Engagement Thailand
พันธกิจสัมพันธ์มหาวิทยาลัยกับสังคม

MACQUARIE University

"Why are we engaged?
From the University Viewpoint to the Commitment to Society"

LINDIE CLARK

3rd ENGAGEMENT THAILAND ANNUAL CONFERENCE

NAKHON RATCHASIMA, THAILAND, JULY 2016

MACQUARIE University

RECIPROCITY

Definition Evaluation

Outline of presentation

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- Introduction to **Macquarie University**
- Overview of the **PACE program and its evolution**
- **University-community engagement:**
  Setting PACE in its broader context
- **Reciprocity** in PACE: How has it been **conceived**?
- **Reciprocity** in PACE: How has it been **experienced**?
- **Lessons learned** from the PACE experience
- **Where to next?**
- **Answering your questions**

Macquarie at a glance

- Established in **1964**
- **1,300** academic staff
- **40,000** students
- 10,000 **international** students
- Among the **top 10 universities** in Australia
- Top **2 per cent** of universities globally
- **QS 5 star** (teaching, employability, research, internationalisation, etc)

A Comprehensive University

- Faculty of **Arts**
- Faculty of **Business and Economics**
- Faculty of **Human Sciences**
- Faculty of **Medicine and Health Science**
- Faculty of **Science and Engineering**
- Macquarie **Graduate School of Management**

Located 13 kms from the Sydney CBD

Key

1. Sydney City Centre
2. Sydney Airport
3. Bondi Beach
4. Macquarie Shopping Centre
5. Manly Beach
6. Macquarie University Train Station
7. Macquarie University Hospital
8. Sport and Aquatic Centre
9. Macquarie University English Language Centre

Connected with industry and community

IN THE HEART OF SYDNEY'S HIGH-TECH PRECINCT

- Cochlear
- Optus
- Konica Minolta
- GlaxoSmithKline
- **City of Ryde Futures Partnership**
- CSIRO
- Local primary and secondary schools
- **Salvation Army**

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PACE:

PROFESSIONAL AND COMMUNITY ENGAGEMENT

What is PACE?

- the **practical** component in all Macquarie's undergraduate degrees: students apply their studies in real settings – and get academic credit for it
- lets students gain **real-world experience** before they graduate – enhancing their **employability** and their motivation / capability for **active citizenship**
- all PACE activities benefit students and partners simultaneously: **reciprocity** is a key principle underpinning PACE

Goals of PACE

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- **connect** students, partners and staff in sustained and mutually beneficial **learning and relationships**
- **develop** students who are **work and life ready**: socially responsible citizens with capability for critical thinking and reflective practice
- **contribute** to Macquarie's aspiration to be a leading university of **service and engagement**

"We will expand PACE as a signature program that distinguishes this University"

Our University: A Framing of Futures

PACE

DIVERSITY OF ENGAGEMENT MODES

LOCAL	REGIONAL	INTERNATIONAL

internships

work-integrated learning

community development projects

mentoring

field trips

industry/community panels with group mentoring

research

service learning

CORPORATE	GOVERNMENT	NGO	COMMUNITY

PACE

DISCIPLINARY & INTERDISCIPLINARY DIVERSITY

NATIONAL ACOUSTIC LABORATORIES
Speech and hearing

BOOKS IN HOMES, MANINGRIDA
Health and Sociology

ACCOUNTANTS IN THE PROFESSION
Accounting

UNIVERSAL MAGAZINES
Media

AUSTRALIAN ASTRONOMICAL OBSERVATORY
Astronomy

BAHAY TULUYAN, PHILIPPINES
Law

ACCESSIBLE ARTS
Business

MANLY SEA LIFE SANCTUARY
Marine biology

PACE units – common elements

- **community engagement**: mutually beneficial partnership that helps partner achieve their mission: **reciprocity** as a central value
- **rigorous academic framework** to develop key graduate capabilities

ORIENTATION

- organisational/admin requirements
- mutual expectations
- any preparatory assessment tasks

EXPERIENCE/ PROJECT

- experience itself
- assessment tasks and learning activities
- reflective practice
- monitoring of learning outcomes

FINAL WRAP-UP

- debrief
- any post-experience assessment tasks
- evaluation plan (partner, student and peer feedback)

< < < SCAFFOLDING FOR SKILLS DEVELOPMENT > > >

PACE principles

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ETHICAL PRACTICE

PARTNERSHIP & RECIPROCITY

SOCIAL RESPONSIBILITY

SOUND PEDAGOGY

WHOLE PERSON LEARNING

RECOGNITION AND RESPECT FOR DIVERSE WAYS OF DOING, BEING AND KNOWING

KNOWLEDGE GENERATION & EXCHANGE

TRANSPARENCY

EQUITY OF ACCESS TO RESOURCES & OPPORTUNITIES

PACE in numbers

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15,000 students in PACE since it began, and growing

