

The Center for Servant Leadership
Community-Engaged Departments Grant Program
2015 Request for Proposals
Submission Deadline – Monday, May 4, 2015

The Center for Servant Leadership is pleased to announce the availability of **grants of up to \$5,000** to support academic departments wishing to advance or strengthen community engagement initiatives into their teaching and research activities for faculty and students.¹ (Interdisciplinary Programs are also eligible and encouraged to apply).

Purpose: The purpose of the Grant Program is to strengthen the alignment between community engagement and departmental missions, identities, and practices. Through this process of integration and alignment, a cadre of “community-engaged” departments will be established in order to more fully institutionalize the civic mission of Gustavus Adolphus College within the academic programs.

A community-engaged department is characterized as one that:

- shifts emphasis from highly individualized faculty courses and curricular design towards more collective efforts and collaborative approaches towards engagement activities;
- utilizes community engagement as a strategy for achieving key academic goals for faculty and students;
- includes community-based experiences as a standard curricular component and expectation for students;
- utilizes the public dimension of faculty work as a distinguishing feature of the department’s identity and practice;
- encourages and supports faculty members with high quality community-based learning and engaged scholarship;
- enhances students’ academic learning and civic development;
- addresses public issues of interest through collaborative teaching and/or research activities with members of the community;
- aligns community engagement activities with other institutional initiatives.

Rationale: This program emphasizes the strengthening of community-engaged teaching and research from the particular disciplinary perspective of the department. This includes various approaches to community engagement that include, but are not limited to academic service learning courses, community-based research studies, global engagement initiatives, clinical practice, community-based capstone experiences, and other forms of community and civic engagement. The program is designed specifically for departments where community-based work is already well established on an individual faculty basis and where moving to greater institutionalization at the department level would represent an important value-added for students, faculty, the campus, and community.

Opportunities: Examples of initiatives under this grant program could include, but are not limited to:

- developing and implementing curricular materials that help better align community-based learning courses with overarching learning goals for students;
- supporting departmental faculty with professional development opportunities that enhance their capacity to

¹ *This program is adapted with permission from a successful Engaged Departments program created by Dr. Andrew Furco (2012-13), Vice President of Public Engagement at the University of Minnesota, Twin Cities.*

- conduct high quality community-engaged teaching and/or research;
- developing departmental policies and procedures that assist and support the operational functions that sustain community engagement over the long-term;
- offering department-wide retreats that engage faculty, staff, and community partners in visioning and strategic planning to further the integration of community engagement within the department's work;
- and/or developing instruments or benchmarking tools to assess the progress and outcomes of the department's community engagement activities.

The Engaged Department Institute:

Members of selected departmental teams (a maximum of three teams) will participate as a cohort in an 18-month Institute that involves the execution of key program components in three phases. These include:

Phase 1: Planning and Development (Fall Semester 2015)

This phase will focus on supporting the construction of a strategic action plan for advancing community engagement within the department, as well as refining a budget request in order to support its implementation. The members of the three teams will meet in fall 2015 for **two mandatory meetings** (duration of one and one-half days) on action planning for community engagement institutionalization.

The first meeting will encompass an engaged department event with department teams from other Minnesota Colleges and Universities. This collaborative event will take place at the **University of Minnesota Twin Cities campus on Thursday Oct. 15, OR Friday, Oct. 16, 2015 from 9:00 a.m. to 4:00 p.m.** (lunch included) and will explore and support the development of the essential elements of high quality community engagement, as they pertain to advancing the particular teaching and research goals of the department. This meeting will conclude with each team's initiation of a preliminary Community Engagement Institutionalization Plan that will outline goals to be accomplished and key action steps to be implemented to achieve each department's desired institutionalization outcomes.

The second half-day meeting will take place **on the Gustavus campus on Friday, November 20, 2015 from 5:00 p.m. to 9:00 p.m.** (dinner included). The members of each team will present their respective action plans and solicit feedback from other team members. Each team will then finalize its action steps and budget submission.

Phase 2: Implementation (Spring/Fall Semesters 2016)

Each departmental team will implement its action plan during the Spring & Fall 2016 semesters. Two mandatory 90-minute meetings will be held each semester to discuss each group's progress, make necessary strategic adjustments, and share helpful materials and information.

Phase 3: Assessment and Reporting (February 2017)

One mandatory final meeting (3 hours) will be held during **touring week 2017** to review each team's progress, ascertain the strengths and limitations of the implementation activities, identify lessons learned to share with incoming departmental teams, and document the different approaches departments use to advance community engagement.

