



ELON
UNIVERSITY

Kernodle Center
for Civic Life

2020-2027 Strategic Plan

Vision Statement

Advance a national civic engagement model that prepares students and campus to engage with local and global communities.

Mission Statement

The Kernodle Center for Civic Life inspires, educates, and prepares students and campus to partner with diverse communities to address local and global challenges, and gain a deeper understanding of their responsibility to actively contribute to civic life. The center serves as the convener of community-based engaged and experiential student learning opportunities in collaboration with faculty, staff, and community partners to address the common good.

Values

1. Civic Responsibility
2. Collaboration and Reciprocal Partnerships
3. Inclusive Excellence
4. Uphold Elon's Honor Code: Honesty, Integrity, Responsibility, and Respect
5. Leadership and Skill Development
6. Mentoring Relationships
7. Wellness and Well-Being
8. Meaning and Purpose

Diversity, Equity, and Inclusion Statement

The Kernodle Center for Civic Life strives to be a model of inclusion across Elon's campus. We believe that a genuine appreciation of diversity and intentional inclusion are essential to the fulfillment of our mission. We are deeply committed to advancing a community of engagement where students, faculty, staff, community members, and other stakeholders can interact with each other across differences in political beliefs, socioeconomic status, religious backgrounds, age, sexual orientation, gender identity, ability level, race, ethnicity, or nationality. We will create and cultivate an environment where authentic dialogue is valued, differences are welcomed, and engaged community stakeholders can interact.

Strategic Plan Priorities

Expand, Prepare, Deepen and Engage, Impact

Initiative Timeline Breakdown

2020-2023: Early (35)

2023-2025: Mid (20)

2025-2027: Late (4)

Documents/Data That Informed This Strategic Plan

Academic Service Learning Faculty Advisory Committee White Paper

Advisory Committee Theme Feedback

Civic and Community Engagement Vision 2030 Document

Division of Student Life 2020-2025 Strategic Plan

Elon 2030 Community and Partnerships Subcommittee Initial Themes

Elon 2030 Community and Partnerships Subcommittee White Paper

Elon 2030 Strategic Plan (Final Version)

Elon 2030 Strategic Plan (Draft)

National Inventory for Institutional Infrastructure on Community Engagement Self-Study

Kernodle Center External Review Report

Kernodle Center External Review Report Response Action Steps

Kernodle Center Internal Review Report
Kernodle Center Stakeholder Survey

EXPAND

1. Develop a partnership strategy and expand community partnerships in Alamance and Guilford counties beyond nonprofit organizations to include businesses, local government, neighborhoods, grassroots initiatives, and faith-based communities

Source: *Civic and Community Engagement Vision 2030 Document*

Timeframe: Early

2. Support departments to infuse civic and community engagement across disciplines

Source: *Civic and Community Engagement Vision 2030 Document*

Timeframe: Early

3. Encourage internship experiences in political campaigns

Source: *Civic and Community Engagement Vision 2030 Document*

Timeframe: Early

4. Explore partnerships with local entrepreneurs, small business leaders, and the Chamber of Commerce to offer curricular opportunities, internships, and part-time jobs focused on economic development and addressing community challenges

Source: *Civic and Community Engagement Vision 2030 Document*

Timeframe: Early

5. Advance the conversation to connect university efforts with identified community priorities to foster collective impact

Source: *Civic and Community Engagement Vision 2030 Document*

Timeframe: Early

6. Create a program to increase student access to engage in the community using existing transportation infrastructure such as Uber

Source: *Civic and Community Engagement Vision 2030 Document*

Timeframe: Early

7. Increase partnerships with student organizations and programs (including fraternities/sororities, academic and cultural organizations, religious groups, etc.) to expand participation in civic and community engagement

Source: *Civic and Community Engagement Vision 2030 Document*

Timeframe: Early

8. Expand and deepen dialogue opportunities for students to engage with beliefs different from their own that lead to understanding multiple perspectives and discussing the common good

Source: *Civic and Community Engagement Vision 2030 Document*

Timeframe: Early

9. Partner with community organizations and increase opportunities for engagement around current local, state, national, and international issues

Source: *Division of Student Life 2020-2025 Strategic Plan*

Timeframe: Early

10. Significantly increase the percentage of eligible students who register to vote and cast their ballots in national elections

Source: <i>Civic and Community Engagement Vision 2030 Document</i>
Timeframe: Early

11. Harness innovation to enhance capacity building efforts with nonprofit organizations and local government through initiatives

Source: <i>Civic and Community Engagement Vision 2030 Document</i>
Timeframe: Mid

12. Develop a summer civic and community engagement internship program involving nonprofit organizations and government entities

Source: <i>Civic and Community Engagement Vision 2030 Document</i>
Timeframe: Mid

13. Incorporate civic learning, service, civic responsibility, and community partnerships across the work of multiple Student Life departments and programs

