Aligning Higher Education for Engagement Scholarship

Hiram E. Fitzgerald
Burton A. Bargerstock

Michigan State University

University of Wisconsin, Madison
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What is an Engaged University?
An Engaged University...
An Engaged Institution...

is fully committed to direct, two-way interaction with communities and other external constituencies through the development, exchange, and application of knowledge, information and expertise for mutual benefit.

~Stepping Forward As Stewards of Place, AASCU, 2002
Alignment: Organization Design Components

1. Organization culture
   - The basic assumptions, values, and norms shared by organization members
   - Blending Research University with Engagement Scholarship

2. Strategy
   - The way an organization uses its resources to gain and sustain a competitive advantage
   - Building university-community partnerships, interdisciplinary teams, cross-university collaborations

3. Structure
   - How attention and resources are focused on task accomplishment
   - Marketing and rewarding university-community partnerships
Alignment: Organization Design Components

4. **Technology**
   - The way an organization converts inputs into products and services
   - Technology transfer, innovation, business, regionalization partners

5. **Human resource systems**
   - The mechanisms for selecting, developing, appraising, and rewarding organization members
     - Rewarding engagement scholarship

6. **Measurement systems**
   - Methods of gathering, assessing, and disseminating information on the activities of groups and individuals in organizations
     - Including engagement scholarship in faculty report systems
Alignment

- Diagnosis involves understanding each of the parts in the model and then assessing how the elements of the strategic orientation align with each other and with the inputs.

- Organization effectiveness is likely to be high when there is good alignment.

- Recognizing that the component parts of a system, when blended, generate new system properties. Thus a dynamic system is always different from the sum of its parts.

Mission Statement
Core Values
Executive Management Leadership
Organizational Practices
Faculty and Staff Commitment
Identifying Core Values

Wisconsin Idea
Self-governance
Integrity
Egalitarianism
Truth
Interpersonal Trust
Gwen Drury

Michigan State University
Connectivity
Inclusiveness
Quality
Lou Anna K Simon
Defining Engagement: Kellogg Commission on Engagement

Seven Guiding Characteristics
1. Responsiveness
2. Respect for partners
3. Academic neutrality
4. Accessibility
5. Integration
6. Coordination
7. Resource partnerships

Five Key Strategies
1. Transform thinking about service so that engagement becomes a priority on every campus, a central part of institutional mission
2. Develop an engagement plan measured against the seven guiding characteristics
3. Encourage interdisciplinary scholarship and research, including interdisciplinary teaching and learning opportunities
4. Develop incentives to encourage faculty involvement in the engagement effort
5. Secure stable funding to support engagement, through reallocation of existing funds or the establishment of a new Federal-state-local-private matching fund

Defining Engagement: Committee on Institutional Cooperation (Big Ten)

Engagement is the partnership of university knowledge and resources with those of the public and private sectors to

• enrich scholarship and research,
• enhance curricular content and process,
• prepare citizen scholars,
• endorse democratic values and civic responsibility,
• address critical societal issues, and
• contribute to the public good.

Aligning to Engagement Scholarship
Outreach and Engagement are Embedded in Mission

- The primary purpose of the University of Wisconsin–Madison is to provide a learning environment in which faculty, staff and students can discover, examine critically, preserve and transmit the knowledge, wisdom and values that will help ensure the survival of this and future generations and improve the quality of life for all.
- University of Wisconsin Mission Statement, retrieved, Oct. 20, 2011

To fulfill its mission the university must:

- Generate new knowledge through a broad array of scholarly, research and creative endeavors, which provide a foundation for **dealing with the immediate and long-range needs of society.**

- **Serve society through coordinated statewide outreach programs** that meet continuing educational needs in accordance with the university’s designated land-grant status.

