects

Education Committee
· Identify and support opportunities for student experiential learning in community engagement
· Develop and maintain relationships with community partners for student engagement
· Identify training and support for students in community engaged research methods and experiential learning opportunities
· Advocate for resources and support for community engaged education initiatives

Carnegie Reclassification Adhoc Committee

We need to establish a Carnegie Reclassification Committee, which will be a subset of the council and play a critical role in the reclassification process. This group will require specific expertise and be time-limited, with the goal of preparing for the reclassification. We recommend that committee members be selected from among the council, as their work is integral and highly linked to various components of the council and subcommittees. Committee members must bring relevant expertise to the areas of inquiry covered in the Carnegie application, specifically how we define, measure, and deliver quality community-engaged partnerships.

· The committee's focus will be on anchor strategies, which look at how the university uses its core functions to promote community advantage, such as procurement, staffing, and workforce development.
· Additionally, the committee will examine student engagement, outcomes, and impacts on both students and the community, as well as university-wide policies and practices that advance community-engaged work.
· The committee will also consider outcomes and impacts for faculty, staff, the community, and the campus.
· The Carnegie reclassification committee's core functions will include identifying and sharing data needed for the application, which will include impact metrics, case studies, evaluation reports, and unit-level policies.
· The committee will also review application drafts or component parts, assess policies relevant to community engagement, and contribute historical knowledge of how policies, metrics, and infrastructure have evolved over time.

COMMUNITY ADVISORY BOARD

As an urban university with a significant economic footprint, VCU recognizes the importance of working in close partnership with the communities we serve. To achieve our strategic planning goals and address community concerns, it is essential that we have community voice, leadership, know-how, passion, commitment, and insights as part of our infrastructure.

The formation of an external Community Advisory Board is a critical step towards achieving this goal. By including community members in the decision-making process, we can ensure that our research, actions, and policies are aligned with community needs and values. This bidirectional dialogue between VCU and the community can help us better understand the real-world implications of our work and promote greater accountability.

While many universities claim to prioritize community engagement, few have the infrastructure in place to facilitate this kind of partnership. We cannot address the grand societal challenges of our time without involving communities at the table. By establishing a Community Advisory Board, we can create a seamless and normative process for community engagement that will benefit both VCU and the communities we serve.

Community Advisory Board members can bring unique insights and experiences to the table, helping us to develop more comprehensive solutions that address the needs of diverse populations. They can also provide a valuable perspective on the impact of our work on the ground, informing our decisions and actions.

Through collaboration with the community, we can shape a stronger, more connected, and more resilient society. The establishment of a Community Advisory Board is an important step towards this shared goal, and we look forward to working with our community partners to create positive change.

Objectives
1. F*oster purposeful engagement with community members*: The community advisory board will provide an opportunity for community members to engage with the university in a valuable manner, ensuring that their voices are heard, and their perspectives are considered when making decisions that impact their lives.
2. *Enhance the university's accountability and transparency*: By having an external community advisory board, VCU can increase its accountability and transparency to the community. This board can provide guidance and oversight to ensure that the university is making decisions that align with the community's needs and interests.
3. *Leverage community expertise and resources:* The community advisory board can serve as a valuable resource for the university, providing insight and expertise on a range of issues that impact the community. By leveraging the board's knowledge and resources, VCU can better address the community concerns that exist in the community.
4. *Strengthen community-university partnerships:* Establishing an external community advisory board can help to build and strengthen partnerships between VCU and the community. By working together, the university and the community can create innovative solutions to address some of the most pressing challenges facing the community.

Member Duties

1. Providing input on the university's strategic planning and initiatives related to community engagement, health needs and economic development.

2. Providing feedback on university programs and services, including those related to student support, research, and community outreach.

3. Assisting with identifying and building relationships with community partners to support the university's goals and initiatives.

4. Advising on the allocation of resources to support community engagement and outreach activities.

5. Advocating for the university and its initiatives within the broader community and helping to raise awareness of the university's contributions to the region.

6. Collaborating with university leaders and staff on specific projects or initiatives that require community input or involvement.

7. Providing feedback on how the university can better engage with the community and ensure that its initiatives align with community needs and priorities.

Overall, the community advisory board would play an important role in helping to ensure that the university is responsive to community needs and priorities, and that its initiatives are effective and impactful.

Work Groups

These proposed work groups are intended to provide a starting point for the community advisory board committee to identify and establish specific working groups. Based on community consultation and CE goals, we suggest the following broad themes:

1. *Education:* This group will focus on creating pathways for city youth to gain admission to VCU and for their career trajectory.
2. *Economic Development*: This group will focus on identifying and supporting economic development opportunities that benefit both the community and the university.
3. *Health and Wellness Working Group:* This group can focus on issues related to community health and wellness, including access to healthcare, mental health services, and healthy living programs.

Please note that these are only suggested areas of focus, and the final decision will be made by the advisory board committee.

VCU COMMUNITY CONNECTORS
AMBASSADORS

Overview. As part of the community engaged infrastructure, we will identify community members to serve as ambassadors, in what will be known as the VCU Ambassador Program (or VCU Community Connectors). While some of these members may participate on the advisory board, this group essentially would serve on an ad hoc basis. Oftentimes, universities lack that infrastructure that allows for direct contact with residents who can be informed about VCU activities, and through their social networks, share that information. These community members are not expected to be as highly involved as those on the advisory board, but they are still informed and are residents who are supportive of VCU, willing to "spread the word" and serve as direct links with community members. The advisory board members can be considered the grassmiddles, whereas the ambassadors can be considered as the grassroots representation. The goal is to build a robust engagement infrastructure to ensure that VCU makes every effort to reach far and wide into the communities we serve. By having a team of ambassadors or community connectors, the university can improve its ability to communicate with the community, share information, and create trust in the community. This type of engagement is crucial for universities like VCU, which often lack direct contact with residents who can inform others about university activities through their social networks. The goal is to build a robust engagement infrastructure to ensure that VCU makes every effort to reach far and wide into the communities it serves. The VCU Health Hub at 25th launched a successful ambassador program in 2021, and the hope is to now scale this program to other neighborhoods beyond the East End of Richmond.

With the help of the VCU Ambassador Program, VCU will be better positioned to address the community challenges faced by the community.

Objectives:
1. To build a network of community members who are knowledgeable about VCU's initiatives and events, and who can serve as direct links with residents in their respective neighborhoods.
2. To foster relationships between VCU and the community by creating a space for two-way dialogue and communication, where community members can provide feedback on VCU initiatives and programs and VCU can respond to community concerns and interests.
3. To build bridges between VCU and the community, providing opportunities to break down walls and creating pathways for community members to access resources at VCU, such as admissions, employment, and contracting opportunities.

Member Duties:
1. Serve as a direct link between VCU and community members, sharing information about VCU activities and initiatives through their social networks and personal interactions.
2. Build bridges between VCU and the community, providing opportunities to break down walls and for residents to see their children or community children gain admission to VCU, secure employment, or be hired as a contractor.
3. Provide VCU with on-the-ground information about community sentiment and feedback, including areas of discontent or praise for VCU initiatives, to help the university constantly improve its engagement with the community.

COMMUNITY ENGAGEMENT STUDENT COUNCIL

Goal
TC 1: Collaborate to build an adaptive infrastructure that meets the evolving needs of VCU and communities.

Overview and Rationale

Integrating student voice, experience, and capacity into Virginia Commonwealth University's (VCU) Community Engagement (CE) infrastructure is critical. To achieve this, the VCU division of community engagement has launched the CE Student Council program with three main priorities. Firstly, the program aims to establish a bidirectional feedback loop to inform and disseminate community engagement, co-curricula, and experiential learning experiences. Secondly, the program will develop a student ambassador council that will include representatives from VCU's student organizations, service organizations, as well as students new to community engagement programs. The council will provide input on behalf of the larger student community regarding community engagement efforts. In addition, the council will develop pathways for VCU students to have expanded opportunities to engage with the CE leadership team related to community service and engagement with partnering communities, including community, civic, and non-profit organizations, and partnering schools.

Before engaging in community service, the Student Council will receive training on various topics, including principles of community and civic engagement, asset mapping of partnering communities, orientation from neighborhood leaders, historical neighborhood context, and VCU's commitment to civic engagement. The CE Student Council will also receive training from CE experts and serve as a voice at local civic association meetings, community clean-up days, as well as service learning and leadership projects. The program provides an opportunity for students to share their unique experiences and encourage others to become part of the community through service. By participating in the CE Student Council program, students will take pride in their contribution to VCU and become role models in the communities, which will strengthen the university's relationship with neighbors throughout adjacent and partnering communities.

Quest 2028 Strategic Alignment: Thriving Communities
TC 4: Actively seek community partnerships and opportunities to elevate awareness and collaborative action between VCU and communities.

