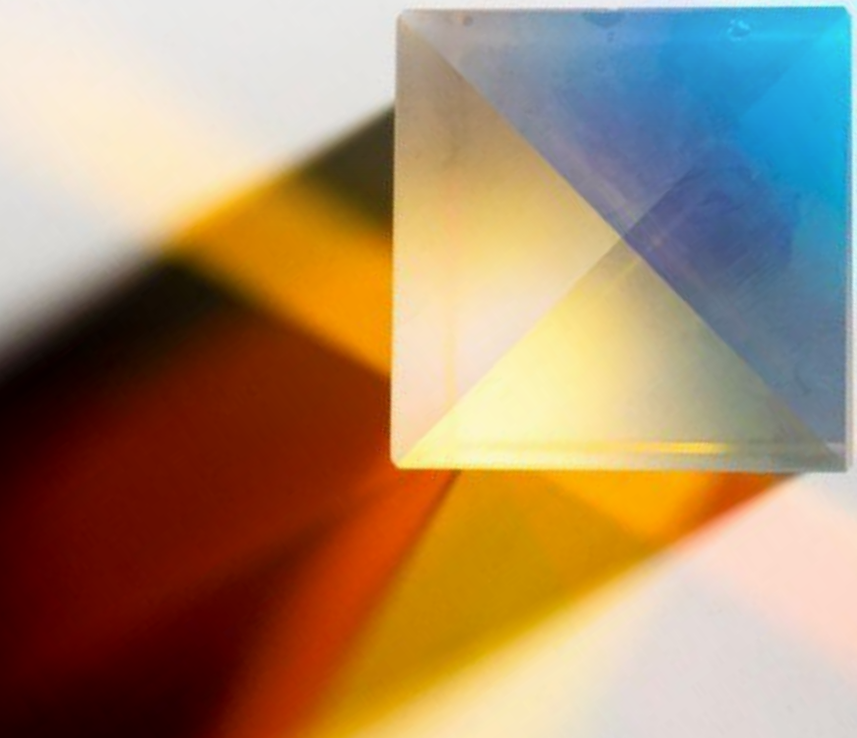
Utah Department of
Cultural & Community Engagement



STRATEGIC PLAN

2022–2027

THIS IS WHO WE ARE.

ONE UTAH. ONE CCE.

We do better together.

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A message from executive director Jill Love

Department overview

Strategic Planning goals

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Introduction

A message from
executive director Jill Love

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A Message From Jill Love

Utah is a special place, filled with natural wonders, Native peoples, pioneer heritage, and cultures from around the world. The Department of Cultural & Community Engagement (CCE) exists to celebrate everything that Utah represents. We are the stewards of Utah's and Utahns' stories.

Most state agencies focus on meeting residents' tangible needs, but CCE is charged with directly supporting the social infrastructure of state government. We help our partners with programs that support thriving, engaged Utah communities, which can't exist without thriving, engaged Utahns.

With a new name that more accurately represents our work of community engagement, CCE is ready for the future. As a department, we emphasize collaboration, cooperation, and coordination, knowing that good things come from both longtime trusted relationships and emerging partnerships with engaged communities. We know we'll be more successful if we're all headed in the same direction, toward the same goals.

We embrace Gov. Spencer J. Cox's One Utah Roadmap, and this strategic plan sets the tone for the work we accomplish through our seven divisions, whether it is continuing to lead conversations about our state's mosaic of cultures and ideas or developing a new Museum of Utah to explore the state's past, present, and future.

CCE is ready to help residents explore their dreams, honor their heritage, celebrate their cultures, and discover different points of view. Expanding minds and enriching lives is what we do. We're excited about what comes next. And we look forward to getting there. *Together*.

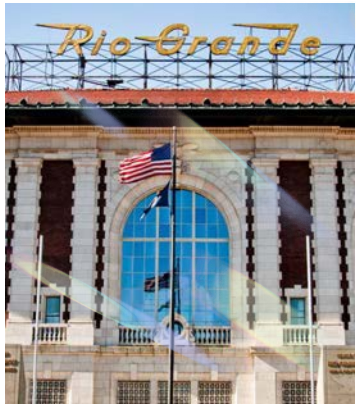
Jill Love, executive director,
Department of Cultural & Community Engagement

CCE + DIVISIONS

CCE collaborates internally and aligns through to the Utah Governor's office to create a vibrant place for all state residents to thrive.

