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Executive Summary

The Connecting Campus and Community AmeriCorps program (CCC) places college students with public agencies across Wyoming. CCC members help organizations better serve an ever-growing population of beneficiaries by recruiting volunteers, creating resources, and growing partnerships. Members simultaneously participate in a rigorous civic engagement training program. This unique program benefits local organizations, promotes student leadership, and encourages community volunteerism.

Rationale and Approach

a) Compelling Community Need

Despite being the tenth largest state by size, with just 532,668 residents in 2008 Wyoming is the least populous state in the nation (US Census Bureau, 2008). The Wyoming Community Foundation (2009) reports that 53,000 (roughly 10%) of Wyoming residents live below the poverty line. While this is lower than the national average, according to the National Center for Children in Poverty (NCCP), almost a third of the state's children live in families of low income. Sixty-one percent of low-income children in Wyoming have at least one parent who works full-time, year-round compared to 51% nationally (Wyoming Family Economic Security Profile, 2008). Ironically, these families barely make enough money to sustain (let alone raise) their standard of living, but also make too much money to qualify for government services. Indeed, according to the Annie E. Casey Foundation 2004 KIDS COUNT Data Book, low-income children in Wyoming are far less likely to benefit from government aid than those throughout the rest of the United States. Roughly 19% of low-income children in Wyoming receive food stamps, compared to 28% nationally. Only 4 percent of low-income Wyoming children benefit from federal Temporary Assistance for Needy Families (TANF) funding, compared to 12% nationwide. Enter Wyoming's nonprofit sector. Over the past fifteen years, Wyoming's nonprofit sector has grown at breakneck speed to fill the gap between public and private services. Human service organizations make up 42% of the sector, with healthcare organizations comprising 14% and education organizations

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another 12%. Between 1995 and 2005, the sector grew by 69% with its expenditures growing 300% (roughly \$800 million in 2005) over that same time (The Wyoming Nonprofit Sector, 2008). This growth has not occurred without its challenges. Management positions turn over at a far higher rate than those in the public and private sectors. Many nonprofits are run by limited staff, thereby precluding staff from vital professional development and fundraising opportunities that might enhance the sustainability of their organization (Wyoming Nonprofit Support Initiative, April 30, 2005). Wyoming nonprofits have also had to contend with the fact that they are located in a "philanthropically challenged" state. According to a June 2004 report issued by the Wyoming Nonprofit Support Initiative, "Wyoming traditionally attracts few outside resources and investments by national foundations and falls within the last ten states nationally with the least amount of in-state foundation assets. They lack proximity to our nation's concentrations of foundation wealth and to corporate foundation headquarters. As a result Wyoming lacks much of the infrastructure and resources typically found in other states to support nonprofits" (The Hidden Sector in our Economy: Nonprofit Organizations in Wyoming, June 2004).

Despite this, Wyoming nonprofits rely on individuals, corporations, and foundations for 28% of their revenue--far more than the national average of 13%. This dependence has grown increasingly tenuous in the wake of a recession which has seen a startling increase in the demand for services. In a survey conducted by the Wyoming Community Foundation, 45% of Wyoming nonprofits said that their individual donations had decreased, 42% said that their state and local government funding had decreased, and 28% experienced a decrease in foundation grants (2009 Survey on the Effect of the Economic Downturn on Nonprofit and Philanthropic Sectors in Wyoming). As a result, 52% said they had reduced non-staff expenses, 14% had reduced staff, 16% eliminated programs, and 24% reduced program services. At the same time, 57% reported an increase in the demand for services and 60% said they could not adequately meet those increased demands. Wyoming's private foundations reported no relief in sight, with almost two thirds expecting declines in overall giving.

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In this climate, the need for volunteers to support nonprofit capacity and service delivery is greater than ever. Unfortunately, Wyoming volunteerism has steadily declined since its peak in 2004 with 155.7 thousand people volunteering. Between 2007 and 2008 alone, volunteer rates fell over 10% from 135.4 thousand volunteers to 122.3 thousand volunteers (Volunteering in America, 2008). The average number of hours volunteered per individual in Wyoming has fallen steadily from 69.1 hours in 2002 to 38.3 in 2008. This places Wyoming nonprofits in a triple-bind. Donation revenue on all fronts is decreasing, volunteerism is decreasing, and the need for services continues to rise.

The University of Wyoming (UW), the state's only four-year university, is in a unique position to contribute to the remediation of this crisis. UW achieves its mission to "promote opportunities for personal growth and leadership development for all members of the university community" and commit to outreach and service that "extend our human talent to serve the people in our communities, our nation, the state, and the world" through extensive collaboration with community colleges, distance-learning programs, and increasingly, service-learning. UW created its Center for Volunteer Service (CVS) in 2003 to promote volunteerism among its students. In partnership with AmeriCorps, CVS has grown to offer these services on community college campuses across the state. To date, CVS has formed partnerships with over 100 nonprofits and connected over 6,000 students with a variety of volunteer projects. We seek to dramatically increase this effort through our Connecting Campus & Community AmeriCorps program so that we might build the present capacity of Wyoming' nonprofits while cultivating civically-engaged leaders who will continue to grow and sustain nonprofit services through their involvement post-college.

b) Description of Activities and Member Roles

In order to help nonprofits meet the increased demand for services in a climate of decreasing funding and community volunteerism, CVS proposes Connecting Campus & Community (CCC), an AmeriCorps program that places students with nonprofits and campus organizations as direct service providers, volunteer recruiters, and resource developers. CCC requests 40.26 MSY (27 stipended quarter-time

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members, 9 stipended minimum-time members, 50 quarter-time non-stipended members, and 85 minimum-time non-stipended members) to support an AmeriCorps team comprised of 76 community college students and 95 UW students. In past years and through researching other student-centered programs, CCC has found that quarter-time and minimum-time positions are most conducive to student schedules, ensure greater recruitment and retention rates, and allow students to serve with their host organizations anywhere from 10-15 hours per week. Organizations with which CCC has worked in the past report that students are able to provide higher quality service when their schedules provide adequate time for their studies. As such, quarter-time and minimum-time positions best accommodate CCC members.

