Authenticity and Impact: Strengthening Community Engagement at SFU

SFU's Strategic Community Engagement Plan

Abstract

In 2013, SFU's vision and mission were redeveloped under a bold commitment to engage students, engage research and engage community. Significant progress has been made over the last six years, building on decades of deep community engagement by SFU faculty, staff and students, and with support from the community.

But a "radical campus" can't get too comfortable, for while we clearly do a lot, there is also a lot more we can do. The purpose of this document is to take stock of where we've been, consider what we've heard and learned – from our community partners and our faculty, staff and students – and to continue the process of articulating a shared vision and purpose for community engagement at SFU that strengthens and evolves our work.

Whether you're a current champion of community engagement or have needs that are not yet met, we are committed to working collaboratively with you to build the necessary mechanisms, resources, and supports that will keep you connected to this shared vision and that will amplify the success and impact of your efforts.

SFU's Office of Community Engagement
July 23, 2019

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Background

The purpose of this document is to inspire and support the ongoing development of a shared framework for strengthening community engagement at SFU in ways that draw from our growing understanding of the field and that deepen our capacity to work with community partners towards shared and meaningful change.

The responsibility to work with and make a positive difference in communities has been a growing priority for higher education institutions in BC and around the world (Hart & Northmore, 2011, p. 1; Singh, 2017, p. 2; CFICE Community Impact Symposium, 2017, p. 1; Dubb, McKinley & Howard, 2013, p. VII). The growth of community-university engagement and partnership has strengthened, thanks to the global recognition of the significant intellectual, human, financial and relational resources that post-secondary institutions can bring to address urgent issues in our society.

For universities to effectively tackle issues like climate change, poverty, income inequality, food and water scarcity, systemic discrimination and intolerance requires a fundamental shift in how we think about our role in society (Strandberg, 2017). Universities must embrace a "transformative model of higher education" (Petter, 2017), which encourages us to consider how our practices for educating students and producing knowledge can integrate with community and civic processes to develop co-created knowledge, shared purpose and responsive practice.

A transformative model of higher education is foundational and ambitious. It requires the development of strong and interconnected social infrastructure – seeking and deploying new forms of interdisciplinary and cross-sector partnerships, relationships, and networks (Strandberg, 2017) – through an approach to working with students, faculty, staff, volunteers and communities as mutual partners, collaborators, co-creators and practitioners of knowledge.

The benefits of undertaking this work extend to gains in teaching, learning and research. Working with communities for the purpose of positive social change allows for a deeper and more enriched experience for students, faculty, staff and the institution as a whole.

Numerous networks have emerged, regionally, nationally and globally, with the intention to connect, support and grow community-university engagement at post-secondary institutions across cultural and geographic boundaries. Post-secondary institutions across the globe are innovating, planning and deploying core capacities towards important community-engaged work. They are developing social infrastructure to address complex challenges. They are opening access to scholarly work, facilitating knowledge mobilization activities and placing greater value on diverse forms of knowledge. They are supporting the emergence of university-community partnerships, engaging in co-creative projects, participating in collective impact initiatives, taking on grand challenges, and adopting anchor institution missions.

SFU is already seen as a leader and champion. We are still known as the "radical campus" even as we celebrate 54 years of academics and research. SFU's eight-faculty, three-campus model represents a strong and adaptive institutional structure across which community engagement has progressed in an organic, responsive and distributed fashion. Each Faculty and campus has developed connections to government, businesses, boards of trade, nonprofit organizations, community groups, and even individual community members, and we are collectively engaged across a diverse array of interests and issues.

The Path Since 2011: Observations and Opportunities

In 2011/12, thousands of students, staff and faculty – and many thousands more alumni, friends and supporters – joined the envision>SFU consultation process to identify core strengths on which SFU might build its future. What emerged was a vision of SFU as a leading engaged university defined by its dynamic integration of innovative education, cutting-edge research, and far-reaching community engagement.

In 2013 SFU mobilized an ambitious strategic plan for community engagement, prioritizing it as a foundational pillar alongside the university's academic plan and strategic research plan. The 2013 Community Engagement Strategy defined five priority areas for plans of action: 1) Integration, 2) Reach, 3) Relationships, 4) Lifelong Learning, and 5) Being BC's *public square* for dialogue on key public issues. Much progress has been made and is documented in various reports for the North West Commission on Colleges and Universities (NWCCU) and several internal reports. The magnitude and variety of SFU's deep community engagement prohibits an exhaustive list in this paper but an illustrative sample is included as Appendix 1.

SFU's dynamic vision for the deep integration of community engagement has set SFU apart. We are recognized as an international leader in community engagement by national foundations and peer institutions. And we've gained awareness of our reputation for community engagement through NWCCU accreditation, when our progress was noted in the Initial Accreditation Peer-Evaluation Report "…with commendation [as] a remarkably rich and varied array of community engagement programs that reflect and bolster the mission of the institution" (p. 30). We are showing national leadership with efforts that demonstrate that the post-secondary sector can use its assets to support social infrastructure, and SFU occupies a key role in the Talloires Network – an international association of institutions committed to strengthening the civic roles and social responsibilities of higher education. In 2017, we hosted a successful Community College and University Expo (C2U Expo). That same year, SFU became the first university in British Columbia, and one of only 50 higher educational institutions around the world, to earn the Ashoka U Changemaker Campus certification.