- Utah Division of Indian Affairs
- Utah Division of Arts & Museums
- Utah State Library Division
- Utah STEM Action Center
- Utah Division of State History
- Utah Division of Multicultural Affairs
- UServeUtah Utah Commission on Service & Volunteerism
- Utah SHPO

Department Overview



CCE is making significant progress in the development of the Museum of Utah, our new state history museum, anticipated to open in fall 2025.

The Utah Department of Heritage & Arts officially became the Utah Department of Cultural and Community Engagement (CCE) on May 5, 2021.

This name change better reflects who we are as a department, and it brings common goals to the forefront as it aligns us as a family of divisions.

The name change was one recommendation offered during a review of state agencies in early 2021 in preparation for the incoming administration of Gov. Spencer Cox, which ultimately became Gov. Cox's One Utah Roadmap. As part of that review, department leadership recognized the need for a new strategic plan designed to elevate the role of CCE and its seven divisions.

This strategic plan was developed after the unprecedented events of 2020 and 2021, which challenged Utah and state government as never before, and our department was asked to do more than we thought possible. In response to the COVID pandemic, CCE employees rose to the occasion to meet the diverse needs of Utahns throughout the state.

We distributed $42.5 million in grant funding as our teams, at times, developed peer-reviewed grant programs on the fly. Our doors stayed open while others closed. We served the entire country with materials for the blind, and our bookmobiles offered direct delivery at times to rural readers. We were one of the few State Historic Preservation Offices in the country to keep our programs open, despite the March 2020 earthquake that closed our historic offices.

Department Overview (continued)

UServeUtah organized donation drops for the pandemic, while the Division of Indian Affairs worked with other state agencies to coordinate critical communications and resources, such as firewood donations, to Native communities. The Multicultural Affairs team led important community conversations around racial equity and was a critical partner in the state's response in reaching underserved communities. At the same time, we created and celebrated Thrive125, inviting Utahns to celebrate 125 years of official state history.

In 2021, we moved the state's historic artifacts to a temporary location as we planned for a new Museum of Utah, scheduled for completion in 2025.

We launched a statewide conversation about creating a state flag. We continued work on digital inclusion and creating tools to encourage creativity and curiosity in K-12 students. We emphasized efforts to build leaders and address disparities throughout Utah's multicultural communities.

As we look forward, department and division leaders are poised to communicate clearly about the critical role we play within state government, and with our trusted partners and communities. This strategic plan serves as a roadmap for our newly renamed department, as we work to serve as liaisons, ambassadors, and translators to identify needs and connect Utahns of all cultures.

Strategic Planning Goals

CCE's Multicultural Advisory Committee collaborated with the University of Utah's Hinckley Institute's Hope Corps program to create the Multicultural Emerging Leader Fellowship experience to assist with COVID-19 efforts.

With a new name signaling our work of community engagement, CCE leaders underscored goals of collaboration, cooperation, and coordination within the department — and with other state agencies, community partners, stakeholders, and residents throughout Utah.

The goals, or desired outcomes, for this strategic planning process are:

- To create shared vision, mission, values, and goals for the department's leadership team and seven divisions — because we are more powerful when we collaborate.
- To identify strategic initiatives for the leadership team.

Strategic Planning Process

On January 4, 2021, Utah celebrated its 125th anniversary as a state. To commemorate, CCE developed programs and events to celebrate, engage and support the many voices who make up Utah today.

The strategic planning process was accomplished over several months during 2021 involved the following steps:

Determine desired outcomes

Set goals for the strategic planning process.

Conduct research

Seek input from internal and external stakeholders, and identify key audiences.

Clarify purpose of strategic plan

Clearly communicate department vision, mission, values, and guiding principles as defined by the work of our seven divisions.

Set department-wide goals

Articulate clear intentions for amplifying and collaborating around division goals.

Chart the way forward

Craft and implement leadership strategies as identified in this plan.

Interview Feedback

The Utah STEM Action Center Innovation Hub opened in 2021 as a community-based makerspace designed to integrate STEM resources for early learning and other needs throughout Utah.

As part of the planning process, one-on-one and group interviews were conducted with a selection of community stakeholders, division directors, and division staff members. These recommendations are a distillation of their comments and suggestions.

Key findings from internal, external interviews:

Well-regarded team

- Engaged staff and excellent work by divisions.
- Leadership team is making great progress in uniting and positioning CCE for future growth.

Opportunity for strategic positioning and increasing influence

- New name allows CCE to redefine and reintroduce its programs, both inside state government and to external audiences.
- Take advantage of opportunity to share CCE purpose and programs widely throughout state government, in order to educate and identify additional partnerships.

