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Executive Summary:

UW-Milwaukee has a core commitment to graduating students who are dedicated to community engagement and leadership. To this end, UWM has developed deep partnerships with the non-profit sector, providing student opportunities for volunteerism, service-learning, and community-based work-study options. Through service, students develop:

- leadership skills,
- multicultural competencies, and
- an investment in civic life and social responsibility.

The Center for Community-Based Learning, Leadership, and Research (CCBLLR) moves UWM to the next level in civic engagement and leadership education. The CCBLLR improves the student experience through a holistic and seamless approach to community engagement. Overall, it ensures greater impact and success in our civic mission, and specifically it will:

- Strengthen UWM's application for the Carnegie "Community Engagement" classification and give UWM an increasingly prominent reputation as a civic presence in Milwaukee.
- Help UWM meet the UW System Shared Learning Goals of "Intercultural Knowledge and Competence" and "Individual, Social, and Environmental Responsibility," which includes "Civic Knowledge and Engagement".
- Lead to more UWM graduates ready to work in different cultural communities and address community needs. *Ninety-seven percent of UWM service learners reported graduating with a greater understanding of community needs¹.*
- Provide targeted support for UWM faculty and students in community-based research.

Significant impacts on the student experience include:

- A "campus hub" for related programs and services, centrally located in the Union, making participation easier for faculty and community partners while engaging students more effectively.
- Expanding the positive gains realized by the current population engaged in this impactful pedagogy. *Eighty-three percent of graduating service-learners reported an increased commitment to civic engagement².*
- Providing UWM students an opportunity to test and apply theory to real world experiences in society and the workplace.
- Increased student retention. Service learning is recognized as a high impact practice (HIP) for student success by the American Association of Colleges and Universities³.

¹ *Cultures and Communities Certificate Program Exit Survey Summary*, Fall / Spring 2009-2010.

² *Cultures and Communities Certificate Program Exit Survey Summary*, Fall / Spring 2009-2010.

³ *A Crucible Moment: College Learning and Democracy's Future*. 2012 Publication of the AAC&U.

Introduction:

The Center for Community-Based Learning, Leadership, and Research provides the UWM community opportunities that support and inform the future leadership roles and civic identities of students for the City of Milwaukee and beyond. The CCBLLR offers a comprehensive menu of leadership development programs and civic engagement experiences, service-learning support and resources, explorations and appreciations of cultural diversity, and community service options for students which are paid or volunteer-based. With a holistic approach to community engagement that provides multiple avenues for involvement, the Center for Community-Based Learning, Leadership, and Research will guide students down a path of integrated learning for leadership, civic life, and social responsibility. Broadly, CCBLLR provides the following services to the UWM community:

- Service-Learning resources, guidance, and logistical support for UWM faculty and students.
- Resources for engaged research for faculty exploring and utilizing Milwaukee’s diverse communities as a laboratory for meaningful scholarship that aims to improve public life.
- Curricular and co-curricular leadership development programs that explore leadership theory, frameworks, skills, behaviors, and philosophies.
- Paid and unpaid community service opportunities that allow UWM students to make a real difference in the lives of others by serving at youth development agencies, literacy organizations, poverty fighting agencies, environmental organizations, museums/the arts, and health related agencies.

Specifically, there are four concentration areas within the Center for Community-Based Learning, Leadership, and Research which will coordinate a series of programs and services that allow students to explore their civic and leadership identities and help faculty engage in community-based research:

Student Leadership Development	Service-Learning	Community Service & Engagement	Research Support
<ul style="list-style-type: none"> • Emerging Leaders Program • Leadership LLC (SOE) • Community Leadership Certificate Program (SOE) • Leadership Retreats • Social Justice Summit • Diversity Speakers Series • Leadership Workshops Series • Leader Reader Book Club • Dinner & a Movie Leadership Series • Leadership Toolkit • Bonner Leaders Program • Leadership resources and consultation for campus departments and organizations 	<ul style="list-style-type: none"> • Service-learning administration and promotion across campus • Faculty development programming • Community partner development and oversight • Campus Compact membership contact • Coordination with the Cultures and Communities Certificate • Bonner Scholars and other service scholarship programs 	<ul style="list-style-type: none"> • College Bigs and Youth Mentors • Hope House and Gathering weekly volunteering • Bi-weekly episodic events such as the Hunger Clean Up, RAKathon, MLK Day of Service, neighborhood clean-ups • Service trips (ASB) • Interest specific referrals to volunteer options • Liaison for AmeriCorps programs and Peace Corps • America Reads and other community work-study 	<ul style="list-style-type: none"> • Community Engaged Scholars Network (CESN) • Public Scholarship and Engaged Faculty Fellows Program • Grant-writing assistance to support service-learning projects and research • Resources for faculty engaged in community-based research • Bi-annual symposium on public scholarship and engaged research

