



2022-2023 Annual Report

Lowell Bennion Center for Community Engagement

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Table of Contents

Section 1: [Executive Summary](#)

Section 2: [Status of Strategic Initiatives](#)

[Perspective: Organizational Capacity – Improve Infrastructure](#)

[Perspective: Organizational Capacity – Improve Culture](#)

[Perspective: Organizational Capacity – Improve Staff Experience](#)

[Perspective: Internal Processes – Improve Strategic Communication](#)

[Perspective: Internal Processes – Improve Collaboration and Strategic Partnerships](#)

[Perspective: Finance – Increase Funding](#)

[Perspective: Finance – Increase Responsible Stewardship](#)

[Perspective: Finance – Reduce Waste](#)

[Perspective: Students – Increase Student Awareness and Access](#)

[Perspective: Students – Increase Meaningful Connections and Belonging](#)

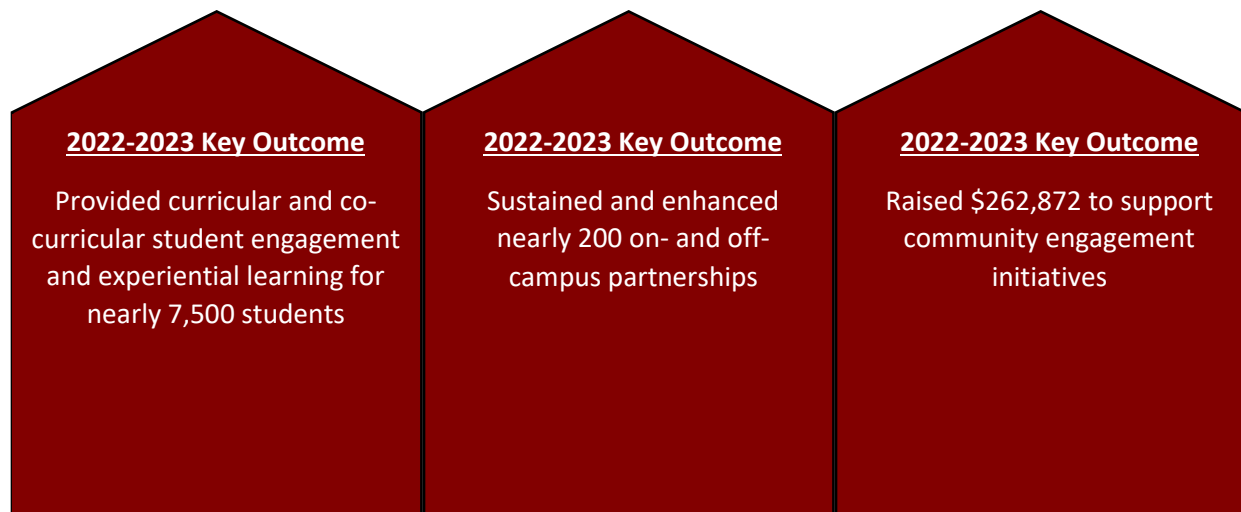
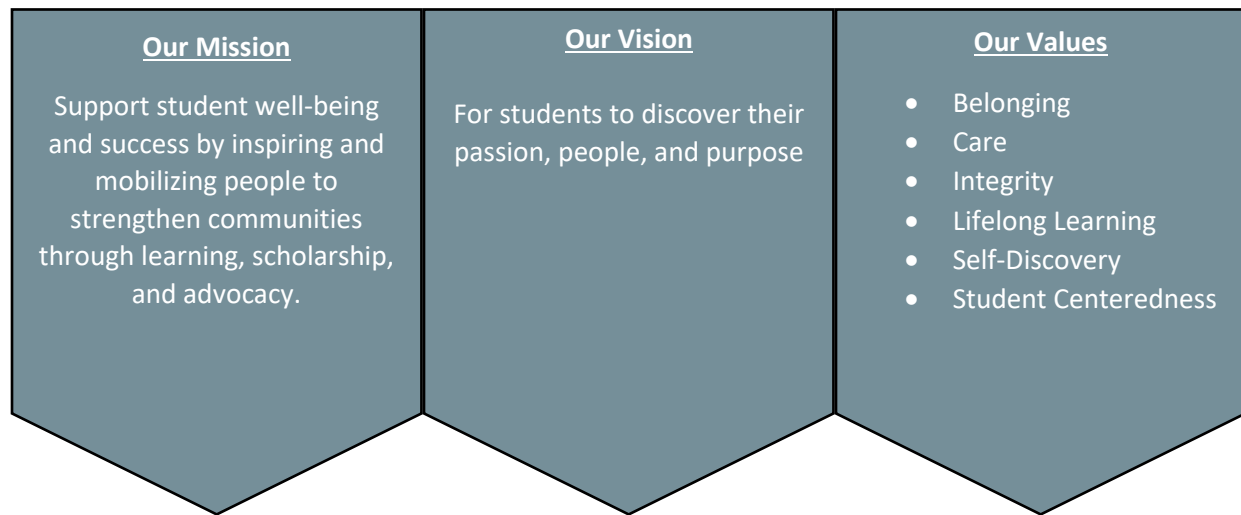
[Perspective: Students – Improve Student Outcomes](#)

Section 3: [Major Accomplishments](#)

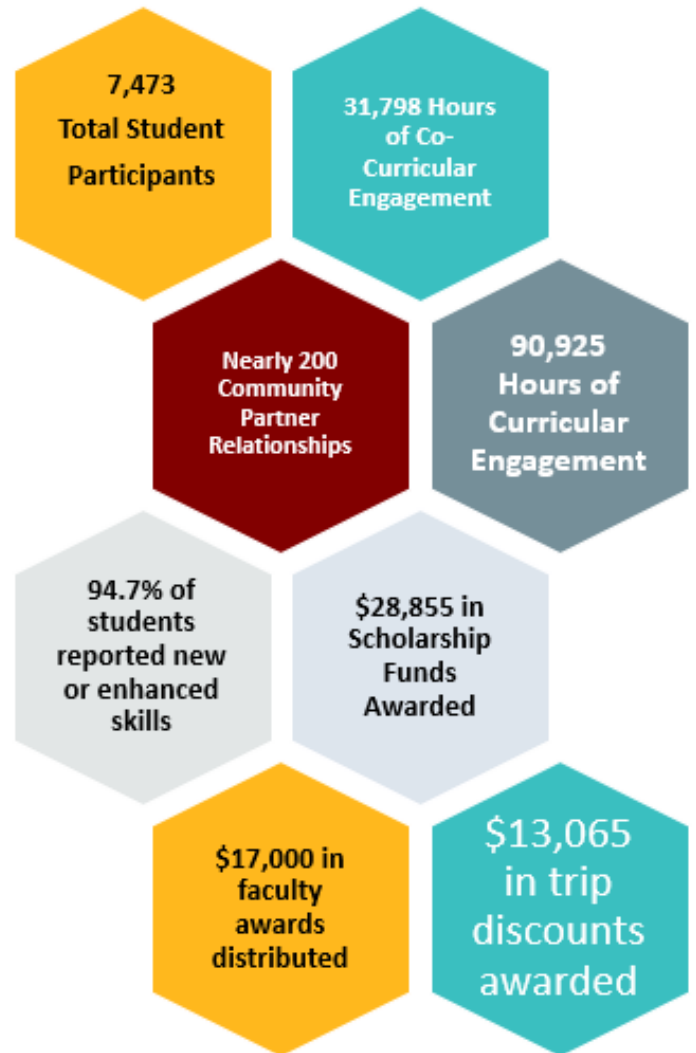
Section 4: [Major Challenges](#)

Section 5: [New/Continuing Strategic Initiatives](#)

Section 1: Executive Summary



I didn't expect my experience with the Bennion Center to change the way I viewed the world. However, my first touchpoint with Alternative Breaks introduced me to a new way of viewing things — one with heightened empathy for others and a new understanding of the complex systems that exist in our lives. Now that I have more understanding of societal issues, I feel more empowered to help make positive changes. I don't believe I would have had these constructive experiences anywhere else at the University, nor would I have met so many amazing and inspiring individuals! – Kyle Adams



35th Anniversary
1987 - 2022

Section 2: Status of Strategic Initiatives

Perspective: Organizational Capacity

Improve Infrastructure: Increase space and utilization of existing space for services and programs for students by reducing duplication and increasing use of shared resources. Ensure that technology resources are used effectively, with a focus on sustainability to improve efficiency and student satisfaction.