Objectives:
- Develop an infrastructure to facilitate ongoing bidirectional student input in VCU's community and civic engagement agenda
- Community Engagement Student Council Representatives will participate in Canvas training modules developed by VP of Community Partnerships.
- Community Engagement Student Council Representatives will develop skills related to understanding how to build relationships with community stakeholders, residents, and leaders within the city of Richmond.
- Community Engagement Student Council Representatives will be provided with experiential and co-curricula opportunities to be of service to partner communities
- To develop an accessible pathway to facilitate student volunteerism and civic engagement in community service and initiatives

● Community Engagement Student Council Representatives will provide feedback to engage in service learning and leadership projects in partnership with internal VCU and external community partners within our partnering communities. Designated members of the council will have an opportunity to engage with our subcommittee in opportunities

Community Engagement Student Council Activities:
- **Community Tours**: Student Council will participate in community tours to learn about communities throughout the Richmond metro area. Student Council will work with community residents to learn about and understand the history of neighborhoods that surround VCU and help to support work within those partnership communities. Student Council also lead special tours for other student groups, faculty/staff as they develop these skills.
- **Community Clean Up Days:** The Student Council will engage in community clean up days to support local partnership communities. These community clean up days will allow for students to build relationships with residents in the Richmond area as well as gain community service hours to support their educational experiences.
- **Community Engagement Student Council Representatives Group Meetings:** The Student Council will meet biweekly, which promotes student fellowship and camaraderie by giving them exclusive social events such as game nights and team-building activities. In addition, the Student Council participates in various community service activities and fundraising events.
- **Events, Training, Conferences and Workshops:** Student Council regularly attend events, conferences, and workshops to glean new ideas and to bolster a heightened sense of understanding about Community Engagement.

Engagement Strategy/Milestones
1. Workgroup Invitations and Outreach
   a. VC will research and develop list of student organizations to develop partnerships with the CE office (February/March 2023)
   b. Student Organization Outreach: Verenda will reach out to student organization faculty members to share vision of Community Engagement Student Council Representatives (March 2023)
2. Advertisement/Recruitment: Verenda will share/advertise, email information, share on Ramz Connect, and email blasts to student organizations (April 2023)
   a. Hold Interest meeting to share process and application (April 2023)
   b. Develop and recruit students from student organizations Begin development of a database of student volunteers to support future events
Examples of Volunteer Opportunities:
   c. Partnering Community Clean Up Days
   d. MLK Day of Service
   e. MLK Keynote Event
   f. K-12 Partnership Engagement (Carver, East End, Jackson Ward, Manchester)
3. Develop and host training for students (workgroup)
4. Pilot program and full launch of program including quarterly meetings to check-in and reinforce training for Community Engagement Student Council Representatives Fall 2023
5. Select students to be Community Engagement Student Council Representatives for

6. Fall 2023
7. Student Placement: September/October 2023

3-Year Milestones

Development of Structure (Fall 2023)
- Representatives from student organizations and groups unit
- Student Engagement Task Force: Targeted selection of individuals with expertise – collaboration with workgroup of Student Engaged Leaders at VCU

- Development of Student Council Subcommittees (Spring 2024)
    - Community and Civic Engagement (Student involvement with Neighborhood Associations)
    - CE Service Learning and Volunteer Engagement (Internship/Externship/One and Done)
    - Special Events (CE Conference, MLK Week, other special events)
    - CE Research (In partnership with VCU Faculty/Staff)
- Student Access: Development and utilization of Student Opportunities Center (Fall/Spring 2025
    - Utilize SOC to upload student volunteer opportunities for students to access to find opportunities in partnering communities
    - Create curated opportunities with partnering communities
    - Identify co-created opportunities for Service Learning with REAL
    - Partner university-wide for community engagement service projects

Community Engagement Student Council Program Team Workgroup
Verenda Cobbs, Lead
Ron Jones, Provost Office
Officer Luke Shrader, VCU Police
Katie Elliott, REAL Service Learning
Kaylynn Hill, TRANSFORM
Dr. Charles Goode, VCU Office of Strategic Enrollment
Student Support: Lawrenda Avuowlanu, Intern Oscar Kemp, Intern

Metrics:
- Community engagement: Increase coordinated programs/interventions in priority communities
- Training in standards of excellence: Increase # of students trained in DEI and community-engaged research best practices

CARNEGIE RECLASSIFICATION

Goals
- TC 1: Collaborate to build an adaptive infrastructure that meets the evolving needs of VCU and communities.

Overview and Rationale

VCU was one of the first universities to receive the Carnegie Engaged University in 2005 and was reclassified in 2015. We will be applying for the 2026 reclassification, with the application due in early 2025. The Carnegie reclassification process requires that VCU self-study and self-evaluate the degree to which community engagement is based on reciprocal, mutually beneficial partnerships, is institutionalized across all VCU and ensures the impact of those partnerships is beneficial to all involved stakeholders. Reclassification matters because it ensures continued national recognition of VCU's commitment to its community, advances Quest 2028, and helps us improve the impact and quality of our collaborations through rigorous self-study and data collection across the institution as the self-study looks at the following core areas of inquiry:
- How we define, measure, and deliver quality community engaged partnerships.
- Anchor strategies, which look at how the university uses core function to promote community advantage (e.g., procurement, staffing, workforce development:
- Student engagement, outcomes and impacts on both the students and the community.
- University-wide policies and practices that advance community-engaged work.
- Outcomes and impacts for faculty, staff, the community, and the campus.

Alignment with Quest 2028
- TC 1.5 "Establish a cross-organizational team to guide VCU's continued competitiveness for the Carnegie Community Engaged Classification." This directly addresses this.
- TC 1.6 "Establish a sustainable process for reviewing and developing policies, practices, principles and ethics for transformation." The Carnegie application spends much time on policies, so can support this.
- TC 2.1 "Audit of existing VCU and partner activities." As Carnegie requires an extensive set of examples of community partnerships across all categories, it can contribute to this.

Objectives
- Identity. This process distinguishes VCU as an urban university with a community-engaged mission and strong public purpose.
- Institutional alignment: The process helps align community engagement best practices and principles to not just advance our public purpose and serve our community but also strengthen our teaching, learning, scholarship, and service.

Activities (next 6 months)
- Ensure that the Council of Community Engagement includes university faculty, staff and students who can provide input into the application's core areas of inquiry.
- Identify existing committees at VCU (e.g., REAL Council), VCU Health and with the community (e.g., Neighborhood Associations) including student committees (e.g., Didi Center, Career Leadership Council, REAL team) that will be critical to support the Carnegie process and create sub-committees as part of the Council where existing committees are lacking.
- Work with Communication to develop a Carnegie application website.

Engagement Strategy
- Internally, engagement occurs through the committees discussed under activities.
- Work with the external committee of partners to develop a Carnegie committee. They will be instrumental in contributing to the application process, identifying, and helping implement critical actions and improvements that emerge from the process, and will serve as application survey respondents.

Team Members
- The project will need to recruit an executive committee to oversee the process and make critical decisions. In addition to Shari Garmise, other possible team members must represent the following:
  - Communication: Jeff Kraus or David Timberline
  - Community Engagement: Mosavel and Davenport
  - Community Engaged Learning: Webster Garrett and Elliott will share switch off
  - Community engaged Research: TBD:
  - VCU Health: TBD

Milestones for December 2023
- Council of Community Engagement identified and recruited:
  - Subcommittees relevant to Carnegie identified.
  - Identify and confirm the Carnegie executive committee.
- Identify and recruit community members within the wider community committee:
- Carnegie Website designed

Three-Year Milestones
- Implement a regular schedule of meetings and activities to advance the Carnegie application.
- Launch the website and update every quarter of the year.
- Draft Carnegie application and have it reviewed by committee members and appropriate other VCU representatives.
- Submit application.

Metrics
- Website completed.
- Application Submitted.
- Others TBD by committees once the work is begun (e.g., Policy changes recommended by policy committee)

IEP AWARDS

Goal
- TC 1: Collaborate to build an adaptive infrastructure that meets the evolving needs of VCU and communities.
- TC 4: Actively seek community partnerships and opportunities to elevate awareness and collaborative action between VCU and communities.

Overview and Rationale
In 2022, VCU received the Innovation and Economic Prosperity Designation, awarded by the Association of Public and Land-grant Universities, which recognizes that the university has achieved a level of excellence in their community and economic engagement activities. As an IEP recipient, we are eligible to apply for an award, recognizing excellence not just generally but vis-a-vis our peers. Our IEP application reviews were excellent, putting us in a good position for the awards. Moreover, the IEP awards application process will also help us develop the process for Carnegie Reclassification, which is a Quest Goal.

Alignment with Quest 2028 Goal
TC 1.2 Implement continuous improvement and sustainability of community and economic practices throughout VCU and VCU Health.
- The IEP provides a process for examining strengths and weaknesses, and support's VCU's commitment to continuous improvement of our community and economic practices.

TC 4: Actively seek community partnerships and opportunities to elevate awareness and collaborative action between VCU and communities.
- IEP awards are one way to elevate awareness of the successful collaborations between VCU and its communities.

Objective
- National recognition of the quality of VCU's community and economic engagement work.

Activities (next 6 months)
- Invite the IEP Advisory Committee to participate in the process.
- Hold the first advisory committee meeting to select the award category (talent, innovation, place) and the three case studies that will be featured. The focus of the application is a discussion of three case studies that illuminate why VCU deserves the award.
- Engage with community and university colleagues to develop three case studies selected.
- Draft application.
- Hold a second advisory committee meeting to get feedback on the application.
- Submit application.