CCC has two branches: Scholarships for Service and Campus Corps. As Scholarships for Service (SFS) members, students complete required or optional academic internships that address one or a combination of the Corporation's five strategic initiatives: Opportunity, Healthy Futures, Education, Clean Energy/Environment, or Veterans. While they receive academic credit for their service, they do not receive a living stipend. SFS members immerse themselves in communities across the state in hospitals, classrooms, social service agencies, senior centers, etc. to provide direct service to those organizations' beneficiaries. The CCC Coordinator works with campus departments to identify and evaluate appropriate SFS host organizations. An SFS host organization must provide written documentation of its need and an assurance of non-displacement. Currently, the majority of our SFS members provide mental health services to people of low income in Albany County and nursing services in each of the state's major hospitals.

In the fall of 2009, CVS conducted a survey of nonprofits to determine what support, if any, they sought from the University. Overwhelmingly, they responded that they wanted help with volunteer generation and retention. To that end, Campus Corps members focus on volunteer recruitment and resource development. While they receive a living stipend for their service, they do not receive academic credit. Campus Corps members design volunteer recruitment and management strategies specific to their

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organizations that augment those organizations' capacity to better serve their beneficiaries. Second, they create resources that support these strategies. Such resources might include volunteer handbooks, applications, databases, etc.

Rather than focus strictly on college volunteers, Campus Corps members target all segments of the community for recruitment. Many of our current sites utilize the skills of working and retired professionals. For example, one of our sites--the Downtown Clinic--provides medical care to low income people without health insurance. Our Campus Corps member recruits healthcare professionals ranging from doctors to dentists to mental health counselors to staff the clinic every Wednesday night. As a result, each week, roughly 37 people receive medical care who would not have been able to otherwise. Last year, CCC members recruited over 1,200 volunteers who served more than 12,500 hours at the Interfaith Good Samaritan Food Bank, Habitat for Humanity, the Clothing Cottage, Cathedral Home for Children, Big Brothers Big Sisters, and in the Volunteer Income Tax Assistance program through the Albany County Library as well as more than a dozen other organizations. Steve Hamaker, director of Albany County Big Brothers Big Sisters provides this anecdote, "Campus Corps has helped our teen center reach more children! Our after-school policies require a minimum youth/adult supervision ratio, and the additional adults present have exponentially expanded the capacity of our program. The increased adult presence has lead to improved participant choice and satisfaction, and we are noticing an increase in regular youth attendance."

A contingent of Campus Corps members works specifically with campus organizations to promote student volunteerism, diversity, and wellness. These members work with the Alternative Spring Break program, the Student Leadership & Civic Engagement Office, Safe Ride, the Multicultural Student Leadership Initiative, the Alcohol Wellness Alternatives, Research, and Education program, and Safe Zone.

CCC provides a thorough program orientation to members and supervisors as well as on-going training. Over the course of the service year, CCC members and supervisors attend monthly training sessions that

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address professional and citizenship competencies as well as networking roundtables. Site supervisors commit to spending a minimum of 10 percent of their time actively supervising members. This requirement allows members and supervisors to develop a productive working relationship and keeps both parties abreast of members' activities, support needs, and accomplishments.

Members and site supervisors are informed of the Corporation for National and Community Service's (CNCS) rules on prohibited service activities as well as non-displacement/non-duplication at the time that they join CCC. Members who violate the rules of conduct receive a verbal warning for their first offense and a written warning for their second. Any offense thereafter is grounds for release from service. The rules, along with the disciplinary procedures CCC employ for violating them, will be clearly delineated in the member and host site contracts as well as the CCC handbook. The rules and consequences will be carefully reviewed at the program orientation. We follow up through regular site visits as well as member and supervisor trainings.

c) Measurable Outputs and Outcomes

For the 2010-2011 program year, CVS anticipates that a minimum of 1,200 volunteers will participate in CCC facilitated programs. As a specific result of their participation in CCC programs, 80 percent of volunteers will report an interest in volunteering again. Of those volunteers that report a continued interest in volunteering, at least 50 percent will have actually done so within six months of completing the CCC project.

Campus Corps members will create a minimum of 70 resources for their organizations that enhance their volunteer programs. At least 85 percent of organizations will report that CCC-created resources have increased their capacity to serve their beneficiaries.

Our Scholarships for Service members will specifically address the Corporation's five focus areas. To that end, we seek to employ the national standard performance measures for these activities.

d) Plan for Self-Assessment and Improvement

CCC utilizes various evaluation components to measure its efficacy in achieving its goals. CCC tallies the

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number of volunteers recruited through volunteer sign-ups and member volunteer logs.

Volunteers participating in CCC sponsored events or programs complete a post-project survey to assess their satisfaction with the project and the likelihood of their continued volunteerism. The post-project survey also features room for qualitative feedback and suggestions for program improvement. At six month intervals, CCC administers a follow-up questionnaire to volunteers who indicated that they would volunteer again in order to measure the long term impact of their work with CCC. Program staff tabulate and share evaluation results with members, host sites, and community partners on a quarterly basis allowing them to regularly hone their methodology as needed.

Members also track resource development through a resource log that describes the product created, its purpose, and which staff might use it in the member's absence. Twice per service term, organization staff complete surveys that evaluate the resource's usefulness. Staff are also encouraged to provide qualitative feedback and suggestions for improvement or other resources they might like to see created. Each semester, CCC staff conducts onsite meetings with site supervisors and members to gather feedback on the program's successes and challenges. Site supervisors also complete pre and post program evaluations to ensure that their specific needs are being adequately addressed. Lastly, members evaluate their performance and that of their host sites in tandem with their supervisors, utilizing CCC created tools that speak to the program and site expectations for their service. Members and supervisors provide a numerical rating for the level to which the service met their expectations and also have an opportunity to share feedback in a narrative form at the end of the evaluation.