Currently, SFU is a presenting partner of the Carnegie Community Engagement Classification Canadian Pilot Cohort. Together with Brown University (the research and administrative home of the Carnegie Community Engagement Classification), SFU is shepherding a group of sixteen Canadian post-secondary institutions through the Carnegie Community Engagement Classification. Carnegie Classifications comprise a leading framework for describing institutional diversity in U.S. higher education. The Community Engagement Classification is intended to support a process for evaluation, institutional learning and transformation, the outcome of which is an institution in which high-quality community engagement is deeply rooted and pervasive.

SIDEBAR: The Aboriginal Reconciliation Council: an Illustrative Example of Deep Community Engagement.

In 2017, the Aboriginal Reconciliation Council (ARC) published their final recommendations to the university and community in a report entitled: *Walk This Path With Us*. The report was presented at a witnessing ceremony that brought Indigenous practice right into the built heart of SFU's Burnaby campus. The Council comprises diverse voices, including First Nations government and community leaders, SFU Faculty, SFU staff, and Indigenous students. The Report outlines an ambitious plan for SFU to implement, in particular, the Truth and Reconciliation Commission Calls to Action for institutions of

higher education. It lists 34 calls to action and provides advice on the spending of $9M in funding – the Aboriginal Strategic Initiative (ASI) funds – in ways that position SFU to utilize all its capacities: academic, research and community connections. The interdisciplinary, multi-vocal, and ambitious work identified by ARC exemplifies SFU's commitment to mobilizing its core strengths for deeply important work. The longstanding foundation of community-engaged work among SFU faculty with local Indigenous communities will be an important enabler of new and expanded efforts.

Lessons we're learning.

Units, departments, partnerships and portfolios across SFU continue to expand their community engagement activities and are learning much from the process. We received suggestions and advice on how we can strengthen community engagement through internal consultations with key stakeholders, including interviews with all SFU Deans, the work of the Community Based Research Advisory Committee convened by the VP Research, explorations with faculty who are deeply engaged in community-engaged research and teaching, feedback from SFU's Board of Governors, and consultation with external experts. We have also mined the related advice provided in the 2017 *Re-engaging the Vision* process as well as work conducted to update the Academic and Research strategic plans.

Some of the common themes related to ways to improve community engagement include:

Leadership matters. The strong vision to be a leading engaged university is a message carried by leaders and champions that has helped raise the profile of community engagement work and has differentiated SFU from its peers, giving SFU a competitive advantage in recruiting students, developing community partnerships, and securing external funding. The vision supports educational innovation with respect to programming and curricula, has helped launch and grow numerous programs that have provided rich education for students, has led to groundbreaking research and knowledge, and has had local and direct positive impact on communities. Despite this activity and noted benefits, there is an ongoing need to improve the structural support for, and recognition of, deeply committed community-engaged work.

SFU's distributed structure provides a solid foundation for this work. SFU has many engaged students, faculty and staff who are actively and critically involved in the work and care about its value and impact. This is a tremendous strength we can build on. High levels of unit autonomy have helped grassroots community-engaged work to flourish, and signature initiatives have helped launch impressive stories of community-engaged outcomes. There is recognition, however, of the need for better coordination among SFU's varied faculty, staff and students and across portfolios in ways that allow us to better partner, coordinate projects, respect local community partners, and share and develop practices the lead to co-created and meaningful impact. There is interest in establishing ongoing, supported, broader-based hubs for work in key communities or challenge areas that could serve to amplify our impact.

Defining *community engagement* is challenging. SFU adopted an adapted version of the Carnegie definition of community engagement in SFU's *2013 Community Engagement Strategy*:

"Community engagement is defined as collaboration between the university and communities for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity."

While many believe this to be a good definition, others question whether the definition suffices to support the dynamic range of work taking place at SFU, especially our international role and mandate as a research university in creating knowledge and encouraging innovation.

There is a range of involvement with community engagement at SFU. There is tremendous variability across a continuum of community engagement practice at SFU. Community engagement is a methodological innovation in research, teaching and creative activity that makes a principled approach to foundational relationships central, rather than peripheral, to its practice. The importance of community outreach is still clear, but we must also support those wishing to move into deeper partnerships with community.

The joy (and pain) of cultivating authentic relationships. A defining feature of community-engaged work is reflected in the distinction between working *for* community and working *with* community. Living that distinction takes effort. Community-engaged work can require deep and heavy personal commitments of time, energy, emotion, and resources that, in some cases, are felt to be inadequately recognized or supported in position expectations. The Community Based Research Advisory Committee highlighted the need to clarify tenure and promotion committee guidelines to address how to value and evaluate community based (or engaged) research and to create awards that recognize faculty and graduate students.