Strategic Initiative #1:

Initiative: The Bennion Center will seek new space, technology, and capital resources ahead of increased service demand, so that it can meet the needs of constituents and provide an exceptional learning environment as well as exceptional experiences.

Purpose: To increase space and utilization of existing space for services and programs for students by reducing duplication and increasing use of shared resources

Timeline: January 2022- June 2024

Metric: Purchase replacement vehicle for the “Bennion Mobile” to service students and partners

Outcomes: During Summer 2022, the Bennion Center purchased a new vehicle to support our community engagement efforts (2022 Toyota Sienna Hybrid Van). This vehicle is utilized to support a number of programs, most notably the Alternative Breaks program (saving approximately \$1000 dollars each year in rental fees). The student leaders from the Food Recovery Network also utilized this vehicle weekly to support the reduction of food waste and provide food to people experiencing food insecurity.

Metric: Conduct a space needs assessment and complete evaluation to meet student, faculty, partner demand.

Outcomes: This is no longer a priority for our Center. We will support efforts in partnership with the Union to communicate space utilization but will not need to conduct an independent needs assessment.

Metric: Transition all file storage and email systems to shared Box files and UMail. Conduct file migrations and archives, etc.

Outcomes: The Bennion Center team completed moves of our local drives (ex: O:, T:) to Box during the Fall 2022 semester. This enabled staff, students, and partners to access files and utilize files more efficiently. There is one local drive that is still pending completion, which is slated for completion by the start of the Fall 2023 semester.

Metric: Build data reporting dashboards

Outcomes: The Bennion Center works cooperatively with the Office of Assessment and Analytics to report our utilization data through the Tableau dashboards. Our team uses the data to review which student demographics are represented at the Center, who is not well represented, and where we can focus our efforts for outreach and recruitment.

We have historically experienced some challenges with data accuracy due to the change of program names. In 2022-2023, we implemented a standard naming practice and are working to ensure that this stays consistent moving forward. This effort has faced additional challenges due to staff turnover – we plan to mitigate this by shifting data collection and reporting to our Administrative Manager to help ensure reliability of our dashboard data.

Strategic Initiative #2:

Initiative: The Bennion Center will fairly compensate all student leaders for their work to manage, coordinate, and administer community engagement programming.

Purpose: To provide equity to an inequitable process thereby strengthening long-term capacity for the Bennion Center and the University.

Timeline: July 2022

Metric: The Bennion Center will procure funding to support student leader compensation.

Outcomes: The Bennion Center was not successful in procuring new state/University funding to directly support student leader compensation. However, in order to make progress toward this endeavor, we reviewed our current budget, scholarships and work-study eligible positions and found opportunities to provide funding or scholarships to 21 student leader positions. Implementation of this may be slightly impacted by the Community Engaged Learning and Scholarship shift to Undergraduate Studies effective 7/1/2023 but we are confident that this is a strong starting point to recognize the work of the students providing essential administrative work to ensure the Bennion Center's programs are delivered.

In November 2022, the Bennion Center received a \$50,000 gift (anonymous donor) to support the Equity in Access Endowment. The purpose of this endowment is to directly support students' access to transformative community engagement programs and will provide an excellent base as we move forward to raise more dollars to support student leaders.

Ultimately, we would like to shift some of these student leadership positions to hourly-wage jobs; however, this will require additional budget allocations and other considerations to ensure that volunteer leadership positions are retained for students who do not wish to be compensated for their roles.

2022-2023 Funding Source	Work Study Employment	Scholarships	Budget Reallocation
Amount	\$16,700	\$14,000	\$18,500

Improve Culture: By creating an environment that recognizes the value of and understands our dynamic and diverse student body and staff, we will improve the culture within Student Affairs. We will focus on establishing trust through transparency and empower our teams to increase collaboration through shared governance models. Additionally, we will work to recruit a Student Affairs staff that is reflective of our campus diversity and will also commit to the retention of our team. Student Affairs will achieve this by creating working environments that are appropriately resourced, staffed at a level that is consistent with our benchmark institutions, compensated above the national average, and trained and positioned for success within the University.

Strategic Initiative #1:

Initiative: The Bennion Center will implement each item of its Diversity, Equity, Inclusion, & Antiracist Plan.

Purpose: to create an environment that recognizes the value of and understands our dynamic and diverse student body and staff

Timeline: January 2022—June 2024

Metrics: The DEIA plan will be reviewed monthly to ensure progress is made.

Outcomes: While we did not meet our goal of reviewing this plan monthly, the Bennion Center team was able to progress in key areas. This plan was intended for use from 2021-2023 and will need to be reviewed/revised in the coming year.

Anti-Racism Commitment 1: Nurture an inclusive and Antiracist environment in the Bennion Center.

To meet this objective, all staff members reviewed applications, interview questions, and selection processes through with an anti-racist lens and removed/replaced questions and processes that did not align with this goal.

We also conducted outreach to colleges, departments, and campus organizations who actively work with diverse students to invite and recruit students for open positions. Departments included the American Indian Resource Center, Black Cultural Center, TRiO, and the Center for Equity and Student Belonging.

Finally, the Bennion Center, with support from the University Advancement, sought funding to help make Bennion Center programs more equitable and accessible. More details are provided in the Finance Perspective.

Anti-Racism Commitment 2: Be leaders in defining and implementing Antiracist community engagement

The Bennion Center reviewed scholarship applications as well as community partner applications with an anti-racist lens in order to remove any unintended barriers to engagement (ex: removing 501(c)3 non-profit status as a requirement for community partner organizations). We also added a question asking new partner applicants to identify how they align with our anti-racist and justice orientated values.

The Bennion Center, and specifically, the Community Partner Program Manager conducted an evaluation of our existing partners (interviews, surveys) to ensure that current partners align with the University of Utah's and Bennion Center's values.

We also worked to expand our community partners to more diverse audiences by researching local anti-racist and affinity-group organizations and extended invitations to partnership with Saturday Service Projects.

Anti-Racism Commitment 3: Create a culture that fosters the recruitment and retention of a diverse staff with equitable opportunities for advancement and compensation

The Bennion Center worked to ensure that search committees were comprised of diverse members (in both identity and experience). More effort will be made to ensure that committees all review an implicit bias educational piece prior to beginning the interview process.

Hiring managers added a statement regarding diversity and inclusion to every position posting. For most search efforts, search chairs utilized a de-identified search process and a scoring rubric to evaluate candidates. In addition, at least 1 interview question was added to every search to assess the candidate's understanding of justice and equity and to evaluate how they would bring this to their work.

Strategic Initiative #2:

Initiative: The Bennion Center will collaboratively build community agreements to outline the cultural norms and expectations to support a successful work environment

Purpose: Strengthen culture by creating fair, equitable, and transparent communication and operating norms.

Timeline: January- August 2022

Metrics: Create community agreements and schedule for regular review and update.

Outcomes: The Bennion Center team set, reviewed, and upheld community agreements throughout the 2022-2023 year. We will prioritize this again for 2023-2024 when we have found some stability in our staffing.

Current group agreements include:

- Engage and contribute fully and genuinely
- Acknowledge intent, own impact
- Take responsibility for individual (un)learning and invest in communal (un)learning
- Accept individual needs to process and commit to accountability
- Name and claim positionality and power in different contexts

Improve Staff Experience: Staff experience and excellence are heavily influenced by opportunities for growth and development. Improve the staff experience by creating or promoting programs that further professional training that contributes to employee development. Consider and implement possible solutions to staffing concerns, not limited to hiring, retention and succession planning.

