



A Better You.
A Greater Us.



Service Year +
HIGHER EDUCATION
ENGAGEMENT OPPORTUNITIES

About Service Year Alliance

Service Year Alliance is working to make a year of paid, full-time service – a service year – a common expectation and opportunity for all young Americans. A service year before, during, or after college – or as a way to get back on track – gives young people the chance to develop their skills, make an impact on the lives of others, and become the active citizens and leaders our nation needs. Expanding service years has the power to revitalize cities, uplift and educate children at risk, and empower communities struggling with poverty. It can unite the most diverse nation in history, binding people of different backgrounds through common cause. Service Year Alliance is asking nonprofits, higher education institutions, cities and states, companies and foundations, policymakers of both parties, and people of all ages to join the movement. Learn more at serviceyear.org.

Find us on online:

ServiceYear.org

Find us on Twitter:



[@ServiceYr](https://twitter.com/ServiceYr)

Find us on Facebook:



[/ServiceYr](https://www.facebook.com/ServiceYr)

About Campus Compact

Campus Compact is a national coalition of nearly 1100 colleges and universities committed to the public purposes of higher education. As the only national higher education association dedicated solely to campus-based civic engagement, Campus Compact enables campuses to develop students' citizenship skills and forge effective community partnerships. Our resources support faculty and staff as they pursue community-based teaching and scholarship in the service of positive change.

To mark three decades of achievement, hundreds of Campus Compact's member presidents and chancellors joined in affirming a 30th Anniversary Action Statement. In signing the statement, each institutional leader committed to developing a Campus Civic Action Plan to embody five central commitments:

- We empower our students, faculty, staff, and community partners to co-create mutually respectful partnerships in pursuit of a just, equitable, and sustainable future for communities beyond the campus—nearby and around the world.
- We prepare our students for lives of engaged citizenship, with the motivation and capacity to deliberate, act, and lead in pursuit of the public good.
- We embrace our responsibilities as place based institutions, contributing to the health and strength of our communities—economically, socially, environmentally, educationally, and politically.
- We harness the capacity of our institutions—through research, teaching, partnerships, and institutional practice—to challenge the prevailing social and economic inequalities that threaten our democratic future.
- We foster an environment that consistently affirms the centrality of the public purposes of higher education by setting high expectations for members of the campus community to contribute to their achievement.

In partnership with other organizations committed to building student citizenship capacities and advancing community goals, Campus Compact is actively working to support campuses in developing and implementing bold Civic Action Plans.



A Vision for Service Years & Higher Education

Our nation is at an important crossroads. Will we unite people in common purpose or allow the fractures separating Americans to grow into deep rifts? Are we preparing students to become engaged citizens who contribute to their communities or take a pass?

The Service Year Alliance believes that making a year of service a cultural expectation and common opportunity can take our country down the road to a better future - where young leaders take action, informed by a deep understanding of the problems we face as a nation. A growing number of higher education institutions are partners in this journey for important reasons. Service benefits communities, but also helps students develop skills and networks that increase their chances of securing meaningful employment. It exposes students to challenges -- and solutions -- at home and abroad, powerfully connecting what they learn in the classroom to today's realities. It motivates students to learn, increases critical thinking, and leads to future community engagement. It makes active citizens and informed leaders.

We deeply appreciate the partnership of Campus Compact and the colleges and universities that are working to support service years for students. We invite you to join this movement and help to secure a better future for our students and for the world.

Sincerely,

A handwritten signature in black ink, appearing to read "Shirley Sagawa".

Shirley Sagawa
President and CEO, Service Year Alliance

Partnership with Campus Compact

Campus Compact is thrilled to join the Service Year Alliance in supporting the integration of a year of service into the college experience. For colleges and universities in a democratic society, preparing students for lives of engaged citizenship is the most important element of their mission. Creating a service year opportunity helps build citizenship capacity not only among participating students but also among their peers by transforming the culture of a campus.

As Campus Compact engages colleges and universities in systematic efforts to realize their public purposes through our 30th Anniversary Action Statement, we view service year opportunities as a powerful element in the development of a fully engaged campus. If service year students are deployed strategically, they can contribute mightily to institutional partnerships. Imagine, for example a cadre of service year students working full-time in a neighborhood with which the institution has a deep partnership. Or imagine the contribution to campus engagement discussions to be made by service year veterans among the student body. Perhaps most importantly, imagine the ways service year veterans can help connect people on and off campus across divides such as class, race, and ethnicity.

