Creating the New American University at ASU

May 25, 2006
Social Embeddedness
University Council
Definition

_Social Embeddedness_ is core to the development of ASU as the _New American University_. Social embeddedness is a university-wide, interactive, and mutually-supportive partnership with the communities of Arizona.

At ASU, this vision involves the ongoing integration of five innovative and distinct, yet interrelated, actions:

- **Community Capacity Building** - enabling community-based organizations and institutions to become strong and effective by providing support, training, and access to resources and information.
- **Teaching and Learning** - involving faculty and students in solving problems facing communities.
- **Economic Development and Investment** - responding to the needs of the university and the needs of communities as ASU pursues its role as an economic engine.
- **Social Development** - enhancing the well-being of the diverse people and communities of Arizona, by working closely with public and private institutions.
- **Research and Discovery** - advancing relevant inquiry by valuing community input, knowledge, and needs.
Vision

A university that is socially integrated and embedded within its many communities

Goal 1
Create a university-wide culture that embraces responsibility for contributing to positive social change in the community and in the research, teaching, and service practices of ASU

- Generate university-wide understanding of social embeddedness
- Develop consistent language and definitions for discussing social embeddedness
- Build departmental and faculty understanding and buy-in
- Create an environment for discussion about the University’s appropriate role in the Arizona community

Goal 2
Develop internal structures and reward systems to encourage and support effective implementation and long-term sustainability of social embeddedness as a core element of ASU’s mission

- Create a tradition of curriculum and teaching methods that consider community needs and make ASU a leader in social learning and responsibility
- Encourage research to further the development of a socially-embedded university and to provide useful knowledge to support community needs and address community problems
- Integrate community knowledge into research and use research to advance communities
- Focus increased interdisciplinary work to impact local communities
- Support individual units in their review of academic performance standards and reward structures to incorporate social embeddedness as an element, in the context of the research and teaching missions of the University and in the work of the unit
Goal 3
Work in partnership with the communities of Arizona to increase the state’s social capital and to strengthen the capacity of communities

- Promote shared responsibility as a value for the university and the community
- Ensure that ASU’s goals for communities match the goals set by communities themselves
- Understand how community input can be successfully incorporated into teaching, learning, and research
- Create and support sustainable partnerships that build on community knowledge and university resources
- Structure ASU’s economic investments to set a new standard for community partnership and university dialogue and decision-making
- Create an environment for discussion about the University’s appropriate role in the Arizona community

Goal 4
Establish ASU as a national model for university-community partnership

- Develop evaluative tools and mechanisms to continuously ensure effectiveness of programs
  - Work with the community to ensure appropriate metrics and benchmarks
- Strive for recognition among peer universities and professional organizations
  - Seek venues for presentation and dissemination of ASU’s work in social embeddedness
- Build a reputation for university-wide commitment to community engagement and openness to transformation through community involvement
Recommendations and Action Plan: Summary

**Goal #1: University-wide Culture**

- **Refine University Mission Statement and Strategic Plan** to reflect social embeddedness as an institutional goal.
- **Integrate the social embeddedness vision and definition in all ASU materials**, website, publications, speeches, etc. in a consistent manner.
- **Actualize the definition** of social embeddedness to clarify what makes an activity, program, project, or decision socially embedded as compared to “service” or “volunteerism.” (e.g. *It is socially embedded if it is not one-time only; and leaves behind expertise in the community; and/or advances social development in the community; and/or advances economic development; and is evaluated for outcome and impact in the community.*)
- **Provide ample time for promotion and discussion of social embeddedness** as a core university goal at appropriate internal venues (e.g. University Council Retreat, Chairs’ Retreat, New Faculty Orientation, Deans Council, ACDC, etc.) – with the intention of explaining college and unit level expectations.
- Appoint task force to **consider university-wide capstone requirement** that meets social embeddedness definition.
- **Host speaker series and seminars** to encourage dialogue among internal and external stakeholders in social embeddedness discussions.
- **Create an evaluation** of social embeddedness at ASU by developing (and regularly updating) an inventory of socially-embedded activities, programs, projects, and decisions.
- **Develop publication providing critical case studies** of social embeddedness, including challenges, goals, etc. to be co-written by university and community partners.

