Recommendations for Integrated Institutional Alignment

The Anchor University Task Force recommends that Sacramento State should *align* its organizational commitments, core functions of teaching, research, and service, and its campus operations to create an enduring mechanism that supports institutionalized community engagement efforts across all units and divisions of the campus. Below we organize our recommendations within the framework of emerging practices of anchor universities which includes: 1. Organizational Commitments, 2. Core Functions, and 3. Institutional Operations (see Table 2 below).

Table 2 | Framework of Emerging Practices of Anchor Universities

Infrastructure	Emerging Practices of Anchor Universities[26]
1. Organizational Commitments	1.1 Presidential/Cabinet-level leadership 1.2 Central Infrastructure & Funding 1.3 Anchor University Advisory Council 1.4 Align University's Strategic Plan, Institutional Policies & Practices with an anchor mission
2. Core Functions	2.1 Curricular Community Engagement 2.2 Co-Curricular Community Engagement 2.3 Research & Creative Activities 2.4 Service
3. Institutional Operations	3.1 Hiring, recruitment, and orientation 3.2 Community Partners 3.3 External Communications 3.4 Internal Communications 3.5 Administration and Business Affairs

[26] Field Guide for Urban-University Community Partnerships (2019)

1. Aligning Organizational Commitments

1.1. Presidential/Cabinet-level Leadership

1.1.1. Determine the organizational structure that will elevate and support the Anchor University initiative [see above]. The new organizational structure must be able to work across all campus divisions and that the structure should be developed in accordance with the following parameters.

- Establish a central unit at the senior administrative level to develop, oversee, and sustain Sacramento State's anchor mission, programs, and activities. The chief community engagement officer should be a member of the President's Cabinet and oversee a unit whose daily mission and workload is wholly and singularly dedicated to the anchor mission and program.

- Identify and allocate permanent baseline funding to establish and sustain a sufficiently staffed central office, as well as a robust communications and outreach component.

- Articulate the relationships between this central office and existing university divisions to ensure that community engagement efforts cut across all campus units. The central office will oversee and coordinate community-engagement efforts but will rely upon a number of campus partners to implement the Anchor University vision.

- Establish a permanent Anchor University Advisory Council, with representation from internal campus stakeholders across all divisions and external community partners. The Advisory Council should also include a Steering Committee with the additional committee structure to be determined. Community partners should be actively involved in participation and leadership of this Council and the Steering Committee.

1.2. Central Infrastructure & Funding

1.2.1. Establish a Central Unit within Academic Affairs to lead university-wide Anchor University efforts (as called for in 1.1.1 above)

1.2.2. Hire a senior administrator to lead, coordinate and manage the Anchor University efforts. This individual shall report directly to the Provost and sit on the President's cabinet.

1.2.3. Allocate sufficient funding to the newly created administrator position and to Academic Affairs to allow for university-wide coordination and investment into the Anchor University effort.

1.3. Anchor University Advisory Council

1.3.1. Establish a standing Anchor University Advisory Council, with representatives from staff, faculty, administrators, students, and the community. The Advisory Council shall meet at least four times a year.

1.3.2. Establish a Steering Committee within the larger Advisory Council to guide the effort.

1.3.3. The Advisory Council and the leader of the new organizational structure shall be tasked with developing the direction and scope of the work. The Anchor University Task Force, however, offers this guidance:

- The work should be regionally focused, prioritizing underserved and underrepresented communities. These communities can include, but are not limited to those with high unemployment, high poverty, low rates of high-school completion, low rates of college attendance, health and income inequalities, and numerous Title I schools.

- Draw upon the expertise of faculty, staff, and students across all disciplines and not be limited to specific issues. The University excels in a wide number of areas (teacher preparation, nursing, the arts, environmental sustainability, etc.) and this effort should serve all disciplines.

- Deepen relationships to K-12 schools and school districts that seek to solidify their partnership with the University in order to serve existing elementary and high school students, while providing Sacramento State students and faculty additional scholarly opportunities.

- Elevate a small number of existing University community engagement activities to "signature efforts." These activities would highlight the mutually beneficial nature of community engagement and its role in scholarship, while benefiting the community.

1.3.4. Create a 5-year strategic plan on community engagement with clear goals, and continue to include civic partners on the development of the plan.