Long-Term Goals:

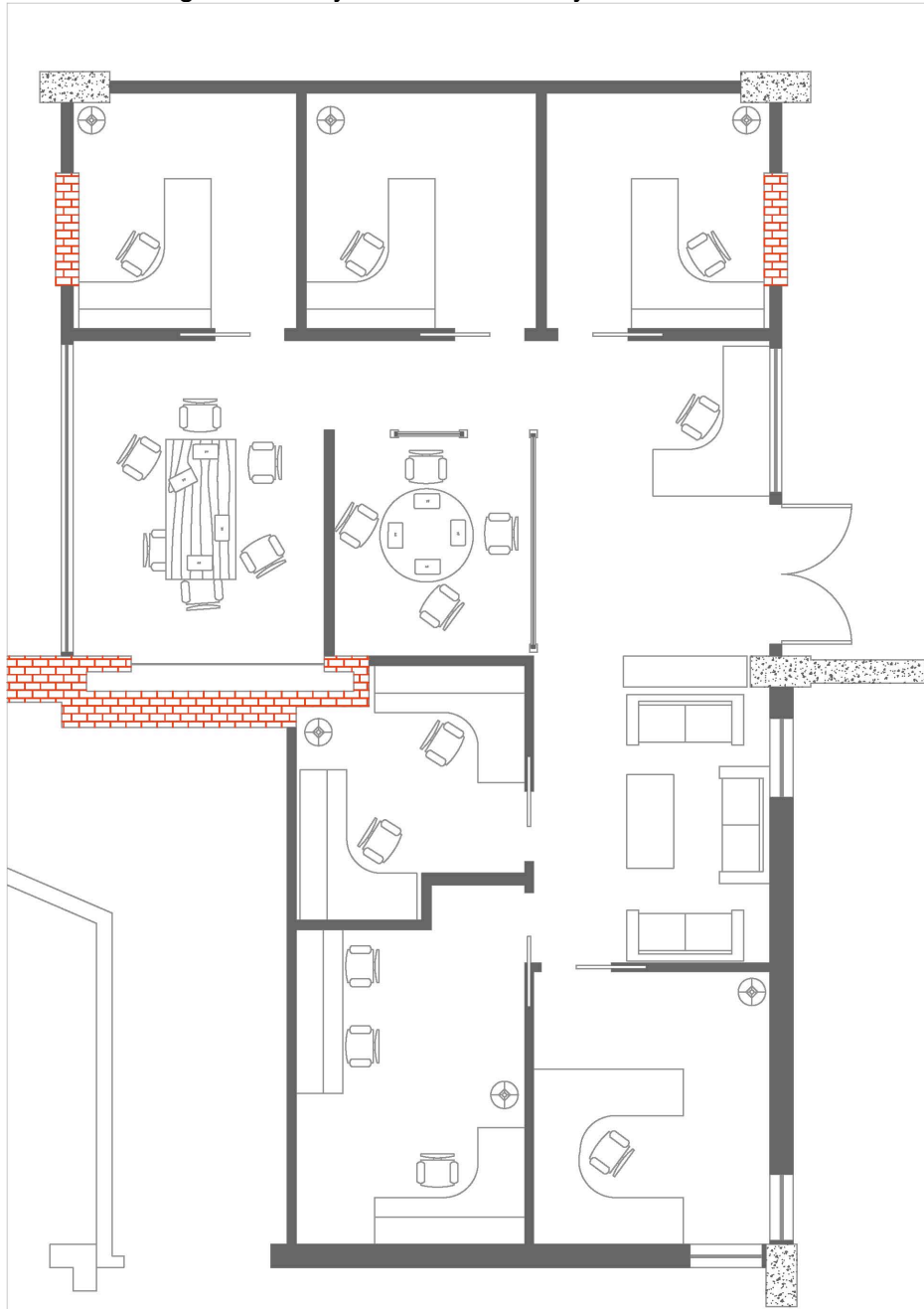
- Provide the City of Milwaukee and metropolitan region with civic-minded students and graduates who have explored and developed a leadership identity and are eager to be active in working with diverse communities.
- Provide UWM students with meaningful experiential learning opportunities in which they will gain intercultural competence, grow in self-understanding, make a real difference in the lives of others, and be exposed to the greater Milwaukee community and its non-profit sector.
- Provide UWM students with programs, experiences, and courses that help them to identify their own beliefs and values related to leadership.
- Provide UWM faculty various kinds of support that will help them to create enduring community partnerships, implement best practices in service-learning, and develop meaningful and sustainable service-learning curricula.
- Support research related to community-based learning, leadership, and university / community partnerships that informs practice and expands the base of knowledge in the civic engagement arena.
- Assist in UWM's application for Carnegie Foundation accreditation as a Community Engagement institution in 2015.
- Ensure that by 2018 over 25% of graduating seniors report engaging in at least one Center for Community-Based Learning, Leadership, and Research program.

