

International
Institute of
Social Studies

On our way to become a truly **engaged university:**
engaged scholarship and a **culture of engagement**

Inge Hutter

Societal impact days

15 October 2024

Erasmus University Rotterdam

The Erasmus University logo, featuring the word "Erasmus" in a stylized, cursive script.

Why important EUR become truly engaged?

- What does it **mean**? **Why** is it **important**, especially given the times that we are in?
- Are we **ready** to realize our impact ambition? What is **still missing**?
- How is our **engagement and impact** ambition linked to **academic excellence**?
- What are **key implications** for our culture, operations, leadership, internal institutional structure?
- Information also based on **valedictory** as rector, June 2023
- **Sabbatical** research (2023-24)

The Erasmus logo, featuring the word "Erasmus" in a stylized, cursive script.

My positionalities

- Professor of **Participatory and Qualitative Research**, ISS-EUR
- Former rector ISS: values = social justice, equity; engaged research
- **Participatory qualitative** research projects with **actions for social change**
India, Cameroun, Malawi, Kosovo, Northern Netherlands
- **Co-creations** with communities, NGOs, local & national policy makers
- EUR **Academic Lead Erasmian Values, Culture and Leadership**, 2021-24
- EUR Strategy 2030, 2nd phase (ambitions & priorities): **WG Culture & Leadership**



Sabbatical 2023-24



Books, articles



Visits to



The University of Manchester



Jonathan M. Tisch
College of Civic Life

Discussion with peers / conferences at



HARVARD
UNIVERSITY



SWEARER CENTER
BROWN UNIVERSITY



TO ALL

Erasmus

First general observations: why engagement

- UK / USA universities: engagement truly part of the universities!
- Research, learning, **engagement**, service
- High excellence *and* engagement / social responsibility
- **Since already quite some time!! We are lagging behind!**

- Sometimes **all university**, often also **parts** of university engaged scholarship
- Tisch College / Swearer Centre >> strong engagement >> whole university

- **Importance of sharing / connecting** engaged researchers / teachers in our university / the holding; 'force of change'!



Why engagement: **for** purpose & **with** Erasmian values

- Society asks us: **contribution to great societal challenges** (plus external funding)
- Students request us to, need it

With Erasmian values:

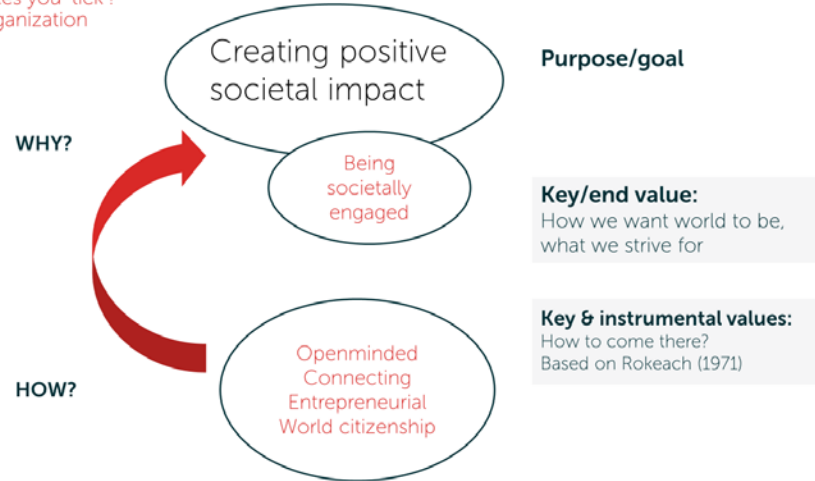
- Being societally engaged
- In order to create impact

What is our own
intrinsic motivation for
being societally engaged?

EUR Creating Societal Impact

Values: what makes you 'tick'?
Identity of the organization

Values > behavior,
through
- Attitudes
- Subjective norm
- Self-efficacy
(Ajzen+Fishbein 1980)



Erasmus

Engagement

USA Carnegie Community Engagement Classification

Definition

- 'the **collaboration** between higher education institutions and their larger communities (local, regional/state, national, global) for the **mutually beneficial exchange of knowledge and resources** in a context of **partnership and reciprocity**' (cited by Sandman, Saltmarsh and O'Meara 2008, p.49).

