



DARTMOUTH
Center for
Social Impact



Strategic Plan
2024-2029

Mission

The Dartmouth Center for Social Impact educates students to be transformative leaders for the common good.

Through community-driven experiential learning, our students cultivate their skills, scholarship, and passion to develop high-impact approaches to the most pressing societal problems. Our graduates go on to lead lives of purpose personally and professionally as social innovators, direct service providers, activists, philanthropists, and community researchers.

Vision

A future where all Dartmouth students and alumni are catalysts for creating sustainable, thriving, and just communities worldwide.

Values

**Collaborative Impact • Community-Driven Change
Cycles of Learning • Deliberate Results
Attitudes of Respect**

Leaders for the Common Good

While strategic planning is inherently forward looking, the most fulfilling aspect of our process has been the opportunity to reflect back with our stakeholders on the the transformational work of the Dartmouth Center for Social Impact (DCSI) since its founding in 2015. In that time we have grown significantly, developed several new programs and initiatives, and helped shape the narratives about impact work at Dartmouth. While we certainly have not gotten everything right, this process has allowed us to pause and celebrate all that DCSI has achieved as a new center in its efforts to educate leaders for the common good. These achievements are too many to list, but here are a few:

- The creation of the Social Impact Practicum courses, which bring community-engaged projects into the classroom and enable students to leverage their academic learning on real-world challenges.
- The transformative experiences had by students in DCSI's cohorts of Dartmouth Partners in Community Service interns in Boston, San Francisco and Philadelphia.
- The meaningful impact of our social sector career programming, such as Breaking the Mold, which brings alumni and students together to explore diverse social sector career journeys.
- The fostering of a vibrant social impact community of support for students comprised of peers, staff, faculty, and alumni.

Much has changed in nine years. Today we face both new challenges and perennial issues. Despite these challenges, those of us at the Dartmouth Center for Social Impact have great hope. Each day in we are privileged to engage with Dartmouth's future impact leaders, passionate and determined to build the skills to make effective and lasting change. In them we see the possibilities for a bright future.

As we approach our 10th anniversary, DCSI remains focused on continuing the success of the past and renewing our charge to educate Dartmouth students to be transformative leaders for the common good. Through this strategic planning process, we have charted a path that will enable us to deepen our impact. This plan is the beginning of that journey. I invite you to join us as we venture together to change the world.

In Service,
Tracy Dustin-Eichler, Director

Our History

Launched as a hub of community engagement at Dartmouth, the Dartmouth Center for Social Impact (DCSI) educates students to be the next generation of changemakers through curricular and co-curricular community-engaged experiential learning. At DCSI, students apply their classroom learning to real world challenges, serve at the front lines of social needs with community leaders, and build the skills needed to be ethical and effective change agents in their communities.

The Dartmouth Center for Social Impact draws deeply upon its history as part of the William Jewett Tucker Foundation. The Tucker Foundation served Dartmouth for over 60 years as the hub of community engagement and spiritual life on campus. In 2015, after extensive consideration and peer review, Dartmouth dissolved the Tucker Foundation and created two new centers: the Dartmouth Center for Social Impact focused on community engagement and impact leadership, and the William Jewett Tucker Center for spiritual and ethical living.



Our Impact: Across the Curriculum

DCSI partners with faculty to bring community-engaged learning into the classroom through Social Impact Practicum (SIP) courses. SIP courses embed community projects into the classroom, allowing students to apply their academic knowledge in the real world. SIPs enhance student learning and create meaningful community impact.

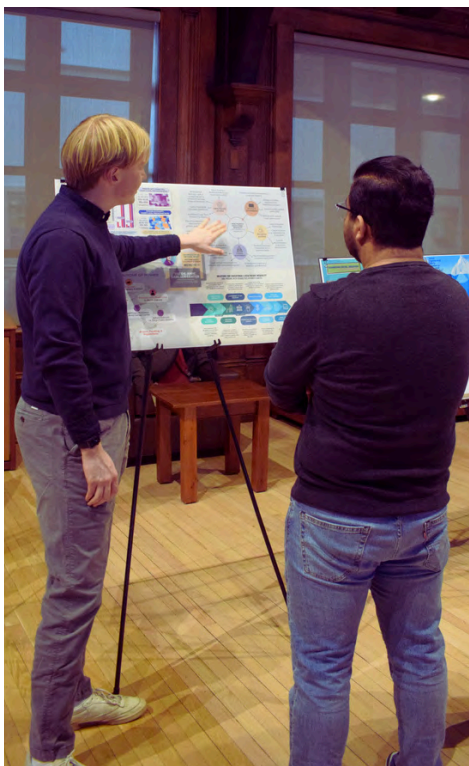
3500+

Students have taken a Social Impact Practicum course



120+

Community agencies have partnered with a SIP



29

Academic departments and disciplines have hosted a SIP

70+

Faculty partners have taught a SIP

240+

Academic courses have incorporated a SIP

400+

Projects have been completed with our local community partners since 2015

Our Impact: Co-curricular Programs

Across the Upper Valley and around the globe, DCSI offers opportunities for Dartmouth students to learn from leaders at the front lines of important global challenges. By teaching youth in our local community or interning in agencies across the world, DCSI enables students to gain knowledge, skills, and connections to effectively enact change.