Campus Compact was founded thirty years ago because college presidents feared for the future of democracy. At a time when inequality and polarization are driving individuals and communities further apart, colleges and universities must take bold steps to build connections. Creating a service year opportunity for students is one such step, and Campus Compact is proud to work in partnership with Service Year Alliance to help make that happen.

Sincerely,

A handwritten signature in black ink, appearing to read "Andrew J. Seligsohn".

Andrew J. Seligsohn, PhD
President, Campus Compact



Higher Education Engagement Opportunities

Service Year Alliance believes that the incorporation of service years into the post-secondary experience will better prepare students to complete their degree, attain employment, and become lifelong engaged citizens. There are many ways that universities could embrace the service year and play a leadership role in these efforts. The ideas below represent potential actions universities could take to increase service year participation at their campuses.



LOOK FOR THIS SYMBOL FOR ACTION STEPS YOU CAN TAKE ON YOUR CAMPUS!

We're excited to work with you to determine if one of more of these options could make sense within your university's context and strategic priorities. If you are interested in pursuing these opportunities or if you are already engaged in this work, we're excited to speak with you to learn more. To set up a campus-specific conversation, contact resources@serviceyear.org.

Engagement Opportunities

Promote Service to Prospective Students:

Taking one or more of these action steps can make your institution more attractive to a diverse pool of applicants. These service year alumni have rich experiences that they will be able to contribute to classroom discussions while having greater clarity of their intended academic direction.

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Support Enrolled Students in Completing a Service Year:

Young people who enroll in a service year program are able to integrate what they learn in the classroom in real-time while working collaboratively within a community. These experiences build marketable skills such as problem solving, critical thinking, and ethical reasoning while deepening students' preparation for careers and life-long citizenship.

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Create Opportunities for Faculty and Staff:

Faculty and staff who support a year of service through research and training can enhance the corps member experience, impact outcomes, and influence policy. By becoming an Employer of National Service, employers have access to a diverse pool of highly qualified and mission-oriented individuals who are excited to apply their skills in the workplace.

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Promote Service to Prospective Students:

Formalize Deferrals for Service Year Participants

Create policies that allow admitted students to defer their college admission for a year if they have also been admitted to a service year program. These opportunities allow young people to develop their personal and professional skills resulting in greater clarity of their academic direction and an increased maturity. Promote this option to admitted students, develop mentorship and reflection opportunities for participating students, and develop ways to integrate the students' experiences into their learning.

> Sample Language for Your Recruitment Materials

Incorporating of a year of full-time service (such as AmeriCorps, PeaceCorps, or other service year opportunities such as those listed on serviceyear.org) into your post-secondary experience can further prepare you to complete your degree, attain employment, and become a lifelong engaged citizen. Admitted students wishing to defer enrollment for one year should submit a request in writing to [appropriate contact for individual institution].

Once you arrive back on campus, students can reconnect with one another, and with staff and faculty. Once enrolled at [institution], students will receive continued support to connect your service experience to your education, to campus life, and to potential career choices.

Institution Spotlight

Dartmouth College



Dartmouth

"Dartmouth believes that a service year in-between high school and college is beneficial for the students that participate and provides numerous benefits to the communities served. Dartmouth also believes that getting more individuals involved in service programs will have a positive effect on the civic health of our society. As a result, Dartmouth is committed to helping pre-matriculated students learn about their opportunities to get involved."¹

- Dartmouth Admissions

Promote Service to Prospective Students:

Give Preference in the Admissions Process

Participation in a service program can serve as an additional indicator that students are likely to be successful in college. In addition to following through on their commitments, a year of service enhances ethical and intellectual development in young people and gives them a greater understanding of others.

Institutions can value service year experience in the admissions process and indicate in admissions literature that it is seen as a plus. Ask questions about past service experience or the desire to engage in service on your admissions applications.

> Sample Language for Your Recruitment Materials

[Institution] values the learning and skill development associated with service-year programs. AmeriCorps, Peace Corps, and other service year alumni are encouraged to apply.

> Provide an opportunity for applicants to identify themselves as AmeriCorps or Peace Corps alumni

EXAMPLES:

- Place a check box on your application that asks a question along the following lines: "Did you serve in an AmeriCorps, Peace Corps, or another service year program?"
- Include a space for applicants to note what organization they served with. For example: "Please list the AmeriCorps program, service year program, or Peace Corps country where you served."

