



Leading the Institutionalization of Community Engagement and Service-Learning in Higher Education

**An Administrator's Perspective on Building a
More Engaged University**

Andrew Furco, University of Minnesota





**1. Focus on the
institutional
priorities and goals**

**International-
ization**

**Secure More
Research
Dollars**

**Improve
Town/Gown
Relationships**

**SERVICE-
LEARNING &
COMMUNITY
ENGAGEMENT**

**Economic
Development**

**Workforce
Development**

**Student
Retention**

**Address
Societal
Challenges**

**Enhance
Student
Learning**

The university has many priorities. Why should engagement be a priority?

Research and teaching are central priorities and those must take precedence over extension and public service efforts.

There are many engagement efforts on campus. Why is more investment needed?

2. Have a strong value proposition





**3. SMALL,
SLOW &
STEADY**


It takes 15-20 years of concerted effort to institutionalize community engagement in higher education.

Holland & Furco, 2006

“The pace of change [in higher education] is stuck somewhere between sluggish and glacial.”

Ann Kirschner, Dean, CUNY, 2012

Date	
2002	Council on Public Engagement (COPE) established to identify strategies for advancing “public engagement” at the University of Minnesota.
2004	University-wide definition of “ public engagement” is adopted.
2005	COPE proposes senior-level administrative position for public engagement; University-wide Office for Public Engagement established to deepen the institutionalization of public engagement across the University’s research, teaching, and outreach missions
2006	University receives Carnegie Classification as a community-engaged institution, Office for Public Engagement and Associate Vice President position established.
2007	Promotion and tenure guidelines revisions include support for community-engaged scholarship and teaching.
2008	University-wide <i>Ten-Point Plan</i> to advance and institutionalize public engagement developed.
2010	Public Engagement Council established as official University-wide body to establish standards and address critical issues in public engagement.
2013	University-wide <i>Engaged Scholar Award</i> established to recognize University faculty who conduct high quality scholarship that benefits society.
2016	Community-Engaged Scholarship P&T Work Group Established.
2017	Campus-wide public engagement action plan completed.
2018	Engaged Scholarship Review Committee launched.



**4. Work with allies to
distribute leadership
and voice**

**5. Identify and
work through
influencers**

Five Mistakes to Avoid

T.M.I.



**SO WHAT
NEXT?**

**Pushing
rather than
nudging**

SELF - PROMOTION

**DISCOURSE
INCONGRUENCE**



THANK YOU!

ANDREW FURCO
afurco@umn.edu