Strategic Initiative #1:

Initiative: The Bennion Center commits to a robust supported professional development plan for members of the team.

Purpose: To improve the staff experience by supporting involvement in professional development and training

Timeline: January 2022- 2024

Metrics: BC Team members will be expected to find and register to participate and/or present at professional conferences, trainings, workshops, and educational opportunities.

Outcomes: A number of the Bennion Center staff members had opportunities to expand their professional knowledge and to contribute to on and off campus professional education experiences. It would be an opportunity for development to be more strategic about these opportunities in the future.

Asma Hassan (Utah Reads Program Manager)

- Completed University of Utah Continuing Education Project Management Certificate

BobbiJo Kanter (Associate Director, Co-curricular Engagement)

- Completed University of Utah Continuing Education Project Management Certificate
- Participant in CTLE (now: Martha Bradley Evans Center for Teaching Excellence) Teaching Symposium

Brett Gaffney (Student Programs Manager)

- Attended First Year Experience Consortium

Chris Wada (Marketing & Outreach Director)

- Progress toward University of Utah Continuing Education Project Management Certificate

Grace Hymel (Alternative Breaks Program Manager)

- Attended Break Away's Staff Development Summit and
 - o Presented: "Strengthening Training: Meeting Your Students & Staff Where They Are."
- Completed University of Utah Continuing Education Project Management Certificate
- Completed Mental Health First Aid Training

Kate Pasco (Curricular Programs Manager)

- Audited CTE's Teaching in Higher Education class in Spring 2023 (CTLE 600)
- Participating in the UAAC advisor mentor program starting spring 2023 through spring 2024
- Completed the Mental Health First Aid training

Megan Medina (Associate Director, Curricular Engagement & Scholarship)

- Attended National Society for Experiential Education (NSEE – now SEE) Conference
 - o Presented: "Fostering Equity Through Project-Based Community Engagement" with Xitlally Garcia (BC Student Leader)
- Completed University of Utah Continuing Education Project Management Certificate

Perspective: Internal Processes

Improve Strategic Communication: Improve outreach and communication with students to increase awareness of programs and services. Improve outreach and marketing with Student Affairs and the campus community to ensure communication streams are clear. Improve efficiency of use of communication tools to reduce unnecessary duplication and overload within Student Affairs.

Strategic Initiative #1:

Initiative: Develop and implement targeted communication strategies to promote awareness of and participation in deeply engaged community learning experiences at the Bennion Center.

Purpose: The Bennion Center provides students a sense of belonging, community, and purpose, which deepens their connection to the U and improves their overall college experience.

Timeline: FY end 2022/2023

Metrics: Progress will be assessed through information from student applications (total number, student year, academic area) and program participation totals.

Outcomes: For the 2022-2023 academic year, the Bennion Center implemented a variety of communication strategies and tactics to promote the awareness of and participation in all of our co-curricular and curricular community engagement opportunities. After establishing a simple five-word naming convention for all of our ways of engagement (Volunteer, Register, Apply, Enroll, Declare), we consistently communicated this through various printed and digital marketing materials throughout the year. The primary communication channels included Instagram, MailChimp, www.bennioncenter.org, Campus Connect, Trumba, UAAC listserv, on-campus advertising, classroom presentations, tabling events, targeted outreach to campus partners, and personal invites from Bennion Center student leaders/staff.

It's important to note that everyone is in a different place on the engagement continuum, and the Bennion Center prides itself on having a wide range of opportunities from one-time volunteer projects to more deeply engaged multi-year experiential learning commitments. Through our digital analytics (website, social, newsletter, etc.) we know the outreach and awareness of our programs through all of our MARCOMM efforts is at an all-time high. While awareness is crucial, what gets us most excited is the actual "engagement" with the Bennion Center, which is measured through the total number of program applications, event registrations, and Volunteer Interest Form submissions.

For the 2022-2023 fiscal year, the Bennion Center received **1,049** Volunteer Interest Form submissions, which is our primary volunteer recruitment tool for Community Partner Programs. Program participation numbers are available in the Major Accomplishments section.

Strategic Initiative #2:

Initiative: Build reciprocal relationships with relevant departments and communication colleagues on campus so that they become part of the Bennion Center's ongoing communication efforts.

Purpose: 1) To ensure the unique opportunities provided by the Bennion Center are seen by students who get their information in numerous diverse ways. 2) To break down siloes between departments and teams working to improve students' experience with and connection to the U; work toward the mutual goals of student wellbeing, satisfaction, and an excellent college experience.

Timeline: end of FY 2022/2023

Metrics: Objectives met if communication points of contact and information-sharing protocols are formalized and adopted as part of routine business.

Outcomes: The Bennion Center has a number of ongoing programmatic partnerships that help expose students to campus departments and resources. These include: Alumni Relations, American Indian Resource Center, Black Cultural Center, Campus Wellness, Career and Professional Development Center, Edible Campus Gardens, Equity, Diversity, & Inclusion, Feed U Food Pantry, First Year Utah, Food Recovery Network (Chartwells), Housing and Residential Education, Office of Orientation and Transition, Tanner Dance, TRiO, Union Programming Council, Undergraduate Studies, University Marketing & Communication, U of U Campus Orgs (Instagram group that includes 35 campus partners), @theU, Daily Utah Chronicle, University Academic Advising Committee, Student Affairs Communication & Marketing Council, Campus Programs for Students (Teams), U of U Campus Social Media (Teams), ASUU, Union Board, Student Success Advocates, and the University of Utah Reading Clinic.

Through these reciprocal relationships with relevant departments and communication colleagues on campus, we help each other by cross-promoting relevant opportunities for niche audiences at the U. While informal, communication points of contact and information-sharing practices are part of routine business.

For all large campus events held annually, host relationships have been established and our inclusion in them will continue every year. Some examples of these events include: First-year/Transfer Student Orientations (tabling & info sessions), Weeks of Welcome

(tabling), Learning Abroad Fairs (tabling & info sessions), UPC Volunteer Fair (tabling), Sustainability Fair (tabling), MLK Week (service projects), Homecoming (service projects), U Giving Day Philanthropy Fair (service projects), and more. It is also worth mentioning that throughout the year we have a countless number of recurring and new in-person/virtual presentation requests from faculty, staff, and student organizations.

Improve Collaboration and Strategic Partnerships: Establish a regular and systematic review of internal (department/division) and external (campus/community) collaborations and strategic partnerships based on annual goals, strategic plans, and improving the student experience. Focus on effective referrals to services and programs; duplication of services; sharing data and information; and streamlining processes for students and employees.

Strategic Initiative #1:

Initiative: As an extension of Strategic Communication Initiative 2, we will prioritize student needs by proactively referring them to departments, resources, and opportunities from which they can benefit.

Purpose: Student satisfaction, support, and well-being will benefit tremendously when resources available to them are easy to find and access. If student-facing departments are familiar with the broader menu of options available to students outside of their respective organizations, fewer students who need services, support, or enrichment will fall through the cracks.

Timeline: End of FY 2022/2023

Metrics: Progress will be determined by the implementation of Strategic Communication Initiative 2. In addition, student-facing BC staff should be trained and familiar with the numerous resources available to students and proactively refer/connect them to those resources as necessary.

Outcomes: In addition to the successful implementation of Strategic Communication Initiative 2, the Bennion Center staff proactively shares information with each other and their students as relevant opportunities or resources become available from other campus offices, departments, and/or student organizations. We also invite various campus offices to present an overview about their student services during our scheduled staff meetings so that we are best able to refer/connect them to those students as necessary.

Strategic Initiative #2:

Initiative: Continue to expand partnerships and collaborations with campus organizations in our programming.