In the latter portion of the 2010-2011 program year, CCC will employ a UW graduate student to conduct a formal program evaluation. In addition to offering objective feedback and recommendations for improvement, the graduate student will assist CCC program staff in developing a plan to implement and monitor new strategies.

e) Community Involvement

CVS involved our target community--Wyoming nonprofit and public organizations facing a decrease in

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funding and volunteerism alongside an increase in demand for services--at every level of our program research and design. First, we identified problems through existing data from the Wyoming Community Foundation and our own historical record. Then, we conducted a formal survey of nonprofits to identify how they thought the University could assist them, finding that their greatest needs were around volunteer recruitment and retention. We then personally interviewed representatives from past and present host organizations including ACRES Student Farm, Albany County Library, Clothing Cottage, Interfaith Good Samaritan, Habitat for Humanity, the Wyoming Women's Business Center, the Downtown Clinic, WyoCARE, AWARE, Cathedral Home for Children, and Big Brothers Big Sisters about the program's strengths and challenges. Organizations submitted personal need statements as well as member position descriptions for review. In turn, we shared performance measures and reporting tools for feedback and approval.

In our effort to design the Scholarships for Service component, we consulted with an advisory committee comprised of internship coordinators from the UW Schools of Education, Nursing, Environment & Natural Resources, and Health Sciences as well as staff and faculty at Laramie County Community College and Casper College. Committee members helped us design an interdisciplinary member training curriculum that places academic experiences in the framework of service-learning and the larger national service movement. They will continue to help us recruit and monitor Scholarships for Service host organizations and assist with member recruitment and supervision.

We will continue to involve our community partners and stakeholders in various ways throughout the grant cycle. In terms of program management, an advisory panel made up of representatives from past host organizations, staff interested in service-learning, and former AmeriCorps members will oversee the creation of the annual RFP and site selection process as well as aspects of member recruitment for Campus Corps. In addition to providing direction and guidance, advisory panel members may also offer trainings to CCC members or assist in locating suitable trainers, program resources, etc.

Host site supervisors will be required to attend monthly roundtable sessions that focus on capacity-

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building strategies, member management, and networking with other sites. Each roundtable will be held at a different host organization to help facilitate more active collaboration. Additional staff from host organizations will be welcome but not required to attend.

Lastly, with the support of our AmeriCorps VISTA, we plan to pilot monthly brown bag lunch workshops on issues of nonprofit management. These workshops will be free and open to the public. A recent survey we conducted with local nonprofits suggests significant interest in the areas of strategic planning, board development, community assessment, and financial management.

f) Relationship to other National and Community Service Programs

The University of Wyoming joined the Campus Compact in the fall of 2007. CCC's expansion to include non-stipended members is modeled in part on the success of the Montana Campus Corps Program. The CVS Coordinator was directly involved in the implementation of the program at the University of Montana, growing the program from 56 members to over 200 over the course of one year. The Montana Campus Compact's Campus Corps program now includes 19 campuses across the state including four year institutions, private colleges, and community colleges. The University of Wyoming's CCC program seeks to do the same, utilizing the Compact's best practices while developing a program unique to Wyoming's needs. The Montana Campus Compact has provided CVS guidance in the development of its member contract and program assessment tools.

CVS also coordinates three VISTAs through Serve Wyoming. These VISTAs serve at UW, Laramie County Community College, and Casper College. On each campus, they work to expand student volunteer programs, coordinate and execute national service days, and promote service-learning.

CCC also has the advantage of being housed on the same campus as the Wyoming Conservation Corps. When Conservation Corps begins its program in the spring, we will have regular opportunities to collaborate with them on training opportunities. The CVS Program Coordinator is also in conversation with the Conservation Corps Director about Conservation Corps members participating in our Alternative Spring Break as part of their citizenship training.

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g) Potential for Replication

CCC has enormous potential for growth and replication. Scholarships for Service is designed to provide students with a true service-learning experience in their major. Our aim is to meld AmeriCorps service with all of UW's and Wyoming's community colleges' professional programs. To this end, CCC successfully employs an interdisciplinary civic engagement curriculum to augment member service. This curriculum has been vetted by member experience--100% of members participating in 2008-2009 stated that it contributed to their increased commitment to civic engagement and community service. The curriculum can easily be adapted to suit a variety of program needs. We have hard copy and electronic documents to guide facilitators in its delivery as well as the resources to conduct in-person train-the-trainer sessions with representatives from partner organizations.

We offer all of our training sessions via video and teleconferencing so that member can literally serve anywhere across the state and still have access to all the same member development opportunities. All of CCC's documents are online at www.uwyo.edu/uwvolunteers. These include our handbook, policies & procedures, member and site applications, and reporting tools.

To date, we have successfully replicated the program at Laramie County Community College, Casper College, the National Outdoor Leadership School, the Teton Science Schools, and Northwest College. In the coming year, we seek to expand to Eastern Wyoming College, Sheridan College, Central Wyoming College, and Western Wyoming College.

Organizational Capability

1. Sound Organizational Structure

a) Ability to Provide Sound Programmatic and Fiscal Oversight

The UW Center for Volunteer Service (CVS) was founded in July 2003 to serve as a resource center for the UW community and Wyoming residents to participate in community work and civic involvement. CVS provides services for a range of individuals and organizations, including UW students, faculty and staff, and community members in the Laramie community and across Wyoming. CVS acts as

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a volunteer center for UW students and offers faculty a variety of opportunities to incorporate service-learning into their classes. CVS also coordinates regular volunteer service days and on-going service projects in which students and community members can participate. Through its online database and onsite resources, CVS provides a place for community organizations to recruit new volunteers and begin new partnerships. UW's support of these programs over the past six years has been an important means of giving back to Wyoming and fulfilling its mission as a land-grant institution.

