

Organizing Thinking about Desired Community Outcomes

[Gemmel, L., & Clayton, P. H. (2009). A comprehensive framework for community service learning in Canada. Canadian Alliance for Community Service Learning.]

	Level 1	Level 2	Level 3
Direct impact on issue area	Short-term and small-scale impact on symptoms	Long-term and/or large-scale impact on symptoms	Long-term, large-scale, and systemic impact that addresses underlying causes
Enhanced program delivery	Single instance of enhanced programming	Ongoing instances of enhanced programming	Systems for continuous improvement of programming
New approaches developed and implemented	Current programming is modified as the result of suggestions from CSL projects	Programming is being reviewed on the basis of new knowledge and ideas	New approaches are implemented which show improved outcomes for clients and community
Empowerment of community agencies and residents	Agency staff and clients feel more confident	Staff, clients, and residents feel more knowledgeable about issues	Agencies and residents build on knowledge and create new strategies for change
Increased resource base	One-time access to students and / or new funds (e.g., a grant)	Ongoing processes for access to students and / or new funds (e.g., continuous service-learning relationship with more than one university program or course)	New and effective systems in place for sustainable streams of human and financial capital (e.g., a grant writer on staff; a teaching appointment)
Improved management of resources	Information on / examples of financial management plans, HR policies, and marketing strategies in use at other organizations; new marketing materials	New and improved financial management plans, HR policies, marketing strategies	New and effective systems for designing and implementing financial management, HR policy change, and marketing strategies
Opportunity to educate next generation of citizens and professionals in the organization's field	Oversee service-learning students in single projects	Mentor service-learning students in multi-year, multi-faceted relationships	Co-teach university courses; new educational outreach component in organization's programming
Evaluation capacity	Report is produced from an evaluation study	Evaluation strategies, indicators, and instruments developed	Internal capacity to design and implement evaluation processes and to use data for organizational change
Transformational change in the way in which communities address issues	Implementation of new ideas and approaches, coupled with greater engagement of clients, residents, other organizations and agencies	New collaborative initiatives start to generate new momentum and commitment for change	Established and effective new networks of individuals and organizations collaborating effectively to resolve common challenges