Scholarship-Focused Outreach and Engagement: Aligning Institutional Capacity for Engaged Scholarship

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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: Creating Systems to Support Engaged Scholarship

- What are the focal issues/systems to consider?
- What are the transactions that need to occur within an institution to link systems to support outreach scholarship?
- What are critical points of alignment?
- Developmental stages?
Alignment: Organization Design Components

1. Organization culture
   - The basic assumptions, values, and norms shared by organization members

2. Strategy
   - The way an organization uses its resources to gain and sustain a competitive advantage

3. Structure
   - How attention and resources are focused on task accomplishment
Alignment: Organization Design Components

4. Technology
   - The way an organization converts inputs into products and services

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

6. Measurement systems
   - Methods of gathering, assessing, and disseminating information on the activities of groups and individuals in organizations
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.
Defining Engagement: NASULGC’s 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.
Classifying Engagement: Carnegie Foundation

The collaboration between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.

- Curricular engagement
- Outreach & partnerships
- Curricular engagement and outreach & partnerships

Michigan State University
Scholarship-Focused Outreach and Engagement
Aligning Engagement: University Mission Statement

- Strives to **discover practical uses** for theoretical knowledge and to speed the **diffusion of information** to residents of the state, the nation, and the world…

- Is committed to emphasizing the **applications of information**; and contributing to the understanding and the **solution of significant societal problems**…
"Consonant with the spirit and essence of the land-grant covenant with society, new ways in which the world's best research-intensive universities can make a difference must be considered, independently and together, in addressing the vast societal changes influencing this new millennium. Integrating the attributes and strengths of all segments of society for the sustainable prosperity and well-being of peoples and nations throughout the world is a moral imperative we are called upon to share and lead."

~Lou Anna K. Simon, Ph.D.
President, Michigan State University

Defining Outreach and Engagement

“Outreach [and engagement] is a form of scholarship that cuts across teaching, research, and service. It involves generating, transmitting, applying, and preserving knowledge for the direct benefit of external audiences in ways that are consistent with university and unit missions.”

~Provost's Committee on University Outreach (1993)
University Outreach at Michigan State University: Extending Knowledge to Serve Society

Outreach and Engagement are Embedded in Scholarship

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<th>Engaged Research and Creative Activity</th>
<th>Engaged Teaching and Learning</th>
<th>Engaged Service</th>
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<td>• Community-based research</td>
<td>• Online and off-campus education</td>
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<td>• Translation of scholarship through presentations, publications, and web sites</td>
<td>• Conferences, seminars, and workshops</td>
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<td>• Exhibitions and performances</td>
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<td>• Pre-college programs</td>
<td>• Human and animal patient care</td>
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Examples of a continuum of engaged scholarship across teaching, research, and service

Pathways to scholarly engagement

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
Community Engagement is...

- Scholarship-focused
- Community-based
- Mutually beneficial
- Capacity-building
- Sustainable
- For the public good
Strategies to Build Capacity for Engagement
Development of MSU Model: Recent History

- **Late 1980s: Office of University Outreach established**
  (now University Outreach and Engagement; UOE)
  - New focus on scholarship of engagement: definition; applied community-based research practice; benchmarking and measuring; national consultation and leadership
  - This work has become a signature area of the University

- **Early 1990s: Appointment of faculty committee by the provost**
  Recommendations published in final report (1993) included:
  - Culture shift toward outreach as scholarship
  - Suggestions for evaluating and measuring outreach and engagement
  - Areas important to changing faculty culture
Recent History (contd.)

• 1996: Publication of *Points of Distinction: A Guidebook for Planning and Evaluating Quality Outreach*

• 2001: Revision of the promotion and tenure guidelines
  – Undertaken by UOE, a faculty team, academic governance, and the Office of the Provost
  – P&T forms now utilize the quality indicators recommended by *POD*
  – MSU’s National Center for the Study of University Engagement (NCSUE) is currently studying the new forms’ impact on the reappointment, promotion, and tenure review process
Recent History (contd.)