1.4. University's Strategic Plan

1.4.1. The Anchor University mission should be incorporated throughout the University's next strategic plan.

1.5. Institutional Policies and Practices

1.5.1. Work with Faculty Senate, the Faculty Policies Committee, University Assembly, and California Faculty Association to determine how best to develop and implement policies that support faculty and staff to engage with Anchor University initiatives.

1.5.2. Work with the Faculty Senate, the University Appointment, Retention, Tenure and Promotion Committee (UARTP), Colleges and Departments to align the University's commitment to creating an Anchor University with the Research, Tenure and Promotion process.

1.5.3. Work with Office of Institutional Research and Effectiveness Planning (ORIEP) to create mechanisms for tracking, documenting, and assessing the impact of community engagement work in all areas of the University.

  - Use these mechanisms to continue to support Carnegie Community Engagement Reclassification Process (2025 or 2030).

  - Create mechanism to track students, faculty and staff hours, and impact. Determine the dollar value of impact or hours.

1.5.4. At the university and college level, ensure community engagement is rewarded in training, research, and service.

1.5.5. Establish and implement a professional development program for faculty, students, and staff to expand the campus' capacity to undertake and deliver on the anchor mission and promise.

2. Aligning Core Functions

2.1. Teaching: Curricular Community Engagement

2.1.1.   Work with Center for Teaching & Learning (CTL) and the Community Engagement Center (CEC) to support and expand community-engaged teaching opportunities for faculty. Consider expanding the use of campus-based grant program to support this effort (e.g., Pedagogy Enhancement Awards, Service Learning Faculty Communities, UEI Campus Grant Programs).

2.1.2.   Work with Office of Inclusive Excellence to develop training modules related to issues of equity, diversity, and inclusion when working with community partners.

2.1.3.   Work with Deans of Undergraduate and Graduate Studies and the Chairs of the GE/GR Committee, and the Curriculum Policies Committee to determine how curricular community engagement opportunities (Service Learning and Academic Internships) can fit further into students' degree programs.

2.1.4.   Work with Registrar's office to discuss how students' curricular community-engagement courses can be included in their transcripts.

2.1.5.   Expand service learning and academic internship opportunities to align with anchor priorities.

2.2. Co-Curricular Community Engagement

2.2.1.   Work with the Division of Student Affairs to support and expand co-curricular community-engagement initiatives through existing programs. Programs currently engaging in community engagement include Student Organizations & Leadership (Leadership Initiative), Residence Life and Housing, SASEEP, CAMP, Centers for Diversity and Inclusion, Athletics, International Programs, Global Engagement and others.

2.2.2.   Draw on the expertise of units within the Division of Student Affairs that possess strong community engagement through their auxiliary function, including the WELL, ASI, and the University Union.

2.2.3.   Create opportunities for co-curricular community engagement opportunities that maximize student learning while at the same time engaging students in campus and community life.

2.2.4.   Address regional workforce needs by coordinating and aligning anchor initiatives with the Career Center's initiatives and efforts.

2.2.5.   Work with Student Affairs to develop co-curricular transcripts (i.e., certificates) to document and recognize both individual and collective achievement vis-à-vis community engagement.

2.3. Research and Creative Activities

2.3.1. Work with CTL, Office of Research, Innovation and Economic Development (ORIED), Office of Inclusive Excellence and Graduate Studies to train faculty and graduate students on community-based research/creative activities and community engagement.

2.3.2. Work with University Advancement, ORIED, and UEI to identify new funding streams to support community-engaged research awards that could range from $1,500 to $20,000 (professional development funds and/or faculty buyouts).

2.3.3. Work with leadership of campus-based grants programs to align grant programs to community engagement activities and/or community-based research. Consider setting aside funds within existing campus grant programs for explicit community engagement/community-based research efforts. Campus grant programs include but are not limited to:

- Faculty Research Incentive Grants (FRIG) program
- UEI's Campus Grants Program
- Research & Creative Activity (RCA) Faculty Awards Program

2.3.4. Support existing University and College community service programs and priorities. Encourage staff and faculty to support those projects/priorities through teaching, scholarship/creative activities, and service.

