

Kansas State University Engagement Planning Group Concept Proposal

Gregg Hadley (convener), K-State Research and Extension
Tim Steffensmeier (convener), School of Leadership Studies
Bronwyn Fees, College of Health and Human Sciences
Carol Sevin, K-State Libraries
Chad Jackson, College of Business – Entrepreneurship
John Morris, K-State Foundation
Katie Kingery-Page, College of Architecture, Planning, and Design
Londa Nwadike, K-State Research and Extension
Marlin Bates, K-State Research and Extension
Tim Shaffer, College of Arts and Sciences – Communication Studies
Trudy Rice, K-State Research and Extension

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What was

In 2006, the Center for Engagement and Community Development (CECD) was created to facilitate engagement activities at Kansas State University. **Community engagement is central to our land-grant mission.** CECD was key to advancing this work for fifteen years. The CECD was housed in the Provost's office and served the campus and community in many capacities. CECD's core activities included

building capacity for engagement by facilitating campus and community partnerships, identifying extramural funding, and offering professional development opportunities to faculty to increase the understanding and participation in community engagement across campus. CECD also worked to report, benchmark, promote, and celebrate K-State's engaged activities by advocating for engagement recognition and rewards (see [Appendix A](#) for full description of CECD's work).

What happened

In 2020, the K-State's Carnegie Community Engagement Classification for K-State was renewed! In addition, Dave Procter, CECD's founding director, retired. At that point, CECD lacked the budget resources to maintain a staff for the slate of work. The CECD's three major ongoing initiatives were transferred to other units. The Institute for Civil Discourse and Democracy transferred to the Department of Communication Studies. The Rural Grocery Initiative and Kansas Healthy Food Initiative transferred to K-State Research and Extension. Provost Taber convened a cross-campus planning group to advise on how to move CECD's work forward and envision the future of engagement at K-State.

What now

As a public university, the citizens of Kansas expect K-State to empower their communities for greater health, prosperity, and vitality. The cross-campus planning group began work in Summer 2020 to engage the university broadly around ideas for the future of engagement at K-State. The planning group began with small focus groups of diverse constituents, drafted ideas, and solicited broader input through a survey of department heads, deans, and other administrative leaders at K-State.

Timeline and Process

May 2020: *CECD transition and planning group announced*

July -October 2020: *Group members conduct interviews, gather data, discuss and draft ideas*

Members of the group reached out to colleagues in on- and off-campus networks (faculty, staff, and community partners) to learn about their past engagement and expectations from an engagement unit. Members facilitated 12 meetings with over 50 participants to gather answers to the following questions:

- 1) What is your connection to engagement work at Kansas State University?
- 2) If you were to describe your departmental/unit colleagues' primary impression of engagement at KSU, what would that impression be?
- 3) What concerns you the most about engaged work at K-State?
- 4) What is your greatest aspiration for engagement at K-State?
- 5) In the next 1-3 years what needs the most attention for engagement to thrive at K-State?

Based on those focused group interviews, reading the recent Carnegie Classification Report, and reviewing the Engagement Fellows documentation, the planning group discussed characteristics of robust engagement and summarized key challenges to expanding the culture of engagement at K-State (see [Appendix B](#)).

November 2020- April 2021: *Planning group sub-teams*

The planning group split into three sub-teams to draft a **logic model**, explore **rewards and incentives**, and learn more about how engagement is supported at **other institutions**. Products of those sub-groups are discussed below.

This work included a presentation to *First Tuesday administrators' roundtable and soliciting feedback through a survey with the following questions:*

- 1) Describe your department/unit's impression of engagement at K-State.
- 2) What is the greatest barrier for engagement at K-State?
- 3) What is the greatest opportunity for engagement at K-State?
- 4) If you were leading the office of engagement, what would you focus on in the short term?

