Linking Community and Student Development

2010–2015 Haas Center for Public Service Strategic Plan
Stanford University
From the Haas Center Leadership Team

We are often asked what makes Stanford unique. Our answer always is Stanford’s commitment to seek solutions to the world’s most pressing problems. The Haas Center for Public Service is a critical piece of this work. As the Center’s new leadership team, we are honored to introduce our strategic plan.

Since 1985, Stanford’s institutional commitment to public service has been defined in many ways by the Haas Center’s work. As one of the first comprehensive public service centers established in the United States, the Center not only served to embody the promotion of the public welfare articulated within the university’s founding grant, it helped catalyze a national movement focused on renewal of the civic purposes of American higher education.

As articulated in this strategic plan: “A new generation of inspired, engaged civic leaders is needed to develop solutions to increasingly complex social challenges and create a more just and sustainable world.” The Center’s plan speaks to the development of this new generation as core to Stanford’s identity and purpose in the world. Whether serving at the local level, in Washington, DC, or around the globe, our students provide the focus, leverage, creativity and passion that make Stanford a major contributor to the development of the solutions we all seek.

The Haas Center will not accomplish the ambitious goals articulated in this plan alone. Public service, like other core elements of Stanford’s mission, is a responsibility shared by everyone associated with our institution, and we invite your involvement. The plan builds upon our existing academic connections and involves drawing upon faculty expertise in increasingly diverse and substantial ways. In sharing this bold plan, we hope that you are inspired to contribute in a meaningful way to accomplishing its goals.

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Introduction

With great enthusiasm we, the Haas Center for Public Service, present our strategic plan for the next five years (2010–2015). The plan is deeply rooted in the object and purposes of Stanford University’s Founding Grant, i.e., “to qualify its students for personal success, and direct usefulness in life and its purposes, to promote the public welfare by exercising an influence on behalf of humanity and civilization.”

We know that a new generation of inspired, engaged civic leaders is needed to develop solutions to increasingly complex social challenges and to create a more just and sustainable world. We also know that deeper partnerships are possible between Stanford University and the communities that it serves. This is the Center’s work—student development and community development. Our success in one domain is contingent on our success in the other.

This plan is
- informed by 25 years of experience
- inextricably linked to the bold priorities outlined in the Stanford Challenge
- based on our values of effective and ethical service
- informed by conversations with students, faculty, staff, alumni and community members during the 2009 ASSU Service Summit and throughout the 2009–10 academic year

The questions, challenges, and issues the Haas Center faces are no different from those at other institutions of higher learning: how to balance the dynamic tension between service and learning, how to appropriately assess impact, and how to define our work. As we celebrate the Haas Center’s 25th anniversary, it is fitting, if not essential, that we develop a plan for our future that raises the bar for both Stanford and the field.

Plan Implementation

We will not allow this plan to gather dust. To realize this strategic plan, we have created an operational plan targeted to the Haas Center staff that provides greater depth to the strategies, including concrete activities and tasks that will be reviewed and modified each year. From the operational plan, staff will develop annual work plans. Moreover, our National Advisory Board and Faculty Steering Committee agendas will be shaped in ways that ensure both accountability and adaptability.
The Core Elements of Our Plan

**what will happen**

- **Goal 1:** engage students
- **Goal 2:** engage communities
- **Goal 3:** engage faculty
- **Goal 4:** contribute to the field
- **Goal 5:** work at our best

**what we will do**

- Universities have a responsibility to promote the public welfare.
- Public service must be both ethical and effective.
- Civic leadership competencies can be taught and learned in higher education settings.
- Community development and student development are linked.
- Students should be exposed to, and engaged in, multiple pathways of public service.

**who we are**

- We will inspire and support the development of students into informed, engaged citizens.
- We will develop and disseminate best practices in community-engaged scholarship.
- We will strengthen communities through mutually beneficial partnership among the community, students, and faculty.
- Universities have a responsibility to promote the public welfare.
- Public service must be both ethical and effective.
Mission: The Haas Center for Public Service strives to inspire Stanford University to realize a just and sustainable world through service, scholarship, and community partnerships.

Focus Areas

Based on student interest, faculty capacity, and community need, we have decided to place a special focus on the following areas:

- improving educational opportunity and equity
- improving environmental sustainability
- improving health
Goal One: Engage Students

Inspire and support student leadership, collaboration, innovation, and discovery, and provide the tools for students to leverage their Stanford experience for positive public impact.

Measures and Milestones:

- By 2015, 40 percent of seniors will indicate involvement in Haas Center for Public Service programs in the annual Senior Survey.
- Each year, at least 90 percent of senior respondents to the Senior Survey who indicate involvement in Haas Center programs will report that their experience was “satisfactory” or “very satisfactory”.
- Each year, at least 75 percent of Haas Center program participants will indicate that their experience was “meaningful” or “very meaningful” on feedback surveys.
- By 2015, all Haas Center staff members and key university partners will understand our civic leadership competencies and have the capacity to advise students on public service pathways.

Strategies:

1.1 Identify the fit between student interests and needs and available resources and opportunities, and obtain feedback on whether student needs are being met at the program-specific and center-wide level.

1.2 Enhance student advising with respect to their public service exploration process/journey and enable them to connect public service to their academic work.

1.3 Support student organization leaders and increase collaboration on student-led public service programs.

1.4 Increase student leadership of Haas Center programs (e.g., Alternative Spring Break).

1.5 Establish a coherent student developmental model that cultivates student civic leadership competencies.

1.6 Enhance outreach efforts to increase student awareness of Haas Center opportunities and resources available as well as promote the value, vision and multiple pathways of public service.