Short-Term Goals:

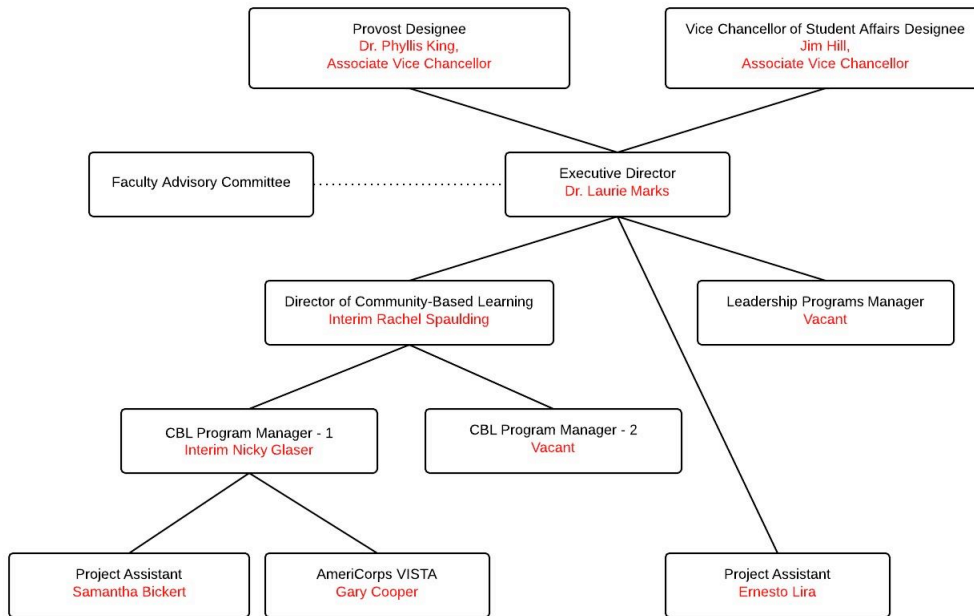
- Eliminate the silos in community engagement and leadership by coordinating the existing efforts of the Institute for Service Learning, the Center for Volunteerism and Student Leadership, and a series of School of Education community engagement and leadership programs.
- Explicitly connect the various engagement and leadership activities of the campus to the UW System Inclusive Excellence initiative and guidelines.
- Develop an electronic tool to allow members of the UWM community to report public and scholarship, and other forms of civic engagement so that there is a greater understanding of the level of community engagement done at UWM.
- Create efficient models of service delivery for service-learning, community service, and leadership development programs.
- Establish a faculty advisory council with representation from each school and college to provide guidance and act as ambassadors to the Center and promote service-learning pedagogy within their field.
- Based on the American Association of Colleges & Universities' essential learning outcomes, develop a strategic plan for programs related to leadership, civic engagement, and intercultural competence.
- Systematically reach out to all UWM schools and colleges to promote service-learning.
- Create a Community Engaged Scholars Network (CESN) that brings engaged faculty, researchers, and teaching staff together across discipline for networking and collaboration purposes.
- Develop a process available to faculty across campus for the marketing and promotion of engaged scholarship in conjunction with University Relations.

Space Logistics:

Space may be affected by plans for the rebuilding of the Student Union, but the Center should be located in the Union whatever changes occur. An entry way has been created facing the Union Concourse, creating a “doorway” to the community for UWM.



Center for Community-Based Learning, Leadership, and Research Org Chart:



*The CCBLR employs student who make up teams of CCBLR Interns, America Reads Tutors, and community-based work-study positions
100 Student Workers*

This structure offers an opportunity for a meaningful partnership between Academic Affairs and Student Affairs. While the Center will be housed in the Union, both areas will be contributors and provide oversight. The Faculty Advisory Council will play a primary role in guiding the academic services of CCBLR so that it is offering appropriate services to faculty across disciplines, and those on the Council will act as Ambassadors to the Center within their field of study. The Senior Faculty Research Associate will provide assistance, guidance, and consultation to faculty and graduate students related to engaged public scholarship and research grants. Specifically, the Senior Faculty Research Associate will facilitate the Community Engagement Research Faculty Fellows Program and will facilitate the communication and events of the Community Engaged Scholars Network (CESN).

