

Carlson Leadership and Public Service Center



Theory of Change

OUR MISSION: Through campus and community collaborations, we cultivate knowledge, skills and capacities to create an equitable and liberated world.

KEY ACTIONS

ACTIVITIES

SHORT-TERM OUTCOMES

LONG-TERM OUTCOMES

In collaboration with instructors and CBOs, we coordinate and connect students to CBEs in and around Seattle.

On behalf of students, we...	As a result, students...	UW alumni who have experienced CBE leave with...
<p>Develop and support CBE's with varying depths of engagement.</p> <p>Introduce and ensure that students receive consistent messages about the necessary knowledge, skills, and capacities for responsible and reciprocal CBE, emphasizing race and equity issues surrounding CBE.</p> <p>Differentiate support in response to individual and group characteristics and development.</p>	<p>Develop a new and/or deeper understanding of their academic coursework as it relates to social issues within a specific context.</p> <p>Can articulate how their community-based experiences are connected to issues of equity and racism.</p> <p>Have equitable access to opportunities to continue CBE through their undergraduate experience that match their personal interests, backgrounds, and development in CBE knowledge, skills, and capabilities.</p>	<p>A sense of holistic personal development and awareness of the roots of social issues they encounter in communities.</p> <p>Skills to engage in advocacy with and for oppressed identities/communities.</p> <p>Proficiency with academic content and social issues within a specific community context.</p> <p>Abilities to engage in dialogues across difference.</p> <p>A lifetime commitment to service and community, grounded in humility and an asset-based perspective.</p>

In partnership with instructors, we...	As a result, instructors...	Experienced CBE instructors and departments...
<p>Collaborate to clarify connections between academic content and CBE in order to identify community-based opportunities for students.</p> <p>Center issues of equity and racism in the context of CBE training and support.</p> <p>Introduce the necessary knowledge, skills, and capacities for responsible and reciprocal CBE; provide materials to help guide student development of these knowledge, skills, and capacities.</p> <p>Regularly communicate to ensure strong support in the logistics of CBE, and reinforce best practices in the implementation of CBE.</p>	<p>Incorporate CBE best practices/resources into their course design.</p> <p>Articulate the connection between their academic content and student CBE.</p> <p>Confidently and effectively support CBE reflective practice, including issues of race and equity in the context of CBE.</p>	<p>Collaborate with community partners to design and implement courses.</p> <p>Report improved student outcomes in relation to CBE.</p> <p>Report improved course design in relation to CBE.</p> <p>Articulate and demonstrate a commitment to responsible and reciprocal CBE.</p>

In partnership with CBOs, we...	As a result, CBOs...	Experienced CBOs...
<p>Dialogue with host organizations and site supervisors regarding the knowledge, skills, and capacities for responsible and reciprocal CBE.</p> <p>Coach site supervisors to define experiences for students based on organizational needs and contribution to mission.</p> <p>Integrate race and equity conversation, learning, and reflection into how we learn from and partner with communities.</p> <p>Regularly communicate to ensure strong support in the logistics of CBE, as well as to reinforce best practices in the implementation of CBE.</p>	<p>Are well-supported and clearly understand their role in supporting CBE for UW students.</p> <p>Report that students are meaningfully contributing to the work of their organization.</p> <p>Confidently and effectively support CBE reflective practice, including issues of race and equity in the context of CBE.</p>	<p>Articulate a commitment to CBE with UW students and departments.</p> <p>Know how to access the resources of the University.</p> <p>View themselves as co-educators of students and feel valued as such.</p>

Cultivate equitable, responsible, and reciprocal relationships between campus and community-based organizations.

In partnership, we...	As a result...	In the future...
<p>Make CBE more accessible through internship credit, stipends, monetary awards, mentoring, and connections to academic courses.</p> <p>Organize and host events to increase CBE and dialogue regarding race and equity in the context of community.</p> <p>Cultivate professional development and leadership development opportunities for community partners, students, and instructors.</p> <p>Consult with campus and community partners regarding responsible and reciprocal CBE.</p> <p>Participate on campus boards and committees as advocates for responsible and reciprocal CBE.</p> <p>Connect and convene campus partners interested in participating in CBE.</p> <p>Cultivate, disseminate, and celebrate best practices in the implementation of CBE.</p>	<p>A broad range of the UW student population participates in CBE.</p> <p>A broad range of community host organizations participate in CBE.</p> <p>A broad range of campus departments and offices consult with the Carlson Center.</p>	<p>UW has an institution-wide set of principles and practices for responsible and reciprocal CBE.</p> <p>Students expect to engage in CBE as part of the Husky Experience, and do so in ethical and reciprocal ways.</p> <p>CBOs report reciprocal benefits to working with campus.</p>

Attend to the staffing, operational, and growth needs of the Center.

Carlson Center staff...	As a result...	Which means...
<p>Prioritize the incorporation of race and equity, including anti-racist principles, in hiring, on-boarding, and training for staff.</p> <p>Center equitable, responsible, and reciprocal partnerships in training and programming for students, instructors, and partners.</p> <p>Hire, supervise and mentor graduate students--recognizing their roles as future instructors, professionals, and community members.</p> <p>Operate with a focus on learning and continuous improvement.</p> <p>Participate in CBO boards, committees, and events in order to be informed, responsible advocates for CBOs on campus.</p>	<p>Carlson Center staff are resources for best practices in CBE, including centering race and equity, for the UW community.</p> <p>Carlson Center staff are regarded as informed advocates by our CBO partners.</p> <p>Graduate students seek out professional development opportunities through the Carlson Center.</p> <p>We have the resources and staff we need to carry out our work.</p>	<p>The Carlson Center makes a measurable progress toward its goals.</p> <p>Carlson Center staff grow personally and professionally around best practices for CBE and anti-racist work.</p> <p>Graduate Students access professional development and experiences that further their career goals.</p>

CBE = Community-based engagement
CBO = Community-based organization

Feedback? Email serve@uw.edu