Community engagement requires adaptation in administrative and funding structures. The practice of community-engaged work can be demanding, as noted above. There is emotional commitment and time required for the relationship formation and trust-building that must occur to properly support equitable, reciprocal partnerships, whether for research, teaching or creative activity. Some community engagement researchers feel isolated in their work due to administrative constraints in a wide variety of areas, from recognition of their efforts in tenure and promotion decisions to the frustration of small but significant barriers in supporting this work, such as issuing stipends for community member involvement or elder compensation.

How do you measure and evaluate community engagement? The need for better measurement has been frequently mentioned in recent consultations. SFU can learn from advances in evaluating the rigor of community-engaged scholarship and the efficacy of community-engaged pedagogies, as well as from efforts to apply a systems and complexity lens to program evaluation and governance. This includes work to clarify whether/how such activity leads to desired co-defined impact for community and society.

Focus on building and supporting relationships

Community engagement demands that we pay attention not just to *what* we're collectively trying to accomplish, but also to *why* and *how* we're doing it. It asks us to "walk the talk", and to attend compassionately and courageously to those things that help and hinder this process. Above all, it asks us to commit deeply to the collaboration required to develop ongoing shared purpose and accountability. In some cases, the impact that community engagement seeks to achieve is partially expressed in the quality of the collaborative relationships themselves, implying that SFU should grow its capacity for building healthy and mutually beneficial community-university relationships at all scales because those relationships are *part of the impact*.

Taking into consideration the synergistic relationship that exists between the effectiveness of initiatives and the quality of partnerships, a draft set of effectiveness principles for community-university partnerships has been initiated based on a literature review and qualitative research study involving SFU faculty, staff, students and community partners (see Appendix 2).

Ambitious examples of community-engaged work challenge us to explore the value of co-creation in research and pedagogy, issues of power and privilege, and considerations of prevailing epistemology – what should "count" as knowledge. Such explorations push the edge of innovation in teaching, research and creative activity in ways that may require exciting and bold innovations in university administration, policy and practice.

Community engagement challenges us personally. It invites us to consider that our capacity to work within respectful and mutually beneficial relationships towards shared purpose requires the courage for personal as well as institutional transformation of self and practice – how we go about this work, and how that in turn transforms the institution, are, in fact, important key outcomes of community engagement.

Goals, Strategies and Recommendations for a Renewed Plan

In consideration of the global context, the community engagement literature, SFU's history and the feedback we've heard, care is warranted as we approach a strategy, or strategies, for community engagement. The relationships, networks and co-creative processes that underpin this work are important to care for, because shared ownership and vision are not only a desired outcome, they are essential instruments for realizing sustainable, meaningful impact. Any strategy must be responsive and adaptable, it must be capable of instigating ambitious work while remaining flexible enough to nurture that emerging work as it grows by responding to its needs. It must guide rather than prescribe. To that end, instead of a prescribed set of specific actions and outcomes, we offer a vision for the practice of community engagement and a collection of foundational principles and values, critical success factors, overarching goals, and priority strategies as a framework for developing local, responsive and strategic action plans for ambitious, impact-oriented work.

A vision for the practice of community engagement

As a community engaged university, SFU boldly seeks opportunities to address critical societal issues and complex challenges through principled, accountable and responsive collaboration and partnership.

We contribute to the public good by preparing educated, engaged citizens with innovative experiential and interdisciplinary engaged learning opportunities; by strengthening and growing community-based and community-engaged research, scholarship and creative activity; by enhancing curriculum, teaching and learning through engagement; by working to strengthen community capacity and civic responsibility through dialogue and engagement; and by seeking opportunities to have direct and meaningful impact.

The potential success of these efforts rests on our commitment to cultivating respectful, equitable, and mutually-beneficial relationships with diverse partners and citizens.

The Carnegie definition of community engagement and partnership as the fundamental transformation force further described

The Carnegie definition of community engagement that SFU adopted and adapted in 2013 describes the *process* of collaboration between institutions of higher education and their larger communities for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.

SFU's vision for the practice of community engagement described above builds on the 2013 definition that SFU adopted and is consistent to a greater extent with Carnegie's fulsome definition of community engagement – a definition that goes on to describe the *purpose* of community engagement as the partnership of university knowledge and resources and those of the public and private sectors to:

- Enrich scholarship, research, and creative activity
- Enhance curriculum, teaching and learning
- Prepare educated, engaged citizen
- Strengthen democratic values and civic responsibility
- Address critical societal issues
- And contribute to the public good.