Institution Spotlight

Harvard College



Over 80 deans of admissions and other leaders in higher education endorsed "Turning the Tide: Inspiring Concern for Others and the Common Good through College Admissions²" to describe what is and what isn't valued in the admissions process, including valuing the different ways students make contributions to their communities.

"Turning the Tide's emphasis on the common good resonates strongly with the mission of Harvard College: 'to educate citizens and citizen-leaders for our society through our commitment to the transformative power of a liberal arts and sciences education. Specifically, Harvard College seeks promising students who will contribute to the Harvard community during their college years and to society throughout their lives.'"

- William Fitzsimmons, Harvard Dean of Admissions and Financial Aid

Promote Service to Prospective Students:

Recognize Service Year Experience Through Financial Aid

Create special scholarships for service year alumni and/or join the 120 universities that already match the AmeriCorps Education Award or consider providing in-state tuition to service alumni and current corps members. Participating in the Segal AmeriCorps Education Award Matching Program gives your institution access to tens of thousands of AmeriCorps alumni with millions of dollars in Segal AmeriCorps Education Awards for tuition and fees. To learn more and become a matching institution, please visit nationalservice.gov/edawardmatch.

> Sample Language for Your Recruitment Materials (AmeriCorps Education Award):

Incorporating of a year of full-time service (such as AmeriCorps and other service year opportunities) into your post-secondary experience can further prepare you to complete your degree, attain employment, and become a lifelong engaged citizen. [Institution] is pleased to participate in the Segal AmeriCorps Education Award Matching Program. To learn more, please visit nationalservice.gov/edawardmatch.

> Sample Language for Your Recruitment Materials (Special Scholarship):

Incorporating of a year of full-time service (such as AmeriCorps, Peace Corps, and other service year opportunities) into your post-secondary experience can further prepare you to complete your degree, attain employment, and become a lifelong engaged citizen. [Institution] is pleased to offer a [amount] scholarship to alumni of service year programs admitted to one of our master's degree programs. The application fee will be waived for all service year alumni.

Examples of colleges and universities that match the education award:

CASE WESTERN RESERVE UNIVERSITY	PURDUE UNIVERSITY FORT WAYNE
FLATHEAD VALLEY COMMUNITY COLLEGE	INDIANA UNIVERSITY
FROSTBURG STATE COMMUNITY COLLEGE	IOWA WESELYAN COLLEGE
HOBART AND WILLIAMS SMITH COLLEGES	SYRACUSE UNIVERSITY
MILLS COLLEGE	UNIVERSITY OF ARKANSAS
NEW ENGLAND INSTITUTE OF TECHNOLOGY	UNIVERSITY OF ARIZONA
NORTHERN ARIZONA UNIVERSITY	UNIVERSITY OF MONTANA

☐ Institution Spotlight

Teach for America & Texas A&M



All Teach For America corps members or alumni who are accepted into the Full-Time MBA Program at Texas A&M University-Mays Business School will receive at least \$3,000 scholarship applied towards the total cost of the program.³

Support Enrolled Students in Performing a Service Year:

Host a Service Year Program

Develop a program for students or recent graduates to spend a year engaged in full-time service working to address unmet societal needs. Programs could take place before (e.g. a “bridge service year”), during (e.g. “a junior service year abroad” or “capstone service year”) or after the traditional university experience (e.g. “a post-graduation service year fellowship”). These programs allow students to apply what they’ve learned in the classroom to work experiences grounded in community needs.

The different models described above will take slightly different approaches and will require thinking through different questions. Some questions you may want to consider:

- *How would this experience contribute to students’ personal, academic, or professional growth? What type of students would be ideal to participate in the program?*
- *Are there unmet needs in the community that could be addressed through a service year?*
- *Could existing community service or service-learning programs be expanded and scaled to incorporate a full service year?*
- *Does your institution have relationships within the community that can support placements for service year positions?*
- *Who are your potential funders and what models would they be interested in supporting?*

➤ A resource for organizations interested in creating a service year can be found at serviceyear.org/resources.

Institution Spotlight

College of William & Mary



WILLIAM & MARY

CHARTERED 1693

The William & Mary Community Engagement Fellowships give impressive William & Mary graduates a public service experience to develop their active citizenship and work for community change. Fellows dedicate ten months of full-time work on campus and in the greater Williamsburg area, and each fellow receives a living stipend and university housing.