77 PACE units available across all areas of study

More than 2,100 organisations partner with PACE locally, regionally and internationally

More than 16 countries host PACE International activities

Development of the PACE program: Philosophical and strategic imperatives

Boundary spanning …

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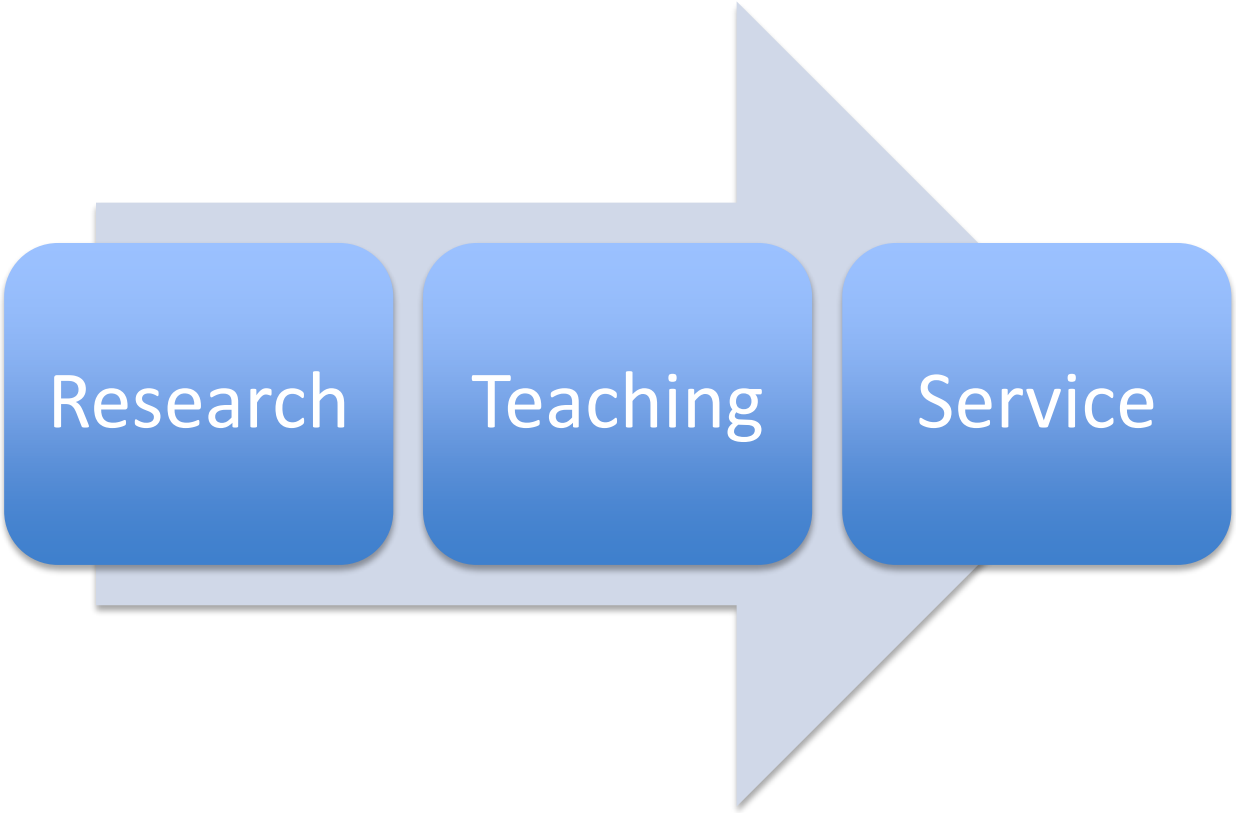
"[Boundary-spanning] relationships … require us to rethink the nature of the work we do and the impact of our contributions on how we generate knowledge, create an inspiring educational environment, and assist our students in acquiring the knowledge and skills they will need to work effectively with others to address complex [or wicked] problems".

Reference: Ramaley (2014, p. 9)

Tripartite university mission



The engaged campus …

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"By engaging more fully with members of the community, members of the academy can come to understand better the **societal issues** that are of most concern to the general public. Similarly, engagement with the public is also conducted to provide **quality teaching** and to strengthen the education provided to students. Because today's students seek opportunities to find **meaning and relevance** in their academic work, opportunities to engage them in community-based work can help enhance students' educational opportunities. In this regard, public engagement can be used to advance the **public service, teaching and research** components of the higher education's tripartite mission. **This is the essence of an engaged campus**"

Reference: Furco (2010: 381)

Engagement: It's hard work …

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"The key differentiating features of an engaged institution are that it is **embedded, integrated and intentional**, not just in research and teaching that happen to intersect with and may benefit the broader community, but **purposefully organized** around clearly articulated commitment to changing people, communities and societies for the better and contributing to a safe, healthy and secure future. Mutual benefit and institutional impact are not assured; they do not just happen. **Universities have to work at them**, **tackling the challenges of the real world**".