Faculty Advisory Council:

To create a strong sense of ownership in academic departments and ensure appropriate programs and services, there will be a CCBLR Faculty Advisory Council. The council will explore and propose options for enhancing the quality and capacity of credit-bearing community-based learning at UWM. Specifically, members of the council will have the following responsibilities:

- Articulate a vision for student academic community engagement that can be adopted by UWM to inform future planning.

- Establish a mission statement, principles of campus/community engagement, and other founding documents for the CCBLLR.
- Advance service-learning and community-based research within their department by discussing with colleagues how community-based learning experiences for students can be connected with their teaching and research.
- Act as an Ambassador to the Center within the member's academic department. In this capacity each member will provide information to colleagues about the Center and its opportunities for community-based leadership and research as it relates to the field.
- Offer advice on how to enhance co-curricular programs such as Alternative Spring Breaks, community-based work-study, service events and programs, and others so that they provide meaningful learning and compliment the academic experiences of UWM students.
- Research how other campuses position their service-learning offices in relation to faculty research and extra-curricular student activities, volunteer programs, and leadership initiatives.
- Arrange and co-present a 30 minute information session within their home department at a Faculty meeting once per year.
- Set the criteria, review applications, and choose the Community Engagement Research Faculty Fellows each year.
- Help to identify grants that connect community-based learning and research within their academic discipline and encourage other faculty to apply for funding.

They will meet twice per semester to discuss new programs and services, and help to provide feedback on existing functions. Those who receive Community Engagement Faculty Research Awards will be expected to serve on the Council.

Conclusion:

UWM, as an urban institution, has unique opportunities to form partnerships within the greater Milwaukee community. It also has a major role in forwarding the UW System's Inclusive Excellence mandate, given the ethnic, racial, and cultural diversity of the Milwaukee community and UWM student body. UWM's partnerships can serve to help the community while also providing our students, faculty, and staff with opportunities to learn, engage, and conduct research in diverse settings. These activities will happen in collaboration with the community, address human and societal needs, and work toward improvement of public life. Under this new collaborative model informed by existing best practices and current research in the fields of civic engagement, campus/community partnerships, inclusive excellence, and student leadership development we can create a holistic student experience and efficient process for faculty, staff, and community partners.

One significant impact this new collaborative model will have is that it allows our students to explore the arena of civic life at different points in their collegiate experience, but recognize the Center as their "home" or "campus hub" for these activities. This will allow CCBLLR to provide a holistic, versus a linear, approach to civic and leadership development. Best practice suggests a model and approach as drawn below:



The above model changes the landscape of civic engagement and student leadership development in many ways that benefit students, faculty, staff, community partners and the university as a whole:

- There will be less confusion regarding the who, what, where, and how of campus / community partnerships for students, faculty, staff and community partners. An email or phone call to one main office will route people to the office that can assist them.
- The Center will shape, articulate, and implement a coherent vision for how Inclusive Excellence and cultural diversity inform the practices of civic engagement, service-learning, and leadership development at an urban research university such as UWM.
- There will be a holistic approach to citizen and leadership identity development that will change the student experience. Service during an academic class will connect to co-curricular opportunities seamlessly; faculty research will connect to engaged teaching and special events; leadership development will be integrated meaningfully with academic learning, research, and the growth of civic responsibility.
- For faculty, the CCBLLR will ensure more efficiency in connecting their courses and research to service-learning, and thus will institutionalize our civic mission by creating a campus culture of civic engagement and leader development. With this enhanced growth in capacity, service-learning will become a common practice across majors, disciplines and schools and colleges.
- A culture of engagement will be implemented to include formative assessment practices in every program, measuring effects in the areas of student recruitment and retention, student

learning outcomes, faculty research publications, impact on community partner goals, and perception of UWM within the community.

- There will be an expansive menu of leadership development programs that appeal to the general student body and to specific populations.
- The Center will grow the community-based work-study options; increasing the number of meaningful job opportunities for students at local non-profit agencies.
- There will be more options for service trips for students such as alternative spring break or trips during Winterim.
- UWM will receive a Carnegie Designation as an engaged campus. Overall, there will be a clear and more prominent presence among Milwaukee institutions of higher education in regards to UWM and civic engagement.

This document offers a snapshot of the vision for the CCBLLR, its structure, and how it will benefit the campus, however specific services are detailed in menus (Appendices A, B, C, D) for the four areas the Center for Community-Based Learning, Leadership, and Research will provide service.