Each fellow addresses specific goals, driven by community members, partner organizations, and engagement efforts on campus. In addition, Fellows participate in a collaborative process of personal and professional development, focusing on areas of social justice, community, place, and career development.

“Our Fellows have added capacity, fresh perspectives, and skill to our mission of connecting the College and community for the purpose of education, active citizenship, and the achievement of community-driven goals. They have been organizers, rallying students to participate in civic life by attending community meetings and engaging in discussion on important issues. They have been advisors, guiding students to improve programs, education sessions, and their understanding of active citizenship. They have been educators, sparking and facilitating critical thinking about key community and social issues.”

- Melody C. Porter, Director, Office of Community Engagement, The College of William and Mary

➤ If your campus is interested in exploring this option, please contact resources@serviceyear.org!

Support Enrolled Students in Performing a Service Year: Connecting Service Experience to Academic Credit

Higher education has a long tradition of advancing service opportunities for students through service-learning, Federal Work Study, semester and summers of service, offering deferrals or gap years to do a year of service, and more.

Expanding on those opportunities – through a service year – offers students a meaningful experience that fosters identity development and career exploration. A service year connected to credit provides yet another pathway for students to earn credit through experiential learning while encouraging life-long engaged citizenship.

We recognize that all institutions are unique and have different systems for developing a new course. Reach out to the appropriate office or faculty committee and follow their guidelines to create a new course related to service. Similar models may already exist on your campus such as courses associated with study abroad, internships, or service-learning. In particular, consider:

- What makes these experiences credit worthy and how students will demonstrate learning;
- *How might credit would fit into existing degree or certification requirements;*
- *Could you award credit for prior learning gained through a service year;*
- *How students will demonstrate learning; and*
- *What incentives (such as financial aid) and other benefits can the institution provide to students during their year of service?*

➤ **For a toolkit on connecting service years to academic credit, visit about.serviceyear.org/higher_education**

Service years connected to credit tend to fall into the following categories:

- A bridge | gap year;
- A first year experience program;
- An elective in a general education course, or in a major or minor;
- An Internship or Practicum; or a
- Capstone course

Institutions may also wish to award credit for prior learning through strategies such as portfolio assessment, capstone papers, or certifications and credentials already earned by the service member. This approach allows students to demonstrate what they've learned rather than relying solely on time spent in the classroom.

The Council for Adult & Experiential Learning (CAEL) is a non-profit that works within the higher education, public, and private sectors to link learning from previous work and life experiences to educational goals. Learning is demonstrated by assessing an electronic portfolio created by the corps member for credit. The corps member should first determine whether their intended college will accept the credit. For more information on prior learning assessment through portfolios, please visit [The Council for Adult & Experiential Learning](https://www.cael.org/).

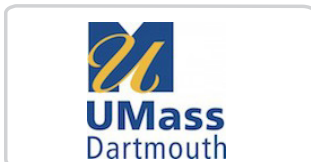
Support Enrolled Students in Performing a Service Year:

Service Year Program Models Connected to Academic Credit



Tufts University

Tufts University 1+ 4 Bridge Year Program provides accepted students the opportunity to learn from a year of full-time community service before beginning their academic studies. During their service students are enrolled in a Tufts University blended writing course designed to integrate their service with academics, and facilitate reflection upon their experiences.



University of Massachusetts - Dartmouth

The Community Health Worker service year program at University of Massachusetts Dartmouth assists students with the transition from high school to college through a first year experience. This eight month, 30 hour/week service year is connected to 12 academic credits in experiential learning and nursing prerequisites. Students also earn 1000 practicum hours in nursing and a minor in Leadership and Civic Engagement.



Miami Dade College

Miami-Dade College's (MDC) Changemaker Corps is a peer-to-peer mentoring and support program for former foster care youth to mentor incoming foster care students. Participants in the program spend 20 hours per week for nine months and earn 3 leadership credits.



Drexel University

During Drexel University's UConnect* service year, students will serve as navigators for community members accessing the social service system. Students will serve two full academic terms and then an additional three months while they resume a full-time academic schedule. In addition to receiving co-op credit, students will receive 3 academic-credits for the training needed to participate.

**Launching Fall 2017*

Support Enrolled Students in Completing a Service Year: Encourage Service Year Participation Through Career Services

Identify career services members that can become “service year experts” who can highlight service years in career advising, provide support in identifying and applying for service positions through the **Service Year Exchange** and help service year alumni to translate their service experience onto their resumes.