Engagement Strategy

For IEP, we developed an advisory from across the university, and we will work with those who are willing to continue to see us through this shorter, second stage of the process. The Community will be engaged in the case study development and review.

Team Members
- Shari Garmise and Ivelina Metcheva, Co-Chairs.
- The Community Engagement Team will serve as an advisory committee.

Milestones and Timeline for 2023
- Case Studies Selected: March 3, 2023
- Application drafted: March 20, 2023
- April 15: Submit IEP Award Application

Three-Year Milestones
- **NA**

Metrics
- Application Submitted

COMMUNITY PARTNERSHIPS LIST
ASSET MAP DEVELOPMENT INITIATIVE

Goal
TC 1: Collaborate to build an adaptive infrastructure that meets the evolving needs of VCU and communities.
TC 2: Partner with communities to help inspire authentic gains in health, education, and economic prosperity.

Overview and Rationale:
The VCU division of community engagement is developing and maintaining a Community Partnerships List to connect, coordinate, and collaborate with its community partners more effectively. The primary purpose of the partnership database is to celebrate and promote community engagement while providing an online resource that makes university-community relationship data accessible to faculty, staff, and students. The partnership database is a collaboration between the division of community engagement and its community partners.

The main goal of the partnership database is to create an organized, up-to-date, and comprehensive list of community partnerships, including information on Community Engaged Research, Service Learning, Volunteer Engagement, and Collaborative Partners. By doing so, the partnership database will facilitate more efficient and effective communication and collaboration between the university and its community partners.

Alignment with Quest 2028:
● In collaboration with community stakeholders, develop a process to identify targeted partnership neighborhoods, including audit of existing VCU and partner activities to be aligned and leveraged
● Build relationships and partnerships to foster civic agency and community resiliency
 ● Foster community trust through open, transparent, and timely communication
● Work with community partners and stakeholders to determine strengths, assets, and resources to inform the development and implementation of a model and identify success and baseline metrics
● Collaboratively partner with community stakeholders to design and implement comprehensive health, education, and economic strategies.

Objectives
The Community Partnerships List will:
- Assist VCU faculty and staff to identify and connect with colleagues who have similar community-based interests and find potential community partners for their research, teaching and service.
- Provides students with updated information to access and identify community-based projects or experiential learning opportunities.
- Allows VCU partnering communities to access information to collaborate with VCU experts.
- Allows VCU Administration, government relations and advancement staff can learn about various community engagement projects and stories that connect with VCU's mission and positively impact community-identified needs.

The Asset Maps will:
Support the CE team in cataloging key services, benefits, and resources within the community, such as individuals' skill sets, organizational resources, physical space, institutions, associations, and elements of the local economy within our partnering communities

Activities:
1. Review list of partners from outdated database
2. Meet with stakeholders to gather historical data
3. Work collaboratively with team to create a document to input data for updated information
4. Review information with Katie Elliott (REAL) and CE Team
5. Work with team to develop system for updates to be captured
6. Develop process to collaborate with VCU Faculty, Staff, Students to gather information
7. Create process for new partnership development and data collection
8. Gather information from key stakeholders in partnership with partnering community members to develop asset maps for targeted areas

Milestones and Timeline
6-Month
February 2023
- Research and Collect data to build asset maps for each partnering community
- Share information for partnering communities for Canvas training
- Interview key stakeholders to gather information for partnering communities

March 2023
- Review list of stakeholders and identify current/existing partnerships
- Review and update asset map information
- Conduct research for partnering communities to gather information regarding assets, resources, and organizations within the community.

April 2023
- Compile current spreadsheet with data from SLATE/EXCEL
- Interview stakeholders
- Meet with selected faculty to review existing documentation, review, and select process for updating information,
- Develop Email survey to gather information from Faculty/Staff/Departments/Student faculty advisors

April/May 2023
- Send out survey for internal VCU colleagues/departments to gather information regarding current partnerships
- April 2023-Develop data collection method to collect information
- June 2023
- Present Data to CE Team

Summer 2023

- Attend training in utilizing Slate to learn/understand data collection methods to build relationships with existing partnerships

Fall 2023-Spring 2024
- Utilize collected data to build database that can be accessed by students, faculty, staff, and community members
- Create pathways for ongoing updates
- Engage CE External and Internal Council for consultation and management of database

Faculty/Staff Team Member Workgroup:
Verenda Cobbs, Lead
Shari Garmise, Community Engagement
Katie Elliott, REAL
David Timberline, Provost Office
**As we meet with stakeholders, we will gather information regarding partnerships to help prepare us for future engagement and processes.

Metrics: Community engagement: Increase coordinated programs/interventions in priority communities

TC 2: Partner with communities to help inspire authentic gains in health, education and economic prosperity.

SIDE-BY-SIDE COMMUNITY RESEARCH EXCHANGE

Goal
TC 2: Partner with communities to help inspire authentic gains in health, education and economic prosperity.

Overview: The Side-by-Side Community Research Exchange seeks to foster a dynamic exchange of ideas between academics (scholars, researchers, educators) and community stakeholders (practitioners, activists, strategists) to address societal, regional, or local challenges from multiple perspectives and areas of expertise. The program not only facilitates this exchange of knowledge, but also aims to generate actionable outcomes that integrate these different perspectives and skill sets to address real-world concerns. Ultimately, the project aims to establish a foundation for local best practices that embody co-learning, resource sharing, and the joint expertise of academia and community stakeholders to tackle pressing issues related to community challenges.

The objective is to establish a collaborative culture of research and practice that showcases faculty and community stakeholders as equal partners in co-creating knowledge. Through this program, community partner knowledge and engagement will be actively elevated, emphasizing the importance of strong partnerships between VCU and the communities it serves, and aligning with the Thriving Communities goal of fostering these relationships. By fostering a culture of exchange, the program aims to promote the integration of diverse perspectives and experiences, leading to research that drives change and promote result-oriented solutions to community problems.

Objectives:

1. Foster a dynamic exchange of ideas between academics and community stakeholders to address societal, regional, or local challenges from multiple perspectives and areas of expertise.
2. Generate actionable outcomes that integrate different perspectives and skill sets to address real-world concerns and promote effective solutions to community challenges.
3. Establish a collaborative culture of research and practice that showcases faculty and community stakeholders as equal partners in co-creating knowledge.
4. Build a foundation for local best practices that embody co-learning, resource sharing, and the joint expertise of academia and community stakeholders to tackle pressing issues related to community challenges.

Alignment with Quest 2028

R2.2: The program aligns with the Research and Innovation Theme, specifically with R2:2 which aims to advance community engagement as a standard for knowledge co-creation and public impact. The program provides an opportunity for faculty and community partners to present together as experts and expand the notion of team science to centrally include community knowledge and strategies to yield public impact.
T2:5 Collaboratively partner with community stakeholders to design and implement comprehensive health, education, and economic strategies. The Side-by-Side Community

Research Exchange program aligns with the goal T2:5 by bringing together academics and community stakeholders to generate actionable outcomes that address social, economic, and health challenges. The program fosters a co-learning environment and resource-sharing, promoting comprehensive strategies that incorporate diverse perspectives and skill sets to tackle real-world concerns.

Activities
1. Identify faculty and community partners conducting exemplary community engaged research or developing, implementing engaged initiatives addressing social, economic and health challenges. This could involve conducting research and reviewing published materials, reaching out to community partners, or surveying the VCU community to find examples of successful research collaborations.
2. Develop the format for monthly, 60-minute collaboratives that feature presentations from VCU faculty and community partners on common interest areas. These collaboratives could be open to all faculty, staff, and community members and could be held in-person or via Zoom.
3. Develop the co-presentation format including logistics associated with the format. Community partners and VCU faculty or scholars will present together and share their experiences and best practices in community engaged research or community initiatives. Attendees will see the dynamic and reciprocal relationship between researchers and community partners and gain insight into their different and complementary approaches to addressing societal issues. A critical part of each session will be the brainstorming session, where the community partner and faculty member will collaborate to develop solutions that integrate academic, scientific knowledge with community needs, assets, and expertise. This process will aim to identify sustainable and outcome-focused solutions that are rooted in the community and can serve as models for future research and engagement efforts.

Engagement Strategy

An expansive engagement strategy to identify faculty and community partners for the Side-by-Side Community Research Exchange could include the following steps:

Networking and Outreach: Reach out to academic departments, community organizations, and other relevant stakeholders to identify faculty and community partners who are already engaged in community-based research projects. Work closely with the Senior Manager for Civic Innovation and Partnerships to identify exemplary community partnership initiatives.

Research and Discovery: Utilize online resources and databases to research and discover individuals and organizations who are conducting community-engaged research in areas of mutual interest.

Event-based Outreach: Organize events and workshops that bring together faculty, community partners, and other stakeholders to discuss common challenges and opportunities in community-engaged research. These events could serve as a platform to introduce the Side-by-Side program and solicit interest from potential participants.

Online Platforms and Social Media: Utilize online platforms and social media to reach out to a larger audience and build a community of interest around community-engaged research. Share success stories and promote the Side-by-Side program on relevant social media platforms and websites.

