STUDENT LEADERS FOR SERVICE
STRATEGIC PLAN 2013-2018
# TABLE OF CONTENTS

- Introduction: Process and Timeline ................................................................. 3
- Name Change.................................................................................................... 4
- Vision ................................................................................................................ 4
- Mission .............................................................................................................. 4
- Programs .......................................................................................................... 4
- Values ............................................................................................................... 5
- Previous Office Structure .............................................................................. 6
- Proposed Office Structure ............................................................................ 6
- Goals ............................................................................................................... 8
- 5 Year Plan ...................................................................................................... 9
- Anticipated Results of Strategic Plan ............................................................. 10
INTRODUCTION: PROCESS AND TIMELINE

During the summer of 2013, four two-hour strategic planning sessions were held on July 24th, July 31st, August 7th and August 14th. Due to the Program Coordinator’s family leave, there was a final wrap-up strategic planning session held December 2nd. The goals of the strategic planning were:

- Re-naming and re-branding of office based on past 2 years of growth
- Revisiting the mission statement
- Articulating the values and vision of the department
- Articulating programs, services, alignments
- Formulate 5 year plan

The strategic planning sessions were facilitated by Katie Jundt, Associate Director of Student Activities and Leadership Programs. The participants of the strategic planning committee were:

Dianna Antee, Student Leaders for Service Graduate Intern
Teresa Badel, Volunteer/Community Outreach Coordinator, Rose Haven (Community Partner)
Jackie Balzer, Vice President, Enrollment Management and Student Affairs
Felipe Ferriera, Student Leaders for Service Member 2013-14
Marlon Holmes, Student Fee Committee Liaison to Student Leaders for Service 2013-14
Kevin Kecskes, Associate Professor, Public Administration
Seanna Kerrigan, Capstone Program Director, University Studies
Erika Nielsen, Student Leaders for Service Member 2012-13, Team Lead 2013-14
Rachel Samuelson, Student Leaders for Service Coordinator
Heather Spalding, Sustainability Leadership and Outreach Coordinator
Amy Spring, Assistant Director, Community-University Partnerships, Office of Academic Innovation
Linse Sullivan, Student Leaders for Service Member 2011-12, Team Lead 2012-14
Michele Toppe, Dean of Students
Jill Townley, Associate Director, International Student Life
William Wright, Student Leaders for Service Member 2009-11, Team Lead 2011-12

All work for the strategic plan was completed during the five strategic planning sessions. The agendas, minutes and supporting documents are available upon request to the Student Leaders for Service Coordinator. The Student Leaders for Service Coordinator compiled the initial mission, vision, values and goals based on the strategic planning committee’s work. This report is in draft form until reviewed and approved by the Student Leaders for Service Advisory Board in Winter 2014.
**NAME CHANGE**

Student Leaders for Service will now be known as the "**Student Community Engagement Center.**" The name of the year-long leadership program within the Student Community Engagement Center will still be called Student Leaders for Service. Name options were compiled by strategic planning committee members. The options were narrowed down through discussions at the final strategic planning session, and through student/community polls via social media. The final name was decided based on opinions of multiple stakeholders and approved at the Advisory Board Meeting on March 12, 2014.

**VISION**

To provide robust and varied co-curricular opportunities for all students at Portland State to engage with the community and become catalysts for change.

**MISSION**

Empowering students to engage with communities to create positive social change.

**PROGRAMS**

Student Leaders for Service meets its mission by providing a wide range of engagement opportunities in a variety of different formats.

- **Year Long Programs**
  - Student Leaders for Service
  - Interfaith Leadership Team
  - Viking Floors (Partnership with Residence Life)

- **Term Long Programs**
  - MAPS - Mentor: Alder and Portland State
  - Graduate Internships
  - MEPI – Middle Eastern Program Initiative (Partnership with the Office of Academic Innovation and International Student Life) - *summer only*

- **Week Long Programs**
  - ASB – Alternative Spring Break

- **Day Long Programs**
  - Portland State of Mind Day of Service - October
  - MLK Day of Service - January
  - Earth Day of Service - April
  - “Serve your City” Days – Monthly by arrangement
  - College Days (Partnership with Alder Elementary)
VALUES

Mobilizing engagement: Providing multiple access points for students at Portland State to get involved in service.