**Goal #2: Internal Structures and Reward Systems**

- **Develop reward system** to acknowledge and support ASU’s commitment to social embeddedness as a scholarly endeavor. (Identify funding to institutionalize dedicated stipends, one-time and/or permanent salary increases, travel, focused sabbatical program to plan for social embeddedness in curriculum, Regents Professorship, as well as increased attention in publications, public venues, and other forms of public recognition.)
- **Define social embeddedness involvement, success, and accountability by “unit,”** with regular reporting to Provost and President on progress.
- **Provide support to colleges** to move social embeddedness agenda forward, including plans for curriculum transformation, as appropriate for each unit.
- Inspire and support groundbreaking course development through the funding of the **Curriculum Innovation Trust**.
- **Hire Director of Social Embeddedness** reporting to both Provost and President.
• **Appoint review team to assess programs** and curriculum within units and to provide guidance to best meet criteria of social embeddedness.

• **Create hiring policies** that include social embeddedness as a criteria.

• **Develop university policies and accountability procedures** that stress social embeddedness in all operational aspects of ASU (inc. investment, development, real estate, etc.).

**Goal #3: Partnerships with communities of Arizona**

• Determine and confirm mutually beneficial goals and expectations of community and university, through the establishment of a **meaningful and ongoing communication process**. (See diagram.)

• Reach out to community to understand needs and opportunities and to **ensure that ASU’s goals for communities match the goals set by communities themselves.**

• Develop annual focus on key regional issue(s) as determined by the university in partnership with community to **create, support, and reinforce sustainable partnerships** that build on community knowledge and university resources.

• **Utilize regional forums as venues for open dialogue** on ASU’s plans for economic investments and on the appropriate role of the university in the Arizona community, setting new standard for community partnership and university decision-making.

• Institutionalize a system of **ongoing reporting to community**

**Goal #4: National Model**

• **Establish university-wide evaluation model and tools** to assess all projects considered to be socially embedded and encourage cumulative learning and publication about the evolution and evaluation of each project – to gain national attention and to promote ASU’s work.

• **Encourage teaching of theory of social embeddedness** across the curriculum and consider social embeddedness as a component of doctoral programs.

• **Convene national summit** on social embeddedness with peer universities, establishing ASU as the exemplar of the Socially Embedded University.

• **Host website to promote national dialogue** and venue for examples of social embeddedness.

• **Engage funders** (public and private) in discussions on the value of sustainable relationships between universities and communities in order to build and maintain social capital, and to inform the creation and implementation of a shared vision.
Questions for Discussion

ASU in 2012: The Impact of Social Embeddedness on the university, the community, the faculty, the students

• In what ways would you like the university (decisionmaking, systems, faculty, students, curriculum, research, funding, perceptions/image, enrollment, economic investment) to be different as a result of being socially embedded?

• What would you hope would be different within the communities (residents, youth, public and private organizations; public policies; social capital) of Arizona as a result of ASU’s changed role?
The Intersection of Community and University – DRAFT Framework for Implementation

Walk ABOUT Arizona

The ASU 1000
ASU students/faculty/staff

Focus groups: Participants organized by regional nonprofits

Think ABOUT Arizona

15,000 Arizona residents (households/focus ASU sites)
- Provide information re: ASU/invite to Jan. event
- Ask re: ASU image/Arizona needs

Talk ABOUT Arizona

ASU / Regional Dialogue(s)

Phoenix
Tempe
Glendale
Mesa

Tabloid Insert / Other Outreach

Analyze/prepare for 2007 Thematic Focus
- Present 2007 Focus
- Analyze/brainstorm ideas/partnerships
- Disseminate SE publication?/concepts
- Announce Innovation Fund winners
- Introduce ASU “SE Director”

Making Change come ABOUT in Arizona

Reps from each of 4 committees

Community/ASU 2007 Theme Committee

Speaker Series/Events/Seminars

Think ABOUT Arizona

Focus groups through regional nonprofits

F-9 Meetings April
G-9 Meetings May

Funding Plan for S-E

Inventory and evaluate existing projects

Develop standards for S-E projects and metrics for S-E at ASU.

Develop evaluation tools and process

Recruit “S-E Director” (reports to Pres/Provost)

S-E Plan complete (use to recruit Dir.)

Announce Innovation Fund for Cumic.

Hire Director - Meet w. units - Advise colleges - Meet w. NPs/govt - Lead S-E Rev Comm - Lead/coord “Making Change in AZ” process

Fundraising for S-E

Confirm Focus/Thematic Area of Concentration for ’07-’08

Ongoing review of new projects/unit plans by committee

Sept ’07 ASU Nat’l S-E Forum

Speaker Series / Events/Seminars highlighting S-E

Exact timing to be determined

2006 MAY JUN JULY AUG SEPT OCT NOV DEC JAN 2007 FEB MAR APR MAY JUN JUL AUG 2007