Building and Sustaining Partnerships with Higher Education Institutions

Matt Farley, Campus Compact
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Campus Compact

educating citizens, building communities
<table>
<thead>
<tr>
<th><strong>By the numbers</strong></th>
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<tbody>
<tr>
<td><strong>6 MILLION</strong></td>
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<tr>
<td><strong>STUDENTS</strong></td>
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<tr>
<td><strong>in Campus</strong></td>
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<tr>
<td><strong>Compact member</strong></td>
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<tr>
<td><strong>institutions</strong></td>
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<tr>
<td><strong>1,000 MEMBERS</strong></td>
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<tr>
<td><strong>Public, private,</strong></td>
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<td><strong>two-year, four-</strong></td>
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<tr>
<td><strong>30+ YEARS</strong></td>
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<td><strong>of leadership</strong></td>
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<td><strong>in the field of</strong></td>
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<td><strong>civic and community</strong></td>
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<tr>
<td><strong>engagement</strong></td>
</tr>
<tr>
<td><strong>30 STATE AND</strong></td>
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<tr>
<td><strong>REGIONAL</strong></td>
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<td><strong>COMPACTS</strong></td>
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<td><strong>working on the</strong></td>
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<td><strong>ground across the</strong></td>
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<td><strong>country</strong></td>
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Campus Compact advances the public purposes of colleges and universities by deepening their ability to improve community life and to educate students for civic and social responsibility.
What we do

• Member network & convenings
• Research & best practices
• Leverage resources
• Professional development
• Technical Assistance
• Build strategic partnerships
• Recognition of excellence
Agenda

1. Introductions
2. Individual & Collective Experiences
3. Higher Education Context
4. Application
5. Action Planning
6. Q&A
Learning Objectives

1. explain the different organizational structures in higher education.
2. plan ways to connect with their local higher education institutions.
3. examine their own practices so that they may invite partnership opportunities in new and different ways.
Setting the Stage

- Introductions
  - Name
  - Title
  - Organization

- Document the Wisdom
How do I build and sustain partnerships with higher education institutions?

It Depends.
Framework for Community Relationships

• On
• For
• With
### Examples of HE Community Engagement

<table>
<thead>
<tr>
<th>Student Civic Learning</th>
<th>Public Scholarship &amp; Practice</th>
<th>Institution Action and Partnerships</th>
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<tbody>
<tr>
<td>• Volunteerism &amp; Community Service</td>
<td>• Engaged Teaching/ Academic Service-Learning</td>
<td>• Economic Development</td>
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<tr>
<td>• Student civic engagement</td>
<td>• Community Engaged Research</td>
<td>• Shared Physical Resources</td>
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<tr>
<td>• Political Engagement</td>
<td>• Consultations</td>
<td>• Real-estate Development &amp; Management</td>
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<tr>
<td>• Public Discourse &amp; Deliberative</td>
<td>• Expert Testimony</td>
<td>• Purchasing, Contracting, and Licensing</td>
</tr>
<tr>
<td>Dialogues</td>
<td>• Creative Performances</td>
<td>• Commercialization of Innovations</td>
</tr>
<tr>
<td>• Internships/Practica</td>
<td>• Patient Care &amp; Clinical Services</td>
<td></td>
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<tr>
<td>• Federal Work Study</td>
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Higher Education Context

Factors that influence community engagement & partnerships
Brief History & Culture of Higher Ed

Europe

• Bastian of knowledge & free inquiry
• Objectivity & “positivism”
• Generate & disseminate new knowledge
• Academic Freedom!
Brief History & Culture of Higher Ed (continued)

- Launch of Community Colleges
- Two New Roles for Universities after Word War II & GI Bill:
  - Perception of college as a “job mill”
  - Shift from military research & development to economic development
Civic & Community Engagement as a Conflict?

