

Strategic Planning Worksheet for Institutionalizing Service-Learning in Higher Education

The Western Region Campus Compact Consortium members: the state compacts of California, Washington, Hawaii, and Oregon are dedicated to the strategic planning and implementation of service-learning institutionalization on campuses and in communities in the Western region. The process of strategic planning is especially germane to current *Partners in Service* and *Systems of Service* subgrantees as it forms the basis for the 2000-2001 program year activities, and strategically identifies the most effective initiatives for the two subsequent years of program activity.

Once your service-learning advisory committee has completed the *Self-Assessment Rubric for the Institutionalization of Service-Learning in Higher Education*, the group will be in a position to analyze the current level of service-learning integration in the five dimensions outlined in the *Rubric*.

The *Strategic Planning Worksheet for Institutionalizing Service-Learning in Higher Education* can then be utilized as a tool to determine and plan for strategic activities intended to move the campus forward along the continuum of service-learning integration.

Partners in Service and *Systems of Service* subgrantees' strategic plans are due to be turned in to your state program contact by August 2001. The plan must contain responses to each of the sections identified in the *Worksheet* and must be signed by at least two campus officials that have the authority to create campus-wide service-learning policies to institutionalize service-learning on your campus.

Strategic Planning Worksheet for Institutionalizing Service-Learning in Higher Education

The following worksheet is intended to provide a structure for your strategic plan. Do not restrict your work by the existing spaces. In certain categories, length guidelines are requested. *Please use double-spacing for all narratives.*

Institution _____

Time Period 2001-2003 _____

I. Strategic Planning Committee

Primary Contact: _____ E-mail: _____ Mailing Address: _____

Title: _____ Phone: _____ City/State/Zip: _____

Name	Title	Department/Organization

II. Introduction

Provide an overview of the history of service-learning at your institution and the need for strategic planning at this time. (Not more than 2 pages)

III. Institutional Definition of Service-Learning

If your institution has a formal, universally accepted definition for high quality service-learning that is used consistently to operationalize many or most aspects of service-learning on your campus, please record it here. If not, proceed to the next section.

IV. Statement of Values or Guiding Principles

These principles provide the underlying rationale for your efforts to institutionalize service-learning on your campus. They should explain why you are working toward this end.

V. Vision for Service-Learning on your Campus

How do you see service-learning developing on your campus and, ultimately, affecting the focus and priorities of your institution? (Not more than one to two sentences)

VI. Mission Statement for the Institutionalization of Service-Learning

Describe the overall intent of your service-learning institutionalization initiative. (Not more than one to two paragraphs)

VII. Institutional Culture

Describe the culture of your institution. You may wish to consider these questions, as well as many others, to prompt discussion: What is the mission of the institution and how well is it aligned with the rewards, promotions and tenure practices? Where is the active leadership on campus? How is the institution perceived by the community-based organizations and other community constituents? (Not more than 2 pages)

VIII. Identify Key Stakeholders

Name specific stakeholders and their relationship to your institution/strategic planning committee.

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-
-

IX. The Process

Describe the process by which the strategic plan was developed. How was the planning committee selected? How often did they meet? How did your planning team collect pertinent information from key stakeholders? What was your method for keeping the stakeholders informed? What role did each member serve? How were decisions made? What records were kept and where were they kept? How will progress be monitored? (Not more than one page)

X. SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)

The following information is a synopsis of data collected from the key stakeholders to determine the strengths, weaknesses, opportunities, and threats for service-learning institutionalization on your campus. Surveys or interviews can be used to gather this information.

Strengths

-
-
-

Weaknesses

-
-
-

Opportunities

-
-
-

Threats

-
-
-

XI. Goals

*The following section mirrors the format of the Self-Assessment Rubric for the Institutionalization of Service-Learning in Higher Education developed by Dr. Andrew Furco, Director of the Service-Learning Research & Development Center at the University of California, Berkeley. It is intended to assist you with a framework to develop possible goals for your institution. You may find it helpful to review the rubric as you develop your goals. However, **you do not need to develop goals for each dimension. Use one page per goal.***

XI. Goals:

Dimension I: Philosophy and Mission of Service-Learning

Components:

- **Definition of Service-Learning**
- **Strategic Planning**
- **Alignment with Institutional Mission**
- **Alignment with Educational Reform Efforts**

Goal # _____ Goal Statement (*1 sentence*): _____

Objectives

- 1.
- 2.
- 3.
- 4.
- 5.

