

7 Principles for Embedding the Knowledge Exchange Agenda

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Universities awaken to KE

- In USA, Kellogg Commission *Returning to Our Roots* (2002)
- In UK, Russell Group *Measuring Third Stream Activities* (2002)
- Globally, Talloires Declaration *On the Civic Roles and Social Responsibilities of Higher Education* (2005)
- Melbourne community viewed its U as “elitist, arrogant, detached, exclusive, self absorbed”*

*Open Mind Research (2006)



1. 2005: Third “strand” added to the T&R mission at University of Melbourne




Terminology:



Knowledge Transfer? Knowledge Exchange? Engagement?

Definition:

A commitment to:

- two-way interaction with the external world
- through the exchange of knowledge and expertise
- for mutual benefit

It needs to be

- place-related
 - Neighbourhood, city, state, region
- as embedded in the organisation as the core business
 - In core values, mission statement
 - In faculty, departmental plans
 - In staff tenure and reward system
- approached systematically
 - in all communications

2. Leadership commitment made

- Executive-level appointment (DVC)
 - Associate Deans in each School
- Campus-wide committee
- Engagement and Partnership Office





3. Staff incentives introduced

- Engagement grants
- Vice Chancellor's Engagement Awards



Staff capacity building

- Network meetings and training
- Partnership guide for Faculties



Adding Engagement to staff appraisal, promotion

 *Distraction from research? How is it measured?*

➤ **Role definition**

equivalent Academic Level	Engagement Role	Numbers of Engagement Activities/Year	Numbers of Linked themes covered (range)
Levels A / B	Engagement Contributor	1-2	1 - 2
Levels B / C	Engagement Coordinator	2-3	2
Levels C / D / E	Engagement Leader	3-5	3

Measurement matrix: quantitative

Measure	Outline and examples	Value format	Faculty Expectation
Income	Will the activity generate or need to generate income? Engaged research can involve contract income; custom teaching programs generate fee income; ticket takings; donations or benefactions.	\$ (estimate) This will vary according to activity and sector.	
Number of partners	How many organizations will be active collaborators in this work, committing significant resources to it?	Commonly 1-4, with complexity increasing with number of partners	
Number of participants	Who are the target participants? – intern students, general public, policy makers, research users, alumni, registered members of a profession? How will you know if it is successfully reaching this audience?	Precise number will depend on target audience and nature of activity	
Number of outputs	What are you wanting to achieve or produce through this engagement, and over what time period? Media reports, policy recommendations as part of a government appointed panel, visits by specific international delegations?	Number. At least one quality output would be expected per activity.	

Measurement matrix: qualitative

Measure	Outline and examples	Value format	Faculty Expectation
Process indicators	What sort of process has been followed and has this been documented? Partner engaged in developing the activity and agreeing key milestones and objectives? Have these been recorded when they are achieved (or missed)? What scope is there for participants to give feedback? How has this information been used to improve the program?	Yes/no/not applicable	Faculty may expect senior staff to initiate, manage, review, report on and/or demonstrate action on feedback from core partners
Partner feedback	What feedback has the partner given on this activity and how it has helped (or not) their work	Yes/No/Not applicable	
Participant feedback	What have participants said about the program? Evaluation surveys, QoI	Yes/no/not applicable/ QoI/avg feedback score	
Return custom	How long has this program been running? How many of the partners return each year?	Number, %	
Wider impact assessment	Have other indications been found of wider impact of a program, for instance media coverage?	Yes/no/not applicable	

4. Adding co-curricular global citizenship programs for students

DREAMLARGE KNOWLEDGE TRANSFER STUDENT GRANTS
Project Grant
Presented to:
Al-Mukaddim Khan Pathan
For:
Knowledge Transfer Of Next-Generation Grid Technologies To Empower Emerging Economies
Professor Peter McPhee
Director

5. Enhancing presence in public debate

- Public discourse, events
 - Festival of ideas
 - Grattan Institute
 - Revamped public lectures
- Media training for academics




6. Growing Strategic Partnerships

- With the neighbourhood
- With the City of Melbourne
- With the State of Victoria
- With key national organisations
- With our Asia-Pacific neighbours
- With key international organisations



Partnership with the neighbourhood
MOU with Carlton Local Agencies Network and the City of Melbourne




Cynicism: is it just PR?

Partnership with the State –
Indigenous community of the Goulburn Valley



Partnership in the region – Timor Leste
with Universidade Nacional Timor Lorosa'e



National research partnership




International partnership with IBM




7. Communicating the strategy
– Website, print materials, stakeholder lunches





Huge task

After 5 years: external audit

- Consulting with organisational leaders
 - Engagement Roundtables at The Sofitel
- Comparing our Plan with external Plans and priorities
 - Umeå/County Council plan comparison workshop
- Coordinating with other local universities
 - National coordinating meetings

Stakeholder Management Plan

- Identify Stakeholders and analyse their needs
- Construct a Matrix of their relative importance
- Develop a Stakeholder Engagement Plan



Internal: Engagement in faculty plans

- With Key Stakeholders
 - Government and industry leaders
 - Professional association officers, community leaders
 - Schools
- With External Organisations
 - Partnerships in mutual projects
- With the Public
 - Community short courses
 - Summer schools
 - Conferences, public lectures and forums
- With Alumni and Donors
 - Alumni reunions
 - Donor cultivation and stewardship

Next steps

- Make barriers more permeable between campus and external organisations
 - A “front door” for partnership enquiries
 - 1-800 number
 - Co-location of partners and campus



Urbanization in developing countries

- Over 400 staff development projects
- Grants from
 - Australian Government AusAid agency
 - Gates Foundation
 - World Bank
 - WHO
 - Asian Development Bank











7 Principles for an engaged university

1. Engagement in its mission
2. Leadership committed to Engagement
3. Staff rewards and incentives for Engagement
4. Co-curricular global citizenship programs for students
5. Public contributor on civic and social issues
6. Community partnerships a hallmark
7. Communication, stakeholder engagement proactive





Reading?

Stepping forward as Stewards of Place: A Guide to Leading Public Engagement in State Colleges and Universities
Washington DC: AASCU, 2002

The Engaged University: International Perspectives on Civic Engagement
Watson, Hollister, Stroud, Babcock. New York: Routledge, 2011