Source: <i>Civic and Community Engagement Vision 2030 Document</i>
Timeframe: Mid

14. Support efforts led by the Love School of Business to create a business incubator and solutions hub to spur regional growth and respond to challenges of health, hunger, poverty and climate change through collaborations

Source: <i>Boldly Elon</i>
Timeframe: Mid

15. Explore curricular and co-curricular civic engagement opportunities for graduate students

Source: <i>Boldly Elon</i>
Timeframe: Late

16. Strengthen partnerships with the Student Government Association to deepen civic engagement efforts

Source: <i>Kernodle Center Advisory Committee</i>
Timeframe: Mid

PREPARE

1. Teach Kernodle Center student leaders to build a constellation of mentors to assist them in integrating their learning and developing essential skills

Source: *Boldly Elon*

Timeframe: Early

2. Advance student leadership development through peer mentoring, student employment, and affiliated student organizations

Source: *Boldly Elon*

Timeframe: Early

3. Develop a series of curricular and co-curricular initiatives to prepare every student to participate in community and civic engagement, gaining community engagement skills (such as civil discourse), and an understanding of their civic responsibilities

Source: *Boldly Elon*

Timeframe: Early

4. Create standards and best practices for entering community

Source: *Elon 2030 Community and Partnerships Subcommittee Initial Themes*

Timeframe: Early

5. Advance the faculty initiatives outlined in the National Inventory for Institutional Infrastructure on Community Engagement Self-Study

Source: *National Inventory for Institutional Infrastructure on Community Engagement Self-Study*

Timeframe: Early

6. Map current partnerships and opportunities, identify gaps, and make recommendations to enhance inclusive excellence

Source: *Kernodle Center External Review Report Response Action Steps*

Timeframe: Early

7. Continue to work with Elon University Athletics to embed community engagement with all teams

Source: *Boldly Elon*

Timeframe: Mid

8. Incorporate town and university history into efforts to prepare students to participate in community and civic engagement

Source: *Boldly Elon*

Timeframe: Early

9. Develop tools and resources for faculty and community partners to help them prepare students to reflect on civic and community engagement to foster meaning making

Source: *Civic and Community Engagement Vision 2030 Document*

Timeframe: Mid

10. Connect student disciplinary learning and research experiences to foster the development of active citizens and engaged scholars

Source: <i>Civic and Community Engagement Vision 2030 Document</i>
Timeframe: Mid

11. Reframe civic and community engagement as a tool to deepen stakeholders’ understanding of diversity, equity, and inclusion

Source: <i>Civic and Community Engagement Vision 2030 Document</i>
Timeframe: Mid

12. Incorporate diversity, equity, and inclusion training into work with stakeholders through critical self-reflection using a lens of cultural humility

Source: <i>Kernodle Center External Review Report Response Action Steps</i>
Timeframe: Mid

13. Incorporate the use of advocacy in preparing students to engage with community and civic engagement efforts

Original language: Define and explore student advocacy work
Timeframe: Mid

DEEPEN and ENGAGE

1. Expand access to the service Experiential Learning Requirement

Source: *Boldly Elon*

Timeframe: Early

2. Strengthen ways to recruit, retain, and recognize faculty to participate in community engagement (including promotion and tenure)

Source: *National Inventory for Institutional Infrastructure on Community Engagement Self-Study*

Timeframe: Early

3. Conduct research on faculty involvement in service-learning/community engagement pedagogy

Source: *National Inventory for Institutional Infrastructure on Community Engagement Self-Study*

Timeframe: Early

4. Map the current faculty infrastructure for training and support, and make recommendations for a new model

Source: *Kernodle Center External Review Report Response Action Steps*

Timeframe: Early

5. Launch communities of practice for community based research, community based learning, and economic development in collaboration with the Center for the Advancement of Teaching and Learning and Center for Engaged Learning

Source: *Kernodle Center External Review Report Response Action Steps*

Timeframe: Early

6. Advance the *community partner* initiatives outlined in the National Inventory for Institutional Infrastructure on Community Engagement Self-Study

Source: *National Inventory for Institutional Infrastructure on Community Engagement Self-Study*

Timeframe: Early

7. Collaborate with the Vice President for Strategic Initiatives to audit and map existing community partnerships, and Elon representation on boards, committees, and councils

Source: *Kernodle Center External Review Report Response Action Steps*

Timeframe: Early

8. Develop a strategy to provide guidance for current and future partnerships in conjunction with community partners

Source: *Kernodle Center External Review Report Response Action Steps*

Timeframe: Early

9. Collaborate with academic partners to deepen the focus on identified local community needs (education, health, and economic development) and global needs (United Nations Sustainable Development Goals) through cross-disciplinary work