The core function of the Carnegie Foundation for the Advancement of Learning is the creation and dissemination of knowledge. Therefore, community engagement is seen as an enhancement to the process of the creation and dissemination of knowledge. The first three parts of the "purpose" section of the definition (i.e. enriching scholarship, research and creative activity; enhancing curriculum, teaching and learning; and preparing educated, engaged citizens) is core to the work. If the focus is placed on the last three components (i.e. strengthening democratic values and civic responsibility; address critical societal issues; and contribute to the public good) without inclusion of one or more of the first three, then the activity, while still important and good, is not what Carnegie means by *community engagement*.

Within this context, Carnegie views *partnership* as the fundamental transformation force.

- Partnerships are the frame to enable us to co-create the knowledge we need to address the wicked problems our society is facing.
- Partnerships require an openness to change and a power structure that is "power-with" instead of "power-over".
- Partnerships are developmental and become more complex over time. They are multifaceted and purpose driven, and are slow but transformative.

SIDEBAR: Foundational principles and values

[SFU's strategic vision](#) committed SFU to the following underlying principles: Academic and Intellectual Freedom; Diversity; Internationalization; Respect for Aboriginal Peoples and Cultures; Supportive and Health Work Environment; Sustainability.

In addition to these principles, we offer the following more specific foundational values to guide our community-engaged work:

- **Inclusion and diversity.** We practice deep respect for culture, language and history, personally and institutionally at all scales, from internationalization to local knowledge; and we foster the interconnections among diverse knowledge systems, traditional, personal, formal and informal.

- **Mutual trust, respect and accountability**. We commit to transparency, shared purpose, shared ownership, and shared accountability in our work; we build measurement, evaluation and reflective practices into our collaborations for collective impact.

- **Sustainable approaches.** We design for complexity and the long term; we approach activities through a systems lens, focusing on process as well as outcome, resourcing for implementation and sustainment, and recognizing our personal agency as well as our institutional footprint.

- **Healthy relationships**. We care about our relationships, from personal to institutional. We are flexible and adaptable; we live our values in all stages of our partnerships.

- **Equity.** We recognize power relations in university-community relationships and enable equitable partnerships; we listen; we create and respect space for people to speak for themselves, in their own voices.

- **Knowledge creation.** We enable community engagement as a method for teaching, learning, research and creative activity, and we work with community to co-create and cultivate knowledge and understanding for the purpose of achieving positive social change.

Continuing goals and priority strategies

G1. Integration. SFU will maintain and expand its community connections as an integral part of its academic mission, creating opportunities for practical and experiential learning; informing and inspiring research; and contributing to its relevance and success.

G2. Reach. SFU will develop partnerships and maximize the capacities of its three campuses to enhance the social, economic, environment and cultural well-being of communities both locally and globally.

G3. Relationships. The university will build respectful and mutual beneficial community relationships.

G4. Lifelong Learning. SFU will meet the lifelong learning needs of students, alumni and the community, and will respond with innovative programs and learning opportunities for academic, personal and professional development.

G5. BC's Public Square. SFU will be BC's public square for enlightenment and dialogue on key public issues and will be known as the institution to which the community looks for education, discussion and solutions.

To further support the five continuing goals, we have identified seven priority strategies:

S1. Community-Engaged Learning. Support the renewed Academic Plan to increase community capacity by preparing educated, civically-engaged citizens through effective experiential learning, service learning and engaged learning initiatives. (G1, G2, G3, **G4**, G5)

S2. Community-Engaged Research. Support the Strategic Research Plan of growing capacity for equitable, community-engaged research that results in significant positive impact and change. (**G1**, G2, G3, G4, G5)

S3. Partnership for Impact. Cultivate respectful, mutually beneficial relationships, equitable community partnerships and co-created solutions to critical societal issues. (G1, G2, **G3**, G4, G5)

S4. Place-Based Connection, Learning and Access. Utilize community contacts, SFU campuses and public spaces to create authentic and meaningful opportunities for genuine connection, access and personalized learning that are situated within local knowledge, cultures, landscapes and experiences. (G1, **G2**, G3, **G4**, G5)

S5. Dialogue. Be a trusted convener of dialogue on key public issues, creating space for respectful conversations, mutual curiosity and collaborative inquiry between diverse stakeholders. (G1, G2, G3, G4, **G5**)

S6. Civic Engagement. Strengthen democratic values and the democratic process by helping governments and citizens work collaboratively to mobilize critical thought, theory and knowledge into public discourse, policy and community practice. (G1, G2, G3, **G4**, G5)

S7. Storytelling. Curate, produce and share our collective stories of partnership and impact with respect; both within the context of what we seek to achieve together and to mobilize what we learn as accessible knowledge for the betterment of society. (G1, **G2**, G3, G4, G5)

Recommendations

Recommendation 1: Continue to build SFU's inventory of community engagement activities and capacities. Utilize storytelling to communicate our efforts and reflect on our practice.

Actions:

Define an initiative to embrace and advance storytelling, arts-based and narrative inquiry as forms of teaching, learning and research, and work collaboratively to draw wisdom and direction from existing traditions situated outside the institution. Investigate community-informed storytelling infrastructures and operational models – digital and organizational – best suited to mobilizing an equitable storytelling practice for impact.