Purpose: The Bennion Center's programmatic offerings will be enriched by thoughtful collaborations with campus organizations. Collaborating organizations will be introduced to new student audiences.

Timeline: end of FY 2022/2023

Metrics: Success will be demonstrated if the Bennion Center regularly partners with other organizations across its programs, where ever and whenever possible/appropriate.

Outcomes: As shown in Strategic Communication Initiative 2, some examples of campus partnerships and collaborations include serving on various committees for MLK Week (Office of EDI), Homecoming week (Alumni Office), Weeks of Welcome (Office of Orientation), U Giving Day (Alumni/Advancement), and more. We also participated in supporting a number tabling/service events in partnership with the Union Programming Council, Sustainability Office, and Office of Orientation.

Key programmatic on-campus partnerships (by program area) include:

Alternative Breaks: Black Cultural Center, TRiO

Community Engagement Cohorts: Center for Student Wellness, Edible Campus Gardens, Feed U Food Pantry, Victim-Survivor Advocates, Sustainability Office

Community Partner Programs: Chartwells (Food Recovery Network), Edible Campus Gardens, Feed U Food Pantry, Tanner Dance

Utah Reads: University of Utah Reading Clinic

Perspective: Finance

Increase Funding: For those areas that can create revenue streams, they will increase funding in order to maintain their operation, add to the student experience or fund Student Affairs or University initiatives. This includes auxiliary organizations, development processes, and designated funds. For state appropriated activities request state funds from Central Administration after evaluating the current financial situation of Student Affairs.

Strategic Initiative #1:

Initiative: Develop more opportunities to reconnect with BC alumni and bring them back into the family through service and/or philanthropy

Purpose: This would serve two purposes: to increase donations from BC alumni, thus allowing increased funding for excellent student programs of Bennion Center, and to maintain more sustained relationships in the community that could manifest deeper, broader and more long-term societal impacts

Timeline: FY 2022/23 develop specific strategies for increased BC alumni connections; FY 2023/24 implementation of strategies

Metrics: increased number of BC alumni in donor list; increased participation by BC alumni in service opportunities

Outcomes: Celebrating the 35th anniversary of the Bennion Center brought new events that invited students and BC alumni to attend throughout the academic year. These events included a kickoff reception in August, a founder's reunion in October, and a Celebration event in June that included a service project at the Utah Food Bank. The theme for these events was centered around "re-connection", and it was wonderful to see so many BC alumni that we haven't seen in years.

As always, we are continually adding BC alumni to our newsletter subscribers list and the UNITE donors list as a result of our efforts during U Giving Day and other development outreach activities.

There were unexpected challenges during FY 23, including the 8-month gap between the resignation of the Bennion Center's Development Director in October 2022 and the start of a new Advancement Officer in June 2023.

The Bennion Center's new advancement officer now coordinates with the Student Support Initiatives Team, which was developed to streamline and optimize funding opportunities. With this additional support, the advancement office will work to reconnect with past donors, add prospective new BC alumni, and steward those currently funding the Bennion Center.

Strategic Initiative #2:

Initiative: Utilize President Randall's new "Operation Bold" to bring deeper financial investment into the Bennion Center

Purpose: increase state funding of Bennion Center to allow for greater student participation in BC Programming, resulting in increased student satisfaction

Timeline: end of FY2023/24

Metrics: at least one additional Bennion Center staff position is funded via state money; this would free up approximately \$70,000 in grant, donor and/or endowment funding to invest in expanded or enriched student programming

Outcomes: This initiative was proposed in the 2022-2023 fiscal year and was not approved for the 2023-2024 fiscal year. The Bennion Center Director should work collaboratively with departmental leadership to seek support and recommendations for the success of this endeavor moving forward.

Strategic Initiative #3:

Initiative: Prioritize student access as a philanthropic growth area

Purpose: The Bennion Center is committed to implementing our DEI plan, and a major component of that is to provide greater student access, support, and retention. A second purpose is to create a compelling new fundraising narrative to allow for a new meaningful philanthropic growth opportunity

Timeline: Ongoing, but meaningful progress expected by 2023/24

Metrics: Annual campaign specifically for this initiative is fully developed and implemented; earmarked fundraising dedicated to this initiative; meaningful increase in donors dedicated to this initiative.

Outcomes: In November 2022, the Bennion Center received a \$50,000 gift (anonymous donor) to support our Equity in Access Endowment. The purpose of this endowment is to directly support students' access to transformative community engagement programs. Fundraising efforts to build the endowment continue and are focused on end-of-year annual appeals, U Giving Day, grants, donor outreach and more. The endowment supports the Equity in Access Initiative - committed to providing equity in access to all of our community engagement programs. And the initiative has generated a great deal of interest from potential donors and will be a priority for fundraising.

This year, for the first time, the Bennion Center chose a single fund to promote and raise money for during U Giving Day. We focused our efforts and messaging on fundraising

for student discounts for Alternative Break experiences – 61 donors contributed \$4,065 to this effort. The Bennion Center was able to award trip discounts to 71 Alternative Breaks participants with a total of \$13,065 to reduce costs associated with participation in the program. These trip discounts are essential to support access for students with financial challenges.

In addition, 15 Alumni Bennion Scholarships for Equitable Access were awarded \$1,000 each during Spring semester 2023. The purpose of this scholarship is to directly support the work of Bennion Center student leaders who have demonstrated high financial need.

The Helping Hands Endowed Scholarship also helps support students as they pursue community engagement efforts. This past year, 13 student leaders facing financial hardships were awarded \$8,855, which helped them to continue their involvement in community engagement.

Three endowments supported 4 scholarships for student residents at the Bennion Service House totaling \$4,000. These scholarships are vital to reducing barriers for students who wish to live on campus in this community engaged theme community.

Overall, the Bennion Center has 14 endowments that provide greater student access, support and retention. Fundraising efforts will continue to build these endowments and pursue major gifts.

Improve Responsible Stewardship: Promote honest and ethical conduct of all employees having responsibility over and/or access to financial assets, and to foster a culture of honesty, integrity, stewardship and financial accountability across Student Affairs. Use data as an instrument to prioritize moral, ethical, and efficient use of university resources which includes renovation of facilities, purchase of equipment, supplies, staff wages & professional development, creating and sun-setting programs or initiatives.

Strategic Initiative #1:

Initiative: Pursue multiple pathways for creating sustained scholarships and stipends to increase financial accessibility of BC programming to economically-challenged students with the intent to increase student involvement, including paid student leader and student program assistant positions.

Purpose: Responsible financial stewardship includes a commitment to the ethical use of funding that prioritizes equitable access to student programming and fair compensation of their work

Timeline: end of FY2024/25

Metrics: meet all fee discount requests of students participating in Alternative Breaks programming; All student leaders who contribute at least 10/hours per week to Bennion Center programming and operations are financially compensated (unless students opts out for personal/financial aid reasons)

Outcomes: The Bennion Center, using cost saving measures and unexpended endowment funds, was able to meet a portion of the requests for Alternative Break fee discounts, providing over \$13,000 in trip discounts to 71 students. This met approximately 69% of the requests. Historically the Bennion Center has been able to meet 100% of trip discount requests but the demand continues to increase as students experience added financial strain.

To support this effort for 2023-2024, we reviewed our current budget, scholarships, and work-study eligible positions and found opportunities to provide funding (stipends, work-study, scholarships) to 21 student leader positions.

We will continue to pursue opportunities, donors, and other funding streams to support this effort. For donors, we will prioritize the Equity in Access Endowment as this has already garnered the support of a number of parties.

Strategic Initiative #2:

Initiative: Per our DEI plan the Bennion Center leadership team will re-evaluate staff pay and eligibility for advancement annually focusing on equal pay scales for equal work. The review will include a process for staff to provide feedback about the weekly time expectations for each position in recognition that all are “human first”, and staff have lives outside of the Bennion Center that might require flexibility.

