



**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 Commissioner Kat Potter



The Utah Department of Cultural & Community Engagement builds and strengthens communities across the state. Through historic preservation, museums, and public history, we tell the stories of the people and places that shape the world around us. Through libraries and bookmobiles, we read those stories and discuss them with our children, our friends, and our neighbors. Through performances, art exhibitions, and sporting events, we build empathy, enhance mental well-being, and reduce loneliness. Through volunteerism, cultural workshops, and community conversations, we find common ground and foster human connection.

The Museum of Utah was a shining success for CCE this year. The Museum's galleries, showcasing hundreds of items from the state's historic art and artifact collection, tell the story of Utah's past and present—and help us to look to our future. The Museum officially opened to the public on June 27, 2026, and we look forward to seeing the impact that this museum will have on students, adults, and visitors who come to the State Capitol Complex.

As the 2026 fiscal year came to a close, CCE's celebration was just beginning. A few days later, Utah (and the country) celebrated the official 250th Anniversary of the signing of the Declaration of Independence. Of course, CCE and our statewide partners had been celebrating the anniversary all year, beginning on July 1, 2025, with the America250 Utah launch on the steps of the Capitol. Throughout the year, the America250 Utah Commission and team engaged with all 29 counties, more than 130 cities and towns, all Utah colleges and universities, dozens of community partner organizations, and tens of thousands of Utahns through our programs to engage, educate, and unite. CCE looks forward to building upon these connections and relationships in the future as we continue to share our programs and resources across the state.

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



UTAH

**Department of Cultural
& Community Engagement**

UServeUtah

Utah Division of
Arts & Museums

Utah Division
of Indian Affairs

Utah Division of
Multicultural Affairs

Utah Historical
Society

Utah State Historic
Preservation Office

Utah State
Library Division

Utah STEM
Action Center

Pete Suazo Utah
Athletic Commission

Department Overview



The Museum of Utah opened to the public on June 27, 2026.

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 (now expanded to nine divisions and offices).

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 at the Rio Grande Depot in Salt Lake City.

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 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 2026.

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 connectors 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



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.

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.

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.

The background features a complex arrangement of overlapping geometric shapes. In the lower-left, a 3D triangular prism is shown, with its top face in yellow and its side faces in blue and orange. Behind it and throughout the page are various semi-transparent shapes, including large circles in light blue and white, and rectangular blocks in white and light grey. The overall aesthetic is modern and architectural.

2. CCE: Who We Are

Vision

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VISION

Our Aspiration

Utah is a vibrant and welcoming 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 intentional in all of our work.

Opportunity

We begin from a place of opportunity 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.

Amplify

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.

Goal 1

Create opportunities for community understanding and civic engagement throughout Utah.

Objective 1.1: Elevate libraries as community building and resource centers.

Strategy 1.1.1: Provide grants and training opportunities to public libraries statewide to improve their services for patrons and communities, encouraging libraries to be a center of support for individuals and families to learn, work, and make connections.

Strategy 1.1.2: Utilize Bookmobiles and other strategies to bring digital access, literary materials, and community programming to rural communities with limited library resources.

Objective 1.2: Encourage civic engagement and dialogue.

Strategy 1.2.1: Build the next generation of community leaders through the youth councils of UServeUtah and the Utah Historical Society, STEM Action Center's youth networks, and MCA's Multicultural Youth Leadership program.

Strategy 1.2.2: Through the America250 initiative, build unifying community events around the principles of America's founding, partnering with universities, municipalities, and nonprofits.

Strategy 1.2.3: Encourage civic education and participation through the Utah Historical Society's Civics Season initiative, focusing on building engagement with Gen Z audiences.

Goal 1

Objective 1.3: Ensure that CCE is a State leader in engagement and reaching all Utahns.

Strategy 1.3.1: Build strong and trusting relationships with the leaders of Utah's tribal nations through regular visits, communication, and tribal leader convenings.

Strategy 1.3.2: Through the work of MCA and the Multicultural Commission, identify gaps and elevate existing resources for Utahns statewide, in areas such as education, housing, and economic development.

Strategy 1.3.3: Emphasize the collaborative and unifying impact of service through the work of UServeUtah and its programs.

Strategy 1.3.4: Build a fair and safe community for boxers and mixed martial arts fighters through the events and programs of the Pete Suazo Utah Athletic Commission.