Connecting Campus & Community is a natural fit with CVS programming as a program dedicated to meeting identified needs through community volunteerism. It has the potential to not only enhance established partnerships between UW and community organizations, but also provide a framework for building new ones, thereby strengthening the campus/community relationship. Over the past six years, CVS has developed strong outreach programs and collaborative partnerships with local nonprofit organizations that help meet the needs of Wyoming citizens. CVS' experience facilitating and supporting Volunteers in Action service days, the Alternative Spring Break program, student organizations like the Student Volunteer Leadership Team, AmeriCorps programming, and on-going community volunteer opportunities has earned it a place as a vital service organization.

CVS has proven experience and a successful track record of managing the Connecting Campus & Community AmeriCorps program. Over the past few years, CVS has grown CCC from a twenty member program exclusive to Albany County into a 175 member program that serves the entire state of Wyoming. CVS has added staff accordingly that has consistently offered training in many professional skill areas including project and volunteer management. As a result, 100% of CCC members report an increased commitment to civic engagement at the end of their service. Examples of members following through on this commitment abound on campus. Our current student body president is a former CCC member. His opponents in the election were both former CCC members. Four of our student government senators are former CCC members. Under the direction of the current student government, the University has created a \$100,000 endowment to support UW students engaging in national and

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international service exchanges. Two former CCC members created the Good Mule Project, a student conference and corresponding website that promote civic engagement competencies among the general student body.

We monitor and provide support to host site supervisors in a number of ways. First, we employ a rigorous application process. Host sites are required to explain in detail their capacity for hosting a member and their ability to provide both cash and in-kind support. CCC requires a \$525 cash match from its sites for Campus Corps members. This figure will increase over the coming grant cycle. We require that sites document their in-kind contribution. Site supervisors receive training at the program orientation on how to properly do this. Site supervisors attend bi-monthly meetings in order to share best practices and explore the potential for collaboration between sites. Host sites take turns providing space for each meeting. We also maintain an active listserv over which site supervisors can communicate. Additionally, we conduct in-person site visits once per semester at minimum. This practice allows us to fulfill the AmeriCorps mission by connecting community organizations to one another while promoting CVS resources.

b) Board of Directors, Administrators, and Staff

The University of Wyoming is governed by a Board of Trustees, appointed by the governor, with the advice and consent of the senate. The board consists of twelve members appointed to six-year, staggered terms. The Governor, the UW President, the Secretary of Education, and the ASUW President serve as ex-officio members of the board with no vote. The Trustees approve and adopt the general policies governing the University of Wyoming and provide broad oversight for the fiduciary management, academic policies, and general welfare of UW students. Administratively, the CVS director reports to the Associate Director of the Wyoming Union, who reports to the Director of the Wyoming Union, who in turn reports to the Vice President for Student Affairs. CVS employs one full-time program coordinator for CCC, one graduate assistant for volunteer service, one graduate assistant for student leadership, one AmeriCorps VISTA, and four student employees.

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CVS devotes an equivalent 2.1 FTE to the Connecting Campus & Community program. Nellie Simon will provide primary oversight for the CCC program including member recruitment and development, host site management, public relations, marketing, and program management. Ms. Simon has assisted with the coordination of CCC since December 2008. Prior to that, she provided direction and oversight for the nonprofit, Project Learning Tree.

One half-time graduate assistant, overseen by Ms. Simon, will provide administrative and training support for the program. The graduate assistant will devote 100% of his/her hours (20 hours per week or 0.5 FTE) to the AmeriCorps program. In compensation, they will receive a modest living stipend as well as a tuition and fee waiver.

The CVS director, Katie Kleinhesselink, will serve as principal investigator for grant. Ms. Kleinhesselink will oversee the fiscal responsibilities of the grant and supervision of Ms Simon. Additionally, she will provide technical support in the areas of assessment, reporting and PR and marketing. She also directly supervises three AmeriCorps members in the office. Ms. Kleinhesselink has five years of experience coordinating AmeriCorps programs and has served as the CVS director for two and a half years. She holds a Masters degree in Public Administration from the University of Montana and is currently pursuing a doctorate in Education.

Dr. Brandon Kosine, Associate Director of the Wyoming Union, will devote 10% of his time to the AmeriCorps grant. Dr. Kosine supervises Ms. Kleinhesselink and the Safe Zone AmeriCorps member. In addition, he will provide support for program assessment and evaluation.

The CCC program is guided by an advisory board comprised of UW and community college staff/faculty and representatives from community partners. Current members include Gretchen Wheeler, Communications professor and Service-Learning Coordinator at Casper College; Jerri Griego, Business professor at Laramie County Community College; Matt Caires, UW Assistant Dean of Students; Jenny Reese, UW student and former AmeriCorps member; Paul Heimer, Executive Director of the Albany County Library Foundation and AmeriCorps site supervisor. We are currently recruiting 2-

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4 more members. The advisory board provides direction in host site selection, member selection, and fundraising.

c) Plan for Self-Assessment or Improvement

The CVS conducts ongoing internal assessment in several ways. First, the CVS director meets weekly with the Associate Director of the Wyoming Union to discuss accomplishments, future plans, management strategies, and best practices for implementing new initiatives. She also meets bi-weekly with the Wyoming Union Director to report accomplishments and take suggestions on program improvement. Student staff and volunteers fill out program evaluations each semester. Lastly, the Wyoming Union participates in a biannual ACUI/EBI evaluation that includes questions specific to the CVS and its programs, thereby giving us a larger picture of how the CVS affects campus as a whole.

d) Plan for Effective Technical Assistance

We utilize financial and programmatic technical assistance for CCC and if applicable, our service sites, through both Serve Wyoming and UW's Office of Research and Economic Development, the Sponsored Programs department specifically, which provides institutional financial management of grants, contracts, and other externally funded agreements. CVS has worked with Sponsored Programs for the past five years in providing fiscal oversight of its AmeriCorps program. UW has a strong history of sound financial activity operating federally funded programs.

