



Swearer Center for public service

BROWN UNIVERSITY

Implementation Plan for Academic Programs (Fall 2016 -)

The Swearer Center's Academic Programs team is responsible for coordinating the Center's programmatic relationships to academic units across campus; overseeing curriculum development and teaching by Center staff and fellows; and developing resources and partnerships to support community-engaged teaching and research by members of the Brown community (faculty, students, and staff) and in partnership with off-campus partners and stakeholders.

Goals / Vision

- The Swearer Center supports and advances best practices, academic rigor, and excellence in community-engaged teaching, learning, research, and action -- at Brown and nationally.

Inputs / Resources to Support Academic Work

- Swearer Center staff - program development, coordination, and expertise
- Faculty/departmental contributions
- Student leadership and community
- Deeper, multi-faceted community partnerships

Deliverables

- Definitions and standards
- Center-wide academic policy
- Center-wide academic processes and procedures
- Center-wide academic systems (for management, tracking, and assessment)
- Formalized relationships with academic partners
- Strategies for curriculum development, faculty development, and undergraduate and graduate student development

STRATEGIC PLAN IMPLEMENTATION

I. Develop Strategy and Necessary Policies and Procedures for Robust Engagement with Academic Departments

- A. Inventory existing Swearer relationships to academic departments and individual faculty

1. Program-level relationships (ESP, SII, etc.)
2. Staff relationships
- B. Develop strategy for new departmental and faculty relationships
 1. Identify departments and faculty whom we have not yet engaged who are strategic choices for us to engage.
 2. Develop a prioritized list based on the above and a strategy for engaging these departments/faculty.
- C. Extend/strengthen programmatic faculty and departmental engagements
 1. ESP (2016-17: prioritize STEM and arts/humanities)
 2. Social Innovation Initiative (SII)
 3. Brown in Washington
 4. Bonner Program
 5. Ethical Leadership Program (ELP)
 6. Other programs
- D. Execute MOUs with departments
 1. Integrate memoranda of understanding (MOUs) into future relationship-building (e.g., through grants) with departments
- E. Establish governance structures
 1. Swearer Center Faculty Advisory Committee (FAC)
 2. ESP working group (restructure steering committee and existing small SC/DOC work group)
 3. ESP student working group (advisory body for ESP, with input to SAC)
 4. Add ELP working group

II. Develop Policies and Procedures for Instruction and Academic Advising

- A. Establish guidelines for instruction/teaching by Swearer staff (including defined levels of course support that border on teaching)
- B. Institute process for evaluating new teaching obligations (alignment, review process, cost-benefit)
- C. Create policy and process for staff adjunct faculty/lecturer appointments
- D. Enhance academic advising
 1. Compare notes and align strategy, policy, and practice with Advising and Mentoring team recommendations
 2. Develop strategy to build capacity within (external) academic units to support/advise/mentor engaged learning and research by Swearer students

III. Develop Strategy and Necessary Policies and Procedures for Course/Curriculum Development

- A. Internal (Swearer Center)
 1. Define internal course development proposal process and policy which includes:
 - a) Rationale for course need within context of strategic plan.

- b) Clear academic department partnership
 - c) Sustainability plan for course
 - 2. Develop sustainability and appropriate scale strategy for program/initiative-related courses
 - a) ESP - Reflection seminar (incl. other options)
 - b) SII - Social Entrepreneurship, Leading Social Ventures, SEIR course
 - c) Investing in Social Change
 - d) Brown in Washington courses
 - e) Royce Seminar
 - f) New/potential: Bonner, WBP, iProv, ELP
- B. External (other units on campus)
 - 1. Define “community-engaged” course and community-engaged curriculum.
 - a) Review of literature and best practices
 - b) Development of definition, criteria, typology
 - c) Publicly disseminate definitions and build faculty fluency
 - 2. Define academic grant process and protocol with Operations SPRINT and clarify expectations and roles.
 - 3. Launch new department grant program (fall 2016) - Shift from awards to individual faculty to capacity-building awards to departments.
 - 4. Launch mini-grant program for engaged course support
 - a) Investigate other campus resources (Salomon)
 - b) Clearly define purpose/structure/strategy w/ Operations
 - 5. Develop College Curriculum Committee (CCC) Strategy
 - a) Engaged course review process
 - b) Engaged course designation/tagging/tracking in Banner (and CAB)
 - c) Engaged academic program (ESP, Brown in DC, ELP) review process
 - d) Swearer Center representation on CCC

IV. Develop Faculty Development and Cultivation Strategy (note: professional development and cultivation is related to but distinct from faculty engagement as outlined above)

- A. Develop professional development strategy for Brown faculty
 - 1. Plan for fall 2016 semester
 - 2. Longer-term plan
- B. Create additional online resources (updated/expanded webpage + possible Learning Point or other delivery system)
- C. Establish (and fund) faculty fellows program
 - 1. Swearer Faculty Fellows
 - 2. Royce Faculty Fellow

- D. Pursue opportunities to sponsor/co-sponsor postdoctoral fellows with interest in engaged scholarship (e.g., Mellon Postdoctoral Fellowship, Presidential Diversity Postdoctoral Fellowship)
- E. Establish annual faculty award program to recognize high-quality community-engaged scholarship(teaching and research)
- F. Work with Communications team to promote Center-supported academic achievement by faculty

V. Develop Strategy to Support and Recognize Student Academic Achievement

A. Undergraduates

- 1. Undergraduate Academic Fellowships
 - a) Academic Policy Review of entire portfolio of Swearer fellowships
 - (1) Purposes and alignment with Center academic priorities
 - (2) Academic integration
 - (3) Academic sustainability
 - b) Support Operations team efforts toward streamlining, centralizing, and standardizing stipend and SEW management and administration.
 - c) Restructure Royce Fellows Program
 - (1) Royce Faculty Fellow
 - (2) Possible Royce Graduate Writing/Advising Fellow
 - (3) Administrative support
- 2. Undergraduate Teaching Assistantships/Training
 - a) Develop TA training program to support instruction of community-engaged courses
- 3. Establish annual undergraduate award program to recognize high-quality community engaged scholarship
- 4. Work with Communications team to promote Center-supported academic achievement by undergraduates
- 5. Collaborate with Student Development team in development of academic outcomes assessment framework
 - a) Collect relevant data.

B. Graduate Students

- 1. Establish Program-Based Graduate Fellowships
 - a) Summer Fellowships
 - (1) ESP Fellowship (launched summer 2016 - Diane Exavier)
 - (2) SII Fellowship
 - b) Academic Year Fellowships/TAs
 - (1) Royce Graduate Writing Fellow(?)
- 2. Establish Center-Based Graduate Fellowships
 - a) Advising and Mentoring
 - b) Operations (e.g., BEST Fellow)

3. Establish annual graduate student award recognizing high-quality community-engaged scholarship
4. Work with Communications team to promote Center-supported academic achievement by graduate students
5. Create certificate program in engaged scholarship (longer term)

VI. Develop Strategy to Advance Community-Based Research

A. Community Collaborative

1. Inventory of existing efforts (RIIPL, Collaborative, etc.)
2. Develop plan for supporting community-based research at Brown
3. Work with Communications team to promote Center-supported research

B. Swearer Center Research

1. Establish Center-wide goals and priorities for professional conference participation
2. Develop plan for authoring/collaborating on scholarly articles, including through Swearer Center Faculty Fellows and graduate students
3. Draft targeted position papers to support advancement of strategic academic priorities
4. Work with Communications team to promote Center-authored research