Incentivizing Participation: Consider offering incentives, such as a stipend, to encourage faculty and community partners to participate in the Side-by-Side program. This will not only increase participation but also build relationships and foster sustainable partnerships.

By implementing these steps, VCU will be able to identify and engage a broad range of faculty and community partners who are interested in participating in the Side-by-Side program and foster sustainable partnerships for the future.

Team Members

Project Coordinator: This person would be responsible for overall project management, engagement with faculty and community partners.

Marketing and Communications: This team would be responsible for promoting the collaborative series and ensuring that the right target audience is reached. This team would also develop communications material to be disseminated via VCU Telegram and other channels.

Faculty Liaison: This person would be responsible for identifying faculty members from various disciplines who are conducting community-engaged research and inviting them to participate in the collaborative series. The Faculty Liaison would also work with the faculty members to develop learning outcomes for their presentations. (TBD)

Community Partner Liaison: This person would be responsible for identifying community partners and inviting them to participate in the collaborative series. The Community Partner Liaison would also work with the community partners to develop learning outcomes for their presentations. (VC)

Evaluation Team: This team would be responsible for evaluating the success of the collaborative series, including tracking registration and follow-up consultation data. (TBD)

IT Support: This person would be responsible for ensuring that all necessary technology is in place for the collaborative series, including Zoom and other platforms as needed. (TBD)

Administrative Support: This person would be responsible for handling administrative tasks, such as scheduling, record-keeping, and budget tracking. (TBD)

Milestones – October 2023

Development of communications material: Develop materials that can be disseminated via VCU's communication channels, such as VCU Telegram and community sources (grassroots), to promote the program and encourage faculty and community partners to participate.

Identification of participants: Conduct outreach to faculty members from diverse disciplines, including arts and health, who are conducting exemplary community engaged research. This

can be done through targeted email campaigns, presentations at department meetings, or other methods of communication. Outreach to community leaders doing innovative work. Identify complementary interests.

Preparation of learning outcomes: Ask selected faculty-community duos to develop learning outcomes for their presentation, which will outline what participants can expect to gain from the collaborative series.

Framework and boundaries of consultation: Work with side-by-side experts to discuss the framework and boundaries of community-faculty consultation and ensure that these are understood and respected.

Integration with Quest 2028: Encourage faculty-community teams to review VCU's Quest 2028 strategic plan and integrate its goals and themes into their presentation.

Promotion of sessions: Begin promoting the collaborative series, starting with the inaugural session, through various channels, such as email, social media, and posters.

Development of registration and consultation forms: Develop registration and consultation forms that can be used to track participation and follow-up with participants.

By achieving these milestones, the Side-by-Side Community Research Exchange project will be well on its way to successfully achieving its objectives and promoting best practices in community-engaged research at VCU.

Three-Year Milestones

The **Side-by-Side Community Research Exchange** aims to facilitate an exchange of knowledge and generate actionable outcomes to address real-world challenges related to community challenges through co-learning and joint expertise of academia and community stakeholders. The following milestones have been developed for years 2-4, with a focus on creating tangible and sustainable impacts:

1. Sustaining partnerships: Work to maintain and strengthen existing partnerships with community stakeholders and establish new ones to support the sustainability of the program.
2. Expanding the audience: Increase attendance and participation in the program by targeting a diverse range of individuals from different departments, fields of study, and backgrounds.
3. Encouraging interdisciplinary collaboration: Encourage interdisciplinary collaboration between faculty and community partners to leverage their unique skill sets and knowledge in addressing societal challenges.
4. Evaluating the program's impact: Evaluate the program's impact on both faculty and community partners to identify areas of success and improvement and use the findings to inform future program developments.
5. Generating actionable outcomes: Focus on generating actionable outcomes that integrate the perspectives and skill sets of both academia and community stakeholders to create tangible solutions for societal challenges.

6. Disseminating the program's outcomes: Disseminate the program's outcomes and best practices to a wider audience, including through presentations at conferences and the development of case studies and research papers, to maximize impact.
7. Building a strong alumni network: Establish an alumni network of faculty and community partners who have participated in the program to provide ongoing support and collaboration opportunities and foster a sense of community around the program's mission.

Metrics

Attendance: The number of participants who attend the monthly exchanges, including both faculty and community partners, can provide insight into the program's reach and impact.

Feedback: Evaluations and surveys can be used to gather feedback from participants about the content of the exchanges, the relevance of the information provided, and the overall experience.

Impact: The number of community organizations and communities that benefit from the partnerships and initiatives developed through the program can indicate the overall impact of the program on the community.

Inclusiveness: The diversity of the participants, including representation from different disciplines, communities, and backgrounds, can provide insight into the inclusiveness of the program and the extent to which it is accessible to a wide range of stakeholders.

Budget Considerations

Stipends for faculty and community partners: The program will provide stipends to faculty and community partners who participate in the monthly sessions. The amount of the stipend will need to be determined based on the budget available.

Venue and equipment: The program will require access to a suitable venue for the monthly sessions, as well as audio-visual equipment to support virtual presentations. Community partner stipends required

Promotion and marketing: Funds will be needed to promote the program, including the development of communications materials and advertising. Funds to the community partner to promote the event.

Staff support: Staff support may be needed to coordinate the program, including scheduling speakers and managing registration.

Evaluation: Funds will be needed to conduct evaluations of the program to measure its impact and inform future planning.

VCU HEALTH HUB AT 25TH
FINANCIAL WELLNESS SPEAKER SERIES

Goal TC 2: Partner with communities to help inspire authentic gains in health, education, and economic prosperity.

Overview and Rationale
Economic vitality is an essential variable to the livability and sustainability of healthy communities. These communities are made up of people who have living wage jobs and feel confident about their economic stability. To achieve this outcome, residents need the skills to advance along the path of financial wellness to understand how to manage their assets well. That's why the Financial Wellness Speaker Series was developed. It is intended to help East End residents understand the components of a healthy financial future including removing financial barriers and liabilities and learning how to create good credit and build a greater financial stability and a stronger financial future.

The influence of financial wellness initiatives involves real behavior changes regarding financial matters that set people up for financially stable and secure lives. There are abundant studies that illustrate the very real impact of financial wellness and literacy: improved rates of savings, lower levels of debt, increased rates of asset accumulation, reduced financial liabilities, improved credit and many other outcomes contributing to financial wellness and stability.

The proposed initiative is aligned with the mission of the Health Hub and the types of activities it should be catalyzing in the East End to develop capacity in organizations and community residents to improve population-based health outcomes.

Alignment with Quest 2028 Strategic Goals
This initiative is aligned with VCU and VCU Health Quest 2028 goals and activities, especially as it relates to Thriving Communities.

- TC 2: Partner with communities to help inspire authentic gains in health, education, and economic prosperity.
    - TC 2.1 Collaborates with community stakeholders to help inform current issues affecting East End financial stability and the types of educational opportunities that need to be available for residents to develop skills to overcome   the prevailing financial barriers.

- TC 4: Actively seek community partnerships and opportunities to elevate awareness and collaborative action between VCU and communities,
    - TC 4.1: Establish a partnership LISC Virginia to assist in bringing together key local partners, community leaders, and decision-makers to identify innovative economic solutions and develop smarter public policies.

Objective(s)
1. Increase awareness of the factors influencing financial wellness
2. Increase awareness of how to lower debt, increase asset accumulation, reduce financial liabilities, improve credit, and qualify for home and auto loans.
3. Increase recognition that the Health Hub is a valued and trusted organization.
4. Involve a diverse cadre of students, faculty and staff and enable them to willingly engage community partners and assist with strengthening capacity to deliver and sustain economic, financial, and health-related initiatives.

Activities
- Partner with LISC Virginia to identify and bring together key local organizations who have experience in working on personal financial wellness issues.
- Leverage the resources of LISC and its local expertise.
- Develop a speaker series schedule.
  - Feb 22 The Why Behind Buying/Spending (Virginia Credit Union)
  - Mar 22 Pathway to Home Ownership and Investment (Teal House)
  - Apr 26 Down Payment Assistance Informational Workshop for First Time Home Buyers (Southside Community Development and Housing Corp.)
  - May 24 Financial Education and Affordable Vehicular Loan Programming (Ways to Work)
  - Jun 28 Homeownership Bridge Lease-to-Own Program (Maggie Walker Community Land Trust)
  - Sep 22 Homeownership and Home Repairs (Project: HOMES)
  - Oct 25 NRC Works: Career and Personal Financial Services (Neighborhood Resource Center)
- Create a final report that identifies lessons learned, outcomes, and recommendations.

Engagement Strategy:
- Collaborate with LISC Virginia and identify the most prevalent issues affecting personal financial wellness for residents of the East End.
- Collaborate with the Health Hub Community Advisory Committee and share insights from LISC Virginia and use feedback to inform initiative design.
- Collaborate with partnering organizations and share insights about program expectations and ways to achieve successful outcomes.
- Conduct a focus group of the participants and gather   feedback, stories, and insights for improvement.