CVS and Wyoming Union staff provide daily fiscal oversight and work closely with Sponsored Programs staff to ensure university and grant compliance. Sponsored Programs provides assistance solely to CVS as no funds are contracted out to our host service sites. Supported by the UW Wyoming Union Business Manager and the institutional integrity of the University of Wyoming, the Center for Volunteer Service can provide sound programmatic and fiscal oversight of this project. The Center for Volunteer Service is a program of the Wyoming Union, which is a department within the UW Division of Student Affairs. The CVS budget is included in the Union budget, but its accounts are separate from other Union program accounts. The CVS has general accounts, grant accounts, and gift accounts. The CVS director reports

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income and expenses to the Union Business Manager. The Union Business Manager reports all account activity to the UW Accounting Office, which operates Accounts Payable and Accounts Receivable. The Union Business Manager prepares monthly reports for each Union program, including the CVS. An independent auditor performs a certified audit annually.

For funds in CVS accounts, the CVS director is the only position that may authorize expenditures. The Union Business Manager coordinates all disbursement functions for Union program accounts, inventory and other services. In some cases, the UW Foundation and Research Office are involved in the grant record-keeping processes. When projects are funded by two or more sources, the CVS director instructs the Union Business Manager which of the CVS multiple accounts to draw from to pay a single expenditure. Financial reports show all activity and tracks how individual expenditures were paid from multiple accounts. Once per month the Union Business Manager receives bank reports from UW Accounting Office and reconciles accounts to the penny. Neither the CVS nor Union has petty cash.

Programmatic training is managed by CVS and augmented by several entities. UW provides excellent opportunities for program staff and members to participate in high quality training workshops on topics including conflict resolution, leadership, and motivation. Additionally, CCC representatives attend CNCS sponsored national conferences, the Snowy Range Nonprofit Institute, Wyoming Philanthropy Days, and training opportunities hosted by Serve Wyoming.

We provide programmatic orientation, ongoing training and technical assistance to host site staff and members through organized group workshops and individual consultation. As described in the Program Design section, all site supervisors attend an initial two day orientation with their members. At this time, they receive comprehensive information on AmeriCorps and all its attending policies and procedures in presentation form with a corresponding handbook that they can refer to whenever the need arises. Site supervisors meet on a bimonthly basis after that. The CCC coordinator performs at minimum one host site visit per semester. Site supervisors are highly encouraged to attend monthly member trainings and social events. The CCC coordinator maintains an active site supervisor listserv.

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The CCC coordinator is fully available to site supervisors for all purposes by phone and e-mail and holds regular office hours from 8am-5pm, Monday through Friday. The CCC Coordinator monitors requirements through monthly reports from AmeriCorps members and their site supervisors, formal and informal site visits, quarterly data collection, and review of fiscal records with the Union Business Manager. The CCC Coordinator uses formal and informal opportunities to check in with members and supervisors to evaluate the experience for both parties, and use conflict management techniques if problems arise. The CVS director and the Associate Director of the Wyoming Union are also available for support. The Associate Director acts as the ombudsman if members or site supervisors have problems with the CCC Coordinator. In addition, potential conflict, should they arise, are discussed with members of the UW AmeriCorps advisory board to ensure community input into conflict resolution.

Each month, we compare performance measures against member and site supervisor reports, and confer with the Wyoming Union Associate Director on progress. We track progress in Excel spreadsheets and written reports. We measure progress by the number of volunteers contacted, recruited, trained and retained for each organization, as well as the outcomes of members' direct service to their host organizations and their clients. If progress is unsatisfactory, we immediately confer with sites and members to provide the technical and training support necessary to remedy any problems.

2. Sound Record of Accomplishment as an Organization

a) Volunteer Generation and Support

*For the 2008-2009 academic year:

-370 UW students engaged in service-learning

-2,440 UW students engaged in extracurricular community service

-818 UW students engaged in at least 20 hours of community service per semester

-Across all programs, UW students volunteered 81,672 hours

-CVS planned and executed three one day service projects that attracted over 200 students

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-165 volunteer opportunities were available to UW students on the CVS database.

-72 students participated in the CVS Alternative Spring Break program.

*For fall semester 2009:

-CVS planned and executed two one day service projects that attracted over 80 students

-Over 200 students participated in activities related to Hunger and Homelessness Awareness Week

b) Organizational and Community Leadership

* As of December 2009, CVS had established relationships with 89 Albany nonprofits.

* The CVS organized seven volunteer fairs between Fall semester of 2007 and Fall semester of 2009.

Each fair was filled to capacity. Over that time, participating organizations reported 23 students stopping at their tables, yielding an average of 4 new volunteers per organization.

* In Spring 2009, CVS employee and former CCC member, Jenny Reese, founded the Good Mule Project, a central location for all UW social justice, sustainability, and diversity initiatives. Forty students attended its inaugural conference and over 100 students and faculty attended its website launch.

* CVS director, Katie Kleinhesselink, has served on the boards of Blue Mountain Clinic, Montana Women Vote, and Missoula Community Access Television. She currently sits on the UW Women's Leadership Committee, the Multicultural Student Leadership Initiative Steering Committee, and the Laramie Reproductive Health Board of Directors.

* Nellie Simon, CVS Assistant Coordinator, has served on the Wyoming Project Learning Tree Steering Committee as Treasurer, Acting Coordinator, and also as a volunteer Workshop Facilitator. She currently sits on the City Tree Board and the City Beautification Committee.

* Brandon Kosine, Associate Director of the Wyoming Union, serves on the Laramie Animal Shelter Foundation Board of Directors, the Martin Luther King Days of Dialogue Steering Committee, and the Multicultural Student Leadership Initiative Steering Committee.

* In Spring 2009, CCC member Matt Haigler was elected ASUW president.

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*In Spring 2009, CCC members Rey Fuentes, Angela Barrett, Amy Rieser, and Andrew Ssekajja were elected to the ASUW Senate.