Of the 110 participants at First Tuesday, 91 responded to a brief survey regarding engagement at K-State. Approximately half of the participants reported that their unit/department had a positive impression of engagement at K-State. Engagement is seen as outreach, a recruitment strategy, core to their unit, and the work of extension. For those units that had a negative or mixed impression for engagement, they note that engagement is perceived as extra work, hard to give credit for, limited in scope, and disconnected from the budget model. The barriers to engagement are a lack of recognition for the work (as an example, within tenure and promotion documents), disconnect with teaching and research, budget, time, lack understanding of what it means, and that it is considered the domain of Extension.

Moving forward, the survey respondents saw the greatest opportunity for engagement as 1) expanding partnership with Extension, 2) outreach on the University's contributions, 3) diversity efforts, 4) rural community initiatives, 5) bridging government and industry, and 6) fostering interdisciplinary work. The short-term priorities of an engagement office at K-State should be to secure funding, clearly define engagement, record engagement work, centralize priority areas, establish metrics to demonstrate engagement efforts, consistent messaging on value propositions, broaden the scope (include Humanities), strengthen relationship with City of Manhattan, and increase visibility.

In this time, members of the planning group also met the Sunderland Foundation Innovation Lab planning committees and potential community partners as **a specific example of a unit on campus that would benefit from support with engagement**. The Sunderland Foundation Innovation Lab will fully open in the fall and will provide students and users opportunities for seeding engagement collaborations, initiatives, and projects.

To remain relevant on campus and in the community, the Lab must be successful in building community and having long-term partnerships. The Lab will also need to maintain and upgrade technology. The Sunderland Foundation Innovation Lab will be minimally staffed with a new operations manager which may be funded on soft money for the first two years, student workers, and other positions from existing IT and Library resources. In that time, the Lab will ideally develop some sources of income. Support from a unit of engagement would make the Lab a sustainable and visible place for serendipitous and coordinated engagement connections.

May 2021: *Planning group submits proposal(s) to Provost Taber*

The end result of the planning group's process is a deeper understanding of the value provided by engagement, what K-State needs to strengthen engagement, and a [Logic Model](#) to envision optimizing K-State engagement.

Value Proposition

Community-engaged campuses yield tangible value to their constituents. Engaged scholarship represents a turning point in what it means to be an academic and academic institution today. A recent scoping review of the literature on engaged scholarship over the past two decades shows that the movement is not anecdotal, and that it is based on solid, coherent, and complementary foundations (Beaulieu, Breton, & Brousselle, 2018). The value created by an engaged campus includes increased outreach and promotion of what the university offers, cultivating positive awareness, access to university resources, and recruitment of students (Yeh, 2010); transformative experiential teaching and learning which can increase student retention, graduation, and improve GPAs (Mungo, 2017; Yob, 2014); civic purpose and identity beyond graduation (Bringle et al. 2011); faculty and staff research and professional development opportunities with broad as well as discipline-specific frameworks (Gonzalez 2020); and broad value for members of the public who partner with university faculty, staff and students on projects of local importance (Bryer, Plissock, & Wilt Connors, 2020). The next generation Office of Community Engagement catalyzes activity in the following **value areas** by connecting community needs with university resources and by publicizing and promoting a constellation of engagement activities at K-State (please see [Appendix C](#) for a non-exhaustive list of existing projects and initiatives at K-State under each value area).

- 1) **Access and Recruitment** can be both a direct and indirect outcome of engaged activities. A prime example includes camps for children and youth hosted by units at K-State.
- 2) **Experiential Teaching and Learning** offers students and faculty the opportunity to learn while creating real-world value in a community context; "...the use of experiential learning activities has a positive, significant effect on student learning and the student's perception of learning" (Burch et al., 2014).
- 3) **Research, Scholarship, Creative Activity and Discovery (RSCAD)** are essential activities for most faculty at K-State. In traditional RSCAD, faculty generate knowledge which may find later application. *Engaged scholarship* generates knowledge with community partners that has inherent value to those partners (Boyer 1990, 1996).
- 4) **Innovation and Invention** are types of RSCAD that occur with corporate and business partners.
- 5) **K-State Research and Extension** expands the reach of RSCAD at K-State by sharing knowledge generated by the university with 105 Kansas counties. Extension professionals also identify potential research opportunities with communities across the state.
- 6) **Civic Engagement** brings faculty and staff expertise to community boards and organizations, advocating for important issues within representative government, and helping communities find their voice to advocate for themselves.