Aligning Engagement with College-wide Initiatives

Each participating department must demonstrate an intentional and substantial plan to incorporate a minimum of one of the following College-wide initiatives into its proposed community engagement institutionalization plan. The goal is to develop collaborative practices that integrate disparate initiatives into more coherent community engagement efforts and facilitate collaboration and reciprocity with both on and off-campus stakeholders.

Initiatives include:

1. Implementation of an Equity, Diversity, and Inclusion initiative.
2. Implementation of a Leadership Development initiative.
3. Implementation of a Global Engagement Initiative.
4. Implementation of a Wellbeing Initiative.
5. Implementation of an Environmental Sustainability Initiative.

Examples might include, but are not limited to, development and integration of issues into first-year programs that include community engagement; learning communities in which community engagement is integrated into the design; development of curricular materials for community engagement that enhance students' understanding or development around an issue, or diversity initiatives that explicitly link active and collaborative community-based teaching and learning with the academic success of underrepresented students.²

Key Program Components

Activities that are part of the Grant Program should include all of the following components:

1. An identification of the department's key teaching and/or research goals for students and faculty, as appropriate;
2. An articulation of some of the ways that community engagement activities can have value added in achieving the departmental goals articulated in #1;
3. The development of collaborative partnerships with community members (local or global) that are based on producing mutual benefits, reciprocity, and long-term sustainability;
4. The development of a strategic, action-focused plan that advances the integration of community engagement into the programmatic features of the department, including an intentional alignment with at least one College-wide initiative;
5. The implementation of the activities of the action plan developed in #3 and #4; and
6. An assessment process that benchmarks the institutionalization of community engagement into the department's teaching and/or research activities.

Criteria for Team Composition

Awards will be given to three (3) departmental teams. Each team will consist of at least four individuals who represent the department's engagement work. Each team must include the following members:

1. At least one department/program leader (e.g., chair or chair designee);
2. At least two faculty members from the department (at least one of whom is a tenured or tenure-track faculty member); and
3. At least one other stakeholder, including another faculty member, a community partner, staff or administrator aligned with campus wide initiatives, and/or student.

Note: Exceptions may be made to smaller sized departments embodying fewer faculty members than the required minimum noted above. In such cases, please contact Jeffrey Rathlef, jrathlef@gustavus.edu x6011, to discuss alternatives.

² Based on the feedback and suggested areas for improvement provided by the NERCHE reviewers to institutions receiving the Carnegie Foundation's 2015 Elective Community Engagement Classification.

Expectations and Deliverables

It is expected that the members of each engaged department team will:

1. Participate fully in all aspects of the Institute including participating in the required 1 1/2 day planning and development meetings, the two 90-minute implementation meetings, and the 3-hour final assessment meeting;
2. Develop, refine, and implement both a strategic action plan and budget proposal that will further the integration of community engagement into teaching and/or research activities within the department, including an intentional and substantial initiative aligned with at least one College-wide initiative;
3. Participate in pre-post assessments that measure team members' changes in their understanding of engaged teaching and research and benchmark the department's progress in institutionalizing community engagement; and
4. Submit a brief executive summary (5 pages) at the conclusion of the program that articulates the outcomes of the experience.

Funding Priority

Priority for funding will be given to proposals that:

- offer specific details on department-wide efforts that will take place to integrate community engagement more fully into the department's teaching and/or research activities;
- include plans to assess the short and/or long-term benefits to faculty, students, the department, and/or the community;
- articulate the importance of this grant to advance and/or sustain community engagement activities;
- offer visions for what the department will look like at the end of the grant period and beyond.

Availability and Appropriate Use of Grant Funds

Funds from this grant initiative can be used for any purpose that supports the advancement of the team's community engagement action plan. They may not be utilized for purposes un-related or external to the expenses that will be outlined in the final action plan that will be developed and submitted at the end of Phase 1. While the total dollar amount requested may not exceed \$5,000, grant program funds may be combined with other College or external funding sources. The actual availability of funds through the program will occur in three phases: 50% of funds available after submission of a completed action plan and approved budget submission in fall 2015, 25% of funds available at the end of the spring 2016 semester, and 25% of funds available at the end of fall 2016, after reporting documents are submitted. Stipends or honoraria for team members (faculty, community partners, or students) are optional at the department's discretion, but may not exceed \$500 per individual nor \$2,000 total regardless of the total number of team members.

Application Process

Please complete and submit electronic applications by **Monday, May 4, 2015 by 5:00 p.m.** to the selection committee at: CEDepSelection@gustavus.edu. All applicants will be notified of the outcome of their grant application by Wednesday, May 20, 2015.