Source: *Boldly Elon*

Timeframe: Mid

10. Increase representation from underrepresented groups to better mirror the student body

Source: *Boldly Elon*

Timeframe: Mid

11. Expand the use of mini-grants for faculty to immerse students in community experiences

Source: <i>Civic and Community Engagement Vision 2030 Document</i>
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Timeframe: Mid

12. Expand the current academic service learning course designation to “civic and community engagement,” capturing other forms of community engaged scholarship and learning

Source: <i>Civic and Community Engagement Vision 2030 Document</i>
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Timeframe: Mid

13. Explore how curricular and co-curricular community partnerships can be expanded in the STEM disciplines

Source: <i>Kernodle Center Stakeholder Survey</i>

Timeframe: Mid

14. Promote the development of a set of common civic and community engagement student learning outcomes

Source: <i>Civic and Community Engagement Vision 2030 Document</i>
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Timeframe: Late

15. Reframe and rename the Service Experiential Learning Requirement to “civic and community engagement,” capturing more than just traditional service experiences as ways to fulfill the requirement

Source: <i>Civic and Community Engagement Vision 2030 Document</i>
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Timeframe: Late

16. Explore the possible use of agreements/memorandums of understanding with community partners

Source: <i>Kernodle Center Internal Review Report</i>

Timeframe: Late

IMPACT

1. Better articulate how service contributes to wellness using the act, belong, commit framework

Source: *Elon 2030 Community and Partnerships Subcommittee Initial Themes*

Timeframe: Early

2. Collaborate with University Advancement and Alumni Engagement to increase annual giving

Source: *Boldly Elon*

Timeframe: Early

3. Develop mechanisms to assess curricular learning outcomes

Source: *National Inventory for Institutional Infrastructure on Community Engagement Self-Study*

Timeframe: Early

4. Utilize tools to improve assessment of the Kernodle Center's programs

Source: *National Inventory for Institutional Infrastructure on Community Engagement Self-Study*

Timeframe: Early

5. Develop mechanisms to assess community outcomes and impact as they related to community-articulated goals

Source: *National Inventory for Institutional Infrastructure on Community Engagement Self-Study*

Timeframe: Early

6. Leverage GivePulse data to drive improvement decisions and help better tell the Kernodle Center and university stories of community engagement

Source: *Kernodle Center External Review Report Response Action Steps*

Timeframe: Early

7. Convene key members of the Carnegie Reclassification Team to determine a plan for the 2025 reclassification

Source: Developed by staff

Timeframe: Early

8. Enhance methods used to track, validate, and report student, faculty, and staff participation in the broad range of civic and community engagement activities

Source: *Civic and Community Engagement Vision 2030 Document*

Timeframe: Early

9. Create a departmental public relations strategy plan

Source: *Kernodle Center External Review Report*

Timeframe: Early

10. Formally recognize faculty, staff, students, and community partnerships and accomplishments through awards, celebration, and publicity

Source: *National Inventory for Institutional Infrastructure on Community Engagement Self-Study*

Timeframe: Early

11. Determine how assessment and monitoring can drive a broader connection to meaning and purpose

Source: <i>Kernodle Center External Review Report Response Action Steps</i>
Timeframe: Mid

12. Work with University Advancement and Corporate and Foundation Relations to develop a sustainable plan for grants and gifts

Source: <i>Kernodle Center External Review Report</i>
Timeframe: Mid

13. Communicate the collective impact of civic and community engagement efforts, locally, regionally, nationally, and internationally

Source: <i>Civic and Community Engagement Vision 2030 Document</i>
Timeframe: Mid

14. Explore the creation of a web-based public repository of community-based projects developed in academic courses

Source: <i>Civic and Community Engagement Vision 2030 Document</i>
Timeframe: Mid

Year One Initiatives: 2020-2021

Expand

2. Develop a partnership strategy and expand community partnerships beyond nonprofit organizations to include businesses, local government, neighborhoods, grassroots initiatives, and faith-based communities

7. Create a program to increase student access to engage in the community using existing transportation infrastructure such as Uber

Prepare

1. Teach students to build a constellation of mentors to assist them in integrating their learning and developing essential skills

3. Prepare every student to participate in community and civic engagement, gaining community engagement skills (such as civil discourse), and an understanding of their civic responsibilities

6. Map current partnerships and opportunities, identify gaps, and make recommendations to enhance inclusive excellence

Deepen and Engage

1. Explore barriers to increase access to the service Experiential Learning Requirement

5. Convene key members to map the current faculty infrastructure for training and support, and make recommendations for a new model

Impact

6. Leverage GivePulse data to drive improvement decisions and help better tell the Kernodle Center and university stories of community engagement

7. Convene key members of the Carnegie Reclassification Team to determine a plan for the 2025 reclassification

9. Create a departmental public relations strategy plan (including Act Belong Commit and Diversity, Equity, and Inclusion)