



MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# Advocating & Modeling the Engaged University

## Standards of Practice for University-Community Partnerships

**Hiram E. Fitzgerald**

**L. Annette Abrams**

**Robert Brown**

**Celeste Sturdevant Reed**

# University Outreach & Engagement



*An Office of the Provost*



MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# 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*



MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# 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**



MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# Applied Developmental Science

## *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**



MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# Standards of Practice in University-Community Partnerships

## *Shared Values*

### Developmental in orientation

- Learning by doing
- Growing with experience
- Improving with practice

**ADS is based on developmental systems theory which emphasizes the interconnectedness of people and environments and their mutual interdependence.**



MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# Standards of Practice in University- Community Partnerships

## *Shared Values*

### Capitalizes on the strengths of diversity

- **ADS focuses on the conscious development of competencies in recognizing diversity across people, places, socioeconomic status, and settings**



MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# Standards of Practice in University-Community Partnerships

## *Shared Values*

### **Fundamental to ADS 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.**





MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# Standards of Practice in University-Community Partnerships

## *Shared Values*

**Stresses the importance of shared**

- **mission statements,**
- **outcome-oriented work plans,**
- **and resource development**



MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# Standards of Practice in University-Community Partnerships

## *Shared Values*

### Fosters participation

- **Focuses on participation as a way to maintain open communications and responsive operations**



MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# Standards of Practice in University-Community Partnerships

## *Shared Values*

### Knowledge based

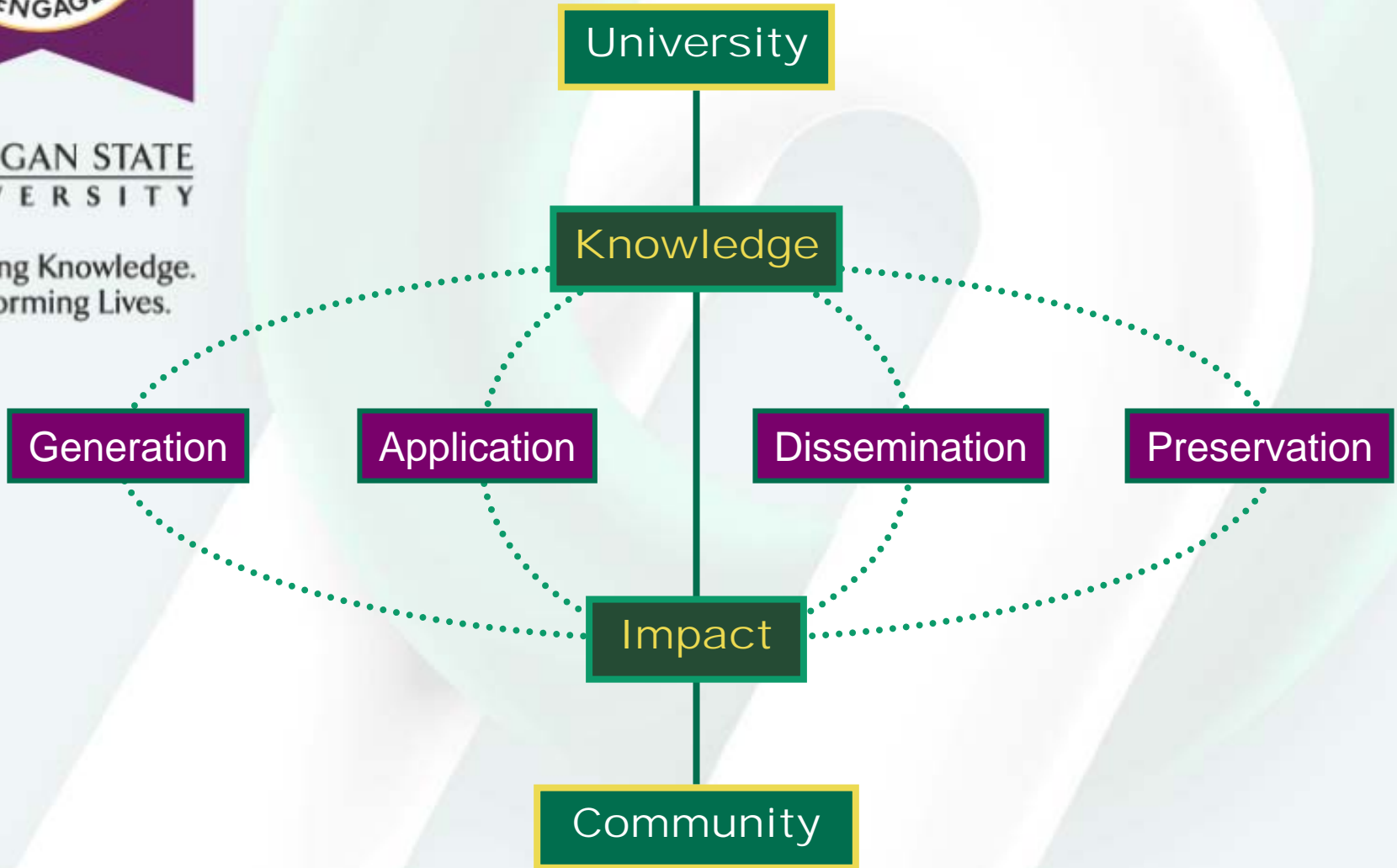
- **Grounded in diverse research and evidence-based qualitative and quantitative methodologies**



MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# UOE Knowledge Model





MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# Standards of Practice in University-Community Partnerships

## *Orientation Phase*

### Shared mission statement

- Commitment to program development
- Development to plan for sustainability

### Build trust

- Candor and confidentiality
- University: scholarship based
- Community: needs focused

### Form the partnership team



MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# Standards of Practice in University-Community Partnerships

## *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**



MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# Standards of Practice in University-Community Partnerships

## *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**



MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# Standards of Practice in University-Community Partnerships

## *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





MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# Standards of Practice in University-Community Partnerships

## *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



MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# Standards of Practice in University-Community Partnerships

## *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



MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# 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.



MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# Standards of Practice in University-Community Partnerships

## *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

*Williams (1996)*



MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# Standards of Practice in University-Community Partnerships

## *Maintaining a Partnership*

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



MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# Standards of Practice in University- Community Partnerships

## *Ending a Partnership*

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



MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# Standards of Practice in University-Community Partnerships

## *Maintaining a Partnership*

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



# Engaged Learning Communities *Sponsored by University Outreach & Engagement*

**Positive Outcomes for Children, Youth & Families**

**Community & Family Security**

**Community & Economic Development**

**Technology & Human Development**

**Scholarship of Engagement**

**MICHIGAN STATE  
UNIVERSITY**

Advancing Knowledge.  
Transforming Lives.







MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# Interdisciplinary Collaborations

Colleges & Academic Units

Departments

Schools

Institutes

Centers

MSU-Extension

- 1. Addressing major societal issues**
  - Needs of 0-5 year-old children
  - Safe schools
  - Science & math education
  - Built communities
  - Usability & accessibility
- 2. Fostering cross-disciplinary outreach research collaborations**



MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

# Interdisciplinary Collaborations

## Colleges & Academic Units

Departments

Schools

Institutes

Centers

MSU-Extension

### 3. **Networking in major geographic areas across Michigan through AKTL Networks**

**Detroit · Lansing · Flint**

**Upper Peninsula · Grand Rapids**

### 4. **Creating opportunities for the scholarship of outreach & engagement**

- **Outreach Scholarship Conferences and Speakers Series**
- **Committee on Institutional Cooperation: Committee on Engagement**
- **National Association of State Universities and Land Grant Colleges**
- **Peer research institutions**



# AKTL Networks

## *Lansing Area Example*

MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

### Outreach Teaching

- Short courses on pavement design, rehabilitation and materials for city, county, state and consulting engineers
- Modeling and visualization of groundwater contamination
- K-12 science and social studies education for teachers
- Bug College summer institutes
- Planetarium and museum presentations
- Writing, theater, and dance workshops

### Outreach Research

- Assets research in K-12 schools
- Neighborhood Network Center program evaluation
- Research in parent-child relationships, violence prevention, and effective teaching

### Outreach Service

- Helping parents, teachers, and caregivers use public television to help children love learning--WKAR-TV
- Literacy tutoring for children and adults
- Participation in community development teams around economic development and health issues
- Faculty and student-provided clinical services



**MICHIGAN STATE**  
**UNIVERSITY**

Advancing Knowledge.  
Transforming Lives.

# How to Reach Us

## Office of University Outreach & Engagement

**Kellogg Center, Garden Level**

**Voice: (517) 353-8977**

**Fax: (517) 432-9541**

**E-mail: [outreach@msu.edu](mailto:outreach@msu.edu)**

**Web: <http://outreach.msu.edu>**



MICHIGAN STATE  
UNIVERSITY

Advancing Knowledge.  
Transforming Lives.

Copyright © 2003  
Michigan State University  
East Lansing, Michigan 48824 USA

MSU is an affirmative-action, equal-opportunity institution.