GOAL 1 PERFORMANCE MEASURES

1. Number of community events hosted at Utah's public libraries
2. Communities engaged with America 250 programs
3. Percentage of counties engaged with Magnify Utah
4. Participation in the Multicultural Youth Leadership program
5. Tribal visits from state leadership
6. Number of events licensed and supported by the Pete Suazo Athletic Commission

Goal 2

Ignite curiosity, creativity, and passion for learning and service.

Objective 2.1 (UServe): Institutionalize service throughout the state.

Strategy 2.1.1: Provide opportunities and recognition for young people and older adults to participate in national service through the One Utah Service Fellowship, Service For Good, and AmeriCorps Seniors programs.

Strategy 2.1.3: Collaborate with outside organizations to provide volunteer management training.

Strategy 2.1.4: Place AmeriCorps members in positions with non-profit organizations and government agencies to build capacity and support.

Objective 2.2 (STEM): Serve as a statewide STEM resource hub.

Strategy 2.2.1: Through the Innovation Hub Network, build foundational STEM skills and support opportunities for adult learners to engage effectively with children and youth.

Strategy 2.3.2: Provide tools for students achieving below grade level expectations in math to support age-appropriate acquisition of STEM skills.

Strategy 2.3.3: Offer opportunities for early STEM learning, in the classroom, at home, and in collaboration with partner organizations (through MILO and Friends).

Goal 2

Objective 2.3 (Library): Support programs and resources that promote literacy, education, and lifelong learning.

Strategy 2.3.1: Support literacy opportunities for children and youth.

Strategy 2.3.2: Provide training for library professionals.

Strategy 2.3.3: Expand access to library books and resources for all Utahns through public libraries, digital resources, bookmobiles, and the Library for the Blind and Disabled.

Objective 2.4 (A&M): Facilitate access to art and cultural learning experiences to Utahns of all ages.

Strategy 2.4.1: Provide workshops and resources to support Utah educators, artists, and learners.

Strategy 2.4.2: Foster a network of cultural organizations, senior service organizations, libraries, and artists who are trained in creative aging best practices.

Strategy 2.4.3: Bring touring art exhibitions to Utah museums, colleges, galleries, cultural centers, libraries, and schools statewide.

Strategy 2.4.4: Through grant funding, support artists, educators, and organizations that provide arts and cultural lifelong learning opportunities to Utahns.

Goal 2

Objective 2.5 (UHS): Expand opportunities to exchange knowledge and resources that support the practice of history and historic preservation with all Utahns

Strategy 2.5.1: Increase engagement with K12 education.

Strategy 2.5.2: Create opportunities for community members, history organizations, and professionals to engage in history work.

Strategy 2.5.3: Provide trainings that build awareness and appreciation for historic preservation and cultural resources

GOAL 2 PERFORMANCE MEASURES

1. Percentage increase and geographic reach in library circulation.
2. Participation in Arts & Museums training opportunities.
3. Organizations served by arts grant funding.
4. Number of people participating in AmeriCorps programs.
5. Percent of communities served by STEM in Motion kits.
6. STEM math mentoring outcomes.
7. Ease of application and effectiveness of grant programs, measured with CX data.

Goal 3

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

Objective 3.1 (UHS): Care for, interpret, and share Utah's Historic Artifact Collections.

Strategy 3.1.1: Establish the Museum of Utah as a core component of the Utah Historical Society's community engagement and education efforts.

Strategy 3.1.2: Acquire new, relevant artifacts for the collection and Museum of Utah.

Strategy 3.1.3: Invest in digitization across the agency, including increasing the accessibility of collections through a joint collections management system).

Strategy 3.1.4: Follow best practices in conservation and partner with reputable conservationists to ensure proper long-term preservation of collections.

Strategy 3.1.5: Public Archaeology and new artifact preservation.

Objective 3.2 (UA&M): Care for, interpret, and share the State of Utah Alice Merrill Horne Art Collection.

Strategy 3.2.1: Exhibit art statewide.

Strategy 3.2.2: Share training resources with cultural organizations throughout Utah.

Strategy 3.2.3: Expand the state's art collection.

Goal 3

Objective 3.3 (SHPO): Support preservation of cultural sites and historic buildings throughout Utah.

Strategy 3.3.1: Recruit and train volunteer stewards to visit and monitor cultural sites statewide.

Strategy 3.3.2: Provide grant funding and training to small cemeteries to improve historic preservation and digitize burial records.

