

Strategies for Institutional Change

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redefine THE POSSIBLE.



Fundamental Criteria - Core Components of the *Carnegie Engagement Framework* regardless of diversity of institution



- Mission
- Leadership
- Infrastructure and resources
- Faculty

York University as a Case Study



Mission

The mission of York University is the pursuit, preservation and dissemination of knowledge. We promise excellence in research and teaching in pure, applied and professional fields. We test the boundaries and structures of knowledge. We cultivate the critical intellect. YU is part of Toronto: we are dynamic, metropolitan and multi-cultural. York University is part of Canada: we encourage bilingual study, we value tolerance and diversity. York University is open to the world: we explore global concerns. A community of faculty, students and staff committed to academic freedom, social justice, accessible education, and collegial self-governance, York University makes innovation its tradition.

One Piece of the Story



- From the Black Creek project in the SSW...
- To a philanthropic gift to support CBR
- The appeal of CES and the subsequent \$1m TD Financial gift that supported the creation of the York U-TD CEC
- Additional catalyst at York – desire to enhance community engagement on campus
- President's Task Force on Community Engagement
- TF Report informed the development of the White Paper that is setting the course for York over the next 10-15 years

Lessons Learned from the Task Force (1)



- Common use of nomenclature and definitional understanding within the institution is important
- Goal vs the means (the “how to) eg., ***Engagement transforms teaching into learning, research into discovery, and service into citizenship.***
- Conceptualization of community (from your front door to the global context)

Lessons Learned: the Task Force (2)



- how do you maintain reciprocity and systematic feedback in community partnerships?
- create opportunities to discuss CES in the institution
- give students a voice

Carnegie Requirements



The Carnegie CE Framework requires institutions to:

- demonstrate institutionalization of community engagement ie., through institutional identity, culture and commitment
- identify the focus of community engagement – curricular engagement, outreach and partnerships, or
- both

Strategies for Change



- Consider multiple strategies eg., CES through scholarship of teaching, discovery, integration, application
- Recognition and reward structure
- Incentives for Faculties/Colleges, faculty members

A Different Perspective



- CES – community outreach/partnership as part of the internationalization/global network strategy
- CES as knowledge mobilization/knowledge exchange
- Public and government accountability – responsiveness to community concerns
- Differentiation strategy
- University Advancement including alumni development
- Student satisfaction surveys and rankings eg., NSSE
- Defining degree level expectations and assessing whether the pedagogical tools are effective in achieving those learning outcomes curricular reform
- Broadens applicability of engagement, shifts culture, facilitates institutional change