Need for internal education and coordination

- “One Utah, One CCE” approach and expectations requires explanation and discourse within and among divisions.
- Department and division leadership should plan to visit all work groups to share and discuss CCE’s direction, expectations, and opportunities.

Interview Feedback (continued)

As the state's lead agency for volunteers and donations in times of disaster, CCE's UServeUtah played a key role in Utah's response to the COVID-19 pandemic.

External feedback led to these key suggestions:

Use plan to operationalize leadership successes

- New direction allow opportunities to purposely define and operationalize leadership success at the department and division levels.
- Values-based plan with clear purpose and cultural norms provides a strong foundation for all staff to move forward in a unified direction.

Build confidence around budget and program stability

- Stable long-term funding is critical to CCE's success. Use rollout of strategic plan to build confidence among CCE staff that sustained financial support comes with clear direction and demonstrated success.
- Demonstrate ability to engage and build support for CCE with key state leaders in executive and legislative branches.

Identify and prioritize audiences

- At a high level, determine and prioritize crucial audiences for engagement by leadership team and divisions.
- Define leadership team's and division's roles and responsibilities for engaging with audiences and key community stakeholders.

2. CCE: Who We Are

Vision

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VISION

Our Aspiration

Utah is a vibrant and inclusive place where people love to live because they feel connected, empowered, and inspired.

MISSION

How We Achieve Our Vision

The Utah Department of Cultural & Community Engagement listens, connects, inspires, and empowers Utahns to see themselves in the past, present, and future of our state.

Through the ongoing work of our divisions, we provide opportunities to learn, lead, celebrate, and create — because we believe that those who engage will, in turn, contribute to the well-being and success of their communities and of Utah.

VALUES

Our Fundamental Beliefs

Respect.

We have utmost respect for our stakeholders, constituents, and employees.

Integrity.

We act with integrity because it's essential that we are fair and equitable in all of our work.

Inclusion.

We begin from a place of inclusion because we believe Utah is a place for everyone.

PRINCIPLES

The Essential Ways We Work

Engage.

Because engaged citizens contribute to the success and well-being of our communities and inspire CCE programming.

Innovate.

Because when we think like beginners, amazing things happen.

Collaborate.

Because partnering improves outcomes, and we believe the whole is greater than the sum of its parts.

Advocate.

Because our constituents need our support.

GOALS

The strategic plan is grounded in three department-wide goals. One or more of these goals are reflected in each division's operational plans. These overarching goals are guideposts for ensuring consistent, collaborative, and coordinated engagement and services.

1

Create opportunities for community understanding and civic engagement throughout Utah.

2

Ignite curiosity, creativity and passion for learning and service.

3

Preserve, protect, and activate Utah's historical and cultural treasures.

3. CCE Leadership's Promise to Divisions

Summary

Strategies and initiatives

The Way Forward

The six strategies listed below form the core of how leadership will support and engage CCE's seven divisions to achieve their goals and fulfill the department's statewide mission. Identifying and operationalizing successful approaches, as well as putting in place effective measurement tools, will lead to greater efficiencies, deeper collaboration between divisions, and more effective service to stakeholders and Utah residents.

1. Increase understanding of the department's critical role in advocacy and educational programs that support our partners.
2. Help divisions ensure greater financial and program stability.
3. Provide resources and training to help divisions implement successful programs.
4. Increase opportunities for meaningful collaboration throughout the department.
5. Define department-wide expectations for measuring and evaluating programs.
6. Develop a framework of diversity, equity, inclusion, and access strategies that enhance and integrate with department and division programs.

STRATEGY ONE:

Increase understanding of CCE's critical role in advocacy and educational programs that support our partners.

A new name provides CCE with a rare opportunity to redefine and reintroduce itself to key stakeholders and Utah residents. Ways in which we will accomplish this include:

Strengthen relationships with local elected officials and policy makers.

- Look for opportunities to educate county and city governments of the resources available through CCE.
- Create content specifically for local policy makers to help them utilize combined offerings of the department.
- Develop “CCE opportunities” training for local governments.

Provide legislators with information about programs and progress in their districts.