Tell our own stories and empower partners and community to tell theirs, in their voices and on their terms in ways that deepen learning, further the issues, facilitate accountability, and exemplify alignment with our principles and values. Additionally, we must recognize and respect that there are processes around informed consent (including the right *not* to share stories) that are specific and vital in particular communities, and that those relationships are essential to the work of community engagement.

Recommendation 2: Utilize existing and new initiatives and engagement infrastructure to better support collaborative efforts across units and portfolios.

Actions:

Prioritize support for initiatives that help to connect work across faculties, and continue to strengthen the collaboration between the VP portfolios of Academic, Research, and External Relations. Identify existing efforts on key challenges with communities and facilitate cross-disciplinary teams.

Support and advance place-based initiatives like SFU's Vancity Office of Community Engagement in Vancouver and the SFU Surrey – TD Community Engagement Centre in Surrey as core infrastructure to

support community engagement. Assess how the distributed Burnaby community engagement functions can be better aligned to create an entry point for inquiries, both internal and external.

Work with Alumni Engagement and Lifelong Learning to develop a plan to support professional and personal development of alumni throughout the full range of their career and life stages.

While a Community-Engaged Council was considered as a governance model, the recommended approach is to build on existing structures, utilizing existing committees, working groups, advisories and channels instead of creating new or additional committee structures. Examples include:

- Support and participate actively in the Vice-President Research committee for community-engaged research which will include representatives from all faculties. This committee will help to advance the plan for community-engaged research, one of four clusters identified in the 2016-2020 strategic research plan.
- Participate actively in the co-led Ashoka Changemaker U initiative, which has the VP Academic, VP Research, and VP External Relations as its initial steering committee and an implementation team spanning campuses and units.
- Support and integrate services with VP Research plans to create research hubs in priority communities (Burnaby, Surrey, Vancouver). Ensure these hubs are well-connected to each other, have responsive and nimble coordination and operating models, and are resourced to engage in change-making partnerships at scales appropriate to emerging issues. The initial hub will be at 312 Main St.

Recommendation 3: Expand efforts to support the building of sustainable, mutually beneficial, equitable, and respectful relationships with community.

Actions:

Document the types of community relationships held by SFU.

Explore and understand where improved support and capacity is needed at SFU to build these relationships (e.g. facilitation, resources, training, or professional development).

Address critical levers that facilitate and/or work against the flourishing of community-engaged work, including tenure and promotion, funding opportunities, space constraints, administrative support, accountability mechanisms and capacity.

Ensure wide ownership of and respect for community-engaged pedagogy, scholarship and creative activity as unique but valid methodological forms of each, respectively.

Address gaps in supporting university staff, faculty and students in relationship development, including: initial networking and partnership-seeking through formal, informal, and/or in-person activities; building partnerships and forming shared principles and purpose; sustaining relationships; ensuring ongoing equitable access to/ownership of knowledge and distribution; maintaining ongoing relationships between periods of defined work/projects, and ensuring appropriate, respectful processes for wrap-up and/or renewal.

Focus further efforts on relationships with Indigenous communities and on deepening community ties in Burnaby.

Recommendation 4: Build on SFU strengths in dialogue and engagement, and deepen meaningful inclusion in institutional initiatives for faculty, staff, and students.

Actions:

Cultivate facilitative mastery across faculty, staff and students by building upon SFU strengths in dialogue and civic engagement to offer ongoing and excellent professional development.

Consider how to better invite, engage, and collaborate with SFU alumni in this work.

Recommendation 5: Identify and reduce constraints associated with expanding community-engaged learning across all campuses.

Support the renewed Academic Plan to prepare educated, civically-engaged citizens through effective experiential learning, service learning and engaged learning initiatives.

Enhance opportunities to embed community-engaged learning, research and creative activity into student experience initiatives in ways that facilitate student connection to community and faculty beyond course structures, and that support student growth and development beyond the university.

Recommendation 6: Invest in further mechanisms to measure the impact of community-engaged work, and facilitate continuous learning over time.

Actions:

Create methods for internal ongoing communication and feedback with respect to results and outcomes of community-engaged work. (Feedback from involved community should, ideally, be built right into the work.) Hold workshops and roundtables to share knowledge and experience.

Continue to participate in and evolve existing measures used in community engagement accreditation or elective classification, such as Ashoka and NWCCU, to provide opportunities for SFU staff and faculty to reflect on what has been accomplished, network globally across institutions, and collaboratively envision future successes and plans to get there.

Participate in and play a national leadership role in evaluating a Canadian version of the elective Carnegie Classification for Community Engagement.

Explore the use of leading-edge measurement frameworks within contexts of shared purpose, and invest in developmental and adaptive approaches to evaluation that allow us to learn from diverse interventions across a dynamic array of complex initiatives and challenges.

Recommendation 7: Expand external resource opportunities and innovate in existing budgets to realize more support for deeply integrated community engagement.