Areas of Emphasis, Answering Key Needs

To address the Key Challenges in [Appendix B](#) and become a sustainable unit that generates value for the University, an office of engagement should prioritize the following needs, identified during the planning group's focus group and survey inquiry (detailed list of needs in Appendix D).

- Create measurable outcomes with accountability mechanisms (steering group of key campus units/partners that could transition into an advisory board w/ decision-making authority)
- Develop an internal and external communication and marketing strategy for engagement (including promotion of public engagement opportunities and events)
- Facilitate networking for engagement (clearinghouse/matchmaking community needs with University resources)
- Build a financial plan for the office that incorporates multiple revenue streams from research, academic programs, extension and philanthropy.
- Enhance professional development opportunities for administrators, faculty, staff, and students around community engagement and engaged scholarship.

In addition to priority areas, the planning committee outlined a few guidelines for the office:

- **The office should not be the province of just a few units or initiatives at K-State.**
- **The office needs a stable source of funds** rather than soliciting funds from academic units at K-State, since the office will benefit K-State as whole.
- **The office should facilitate engagement but not conduct engagement projects.** There is a rich ecology of engagement at K-State which can be optimized and leveraged for University benefit by answering the needs listed above. The office should empower individual units and projects to seek funding and complete engaged activities, while also promoting these activities. *See the [Logic Model](#) for more detail.*

What will happen in the future?

An office of engagement will be the next step for community engagement at K-State. The investment will yield two outcomes: an expanded (in terms of quality, reach, and resources) level of engagement for the **public good** and the next step to foster a culture that enables K-State's engagement mission to thrive. Please see the [Logic Model](#) which charts assumptions, external factors, inputs, outputs, and outcomes for an office of engagement.

K-State Community Engagement Logic Model (Community Engagement Planning Group 2021)

Situation: As a public university, the citizens of Kansas expect K-State to empower their communities for greater health, prosperity, and vitality. There are many unmet needs in communities that could be addressed using the resources at Kansas State University through a robust engagement and outreach effort across the university. This effort would exemplify the land grant mission of research, teaching and outreach.

As the first land-grant institution established under the 1862 Morrill Act, we acknowledge that the state of Kansas is historically home to many Native nations, including the Kaw, Osage, and Pawnee, among others. Furthermore, Kansas is the current home to four federally recognized Native nations: The Prairie Band Potawatomie, the Kickapoo Tribe of Kansas, the Iowa Tribe of Kansas and Nebraska, and Sac and Fox Nation of Missouri in Kansas and Nebraska....We remember these truths because K-State’s status as a land-grant institution is a story that exists within ongoing settler-colonialism, and rests on the dispossession of Indigenous peoples and nations from their lands. These truths are often invisible to many. The recognition that K-State’s history begins and continues through Indigenous contexts is essential.¹