   This is demonstrated by:
   • Different lengths of engagement opportunities ranging from singular days of service to yearlong leadership programs. (See “Programs” above.)
   • Becoming a “resource hub” for co-curricular community service.

Reciprocal Partnerships: Fostering meaningful and mutually beneficial partnerships between Portland State and community organizations as well as interdepartmental partnerships.

   This is demonstrated by:
   • Over 10 year-long intensive community partnerships.
   • Development of collaborative programming with multiple departments at Portland State

Social Justice and Equity: Acknowledging the dignity of every human being and framing our work to deconstruct oppression in order to build a more just and equitable society.

   This is demonstrated by:
   • All community based volunteering and learning experiences rooted in social justice framework.
   • Two intensive leadership programs with curriculum founded on social justice and equity.
   • Training and leadership development of office staff.

Developing and Empowering Students: Equipping students with skills and knowledge to become effective changemakers in their communities.

   This is demonstrated by:
   • Providing a variety of avenues for students to get involved with their communities that can often build on one another to encourage growth and development.
   • Anchoring service experiences with learning.
   • Training and leadership development of office staff.
### Previous Office Structure

- **Student Leaders for Service Team**
  - Day of Service Programs
  - Alternative Spring Break

### Proposed Office Structure

<table>
<thead>
<tr>
<th>Resources and Recognition for Service</th>
<th>Day of Service Programs</th>
<th>Alternative Service Break</th>
<th>Term long programs</th>
<th>Year long programs</th>
<th>Outreach and Partnerships</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteer matching</td>
<td>Portland State of Mind</td>
<td>Multiple Spring Break trips</td>
<td></td>
<td>Student Leaders for Service</td>
<td>Fundraisers</td>
</tr>
<tr>
<td>Development of &quot;Viking Volunteers&quot;</td>
<td>MLK Day</td>
<td>Introduce Winter Break trip in future</td>
<td>MAPS (Mentors: Alder and Portland State)</td>
<td>Interfaith Service Leadership Team</td>
<td>Americorps/Peace Corps appreciation</td>
</tr>
<tr>
<td></td>
<td>Earth Day</td>
<td></td>
<td></td>
<td>Viking Floors</td>
<td>Appreciation of Veterans</td>
</tr>
<tr>
<td></td>
<td>&quot;Serve Your City&quot; Days</td>
<td></td>
<td></td>
<td></td>
<td>Awareness Weeks (future)</td>
</tr>
</tbody>
</table>
Going Deeper in Service:

- Volunteer Matching
- "Viking Volunteers" - Volunteer Certificate Program

Day Long Service Programs
- Portland State of Mind Day of Service (October)
- MLK Day of Service (January)
- Earth Day of Service (April)
- Serve Your City Days (custom service experiences for student groups/departments)

Week Long Service Programs
- Multiple Spring Break Trips
- Introduce Winter/Summer Break trips in future

Term Long Service Programs
- MAPS (Mentors: Alder and Portland State)

Year Long Service Programs
- Student Leaders for Service
- Interfaith Service Leadership Team
- Viking Floors
GOALS

These goals align under Student Activities and Leadership Programs Goals.

