Community Partnerships and Engagement Scholarship

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What do we want to achieve?

• More of the Same: First Order Change

• Innovation and Transformation: Second Order Change
First Order Change

Adjustments to existing structure
Doing more or less of something
Reversible
Restoration of balance
Non-transformational
New learning is not required
Old story can still be told

National Academy for Academic Leadership (retrieved 5/30/2011, thenationalacademy.org/ready/change.html)
Traditional Approach to Change: Linear Modeling, Linear Thinking

- **Programmatic approach**
  - Current way of thinking
    - Looks at component parts in isolation
    - Looks at risk and supportive factors only in the immediate domain
    - Looks for individual outcomes rather than key levers of influence

things rarely are linear…

CHANGE: Dynamical Systems (and Chaos)
Second Order Change

New way of seeing things
Shifting gears
Irreversible (systemic)
Often begins through the informal system
Transformation is something quite different
Requires new learning
New story is told

National Academy for Academic Leadership (retrieved 5/30/2011, thenationalacademy.org/ready/change.html)
Complex Problems Rarely Have Simple Solutions

System Approach

Incorporates “Big Picture” idea
Strives to understand supportive and risk factors
Looks for key levers of influence
Consciously avoids shifting problems
Looks for interrelationships across systems
Geared toward the long-term
Stimulating Collaboration, Co-creation, and Interdisciplinary Teaming

<table>
<thead>
<tr>
<th>Singular, Non-Developmental Approach</th>
<th>Singular but Developmental Approach</th>
<th>Systemic and Developmental Approach</th>
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</thead>
<tbody>
<tr>
<td>Focus on single individual representative from the community agency in the partnership</td>
<td>Involve multiple individuals from a single level of influence (all managers or all case workers) in the partnership</td>
<td>Involve multiple individuals from multiple levels of influence in the partnership &amp; determine boundaries</td>
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<tr>
<td>Focus on single community agency</td>
<td>Focus on single community agency while involving in periphery other community agencies</td>
<td>Focus on multiple community agencies as equal partners within the scope of desired outcomes</td>
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<tr>
<td>Focus on single community sector/university department</td>
<td>Focus on single community sector/university department while involving in periphery influencing sectors/departments</td>
<td>Focus on multiple community sectors/university departments as primary in partnership with shared risks and benefits for systems change</td>
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<tr>
<td>Focus on primary outcome only</td>
<td>Focus on primary outcome while including other variables in model as “extraneous”</td>
<td>Focus on primary and other variables to more fully understand the complexity of promoting the primary outcome</td>
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Community Based Problems require Community Involved Solutions
Promoting Second Order Change

APLU Council on Engagement and Outreach
APLU Commission on Innovation, Competitiveness and Economic Prosperity
Community-Campus Partnerships for Health
Imagining America: Artists and Scholars in Public Life
Urban Serving Universities
Transformative Regional Engagement Networks
Engagement Scholarship Consortium
International Association for Research on Service-Learning and Community Engagement
CEOs for Cities
Council on Competitiveness
An Engagement Approach to Second Order Change

- **Becoming Embedded in Communities**: working in long-standing partnerships that are embedded in communities to identify the needs of families, businesses, neighborhoods and community organizations

- **Stressing Asset-Based Solutions**: focusing on asset-based solutions that build on the strengths and advantages of community partners

- **Building Community Capacity**: building capacity within families, businesses and communities to address the challenges and build on the opportunities they face

- **Creating Collaborative Networks**: building networks among communities and organizations that lead to regional collaborations and innovations that are sustainable
Principles of Community Development

We value innovation and entrepreneurship in seeking new ways to respond to the challenges of distressed communities. We are dedicated to a set of principles that:

• Promote active and representative citizen participation so that community members can meaningfully influence decisions that affect them.

• Engage community members in issue identification so that those affected may adequately understand the factors that contribute to their situation.

• Help community members understand the economic, social, political, environmental, and psychological impacts associated with alternative solutions to the issue.

• Assist community members in designing and implementing plans that build upon community assets by emphasizing shared leadership and active citizen participation.

• Seek alternatives to any effort that is likely to adversely affect the disadvantaged segments of a community

• Actively work to increase leadership capacity, skills, confidence, and aspirations in the community development process
Creating Systemic Community Partnerships

Community-University Systemic Partnerships

Foundation, Resources & Building Blocks

Transformation

University Outreach and Engagement, Michigan State University 2009
Linking University to Community through Place

Establishing Place-based Hubs for Engagement Activities

- MSU Detroit Research Partnerships Office at YouthVille-Detroit
- MSU Detroit Center
- Information Technology Empowerment Center (ITEC) - Lansing
- Center for Community and Economic Development (CCED) in Lansing
- Medical Centers in Grand Rapids, Detroit, and 34 sites Statewide
A strategy map for an economy or cluster consists of five components or focus areas, each representing a critical dimension of investment for a prosperous economy:

- building brainpower;
- providing supports for innovation and entrepreneurship;
- developing quality, connected places;
- creating new narratives and networks; and
- strengthening collaborations

MSU Partnerships in Detroit
Successful Campus-Community Partnerships

• Share a common vision
• Share agreement about goals and strategies
• Have mutual trust and respect
• Share power and responsibility
• Communicate clearly and listen carefully
• Understand and empathize with one another’s circumstances
• Remain flexible, with eye on the target
• Achieve mutual benefits
• Enhance community partner’s capacity for self sufficiency
• Enhance faculty member’s scholarly career
Contact Information

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