The University of California, Berkeley’s Public Service Center (PSC), formerly known as Cal Corps, is charged with supporting students and faculty to serve the greater public good. The Center or PSC is a focal point for engaging the university and community in reciprocal partnerships that amplify social justice efforts, build student leadership, and enable students and alumni to explore lifelong commitments to public service. The Center was founded in 1967 as the Community Projects Office by undergraduate students who wanted to promote and sustain student-led community service. Since its founding, the Center has grown at a remarkable rate, and now supports a corps of 200 student leaders and the work of 5000 students, 250 community-based organizations, and dozens of faculty members who integrate community-based learning into their teaching.

“Cal Corps” was renamed the Public Service Center in 2013 to better convey the Center’s breadth and mission. The Center is currently funded by the University, program and partnership fees, private foundations, and individual donations from alumni and others. The ASUC maintains its commitment to the Center by continuing to provide funding for the student group sponsorship program. In addition, the ASUC also provides the Center office space within Eshleman Hall, currently being rebuilt as part of the Lower Sproul Revitalization.

STRATEGIC PLANNING PROCESS
The strategic planning process was begun in January 2013 and spanned the 2013-14 academic year. The process was designed to include the Center’s key stakeholders—students, faculty, off-campus community partners, on-campus staff partners, alumni and PSC staff, current and past. Twenty-five stakeholders formed a Strategic Planning Group (SPG) from January to June 2014. While the primary objective was to inform the planning for the Center in the coming three years, we expect that the findings will also be useful more broadly on campus for such institutional processes as the Student Affairs Strategic Planning Initiative, the upcoming examination of undergraduate education, Western Association of Schools & Colleges accreditation, and Carnegie Elective Community Engagement Classification. Given the University of California’s public purpose, the process explored how to best leverage the expertise and relationships that reside in the Public Service Center to strengthen and extend the institution’s contributions to the public good. The Center’s work is guided by a Vision, Mission and Values that the SPG validated.

VISION
We envision a university that works in partnership with local and global communities to inspire a just world through transformational education and research in support of the public good.

MISSION
The UC Berkeley Public Service Center connects people through shared learning and collaborative action for social justice.
VALUES

The Center is guided by five core values that shape our approach to public service at UC Berkeley:

- Experiential and Reflective Learning
- Collaboration and Commitment
- Community Wisdom
- Student Agency
- Equity and Social Justice

The strategic planning process revealed the core strength of the Center as supporting students to discover a pathway to serving the public good that aligns with their personal values. The core practices of the Public Service Center today are consistent with its values and include:

- Inspiring students to see themselves as sources of power and change
- Acknowledging the assets and resources in the off-campus community
- Committing to strong, long-term relationships
- Challenging students by asking questions/surfacing tensions
- Creating a space where students can learn from their mistakes

STRATEGIC PRIORITIES 2014-17

The ideal of using knowledge created in the university, and producing civically engaged graduates to contribute to the public good is one that is shared broadly on campus. The higher education service-learning movement bloomed at the dawn of the twenty-first century, at the same time of growing inequality and community distress. The discussions of the SPG were rich with ideas and areas in which the PSC might develop partnerships and programs in order to serve the entire Berkeley campus. Some of the areas discussed as priorities were linking service and career development and strengthening partnerships and collaboration with community partners who are, in effect, co-educators of our students. With a sense of urgency and a constant, growing need for services, research and community support, we have made choices in this plan about the small subset of actions we can take in the next three years that will pulse ripples of change.

Underlying the successful implementation of the following strategies is an infrastructure that matches the world-class reputation of Berkeley. Building strong, respectful, ethical relationships between off-campus community partners and multiple programmatic academic and student life units is labor-intensive, but essential work. A stable budget and support from administrators creates the conditions under which a talented and professional staff can thrive and produce results, as well as the University can fulfill its long-term commitments to its community partners and alumni. The full strategic plan includes a climate scan and comparison (finance and otherwise) to our peer institutions.

STRATEGIC PRIORITY #1: SERVE AS A CAMPUS HUB FOR THE PUBLIC SERVICE MISSION AND VALUES—THE PUBLIC SERVICE VOICE—OF UC BERKELEY

As a public, land grant university, the University of California was founded to serve the people of the state through educating citizens and creating new knowledge that could be used in the public interest. The PSC, as a credible, visible embodiment of this goal, should be a focal point and voice for the public purpose and core values of Berkeley.¹ The PSC convenes individuals and departments who are serving off-campus communities, and should play a greater organizing role that could better focus and highlight the many disparate efforts—many highly effective—that are currently

¹ As articulated in the campus Principles of Community, http://www.berkeley.edu/about/principles.shtml.
going on. This will provide opportunities for collaboration around specific community organizations or issues, a forum to learn from each other’s experiences, and allow the Center to diffuse its critical service-learning model across campus. Goals to be further developed with stakeholders once a PSC Director is named include:

● Convene campus and community leaders to develop and promote a framework of public service within the Berkeley and Bay Area context which encompasses forms of service aligned with PSC values
● Promote out-of-program service, education, and reflection experiences so that stakeholders can find opportunities and support through “the Commons”
● Serve as a general resource for all stakeholders along all pathways