Assumptions	Inputs	Outputs		Outcomes		
		Activities	Participation	Short	Medium	Long
<p>K-State lives a vision in which community members are empowered partners in creating knowledge and finding solutions.</p> <p>K-State Engagement demonstrates tangible value and proves essentialness of higher education.</p> <p>Community engagement gives K-Staters and the citizens of Kansas the opportunity to build intercultural confidence, humility, and competence.</p> <p>Community engagement offers transformational and lifelong learning opportunities</p> <p>For engaged work to be a priority mission for the University, faculty of K-State must have the incentives, capacity, and resources.</p> <p>K-State values a variety of forms of engagement and outreach, including engaged scholarly work (RSCA).</p>	<p>University support from academic programs, research, extension, and philanthropic funding lines is essential to establishing and maintaining a center; this is seed money that brings returns.</p>	<p>Establish and fully fund an office for engagement to coordinate on university resources with community needs, local knowledge, and wisdom.</p>	<p>Office of the Provost K-State University Leadership</p>	<p>An Office of Engagement is established at K-State to facilitate engagement growth; not to conduct engagement. House in an upper leadership location (Provost or President’s Office) with responsiveness to all campuses and colleges at K-State.</p>	<p>A Center or Division of Engagement is established with full funding. The leader of this unit is a member of the university President’s cabinet.</p>	<p>Recognition and understanding of the benefit of a land grant system occurs both at the university and across the state. K-State is recognized as the preeminent resource to communities across the state as they address local and regional issues.</p>
	<p>KSRE Local Unit offices/staff time, Faculty and Staff time across K-State, Student time</p>	<p>Incentivize units for engagement: Develop a rewards strategy and align incentives for engagement work among faculty, staff and students.</p>	<p>Office of the Provost, K-State Leadership, Faculty and Staff of K-State Units</p> <p>Division of Communications & Marketing</p>	<p>Faculty, staff, and students are recognized for their engaged work.</p>	<p>Increased incentive structures (example: T&P) are created to facilitate and encourage engaged work.</p> <p>Engagement is prioritized in the hiring process.</p>	<p>Every employee has access to resources for engaged work in a way that makes the work feasible. K-State Engagement is an engine to generate external funding: grants and contracts to support faculty/staff-community projects.</p>
	<p>Resources for awareness of engagement efforts</p>	<p>Develop a marketing and promotions plan for internal audiences (K-State) and external audiences across the state</p>	<p>Division of Communications & Marketing, K-State IT, Local Unit KSRE Agents</p>	<p>Increased number of faculty, staff, and students involved in outreach and engagement</p>	<p>External recognitions remain steady: continued Carnegie classification, press, awards</p>	<p>Increased national, external recognitions: press, awards, and government and agency recognition</p>
<p>Community interest and readiness to engage with K-State outreach efforts</p> <p>Other Kansas Board of Regent institutions conducting engagement and outreach</p> <p>Availability of sustained funding, both public and private, for outreach efforts</p>	<p>Community partners’ interest and time</p>	<p>Leverage outward facing K-State bodies to connect community needs to university resources.</p>	<p>KSRE, K-State Olathe and Polytechnic campuses, Beach Museum of Art, UFM Learning Center, ICDD, KCDC, and other connectors; and Communities conceived broadly</p>	<p>Increased opportunities across the state for outreach work by KSU faculty and students</p>	<p>Every K-State employee embraces a mission of engagement, whether in big or small ways.</p>	<p>Increased community engagement results in enhanced philanthropic giving and student outreach and recruitment.</p>

Potential Metrics of Success: Community Outcomes—monetary, quality of life, health, community capacity; People and Populations involved (participation); Economic Development Outcomes— increased sales tax \$, increased hires; capacity building: number of individuals in leadership within a community; Internal and External Recognition and Advancement—faculty and staff are recognized and rewarded for their engaged work.

¹ excerpt from K-State Indigenous Faculty Staff Alliance Land Acknowledgement (Jan 15, 2020), read in full: <https://www.k-state.edu/diversity/about/landacknowledge.html>

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Appendix A: Primary CECD Work Areas

K-State's Center for Engagement and Community Development (CECD) was established and launched in 2006 by Provost Duane Nellis and Dean / Director of Extension Fred Cholick. With assistance from Dr. Bill Hargrove (Director, Kansas Water Resources Research Institute), Provost Nellis and Dean Cholick developed the mission and task areas of CECD. We have tried to remain true to the direction provided in that original description of CECD.

Our work areas are highlighted in bold below with specific examples of the work we have conducted to pursue those CECD tasks.