Reference: Reid (2013, p. 40)

Graduate employability

Students & parents

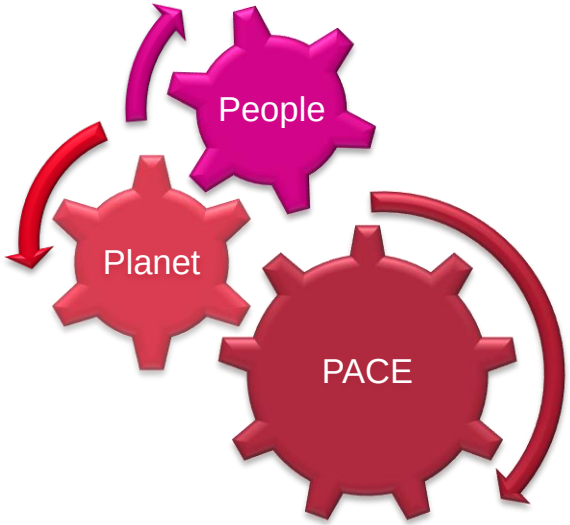
Universities

Overhauling the curriculum

"How do we develop our graduates to become "**engaged and ethical** local and global citizens" and "**socially and environmentally active and responsible**"? What experiences will help ensure not only that our graduates are comfortable dealing at **work and in the community** with others who operate within different cultural and linguistic frameworks, but … are "aware of and **have respect for self and others**; are able to work with others as a **leader and a team player**; have a sense of **connectedness** with others and country; and have a sense of **mutual obligation**?" What can we do in our Academic Programs to develop graduates who are "capable of **reflection**, of behaving **ethically**", and who are "aware of disadvantage and **social justice**, willing to **participate** to help create a wiser and better society?"

Reference: Macquarie University Review of Academic Programs Green Paper (2008, p. 14).

Overhauling the curriculum …



Depth

Breadth

… and changing the University

PACE in practice

FAST FORWARD TO 2016

ADDRESSING COMMUNITY CONCERNS

Over the past 3 years PACE students have worked with the Salvation Army and City of Ryde Council to produce a film that starts the conversation about how we can create a community free of racism….

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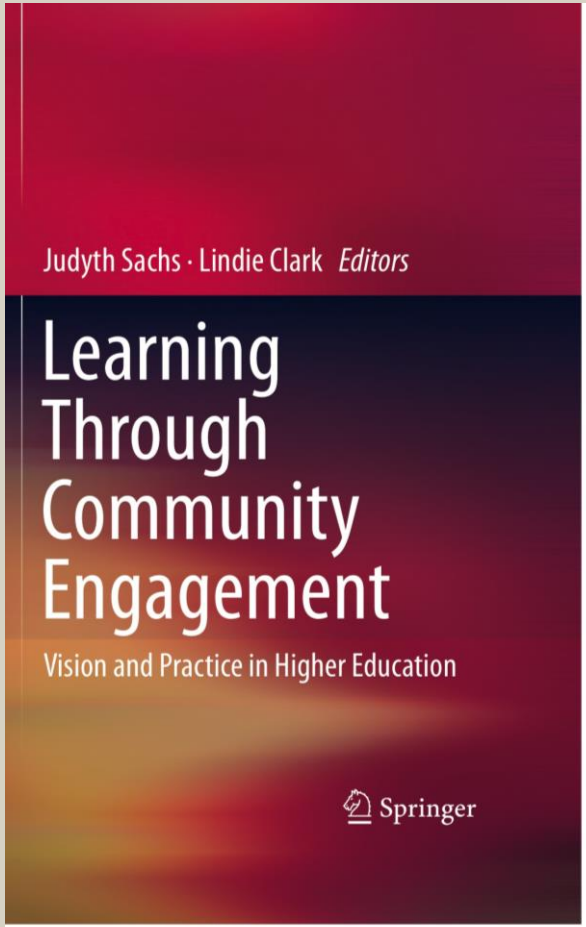
UNDERSTANDING & EXPLORING RECIPROCITY