2.4. Service

2.4.1. Elevate existing staff work in the community to shed light on extensive involvements and commitments to the work of serving the community. This should entail profiling such work to create a better understanding of the scope and nature of impact with regard to being an anchor institution.

2.4.2. Work with UARTP to determine how the "community service" component of RTP can align with Anchor University initiative.

2.4.3. Work with CEC's Volunteer & Program Specialist to align community-service activities with Anchor University initiatives.

2.4.4. Create opportunities for students, faculty, and staff to participate in anchor-related community-service activities.

2.4.5. Develop "A Day of Service" for the entire campus to focus on the Anchor University initiative.

2.4.6. Continue to support student civic participation by encouraging student voter registration and using the campus as a polling place.

3. Aligning Campus Operations

3.1. Hiring, Recruitment, and Orientations

3.1.1. Work with Office of Faculty Advancement and Human Resources to incorporate information about the Anchor University initiative in all recruitment and orientation materials.

3.1.2. Work with UARTP to determine how language about "community-engaged" scholarship could be incorporated into faculty hiring announcements.

3.2. Community Partners

3.2.1. Work with OIREP, ORIED, and other campus units to establish an ongoing/annual process to engage community partners about their needs.

3.2.2. Develop strategic partnerships with other prominent anchor institutions in Sacramento, including local school districts and hospitals.

3.2.3. Within the new Anchor University organizational structure, create a protocol for reviewing requests (e.g., support, assistance, consultation, research, evaluation, student volunteers, etc.) from community partners and direct those requests to the appropriate entity on campus.

3.2.4. Work with community partners and offer trainings to support them on how to best access Sacramento State faculty, students, staff, administrators, and other resources.

3.3. External Communications

3.3.1. Create a website dedicated to existing community-engagement efforts across all core functions (Curricular Community Engagement, Co-Curricular Community Engagement, and Research) as well as, Service and Operations, and provide key contacts so individuals responsible for these efforts can be reached by on- and off-campus constituents.

3.3.2. The university-wide "Anchor" website should include:

- An explanation about the University's anchor initiative and its mission and organizational structure.

- A comprehensive list of community engagement activities.

- Information on how community organizations can work with the University (how to secure interns, how to contact faculty members, etc.)

  - Clear information for students on the difference between academic internships, service learning, and community service; including how to access each opportunity.

  - Calls and RFPs for community-based projects.

- Information about current engagement priorities and data about impact if available.

3.3.3. Create a Sacramento State anchor/community engagement program title and/or brand (e.g., "Duke Durham Neighborhood Partnership") to raise awareness.

3.3.4. Publish annual university-wide reports on community engagement activities in print and on the web. This report should include a conclusive list of community engagement activities and measure the impact of the University's efforts.

3.3.5. Showcase community work embedded in club and organizational student engagement on and off campus, highlighting student leadership in the way of community involvement and strong student interface of scholars in visible roles in the community.

3.3.6. Establish a collaborative effort among CEC, Public Affairs and Advocacy, and University Communications to create campus-wide Community Engagement Awards programs focused on recognizing and rewarding community engagement.

3.4. Internal Communications

3.4.1. Create a web portal that allows faculty to share community engagement efforts and ideas with each other. The goal would be to better connect faculty members across colleges and departments who share common interests.

3.5. Administration and Business Affairs

3.5.1. Establish a local vendor procurement goal and mechanisms to achieve it, including an advisory committee composed of community members and small business owners.

3.5.2. Streamline the process for third-party/non-profit organizations to utilize campus space. For example, a 60-day advance notice may not work for many community organizations.

3.5.3. Offer the use of Sacramento State Downtown at free or reduced rate for community based and/or non-profit organizations.

Next steps

This report documents the work and outcome of the Anchor University Task Force and is intended to serve as a foundation for the proposed work of the University infrastructure, which will be tasked with fully realizing Sacramento State's potential as an Anchor University. This report represents the time, input, and interest of many individuals within the University and the Sacramento community. We strongly suggest that the top-line findings of this report, as well as our recommended next steps, be shared broadly. Finally, we also want to note that since the Task Force was unable to engage students and community youth in this first phase, we recommend that any resulting action taken from this report be shared with students and youth in 2019-2020 for their input in shaping our anchor mission.