Objective Number	Action Steps Needed to Achieve Objectives	By Whom?	By What Date?	How will we know objective has been achieved?	Resources Needed
1	1.1				
	1.2				
	1.3				
2	2.1				
	2.2				
	2.3				

XI. Goals:

Dimension II: Faculty Support for, and Involvement in, Service-Learning

Components:

- **Faculty Awareness**
- **Faculty Involvement and Support**
- **Faculty Leadership**
- **Faculty Incentives and Rewards**

Goal # _____ Goal Statement (*1 sentence*): _____

Objectives

- 1.
- 2.
- 3.
- 4.
- 5.

Objective Number	Action Steps Needed to Achieve Objectives	By Whom?	By What Date?	How will we know objective has been achieved?	Resources Needed
1	1.1				
	1.2				
	1.3				
2	2.1				
	2.2				
	2.3				

XI. Goals:

Dimension III: Student Support for, and Involvement in, Service-Learning

Components:

- **Student Awareness**
- **Student Opportunities**
- **Student Leadership**
- **Student Incentives and Rewards**

Goal # _____ Goal Statement (*1 sentence*): _____

Objectives

- 1.
- 2.
- 3.
- 4.
- 5.

Objective Number	Action Steps Needed to Achieve Objectives	By Whom?	By What Date?	How will we know objective has been achieved?	Resources Needed
1	1.1				
	1.2				
	1.3				
2	2.1				
	2.2				
	2.3				

XI. Goals:

Dimension IV: Community Participation and Partnerships

Components:

- **Community Partner Awareness**
- **Mutual Understanding**
- **Community Agency Leadership and Voice**

Goal # _____ Goal Statement (*1 sentence*): _____

Objectives

- 1.
- 2.
- 3.
- 4.
- 5.

Objective Number	Action Steps Needed to Achieve Objectives	By Whom?	By What Date?	How will we know objective has been achieved?	Resources Needed
1	1.1				
	1.2				
	1.3				
2	2.1				
	2.2				
	2.3				

XI. Goals:

Dimension V: Institutional Support for Service-Learning

Components:

- **Coordinating Entity**
- **Policy-making Entity**
- **Staffing**
- **Funding**
- **Administrative Support**
- **Evaluation and Assessment**

Goal # _____ Goal Statement (*1 sentence*): _____

Objectives

- 1.
- 2.
- 3.
- 4.
- 5.

Objective Number	Action Steps Needed to Achieve Objectives	By Whom?	By What Date?	How will we know objective has been achieved?	Resources Needed
1	1.1				
	1.2				
	1.3				
2	2.1				
	2.2				
	2.3				

XI. Monitoring Plan

Describe the process by which the strategic plan will be monitored, including how often the strategic planning committee will convene to assess progress and/or to revise the plan.

XII. Resources

Outline resources (as identified in action steps) needed to implement the strategic plan. Discuss strategies for procuring support if existing resources are not sufficient.

XIII. Executive Narrative

Develop a one to two page Executive Narrative summarizing your strategic plan to institutionalize service-learning at your institution. Your Narrative should include the key elements from Section I. – XII. outlined above.

Approved by:

*To be accepted, the strategic plan must be signed by at least two campus officials that have the authority to create campus-wide service-learning policies to institutionalize service-learning on your campus. One of the signatures must be from either the campus *President/Chancellor, Chief Academic Officer (Provost), or Chief Student Affairs Officer**

<i>Signature</i>	<i>Name, Title</i>	<i>Date</i>
<i>Signature</i>	<i>Name, Title</i>	<i>Date</i>

Attachments

Please attach a copy of your institution’s Mission Statement and current Strategic Plan.