Questions:

Questions and inquiries may be directed to Jeffrey Rathlef, Director for Community-Based Service & Learning, Gustavus Center for Servant Leadership, jrathlef@gustavus.edu, x6011.

Application Process

Community-Engaged Departments Grant Program

SUBMISSION DEADLINE – MAY 4, 2015.

Instructions: Please submit your team's completed application electronically to the selection committee at CEDepSelection@gustavus.edu **no later than Friday, May 4, 2015 at 5:00 p.m.** Notification of awards will be made by Wednesday, May 20, 2015. Only one application per department (or Interdisciplinary Program) may be submitted.

COMPLETED APPLICATIONS MUST CONTAIN THE FOLLOWING:

1. Applicant Information:

- a. Title: Community-Engaged Departments Grant Program
- b. Department (or Interdisciplinary Program)
- c. Principal Contact
- d. E-Mail Address (of principal contact)
- e. Campus Phone (of principal contact)

2. Project Narrative: Departmental proposals are not expected to have a fully designed institutionalization plan at the time of submission. We expect that the Planning and Development phase of the Engaged Department Institute will provide new insights, information, and learning that will shape the final institutionalization plan. Nevertheless, in order to be successful, applicants need to enter and begin the grant program with the identification of some institutionalization goals outlining what they want to accomplish, and the engagement activities that would be implemented to achieve those goals. Therefore, selection of participants will be based on the following criteria within application narratives (**no more than 5 pages**): (Note: Applications not addressing all criteria will be considered incomplete.)

a. Departmental Context and Rationale

- 1) *Describe the department's interest in and experience with community-engaged teaching and/or community-based research.*
- 2) *Explain why the department wants to integrate community-engaged activities more fully into its programmatic and operational features.*
- 3) *List the members who will serve on the engaged department or program team. Include their title, role(s), and their specific duties and responsibilities. Include any specific area of interest, expertise and/or experience in relation to community-engaged teaching or research. Briefly describe why these members are key personnel for the team.*

b. Institutionalization Goals and Engagement Activities

- 4) *Identify a set of preliminary institutionalization goals to be addressed within the terms of the grant, and specify the engagement activities that would be implemented to achieve these goals. Identify measureable outcomes that will indicate that the goals have been accomplished.*
- 5) *Describe how the community engagement institutionalization initiative would advance teaching and/or research goals and activities within the department, and how the department's community engagement and/or other work will be different as a result of participating in this grant program.*
- 6) *Include a description of how at least one of the college-wide initiatives will be integrated and advanced within your department's institutionalization plan.*

c. Impact and Assessment

- 7) *Describe what you think would be the benefits to (1) departmental faculty members, (2) students taking departmental courses, (3) the larger institution, and (4) the off-campus community if the department were able to increase its effectiveness in working with the community through strategic alliances.*
- 8) *Describe what strategies you will employ to evaluate the impact of the engaged department project on faculty, students, and/or community. What will you want to evaluate and how will outcomes be measured?*

d. Budget Narrative: In no more than 2 additional pages, please indicate the following:

- 9) *State a preliminary total dollar amount your team anticipates at this time requested to be applied to achieve the goals outlined in the project narrative. (The total requested dollar amount for the 18-months of the project should not exceed \$5,000).*
- 10) *Specify how the funds will be used or allocated, and indicate how budget figures were determined.*

4. Selection Criteria

Proposals will be reviewed and considered per the following selection criteria:

1. The proposal demonstrates strong interest in and experience with community-engaged teaching and/or community-based research, and is submitted within a general departmental atmosphere of encouragement and support for community-engaged work among departmental faculty members.
2. A compelling rationale is provided for advancing the institutionalization of community-engaged activities of the department.
3. The proposed departmental team meets the representation criteria (one department leader, two faculty including one tenure-line faculty, and at least one other individual who plays a key role in developing and advancing the institutionalization goals).
4. The department's institutionalization goals and engagement activities that the participating team members will achieve through the grant program are appropriate, clearly stated, and achievable.
5. The department's institutionalization goals will further the integration of community engagement into the department's teaching and/or research initiatives.
6. A clear vision is presented for how the department's work with engagement will be different as a result of participating in the program.
7. The proposal details how one or more of the College-wide initiatives will be integrated into the department's community engagement institutionalization plan.
8. A viable strategy to evaluate the impact of the engaged department/program initiative on faculty, students, and/or community has been articulated.
9. A set of measureable/observable outcomes that will indicate that the goals have been accomplished are stated.
10. The preliminary dollar amount requested is appropriate for the scale and scope of the proposed goals. The use and allocation of funds are appropriate and are related to the goals of the project.