A service year can help young Americans develop the leadership and professional skills that employers increasingly value. A study conducted by the Corporation for Community and National Service found that volunteers are 27% more likely to secure a job than non-volunteers.⁴ Additionally, over 350 leading employers value service year experience in their hiring process by participating in the **Employers of National Service** initiative.

> Tips for Recruiting Students to Participate in Service Years

- Actively incorporate service year host organizations such as AmeriCorps, Peace Corps, Teach For America, and others into career fairs and recruitment opportunities.
- Include service year positions on career services job posting boards and link to Service Year Exchange (serviceyear.org) on your career services site.
- Set up a service year panel on campus to discuss how a service year can put you on a path towards future employment.
- Speak with students about how best to tailor their resume, cover letter, and personal narrative related to service experience and interests.

Institution Spotlight

Elon University

ELON
UNIVERSITY

"Our challenge at Elon University was to organize and present to our students a coordinated view of the fantastic opportunities that they have for a Service Year experience as they launch their careers after college. Through virtual alumni panels, service year expos, and advising, I believe that we have deepened the students' understanding and access to these service experiences. We have learned volumes that we can now share with students who are reaching out to our advisors in the Student Professional Development Center."

- Tom Brinkley, Executive Director of the Student Professional Development Center⁵

> **Students can register to find opportunities on ServiceYear.org. For more tips and resources, please contact Aly Bullock at recruitment@serviceyear.org!**

Create Opportunities for Faculty and Staff

Become an Employer of National Service

The **Employers of National Service** initiative builds a pipeline of alumni from programs such as AmeriCorps, Teach For America, Peace Corps, and other service year programs to careers in all sectors. These individuals are mission driven, innovative, and team oriented. Your institution can benefit by joining the initiative and gaining access to this talented pipeline of individuals.

> Sample Language for Your Recruitment materials

[Institution] values the learning and skill development associated with service-year programs. AmeriCorps, Peace Corps, and other service year alumni are encouraged to apply.

> Provide an opportunity for applicants to identify themselves as AmeriCorps or Peace Corps alumni

EXAMPLES:

- Place a check box on your application that asks a question along the following lines: "Did you serve in an AmeriCorps, Peace Corps, or another service year program?"
- Include a space for applicants to note what organization they served with. For example: "Please list the AmeriCorps program, service year program, or Peace Corps country where you served."

These colleges and universities have already joined as an Employer of National Service:

ANTIOCH UNIVERSITY	PRESCOTT COLLEGE
ARIZONA STATE UNIVERSITY	RICHARD BLAND COLLEGE
AVERETT UNIVERSITY	SPARTANBURG COMMUNITY COLLEGE
GRACELAND UNIVERSITY	TRITON COLLEGE
HELENA COLLEGE - UNIVERSITY OF MONTANA	UNIVERSITY OF ARIZONA
MIAT COLLEGE OF TECHNOLOGY	WESTERN WASHINGTON UNIVERSITY
NORTHERN ARIZONA UNIVERSITY	

Institution Spotlight



Averett University



"At Averett University, we understand and appreciate the value of a year of national service. Young Americans who are raising their hands to serve are self-selecting into an extraordinarily competent group of people. National service helps to develop participants' work ethic, cultural understanding, resilience, and even their 'soft skills'. This is why we chose to become an Employer of National Service. What these alumni can bring to our campus will contribute to a shift in culture towards one where service becomes the lifestyle."

- Dr. Tiffany Franks, 14th President of Averett University

Create Opportunities for Faculty and Staff:

Conduct Research on the Value of the Service Year

Support university researchers studying the impact of the service year on the community, the civic health of the nation, the service year participant, and the university experience. Faculty and staff who support a year of service through research can enhance the corps member experience, impact outcomes, and influence policy.

In addition to the examples of university research below (funded by the Corporation for National & Community Service), here are examples of additional research questions:

- *How does a year of service impact degree completion?*
- *How does a year of service contribute to 21st century skill attainment?*
- *Are there differences between studying abroad and a year of service? Are there similarities?*
- *How does a year of service build bridges across societal divides?*

Individual programs may also benefit from summative evaluations focused on impact or effectiveness, and programs in development could benefit from formative evaluations.