Team Members
- Communication Team: Loan Nguyen
- Community Engagement Team: Verenda and Faith
- Community Partner: LISC Virginia
- Health Hub Key Informants: Health Hub Community Advisory Committee, Health Hub Ambassadors

2023 Milestones
- Feb 24: Create a Draft Request for Proposals (RFP) for the types of capacity building initiatives and/or activities that would   be considered for selection to be funded and allow feedback opportunity from select reviewers.
- Mar 17: Release the RFP for community organizations to respond to for consideration.
- Mar 17-30: Host at least two RFP application workshops to assist candidate organizations to respond to the RFP
- Apr 14: Convene a panel of local community leaders to evaluate the applications.
- Apr 21: Select prospective recipients.
- Apr 28: Announce recipients.
- May 1: Host a grantee workshop and identify the process and procedures for successful initiative execution and completion.
- Feb 2024: Create a final report that identifies lessons learned, outcomes, and recommendations.

2023-2025 Milestones
- 2023: Launch initial Financial Wellness Series
- 2024: Expand initiative options to enhance personal financial wellness competencies
- 2025: Implement a comprehensive financial wellness and literacy initiative for middle and high school students in the East End.

2023 Metrics
- Number of participants attending at least one session
- Number of participants attending multiple sessions
- Number of Participant improving awareness of financial wellness issues
- Number of participants opening a saving and/or checking account
- Number of participants improving credit score
- Participation satisfaction

ECONOMIC DEVELOPMENT WORKSHOPS

Quest Theme: TC 2: Partner with communities to help inspire authentic gains in health, education, and economic prosperity.

Background: Virginia Commonwealth University seeks to increase its engagement with the surrounding community in myriad ways. One of these ways is to increase our relationships with the community to help build better connectivity and authentic gains with respect to economic prosperity.

Purpose: These workshops will provide community members in partnership neighborhoods with opportunities to access VCU's expertise in community defined programming. These programs will offer entry level access to important topics that will buttress communities and help enhance community independence and sustainability.

Process: Review existing data to determine community needs. Find and connect with community leaders to get additional insights into the types of programming that will resonate with each of our partner neighborhoods. The Assistant Vice President will also work with VCU faculty, staff, and students to ensure these opportunities when appropriate are also VCU REAL opportunities.

Metrics: Establish baseline data. Then develop a communication and engagement plan. After the plan   is established, develop   metrics for increase %. Metrics should be informed by existing data.

MICRO-GRANTS

Quest Theme: TC 2: Partner with communities to help inspire authentic gains in health, education, and economic prosperity.

Background: Virginia Commonwealth University seeks to increase its engagement with the surrounding community in myriad ways. One of these ways is to increase our relationships with the community to help build better connectivity and authentic gains with respect to economic prosperity.

Purpose: These micro-grants will provide community members in partnership neighborhoods with just in time direct economic support to catalyze business growth and development. These grants will bolster communities and help enhance community independence and sustainability.

Process: Establish a selection committee to review, help generate and review applications for grants. Also use existing data to develop grant categories that align with VCU's mission and vision as well as community needs. The Assistant Vice President will connect with community leaders to get additional insights and use this information to help inform the process. The Assistant Vice President will also work with VCU faculty, staff, and students to ensure these opportunities when appropriate are also VCU REAL opportunities.

Metrics: Establish baseline data. Then develop a communication and engagement plan. After the plan is established, develop metrics for increase %. Metrics should be informed by existing data.

MICRO-CREDENTIALING

Quest Theme: TC 2: Partner with communities to help inspire authentic gains in health, education, and economic prosperity.

Student Success #1 Ignite student success through curricular innovation, a holistic culture of care and an engaged and empowered workforce.

Background: Virginia Commonwealth University seeks to increase its engagement with the surrounding community in myriad ways. One of these ways is to increase our relationships with the community to help build better connectivity and authentic gains with respect to economic prosperity.

Purpose: Provide faculty, staff, students, patients, and community members with relevant knowledge and skills to help transform communities and increase students' career readiness. The Assistant Vice President for Social and Economic Development will work collaboratively with institutional stakeholders to develop stackable micro-credentials that will provide participants an opportunity to be credentialed in high demand areas that will increase career readiness and provide opportunities of distinction for participants.

Process: The Assistant Vice President for Social and Economic Development will work with diverse stakeholders to develop credentials that serve participants and community members.

Metrics: Establish baseline data. Then develop a communication and engagement plan. After the plan   is established, develop   metrics for increase %. Metrics should be informed by existing data.

TC 3: Create and leverage pathways that demonstrate that our academic and health care goals
and innovations benefit and complement the objectives of our community partners.

THE LIVING HISTORY INITIATIVE

Goal
TC 3   Create and leverage pathways that demonstrate that our academic and health care goals and innovations benefit and complement the objectives of our partners.

Overview and Rationale
A VCU research team, led by Dr. Semi Ryu, will create 10 avatars of local heroes (to be selected by community partners and can include both historical and living heroes), allowing our community to walk in those lives and those histories. Once the avatars are developed, we will test them with our community partners, creating a base for understanding the potential of immersive technology to promote racial healing, trust, empathy, and improved health over time.

Alignment with Quest 2028
- TC 3.4 "Lead inclusive art, social, health and technological research, innovation and practice informed by community priorities." This meets this goal.

Objectives
- Maintain and honor the unique experiences of individuals, groups, and generations while building a collective story and a collective future of our city to advance racial healing, as a health equity strategy.
- Reimagine our common public memory so that our stories unite us, not divide us, and raise and honor historically unheard voices.
- Ensure that these technologies are used to advance equitable engagement and impact, and not continue to drive division.

Activities
- Confirm Community and University partners.
- Develop and submit two LOIs - one for Robert Woods Johnson Foundation and one for Sloan Foundation.
- Submit a proposal to NEH.

Engagement Strategy
- Recruit community partners who will be involved in the project. Partners identified include: RPS Schools, Neighborhood Associations, and at least one museum.

Team Members
- Shari Garmise, Co-PI
- Semi Ryu, Co-PI, and her team
- Project manager (TBD)
- Community Leaders (CBD)

Milestones and Timelines for 2023
- Concept paper and budget drafted and reviewed by March 3, 2023
- Recruit initial community partners by March 17, 2023
- Submit LOI to Sloan Foundation New Media (PUSTE) by March 31, 2023
- Submit LOI to RWJF by March 31, 2023
- Application to NEH Digital Projects for the Public by June 30, 2023

Three-Year Milestones
  - ● If successful, then will implement the project and disseminate results through partnerships and publications.

Metrics
  - ● Receive grant.

VCU HEALTH HUB AT 25TH
SEED FUNDING TO ENHANCE EAST END ECONOMIC VITALITY

Goal TC 3: Create and leverage pathways that demonstrate that our academic and health care goals and innovations benefit and complement the objectives of our community partners.

> o **TC 3.1: Collaborate and partner with other local organizations and funders to identify ways to integrate economic vitality efforts into their mission.**

Overview and Rationale

The Health Hub provided seed grants during 2022 to 10 local organizations. The funding largely ranged from $2-3K and was largely focused on capacity building or small programmatic-related efforts. The success of that effort reinforced that this type of funding stimulus is beneficial in catalyzing local partnerships with organizations that could implement simple but meaningful initiatives that help to influence local change and impact, especially as it relates to economic vitality.

Economic vitality is regarded as an essential component to the livability of a community. An economically strong community strives to provide a range of affordable options for health care, housing, transportation, and food. Also, an economically viable community provides a range of employment, thriving retail, recreational options, and educational opportunities for its residents. These variables all factor into the livability of a community and its   ability to improve health outcomes.

The primary   purpose of this initiative is to focus on building capacity of organizations to operate initiatives leveraging economic vitality indicators that affect health outcomes for the East End community.

Alignment with Quest 2028 Strategic Goals

This initiative is aligned with VCU and VCU Health Quest 2028 goals and activities, especially as it relates to Thriving Communities, Student Success, Research, and Innovation.

- TC 1: Collaborate to build an adaptive infrastructure that meets the evolving needs of VCU and the surrounding communities.
  - o TC 1.1: Recruit and partner with local organizations that can assist in leading, operating and sustaining an East End capacity building initiative focused on economic vitality and financial literacy,
- TC 2: Partner with communities to help inspire authentic gains in health, education, and economic prosperity.
  - o TC 2.1: Partner with local East End and regional Richmond-area organizations who are willing partners to create, operate and sustain a comprehensive economic vitality initiative positively affecting health outcomes.
- TC 3: Create and leverage pathways that demonstrate that our academic and health care goals and innovations benefit and complement the objectives of our community partners.
  - o TC 3.1: Collaborate and partner with other local organizations and funders to identify ways to integrate economic vitality efforts into their mission.
- TC 4: Actively seek community partnerships and opportunities to elevate awareness and collaborative action between VCU and communities.

o TC 4.1: Catalyze an East End partnership focused on economic vitality and improved health outcomes that shares information collaboratively with VCU to strengthen ways the community and VCU can improve ways of working together.

Objectives
5. Increase awareness of the economic factors influencing health outcomes in the East End.
6. Increased   local efforts focused on individual residents in lowering debt, increasing assets, reducing financial liabilities, improving credit, and qualifying for home and auto loans.
7. Increase community resident awareness of the organizations providing services to assist in personal financial stability.
8. Increase recognition that the Health Hub is a valued and trusted organization.
9. Involve a diverse cadre of students, faculty and staff and enable them to willingly engage community partners and assist with strengthening capacity to deliver and sustain economic, financial, and health-related initiatives.