- 1) **CECD works to facilitate and expand campus / community partnerships.** Examples of this work include:
 - a) CECD launched and managed Engagement Incentive Grant program beginning in 2009 (suspended by Provost, Spring 2020)
 - i) CECD funded engaged projects representing 35 different departments from six different colleges and also the College of Vet Med and the Libraries. Funded projects have come from all three university campuses.
 - b) CECD collaborates with campus and community partners to address community needs and goals. Some of our most impactful partnerships include:
 - i) The Rural Grocery Initiative
 - ii) The Kansas Healthy Food Initiative
 - iii) Community Solutions for Affordable Housing
 - iv) The Institute for Civic Discourse and Democracy (ICDD partnership examples)
 - (1) 4-H Youth Facilitator Training
 - (2) UFM Community Conversations
 - (3) Extension Wildcat District Health Conversations
 - v) Student Voter Engagement Initiative
- 2) **CECD offers professional development opportunities to campus faculty to increase the understanding and use of community engagement.** Examples of this work include:
 - a) CECD organizes and hosts annual K-State Engagement Symposium
 - i) "Student Success and the Public Good" (2020)
 - ii) "The Art of Democracy" (2019)
 - iii) "Powerful Dialogue: Engaging Community Issues in Polarizing Times" (2018)
 - iv) "Food Security: A Day of Learning" (2017)
 - b) CECD organized and administered Civic Engagement Fellows Program. The Civic Engagement Fellows program, led by Professors David Procter and Timothy Shaffer, is an invited professional development and peer-learning opportunity for faculty and staff interested in deliberative practices and community-engaged scholarship. The full report about this three-year cohort experience is [Procter and Shaffer \(2020\)](#).
 - i) 2019 Cohort: 9 faculty / staff / Extension professionals
 - ii) 2018 Cohort: 10 faculty / staff / Extension professionals
 - iii) 2017 Cohort: 9 faculty / staff / Extension professionals
- 3) **CECD works to celebrate K-State's engaged work.** Examples of this activity include:

- a) CECD identifies K-State engagement exemplars and works with faculty to submit to national engagement awards. Selected examples of nominated projects include:
 - i) Julie Pentz, “Tap to Togetherness,” ESC’s Award for Excellence in Engaged Scholarship (2020)
 - ii) David Procter, “Rural Grocery Initiative, APLU’s W.K. Kellogg Community Engagement Scholarship Award (2019)
 - iii) Marlene VerBrugge, “4-H Military Partnerships,” W.K. Kellogg Community Engagement Scholarship Award (2018)
 - iv) Jeff Tucker, “K-State’s Project 17,” W.K. Kellogg Community Engagement Scholarship Award (2016)
 - v) Helped nominate Dr. Brandon Kliever for the Ernest. A. Lynton Award for the Scholarship of Engagement for Early Career Faculty (2017)
 - b) CECD launched and managed K-State’s Excellence in Engagement Award beginning in 2012 (suspended by Provost, Spring 2020)
 - i) Made awards to faculty representing 11 different departments in 5 different colleges
 - c) CECD works to highlight and publicize outstanding examples of campus / community partnerships through various media
 - i) We publish engagement news magazines (*Kansas Food First; Engage!*) highlighting campus / community partnerships
 - ii) CECD has a Facebook and Twitter presence where we highlight campus / community partnerships
 - iii) We use both *K-State Today* and *KSRE’s Tuesday Letter* to highlight examples of K-State engagement
- 4) **CECD has worked to benchmark K-State’s engaged work**
- a) In 2011-2012, CECD worked in collaboration with Michigan State University to develop a tool to benchmark campus engagement called the Engagement Benchmarking Tool (EBT)
 - b) Administered the EBT in 2013, 2015, 2017.
 - c) Post Carnegie application and the hire of a new Associate Provost for Institutional Research, we have put the EBT on pause to re-evaluate
- 5) **CECD works to promote the scholarship of engagement**
- a) CECD’s engagement symposia (noted above) are venues where faculty / staff have the opportunity to spotlight engagement scholarship
 - b) CECD highlights (and has funded) faculty / staff opportunities to attend national engagement conferences
 - c) The Civic Engagement Fellows program (noted above) also promotes the scholarship of engagement
- 6) **CECD works to identify and secure extramural funding for engaged work**
- a) Since 2006, CECD has attracted just under \$4 million in extramural funding. This funding has come from diverse sources including:
 - i) USDA - AFRI
 - ii) USDA - Center for Disease Control
 - iii) USDA – Kansas Rural Development
 - iv) National Science Foundation