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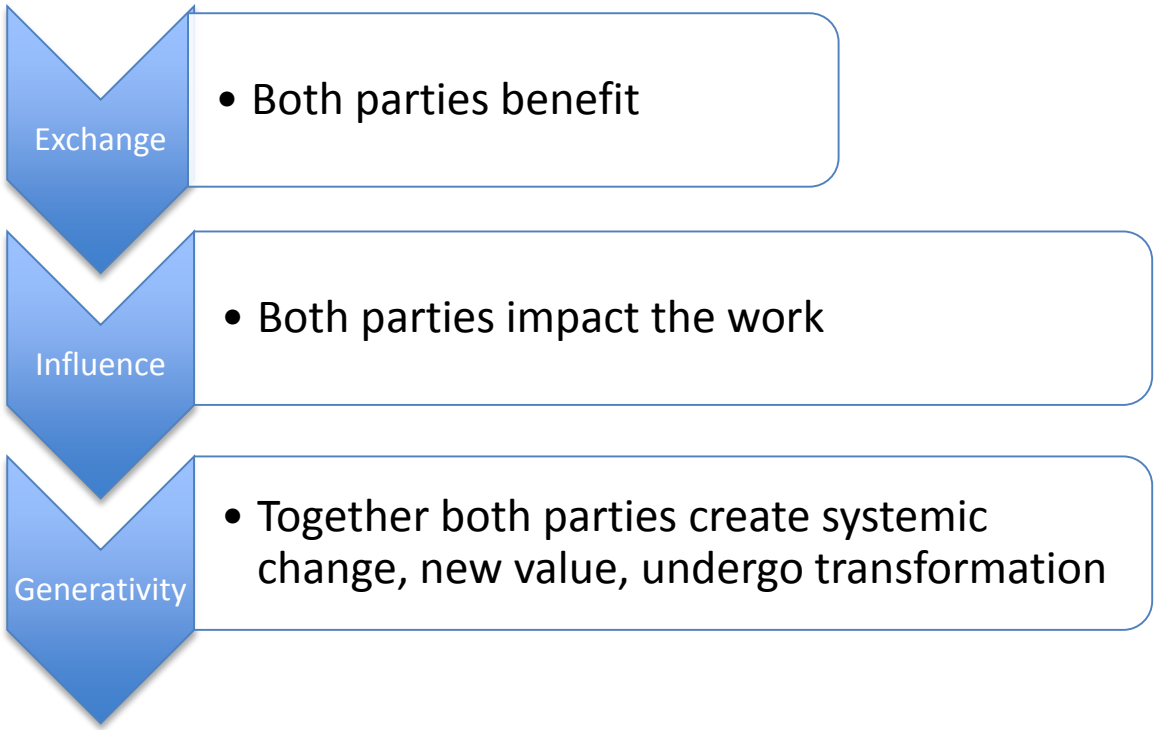
reciprocity

Orientations to reciprocity …
Dostilio et al (2012)



Reciprocity …

… should not be seen as lying on a linear value scale with mutual exchange at the bottom end and mutual transformation as the ultimate goal.

"Characterising reciprocity as such fails to take into account the **diversity of partner relations, commitment levels, [project] types or the context in which relationships** take place"

… and **motivations** for engaging

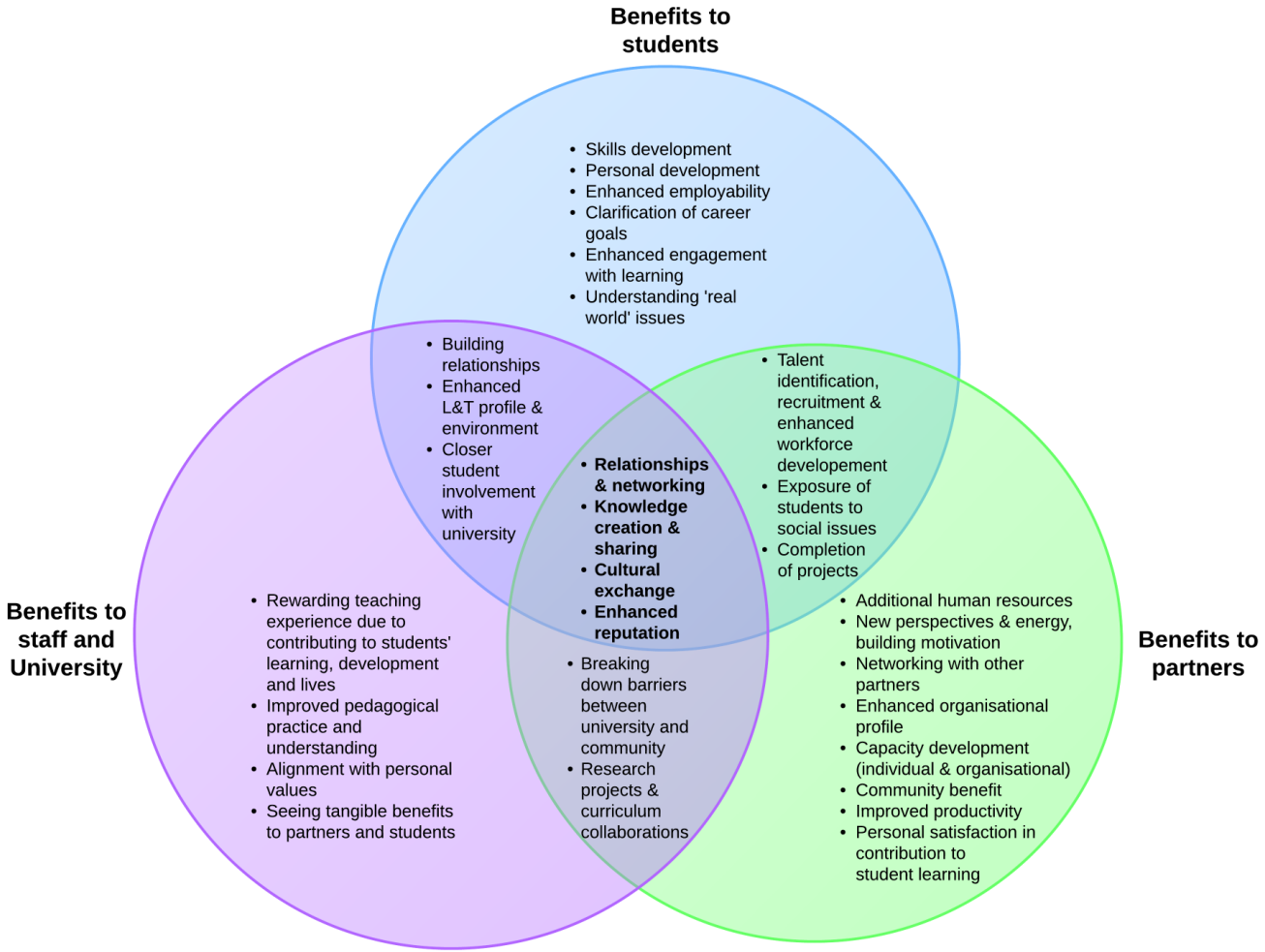
Reference: Hammersley (2016 p. 6)