Examples of In-Progress Research:

ARIZONA STATE UNIVERSITY

The study will examine who serves and why, where job opportunities are created and how, how service impacts preparation and employment among working-age adults, and how these adults are perceived by organizations. By studying organizations that hosted or hired AmeriCorps members, this research will provide an in-depth understanding of the relationship between AmeriCorps programs and organizations, how these relationships may influence individual career paths and how their experiences may vary from the general population.

GEORGE MASON UNIVERSITY

This research will focus on the extent to which higher levels of social capital, civic engagement, and volunteering among immigrants are associated with greater economic opportunity and success for individuals and communities. Results will be distributed to policymakers and other constituents via online policy briefs, brochures, and public lectures as well as through academic conference presentations and publication.

TUFTS UNIVERSITY

The study will explore whether including AmeriCorps service on resumes will increase prospects of employment for AmeriCorps alumni.

 **If your campus is interested in exploring this option, please contact resources@serviceyear.org.**

Create Opportunities for Faculty and Staff:

Support Local Corps Members Through Training

Consider inviting local corps members to existing trainings offered by career services or the alumni office, or to public lectures and events that are relevant to work in the community. Determine if there are faculty willing to allocate some of their service time to local programs or graduate students in need of practicum hours or teaching experience.

"Our AmeriCorps program has benefitted greatly from pro bono contributions by faculty and staff resources of the area colleges to provide continuous training throughout the service year. This extends our budget, builds awareness of our program at the colleges, and fosters campus-community engagement, which is a key objective of our program. Depending on the focus of the particular training, this approach develops applicable skills among our service members, advances leadership capabilities and professionalism, promotes critical reflection and helps to contextualize their service."

Program Spotlight

Rochester Youth Year



The Rochester Youth Year (RYY) Fellowship is an AmeriCorps*VISTA sponsored program administered by the Rochester Regional Network (RRN), a consortium of seven local colleges: The College at Brockport, Nazareth College, Roberts Wesleyan College, Rochester Institute of Technology, St. John Fisher College, SUNY Geneseo, University of Rochester. Each institution supports the work for the members by providing on going training. Some examples include:

NETWORKING FOR INTROVERTS (AND OTHERS WHO HATE IT) WITH DIRECTOR OF THE OFFICE OF ALUMNI RELATIONS, UNIVERSITY OF ROCHESTER

Service members learn tips and tricks for productive networking, including the importance of reciprocity, appreciation, openness, and closing the loop.

PUBLIC SPEAKING WITH ASSOCIATE DIRECTOR FOR CIVIC ENGAGEMENT, NAZARETH COLLEGE

Service members observe key principles of public speaking, practice articulating their service experience, and rehearse short speeches in front of their peers.

ASSESSING THE EFFECTIVENESS OF YOUR PROGRAMS WITH COORDINATOR OF LEADERSHIP DEVELOPMENT, THE COLLEGE AT BROCKPORT

Participants examine the assessment cycle to improve practice, are exposed to various forms of assessment, explore how to use assessment findings to influence program delivery, and determine ways to infuse assessment practices into their own work through a comprehensive assessment plan.

YOUTH EMPOWERMENT WITH ASSOCIATE PROFESSOR OF EDUCATION, ST. JOHN FISHER COLLEGE

Service members study youth empowerment and positive youth development frameworks, discuss the impact of social issues on youth development, and reflect on ways to improve youth stakeholder input at their agency.



To identify local corps in your area, visit serviceyear.org!



SERVICEYEAR.ORG

Thank You to Our Higher Education Partners



1 <https://admissions.dartmouth.edu/apply/choose-your-path/early-decision/gap-year>

2 Making Caring Common (2016). Turning the tide | Inspiring concern for others and the common good through College Admissions. Retrieved February 11, 2016, from http://mcc.gse.harvard.edu/files/gsemcc/files/20160120_mcc_ttt_report_interactive.pdf

3 <https://www.teachforamerica.org/teach-with-tfa/salary-and-benefits/grad-school-partners>

4 Spera, C.; Ghertner, R., Nerino, A., DiTommaso, A. (2013). Volunteering as a Pathway to Employment: Does Volunteering Increase Odds of Finding a Job for the Out of Work? Corporation for National and Community Service, Office of Research and Evaluation: Washington, DC. Retrieved February 5, 2016, from http://www.nationalservice.gov/sites/default/files/upload/employment_research_report.pdf

5 <https://www.elon.edu/e/org/service-year/index.html>