STRATEGIC PLAN
2013 - 2018
The Leo T. McCarthy Center 5-year strategic plan was created due to the work, insights and creativity of numerous stakeholders. The process was facilitated by Kathleen Rice, Ph.D., C.T.F. In concert with the 10-year anniversary of the founding of the McCarthy Center, we look forward to the promotion and launch of the plan as we name, promote and achieve these strategic goals in the next 5 years.

The process to create the plan has been intentionally participatory, and stakeholders from key constituencies were included in the process.

The Design Team was comprised of 8 people who developed the Strategic Plan Focus Question, a timeline for developing the plan, and a larger list of stakeholders to be included in various stages of the process. Design Team members participated in regularly scheduled meetings focused on discussing feedback from stakeholder groups and developing materials to invite larger participation.

Overall, through this inclusive process we heard from over 130 people in a variety of formats. We did our best to include multiple perspectives in response to the Strategic Planning Focus Question:

What is the McCarthy Center’s 5-year vision and plan for advancing the University’s core mission of offering students the knowledge and skills needed to succeed as persons and professionals, and the values and sensitivity necessary to be men and women for others, while developing mutually enriching relationships that foster community and build capacity to support positive outcomes?
McCARTHY CENTER HISTORY

The McCarthy Center is located within the College of Arts and Sciences at USF, and its programs service the entire USF community. Prior to the creation of the Leo T. McCarthy Center for Public Service and the Common Good in 2002, some faculty used service-learning as a pedagogy. However, this work was decentralized and there was not a structure for institutional support. Some of our programming landmarks:

1994  The Office of Community Service and Service-Learning was established with funds from the Corporation for National Service. This office housed co-curricular events, as well as centralized support for service-learning course creation.

1998  Faculty grants were awarded with funds from California Campus Compact and the benchmarking of the institutionalization of service-learning was completed by a service-learning task force comprised of faculty. This task force became the university-wide standing Service-Learning Committee in 1999.

2000  Father Stephen Privett became President of the University of San Francisco. His inaugural speech, “Educating for a Just Society” inspired Former Lt. Governor Leo T. McCarthy to tell Fr. Privett after the ceremony, “I’d like to help you with one or two of your goals.” This relationship ultimately led to the establishment of the Leo T. McCarthy Center for Public Service and the Common Good in 2002.

2001  The Leo T. McCarthy Center for Public Service and the Common Good (LTMC) was established in November 2001, and opened in 2002. Co-curricular events and academically-linked programs are both part of the Center’s work. The Robert Holstein Memorial Scholarship was endowed; it provides scholarships to students with financial need who are deeply committed to scholarship, public service, and public policy-making programs for the common good.

2002  The core curriculum was revised to require all undergraduate students to take a service-learning course. Service-learning course designation criteria were established.
After the creation of the Center, the following programs were established:

- The Public Service Certificate
- The USF in DC Program
- McCarthy Fellows Program (formerly USF in Sacramento)
- ACE (Advocates for Community Engagement) Program
- Faculty and Community Partner Seminars
- Sarlo Scholars Global Service-Learning
- MoPA, the Master of Public Affairs degree
- Minor in Public Service and Community Engagement

The McCarthy Center has supported the development of a wide range of research projects contributing to the fields of conflict and dispute resolution, Asian American civic engagement, students as environmental science advisors, the media and community politics, and bridging the digital divide to name a few.

CURRENT CONTEXT

As San Francisco's first university, the history of USF and the history of San Francisco are interwoven. As an urban university in a globally connected city, USF has a unique opportunity, and responsibility, to serve the citizens of San Francisco and the world. McCarthy Center programs are a key part of the demanding, integrated and holistic education that USF students receive.
“Part of the reason I like being an ACE is because I am constantly learning. What I learn through my work as an ACE relates to my classes and always challenges me to reflect upon myself and my understanding of our society and the world in which we live.”

- Advocate for Student Engagement (ACE) student participant

McCarthy Center Program Descriptions

In 2013, The McCarthy Center offers support for the development of service-learning courses, and directs the following programs: academic internship opportunities (both domestic and international), an undergraduate minor, and a graduate degree program.