Learning through community engagement

Chapter 15:

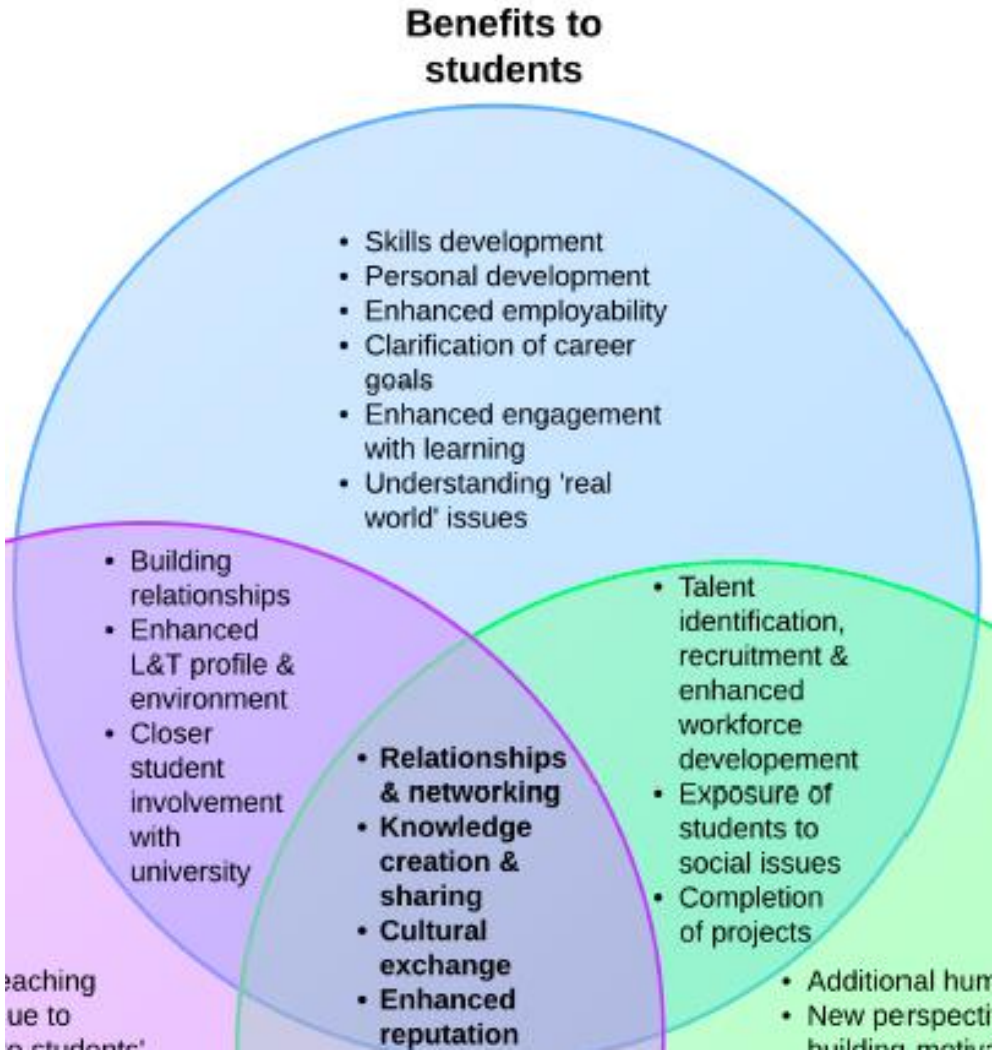
Exploring the reciprocal benefits of community-university engagement through PACE