Purpose: to promote and prioritize moral, ethical and efficient use of university resources for equitable staff wages and work expectations

Timeline: end of FY 2022/23

Metrics: completed reviews of all full-time staff salaries

Outcomes: Reviews of staff salaries were completed. The outcomes are currently under review through our reporting line.

Reduce Waste: Evaluate processes and procedures within Student Affairs to determine effective ways to deliver services to students.

Strategic Initiative #1:

Initiative: Establish a consistent process for recruiting new students - from freshman and transfer student populations - to both curricular and co-curricular BC programming

Purpose: Without a consistent map for effective student outreach, there is a risk of inefficient utilization of both energetic and financial resources because we would fall in the trap of “reinventing the wheel” each year

Timeline: Identify student outreach annual protocols by end of FY 2022/23; full implementation starting FY2023/24

Metrics: The successful completion and implementation of annual protocols for how, with which materials, and with which campus partners, events and units the Bennion Center conducts student recruiting and outreach for each Bennion Center program

Outcomes: This initiative is still in progress – the Center did not formulate a specific process for recruiting students and disseminating outreach information. This will remain a priority for 2023-2024. However, we were able to track student responses on the volunteer interest form (VIF) to determine how they heard about this opportunity. While this only applies to the Community Partner Program area, we can determine best practices for future outreach and where to expend effort. It will also be important to assess this for other program areas as possible to see if there are differences between areas.

Table 1: How did you hear about us?

Website/Google	229	21.80%
Friend/Alumni/Family	160	15.30%
Advisor	144	13.70%
Class (Presentation or Faculty)	140	13.30%
Campus Org	121	11.50%
Social Media	65	6.20%
Flyer	48	4.60%
New/Transfer Orientation	48	4.60%
Tabling	44	4.20%
Office Visit	22	2.10%
Newsletter/email	12	1.10%
Other	10	1.00%
Community Partner	6	0.60%
Total	1049	100.00%

Perspective: Students

Increase Student Awareness and Access: Refine and enhance communication to students using a variety of methods to inform and engage ALL students in learning about opportunities, utilizing services, and taking responsibility for their learning and well-being based on their unique identities, needs and interests. This includes improving outreach related to programs, services, facilities use to support a path to graduation.

Strategic Initiative #1:

Initiative: Develop and implement targeted communication strategies to promote awareness of and participation in deeply engaged community learning experiences

Purpose: To inform students about the myriad opportunities for engagement through the Bennion Center and the benefits of community engagement to encourage participation

Timeline: Develop plan: Spring 2022, Implement Summer 2022 – Summer 2025

Metrics:

- Create and distribute specific communication collateral targeted to specific audiences
- Prospective U of U Students (Gail Miller Tower)
- New/First Year U of U students
- Emerging community engagement leaders/scholars
- Increase participation in community engagement programs/projects (% increase as relevant)

Outcomes: In addition to the efforts indicated in Strategic Communication Initiative 2, print and digital marketing materials, handouts, and presentations were tailored to specific audiences. These audiences included: First-year and transfer students, pre-med students, local high school seniors, emerging leaders/scholars, and current Bennion Center student leaders.

Bennion Center program-specific materials were also created to highlight each of them specifically and often-times based around specific registration and application dates. Our “one-time” and “flexible” community engagement options such as Service Corner and Saturday Service Projects were communicated largely to new audiences, while our “semester-based” and “academic-year” options were focused on specific colleges/departments, campus partners, and currently engaged students at the U.

Strategic Initiative #2:

Initiative: Encourage and support the integration of community engaged learning in colleges/departments across the University to allow for greater student participation and enrollment.

Purpose: Utilize academic departments and existing relationships to share information, resources, and opportunities across the U.

Timeline: 2022-2025

Metrics:

- Complete a survey of all colleges/departments regarding CEL offerings
- Completed direct outreach to all colleges that do not have current CEL offerings
- Provide 2 trainings annually available to all faculty re: CEL best practices in pedagogy

Outcomes: The Bennion Center did not complete a survey of all colleges/departments this year as it had been completed recently in a previous academic year. Nearly all colleges currently have CEL offerings (17/18). The College of Mines is the only College that did not offer any CEL courses this academic year. 55 total departments offered CEL designated classes during 2022-2023 taught by 143 faculty members/instructors.

The Bennion Center also facilitated the distribution of \$252,002.63 in student credit hour funding in order to support curricular CEL efforts.

“CEL 101” workshops were offered each semester (fall and spring) in order to educate faculty members about the benefits of community engaged learning, introduce best practices, and educate about the application for CEL designation process. There were 6 participants in the fall and 7 in the spring.

Strategic Initiative #3:

Initiative: Provide and facilitate exceptional educational experiences through enhanced learning and teaching programs centered on the High Impact Educational Practices, as applicable to the Bennion Center programming and defined by the AAC&U

Purpose: To align with best practices and improve program deliverables and learning for students/participants.

Timeline: Develop: Spring/Summer 2022, Implement Fall 2022 – Spring 2025

Metrics

- o Develop/outline a rubric to determine quality programming (emerging/proficient/excellent)
- o Advance program quality toward proficient (minimum)/excellent (preferred) % increase based on baseline
- o Create a baseline for proficient/excellent
- o Align programs with relevant HIP and determine elements of growth necessary for full-alignment

The Bennion Center created the Civic Competencies rubric at the end of AY 21/22 to assess student learning. The Bennion Scholars and Community Engagement Certificate and Community Engagement Certificate programs currently assesses these civic competencies and we are moving towards assessing all student leaders in these competencies. Student leaders are given and pre- and post- engagement assessment with questions addressing each of the competencies. in these competencies. Student leaders are given and pre- and post- engagement assessment with questions addressing each of the competencies.

The Bennion Center has not yet made progress on a rubric regarding quality programming. This will remain a priority for the future.

Some evaluation was conducted by individual program area regarding alignment with the AAC&U high-impact practices. It was not yet determined that this will be the best model for programmatic areas to utilize in evaluating program quality moving forward.

Improve Meaningful Connections and Belonging: Improve the authentic connections that are necessary to nurture a sense of belonging for each student at the U and employee within Student Affairs. To increase meaningful connections between members of our community (students and/or employees), we offer programs and opportunities to create awareness of individual identities—both social and personal—that contribute to various forms of diversity. Doing so will improve feelings of safety, community and promote community learning that define understandings of inclusion.

Strategic Initiative #1:

Initiative: Meaningfully support community-identified needs through all relevant BC programming; understand and address community needs (applicable to community organizations/community issues) throughout BC programming.

Purpose: Engage in reciprocal relationships with local community organizations and issues in order to increase meaningful connections between students, staff/faculty, and our larger community.

Timeline: Ongoing Fall 2022 – Spring 2025

Metrics:

- o Conduct assessment of community needs (outreach to existing partners)
- o Conduct annual assessment of programmatic impact and satisfaction

Outcomes: The Bennion Center did conduct assessments regarding community need and programmatic impact and satisfaction, however, we had a limited number of respondents and they were not representative of all program areas.

Of the partners who did respond:

- **96%** expressed interest in continuing the partnership with the Bennion Center for the next academic year
- **93%** indicated that the partnership positively impacted the organization's mission/purpose
- **93%** responded that the student leader affiliated with their program exceeded expectations

Strategic Initiative #2:

Initiative: Expand the students' understanding and utilization of the Pathways to Community Engagement to more effectively meet the needs of community partners and enrich the student learning experience.

Pathways to Community Engagement include: Direct Engagement & Advocacy, Community Organizing & Activism, Philanthropy, Community Engaged Learning & Research, Social Entrepreneurship & Corporate Social Responsibility, Policy & Governance.

Purpose: Develop and support quality community partnerships to ensure student access to and opportunities to engage with local organizations to strengthen communities.