| To be responsible, resourceful, and efficient in our planning and use of resources. | • Rebrand and execute marketing and outreach campaign to increase knowledge of opportunities for co-curricular community engagement within the EMSA division and campus at large.  
• Implement both qualitative and quantitative assessment tools for every service program and the office as a whole.  
• Develop a sustainable revenue plan for Alternative Spring Breaks and the Alder Mentorship Program (MAPS). |
|---|---|
| To build mutually beneficial partnerships across campus and in the larger community. | • Increase the number of community partners.  
• Strengthen relationships with community partners by increasing communication to ensure needs are being met and programming is meeting actual community needs.  
• Expand the programming options extended to community partners.  
• Build stronger relationships with campus stakeholders – build and maintain strong relationships with other leadership programs, offices and departments on campus that have similar goals.  
• Increase the number of co-sponsorships.  
• Continue to promote and educate EMSA division on the nature of service-learning opportunities and best practices. |
| To foster student engagement across campus. | • Increase the number of opportunities to engage students in service.  
• Increase the overall number of students that engage in co-curricular service through our office.  
• Increase the number of students in year-long leadership programs and decrease attrition through the year.  
• Provide high quality student development opportunities. |

Additional goal: **Implement a social justice/equity lens to all programming.**

- Diversify students in leadership programs.  
- Diversity people involved with engagement/service opportunities  
- Incorporate social justice into leadership curriculum and service opportunities.
5 YEAR PLAN

2013-14
- Finalize rebranding of office
- Align Interfaith Leadership Team under office
- First year of Portland State of Mind Day of Service
- Development of MAPS – Mentor: Alder and Portland State
- Development of “Serve Your City” Days
- Decrease Alternative Spring Break to 2 trips in order to align with current fundraising ability
- Creation of Viking Floors Partnership and pilot program
- Secure funding for another year of AmeriCorps VISTA
- Develop graduate intern job descriptions
- Development of Advisory Board Bylaws

2014-15
- Strategically promote the new office brand
- Re-align student lead work loads to better serve growth of the office
- Develop training for student leads
- Develop incentive and tracking system for community service (ex. Service Corps)
- Secure Leadership Fellows slot and funding for Interfaith Leadership Team
- Secure grants for Alternative Spring Break and offer 3 trips
- Seek Summer Programming through cross-cam/ community partnerships
- Increase number of participants in campus-wide service days
- Increase number of co-sponsorships with departments across campus
- Secure stable personnel support for the MAPS program

2015-16
- Add additional Alternative Spring Break trip outside of the west coast with stable funding
- Add additional term-long service program
- Increase number of participants in campus-wide service days

2016-17
- Increase number of participants in campus-wide service days
- Create additional cross-campus programming

2017-18
- Addition of a 3 day mini Alternative Break Trip during winter break
- Increase number of participants in campus-wide service days
- Create additional cross-campus programming
The goal of implementing this strategic plan is ultimately to serve more students. Below is an estimate of the number of students served after year 3 of the strategic plan:

<table>
<thead>
<tr>
<th>Category</th>
<th>Program</th>
<th>Number of Students Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day Long Service Programs</td>
<td>Portland State of Mind</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td>MLK Day</td>
<td>250</td>
</tr>
<tr>
<td></td>
<td>Earth Day of Service</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td>Serve Your City Days</td>
<td>100</td>
</tr>
<tr>
<td>Week Long Service Programs</td>
<td>4 Spring Break Service Trips</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>2 Winter Break Service Trips</td>
<td>20</td>
</tr>
<tr>
<td>Term Long Service Programs</td>
<td>MAPS (Mentors: Alder and Portland State)</td>
<td>45</td>
</tr>
<tr>
<td>Year Long Service Programs</td>
<td>Student Leaders for Service</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Interfaith Service Leadership Team</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>Viking Floors</td>
<td>200</td>
</tr>
<tr>
<td>Resources and Recognition for</td>
<td>Volunteer Matching</td>
<td>240</td>
</tr>
<tr>
<td>Service</td>
<td>Viking Volunteers</td>
<td>100</td>
</tr>
<tr>
<td>Outreach and Partnerships</td>
<td>My Funny Valentine Fundraiser</td>
<td>150</td>
</tr>
<tr>
<td></td>
<td>Americorps/Peace Corps Appreciation</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Veterans Appreciation</td>
<td>100</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>1635</strong></td>
</tr>
</tbody>
</table>

This doubles the number of students we are currently serving.