

America's Urban Campus[®]
Strategic Plan 2018-2020
2018 Strategies and Outcomes
October 11, 2018

(Note: this strategic plan was approved by the America's Urban Campus[®] Board at its October 3, 2017 Annual Meeting. Strategies were selected based on internal and external discussions and issues at the time. Outcomes are in red italics)

Strategic Objective: Elevate Chicago as a Global Destination for Higher Education

1. Engage with the City of Chicago, World Business Chicago, Choose Chicago, the Council on Global Affairs, the Chicago Loop Alliance and the Magnificent Mile Association to create a narrative regarding branding Chicago as a global destination for higher education
 - a. Develop the 2018 AUC economic/social/cultural study in partnership with these entities and our AUC member institutions
 - i. *Interviewed civic partners to develop research questions*
 - b. Enlist Anderson Economic Group (AEG) to manage the study and compile information developed by the institutional research offices of the institutions
 - i. *Completed AEG report in September, 2018*
 - ii. *Developed and implemented roll-out plan*
 - iii. *Launched social media/web/media strategy to increase visibility and use of study*
 - c. *New Initiative: Document the construction and renovation projects on AUC campuses from 2014-2019*
 - i. *Compiled and publicized a report documenting \$3.3 billion in new construction and renovation from the reporting schools*
2. Develop positive messages regarding the value of an education in Chicago
 - a. Convene the Marketing and Communications leaders of our institutions to learn what they are doing and determine the interest in development of common messages
 - i. *Held meeting of Marketing and Communications leaders in May, 2018*
 - ii. *Initiated implementation of their recommendation for a student-focused social media strategy on Chicago as an urban laboratory*
 - b. Develop an RFP for professional public relations support for strategy development
 - i. *On hold pending development of funding strategy*
 - c. Develop a strategy for engagement of students and faculty in telling the story of the value of a Chicago education
 - i. Chicago as an urban laboratory
 - ii. The positive developments in our neighborhoods
 - iii. Diversity as a strength
 - iv. Student engagement with cultural, civic and community institutions
 - v. Adaption of social media, short videos as the channel for messaging

- vi. *See above: implementation initiated with university partners to develop the strategy*
- 3. Cooperate with Choose Chicago on marketing and advertising of Chicago universities
 - a. Disseminate the Chicago universities map, and make visible the online version
 - i. *Maps produced in English, Mandarin and Spanish—both web-based and print, and loaded on AUC and Choose Chicago Websites*
 - b. Continue to explore the development of educational tourism options
 - i. *Not initiated as yet, lack of interest by members*

Strategic Objective: Leverage AUC Members’ Role in the Development of Chicago’s Talent Pipeline

1. Work with organizations such as the Illinois Technology Association in testing pilot projects and perhaps developing series of workshops to engage company executives, faculty and students in developing a better understanding of the non-technical competencies needed to succeed in industry.
 - a. Implement the plan for a case study “hackathon” to engage students in learning about and practicing key competencies in partnership with ITA—this could be an annual event reaching 40-50 students per year
 - i. *Initiative dropped after initial discussions. Too many competing hackathons*
 - b. Develop a pilot student workshop on sales techniques
 - i. *Not implemented after initial discussions*
 - c. Implement a continuing set of industry-led workshops on “the real work environment” for software developers in partnership with ITA and Launchpad Labs
 - i. *Launchpad Labs decided not to continue the workshops after the two pilots in 2017.*
 - d. Organize a workshop/conference among AUC members and industry in showcasing best practices in higher education to introduce competencies of teamwork, leadership, customer focus, etc, and gain feedback from industry
 - i. *Conducted the workshop on September 11, 2018 at Illinois Technology Association. University of Chicago and Columbia College Chicago presented their strategies. See outcomes at: <http://www.americasurbancampus.org/soft-skills-workshop.html>*
2. Partner with the City, World Business Chicago and industry in promoting inclusive employment
 - a. Engage the financial services industry in their proposed program to promote inclusive employment in partnership with AUC member institutions
 - i. *Developed a working committee of AUC Career Services Directors to collaborate on a proposed talent summit/career fair with the financial services industry. They decided early on not to conduct the event.*
 - b. Work with World Business Chicago on implementing the recommendations on inclusive employment of the Accenture Study
 - i. *World Business Chicago changed leadership and moved in a different direction.*

Strategic Objective: Forge Partnerships to Address Poverty, Racism and Violence in Chicago

1. Leverage the AUC Snapshot of university/college engagement with communities on violence prevention.
 - a. Launch a media initiative to drive potential users to the AUC website to use the interactive, searchable database as a basis for increased partnerships
 - i. *Shared database with foundations and non-profits, but held off on media initiative*
 - b. Track utilization of the database and provide guidance to users on engaging potential partners
 - i. *Not implemented after posting on website*
 - c. Organize a public reception to build understanding and visibility for the work of universities in addressing the violence issue
 - i. *Not implemented in 2018 as yet*
 - d. Develop the next iteration of the material by programming linkages between the heat map and the snapshot to permit ease of search for the location of programs.
 - i. *Required funding not available in 2018*
2. Work with the City, philanthropic organizations, the Archdiocese and others to document the programs underway in the neighborhoods and build stronger partnerships.
 - a. Support the development of a unified, searchable database for community-focused programs
 - i. *Shared Snapshot and Heat Map with numerous non-profit organizations and the archdiocese*
 - b. Co-sponsor Illinois Campus Compacts 2018 Partnerships Conference
 - i. *Co-sponsored "Campus and Communities" conference with Illinois Campus Compact on March 5th, 2018 at UIC. Helping to implement follow-up*
3. Investigate a unified curriculum for AUC members to use in introducing new domestic and international students to Chicago.
 - i. *Not implemented in 2018*
 - b. Continue discussions with the Chicago History Museum regarding development of content
 - c. Understand how AUC members currently address Chicago history and society in their orientation programs and what interest there would be in a collective approach
 - d. Explore how such a program might be developed through students telling the story

Note: the Convening Planning Committee cautioned that this initiative required additional time to see how the snapshot and heat map were received and used before determining future directions.