Actions:

Continue the successful Community Engagement Initiative administered by External Relations that provides internal seed funding for community engagement. The annual budget for this initiative is $120,000.

Work with Advancement to explore established and emerging funding models and mechanisms to better support and sustain community engagement activities, including making greater use of foundation funding.

Consider how we might further engage new and existing donors in our vision to mobilize institutional capacity and resources to address complex societal challenges.

Mobilize the stories of community-engaged work and amplify our capacity to capture the hearts and minds of new and existing supporters to encourage recurring donations, increased gift sizes and legacy gifts in support of community engagement, as well as grassroots volunteerism, advocacy, and increased desire to engage with SFU's community engagement initiatives in diverse ways.

Critical success factors

The following success factors are considered critical to the university's ability to pursue its community engagement vision:

- **Champions across all organizational levels.** Success will continue to require champions at senior university levels – including the President, the Vice-Presidents and the Deans – as well as continued passion, interest, and commitment from faculty, staff and students.

- **Shared responsibility for community engagement.** Shared understanding, ownership and responsibility for community engagement as a recognized method of teaching, learning, research and creative activity throughout SFU's VPA, VPR and VPER portfolios. This will provide a consistent, effective foundation for internal-external relationship building in areas such as: community-engaged learning, community-based research, student success, student affairs, volunteerism and service, alumni engagement, Advancement, SFU International, government relations, industry engagement, and others.

- **Commitment to collaborate.** Shared commitment among campuses, faculties, departments, partners and the broader community to collaborate towards shared purpose, collective impact and common good; strong willingness to remain open to working across organizational, structural and epistemological boundaries to boldly pursue interdisciplinary opportunities for the evolution of pedagogy, research methodology, applied practice and meaningful outcomes.

- **Respectful, mutually beneficial and equitable relationships.** All collaborative relationships must exemplify the work they intend to further: they must be respectful, mutually beneficial and equitable, and SFU faculty, staff, students and volunteers must share responsibility for ensuring that they remain so.

- **Deep and healthy interconnection.** SFU must cultivate robust mechanisms for greater connection, integration, information sharing and consensus building across the university. We must support these with mechanisms for continuous listening, learning and response to capture emerging challenges and barriers in the work, and to enable responsive, adaptive solutions to them.

- **Open hearts, open doors.** We must maintain a healthy distributed infrastructure and willingness to support the organic growth of grassroots community partnerships and initiatives, especially for impact on issues of local shared concern.

- **Equitable, diverse, robust storytelling practices.** We need methods, spaces and places to lift up all voices in stories of change in ways that directly advance the work and that build SFU's commitment to community engagement as boldly and authentically as possible.

- **Accountability.** We require the ongoing development of methods for the responsible and meaningful evaluation of community-engaged practice and partnerships.

- **Compassionate support for authenticity and autonomy.** This work takes heart: we must empower people to take care of themselves with respect to emotional engagement, commitment, workload and honest exploration of the alignment of their personal values with those demanded by the work so that we ensure that we demonstrate what it is to "walk the talk."

Next steps, and how you can get involved

We believe the best way to support community engagement at SFU requires a few things:

- For those looking for a way to align their own work with institutional plans, this document can serve as a guiding framework for the development of shared purpose and process so that local, unit-level or departmental action plans cohere in common values and principles;

- For those looking for connection, partnership opportunities, and other ways of deepening relationships – internally and externally – this document can advocate for the development of institutional supports for respectful, equitable relationship building, networking and partnership creation, as well as advocate for support to staff, faculty, students and partners with respect to the demands of doing that work authentically;

- For those seeking increased opportunities for community-engaged scholarship, this document can serve as a rationale for the development of faculty-specific action plans that support community engagement as a research methodology and pedagogical approach that is concerned for impact through research and learning;

- Finally, as a framework for shared purpose, this document can serve as a foundation for core messaging when engaging the public, government, philanthropists and potential partners, describing for them SFU's common vision for community engagement and positioning SFU as an shining example of a bravely engaged post-secondary institution.

To do these things, the ideas shared in this document need ongoing, diverse voices and input. We seek contribution from faculty, staff, students, community partners and other stakeholders.

Our commitment to this process is twofold:

1. That this process should not stop.

2. That this ongoing process should *always* feed back transparently and in a timely fashion, and should inform further institutional initiatives that seek to strengthen community engagement at SFU.

Our intention is that this document becomes a shared framework for the development of strategic community engagement action plans at SFU; that it nests harmoniously with SFU's Academic Plan and

Strategic Research Plan; and that community engagement is embedded as a practice and a methodology anywhere that community impact is desired.

If successful, we hope this allows everyone at SFU to "embed" community engagement into their own action plans in ways that remain grounded in your own expertise, so that our local and discipline-based knowledge is honoured while allowing for alignment of purpose and focus for community-engaged practice within all disciplines. For an example of this type of action programming, please see [Appendix 3: VPER Community Engagement Action Programming](#).