STRATEGIC PRIORITY #2: INCREASE ACCESS TO PSC TRANSFORMATIONAL SERVICE OPPORTUNITIES TO HISTORICALLY UNDERREPRESENTED STUDENTS

The Center is committed to the campus goal of supporting a critical mass of talented students that fully represents California’s excellence and diversity and provides an environment in which they can thrive. Students are increasingly stretched to fit courses, work, personal/family responsibilities, and service/leadership/personal development experiences into their lives. With increasing tuition, student course loads are increasing, leaving even less time to engage in activities which are not directly related to their academic success. When students also need to work, service activities that do not provide income or academic credit become luxuries for those who can afford it. These financial disincentives for service disproportionately impact historically underrepresented students. Students who are transformed through off-campus service experiences bring their new perspectives back to the campus community, thus enriching the campus climate. Furthermore many of the communities served by Berkeley students are made up of these same historically underrepresented groups. Increasing access to PSC service opportunities for historically underrepresented Cal students will have the additional benefit of enhancing our campus’ contributions to the community. Goals to be further developed with stakeholders once a PSC Director is named include:

● Increase compensation available for those who cannot afford to engage in service
● Make the PSC more culturally representative of the communities and students we serve
● Deepen partnerships with other campus spaces supporting historically under-represented students

STRATEGIC PRIORITY #3: BUILD SERVICE OPPORTUNITIES AROUND SCHOLARSHIP

The Center has been a key partner in founding and coordinating the most recent iterations that link faculty with community-based learning: Berkeley Engaged Scholarship Initiative (BESI) and American Cultures Engaged Scholarship (ACES) program. AAC&U’s A Crucible Moment states “Every disciplinary and interdisciplinary major should examine the civic questions, dilemmas, and public purposes of its field. This is the next frontier for civic learning.” Rather than focusing solely on supporting faculty in integrating community-based learning objectives into their scholarship (research and teaching/course design)—an element which will remain in our continuing work—we seek to offer students experiential service opportunities to deepen their academic work. Goals to be further developed with stakeholders once a PSC Director is named include:

● Develop a model by piloting a partnership with one college/school/department over 3-5 years to infuse service and scholarship into academic offerings through long-term community partnerships
● Develop resources, practices, and partnerships that support students in pursuing academic opportunities related to community-based work
IMPLEMENTATION YEAR ONE (2014-15)

● The Center will begin the year below baseline staffing level, while a Director search takes place
● This plan’s implementation team will not be identified until the Director is named

STRATEGIC PRIORITY #1: SERVE AS A CAMPUS HUB FOR THE PUBLIC SERVICE MISSION AND VALUES—OF UC BERKELEY

● Convene campus and community leaders to develop and promote a framework of public service within the Berkeley and Bay Area context that encompasses service aligned with PSC values
   o Promote Alumni in Residence program and monthly Community Conversations events; integrate this goal into staff and student elevator pitches
   o With key partners co-convene faculty, staff, and student networks and collaboratives
   o Convene Center Advisory Board toward 50th Anniversary of Center
● Promote out-of-program service, education, and reflection experiences so that stakeholders can find opportunities and support through “the Commons”
   o Define “Commons” in partnership with stakeholder input
   o Frame spring 2015 Community Conversations along pathways
● Serve as a general resource for all stakeholders along all pathways
   o Update website and physical space to emphasize resources offered by PSC

STRATEGIC PRIORITY #2: INCREASE ACCESS TO PSC TRANSFORMATIONAL SERVICE OPPORTUNITIES TO HISTORICALLY UNDERREPRESENTED STUDENTS

● Increase compensation available for those who cannot afford to engage in service
   o With student and community stakeholders, define goals for participation; identify what is working in PSC programs where we have the student representation we seek
   o Where possible connect service to academic credit and/or work-study or stipends
● Make the PSC more culturally representative of the communities and students we serve
   o Ensure all materials are accessible
   o Co-lead workshops and trainings with other student-centered spaces on campus
   o Involve students in creating/imaging PSC space
   o Plan for year two implementation in New Eshleman
● Deepen partnerships with other campus spaces supporting under-represented students
   o Identify criteria for partnerships
   o Explore partnerships and joint programs with curricular and co-curricular programs working with historically underrepresented students

STRATEGIC PRIORITY #3: BUILD SERVICE OPPORTUNITIES AROUND SCHOLARSHIP

● Develop a model by piloting a partnership with one college/school/department over 3-5 years to infuse service into academic offerings through long-term community partnerships
   o Develop criteria for choosing first academic partner
   o Hold exploratory dialogues with potential colleges/schools/departments
   o Partner with academic advisors to leverage PSC experiential opportunities that can enhance academic learning
   o Identify best practices across graduate/professional schools in engaging graduate students and role of Center in amplifying efforts through peer networks such as TRUCEN
● Develop resources, practices, and partnerships that support students in pursuing academic opportunities related to community-based work
   o Offer a workshop each semester on connecting direct service to research
   o Explore collaborations with the McNair Scholars program and Undergraduate Research Apprenticeship Program