1.7 Celebrate and recognize ethical and effective student involvement in public service based on identified standards.

1.8 Build alumni involvement that provides high impact support to students.
Goal Two: Engage Communities

Facilitate mutually beneficial partnerships that identify and solve education, environment, and health problems in measurable ways.

Measures and Milestones:
- By 2013, a fully functional community database will be developed from a comprehensive community asset/partnership mapping initiative.
- Each year, at least 90 percent of active community organizations will report that their partnerships with the Haas Center were “satisfactory” or “very satisfactory” based on mutually established principles.

Strategies:
2.1. Deepen the overall responsiveness to community inquiry, and the level of engagement of local community partners in existing Haas Center programs.

2.2. Identify and map existing community and campus assets focused on solving problems in environment, education, and health.

2.3. Develop signature partnerships that meet identified needs in local, national, and/or global communities, focusing on education, the environment, and health.
Goal Three: Engage Faculty

Integrate civic learning and community-engaged scholarship into Stanford’s academic life.

Measures and Milestones:
- By 2015, increase courses tagged as service learning courses by 25 percent (based on the 2010 baseline).
- By 2015, the Haas Center will have fully integrated its engaged scholarship and co-curricular service programs.

Strategies:
3.1. Systematically reach out to all Stanford Schools to build awareness of community-engaged scholarship.
3.2. Increase the number of new service-learning courses, emphasizing education, health, and the environment.
3.3. Develop opportunities that connect faculty and community members who share similar work and interests, emphasizing education, health, and the environment.
3.4. Develop mechanisms to recognize student and faculty leadership in community-engaged scholarship.
3.5. Develop our capacity to assist Schools and faculty in evaluating and monitoring the impact or effectiveness of community-engaged scholarship (including service-learning courses, Public Service Scholars Program, Community-based Research Fellows Program, etc.).
3.6. Expand the number of departments/degree granting programs that include service-learning courses as part of their core undergraduate curriculum.
Goal Four: Contribute to the Field

Strengthen the knowledge base and community of professionals that integrate public service into higher education.

Measures and Milestones:
- By 2015, increase the number of website visitors from outside Stanford by 10 percent (based on 2010–11 baseline data).
- By 2015, increase the number of requests for information/tours from external audiences by 10 percent (based on 2010–11 baseline data).
- Each year, Haas Center staff will make at least 10 contributions to high profile regional or national audiences (presenting at conferences, publications, etc.) on work that moves the field forward (civic leadership competencies, public service pathways, etc.).

Strategies:
4.1. Assess civic learning and student civic leadership competencies derived from involvement in public service.

4.2. Disseminate knowledge and information that contributes to the field and informs practice.

4.3. Contribute to professional development opportunities at the national level for emerging leaders and advanced practitioners.
Goal Five: Work at our Best

Develop an organization that allows its people to work at their best.

Measures and Milestones:
- Based on a biennial staff survey, at least 70 percent of staff members will report their overall experience working within Haas Center as “satisfactory” or “very satisfactory;” at least 70 percent staff will “strongly agree” or “agree” that the Haas Center has established an inclusive work environment that allows them to work at their best.
- Based on an annual survey, at least 90 percent of National Advisory Board members will report that they are “satisfied” or “very satisfied” with the strategic direction and organizational effectiveness of the Haas Center.
- By 2015, the Haas Center will increase financial resources for program support by 10 percent.

Strategies:
5.1. Attract, develop, and retain an excellent, diverse staff that is motivated and capable of supporting outstanding public service experiences.

5.2. Cultivate an understanding of, and commitment to, inclusiveness at all levels of the organization.

5.3. Create and implement comprehensive evaluation and assessment system (program specific and center-wide), emphasizing assessment of student civic competencies and community outcomes in health, environment, and education.

5.4. Diversify and increase Haas Center funding and revenue sources to support people and programs.

5.5. Develop and implement comprehensive communication and stewardship plans to foster greater breadth and depth of support and understanding across program areas from Haas Center stakeholders.

5.6. Develop and implement processes to operationalize the strategic plan and periodically review the goals and strategies.
Acknowledgements

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Learn more about the Haas Center and how to get involved: http://haas.stanford.edu
Learn more about the strategic plan and process: http://haas.stanford.edu/strategicplan
Representatives from the following campus and community organizations/programs influenced the development of this strategic plan.

Acterra  
Alternative Spring Break  
Alumni Consulting Team  
Asian American Activities Center  
Associate Vice Provost for Graduate Education  
Associated Students of Stanford University  
Bechtel International Center  
Black Community Services Center  
Boys and Girls Club of the Peninsula  
California Campus Compact  
Career Development Center  
Center for Social Innovation  
Center on Comparative Studies of Race and Ethnicity  
McCoy Family Center for Ethics in Society  
Center on Philanthropy and Civil Society  
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Earth Systems Program  
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JobTrain  
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LGBT Community Resources Center  
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Office of Development  
Office of Education Resources  
Office of Science Outreach  
Office of the Registrar  
Palo Alto City Manager  
Ravenswood Child Development Center  
Ravenswood Family Health Clinic  
Redwood City 2020  
Residential Education  
Risk Management  
School of Education  
School of Earth Sciences  
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Stanford Associates  
Stanford College Prep  
School of Engineering  
Stanford in Government  
Stanford Service Summit  
Student Activities and Leadership  
Vice Provost for Student Affairs  
Undergraduate Research and Advising  
Program on Urban Studies  
Vice Provost for Undergraduate Education  
Youth Community Service

✓ ACTION
☐ APATHY

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