Catalyzing questions for thought exchange

We ask for your feedback on any of the ideas shared in this document, including goals, strategies and recommendations for a renewed plan, as well as advice on what further can be done to evolve community engagement at SFU.

If you aren't sure where to begin or how to focus your comments, perhaps consider one or more of the following catalyzing questions:

1. Are there questions, opportunities, or action areas missing to support the practice and development of community-engaged learning and research at SFU?

2. How can we collectively infuse a culture of shared-ownership and collaboration for community engagement throughout the university and across departments, Faculties, and portfolios?

3. How can we maintain a coordinated and productive focus on the advancement of the community engagement vision, its principles, goals, and strategic issues, in ways that foster participation internally and externally?

4. How do we make the best use of SFU's distributed structure and the advantages of campuses situated within multiple communities?

5. How can we better connect across the university to share information, resources, results and stories? What established and emerging technical infrastructures and human organizational models exist to support this? What are the models and universities from which we can best learn?

6. How can we create ongoing dialogic, critical engagement and consultative feedback mechanisms for internal and external community engagement practitioners (and partners) to inform institutional vision, principles, and support for community engagement so that we are learning from each other and our partners in ways that build strong relationships and that allow us to respond well to what we're learning?

Embedding the work

Institutions of higher education around the world are embracing community engagement in a growing effort to directly address the pressing "wicked problems" of our time, from local to global.

Students, faculty, community partners, volunteers, and institutional agents of all sorts are boldly facing the complexity of this work by asking questions about how to better mobilize the strengths of higher educational institutions to have direct and meaningful impact. We are increasingly valuing the importance of relationships and the new relational literacies that may be required to mobilize sustainable, equitable, just and effective responses to our complex societal challenges.

The appetite for moving courageously into such work has always been healthy at SFU. It is evidenced today by the wide array of past and recent initiatives directed at community engagement, social innovation and impact. Strengthening community engagement at SFU will challenge us in ambitious and worthwhile ways for which a shared vision and purpose will be pivotal for our success.

We are all invited to consider how to meaningfully advance our impact on the world's most pressing societal challenges through our lives, work, and emerging shared purpose at Simon Fraser University. It's up to all of us.

Nous sommes prêts. We're ready.

We believe this document – SFU's Strategic Community Engagement Plan – offers a wide array of beginnings and continuations for all of us to consider. We offer it to you in the hope that it will inspire a nuanced, ambitious and responsive set of community engagement practices that continue to address society's complex problems, and do so in ways that embody the university's core mandates of scholarship and teaching – that in doing this work, we *learn from it* in ways that immediately inform and shape our practice and that are readily available to the rest of the world – further positioning SFU as a global, leading engaged research university.

We're excited to see what comes next.

APPENDIX 1: Signature Initiatives

- Philosophers Café (Lifelong Learning)
- Burnaby Festival of Learning (External Relations)
- Friends of Simon Tutoring Program (Education)
- SFU Recreation Camps (Student Services)
- Science in Action and Trottier Observatory and Science Courtyard (Science)
- CityStudio (FASS)
- RADIUSSFU (Beedie)
- SFU Morris J. Wosk Centre for Dialogue (VP Academic & External Relations)
- SFU Public Square (External Relations)
- SFU Semester in Dialogue (VP Academic)
- SFU Vancity Office of Community Engagement (External Relations)
- SFU Woodward's Cultural Unit (External Relations)
- Innovation Boulevard, Surrey (Research)
- SFU Student-Community Engagement Competition
- SFU Ambassador's Program (External Relations)
- SFU Surrey–TD Community Engagement Centre (External Relations)
- SFU Coast Capital Savings Venture Connection (Research)
- SFU's Community Engagement Initiative (External Relations)
- SFU's Aboriginal Strategic Initiative (Institutional)

Faculty, departmental and centre highlights

- Aboriginal Speaker Series (Office for Aboriginal Peoples)
- Bah Humbug! (Woodward's Cultural Unit)
- Bill Reid Centre for Northwest Coast Art Studies (Arts and Social Sciences)
- Building Local Living Economies: New Models for Urban and Rural Economic Renewal (Environment)
- Café Scientifique (Science)
- Centre d'etudes francophones Quebec-Pacifique (Arts and Social Sciences)
- Centre for Comparative Study of Muslim Societies and Cultures (Arts and Social Sciences)
- Centre for Education, Law and Society (Education)
- Centre for Forensic Research (Environment)
- Centre for Policy Studies on Culture and Communities (Communication, Art & Technology)
- Centre for Research on Early Child and Health Education (Education)
- Centre for Research on Restorative Justice (Arts and Social Sciences)
- Centre for Research on Sexual Violence (Arts and Social Sciences)
- Centre for Scottish Studies (Arts and Social Sciences)
- Chronic Pain Research Institute (Communication, Art & Technology)
- City Program Lecture Series (Lifelong Learning)
- Community Scholars (SFU Library)
- Cooperative Resource Management Institute (Environment)
- Digital Humanities Café (SFU Library)
- Embedding Project (embedding sustainability) (Beedie School of Business)
- First Nations Language Centre (Arts and Social Sciences)
- Gerontology Research Centre (Arts and Social Sciences)