Key principles (Hutter, 2024 report Tufts, WG Engagement working on this)

- **Participatory**, with partners
- **Multi-transdisciplinary**
- **Reciprocity**
 - Equality, **co-creation**, shared authority
 - **Epistemic justice**, new knowledge co-created
- Process, **learning, reflexivity**
- Output: **societal and academic**

Important **touchstone**: can we come up to this? **What does it imply?**



Engaged scholarship implies ... **epistemology**

- ‘This focus on **engagement as a core value** of the university **reflects a fundamental** (change in, IH) **epistemological position**’ Sandman, Saltmarsh, O’Meara (2008, p.40)
- Making this epistemology clear, support
- What does ‘**being an engaged scholar**’ mean? 🙏 SD
- Several EUR groups / colleagues already working based on this epistemology: organize workshops / seminars / **sharing / connecting**
- Whom do we feel **accountable** to?
- Our **academic peers** / ourselves and / or the **society / community**?
- Also visible in communication for example

Erasmus

Implies infrastructure / 'visible' issues campus

- Spaces (interdisciplinary, inter-faculty, transdisciplinary) to meet
- Spaces inside / outside the university?
- Other societal stakeholders **more visible at campus**
- Maria Avila (2023): **collaborative spaces**, co-creation in **trust, patience, openness**

- **Coordination**: EUR central < > schools?
- **Governance** throughout the university (UoM)

- **Cortege professors >> disciplinary / mixing?**
- **All academic staff? All university personnel (UU)?**



Erasmus

Implies **policies, procedures, processes**

- Also in UK / USA: changes badly needed in **promotion criteria**.
- Importance of **Recognition and Rewards!!!**
- Professors in societal impact, leadership, teaching

- UK: **NCCPE**: National Coordination Centre for Public Engagement
- USA: **Carnegie Community Engagement Classification**, American Council of Education and Carnegie Foundation for Advancement of Teaching
- Open & Responsible Science?

- Co-creation academic and **professional services**, epistemic justice
- **Teams** science

A handwritten signature in black ink, appearing to read 'Erasmus', located in the bottom right corner of the slide.

Engaged scholarship implies need for **skills**

- **Engaged scholarship**, research at EUR (see Beekman & Wittmayer 2022)
- Besides academic skills (based on Tufts report May 2024):
 - Wish and courage (**entrepreneurial**) to engage
 - Understanding the other perspective (**openminded, world citizenship**)
 - **Listening**
 - Reciprocity, co-creation **Connecting!!!**
 - **Empathy**
 - **Inclusiveness**, community building, inter-cultural communication
 - Flexibility, long breath
 - **Reflexivity**, on positionality and power relations; **learning**
- Besides 'making **minds** matter', also making **hearts** and **hands** matter?

Ezafun

Link to Inner Development Goals (IDGs) > SDGs



Link with impact-driven education

Implies leadership

EUR leadership profile (Alexander Whitcomb)

Communities of practice in leadership

Onboarding seminars

Leadership qualifications

Leadership day, 10 October 2024



Erasmus

All implies external < > internal engagement

' *reciprocity* as an *underlying value of engagement* is *potentially changing the institutional culture* of the campus' (Saltmarsh, Giles, Ward and Buglione (2009, p.32)

'For the *scholarship of engagement* to become a *core institutional practice*, it will have to be advanced at the level of ... changes that *involve institutional culture and underlying policy*' (O'Meara & Saltmarsh 2008, p.50; 2016, p.175)

Engagement external partners >> << Engagement internally at university

>> organizational development and culture of the organization

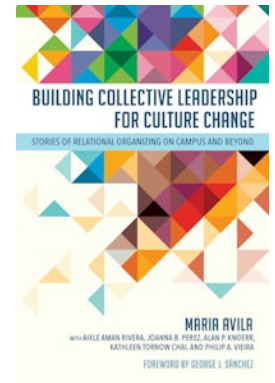
The Erasmus logo is a stylized, handwritten-style signature of the name 'Erasmus' in black ink, located in the bottom right corner of the slide.

Implies: cultural change in/of our organization

- Maria Avila (2018, 2023): current culture USA universities = **hierarchical**, differences in **power**, working in **silos**, **competitive**, highly **individualistic** ...
- More: **collaboration**, **relationality**, **community building**
- Being inclusive, caring, personal human-centered ...
- Formal, personal, **collective leadership**

- Cultural change for **engagement**
- Cultural change for **human centered organization**

- WG: definition of culture; tool of cultural web



Erasmus

For strategy 2030: Appreciative Inquiries

To hear your voices

- Workshop this afternoon '2030... What should the next EUR Strategy look like for greater societal impact?'
- Organized by the 3 working groups Engagement (lead Arwin), Sustainability (lead Bas), Culture & leadership
- Trained in Appreciate Inquiry, first try-out here
- More to come in the coming months

A handwritten signature in black ink, appearing to read 'Arwin', located in the bottom right corner of the slide.

Thank you!



Ezra