*In Fall 2009, CCC member Rey Fuentes received the Truman Scholarship and the Marshall Scholarship.

c) Success in Securing Match Resources

The Wyoming Union currently contributes the bulk of CVS' match. In addition, CVS charges \$525 per participating site. CVS also documents in-kind match via an Office of Sponsored Programs approved in-kind match document. All current sites have been trained in using the document correctly.

3. Success in Securing Community Support

a) Collaboration

CVS has been able to greatly broaden the scope of its services through community collaborations. Our upcoming Martin Luther King, Jr. Day of Service offers an excellent example. On January 19th, UW students and Albany County community members will work together to weatherize the homes of local low-income, elderly, and/or disabled residents. We will also donate at minimum one CFL per household and calculate the energy saved if all lights were similarly replaced. Lastly, the CVS VISTA and student employees are compiling a guide that includes information on innovative ways to save energy and money as well as a directory of local service organizations. We will distribute this guide at the homes that we serve.

We are only able to do this project because of our collaborative efforts. We learned of the potential need from the Eppson Senior Center and Interfaith Good Samaritan Food Bank. We confirmed with the Department of Family Services that they were hearing similar requests. With the help of representatives from these agencies, we created a very simple one-page application process for individuals to request our service. These applications have been distributed through our partner agencies as well as Ark Regional Services, the Downtown Clinic, Laramie Reproductive Health, Albany County Public Health,

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Hospice of Laramie, Salvation Army, and our local churches. VISTAS from the Coalition against Domestic Violence and Sexual Assault and Serve Wyoming have partnered with us to recruit community volunteers for the event while our graduate assistants work to recruit campus volunteers. Members of the Wyoming Conservation Corps have volunteered to serve as weatherization team leaders. This is a truly collaborative effort between the CVS, the greater campus community, community organizations, faith-based organizations, national service participants, and local individuals.

b) Local Financial and In-kind Contributions

The CVS collects cash and in-kind contributions from a number of campus and community organizations, private businesses, and individuals. The CVS Good Mule Project, with a budget of \$10,000, is supported wholly by contributions from UW academic and administrative departments, local businesses, nonprofit organizations, and individuals (for a complete list, see www.thegoodmule.org/about/donors/php). We have received a \$2000 donation from the Rocky Mountain Power Foundation for three years in a row that supports our volunteer service days. This year, over twelve local businesses donated goods for a raffle to support Alternative Spring Break.

All CCC host sites provide a cash match of \$525 per AmeriCorps member as well as document all in-kind match through a Sponsored Programs-approved process. The CVS will annually increase the total amount of CCC sites' cash match in order to keep up with increasing member support costs, encourage sites to build the financial capacity to support such efforts, and increase local support of program funding as required by the Corporation.

c) Wide Range of Community Stakeholders

CVS' stakeholders can be divided into four categories: National Service, the UW community, community colleges, and community organizations. Individual representatives from each of these groups participate in evaluation processes, meetings, and events to promote and enhance CVS and its programs. Each stakeholder group provides ongoing non-financial support to CVS in the form of continuous service contracts, inclusion in marketing and public relations materials, requests for letters of support, and

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requests for staff participation on boards and advisory committees.

d) Special Circumstances

The Center for Volunteer Service was founded with the support of one half-time graduate assistant in 2003. In 2005, that assistantship transitioned into a full-time program coordinator position. In 2007, the CVS expanded to include four student employees. In 2008, it expanded to include a full-time assistant coordinator and a half-time graduate assistant. In 2009, it expanded to include an AmeriCorps VISTA and another graduate assistant.

The entire state of Wyoming is classified as "frontier" with less than 5 people per square mile.

The city of Laramie, where the University of Wyoming is located, has a poverty rate of 22.6% (US Census Bureau, 2008), more than twice the state average.

Cost Effectiveness and Budget Adequacy

a) Corporation Cost Per MSY

The Corporation cost per Member Service Year is \$5611.

b) Diverse Non-Federal Support

The program budget reflects the great expansion of the CCC program in the upcoming grant cycle. UW and CCC host sites will provide cash and in-kind support. In addition to providing administrative oversight, UW will house the CCC office at no charge and will provide members with access to free professional development opportunities, free or discounted meeting/training space, and discounted catering services. The RFP process introduces host sites to cash and in-kind contribution requirements. Sites must provide an itemized overview of the extent to which they plan to provide support, including the source of funding. Required items include the site supervisors' time and effort supporting member service activities (roughly 10 percent of their time overall) and fees associated with member support, travel, and training. Additional items may include classroom rental fees, computer hardware and software purchases, and administrative support such as Internet and telephone fees, printing, postage, and advertising costs. Funds utilized to furnish these items come from state and/or private sources.

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These match components demonstrate the host sites' commitment to supporting member needs. Through the use of cash and in-kind matching funds, the CCC program will be a high quality, cost effective program.

We continue to diversify our funding through the pursuit of in-kind donations from local professionals and businesses. For example, we recruit local experts to speak at our monthly trainings. We have had representatives from the Wyoming Women's Foundation and various UW departments speak on topics like diversity, communication skills, etc. We also seek discounts from local businesses for training related expenses including printing and food costs. In terms of general funding, we are petitioning the Wyoming Union for a budget increase that supports CVS programming. The CVS is also investigating other non-federal grant money for program support. For example, we have secured monies (\$1000) from the Associated Students of the University of Wyoming to support our Martin Luther King, Jr. Service Day. In addition, the expansion of the non-stipended portion of the program will provide more human resource to the community while lowering our program cost.

2) Budget Adequacy

Each element of CCC's budget supports the program's performance measures and is adequate to ensure its success. The operating budget provides for program management, staff development, and member and site supervisor travel, support and training, as well as background checks and is directly linked to our desired outputs and outcomes. CCC's high match contribution is representative of a solid program design that utilizes an appropriate mixture of federal, state, and community support.