--Strengthen cultural understanding through opportunities to study languages, cultures, the arts and the implications of social, political, economic and technological change and **through encouragement of study, research and service off campus and abroad.**

--Embody, through its policies and programs, respect for, and **commitment to, the ideals of a pluralistic, multiracial, open and democratic society.**

University of Wisconsin Mission Statement, retrieved, Oct. 20, 2011
## Engagement Scholarship Across the Mission

<table>
<thead>
<tr>
<th>Engaged Research and Creative Activity</th>
<th>Engaged Teaching and Learning</th>
<th>Engaged Service</th>
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<tbody>
<tr>
<td>• Community-based research</td>
<td>• Online and off-campus education</td>
<td>• Technical assistance</td>
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<tr>
<td>• Applied research</td>
<td>• Continuing education</td>
<td>• Consulting</td>
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<td>• Contractual research</td>
<td>• Occupational short course, certificate, and licensure programs</td>
<td>• Policy analysis</td>
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<td>• Demonstration projects</td>
<td>• Contract instructional programs</td>
<td>• Expert testimony</td>
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<td>• Needs and assets assessments</td>
<td>• Participatory curriculum development</td>
<td>• Knowledge transfer</td>
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<td>• Program evaluations</td>
<td>• Non-credit classes and programs</td>
<td>• Commercialization of discoveries</td>
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<tr>
<td>• Translation of scholarship through presentations, publications, and web sites</td>
<td>• Conferences, seminars, and workshops</td>
<td>• Creation of new business ventures</td>
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<td>• Exhibitions and performances</td>
<td>• Educational enrichment programs for the public and alumni</td>
<td>• Clinical services</td>
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<td>• Service-learning</td>
<td>• Human and animal patient care</td>
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<td></td>
<td>• Study abroad programs with engagement components</td>
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<td></td>
<td>• Pre-college programs</td>
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Pathways to engagement scholarship

Engaged Scholarship Recognizes

- Diversity across people, places, socioeconomic status, and settings
- The importance of shared mission statements, outcome-oriented work plans, and resource development
- Participation as a way to maintain open communications and responsive operations
- Diverse strategies and evidence-based qualitative and quantitative methodologies
- The unique contextual features of the setting as important in shaping plans and strategies
- The need to be in touch with the community and responsive to the changing nature of issues in the community
- The importance of building community capacity for self sufficiency
Evaluating Quality Outreach and Engagement: Points of Distinction

Four Dimensions of Quality Outreach and Engagement

**Significance**
- Importance of issue/opportunity to be addressed
- Goals/objectives of consequence

**Context**
- Consistency with university/unit values and stakeholder interests
- Appropriateness of expertise
- Degree of collaboration
- Appropriateness of methodological approach
- Sufficiency and creative use of resources

**Scholarship**
- Knowledge resources
- Knowledge application
- Knowledge generation
- Knowledge utilization

**Impact**
- Impact on issues, institutions, and individuals
- Sustainability and capacity building
- University-community relations
- Benefit to the university

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<tr>
<th>Traditional Scholarship</th>
<th>Scholarship of Engagement</th>
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<tr>
<td>Breaks new ground in the discipline</td>
<td>Breaks new ground in the discipline and has a direct application to broader public issues</td>
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<tr>
<td>Answers significant questions in the discipline</td>
<td>Answers significant questions in the discipline, which have relevance to public or community issues</td>
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<tr>
<td>Is reviewed and validated by qualified peers in the discipline</td>
<td>Is reviewed and validated by qualified peers in the discipline and members of the community</td>
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<tr>
<td>Is based on a solid theoretical basis</td>
<td>Is based on solid theoretical and practical bases</td>
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<tr>
<td>Applies appropriate investigative methods</td>
<td>Applies appropriate investigative methods</td>
</tr>
<tr>
<td>Is disseminated to appropriate audiences</td>
<td>Is disseminated to appropriate audiences</td>
</tr>
<tr>
<td>Makes significant advances in knowledge and understanding of the discipline</td>
<td>Makes significant advances in knowledge and understanding of the discipline and public societal issues</td>
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<td>Applies the knowledge to address social issues in the local community</td>
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Source: Andy Furco, Director of Service-learning Research, UC Berkeley
Engagement Community Engagement is...

- Scholarship-focused
- Community-based
- Mutually beneficial
- Capacity-building
- Sustainable
- For the public good
Contact Information

University Outreach and Engagement
Michigan State University
Kellogg Center, Garden Level
East Lansing, MI 48824-1022
Phone: (517) 353-8977
Fax: (517) 432-9541
E-mail: outreach@msu.edu
Web: outreach.msu.edu