Timeline: Ongoing Fall 2022 – Spring 2025

Metrics:

- o Expand engagement with community partners beyond direct service to support student interest and engagement with justice issues/opportunities
- o Establish relationships with strategic on-campus partners to reach additional pathways
- o Sorenson Impact Center (Social Entrepreneurship/Corporate Social Responsibility)
- o Hinckley (Policy & Governance)
- o Lassonde (Social Entrepreneurship)
- o Undergraduate Research (CE Research)

Outcomes: Outside of explicit opportunities to share this information, specifically *BENN1020 – Pathways to Community Engagement*, the Bennion Center has not explicitly provided opportunities to expand understanding and experiences for students consistently across program areas. This is largely due to staff turnover and capacity. We will work to implement this priority for 2023-2024.

Improve Student Outcomes: Improve student satisfaction, engagement, well-being, success and ability to thrive at the University of Utah through Student Affairs programs and services. Increase confidence and trust in Student Affairs for all students by effectively utilizing student input and demonstrating that historically underserved students are utilizing and meeting the same outcomes with our programs and services.

Strategic Initiative #1:

Initiative: Develop, implement, and utilize systems for stakeholder evaluation of satisfaction

Purpose: To evaluate and improve student satisfaction

Timeline: Develop: Spring/Summer: 2022, Implement Fall 2022 - ongoing

Metrics:

- o Create a system for collecting feedback on students' satisfaction with BC programming, the suite of CP partnerships offered, and BC priorities.
- o Assess the feedback collected in the above-described effort, and review how well current BC programming and partnerships meet the current needs, desires, and priorities of students.
- o Identify and implement needed changes based on the above efforts; ensure responsiveness to evolving student needs, desires, and priorities (addressing both recruitment of new and retention of existing BC students)
- o Collect feedback and satisfaction data regarding current BC programming (involved and uninvolved students, community partners, and faculty).
- o Develop and implement a robust process for responding to, and/or utilizing feedback from all stakeholder groups.

Outcomes: The Bennion Center did not make progress on this initiative in 2022-2023. In order for specific metrics to be successful, the Center will need to partner with Assessment and Analytics to determine the feasibility of collecting the data that is sought.

Strategic Initiative #2:

Initiative: Fully integrate the Civic Competencies for learning objective assessment across all co-curricular and curricular programming to enhance student and faculty learning, scholarship and self-efficacy.

Purpose: To develop student's civic competencies and understanding of themselves as fully-engaged citizens/denizens of local and global communities.

Timeline: Develop: Spring/Summer 2022, implement Fall 2022 – Spring 2025

Metrics:

- o Finalize the update and associated rubric of the Civic Competencies
- o Develop and finalize a Canvas page for Student Leaders, establish appropriate student artifacts to collect and utilize the Civic Competencies rubric for assessment

Outcomes: In fiscal year 21-22, the Bennion Center completed a rubric to assess Civic Competencies development across programs. This product was utilized in FY22-23 by the Bennion Scholars and CEL certificate students. The objective will be to create opportunities to collect artifacts across all Bennion Center programs to assess student learning objectively (vs. only through self-assessment). Due to staff turnover and capacity issues, we were not able to expand beyond these two programs for this year.

We were able to finalize the Canvas page that has been utilized to share key education and training resources for all student leaders. We will continue to develop this page to include more resources and learning assessments in 2023-2024.

2022-2023 data regarding student learning objectives are available in the Major Accomplishments section.

Section 3: Major Accomplishments

Perspective: Students

Increase Student Awareness and Access: Refine and enhance communication to students using a variety of methods to inform and engage ALL students in learning about opportunities, utilizing services, and taking responsibility for their learning and well-being based on their unique identities, needs and interests. This includes improving outreach related to programs, services, facilities use to support a path to graduation.

Accomplishments: The Bennion Center engaged nearly 7,500 students for more than 122,750 hours during 2022-2023 (table 2). [Independentsector.org](https://independentsector.org) rates the value of a volunteer hour at \$31,80 which means that **Bennion Center students contributed the equivalent of \$3,584,591.40** to our community partners. While the student count and hours are a decrease from our 2021-2022 engagement, it is likely that this is due in large part to data collection issues – for example, in the Community Partnership Program area, only 48% of the monthly hours were reported. Note: the Rotaract program was discontinued at the end of the 2021-2022 fiscal year.

It is also to be celebrated that we did demonstrate growth in a number of key programmatic areas most notably including the numbers of participants at Saturday Service Projects and Service Corner events. It will be advantageous for the Bennion Center to work to transition these students from one-time engagement to other, more regular community engagement programs.

In addition to utilization counts, the Bennion Center evaluated the learning outcomes students experienced through their participation with the Bennion Center's programs (tables 3 & 4). The Bennion Center utilizes Civic Competencies as a measure of student learning - Civic Competencies are a set of defined behaviors, practices, and cognitive abilities that enable the individual to be an effective influencer in positive community change. To assess learning, we survey our student leaders and ask them to self-assess if/how their Bennion Center experiences impact the development of their civic competencies. Overall, **89.4%** of student respondents indicated that the Bennion Center played a role in their development across the Civic Competencies (Strongly Agree or Agree) and **94.7%** of students shared that their skills were enhanced through participation. It is important to note that this is a small sample size and completion of this assessment should be prioritized across programs for 2023-2024.

Table 2: Student Engagement Comparison Chart

Program	2022-2023 Participant s	2022- 2023 Hours	2021-2022 Participant s	2021- 2022 Hours	% Change Participant s	% Change Hours
Alternative Breaks	182	10,432	211	8,422	-14%	24%
Bennion Scholars	84	1,360	103	3,238	-18%	-58%
Communication Team	3	60	15	384	-80%	-84%
Community Engaged Learning	4,449	88,920	4,828	90,925	-8%	-2%
Community Engaged Learning Certificate	18	n/a	12	n/a	50%	n/a
Community Partner Programs**	640	7,786	730	15,011	-12%	-48%
First Year Experience	38	378	26	337	46%	12%
Gail Miller Tower - Resident Assistants	5	117	5	180	0%	-35%
Issue Education, Dialogues, & Conferences	651	805	1,180	1,246	-45%	-35%
Rotaract	0	0	15	156	-100%	-100%
Saturday Service Projects	773	3,970	487	1,514	59%	162%
Service Corner	544	1,110	305	1,924	78%	-42%
Service House	11	169	12	546	-8%	-69%
Student Board	7	166	7	311	0%	-47%
Utah Reads	68	7,450	133	6,550	-49%	14%
Total	7,473	122,723	8,128	131,545	-8%	-7%

**only 48% of data was reported for 2022-2023

Table 3: Student Learning - Civic Competencies

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Civic Awareness						
	CP Justice Issue	10	13	1		
	Able to discuss Justice issue	12	11	1		
		45.8%	50.0%	4.2%		
Civic Skills - Critical Thinking						
	Respectful Dialogue	20	4			
	Cultural appreciation	19	5			
	Collaboration	20	4			
	Critical Thinking	15	9			
	Leadership	13	10	1		
		72.5%	26.7%	0.8%		
Civic Values						
	Priority	8	15	1		
	Sense of Community	6	14	4		
		29.2%	60.4%	10.4%		
Civic Habits						
	Voting	10	11	2	1	
	Philanthropy	4	9	5	5	1
	Corporate Social Responsibility	7	10	4	3	
	Social Good	8	11	3	2	
		30.2%	42.7%	14.6%	11.5%	1.0%
Overall Ratings		44.43%	44.95%	7.50%	2.88%	0.25%

Table 4: Student Learning - Skill Development

	New Skill	Existing Skill Significantly Enhanced	Existing Skills Minimally Enhanced	No Skill Development
Civic Awareness	4	12	8	
Civic Skills - Critical Thinking	4	11	9	
Civic Skills - Oral/Written Communication	2	12	18	2
Civic Skills - Appreciation of Diversity	1	16	5	2
Civic Skills - Leadership	2	15	6	1
Civic Skills - Creativity	2	11	10	1
Civic Skills - Intercultural Communication	2	12	9	1
Civic Habits - Accountability	1	15	6	2
Civic Habits - Dependability	2	11	9	2
Civic Habits - Confidence	2	12	10	
Civic Habits - Positive Mindset	2	12	9	1
Civic Habits - Flexibility	1	13	8	2
Civic Habits - Dedication	1	11	9	3
Overall Ratings	8.1%	50.6%	36.0%	5.3%

When asked *"In what ways has your Bennion Center experiences changed you this year"*, students shared the following:

I feel that I have really grown as an individual throughout this year, a big part of that being because of the Bennion Center. I have had the opportunity to grow on an Alt Break, I have led students in engagement as an RA, I have gone to Saturday Service Projects. These experiences have helped shape who I am becoming.