- v) Kansas Government
 - (1) Department of Commerce
 - (2) Kansas Department of Creative Arts and Industries Commission
- vi) Philanthropic Foundations (Kansas Health Foundation; Sunflower Foundation)
- vii) Research Foundations (Kettering Foundation; Robert Wood Johnson Foundation; Heartland Foundation; Interactivity Foundation)
- viii) Humanities Council
- ix) North Central Regional Center for Rural Development

7) **CECD provides leadership in engagement reporting**

- a) Provided engagement reporting for K-State / Kansas Board of Regents performance agreements around engagement (2009)
- b) Provided leadership in applying for Carnegie Foundation's "engaged university" designation (2010)
- c) Provided leadership in drafting the chapter on "engagement and service" for K-State's Higher Learning Commission self-study (2012)
- d) Provided leadership in applying for re-classification of Carnegie Foundation's "engaged university" designation (2020)

8) **CECD advocates for engagement recognition and rewards**

- a) CECD works with colleges and departments and advocates for greater recognition of engaged work through annual evaluation and tenure and promotion policies
- b) During 2019 – 2020, CECD has worked with the Department of Political Science, and the School of Family Studies and Human Services
- c) In 2020, CECD is working with the Faculty Affairs committee of the Faculty Senate to explore possible ways colleges and departments might value and reward engagement more explicitly

Appendix B: Characteristics & Key Challenges

These characteristics were surfaced during initial interviews with K-State faculty and staff about engagement

Characteristics of Engagement

- Mutually beneficial, reciprocal partnership (not only transactional)
- Participatory practices, working upstream
- Working with “community” (includes communities of interest and communities of place)
- Robust
- Sustainable
- Initiated by any stakeholder, at any level, and by any of the publics we interact with
- Multi-directional

Key Challenges of Engagement at K-State

These key challenges were surfaced during initial interviews with K-State faculty and staff about engagement

- 1) **Rewards and incentives for engaged work** – the University rewards traditional scholarship, while the community rewards impact. Engaged scholarship has yet to be institutionalized through university incentive structures, despite its high value to constituent communities.
- 2) **Budget and resources** – engagement is not core to how most of the University generates revenue and invests resources
- 3) **Professional development** – need to grow faculty/staff understanding of engagement
- 4) **Lack of a central information and communication system and/or staff** – too decentralized, we lack a connector & clearinghouse
- 5) **Geographic isolation** – time is a barrier for faculty/students
- 6) **Communication and dissemination of engaged work** – lack robust message that communicates our value, we are not the home for a community engagement journal
- 7) **Perception and lack of a shared, operational definition of engaged work** – the perception is that engagement is not “at the heart of how the University produces knowledge”

Appendix C: Existing Examples of K-State Engagement in each Value Area

- 1) **Access and Recruitment** can be both a direct and indirect outcome of engaged activities. Prime examples include:
 - Camps for children and youth hosted by units at K-State. See current camps hosted by K-State here <https://www.k-state.edu/summer/camps/>
 - In addition, many events for children and youth are collaborations of K-State faculty and staff with local school districts, including the USD 383 STEM Camp, Summer Fun Camp, and KAWSE (K-State Advancement of Women in Science and Engineering) Grow and Excite programs.
 - Other camps and programming for youth occur through collaborations with community colleges, non-profit organizations, and school districts across Kansas and into Missouri. An example is K-State Olathe's organization of partnering units at K-State Manhattan to offer session for 'Kids on Campus' summer camp at KCKCC.
 - While the list of engagement activities affecting undergraduate recruitment is long, K-State also offers programming such as 'Science on Tap' with the indirect potential to create positive awareness of K-State graduate programs.