For our Service-Learning program we offer:

• Support to faculty developing service-learning courses and learning experiences. As of December 2012, 77 faculty have participated in our faculty seminars, which are offered each semester.

• The Advocates for Community Engagement (ACE) program where students develop their leadership capacity to support faculty, community partners and students in community and public engagement experiences. 65 ACE positions have been filled since the program’s inception.

• On-going preparation and support to community partners who serve as co-educators of USF students. 95 professionals have participated in our community partner seminar since it began.

Our Sarlo Scholars global service-learning program offers students the opportunity to travel to India, Bolivia or Uganda. The student projects respond to local community identified needs such as,

• combatting deforestation and malnutrition in the Ttagga and Kyalugo communities of the Masaka District of Uganda through the introduction of fruit and timber tree nurseries and nutrition workshops.

• implementing Roof Rainwater Harvesting Structures (RRWHS) in the village communities of the Sawna Macro in Udaipur, India, watershed that will provide water for domestic, livestock, and agricultural use during the monsoon season.

• directing a video, "The Identity of Justice: Trans Women in Cochabamba,” an investigation into the experiences of transexual women in Cochabamba, Bolivia.

As of the Summer of 2013, 48 students have participated in the Sarlo Scholars program.
USF in DC is a semester-long program that is run in conjunction with American University (AU) in Washington, D.C., and combines voluntary service as an intern with relevant coursework. The 95 internship placements thus far have included: various Congressional representatives (Lofgren, Pelosi, Blumenauer), the Pentagon, the World Wildlife Fund, the State Department and more.

McCarthy Fellows Summer in Sacramento program combines service in a government internship and participation in a California politics seminar class. 39 students have been placed in an internship position in a state legislative or executive office during the 12-week USF summer session.

The Master of Public Affairs degree (MoPA) provides students with the knowledge and skills necessary for effective political action by merging hands-on experiences with rigorous graduate seminars and internship experiences. This 16-month program taught by practitioners in the field of politics and community advocacy culminates with a full-time graduate-level internship that allows students to put their coursework into practice. Graduates are prepared to pursue careers that make a difference in nonprofits, governmental offices, political entities and the private sector. Internship placements have included: Children Now, US Senator Harry Reid, Oakland Police Department, National Council of La Raza, DUMBO in New York, and The San Francisco Foundation. 69 students have either graduated from the MoPA program, or are enrolled as of January 2013.

The Minor in Public Service and Community Engagement is a 22-unit, innovative, intense, interdisciplinary program open to all USF undergraduates who are interested in developing their skills and knowledge in public service. The minor provides the analytical, organizational, and advocacy skills and preparation needed for sophisticated public service. Students can select a global and / or local focus, depending on their interests. Sample areas of interest include: Law & Justice, Food Policy, Arts & Society, Environment, and Global Perspectives. 29 students have received the Minor in Public Service, and 201 students received the Certificate in Public Service, offered 2003-2011.
“Universities are about learning. We’re places where people teach and learn and do research that help address problems, and I think we need to create a culture where these problems increasingly become the focus of how we do research. Research questions don’t come out of nowhere. They come out of people’s experiences.”

– Rev. Stephen A. Privett, S.J., President of the University of San Francisco

**McCarthy Center Assets**

- Accessible, supportive, inspiring, and responsive staff
- Expertise in innovative pedagogy that links campus and community
- The McCarthy Center fosters reciprocal sharing of resources between campus and community
- The McCarthy Center facilitates & supports connections & relationships
- Demonstrated commitment to student learning & development
- The McCarthy Center fosters a better understanding of the San Francisco community
- The McCarthy legacy and history
- The McCarthy Center has credibility with the administration, autonomy
- The existence of the McCarthy Center is a statement of the value of this work
MISSION STATEMENT
In order to fashion a more humane and just world, the Leo T. McCarthy Center for Public Service and the Common Good educates leaders committed to lives of ethical public service by implementing academically rigorous programs, cultivating authentic community partnerships, and creating transformational experiences.
KEY BARRIERS TO THE VISION

These are the barriers that currently block our vision from becoming a reality.