- Threat to objectivity
- Confusion with norms of “service” (More later)
- Mission drift?
- Social Justice vs. civic engagement?
- Does it make students more employable?
- Changing demographics and challenges to historical structures
Types of Institutions & Mission Types

• **Research Universities** – Have doctorate programs and emphasize research & teaching is valued (but often less so)

• **Teaching Colleges** – Some research but emphasis is on teaching

• **Land-grant Institutions** - Mission of outreach for economic development

• **Community College** – teaching focus to prepare for job or further education

• **Faith based** – also includes moral and religious development
<table>
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<tr>
<th>Campus</th>
<th>Structures &amp;</th>
<th>Infrastructure</th>
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<tbody>
<tr>
<td>Academic Affairs</td>
<td>Student Affairs</td>
<td>Other</td>
</tr>
<tr>
<td>• All curricular endeavors</td>
<td>• Student Organizations &amp; Activities</td>
<td>• Communications</td>
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<tr>
<td>(e.g. Majors, Certificates, Honors, Study Abroad)</td>
<td>• Leadership Programs</td>
<td>• Development</td>
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<tr>
<td>• Research (e.g. grants)</td>
<td>• Residential Life</td>
<td>• Alumni Affairs</td>
</tr>
<tr>
<td>• Academic Support</td>
<td>• Health &amp; Wellness</td>
<td>• Government &amp; Community Relations</td>
</tr>
<tr>
<td>(Libraries, Tutoring)</td>
<td>• Career</td>
<td></td>
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<tr>
<td></td>
<td>Development**</td>
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Academic Trinity

Teaching
- Class instruction
- Chair/serving on graduate student committees

Research
- Generating new knowledge
- Publication in peer reviewed journals and presentations
- Grants

Service
- Governance Committees
- Professional Service to discipline
- Public Service
Intrinsic & Extrinsic Rewards

**Intrinsic**
- Responsibility
- Personal Growth
- Decision Making
- Variety
- Freedom

**Extrinsic**
- Bonuses
- Profit Sharing
- Raise
- Vacations
- Nice office
- Perks
Key Faculty Structures

Faculty Position Types

- Tenure/Tenure Track (Assistant/Associate/Professor)
- Non-Tenure Faculty (Adjunct, Clinical, Lecturer)
- FYI: Staff – non tenured, but long term contracts available especially in unionized campuses

Retention, Promotion, & Tenure or Promotion & Tenure

- Tenure Track
- Performance Reviews (Y3, 5, & 7)
- Internal & External Peer Review
- Departmental Criteria via a College, Dean, and VP Review
- Post-tenure review every 5 years
- Criteria is changing! (more later)
- Non-Tenure Contracts vary
• They don’t speak your language.

• Their institution or individual purpose is not (typically) your purpose.

• There are minimal incentives (professionally) to working with you.

• Traditional organizational structures do not promote CE
Questions?
Where to start
How do YOU approach your local IHE?

What do you prepare in advance?

Who do you talk to and why?

What time of year do you connect with them?

Strategies for Consideration

• Problem identification – specific vs. broad

• Traditional “volunteer” roles vs. innovative strategies

• Short term vs. long term perspectives and relationships
Campus “Gate Keepers”

- Community or Civic Engagement Office
- Career Services
- Financial Aid or Student Employment (Federal Work Study)
- Community and/or Gov’t Affairs
- Specific Department/Center that matches your desired mission
- President/Chancellor’s Office
Key Factors When Exploring Partnership “Fit”?

- Values Alignment
- Capacity
- Reciprocal Relationships
- Equity & Power
- Feasibility
- Incentives
- Innovation

- Organizational
  - Institution type and culture
  - Resources to support CE

- Department & Disciplinary
  - Connection to department mission and history of CE
  - Do they recognize and reward CE?

- Interpersonal/Personnel
  - Personal capacity, history, and experience with CE
  - How does this fit with their academic scholarship?
  - How does this fit within their priorities?
  - How will they include you in their class or program?
Put Ideas Into Action

Directions:
• Form groups of 3-5 people (Introduce yourselves!)
• ~10 minutes brainstorm then report out/discussion

“Hypothetical Situation”
Local school district seeks to address low graduation and even lower college going rates amongst low-income students. This is especially true for male students of color. There is a community college, public research university, and a private college within 30 minutes of the district.
Good News for CE

• Record levels of investment in student service, service-learning, and community based learning.

• Recognition as a “high impact practice” for student learning.

• Growing inclusion of CE Scholarship in P&T policies.

• Growing appreciation for HEI as an “Anchor Institution” (Good Neighbor)

• Growing recognition of “Expertise Everywhere”

• Movement towards Co-Creating
Questions?

Open Discussion of Your Situations?
Stay Connected!

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www.compact.org

Campus Compact for Southern New England
www.ccsne.compact.org

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educating citizens, building communities