The Bennion Center never fails to bring folx from different levels of social justice awareness to a standard that will help them as they will move forward through academia. It is a place where I feel comfortable in asking complex questions as to what is currently challenging the society we live in and how we as civilians can overcome existing barriers. There is always some form of dialogue going on in the Bennion Center and I know with the folx there I am constantly having insightful conversations as to certain issues still affect me and others today.

My time with the Bennion Center this last year has really pushed me to evaluate my values and priorities within my personal and professional life. I think that one of the biggest challenges for someone that is pursuing a career that is not directly related to civic engagement is to find ways to integrate those components of one's career and personal life with their dedication to their society in a way that does not lead to burnout or disillusionment. As I prepare for graduation and all that follows, I have had to invest more into my long-term career goals while maintaining my integrity within my BC leadership positions. It's been difficult, and I don't necessarily think that I did a great job at it, but I have really valued the opportunity to face some of these challenges while I am still in college and close with my mentors.

Perspective: Internal Processes

Improve Collaboration and Strategic Partnerships: Establish a regular and systematic review of internal (department/division) and external (campus/community) collaborations and strategic partnerships based on annual goals, strategic plans, and improving the student experience. Focus on effective referrals to services and programs; duplication of services; sharing data and information; and streamlining processes for students and employees.

Accomplishments: The Bennion Center is deeply committed to building and sustaining reciprocal relationships with on and off campus partners. Our priorities are to support community-identified needs and to facilitate student learning about partnership development through modeling and experiential exposure.

During 2022-2023, the Bennion Center established and enhanced a number of key partnerships to further our annual goals, strategic initiatives, and improving the student experience. Some highlights by program area include:

Alternative Breaks and the Black Cultural Center: This partnership was established in 2022-2023 and created a model for a “partnered break” whereby students involved with the BCC’s Operation SUCCESS have the opportunity to participate in an Alternative Breaks experience centering justice issues identified by the Black Cultural Center. Last year, this Alternative Breaks experience completed a case study of the African American Student Services, the Black Cultural Center at the University of New Mexico, and New Mexico’s HB 43 - the Black Education Act. Through this experience, the group conducted research helping the 2 universities see and recognize the differences between a PWI (Predominately White Institute) and a HSI (Hispanic Serving Institute), while grasping the early effects of the Black Education Act that went into law July 1, 2022.

This highly-effective model will be replicated in 2023-2024 and will be expanded with a new partnership with TRiO programs in the Spring 2024 semester.

Service Corner and Various Partners: The Service Corner provides students with short-term projects to introduce them to community engagement while meeting identified community needs. New partnerships in 2022-2023 included the Center for Campus Wellness, SLC Public Library – Glendale, and Under the Umbrella bookstore. Each of these partnerships met vital community needs while allowing students to explore community engagement efforts with minimal barriers.

Utah Reads and the University of Utah Reading Clinic: while this partnership is not new, it is essential to the success of the Utah Reads program. The UURC provides the foundational training for all Site Coordinators and tutors for Next Steps – the curriculum utilized to facilitate the tutoring of 1st and 2nd graders in our partner schools/community sites. In 2022-2023, the UURC conducted 2 “all-staff” trainings as well as evaluation sessions which ensured the Utah Reads tutors were prepared and supported throughout the academic year.

Annually, the Bennion Center partners with nearly 200 on- and off- campus partners to provide a variety of community engagement experiences for students, faculty, and staff members. These relationships are invaluable to the Bennion Center’s work and positively contribute to the University of Utah’s impact in our community. When surveyed, **93%** of community partners indicated that their relationship with the Bennion Center positively impacted their organizational mission/purpose. Community partners also shared the following:

Our mission statement is transforming lives through education. As volunteers, they helped provided that mission via following lesson plans provided to them by English Language Acquisition Professional. What's more, the volunteers provided community relationship building as they kept in touch with their students, reached out to them when they were absent, encouraged them with their presence, provided them with a cultural resource as well. Thank you, again for the Bennion Center's help in fulfilling our mission.

Our organization's purpose within the Back-Farms program is to provide a healthy, free food resource, a sense of giving back to the community, and increased quality social interaction to seniors within our community. Bennion Center students work directly in the process of growing food which is then distributed to our senior community members, as well as providing friendship and social interaction to our senior participants.

The students learn how their engagement efforts can impact a young elementary student's life forever. I was speaking with one tutor about his work at our school and how it helped him recognize that he wanted to go into teaching. Tutors have also learned that they have the capacity to engage in the community in meaningful ways. We have hired BC students to work with students and they have come to love being part of our school community.

Perspective: Finance

Increase Funding: For those areas that can create revenue streams, they will increase funding in order to maintain their operation, add to the student experience or fund Student Affairs or University initiatives. This includes auxiliary organizations, development processes, and designated funds. For state appropriated activities request state funds from Central Administration after evaluating the current financial situation of Student Affairs.

Accomplishments:

Increased Funds Raised: The Bennion Center raised a total of \$262,872 dollars during the 2022-2023 FY, approximately a 9% increase from the prior year. This was achieved despite unexpected staffing challenges, with an 8-month gap between the resignation of the Center's Development Director and the start of the new advancement officer.

New Endowment Created: The Bennion Center launched the Equity in Access Endowment, an endowment to directly support students' access to transformative community engagement programs. The endowment has generated substantial interest from prospective donors and will be a focus for future fundraising efforts.

Restructured Development Department: To help bolster fundraising opportunities, the Bennion Center joined the University's Student Support Initiatives Advancement Team to help steward current donors and seek new funding sources.

Total Donor Fundraising - \$262,872

Designation

Lowell Bennion Community Engagement Center - \$206,467

Equity in Access Endowment - \$52,000

Alternative Breaks - \$4,155

Other - \$250



Type of Contribution

Major Gifts – \$213,000 (Gifts \$5,000 and above)

- Foundations - \$103,000
- Individual Donors - \$110,000
- Annual Giving – \$45,807
- Giving Day – \$4,065



Section 4: Major Challenges

Perspective: Organizational Capacity

Improve Culture: By creating an environment that recognizes the value of and understands our dynamic and diverse student body and staff, we will improve the culture within Student Affairs. We will focus on establishing trust through transparency and empower our teams to increase collaboration through shared governance models. Additionally, we will work to recruit a Student Affairs staff that is reflective of our campus diversity and will also commit to the retention of our team. Student Affairs will achieve this by creating working environments that are appropriately resourced, staffed at a level that is consistent with our benchmark institutions, compensated above the national average, and trained and positioned for success within the University.

Challenges: The most significant challenge to the Bennion Center in 2022-2023 was staff turnover. During the last year, we had 5 of 11 staff members (45% of our total team) resign their positions, this turnover impacted 1 position twice and left another position open for nearly 8 months. These transitions created significant gaps in deliverables to students, collection of data and metrics, and were generally very disruptive to operations at the Bennion Center. The remaining staff were exceptional at stepping up to support projects, programs, and each other throughout the year even while facing significant personal challenges and demands. It will be essential to prioritize efforts to retain staff members though supporting Student Affairs' goal of creating working environments that are appropriately resourced, staffed at a level that is consistent with our benchmark institutions, compensated above the national average, and trained and positioned for success within the University.