Activities
● Partner with LISC Virginia to identify and bring together key local partners who have experience in working on community-based economic issues.
● Leverage the resources of LISC and its local expertise to enact meaningful community change.
● Create a Request for Proposals (RFP) for the types of capacity building initiatives and/or activities that would   be considered for selection to be funded.
● Release the RFP for community organizations to respond to for consideration.
● Host at least two RFP application workshops to assist candidate organizations to respond to the RFP
● Convene a panel of local community leaders to evaluate the applications.
● Select prospective recipients and submit to Leadership for approval.
● Announce recipients.
● Host a grantee workshop and identify the process and procedures for successful initiative execution and completion.
● Increase the number and type of students, faculty and staff that are involved with Health Hub partners who are focusing on economic vitality related efforts.
● Identify ways to capture and measure quantitative and qualitative variables that could inform the scope of impact.
● Create a final report that identifies lessons learned, outcomes, and recommendations.

Engagement Strategy
● Collaborate with LISC Virginia and identify the most prevalent issues affecting personal financial wellness for residents of the East End.
● Collaborate with the Health Hub Community Advisory Committee and share insights from LISC Virginia and use feedback to inform initiative design.
● Collaborate with partnering organizations and share insights about program expectations and ways to achieve successful outcomes.
● Conduct a focus group of the participants and gather   feedback, stories, and insights for improvement.

Team Members
● Communication Team: Loan Nguyen

- Community Engagement: Shari Garmise, Stephen Davenport
- Community Partner: LISC Virginia

2023 Milestones
- Feb 24: Create a Request for Proposals (RFP) for the types of capacity building initiatives and/or activities would be considered for selection to be funded.
- Mar 3: Release the RFP for community organizations to respond to for consideration.
- Mar 10: Host at least two RFP application workshops to assist candidate organizations to respond to the RFP
- Apr 7: Convene a panel of local community leaders to evaluate the applications.
- Apr 14: Select prospective recipients and submit to CE Leadership for approval.
- Apr 17: Announce recipients.
- Apr 28: Host a grantee workshop and identify the process and procedures for successful initiative execution and completion.
- Jan 2024: Create a final report that identifies lessons learned, outcomes, and recommendations.

2023-2025 Milestones
- 2023: Launch seed funding to catalyze organizational capacity building and/or delivery of initiative related to community economic vitality and/or resident financial literacy and stability.
- 2024: Collaborate with other local funders on a more comprehensive approach for improving economic outcomes in the East End and implement a capacity building strategy for full deployment in 2025.
- 2025: Collaborate with local funders and stakeholder organizations on how to implement a lifespan financial literacy and stability initiative that begins addressing personal financial literacy in elementary school through secondary education and into adulthood with workforce development programs.
- 2025: Collaborate on a larger East End livable community's initiative that focuses on jobs development, affordable housing, transportation options, food security, health care access, safety, and other priority issues that impact overall community health outcomes.

Metrics
- Number of organizations applying for funding
- Number of East End residents affected by the initiative.
- Number and type of social determinant factors affected.
- Number and type of organizational capacity issues affected.

CAREER PIPELINE PROGRAM

Quest Theme: TC 3: Create and leverage pathways that demonstrate that our academic and health care goals and innovations benefit and complement the objectives of our community partners.

Background: Virginia Commonwealth University seeks to increase its engagement with the surrounding community in myriad ways. One of these ways is to increase our relationships with the community to help build better connectivity and authentic gains with respect to economic prosperity.

Purpose: The purpose of this program is to help develop career pipelines for community members that may not fit neatly into traditional education pipelines. These programs will work with residents from partner communities and incarcerated individuals to provide opportunities for social and economic mobility. As the university moves toward building thriving communities it is essential the university recognizes that there can be no true success if it doesn't provide opportunities for the least among us.

Process: Work in conjunction with VCU facilities and local business to develop a program that provides career training and support services to establish a pipeline towards fulfilling employment opportunities for community members. The Assistant Vice President will work with stakeholders to provide a relevant program and when appropriate engage students in REAL opportunities.

Metrics: Establish baseline data. Then develop a communication and engagement plan. After the plan is established, develop metrics for increase %. Metrics should be informed by existing data.

SENIOR CAPSTONE PROJECT

Quest Theme: TC 3: Create and leverage pathways that demonstrate that our academic and health care goals and innovations benefit and complement the objectives of our community partners.

Background: Virginia Commonwealth University seeks to increase its engagement with the surrounding community in myriad ways. One of these ways is to increase our economic interconnectivity with local businesses with a particular focus on SWaM (Small Women and Minority) vendors.

Purpose: Provide students with transformative experiences that add value to the community. Student will engage in a capstone project designed to increase their understanding of VCU and the surrounding community. This project will require students to be active in the community and develop relationships that will be critical for the team's success. The students will engage with community members to survey which vendors are currently using VCU Rambucks. They will also determine which vendors are registered with eVA and VCU.

Process: The students will work collaboratively with the Assistant Vice President for Social and Economic Development to develop a process for engaging with the community. The students and Assistant Vice President will develop a plan the combines students' strengths and community needs

Metrics: Establish baseline data. Then develop a communication and engagement plan. After plan is established develop metrics for increase %. Metrics should be informed by existing data.

TC 4: Actively seek community partnerships and opportunities to elevate awareness and collaborative action between VCU and communities.

FACULTY LEARNING COLLABORATIVE

TC 4: Actively seek community partnerships and opportunities to elevate awareness and collaborative action between VCU and communities.

Overview: The Collaborative is designed to provide an opportunity for faculty members to engage with their peers and explore best practices in the field of community engagement. The goal is to create a supportive and collaborative environment where faculty can share their experiences, learn about new developments, and work together to strengthen their partnerships with communities. This collaborative is in line with VCU's Quest 2028 metric pertaining to providing training in standards of excellence. Moreover, this initiative is supportive of the metric related to faculty retention by creating a supportive environment for faculty, particularly those from underrepresented groups, who are interested in conducting community engaged research. This type of research often requires a longer initiation period, which could potentially hinder career advancement and promotion and tenure process. Finally, this collaborative is open to all faculty members who are interested in enhancing their community engagement through teaching, research, or partnerships. The collaborative will take place monthly during the fall and spring semesters and will be led by experienced facilitators. A cohort of up to 10 faculty members from diverse disciplines will be selected through a formal application process and will receive a stipend to support their participation and alignment with VCU's Quest 2028 goals.

Alignment with Quest 2028

R1:2: The Faculty Learning Collaborative aligns with the Research and Innovation theme of Quest 2028, specifically R1 2: Advance Community Engagement. The collaborative aims to support faculty members in enhancing their community engagement work through teaching, research, or partnerships.
TC1: The collaborative also aligns with the Thriving Communities theme, specifically TC 1: Adaptive infrastructure, as it focuses on creating a supportive and collaborative environment for faculty to strengthen their partnerships with communities.

Objectives:

1. Establish cross-disciplinary faculty networks to advance community-engaged scholarship and bolster promotion and tenure efforts
2. Facilitate learning opportunities for best practices in integrating community-engaged teaching and research
3. Increase faculty knowledge and skills in community engagement through learning about and implementing effective strategies.

Activities:

Application process: A formal application process will be in place to select a cohort of up to 10 faculty members from diverse disciplines.

Monthly collaboratives: The collaborative will take place monthly during the fall and spring semesters and will be led by experienced facilitators.

Stipends: The selected faculty members will receive a stipend to support their participation in the collaborative.

Facilitation: The collaborative will be led by experienced facilitators (hopefully a new hire, and in the interim, Dr. Mosavel) who will provide guidance and support to the faculty members.

Collaborative environment: The goal is to create a supportive and collaborative environment where faculty can share their experiences, learn about new developments, and work together to strengthen their partnerships with communities. In the design of the program, we will work closely with the Office of Faculty affairs.

Exploration of best practices: The collaborative will provide an opportunity for faculty members to explore best practices in the field of community engagement as well as identify new and strengthen existing partnerships. The goal is also to develop plans for sustainability and continued engagement and capacity building of Collaborative Participants aligned with VCU's commitment to faculty success, promotion, and tenure.

Sharing of experiences: Faculty members will have the opportunity to share their experiences and learn from their peers in the field of community engagement. Collaborative Participants will become mentors to a new cohort of faculty and upon completion will provide support and consultation to others at VCU interested in CE research. Collaborative members will receive a certificate of completion, a letter from leadership for their promotion and tenure dossier, and they will intentionally be invited to serve on the advisory council and participate in other community engagement training and conferences.

Discussion and reflection: The collaborative aim to foster discussions and reflections among the participating faculty members, focusing on their community engagement work through teaching, research, or partnerships. The objective of these discussions is to help connect faculty members with available grant opportunities and teaching resources, as well as with community partners. In addition to this, the Collaborative Participants will provide valuable input for the Community Engagement team and VCU regarding infrastructure barriers and opportunities.