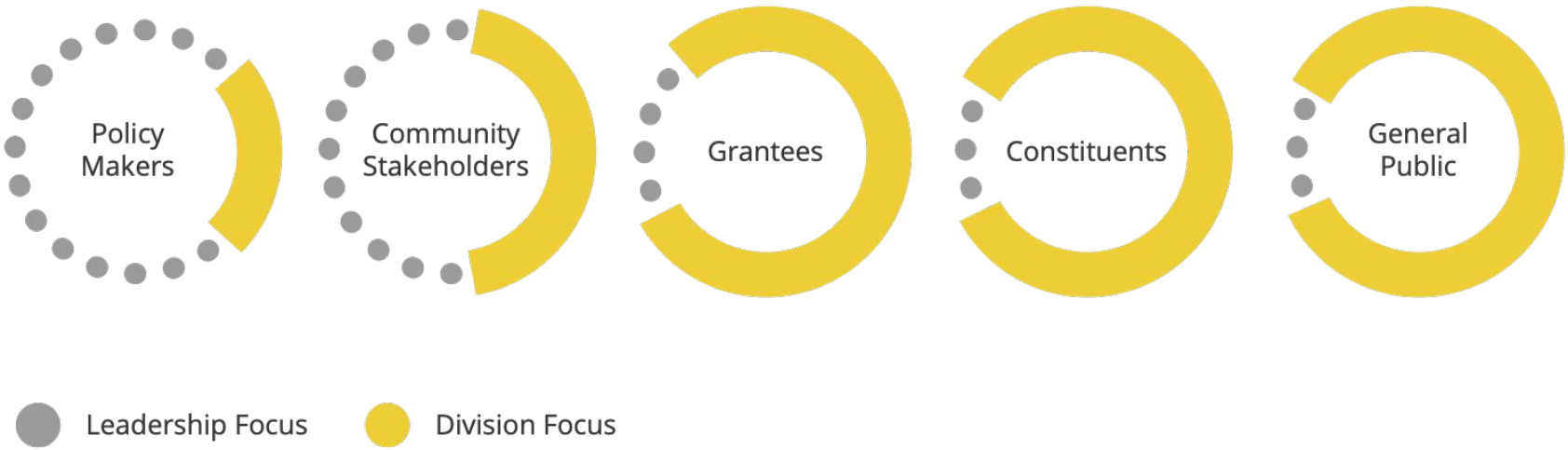
- Department leadership will seek opportunities in session or out of session to advocate for CCE programs.
- Division directors will coordinate and consult with leadership in seeking legislative funding and support for their programs.

Build and strengthen the department brand.

- Develop new marketing plan that uses storytelling plus data to showcase programs and demonstrate statewide reach and impact.
- Identify key audiences for division programs and the department, and clearly define who is responsible for communicating with distinct audiences.

Identify Audiences

The levels of engagement and interaction with key stakeholder groups differ between CCE's leadership team and its seven divisions. The chart below shows the relative involvement by leadership and divisions with individual stakeholder groups. Outreach, education, and discussion with policy makers is primarily the responsibility of the leadership team, with involvement of divisions as needed. Likewise, divisions are focused on delivering programs that reach and engage program users and Utahns statewide.



STRATEGY TWO:

Help divisions ensure greater financial and program stability.

This initiative offers the department the opportunity to take stock of what we do best, where we have the greatest impact, and how we partner to get the most impact out of small budgets. Ways in which we will accomplish this include:

Identify and communicate financial priorities to refine the department budget.

- Develop a more transparent budget process that takes a deeper and wider approach to take advantage of opportunities for innovation among divisions and external partners.

Identify opportunities for efficiencies.

- Devote time and resources to assess the purpose and impact of current programs to best align our services to meet needs.

Maximize opportunities for financial support outside General Fund.

- Use CCE's foundation to leverage program funds with private contributions.

Increase understanding of state processes and legislation.

- Hold annual department meetings to review new statewide initiatives and mandates and provide clarity around legislative direction and funding.

STRATEGY THREE:

Provide resources and training to help divisions implement successful programs.

An effective department utilizes the right tools for the job. CCE leaders are positioned to help implement successful programs by securing and providing resources, creating systems, and offering support. Here's how we'll do this:

Lead the department's digital transformation.

- Identify opportunities for digital advancement throughout CCE.
- Use technological initiatives to facilitate broader and deeper interactions between and among CCE staff, other state agencies, external partners, and the public.

Provide marketing and communications support to increase program effectiveness.

- Focus on raising awareness about CCE's signature projects and entire body of work with the public and stakeholders to increase program engagement and effectiveness.
- Identify and increase support of programs with significant marketing needs to enhance their community impact.

Research and implement shared management tools.

- In association with digital transformation efforts, determine needs for department-wide tools and methods to improve communications and streamline project management tasks.

Provide centralized administrative support.

- Increase and balance administrative support wherever possible to enable division staff to focus on their core functions. This includes developing annual and quarterly operations reports, managing administrative rules and GRAMA requests, and overseeing a robust Salesforce system to respond to division and constituent needs.