Perspective: Organizational Capacity

Improve Infrastructure: Increase space and utilization of existing space for services and programs for students by reducing duplication and increasing use of shared resources. Ensure that technology resources are used effectively, with a focus on sustainability to improve efficiency and student satisfaction.

Challenges: The Bennion Center faced a significant number of gaps in regard to 2022-2023 data. For example, the Community Partner Programs area (which has historically been very reliable in terms of data collection and reporting) only demonstrated a collection rate of 48% for the last fiscal year. Across programs, the Bennion Center must facilitate better and more timely data collection, utilize technology that can support these efforts, and ensure that each program area is reaching at least 85% compliance in utilization reporting. This will best be achieved by more dedicated attention to student leader responsibilities, utilizing new and existing technology (UID card readers, Qualtrics, Campus Connect) to make collection easier and more accessible for students, and by ensuring a single point of contact for utilization data to minimize any data reporting errors.

Perspective: Organizational Capacity

Improve Infrastructure: Adequately prepare and support the Bennion Center's staff and infrastructure for the administrative shift of Curricular Programs to Undergraduate Studies on July 1, 2023.

Challenges: Due to a lack of internal communication, the majority of the Bennion Center staff was not aware of the possibility of the impending shift until late February, early March 2023. It was not until much later in the Spring semester that it became clear that this was not a proposal, but rather a decision that had been in development for a significant period of time and was nearing its implementation date. This led to a substantial disruption for the Center generally and had specific and immediate implications for the Bennion Center budget, two staff members, credential bearing programs, faculty development initiatives, and all BENN courses. It also generated a number of change-management questions that will need to be assessed and addressed in 2023-2024.

Perspective: Internal Processes

Improve Strategic Communication: Improve outreach and communication with students to increase awareness of programs and services. Improve outreach and marketing with Student Affairs and the campus community to ensure communication streams are clear. Improve efficiency of use of communication tools to reduce unnecessary duplication and overload within Student Affairs.

Strategic Initiative #1:

Initiative: Develop and implement targeted communication strategies to promote awareness of and participation in deeply engaged community learning experiences at the Bennion Center.

Purpose: The Bennion Center provides students a sense of belonging, community, and purpose, which deepens their connection to the U and improves their overall college experience.

Timeline: FY end 2022/2023

Metrics: Progress will be assessed through information from student applications (total number, student year, academic area) and program participation totals.

Section 5: New/Continuing Strategic Initiatives

Perspective: Organizational Capacity

Improve Culture: By creating an environment that recognizes the value of and understands our dynamic and diverse student body and staff, we will improve the culture within Student Affairs. We will focus on establishing trust through transparency and empower our teams to increase collaboration through shared governance models. Additionally, we will work to recruit a Student Affairs staff that is reflective of our campus diversity and will also commit to the retention of our team. Student Affairs will achieve this by creating working environments that are appropriately resourced, staffed at a level that is consistent with our benchmark institutions, compensated above the national average, and trained and positioned for success within the University.

Initiative 1: Support Student Affairs objectives and initiatives around staffing levels, compensation rates, and training.

Purpose: To ensure the Bennion Center is well positioned to hire, train, and retain exceptional staff members.

Timeline: FY 2023-24

Metrics:

- Evaluate staff salaries and seek alignment with comparable University of Utah positions as well as in line with other benchmark institutions
- Create and implement a Bennion Center-specific staff onboarding training that includes an updated staff handbook
- Educate about and encourage staff members to participate in Student Affairs-wide training opportunities

Initiative 2: The Bennion Center will fairly compensate all student leaders for their work to manage, coordinate, and administer community engagement programming.

Purpose: To provide equity to an inequitable process thereby strengthening long-term capacity for the Bennion Center and the University.

Timeline: FY 2024-25

Metrics:

- Compensate student leaders, prioritize those who contribute at least 10/hours per week to Bennion Center programming and operations (unless students opt out for personal/financial aid reasons).
 - Model should emphasize hourly-rate work pending budget approval.
- Collect benchmarking data against other SA division student leader positions

Improve Staff Experience: Staff experience and excellence are heavily influenced by opportunities for growth and development. Improve the staff experience by creating or promoting programs that further professional training that contributes to employee development. Consider and implement possible solutions to staffing concerns, not limited to hiring, retention and succession planning.

Initiative 3: Support efforts related to training staff members.

Purpose: To improve the staff experience by supporting involvement in professional development and training.

Timeline: FY 2023-24

Metrics:

- BC Team members will be expected to find and register to participate and/or present at professional conferences, trainings, workshops, and educational opportunities
- Each Bennion Center team member will create (or update) a position handbook for their position to support knowledge sharing and succession planning

Perspective: Internal Processes

Improve Collaboration and Strategic Partnerships: Establish a regular and systematic review of internal (department/division) and external (campus/community) collaborations and strategic partnerships based on annual goals, strategic plans, and improving the student experience. Focus on effective referrals to services and programs; duplication of services; sharing data and information; and streamlining processes for students and employees

Initiative 4: Conduct evaluations regarding partnerships and collaborations of on- and off- campus organizations connected to our programming to ensure a quality student experience

Purpose: The Bennion Center's programmatic offerings will be enriched by thoughtful, reciprocal, and effective collaborations

Timeline: FY 2023-24

Metrics:

- Creation and implementation of an annual evaluation tool utilized to assess current partnerships (by program area)
- Creation and implementation tool for acceptance of new partners (as applicable by program area)
- Increase response rate in annual evaluation data for community partners

Perspective: Finance

Increase Funding: For those areas that can create revenue streams, they will increase funding in order to maintain their operation, add to the student experience or fund Student Affairs or University initiatives. This includes auxiliary organizations, development processes, and designated funds. For state appropriated activities request state funds from Central Administration after evaluating the current financial situation of Student Affairs.

Initiative 5: Develop more opportunities to reconnect with BC alumni and bring them back into the family through service and/or philanthropy

Purpose: This would serve two purposes: to increase donations from BC alumni, thus allowing increased funding for excellent student programs of Bennion Center, and to maintain more sustained relationships in the community that could manifest deeper, broader and more long-term societal impacts

Timeline: FY 2022/23 develop specific strategies for increased BC alumni connections; FY 2023/24 implementation of strategies

Metrics

- Increased number of BC alumni in donor list;
- Increased participation by BC alumni in community engagement opportunities
- Updated records in University databases

Perspective: Students

Increase Student Awareness and Access: Refine and enhance communication to students using a variety of methods to inform and engage ALL students in learning about opportunities, utilizing services, and taking responsibility for their learning and well-being based on their unique identities, needs and interests. This includes improving outreach related to programs, services, facilities use to support a path to graduation.

Initiative 6: Develop and implement targeted communication strategies to promote awareness of and participation in deeply engaged community learning experiences at the Bennion Center.

Purpose: The Bennion Center provides students a sense of belonging, community, and purpose, which deepens their connection to the U and improves their overall college experience.

Timeline: FY 2023-24

Metrics:

- Progress will be assessed through information from student applications (total number, student year, academic area) and
- Program participation growth

Improve Student Outcomes: Improve student satisfaction, engagement, well-being, success and ability to thrive at the University of Utah through Student Affairs programs and services. Increase confidence and trust in Student Affairs for all students by effectively utilizing student input and demonstrating that historically underserved students are utilizing and meeting the same outcomes with our programs and services.

Initiative 7: Develop, implement, and utilize systems for stakeholder evaluation of satisfaction.

Purpose: To evaluate and improve student satisfaction.

Timeline: FY 2023-24

Metrics:

- o In partnership with Assessment and Analytics, create a system for collecting feedback on students' satisfaction with BC programming, the suite of CP partnerships offered, and BC priorities.
- o Collect feedback and satisfaction data regarding current BC programming (involved students & community partners).
- o Develop and implement a process for responding to, and/or utilizing feedback from all stakeholder groups.