Kate Lloyd, Rebecca Bilous, Lindie Clark,
Laura Hammersley, Michaela Baker,
Eryn Coffey, and Felicity Rawlings-Sanaei

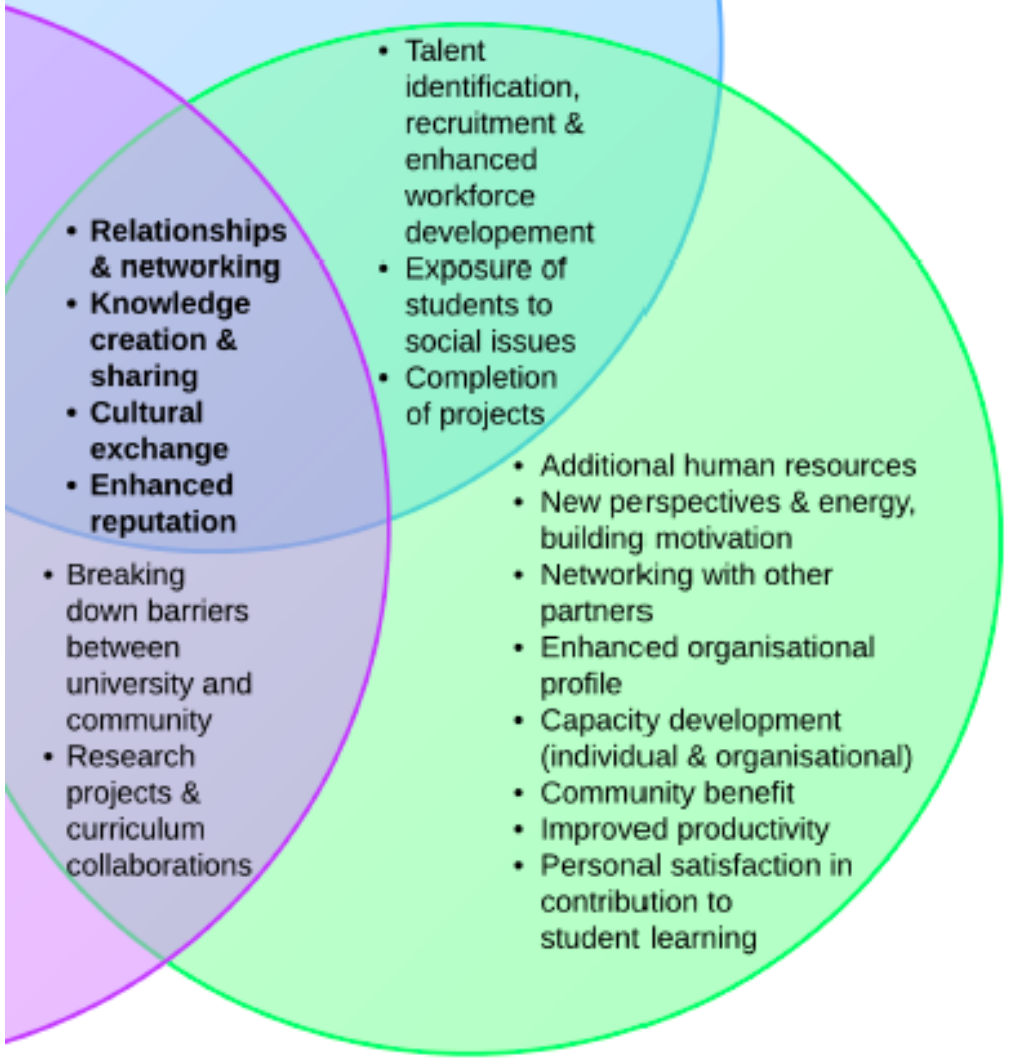


Reference: Lloyd et al (2016)

