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Advancing Knowledge.
Transforming Lives.

Extending Knowledge to Serve Society

Standards of Practice for University-Community Partnerships

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The Engaged University

Outreach 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*

The Engaged University

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 in general contribute to the public good.

Adapted from the CIC Committee on Engagement

A Conceptual Framework

- To facilitate and guide partnerships between the university and the community
- To address community-defined concerns
- To generate new knowledge through research, evaluation, and instructional programs

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- Developmental in orientation
 - Learning by doing
 - Growing with experience
 - Improving with practice
- O & E is grounded in developmental systems theory, which emphasizes the interconnectedness of people and environments and their mutual interdependence

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- Capitalizes on the strengths of diversity
- O & E focuses on the conscious development of competencies in recognizing diversity across people, places, socioeconomic status, and settings

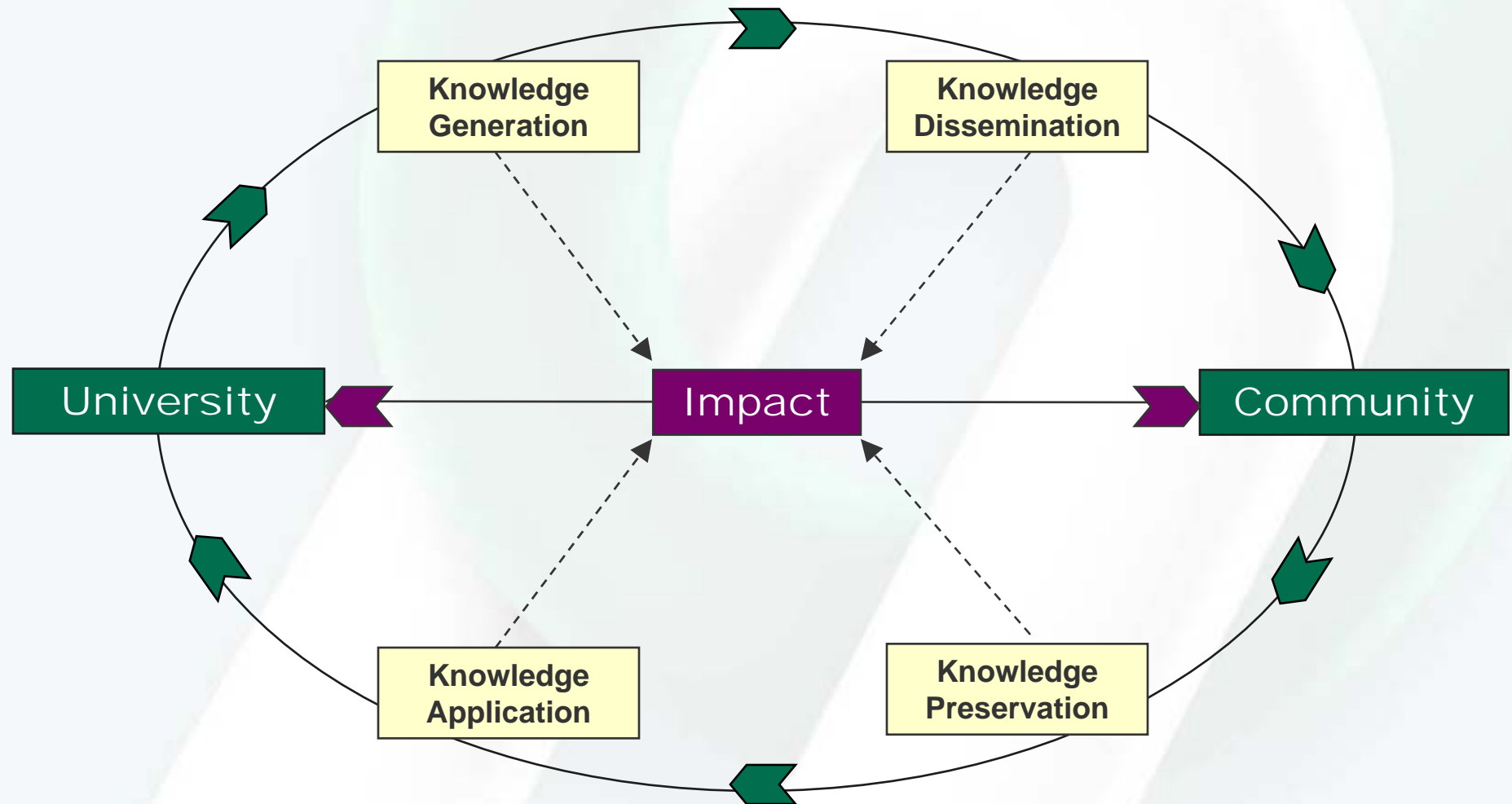
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- Fundamental to O & E is its contextual base
 - Recognizing the unique contextual features of the setting as important in shaping evaluation plans and strategies, and as fundamental to applying the results for improved performance
 - Need to be in touch with the community and responsive to the changing nature of issues and responses