950+

Students participate in DCSI programs each year

900+

Alumni mentors have supported undergraduate interns

80+

Internships around the globe annually

100+

Local school and community partnerships

200+

Students mentor and teach in the Upper Valley each year





The Strategic Planning Process

Like all of our work, the strategic planning process was collaborative and drew upon the expertise of many voices. The process was led by a committee of DCSI staff and alumni board of advisors. Over 18 months we conducted outreach through surveys, interviews and meeting, ultimately gathering feedback from more than 300 stakeholders.

Through this process we learned a great deal about what we do well: building community, living out our values, offering a diverse range of program opportunities, supporting student learning, and forging meaningful alumni and community connections.

We also learned about ways in which we could improve and grow. We have distilled this feedback into four strategic priorities. This 5-year strategic plan is a roadmap for how DCSI will focus our work to continue educating Dartmouth changemakers.

DCSI Strategic Priorities

- Advance Academic Connections for Impact
- Cultivate Social Impact Career Pathways
- Build Strong, Accessible, and Equitable Communities
- Elevate DCSI's Social Impact Story



DCSI's strategic plan supports several of President Beilock's institutional priorities.

Life-Long Dartmouth

By leveraging our alumni connections and expertise in the social sector, DCSI supports students' social impact career aspirations.

Innovation and Impact

DCSI's academic connections teach undergraduates how to harness their Dartmouth education to drive real impact in their own communities.

Sustainability

As a partner in the Climate Futures initiative, DCSI is supporting Dartmouth's vision for leadership in climate and sustainability both in and outside the classroom.

Mental Health and Wellbeing

By focusing on student belonging and forging deep community connections, DCSI prioritizes wellbeing across campus.

Strategic Priorities: Advance Academic Connections for Impact

In support of Dartmouth's academic mission, DCSI will expand and deepen the application of the liberal arts to real-world challenges through community-engaged learning and research in the classroom.

- Increase the number of Social Impact Practicum courses annually, expanding access to high impact community-engaged teaching and learning experiences for faculty and students.
- Create a certificate or minor in social impact to recognize meaningful student curricular and co-curricular learning in this field.
- Promote community-engaged learning as a best practice in teaching.
- Create structures for faculty advisement and leadership within DCSI's curricular programs.
- Increase faculty training and knowledge of best practices in community-engaged learning and research to improve quality of SIP courses and community partnerships
- Explore additional opportunities to partner and connect academic learning to real-world practice through community-engaged scholarship and research.



“SIP courses are some of the most rewarding academic experiences I’ve had at the College.”

Dartmouth ‘24

Strategic Priorities: Cultivate Social Impact Career Pathways



As Dartmouth's hub of social impact leadership development, DCSI has the expertise, community partnerships, and alumni connections to provide powerful support to students pursuing impact careers. In the next five years, DCSI will expand these efforts to reach more students through alumni mentoring, internships, and impact career programming.

- Expand the social impact career mentoring opportunities available to students by leveraging the talents and expertise of the Dartmouth alumni network and developing a structure to support mentoring success.
- Increase the number of internships DCSI supports annually.
- Partner with the new Center for Career Design to build opportunities for social impact career programming that meet the diverse developmental needs and interests of students.
- Increase access to information and resources focused on social impact careers and job searches.
- Bolster campus and community partnerships to advance social impact careers.

Strategic Priorities: Build Strong, Accessible, and Equitable Communities



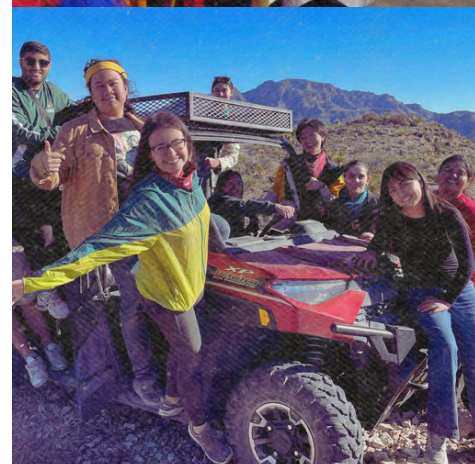
DCSI will invest in strengthening the communities and partnerships across all aspects of its operations with a lens toward equity, access, and belonging. This emphasis will include deepening student communities within DCSI and ensuring community organizational partnerships are aligned with best practices in community-engaged learning.

- Nurture student collaboration and connections within DCSI programs to increase the sense of belonging among participants. Cultivate environments and create systems that encourage and support full participations of all DCSI's students.
- Increase staff knowledge and utilization of universal design principles in program development to ensure access across the variety of student needs.
- Advocate for partner voices, expertise, and input across DCSI and institutional community-engaged initiatives; center community needs; and foster asset-based, equity-centered relationships across all partnerships.
- Align DCSI's staffing model to support the execution of these priorities and allow for the health, professional growth, and success of the DCSI team.

Strategic Priorities: Elevate DCSI's Social Impact Story

We aim to focus more of our communication efforts on sharing the inspiring stories of impact and transformation to increase awareness of DCSI's initiatives and opportunities for engagement among our stakeholders.

- Increase the visibility of DCSI's meaningful educational work across our stakeholder groups including students, alumni, campus partners, and community by creating a holistic communications plan and evaluating its efficacy.
- Align resources to allow for effective implementation of the Center's communications.
- Leverage diverse media formats to tell DCSI's story including our podcast, blogs, newsletters, and social media.
- In our communications, spotlight and celebrate leadership in social impact among DCSI students, partners, and alumni.
- Situate the important social impact leadership work of our students, alumni, and partners within broader conversations on social impact.
- Contribute to the national and international community-engaged learning and social impact fields by supporting staff and faculty scholarship and publication.





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