Figure 1: Benefits to PACE Stakeholders

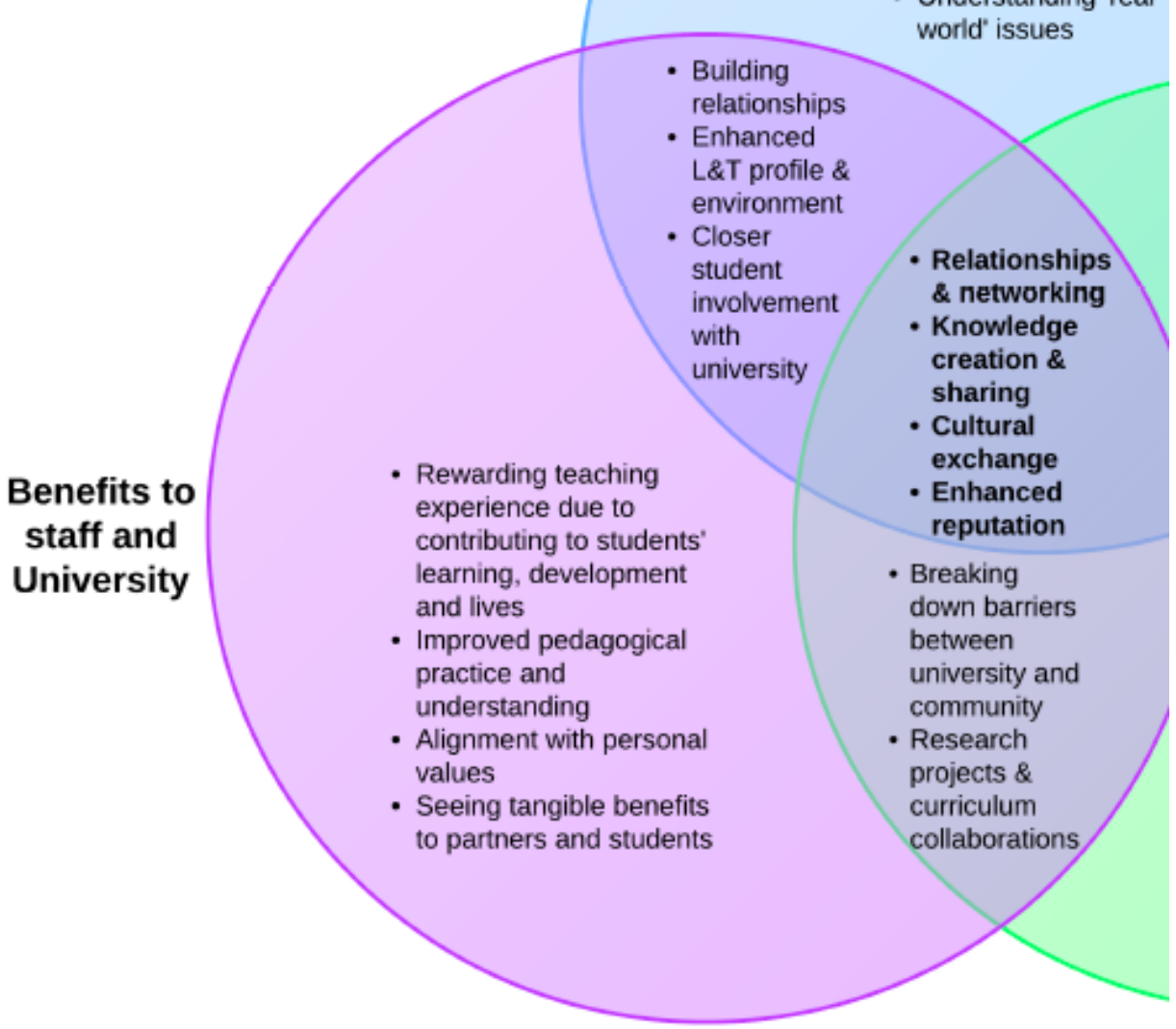


Reference: Lloyd et al (2016)



Benefits to partners

Reference: Lloyd et al (2016)