- **2004-present: Identifying measures and benchmarks of faculty outreach and engagement**
  - Faculty committees helped to construct a university-wide data collection instrument, the Outreach and Engagement Measurement Instrument (OEMI), launched in 2004.
  - OEMI provides rich data for analysis and comparison about faculty effort, types of engagement, social issues, geography, and partnering characteristics.
  - These indicators are helping MSU "tell the story" of exemplary engaged scholarship to administrators, legislators, and other stakeholders.
Alignment: Teaching/Learning and Access

Tools of Engagement Web Site

Graduate Certificate in Community Engagement Web Site
Aligning Undergraduate Education: Tools of Engagement Online Learning Modules

- Increase student competency and understanding of outreach and engagement: civic engagement and democratic responsibility
- Cover the scholarly, community-based, collaborative, responsive, capacity-building aspects of outreach and engagement
- Are delivered at introductory, intermediate, and advanced levels
- Contain background information; pre-class, in-class, and post-class lesson plans; lecture notes; and background materials
- Employ multiple learning techniques
Experiential Learning Opportunities: Service-Learning

Intentional student engagement that combines community service with academic instruction or co-curricular learning that is focused on critical, reflective thinking and civic responsibility. Service-learning programs involve students in organized community service that addresses local needs, while developing their academic skills, sense of civic responsibility and commitment to the community.

(Definition adapted from Campus Compact, http://compact.org.)
Experiential Learning Opportunities: Civic Engagement

Individual and collective actions designed to identify and address issues of public concern.
(Source: Michael Delli Carpini, Director, Public Policy, The Pew Charitable Trusts.)

Key Components
Incorporates the essentials of service-learning, but also, critically, includes

- Exploration of underlying/prevailing social issues
- Context of “self” in the equation in a way that stresses and strengthens reciprocity with community
- May be service-oriented, but not exclusively
- Additional components, such as action research and community dialogue can be/are integrated
Aligning Staff Support to Student Demand: Service-Learning Applications/Registrations

![Total Applications Graph]

- Applications
- Future Projection
- FTE Staff
Aligning Graduate Student Educational Experience: Certificate in Community Engagement

A non-credit transcripted educational program, in partnership with the MSU Graduate School, consisting of six 4-hour training modules:

• The Scholarship of Engagement and Engaged Scholarship
• Community-Based Participatory Evaluation and Research
• Co-Creating Effective Partnerships
• Capacity Building for Mutual Benefit
• Logic Models: Understanding Relationships Between Actions and Outcomes
• Ethical Issues in Community Collaborative Work, Portfolio Review, and Career Perspectives

Approved by Graduate Curriculum Committee and University Academic Council, 2009
Advancing Reflection, Learning, and Professional Development

**Programs**

**Emerging Engagement Scholars Workshop**
- Initiated by doctoral students
- Developed with a national advisory committee
- Offered as a pre-conference workshop of the National Outreach Scholarship Conference since 2007
- Intensive professional development
- Participation based on competitive selection

**Engaged Scholar Speaker Series**
- Offered throughout the year at MSU (video of many of the talks archived on the web)
- Engage the public, students, and faculty in reflective conversations about engaged scholarship and the scholarship of engagement
MSU Faculty Development Program in Community Engagement

• Currently in development, this program will draw on models of best practice in both faculty professional development programming and preparation for engaged scholarship from across the country and around the world

• Expected to be offered in partnership with the MSU Office of Faculty and Organizational Development (and potentially other offices) beginning in 2010
National Outreach Scholarship Partnership (NOSC) Network & Initiatives

University of Wisconsin: Academic Faculty/Staff

University of Kentucky: Faculty Development

Virginia Tech Engagement Academy: Administrators

Professional Development

NOSC Emergent Scholars: Graduate Students and New Faculty

National Outreach Scholarship Annual Conference

MEMBERS
Alabama
Auburn
Colorado
Colorado State
East Carolina
Georgia
Kentucky
Michigan State
North Carolina State
Ohio State
Oregon State
Pennsylvania State
Purdue
Texas Tech
Wisconsin

Awards and Recognitions

Regional Kellogg Foundation Awards

Publications and Scholarship

Journals: JHEOE & JCES

Books & Monographs Series: Michigan State University Press

A. P. L. U.

IACE Hall of Fame Symposium

Transformational Regional Engagement Initiative

Sloan Consortium Leadership Institute

National Review Board
University Outreach and Engagement

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