Strategy 3.3.3: Oversee the State of Utah's historical register nominations, provide historic preservation tax credits, and, through the Main Street program, encourage rural downtown preservation.

GOAL 3 PERFORMANCE MEASURES

1. Attendance at pre-opening engagement activities for the Museum of Utah; following opening in 2026; after opening, attendance at the Museum of Utah.
2. Percentage of historic artifact collection that is digitized.
3. Participation in collections care and conservation trainings.
4. Number of trained cultural site stewards.

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3.

CCE Leadership's Promise to Divisions

Summary

Strategies and initiatives for CCE administrative leadership

The Way Forward

The five 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 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. Identify and encourage opportunities for meaningful collaboration throughout the department.
5. Define department-wide expectations for measuring and evaluating programs.

STRATEGY ONE:

**Increase understanding of
CCE's critical role in 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.

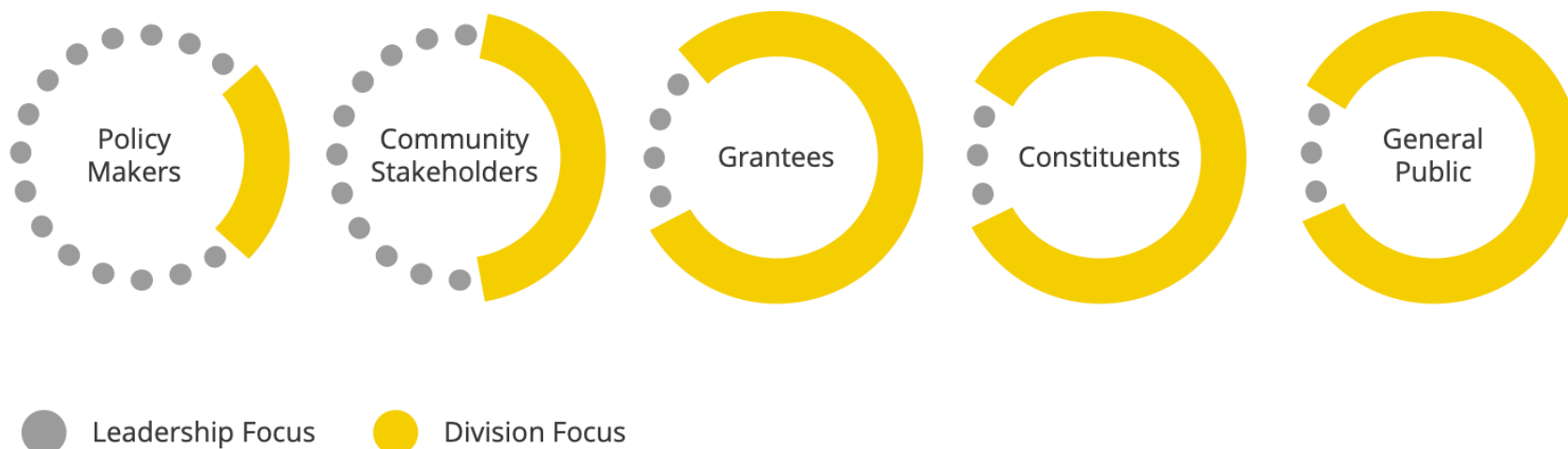
- Department leadership will seek opportunities in session or out of session to advocate for CCE programs.
- Division directors will coordinate and consult with leadership in seeking legislative funding and support for their programs.

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 nine divisions and offices. 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:

**Identify and encourage
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 create a new Museum of Utah offers unique collaborative possibilities, as do special projects such as The Peoples of Utah Revisited and America250.

Connected Communities initiative.

- Operationalize the Connected Communities initiative with regular internal communications, 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 Utah State 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.

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

Annual Report
STEM Action Center
bit.ly/STEM2023Annual

Strategic Plan
Utah State Library Division
bit.ly/StateLibraryStrategicPlan23-27

Annual Report
Utah Division of Multicultural Affairs
bit.ly/MCA2023Annual

Strategic Plan
Utah Division of Indian Affairs
https://indian.utah.gov/wp-content/uploads/2025/12/UDIA_StrategicPlan_2025-2.pdf

Strategic Plan
Utah Historical Society
bit.ly/UHSSStrategicPlan23-27

Strategic Plan
Utah Division of Arts & Museums
artsandmuseums.utah.gov/2024-2028-strategic-plan/



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3760 S Highland Dr | Salt Lake City, UT 84106
801-245-7202

> community.utah.gov



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