Reference: Lloyd et al (2

timeframe

context

scale

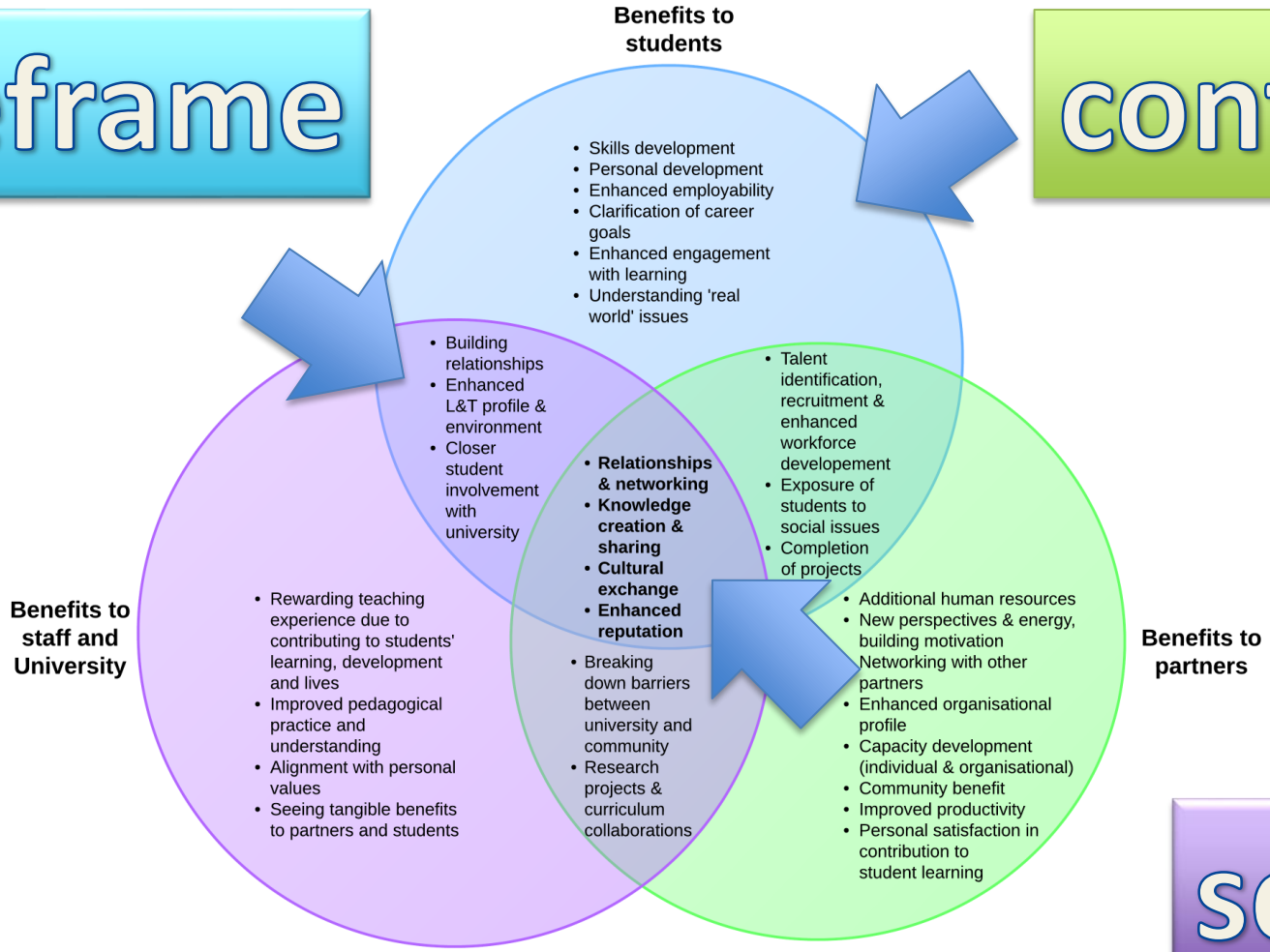


Figure 1: Benefits to PACE Stakeholders

Reference: Lloyd et al (2016)

Discerning orientations toward reciprocity

Moving away from a monolithic understanding of reciprocity

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Cross-sectional

multiple orientations toward reciprocity in university-community engagements can exist simultaneously at different scales and timeframes

Narrative accounts

PACE Theory of Change project

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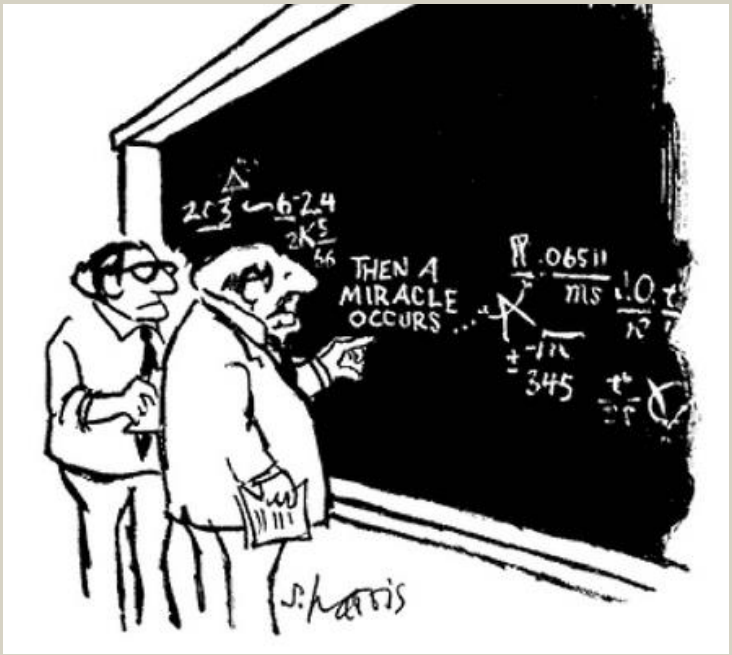
The project centers around an interrelated two-fold question:

1. What is the change PACE seeks to make in the world?
2. How does that change happen?



Effective collaborative relationships

CRITICAL SUCCESS FACTORS

- Understanding the **meaning, value and purpose** of engagement
- **Long-term partnering**
- Organizational engagement processes that **create shared ownership**
- **Open communications** that foster trust, respect and commitment
- Invest time and resources in **relationship building**
- Projects oriented to meet **community defined priorities**
- Investing time in **matching students** to partners and projects
- **Clarify expectations**, roles and responsibilities, understand **constraints**
- **Celebrating success and** acknowledging and addressing **problems**
- Ongoing collaborative **review and evaluation**

Reference: McLachlan et al (2016)

Tripartite university mission