- There are unrealized opportunities for internal and external collaboration.
- The power and the complexity of the work/role of the McCarthy Center is not sufficiently communicated or understood.
- There are competing priorities.
- Our diversity & inclusion efforts are piece meal rather than supported by an intentional vision and plan.
- We are working absent a long-term sustainable funding plan.
- There are varying levels of social awareness.
- There are competing values and definitions of service.
- The charity model of service results in unintended consequences, which may be harmful.
- We are working absent articulated learning outcomes.
- There are complications in doing cross-cultural work.
- It is challenging to make decisions on breadth and/or depth considering capacity, priorities, and funding.
- Scarce resources at nonprofits reduce the ability of staff to act as co-educators, as staff time isn’t available to train, supervise, or mentor students, nor are staff available to attend additional meetings.
CORE VALUES THAT GUIDE OUR WORK

These values are prompted, in part by the “big questions” that we reflect upon and carry with us as a center. These include:

- How do we move students from a conception of service as charity to a notion of service as justice?
- How do we develop ethical, smart activists?
- How do we model authentic, democratic, and transformational relationships with the community?

These questions are grounded in the vision of USF, “The University of San Francisco will be internationally recognized as a premier Jesuit Catholic, urban University with a global perspective that educates leaders who will fashion a more humane and just world,” the USF 2028 planning document, and in particular, our mission statement.
Diversity and inclusion
We believe that our work is enriched by the intentional inclusion of diverse perspectives, participants, ideas/ideologies and disciplines.

Social justice
We aspire to inform and complicate our programs, actions, decision-making processes, learning and teaching by incorporating concepts of social justice*.

Academic rigor
We implement high impact pedagogical practices within a liberal curriculum framework to develop the knowledge, skills and competencies necessary for students to contribute to the common good.

Invitational dialogue
In recognition that the quality of communication contributes to the quality of community, we create brave spaces that invite the discussion of discordant ideas to understand and examine issues inherent in our work.

Collaboration and co-determination
We believe our mission is enhanced by connecting and collaborating with a variety of stakeholders at USF, in the Bay Area, and beyond.

Accountability
We are accountable to multiple stakeholders. We strive for excellence in all of our programs and relationships.

Humility
We recognize that humility and self-reflection are core to connecting authentically with others and receiving knowledge in all of its forms.

Problem solving and practical outcomes
We solve problems creatively and critically in an effort to find practical outcomes and achieve strategic goals.

Growth and improvement
We assess the work of the Center to examine the effectiveness of our programs and practices and better meet student and community outcomes. Our staff, students, programs and relationships grow and improve as they are informed by new experiences, information and research.

*Adams, Bell and Griffin define social justice as both a process and a goal, “The goal of social justice is full and equal participation of all groups in a society that is mutually shaped to meet their needs. Social justice includes a vision of society in which the distribution of resources is equitable and all members are physically and psychologically safe and secure. We envision a society in which individuals are both self-determining ... and interdependent ...” (Adams, Maurianne and Lee Anne Bell, Pat Griffin. Teaching for Diversity and Social Justice, New York: Routledge, 2007. Print.)
USF graduates who have the knowledge, skills, understanding and motivation to be effective agents of change.

The McCarthy Center model relationships with community that are truly reciprocal, accountable, and contain equitable resource commitment and demonstrate how power, privilege and oppression can be dismantled.

Multiple entry points and clear pathways to more meaningful engagement that benefits students, staff, faculty and community partners.

The McCarthy Center as a leader in the university’s commitment to diversity, inclusion, equity and social justice.

An increased understanding of the connection between rigorous pedagogy and public service/community-based learning* for social justice.

An increase in the support for, creation of and promotion of research, scholarship and dialogue on pressing political and social issues.

Increased support and advocacy for faculty who are engaged or interested in community-based learning.

