

**Enhancing Integrative Learning  
through Cross-Campus  
Partnerships**

2007 ANAC Summer Conference

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June 15, 2007

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**Characteristics of Strong  
Civic Engagement Programs**

- Civic engagement is prominently featured in institutional mission and other key documents.
- The program has permanent funding.
- Student learning outcomes are clearly stated and well used.

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**Characteristics of Strong  
Civic Engagement Programs**

- Policies support civic engagement.
- Institutional leadership is strongly committed.
- Student and faculty involvement is recognized and rewarded.
- The program has strong community partnerships.

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### Characteristics of Weak Civic Engagement Programs

- The program is on the periphery.
- Funding is constantly in question.
- Individuals involved feel marginal.
- The program is not widely understood.
- External relationships are tenuous.

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### Tendencies of Programs Based in Student Affairs

- More flexible in response to student needs
- More open to student initiative and leadership
- May not have clear learning outcomes
- May not provide enough structured reflection

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### Tendencies of Programs Based in Student Affairs

- May place more emphasis on service, not enough on learning
- May lack academic credibility
- May have lower institutional priority
- May have less stable funding

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### Tendencies of Programs Based in Academic Affairs

- More connected to institutional mission
- Enable students to connect knowledge with practice
- Faculty more likely involved in community-based research
- May place more emphasis on learning, not enough on service
- Less flexibility
- Less open to student initiative

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### Contributions of Academic Affairs to Civic Engagement

- Enable programs to be viewed as academically rigorous
- Secure support of senior administrators
- Engage faculty colleagues
- Modify academic policy to support civic engagement activities
- Create faculty development and support mechanisms

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### Contributions of Student Affairs to Civic Engagement

- Know student development theory and learning styles
- Understand group process
- Have experience in program administration and logistics
- Possess networking skills
- Keep up with cutting-edge practice
- Energy

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## Definition of Civic Engagement

Coalition for Civic Engagement and Leadership  
 University of Maryland

**Civic engagement is acting upon a heightened sense of responsibility to one's communities. This includes a wide range of activities, including developing civic sensitivity, participation in building civil society, and benefiting the common good. Civic engagement encompasses the notions of global citizenship and interdependence. Through civic engagement, individuals—as citizens of their communities, their nations, and the world—are empowered as agents of positive social change for a more democratic world.**

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## Civic Engagement Involves One or More of the Following:

- Learning from others, self, and environment to develop informed perspectives on social issues;
- Recognizing and appreciating human diversity and commonality;
- Behaving, and working through controversy, with civility;
- Participating actively in public life, public problem solving, and community service;
- Assuming leadership and membership roles in organizations;
- Developing empathy, ethics, values, and sense of social responsibility;
- Promoting social justice locally and globally.

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## Enhancing Integrative Learning Transactional vs. Transformational Partnerships

Criteria	Transactional	Transformational
Basis of relationship	Based on tasks to be accomplished; utilitarian	Focus on ends beyond utilitarian
End goal	Satisfaction with task accomplishment	Mutual increase in aspirations
Purpose	Satisfaction of immediate needs	Arouses need to create larger meaning
Support of existing institutional goals	Accepts institutional goals	Pushes institutional goals further

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**Enhancing Integrative Learning  
Transactional vs. Transformational  
Partnerships**

Criteria	Transactional	Transformational
Boundaries	Works within systems	Transcends boundaries; challenges structures
Partner identity	Maintains separate institutional identity	Willing to modify identity
Scope of commitment	Limited time and resources to specific projects	Potentially unlimited vision, transformation
Roles played by partners	Managers	Leaders

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