STRATEGY FOUR:

Increase opportunities for meaningful collaboration throughout CCE.

"The whole is greater than the sum of its parts" is an appropriate description of how meaningful collaboration throughout CCE can create meaningful impact. Ways in which we will do this include:

Museum of Utah and department-wide special projects.

- The once-in-a-generation opportunity to "curate the state" for a new Museum of Utah offers unique collaboration possibilities, as do special projects such as The Peoples of Utah and America250.

One Utah: One CCE initiative.

- Operationalize the One Utah: One CCE initiative with internal newsletter, shared calendars and resources, and internal webpage for division coordination.

Maximize value of internal meetings and discussions.

- Assess current communications efforts and determine appropriate use and benefits. Make thoughtful use of retreats, huddles, "Big Impact" collaborations, and discussions of social media best practices and trends.

Semiannual board chair/division directors' meetings.

- Encourage communication and engagement between and among department leadership, division directors, and chairs of advisory boards.

STRATEGY FIVE:

Define expectations throughout CCE for measuring and evaluating programs.

Determining whether the department is making a measurable, positive impact requires setting clear expectations, identifying measurements of success, and evaluating results. Ways in which we will do this include:

Work with Governor's Office, Governor's Office of Planning and Budget, and the Legislature to identify program measurement expectations.

Work with divisions to create outcome-based performance metrics.

- Define success for programs and determine appropriate ways to measure those impacts. Focus on assessing the tangible and intangible impact CCE programs have on communities, with both qualitative and quantitative measures.
- Measure the reach and impact of CCE programs to identify which programs are flourishing, which need to be nourished, and which may have outlived their purpose.

Standardize feedback tools.

- Inventory and standardize systems and approaches to collect and analyze feedback from partners, stakeholders, and program users, and share best practices across divisions. Use feedback to inform ongoing planning and to help develop performance measures.

Identify resources and expertise to assist with process.

- Assign staff member from the leadership team as a point person regarding performance measure expectations and data best practices. Contract with outside expertise as needed.

STRATEGY SIX:

Develop a framework of equity, diversity, inclusion, and access (EDIA) strategies that enhance and integrate with department and division programs.

Inclusion isn't just one of our values. It's core to our department because we believe Utah — rural and urban — should be a place for everybody. Everyone benefits when all voices are heard. Department leadership will support the equity and inclusion efforts of all our division programs through the following:

Develop equity framework throughout CCE.

- Create an equity and inclusion survey as a baseline for internal management. Share results with department. Update and continue survey semi-annually.
- Informed by the survey, work with divisions to set measurable goals for improving equity and inclusion in internal and external communications, as well as measurable goals for cultural responsiveness in department programs. Ensure that internal and external goals/strategies are data driven.

Develop rural Utah vision — anchor staff and strategic travel — with division leadership.

- Identify partners for drop-in or remote office space off the Wasatch Front.
- Work with division leadership to identify staff positions which could work remotely. In addition, identify new hires that could be anchored outside of Salt Lake City offices.
- Establish four Utah CCE staffers anchored in rural Utah by 2023-24 fiscal year, and model and share best practices.
- Encourage regular travel of division leaders and program managers throughout the state, connected to division goals, and train staff how to deepen and enrich relationships with local leaders when traveling.

As a department, model and share best practices for equity and inclusion.

- Compile best practices from divisions and other state agencies about broadening hiring pools and board appointments.
- Work with divisions to compile best practices for equity and inclusion to be shared with community partners.
- Serve as a model to divisions by implementing hiring and policy changes within department leadership.
- Serve as a model to external partners by visibly prioritizing equity in policy and practices.

Create training programs aimed at threading equity and inclusion through all programs.

- For department staff, create four Equity and Inclusion reading challenges and/or trainings.

This strategic plan serves as a department-wide guide for amplifying and supporting each division and their individual strategic goals. Division goals and strategies are guided by their plans, found at the following links.

Strategic Plan
UServeUtah
bit.ly/UServeStrategicplan

Strategic Plan
STEM Action Center
bit.ly/StemStrategicPlan

Strategic Plan
Utah State Library Division
bit.ly/StateLibraryStrategicPlan

Annual Report
Utah Division of Multicultural Affairs
bit.ly/UTMulticultural2021Annual

Annual Report
Utah Division of Indian Affairs
bit.ly/UTIndianAffairs2021Annual

Strategic Plan
Utah Division of State History
bit.ly/HistoryStrategicPlan

Strategic Plan
Utah Division of Arts & Museums
bit.ly/ArtsandMuseumsStrategicPlan

ONE UTAH. ONE CCE.

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