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- Stresses the importance of shared ...
 - Mission statements
 - Outcome-oriented work plans
 - Resource development
- Fosters participation
 - Focuses on participation as a way to maintain open communications and responsive operations
- Knowledge based
 - Grounded in diverse research and evidence-based qualitative and quantitative methodologies

Outreach & Engagement Scholarship Model



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- Shared mission statement
 - Commitment to program development
 - Development of plan for sustainability
- Build trust
 - Candor and confidentiality
 - University: scholarship based
 - Community: needs focused
- Form the partnership team

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Team Building and Work Plan

- **Phase 1:** Team members initiate a small, management task to learn to work together and to trust one another
 - Focus groups
 - Literature reviews
 - Baseline studies
 - Pilot studies
 - Screening case records

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Team Building and Work Plan

- **Phase 2:** Team members develop methodology to investigate the central issue of concern
 - Select methodology
 - Develop logic model
 - Qualitative/quantitative data
 - Longitudinal/cross sectional design
 - Identify products to emerge from this process

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Team Building and Work Plan

- **Phase 3:**
 - Capacity building
 - To develop program sustainability
 - To incorporate developmental evaluation strategies
 - Products
 - Research/evaluation reports
 - Training manuals
 - General audience reports

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Products

- Stakeholder needs
 - Research applicable to community settings
 - Policies and funds focused on community needs
 - Evaluation research
- Capacity building
 - Teaching curricula
 - Training manuals
 - Evaluation reports

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Products

- Knowledge generation
 - Literature reviews & best practices
 - Research instruments
 - Scholarly publications
- Information dissemination
 - Policy briefs and reports
 - Conference presentations
 - Publications
- Resource generation
 - Concept papers
 - Presentations to potential funders
 - Grant proposals

Principles of Best Practice for Community Based Research

- Share a world view
- Agree about goals and strategies
- Have mutual trust and respect
- Share power
- Communicate clearly and listen carefully
- Understand and empathize with each others circumstances
- Remain flexible
- Partner's primary interests or needs are met
- Partner's organizational capacities are enhanced
- Partners adopt shared, long-range social change perspectives

Strand, K., Marullo, S., Cutforth, N., Stoecker, R., & Donohue, P. (2003, Summer). *Michigan Journal of Community Service Learning*, pp. 5-15.

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Ingredients for Success

- An early victory
- Reconciliation of differences in community and university cultures
- Reciprocal, long term commitment
- Coherent, common community-building agenda
- Candor and confidentiality
- Effective co-management and coordination
- Patient clarification and re-clarification of mutual expectations and benefits
- Creative solutions to other challenges
- Rewards, incentives, and support for both staff and faculty
- Shared responsibility for long-term funding

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Maintaining a Partnership

- Shared program policy rounds
- Shared resource development
- Shared scholarship
- Shared commitment to cross-site linkages
- Importance of communication
- Administrative management team

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Ending a Partnership

- Ending of work plan
- Ending of “partnership”
- Knowing when to “get out”
- Knowing when to stick it out



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