Evaluation Summary or Plan

Over the course of the spring semester, the CVS will employ one graduate assistant from the Public Administration program under the supervision and tutelage of Dr. Brandon Kosine, Associate Director of the Wyoming Union, to evaluate CCC. Through this evaluation we hope to identify the strengths and challenges of the program, its leadership, and the partnerships it has forged over the program year. The CVS will adjust the program according to the evaluator's recommendations and monitor progress over

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time.

Amendment Justification

N/A

Clarification Summary

Programmatic Clarification Items:

Details Regarding Pilot Tutoring Program:

CVS initiated a pilot America Reads tutoring program in January 2010. Two Work-Study students were placed as reading tutors in the first and third grades at Indian Paintbrush Elementary School. Each facilitates small group instruction under the guidance of a mentor teacher. They each work a minimum of three days per week. Both students were vetted and deemed fit by the Albany County School District Assistant Superintendent for Curriculum. They then underwent training with the University's LeARN (Leadership Resource Networks/Partnerships for Academic Success) program, the campus hub for tutoring, academic assistance, and curriculum development. The Indian Paintbrush principal has touted this pilot as a great success, providing enhanced instruction and positive role models for students reading under grade level. CVS has been granted another two Work-Study positions to continue this program in the fall as well as the option of adding more positions for other schools as the program grows. This summer, we plan to develop learning objectives for Work-Study students participating in this program and implement a system for tracking the progress of their beneficiaries through tests the district already has in place.

Criminal Background Checks:

All applicants to the CCC program are checked against the National Sex Offender Registry at the time of

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their application. Those who are selected for participation in the program must undergo a criminal background check before they can serve. CVS has requested funding to perform criminal background checks on all 171 members and the graduate assistant who will work to support the program. The background check is comprised of a criminal history search in the state of Wyoming based on the member's fingerprints. If the member is coming from out of a state (a rarity, given our program's parameters), a search of their criminal history is also preformed in the state they resided in prior to coming to Wyoming. The University pays for a comprehensive federal background check for all staff, regardless of funding source, who work on the project. This includes the CCC coordinator, the CVS director, and the Associate Director for the Wyoming Union.

Federally Approved Indirect Cost:

Serve Wyoming has an official letter with the University of Wyoming's Federal Indirect Cost Rate on file.

MSY Participating in Priority Areas:

Members spend 80% of their time working in the priority areas. The other twenty percent is spent in member development activities.

Unemployment Insurance:

As per HR, we do not pay an unemployment premium each month or year. Rather, we pay out unemployment on an as-needed basis, and the University picks up the cost of this. This is found under WS 27-3-502. We do not pay unemployment for students as per WS 27-3-108.

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27-3-108. Services excluded from scope of employment.

(a) Employment under this act does not include service performed:

(i) By an individual for his spouse or child or by a person under twenty-one (21) years of age for his parent or for a partnership consisting only of his parents;

(ii) For the federal government or any federal agency exempt from this act by federal constitution, except service for those agencies otherwise required by law to contribute to any state unemployment compensation fund;

(iii) For an employer or employee representative defined under 45 U.S.C. 351 et seq. unless an agreement is in effect pursuant to W.S. 27-3-608;

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(iv) By an individual under the age of eighteen (18) distributing or delivering newspapers or shopping news excluding the delivery or distribution at any point for further delivery or distribution;

(v) By a licensed real estate broker or salesman receiving as sole compensation a commission based on the sale or rental of real estate;

(vi) In the employ of a school, college or university by a student enrolled and regularly attending the school, college or university or by the spouse of a student if the spouse is informed at the time employed that employment is provided under a financial assistance program and the employment is not covered by unemployment compensation;

(vii) By an individual enrolled in a full-time program of an educational institution combining academic instruction with work experience if the service is an integral part of the program and is certified by the institution to the employer. This paragraph does not apply to service performed in a program established for an employer or group of employers;

Continuation Changes

Year 2 Continuation Changes

CVS has undergone a major organizational change that will greatly benefit the Connecting Campus & Community AmeriCorps program (CCC). In the summer of 2010, the CVS merged with the Office for

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Student Leadership & Civic Engagement to create the Office for Service, Leadership, and Community Engagement (SLCE). The new SLCE Office is a one-stop shop for leadership and service opportunities. Our office space has doubled and we have our own student fee to support leadership programming in addition to our permanent budget within the Wyoming Union. Katie Kleinhesselink oversees the new office which is staffed by the CCC Coordinator, an AmeriCorps VISTA, five graduate assistants, four AmeriCorps members, and three Work-Study students. This increased capacity has given us greater clout in leveraging funding. In the past few months, for example, we have received \$20,000 from Student Affairs to support service-learning, \$15,000 from the Associated Students of Wyoming Special Projects Fund to support a campus-wide recycling effort, and another \$10,000 from Student Affairs to create a cohesive marketing plan. Participation in all of our programs is markedly up. For example, we had 92 participants in our September 11th service day as opposed to 34 the prior year. A diversity awareness fundraiser that our office sponsored pulled in a crowd of 350 students, many of whom reported never having attended a SLCE or CVS event before. In terms of visibility and promotion, UW's Office for Institutional Marketing has selected our new promotional video for inclusion on the UW homepage, television spots, and on video screens across campus and at the football and basketball stadiums.

Year 2 Changes around Enrollment & Retention

For the 2009-2010 grant year, CCC enrolled 96% of its slots and retained 95% of its members.

In terms of enrollment, we missed the 100% mark as a result of some issues with one of our placement sites. Teton Science Schools (TSS) requested that we set aside a certain number of slots for their program. TSS has their own recruitment process and operated quite independently of us. They are located several hours away in Jackson, making it difficult for us to offer much concrete assistance. Unfortunately, they were unable to fill their slots and did not inform us until the last possible day to enroll members. Therefore, we lost the opportunity to place those slots elsewhere. Given the level of support TSS was requesting from us both physically and financially, as well as the fact that their overall

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mission rather differs from our program's goals, we suggested they apply for their own AmeriCorps grant. They did and were funded, therefore they no longer operate as one of our host sites. To that end, we do not anticipate encountering this problem again. Even still, we have fleshed out our host site MOUs to include timelines and deadlines for recruitment as well as communication policies in order to prevent this situation with other host sites.