Evaluation: An evaluation process will be in place to assess the impact of the collaborative on the faculty members and their community engagement work.

Milestones and Timeline (Once start date is determined, will identify specific months)

1. Finalize the application process for selecting the cohort of faculty members from diverse disciplines.
2. Develop and distribute promotional material for the collaborative.
3. Receive and review applications from faculty members interested in participating.
4. Notify selected faculty members and provide them with details about the collaborative and the stipend.
5. Prepare for and conduct the first collaborative session.
6. Evaluate the first collaborative session and make any necessary adjustments for future sessions.
7. Plan and prepare for the next collaborative session.
8. Conduct the next collaborative series and continue with the monthly collaborative series.

Engagement Strategy

To recruit faculty to the Collaborative and connect them with community partners, some potential engagement strategies could include:

1. Reaching out to faculty members directly through personal invitations and targeted recruitment efforts, such as email campaigns, newsletters, and VCU Telegram announcements. (Communications Team)

2. Partnering with existing groups and organizations, such as academic departments, research centers, and community-based organizations, to spread the word about the collaborative and encourage participation. (emails, presentations)

3. Offering incentives, such as a stipend, to encourage participation and support faculty members in their community engagement work.

4. Highlighting the benefits of the collaborative, such as increased capacity and support for community-engaged research, exposure to best practices, and opportunities for collaboration and team science.

5. Creating a welcoming and inclusive environment for faculty members, promoting cross-disciplinary collaboration, and offering opportunities for networking and peer support.

6. Utilizing social media, websites, and other digital platforms to promote the collaborative and reach a wider audience. (VCU websites)

7. Holding information sessions to provide an overview of the collaborative and answer any questions faculty members may have.

Team Members

The team and staff required to implement the Faculty Learning Collaborative may include the following individuals:

1. Program Director/Coordinator: This person will be responsible for overseeing the program and ensuring that it is aligned with the goals and objectives of VCU's Quest 2028. It is important that we hire a full-time person with CE research experience who can develop, design, and implement the training. Until such time as a full-time person is hired, the AVP will lead the program. Work closely with Office of Faculty Affairs and OVPRI.

2. Facilitators: Experienced facilitators with a background in community engagement will be responsible for leading the monthly collaboratives and providing guidance to the faculty members in the cohort. Guest facilitators can be invited to provide in-depth expertise.
3. Selection Committee: This committee will be responsible for reviewing the applications and selecting up to 10 faculty members from diverse disciplines to participate in the program. (Members of the CE team and others)
4. Marketing and Communications Specialist: This person will be responsible for developing and executing a marketing and communication strategy to promote the program to the wider VCU community. (Communications Team)
5. Budget Manager: This person will be responsible for managing the budget for the program, including the stipends for the selected faculty members and the expenses associated with the collaboratives. (Stephanie)
6. Administrative Support: This team member will provide administrative support for the program, including scheduling collaboratives, managing applications and communication with participants, and maintaining program records. Currently, we do not have administrative support.

Milestones

Year 1: Recruitment and Formation of the First Cohort of Collaborative Participants
Develop and launch an application process for the program
Recruit a diverse cohort of up to 10 faculty members from various disciplines
Work closely with the Office of Faculty Affairs and OVPRI– address issues of sustainability, integration, and awards.
Provide stipends to support their participation in the program

Year 2: Expansion and Integration of Community Engagement Across Disciplines
Provide ongoing support to the first cohort through monthly collaboratives and other opportunities for professional development
Work closely with the Office of Faculty Affairs and OVPRI – address issues of sustainability, integration, and awards.
Begin recruitment for a second cohort to join the program
Increase cross-disciplinary collaboration and integration of community engagement into teaching, research, and partnerships

Year 3 and 4: Sustained Impact and Recognition of Community Engagement Efforts
Expand the program to include additional disciplines and increase the number of participating faculty members
Establish the program as a key component of VCU's Quest 2028 strategy
Work closely with the Office of Faculty Affairs and OVPRI – address issues of sustainability, integration, and awards.
Develop and launch a recognition program to showcase the impact and achievements of the Collaborative Participants and their community engagement efforts.

Note that these milestones are intended to be flexible and may need to be adjusted based on the actual progress as well as available budget.

Metrics

Participation and attendance: This can be measured by the percentage of faculty who attend the monthly sessions and engage in the program. The goal could be to have 80% or higher participation and attendance.

Faculty capacity building: The program should aim to increase faculty capacity and support for community-engaged research and teaching. This can be measured by surveying the participants before and after the program to assess the impact on their skills and knowledge.

Community engagement outcomes: The program should aim to increase faculty exposure to best practices, collaboration, and team science. This can be measured by tracking the number of community engagement projects initiated or enhanced because of the program, or the number of community partnerships established.

Alignment with Quest 2028 goals: The program should align with VCU's Quest 2028 goals and help to advance the university's mission. This can be measured by tracking the extent to which the program helps to advance key goals and objectives related to community engagement, specifically training in standards of excellence, community engaged partnerships, research grants obtained, and integration across CE activities.

Sustainability: The program should aim to be sustainable and continue to provide value to faculty, the university, and the community. This can be measured by tracking the program's success and impact over time and by seeking feedback from participants, stakeholders, and community partners.

Resources

To successfully implement the Program, the following resources may be required in each year:

Year 1:

Funding for faculty stipends
Facilitators and support staff (9 months x 1 facilitator); administrative support
Meeting spaces and technology for virtual meetings
Marketing and outreach materials
Development of application and evaluation materials
Pre-reading materials and resources for faculty
Stipends for guest speakers

Year 2:

Funding for faculty stipends
Facilitators and support staff (12 months x 1 facilitator); administrative support
Meeting spaces and technology for virtual meetings
Marketing and outreach materials
Development of additional resources and materials to support the program
Stipends for guest speakers

Year 3:

Funding for faculty stipends
Facilitators and support staff
Meeting spaces and technology for virtual meetings
Marketing and outreach materials
Evaluation and assessment materials
Preparation for sustainability of the program beyond year 3.
Stipends for guest speakers

Year 4:

Funding for faculty stipends
Facilitators and support staff
Meeting spaces and technology for virtual meetings
Marketing and outreach materials
Evaluation and assessment materials
Preparation for sustainability of the program beyond year 5.
Stipends for guest speakers

MLK KEYNOTE EVENT 2024

Goal
TC 4: Actively seek community partnerships and opportunities to elevate awareness and collaborative action between VCU and communities.

TC 2: Partner with communities to help inspire authentic gains in health, education, and economic prosperity.

Overview and Rationale:
To facilitate MLK Week Events and Activities during January 2024 to bring together VCU faculty, staff, and students to honor the life and legacy of Dr. Martin Luther King, Jr. Dr. King had a vision for people to unify to make collective change in the areas of civil and economic rights for African Americans and an end to racism in the United States.
MLK Week will highlight the aspects of his legacy that will bring together partnerships to align around a common vision to make collective impact.
To involve faculty, staff, and students at VCU around a specific cause that will include the following:
1. MLK Keynote Event
2. MLK Day of Service
3. Inspiration of Events across VCU and the VCU Health system related to Dr. King's legacy

Alignment with Quest (specific goal in thriving communities)
TC 4: Actively seek community partnerships and opportunities to elevate awareness and collaborative action between VCU and communities.

TC 2: Partner with communities to help inspire authentic gains in health, education, and economic prosperity.

- In collaboration with community stakeholders, develop a process to identify targeted partnership neighborhoods, including audit of existing VCU and partner activities to be aligned and leveraged
- Build relationships and partnerships to foster civic agency and community resiliency
- Foster community trust through open, transparent, and timely communication

Objectives
- Host MLK Keynote event centered around a quote from one of MLK's speeches
- Offer opportunities for VCU and VCU Health system faculty, staff, students, and community members to work collaboratively to organize and plan activities for the MLK Week.
- To empower VCU students to engage in community service event that will allow for collective impact

- Connect and collaborate with VCU and VCU Health System faculty and staff to create innovative programming related to social and economic development initiatives
- Host East End focused MLK event to support residents in the east end related to social determinants of health focus connected with economic empowerment

Activities:
- Identify team members for committee (recommendations from CE team)
- Send invitations to each member to share information regarding the MLK Week Committee overview meeting
- Host Overview Meeting with key stakeholders, VCU staff, and students
- Assemble the MLK Event Committee for formal meeting
- Identify final team members
- Discuss timeline for events with committee members
- Create opportunities for VCU and VCU Health staff to engage
- Identify key Community members to engage with Committee/subcommittee
- Develop 4 Smaller Subcommittees to engage in the project:
    - **Communications and Logistics**
    - **MLK Day of Service**
    - **Student Engagement**
    - **East End Health Hub Special Event**
- **Develop a Communications Plan for Input to include:**
- Official Press release
- Submission of topic to Dr. Rao to being recording for the event
- Dr. Rao Video incorporation and launch
- MLK Website
- Hold event when faculty/students are here
- Storytelling earlier
- VPM story
- Richmond Free Press
- Create social media/marketing plan
- Gather input from community members about effective ways to advertise events-How do we engage with community partners helps shape the event?
- RPS direct (goes out to schools, nonprofits, etc.). The newsletter of the superintendent