Robust sustainable funding supporting intentional growth.

Campus-wide comprehension and recognition of LTMC programs and mission.

* Community-based learning is a structured approach to learning that connects meaningful community experience with intellectual development, personal growth, and active citizenship. Community-based learning enriches academic course content by facilitating the application of knowledge and skills gained in the classroom to generate practical outcomes that meet community-identified expectations and needs. In turn, the community acts as a co-educator, informing students’ understanding of course concepts, their own values, and pressing social issues. Examples of community-based learning include service-learning, community-based research, and community-based academic internships.

VISION STATEMENT

In 2018, when the Leo T. McCarthy Center for Public Service and the Common Good has advanced the University’s core mission of offering students the knowledge and skills needed to succeed as persons and professionals and the values and sensitivity necessary to be men and women for others while developing mutually enriching relationships that foster community and build capacity to support positive outcomes, we will see:
These strategic directions and goals will help us capitalize on our assets, address the barriers and move closer to our vision.
DESIGN TEAM PARTICIPANTS

• Jeff Betcher, Co-founder and Organizer, Quesada Gardens
• Christopher Brooks, Associate Dean of Sciences and Associate Professor, Computer Science
• Corey Cook, Director, McCarthy Center and Associate Professor of Politics
• Karin Cotterman, Assistant Director for External Relations, McCarthy Center
• Sheryl Davis, Executive Director, Mo’ Magic Youth Agencies
• Amie Dowling, Assistant Professor of Dance, Coordinator, Dance Program
• Star Moore, Associate Director for Community-Based Learning
• Megan Owens, San Francisco Local Homeless Coordinating Board, City and County of San Francisco, Policy Analyst, and USF recent graduate

As a group we reached out to members of the following stakeholder groups via day-long facilitated meetings, individual meetings, group meetings based on affiliation, on-line surveys, and email contributions. Over 130 people participated in the creation of this plan.

Thank you to the following individuals, programs, departments, community organizations and governmental offices that participated in the development of this strategic plan:

USF Stakeholders
College of Arts and Sciences
  Department of Philosophy
  Master of Public Affairs
  Department of Art + Architecture
  Department of Politics
  Department of Performing Arts
  Department of Latin American Studies
  Department of Sociology
  Arts and Sciences Dean’s Office
  Associate Dean of Sciences
  Associate Dean for Social Sciences
School of Law
  Department of Teacher Education
  Leadership Studies
School of Management
  School of Nursing and Health Professions
  McCarthy Center Advocates for Community Engagement
  The Joan and Ralph Lane Center for Catholic Studies and Social Thought
  University Advancement
  University Ministry
  University Undergraduate Admissions

Community Stakeholders (continued)
  Glide Foundation
  Hamilton Family Center
  Mo Magic
  Quesada Gardens Initiative
  Salvation Army
  San Francisco Human Rights Commission
  San Francisco Local Homeless Coordinating Board
  St. Anthony Foundation
  St. Stephen School
  St. Vincent de Paul Society

McCarthy Center Board of Advisors, 2012
  Jude Barry, Joan Buchanan, Betsy Butler, Joseph Cotchett, Sheryl Davis, John Foran, Serra Falk Goldman, Holly Hogan, Emily Lo Savio, Sharon McCarthy Allen, Craig Newmark, Mary Powell, Fr. Stephen Privett, S.J., Shari Roeseler, Ron Rose, Kevin Starr, Richard Spohn, Joe Trippi, Dean Marcelo Camperi

McCarthy Center Steering Committee, 2012
  Jeffrey Betcher, Noah Borroto, Chris Brooks, Caroline Christ, Sergio de la Torre, Suzette DeOrange, Geoffrey Dillon, Julia Dowd, Amie Dowling, Mike Duffy, Rebecca Gordon, Tim Iglesias, James Lin, Rhonda Magee, Patrick Murphy, Susan Pauly-O’Neill, Stephanie Sears, Carly Smith, Jaime Smith, Seth Wachtel, Greg Wolcott

Thank you to these stakeholders who participated in this planning process: