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Best Practices in Service Learning

Building a National Community College Network, 1994–1997

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s part of the *Learn and Serve America* program of the Corporation for National Service, the American Association of Community Colleges helped develop campusbased programs that became a nucleus for a growing community college service learning network. Ten colleges, selected in a national competition for grants ranging from \$2,000 to \$12,000 per year, trained faculty and developed or strengthened relationships with organizations that offered service placement sites for students to address community needs. A variety of "best practices" evolved from the strategies and resources developed at the colleges.

The AACC project, which led to permanent service learning programs in all 10 colleges, grew around these key areas:

- academics while nurturing a sense of social responsibility, ethic of service, and civic skills in students. Service learning became part of institutional mission statements, strategic plans, and faculty rewards systems. From January 1995 to August 1997, the colleges reported that 6,700 students had performed 135,000 hours of direct community service, worked with 300 faculty, and served 1,700 agencies and more than 300,000 individuals.
- Mentor team. Experienced practitioners from other community colleges served as project mentors and provided hands-on technical assistance. They developed personal and team relationships to support burgeoning programs and included site visits, electronic communication, workshops, and conferences as mechanisms for sharing areas of expertise.

Learning Clearinghouse provided materials, assistance, referrals, and training opportunities to community colleges nationwide and developed the beginnings of a consultant network. Data gathered in two national surveys supplemented materials, such as syllabi, forms, and guides, contributed by dozens of colleges.

Accomplishments

Sustainable Programs

Comprehensive National Database

Organizational Collaboration

Leadership Development

Practical Publications

Web Site and Links

Emerging Consultant Network



Selected Best Practices for Sustaining Service Learning Programs

he table below represents best practices that worked successfully in the American Association of Community Colleges service learning grant project. The 15 participating colleges implemented these strategies on their campuses and in their communities between 1994 and 1997. No single college used every one of these ideas, but found a combination of strategies affecting students, faculty, institutions, and community was most useful when tailored to individual college situations and culture.

Selected Best Practices for Sustaining Service Learning Programs

Students

Start small

Hold an orientation

Involve students in process

Use a team approach

Empower students to do projects alone

Organize student learning communities

Hold group reflection sessions

Offer 4th-credit option

Track outcomes

Note service learning on transcripts, in catalogs

Identify student ambassadors

Let students be advocates

Conduct pre/post surveys

Recognize and celebrate

Faculty

Start small

Start with "green light" people

Hold an orientation

Use service learning as a teaching strategy

Focus on academic rigor

Offer mini-grants

Offer training institutes

Organize faculty learning circles

Develop resource handbooks

Develop contracts

Suggest faculty perform service as part of orientation

Appoint a faculty coordinator

Use a team approach

Obtain faculty senate support

Conduct pre/post surveys

Recognize and celebrate

Institution

Start small

Start with "green light" people

Create advisory boards

Connect to existing initiatives

Write service learning into course competencies

Combine student services with academic affairs

Use a team approach

Combine structure and flexibility

Co-locate with volunteer center

Develop public relations

Identify student ambassadors

Hire student assistants

Apply student fees to support program

Consider service learning as accreditation criteria

Make presentations to board of trustees

Network with other colleges

Recognize and celebrate

Community

Start small

Hold an orientation

Create advisory boards

Develop resource handbooks

Develop public relations

Celebrate local culture

Make government/ corporate connections

Fund service scholarships

Create spinoff partnerships

Connect with Learn & Serve K–12 programs

Connect with Tech Prep

Identify student ambassadors

Recognize and celebrate

AACC Service Learning Clearinghouse

he Service Learning Clearinghouse was established in early 1995 with the distribution of a survey to the 1,100 two-year colleges in the U.S. Survey results revealed that 30 percent of responding colleges offered service learning, while an additional 50 percent were interested in starting service learning programs. A 1997 survey updated previous results, indicating significant growth in the number of community colleges offering service learning. The surveys served as the basis for the Clearinghouse database, centralizing information on more than 900 colleges, their programs, students, faculty, staff, and community partners.

AACC, its grantees, and mentors produced a variety of practical tools, guides, syllabi, evaluations, forms, and reports as part of the *Learn and Serve America* grant project. Maintained by the Clearinghouse, many of these are replicable or adaptable for use by two- and four-year colleges, elementary and secondary schools, and community organizations.

Over the course of the grant, the project offered technical assistance through a series of campus-based regional workshops, a national teleconference on service learning and HIV/AIDS prevention and education, and presentations at state, regional, and national meetings. AACC also convened Service

Learning in Higher Education, a network of Washington-area higher education associations, institutions, and related organizations that meets regularly to share and discuss service learning information and initiatives.

AACC is helping sustain service learning as a teaching method in community colleges. Through the World Wide Web, the Clearinghouse offers practical information and links to other electronic sources. The Clearinghouse is widening its efforts in training and technical assistance through a Consultant Referral Service, linking knowledgeable community college practitioners with institutions needing assistance in service learning program development.

Service Learning Colleges

Albuquerque TVI Community College, NM
Alpena Community College, MI
Flathead Valley Community College, MT
Hocking College, OH
Johnson County Community College, KS
Kapi`olani Community College, HI
Monroe Community College, NY
Northern Virginia Community College, VA
Prestonsburg Community College, KY
Truman College, IL

Mentor Colleges

Chandler-Gilbert Community College, AZ
Community College of Aurora, CO
Hagerstown Junior College, MD
Miami-Dade Community College, FL
Piedmont Virginia Community College, VA

Albuquerque TVI Community College

Albuquerque, New Mexico

TVI Service Learning Project

lbuquerque TVI Community College is an urban, Hispanic-serving institution with a total student enrollment of more than 15,000. The college offers courses in traditional liberal arts fields as well as technical and vocational programs. TVI began its service learning initiative with a small technical assistance grant, and experienced remarkable growth and institutionalization in just two years.

Implementation

The TVI project emphasized the development of faculty support to ensure success for service learning. TVI's two project coordinators used service learning in their own courses—culinary arts and psychology—and met personally with other faculty to educate them on the benefits and methods of service learning and to assist in a smooth transition toward curricular integration.

Contextual Learning Center
Faculty-driven Program
One-on-one Faculty Development
Faculty and Agency Orientations
Cross-disciplinary Reflection
Faculty, Student, and Agency
Handbooks

Annual workshops were held to train interested faculty and community agency partners in service learning methodology. The workshops provided participants an opportunity to share their experiences and create a service learning community. Project coordinators developed faculty, agency, and student handbooks to assist in the understanding and development of service learning projects and curricula. Participating faculty led group reflection

sessions that included students from different disciplines. Personal visits to community members helped raise support for the program, including donations, such as free dinners from local restaurants, as faculty or student incentives for special activities.

Outcomes

Service learning participation grew from 12 faculty members representing six academic divisions and 137 students to 35 faculty, 25 courses, and 225 students in just two years. During this time, the TVI service learning program was transformed from a project housed in the coordinators' faculty offices into a key component of TVI's Contextual Learning Center, where faculty develop and experiment with various forms of experiential education.

To ensure the program's continuation, the college created a full-time service learning coordinator position as the grant period ended. This coordinator manages all administrative aspects of the program, while a faculty liaison handles curricular issues. The coordinator also serves as a mentor to other community colleges in another national service learning project.

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Service Learning Project

Serving 2,200 students from primarily rural counties in Michigan's lower peninsula, Alpena Community College (ACC) had well-developed partnerships with local schools and organizations through its campus-based volunteer center. The center seemed the logical place to house a service learning program.

Alpena Community College

Alpena, Michigan

Implementation

ACC's service learning project was designed to build upon the success of an early 1990s pilot project on ethics across the curriculum. A member of ACC's nursing faculty, who had been involved in the pilot project, agreed to integrate service learning into her gerontology curriculum by having students work with seniors in a local care facility and develop psychosocial skills.

The college's part-time service learning coordinator worked closely with the volunteer center administrator to strengthen ties with local schools, where most of the ACC students had their service experiences. The coordinator also assisted faculty and students by handling student placement, and built contacts with schools, community colleges, and universities statewide in a successful effort to build a strong network of practitioners.

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OUTCOMES

With the cooperation of an ACC economics instructor, the coordinator asked statistics students to survey local elementary school teachers to assess their classes' tutoring needs. While providing a needs assessment and valuable contacts to the coordinator, the project also informed elementary teachers of the service learning program and the opportunities it could provide their classes or schools.

Nearly 250 students participated in service learning opportunities at ACC. Nursing and education faculty have completely integrated service learning into their curricula. Due to changing institutional budget priorities, ACC no longer has a centralized service learning office or coordinator, but is sustaining the program on campus through faculty efforts alone.

Volunteer Center/Community Foundation Partnership

CENTRALIZED OFFICE/COORDINATOR

Statewide Networking with Colleges and Universities

Local School Ties

Flathead Valley Community College Kalispell, Montana

Campus and Community Crossroads: The Waste Not Project

*lathead Valley Community College (FVCC) is a rural institution serving 1,600 students in northwest Montana, an area that takes pride in its beautiful natural resources. FVCC began its service learning project with a single focus—reducing household hazardous waste—and ended up offering service learning in 28 courses addressing broad community needs.

Implementation

he Waste Not project focused on community education and reduction of hazardous waste materials. FVCC students collaborated with a local citizens group and

> senior volunteers to teach schoolchildren how to reduce and eliminate hazardous waste in the home. As the project grew in size and recognition, students from several disciplines expanded their presentations to local businesses, with instructions on how to reduce the volume and toxicity levels of hazardous waste.

Intergenerational Service AmeriCorps Staffing Faculty Handbooks **Board Presentation** Celebration and Recognition

Three different people filled the FVCC project director position during the three-year grant period, but the college persevered in creating a workable structure for service learning integration. Identifying a service learning coordinator to work with a faculty liaison was key. By the third year, the project had expanded beyond its original environmental focus and 11 faculty had adapted their syllabi to include service learning strategies.

OUTCOMES

he Waste Not project increased community and campus knowledge and awareness of hazardous waste and waste reduction issues. Nearly 30 community agencies participated in creating several new partnerships and a larger sense of community support for the college. When students presented findings of a campus-wide waste audit to the college's board of trustees, the board approved the students' resolution to implement procedures to reduce campus waste, including starting a campus-wide recycling program.

AmeriCorps members staffed the college's service learning office in a visible location, reducing the workload for staff and faculty and attracting students to service learning. FVCC sponsored a college-wide celebration and recognition of service learners' accomplishments.

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Hocking Outreach Project Experience (HOPE)

Hocking College Nelsonville, Ohio

rural college of 6,000 students that serves the economically depressed Appalachian foothills of southeastern Ohio, Hocking College has a strong tradition of community service emphasizing the practical applications of knowledge and skills. The HOPE program solidified the college's commitment to integrate community service into its academic curriculum. It also increased the campus community's awareness of service opportunities and the needs of the larger community.

Implementation

The HOPE program initially addressed the community's environmental and human needs through an environmental restoration project and a nutritional assessment program. Displaced mineworkers learned how to reclaim strip-mined land, and health and

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Project Coordinator, Bridges to Healthy Communities American Association of Community Colleges One Dupont Circle, NW, Suite 410 Washington, DC 20036-1176 202/728-0200 ext. 230 nottenritter@aacc.nche.edu nursing students collaborated with local schools to provide nutritional information and health assessments to more than 900 elementary school students.

To maintain awareness of agency and community needs and service learning opportunities, Hocking faculty and community agency representatives attended service learning seminars held on campus. As part of their training, faculty participated in a service learning project prior to incorporating it into their own courses. The HOPE program established a service learning advisory board consisting of faculty and community partners. Hocking students and staff made

presentations to the college's board of trustees, resulting in increased support from college leaders.

Visible Site for Service LEARNING CENTER

Board Presentations

One-on-one Faculty **DEVELOPMENT**

Informational Video

Faculty Guide

OUTCOMES

Through an innovative collaboration with a university and a partner agency, Hocking hosted hundreds of local youth in a summer program called Kids on Campus, where they learned about college and career opportunities. As a result, parents became more aware of the services and academic offerings available at Hocking, while their children received tutoring and mentoring from the college students.

Upon completion of the grant project, the administration asked for a community service/service learning action plan and approved funding for a part-time service learning coordinator for the HOPE center. The HOPE project director became a mentor to other community colleges in her region.

SERVICE LEARNING

Johnson County Community College Overland Park, Kansas

Service Learning Development Program

relatively young college in suburban Kansas City, Johnson County Community College (JCCC) has already proven its worth to the community, both in the suburbs and the inner city. The JCCC Service Learning Development Program was designed to expand upon established community partnerships and increase faculty involvement in a small, existing service learning program.

Implementation

The JCCC project began with the participation of 12 community agencies representing a variety of interests where students could serve. With a background in volunteer management, the service learning coordinator kept the agencies abreast of project topics, student issues, and service requirements by including agency representatives in workshops and formal training sessions.

The service learning coordinator's position was moved from one student services department to another in the early days of the project, until finally settling in the career development center. The coordinator was able to maintain strong linkages to the academic departments due to committed faculty and JCCC's Center for Teaching and Learning, a professional development venue.

OUTCOMES

FACULTY DEVELOPMENT

Agency Orientation

CENTRALIZED OFFICE

Record-keeping Forms

Center for Teaching and

LEARNING

ore than 100 agencies participate in and enthusiastically support JCCC's program. Agencies consistently

increase their support by designing new projects for students and providing qualitative and quantitative evaluations of the student service learners. In a college-wide survey, students rated service learning programs higher than any other aspect of student activities, outranking voter registration services, student government, social clubs, and other activities.

The Center for Teaching and Learning provides ongoing professional development opportunities for faculty. Informal peer mentoring encourages experienced service learning faculty to assist others in their own disciplines, and an internal service learning listsery provides an opportunity for sharing

teaching strategies. The service learning coordinator is now serving as a mentor to other community colleges in another national service learning project.

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Integrating Service Learning into a Multicultural Writing Curriculum

api'olani Community College (KCC) is an urban institution serving a culturally diverse community. Total college enrollment of 7,400 reflects the ethnicity of the Honolulu area. KCC's project provided students and faculty an opportunity to learn more about the cultural diversity of their community and the social issues that may be interwoven with these differences. The project fostered the development of on- and off-campus communities through a variety of cross-curricular projects.

Kapi`olani Community College

Honolulu, Hawaii

Implementation

The project began when 15 faculty members, involved in a multicultural writing-across-thecurriculum initiative, incorporated service learning into such existing courses as ethnobotany, philosophy, anthropology, composition, and respiratory care. Service learning offerings immersed students in the variety of ethnic cultures in the community. KCC relied on

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existing and new community partnerships to provide appropriate service sites, and recognized different cultures' definitions of service.

Faculty who elected to offer service learning accepted responsibility for most aspects of their projects, including initial and follow-up agency contacts, and often participated in service projects themselves. To maintain faculty interest and increase their knowledge in service learning, KCC provided faculty development workshops, summer institutes, and resource guides. Project leaders also conducted presentations at new faculty orientation sessions to encourage the use of service learning on campus.

FACULTY DEVELOPMENT
Syllabi Compilation
Multicultural Focus
Strategic Plan
Administrative Support

OUTCOMES

CC's success in service learning led to receipt of another AACC grant, using service learning as a strategy in HIV/ AIDS prevention and education. Enthusiastic support from the college provost resulted in the inclusion of service learning in the Kapi olani strategic plan. By the end of the grant period, 24 faculty were working with 68 community partners to provide structured opportunities to learn and serve.

Both the project director and another faculty member now serve as mentors to other community colleges in Hawaii and on the west coast.

MONROE Community College Rochester, New York

Criminal Justice Learn and Serve Tech Prep Initiative

onroe Community College (MCC) is an urban two-campus college with a student population of 13,000. To address the widespread concerns of public safety in the downtown campus's neighborhood and introduce criminal justice students to the skills and knowledge necessary to pursue careers in public safety, service learning students participated in MCC's community policing project, Police and Citizens Together Against Crime (PAC-TAC).

Implementation

Individuals employed in downtown Rochester were increasingly susceptible to street crime, due to the lack of foot traffic at night after working hours. The PAC-TAC program enabled students to get involved in increasing safety in their campus neighborhood. Criminal justice faculty and police officers worked together to plan a community policing program and orient

students before they walked the local streets. Both faculty and police joined to

facilitate reflection sessions afterward.

Corporate Partnerships City Government Partnerships Student Orientation **Group Reflection**

In addition to police department programs, the mayor's office contacted the college to request service learning participation in a jury diversification project. Students recruited minority residents to serve on juries to help create a racial balance.

Outcomes

C tudent participation in PAC-TAC increased The community perception of safety in the neighborhood, and also allowed the police department to open a substation in the down-

town area, with students providing some of the staffing. The program fostered student relationships with local police, giving the students insight into the police department's role in their community. The students also developed a greater understanding of community needs.

With an office located downtown, a national corporation welcomed the PAC-TAC service learners' efforts to make the streets safer. After an increasing number of employees expressed confidence in staying downtown at night, the company provided financial support, encouraged employees to patrol with the students, and is invested in the future of the program. In addition, with the assistance of MCC student escorts, the Rochester school district and police department created a Safe School Passages Program to ensure elementary students a safe trip to and from school.

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Beyond Four Walls: Bridges Between Classroom and Community

orthern Virginia Community College (NVCC) at Manassas, part of a large, suburban five-campus institution, serves long-established populations as well as recent immigrant communities. NVCC's Manassas campus began its service learning initiative with a small technical assistance grant to revise curricula in political science and English courses.

Northern Virginia Community College

Manassas, Virginia

Implementation

NCC's project started as a faculty-driven effort, with two lead instructors assisting others in revising and expanding curricula. Some faculty left site selection and service learning assignments to the discretion of their students, giving the students responsibility for their own learning and helping to develop their leadership and communication skills. Others listed sites from which students could select.

The project director presented faculty development workshops for instructors at NVCC and other Virginia community colleges. Posters and flyers promoting service learning opportunities for faculty and students were prevalent on campus, and lunchtime meetings helped build a faculty network for a growing service learning program. Recognition ceremonies and programs,

sometimes student-led, became key components of the initiative.

FACULTY-driven Program

Student-run Conference

On-campus Public Relations and Publicity

Recognition Programs

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OUTCOMES

After beginning with only two faculty and with strong support from the administration, NVCC's program in Manassas grew to include 17 disciplines. Faculty efforts in service learning integration have paid off in students' enthusiasm. In the final year of the grant project, students from different disciplines planned and hosted a service learning conference for other community college students in Virginia. The conference was so well-received that students are making it an annual event.

Toward the end of the grant period, and at the urging of the Manassas project director, a faculty development day for all five campuses focused on service learning, with great success. The Manassas campus serves as a model for its sister campuses and other Virginia colleges.

Prestonsburg Community College Prestonsburg, Kentucky

Student Leadership

Quality vs. Quantity

Faculty and Student Manuals

Connections: Empowering Community and College in Appalachia

ocated in the rural Appalachian region of eastern Kentucky, Prestonsburg Community College (PCC) provides education and training for about 2,600 students from a fivecounty area. PCC faculty and administrators worked with a local development district and schools to place students in service situations that complemented existing services while providing high-quality learning experiences.

Implementation

CC utilized an existing experiential education course as the foundation of service learning offerings at the college. It would be a considered to the college of the colleg offerings at the college. It enabled faculty and students to see how service learning

> worked before integrating the methodology into other courses. A service learning resource center was established and staffed in part by students participating in the federal work-study program. Students played a large role in peer leadership and recruitment.

Federal Work-study Funds Attention to Local Culture

Most Kentucky public schools house family resource or youth service centers that are used by children and parents alike for education, life skills, and job training. These sites proved ideal for service learners in many disciplines.

Knowledge and awareness of local culture and an emphasis on providing service with, rather than to, the community guaranteed results for the program.

Outcomes

n the second year of the project, staff and faculty discovered that PCC's service learning program had grown too big too fast. They scaled back in an effort to ensure students, faculty, and community partners would have a quality service learning experience, and recognized this was more important than maintaining large numbers of sites and students. Project staff developed service learning manuals to assist with faculty and student training.

PCC began an America Reads literacy tutoring initiative in the project's final year that continued beyond the grant period. The college's project director now trains other community college faculty and staff in service learning program development.

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Service Learning in the Truman College Prep Program

TRUMAN College

Chicago, Illinois

ruman College sits in the Uptown section of Chicago, surrounded by culturally and ethnically diverse neighborhoods. Students at Truman, many of whom are recent immigrants and not native English speakers, speak more than 100 different languages and bring a variety of life experiences to their studies. The college offers liberal arts and sciences along with vocational training, and houses an alternative high school in its building. It also is a site for citizenship tests for new Americans.

Implementation

A team of faculty department chairs from counseling, social sciences, biology, and math headed Truman's project, each integrating service learning into his or her own discipline. An elementary school directly across the street from Truman served as a primary community partner for tutoring and special projects.

Other neighborhood agencies—including a child care center, police stations, and a juvenile detention center—provided other opportunities for student service. The on-site alternative high school offered a ready location for college students to mentor and tutor teenagers.

Faculty team Neighborhood partners Faculty service Student handbook Cultural richness

OUTCOMES

Service learning participation grew from four faculty members and three community partner sites to 15 faculty, representing every department, and 45 partners. A new president provided leadership and support for the program. Project faculty developed a handbook for students involved in service learning and hosted an area workshop that featured powerful student testimonials as well as how-to discussions. The college-wide service learning program proved to be an especially rich experience for some immigrant students, particularly women whose native countries did not offer them opportunities for service.

The neighborhood school that partnered with classes from different disciplines engaged not only Truman students, but Truman faculty as well. Instructors found themselves judging school science fairs and working with teachers to develop service learning at the elementary level.

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AACC Service Learning Mentor Team

he project's mentoring component provided extensive, hands-on training and technical assistance with a human touch. The six mentors either taught courses using service learning or managed service learning programs on their own campuses, bringing valuable experience and insight to the project as a whole and to each grantee college. The mentors' home institutions are leaders in areas and issues related to service learning.

Through site visits to assigned colleges, mentors evaluated project progress and met with faculty, institutional leaders, students, and community stakeholders. They also offered assistance at annual project conferences and through the project's Internet listsery.

Pairing mentors with grantees from similar college settings was often important to understanding the mentee colleges' culture and programs, but sometimes a different institutional perspective was helpful. Grantee project directors appreciated having a colleague to turn to—someone with expertise to help work through any problems or difficulties.

Mentors agreed that they learned as much from the colleges they mentored as the colleges learned from them. They enjoyed having the chance to be connected to

> other institutions and to see how different, yet how similar, the mentee institutions were from their own colleges. Mentors found student transformation through service exciting, and faculty renewal in their profession rewarding.

Tools developed by and for the mentor team included mentoring guidelines, site visit formats and agendas, and an evaluation grid on essential components of good service learning programs.

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AACC Mentor College Resources

Chandler-Gilbert Community College A Commitment to Service video (1995)

Community College of Aurora
Toward a Civil Society: Civic Literacy and Service Learning
(Lisman, 1998)

Hagerstown Junior College
Promoting Community Renewal Through Civic Literacy and
Service Learning (Parsons & Lisman, 1996)

Miami-Dade Community College Faculty Guide to Service-Learning (Johnson, 1995)

Piedmont Virginia Community College

The Piedmont Virginia Community College Service Learning Program: Philosophy in the Third Grade video (1995)

Selected Resources

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College Web Sites

Albuquerque TVI Community College, NM www.tvi.cc.nm.us/SpecialProjects/service.htm

Brevard Community College, FL www.brevard.cc.fl.us/CSL/

Chandler-Gilbert Community College, AZ www.cgc.maricopa.edu/stserv/slife/sl/index.html

Gadsden State Community College, AL www.gadsdenst.cc.al.us/pr/lrnsrv.htm

Mesa Community College, AZ www.mc.maricopa.edu/stuserv/cppolicy/

Miami-Dade Community College, FL www.mdcc.edu/servicelearning/

Service Learning on the World Wide Web University of Colorado at Boulder, CO csf.colorado.edu/sl/

Organizational Resources

American Association for Higher Education

One Dupont Circle, NW, Suite 360 Washington, DC 20036 202/293-6440 tantonucci@aahe.org www.aahe.org/service/srv-lrn.htm

American Association of Community Colleges

Service Learning Clearinghouse
One Dupont Circle, NW, Suite 410
Washington, DC 20036-1176
202/728-0200 ext. 254
grobinson@aacc.nche.edu
www.aacc.nche.edu/spcproj/service/service.htm

Campus Compact National Center for Community Colleges

145 North Centennial Way, Suite 108 Mesa, AZ 85201 602/461-6280 conss@mc.maricopa.edu www.mc.maricopa.edu/academic/compact

Campus Outreach Opportunity League

1511 K Street, NW, Suite 307 Washington, DC 20005 202/637-7004 homeoffice@cool2serve.org www.cool2serve.org

Community-Campus Partnerships for Health

1388 Sutter Street, Suite 805 San Francisco, CA 94109 415/502-7933 ccph@itsa.ucsf.edu futurehealth.ucsf.edu/ccph.html

Corporation for National Service

1201 New York Avenue, NW Washington, DC 20525 202/606-5000 www.nationalservice.org

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International Partnership for Service Learning

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National Service-Learning Cooperative Clearinghouse

University of Minnesota 1954 Buford Avenue, Room R-290 St. Paul, MN 55108 800/808-SERV serve@maroon.tc.umn.edu www.nicsl.coled.umn.edu

National Society for Experiential Education

3509 Haworth Drive, Suite 207 Raleigh, NC 27609-7229 919/787-3263 nsee@netstart.net www.nsee.org

Nonprofit Risk Management Center

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