- 2) **Experiential Teaching and Learning** offers students and faculty the chance to learn while creating real-world value in a community context. Examples ongoing at K-State include:
 - Natural Resources and Environmental Science secondary major capstone courses work with community partners on applied ecological projects.
 - All students in the College of Architecture, Planning and Design complete engaged projects during their degrees. These degree programs culminate in a final master's project—most are community based.
 - K-State participates in a variety of public-facing Centers, including the Kansas City Design Center <http://www.kcdesigncenter.org/>
 - Many degree programs include internships and practicums within their curricula.

- 3) **Research, Scholarship, Creative Activity and Discovery (RSCAD)** are essential activities for most faculty at K-State, as well as valuable experiences for K-State students. In traditional RSCAD, faculty generate knowledge which may find later application. *Engaged scholarship* generates knowledge with community partners that has inherent value to those partners. Examples of engaged scholarship include:
 - Working with farmers to develop solutions to help them overcome the challenges they identified to be able to produce safer fruits and vegetables.
 - Research about processes, methods, and approaches to deliberative dialogue in a democratic society.
 - Working with organizations and businesses to measure the impact of leadership development.
 - Addressing urban design, architecture and planning dilemmas in regional cities and towns.
 - Associated activities promote a broad understanding of RSCAD to the general public, such as 'Science on Tap' and other science communication activities.

- 4) **Innovation and Invention** are types of RSCAD by faculty and students that occur with corporate, business, and philanthropic partners. Examples include:
 - Sunderland Foundation Innovation Lab in Hale Library hosts student/community collaborations and creative community challenges.
 - Industrial Design and Interior Architecture students develop products for market (ranging from prosthetics limbs to furnishings) with industry partners.

- The Center for the Advancement of Entrepreneurship provides a variety of experiential programs to connect student innovators with entrepreneurial firms through-out Kansas.
- 5) **Extension** expands the reach of RSCAD at K-State by bringing our 105 Kansas counties in contact with the knowledge generated by the university through extension professionals.
- As an example, extension agents work with communities to improve their access to healthy food.
 - To learn more, visit <https://www.ksre.k-state.edu/>
- 6) **Civic Engagement** brings students, faculty and staff expertise to community boards and organizations, advocating for important issues within representative government, and helping communities find their voice to advocate for themselves. Examples include:
- Convening and facilitation of public discussions and projects on significant community issues (such as affordable housing, race and reconciliation, stormwater, and flooding).
 - Campus voter registration, candidate/issue forums, and county election volunteerism.

Appendix D: Potential needs from engagement unit

- Professional development for administrators, faculty, staff, and students
 - What is engagement and how is it supported by K-State?
 - Training of the trainers on facilitating connections with community organizations for students' personal or academic projects
 - Education about public-private partnerships
 - Support making and maintaining campus/community connections
 - Best practices and training in building community and developing partnerships
- Communications and Marketing (to community)
 - Provide venues for promoting engaged events
 - Consult on messaging for engaged activities and related success stories
 - Storytelling of engagement attempts and successes to connect with future collaborators
- Communications and marketing (to potential funders)
 - Provide venues for sharing stories to connect with communities
 - Consult on messaging for engaged activities and related success stories
 - Storytelling of engagement attempts and successes for fundraising purposes
 - Venues for sharing stories to attract funders
 - Best practices in engagement story telling
- Financial
 - Support to units doing engaged work in improving relationships with the Foundation, Office of Research Innovation Partners, and other campus dealmakers
 - Develop guidelines and documentation for designing, coordinating, and hosting sponsored programs or events
 - Provide resources for finding and writing grants that focus on engaged work
- Networking
 - Host events for networking with community
 - Support making and maintaining campus/community connections
 - Consult on event-planning for campus- and community-wide events (examples from Sunderland Foundation Innovation Lab: a bicycle-rack design challenge with/for the city, hack-a-thons and collaborative design processes with community organizations)
- Assessment
 - Consult on how to measure the impact of engagement from a unit without duplicating efforts from courses, individuals, and community groups
 - Metrics and assessment of engagement activities
 - Tools for assessing community and partnerships