Our retention numbers, while good at 95%, were a bit low primarily because of the early exit of three of our stipended 450 hour members. Two members left so that they could take higher paying jobs. The other purportedly left due to a family illness, but did not provide enough evidence or communication to warrant an exit for compelling personal circumstances. Though it is difficult to prevent exits on these sorts of grounds, we now require stipended members to turn in a work schedule with their enrollment paperwork so that we can regularly check against time logs to make sure members are fulfilling their commitment as agreed. Our graduate assistant also does monthly hours checks with each member to ensure they are on track and troubleshoot any problems that arise.

Year 2 Changes to Budget/MSY

Based on the number of requests for Campus Corps members from nonprofit agencies, we have added in money for more living stipends in the grantee share. We have also moved funds in the CNCS share to accommodate more living stipends but have not increased the amount overall. Lastly, we have converted 18 minimum time positions to 10 reduced part time positions. This is in response to inquiries from student teachers who complete an average 600-700 hours of service and wish to only serve one term. The total CNCS budget and MSY remain the same.

Year 2 Changes to Training

During the 2010-2011 grant year, we have reorganized our training curriculum to accommodate CNCS' priority areas. We assessed the areas that our members are serving in as well as self-identified training needs. To that end, we developed three separate training groups in the areas of Economic Opportunity, Education, and Healthy Futures. Given that our team is so large, these training groups allow for small

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group cohesion around specific issues and related skills. Members begin by learning community mapping and needs assessment techniques. With an understanding of the resources both available and lacking in their focus area, members move into a skills-based curriculum that serves to help them maximize and publicize available resources and creatively pursue solutions around resource gaps. Members not only use these skills at their service site, they also present their research at the Shepard Symposium on Social Justice through both a Tunnel of Oppression exhibit and a CCC zine.

Performance Measures

SAA Characteristics

- AmeriCorps Member Population - None
 Geographic Focus - Urban
 Geographic Focus - Rural
 Encore Program

Priority Areas

- | | |
|--|--|
| <input checked="" type="checkbox"/> Education
<i>Selected for National Measure</i> <input type="checkbox"/> | <input checked="" type="checkbox"/> Healthy Futures
<i>Selected for National Measure</i> <input type="checkbox"/> |
| <input checked="" type="checkbox"/> Environmental Stewardship
<i>Selected for National Measure</i> <input type="checkbox"/> | <input type="checkbox"/> Veterans and Military Families
<i>Selected for National Measure</i> <input type="checkbox"/> |
| <input checked="" type="checkbox"/> Economic Opportunity
<i>Selected for National Measure</i> <input checked="" type="checkbox"/> | <input type="checkbox"/> Other
<i>Selected for National Measure</i> <input type="checkbox"/> |

Grand Total of all MSYs entered for all Priority Areas 32.2

Service Categories

Community-Based Volunteer Programs Primary Secondary

Volunteer Generation and Retention

Service Category: Community-Based Volunteer Programs

Measure Category: Not Applicable

Strategy to Achieve Results

Briefly describe how you will achieve this result (Max 4,000 chars.)

AmeriCorps members will design volunteer recruitment and management programs specific to their host sites and recruit both episodic and on-going volunteers.

Results

Result: Output

Student and community volunteers will serve with AmeriCorps host sites.

Indicator: community volunteers recruited

Target: Volunteers recruited

Target Value: 1200

Instruments: Volunteer logs

PM Statement: Twelve hundred volunteers will serve with community organizations as a result of AmeriCorps members' recruitment efforts as measured by member volunteer logs.

Prev. Yrs. Data

Result: Intermediate Outcome

Six months following their service, volunteers will have volunteered again.

Indicator: community volunteers recruited

Target: Percentage of volunteers

Target Value: 60%

Result: Intermediate Outcome

Instruments: Volunteer survey

PM Statement: As measured by a follow-up survey, 60% of volunteers will have volunteered again as a result of their participation.

Prev. Yrs. Data

Resource Development

Service Category: Community-Based Volunteer Programs

Measure Category: Not Applicable

Strategy to Achieve Results

Briefly describe how you will achieve this result (Max 4,000 chars.)

Members will create resources for their organizations that enhance their ability to operate more efficiently.

Results

Result: Output

AmeriCorps members will build resources such as promotional items (i.e. brochures, posters, stickers, power point presentations), data tracking systems (i.e. sign-in sheets, contact information forms, electronic databases), volunteer management assets (i.e. volunteer training program or manual, newsletters, volunteer recognition certificates), etc. Programs will identify resources such as that are valuable.

Indicator: sustained service projects

Target: Number of resources created

Target Value: 70

Instruments: Resource log

PM Statement: AmeriCorps members will build 70 resources that build the capacity of their host sites to deliver services as measured by a resource log.

Prev. Yrs. Data

Result: Intermediate Outcome

Resources created by AmeriCorps members will build the capacity of their host sites to deliver services. Increased capacity will be determined by the creation of tools, enhanced visibility of the organization, increased funding, increased volunteer base, and greater operational efficiency.

Indicator: sustained service projects

Target: Percentage of nonprofit staff reporting increased capacity

Target Value: 85%

Instruments: Resource survey

PM Statement: Eighty-five percent of nonprofit staff surveyed will report that resources created by AmeriCorps members have increased their capacity to deliver services.

Result: Intermediate Outcome

Prev. Yrs. Data

For Official Use Only

National Performance Measures

Required Documents

Document Name

Status

Evaluation

Sent

Labor Union Concurrence

Already on File at CNCS