Team Members:
Stephen Davenport, Lead (Co-Chair)
Verenda Cobbs, Lead (Co-Chair)
CE Team
OMSA (Representative)
Director of Community Health
Representative from various departments on campus

Milestones and Timeline
August 2023
- Meet with CE team to discuss MLK Committee participants

- Send personal invitations to each member formally inviting them to the team to participate with MLK Committee
- Select date for the first meeting
- Discuss options for the MLK Quote and potential topics
- Co-Chairs will develop Implementation Plan to share with team

September 2023 (2 Meetings)
- Host Overview Meeting for MLK Committee members
- Shave vision for the MLK Week Committee
- Select Theme/Quote
- Discuss Subcommittees and have members sign up for each team
- Share meeting dates/next steps for implementation
- Co-Chairs will select potential speakers based on selected theme
- Budget Review and Request
- Finalize Theme, Speakers, Quote

October 2023
- Sub Committee Meetings Assemble
    - Discuss Communications Plan
    - Discuss MLK Day of Service Opportunities and Partners
    - Discuss plan for student engagement
    - Discuss plan for registration and logistics
- Full Committee Meeting with all stakeholders and students
- Each subcommittee will report out on specific topic
- Full-Co-chair report (high level information)
- Select Venue, Discuss Details for Venue
- Co-Chairs follow-up with venue and logistics
- Subcommittees should meet at least 1 time to discuss their plan

November 2023
- Finalize venues
- Finalize location for MLK Day of Service
- Identify caterer and logistics for event
- Discuss and develop comms plan for Press Release
- Post information
- Flyer Development for marketing
- Website design
- Discuss logistics for event
- Discuss follow-up and engagement for speaker(s)
- Identify partners
- Registration plan
- Site visits to venue
- Finalize catering menu

December 2023
- Subcommittee Meetings to discuss details for each area:
- Student Engagement:
    - Student recruitment and Assignments
    - MLK Day of Service: finalize details
- Complete Run of Show
- Finalize student volunteers and student engagement plan for each committee
- Develop Keynote Program draft

- Finalize social media strategy and share on social media platforms for MLK Week
- Personal invitations to attendees for Keynote events
- Registration Link shared (early December)
- Communications final updates

January 2023
- Review Run of Show with team
- Logistics plan
- Review and monitor Registration
- Finalize registration details
- Subcommittee final reports
- Venue logistics
- Host Events

Metrics: Community engagement: Increase coordinated programs/interventions in priority communities

MARY and FRANCES YOUTH CENTER
UNLEASHING THE POTENTIAL OF MARY AND FRANCES YOUTH CENTER: A
COMMUNITY HUB FOR MEETINGS, CONFERENCES AND SMALL EVENTS

TC 4: Actively seek community partnerships and opportunities to elevate awareness and collaborative action between VCU and communities.
> Collaborate with community organizations in offering conferences and workshops of topics of mutual interest

Overview and Rationale
By creating opportunities to take a more collaborative approach with the communities we reside within, the more likely they are to trust our institution and the MFYC as a valued and trusted community partner.

Alignment with Quest 2028
Actively seek community partnerships and opportunities to elevate awareness and collaborative action between VCU and communities. We will do this by collaborating with community organizations in offering conference/workshop spaces and establishing citywide relationships with community partner organizations to ensure MFYC is a constant option.

Objective:
To increase the community's use of the Mary and Frances youth center for meetings, conferences, and small events.

Activities
- Increase MFYC daytime usage: We currently have a unique opportunity to begin to open our doors during the hours of 8am-2pm and on the weekends.
- Engage with VCU Academic Programs: While creating engagement with outside organizations is a very important part of our mission, we also understand the importance of maintaining a strong presence with our campus partners as well. We plan to do this by allowing our academic programs to hold meetings, trainings and potentially hold weekly classes without classroom spaces.

Engagement Strategy
MFYC will plan to work with all our community engagement councils as they each play an integral role in spreading the work about the Center and its offerings. Our primary goal is to become a first use for many of the community partners.

Team Members
The team will include the entire MFYC staff and volunteers with the Center's Director taking the lead.

Milestones and Timeline for 2023
- February 2023
-Hire a photographer to take professional photos of the building and meeting spaces.
-Launch updated MFYC website with room specs, pricing and booking information.

- March 2023

-Begin marketing the space via multiple digital channels and listservs.
- April 2023

-Set meetings with several community organizations and internal partners to discuss MFYC offerings.
- July 2023

-Maintain at least 4-6 events, programs and/or community activities.

Three-Year Milestones
- Host 3-4 outside programs and/or community activities a month.
- Hire a Programs and Events Manager.
- Host 1-2 MFYC specific events for our internal and community partners to experience the space for future use.

Metrics
- Number of bookings on a weekly and monthly basis.
- Number of booking inquiries.
- Increase engagement with our overall programs and services.

MARY and FRANCES YOUTH CENTER
FAMILY AND COMMUNITY PICKLEBALL CLUB

TC 4: Actively seek community partnerships and opportunities to elevate awareness and collaborative action between VCU and communities.
> Integrate return on investment/return on trust perspectives in all engagements with community partners

Overview and Rationale
By creating opportunities to take a more collaborative approach with the communities we reside within, the more likely they are to trust our institution and the MFYC as a valued and trusted community partner.

Alignment with Quest 2028
Actively seek community partnerships and opportunities to elevate awareness and collaborative action between VCU and communities. We will do this by collaborating with our community organizations and internal stakeholders to develop a process to identify targeted partnership neighborhoods, including audit of existing VCU and partner activities to be aligned and leveraged.

Activities
- Introduce a 10-week pilot program for rising 3rd-12th graders and their families to learn the game of pickleball.

Engagement Strategy
MFYC will plan to work with all our community engagement councils as they each play an integral role in spreading the work about the pilot program and may even become participants themselves. We will also engage our current Lobs and Lessons participants and their families.

Team Members
The team will include the entire MFYC staff and volunteers with the Center's Director taking the lead.

Milestones and Timeline for 2023
- February 2023
-Launch updated MFYC website with options to sign up for the program.
-Begin marketing the program via multiple digital channels and listservs.
-Have at least 5-8 families participate.
- March 2023
-Hire a photographer to take professional photos of the sessions.
-Begin program
- April 2023
-Begin recruiting for a citywide summer pickleball league.
- May 2023
-Begin recruiting for 1-1 training
- June 2023
-Begin gauging interest for a VCU student organization.

Three-Year Milestones
- Have 10-15 families participate in the fall and spring.
- Begin a citywide Pickleball club or organization.
- Begin offering 1-1 pickleball training
- Begin offering as a professional development opportunity for internal partners.
- Form a VCU pickleball student organization.

Metrics
- Number of interested families
- Number of participating families
- Increase in 1-1 training
- Amount of Pickleball club members

CONNECT COMMUNITY ENGAGEMENT CONFERENCE
INCLUDING A COMMUNITY ENGAGEMENT FOUNDATIONAL BADGE

Goal:
TC 4: Actively seek community partnerships and opportunities to elevate awareness and collaborative action between VCU and communities.

Overview and Rationale
The VCU Connect: Community Engagement Conference, brings together community members, community organizations and faculty, staff, students, and alumni at VCU to engage in conversations and to develop skills for effective and mutually reciprocal community collaborations and partnerships. This year, to meet Quest Goals and serve the VCU community, we will award a community engagement foundational badge to those who attend the conference and complete some assessment activities.

Alignment with Quest 2028

TC 4.1: Collaborate with community organizations in offering conferences and workshops of topics of mutual interest.
- In addition to establishing an annual conference, adding the badge also helps advance the success metric of Increasing the number of staff, students and faculty trained (certified/badged) in DEI and community-engaged research best practices.

Objectives:
- To engage the RVA community and the VCU community to develop skills to advance community and economic engagement.
- To create an annual venue with the community to strengthen trust and advance mutual learning about each other's needs and provide a space for creating new opportunities.

Activities
- Create a planning committee which includes community participation and offers honorarium for community members and gifts for students.
- Determine skills for the badge.
- Design conference program including activities with committee to meet skill needs for the badge.
- Reserve location on campus.
- Invite speakers including honorarium for community members and gifts for students.
- Develop a marketing and communication strategy and marketing materials.
- Order food supplies and parking for community members.

Engagement Strategy
- Include community members and students on the planning committee for the conference.
- Committee will also oversee the skills identification for the badge.
- Provide honorarium for community members and gifts for students.

Team Members
- Shari Garmise, Conference lead, badge co-lead.

- Stephen Davenport, badge co-lead.
- Verenda Cobbs, Community partner engagement.
- Community and student representatives.
- At least two-three others to be recruited for subject expertise.

Milestones and Timeline
- Committee identified and recruited - April 28, 2023
- Location confirmed - April 28, 2023
- Badge skills developed - June 30, 2023
- Program developed - July 28, 2023
- Speakers invited - August 31, 2023
- Conference delivered - November 2023

Three-Year Milestones
- Connected delivered - November 2024
- Connected delivered - November 2025

Metrics
- Increase the number of staff, students and faculty badged in community-engaged practices.