- Global Health (Health Sciences)
- Globally Responsible Leadership Initiative (Beedie School of Business)
- Hakai Network for Coastal People, Ecosystems and Management (Environment)
- Health Care Systems (Health Sciences)
- Hopeful Economics Leadership and Innovation Summit (Environment)
- Indigenous Research Institute
- Institute for the Humanities (Arts and Social Sciences)
- Institute for the Reduction of Youth Violence (Arts and Social Sciences)
- INTERACT: INTERventions, Research, and Action in Cities Team (Health Sciences)
- Interaction Design Research Centre (Communication, Art & Technology)
- International Centre of Art for Social Change (Education)
- K-12 Outreach Programs (Applied Sciences & Science)
- Mental Health and Addictions (Health Sciences)
- Multimodal Opportunities, Diversity & Artistic Learning (Education)
- Museum of Archaeology and Ethnology (Environment)
- Science Rendezvous and International Astronomy Day (Science)
- SFU Campus Sustainability Team (Environment)
- SFU President's Dream Colloquium (President's Office)
- SFU President's Faculty Lecture Series (President's Office)
- Social and Health Policy Sciences (Health Sciences)
- Social Attention Research Group (Education)
- Social Inequities and Health (Health Sciences

APPENDIX 2: Draft Effectiveness Principles For Community-University Partnerships

Themes	Overarching Principles	Operating Principles
Relationships	Develop and sustain trusting relationships based on a foundation of authenticity and mutual value.	o Participate and add value in community without a pre-conceived agenda o Demonstrate reliability and commitment by delivering on promises o Facilitate the space to get to know partners on a personal and human level o Be responsive and helpful, where capacity allows, to requests for assistance outside of the parameters of the particular partnership project or activity. Leverage available resources, networks and knowledge to be of help where needed. o Explore ways to deepen relationships by building networks and social fabric. Introduce and recommend partners to other contacts and positively promote the partnership.
Context	Consider the unique social, economic, political, cultural and environmental context, history and power dynamics as a factor for how each partnership is approached, designed and sustained.	o Acknowledge the history of un-equal power dynamics and social hierarchy separating the university from community. Approach collaborations with vulnerability, openness, and humility, and be willing to step back or change course based on feedback. o Avoid perpetuating systems of oppression by engaging in regular self-reflective practice and being open to feedback and learning. o Co-develop implicit or explicit principles and processes with partners for each collaboration, considering the context and nature of activity. Use formal agreements if needed or necessary for establishing parameters, managing resources and balancing power.
Respect	Demonstrate respect for the knowledge, experience, and capacity of all partners and strive for equity in the relationship.	o Approach partnerships with a listening and learning mindset, and ensure all partner voices are heard to help shape and bring forward collaboration initiatives o Create inclusive environments where all partners feel welcome and valued for their time, experience and knowledge o Discuss what a fair distribution of resources and benefits looks like for the partnership based on the specific initiative; capacity and contribution of partners; and resources available o Celebrate partnership accomplishments in ways that honour and value the contributions of all partners

Flexibility	Facilitate the space for emergence and be open and adaptable to change in a complex environment.	o Be willing to shift direction for projects and initiatives provided there continues to be mutual value in the partnership o Take advantage of unanticipated opportunities where capacity allows o Allow for outcomes to emerge and change throughout partnership initiatives where possible, while taking into account established parameters o Choose evaluation methods that are a match with the initiative, desired insights, and available resources. Attempt to capture unanticipated learnings, outcomes and ripple effects.
Communication	Communicate openly, honestly, accessibly, and with enough frequency to establish clarity, facilitate ongoing improvement, and navigate challenges.	o Establish a shared understanding of interests, goals, commitments, and limitations. o Check-in with partners along the way to provide feedback for improvement and ensure continued mutual benefit. Make adjustments as needed. o Determine preferred modes and frequency of communication o Use accessible language o Communicate concerns or changes in the partnership with timeliness, respect and honesty

APPENDIX 3: VPER Community Engagement Action Programming

SFU's Office of the Vice President External Relations is a primary link between SFU and our communities, implementing a comprehensive approach to the advancement of institutional priorities and working in collaboration with others to realize SFU's vision to be a leading engaged university, defined by its dynamic integration of innovative education, cutting-edge research, and far-reaching community engagement.

External Relations enables connection, engagement and learning through partnership, relationship and initiative development; through dialogue, storytelling, media and communications; and through community-situated, civic, art-based, and cultural engagement to enhance the social, economic, environmental and cultural well-being of communities locally and globally.

Action programming embodies all of SFU's community engagement principles and values: inclusion and diversity; mutual trust, respect and accountability; sustainable approaches; healthy relationships; equity; and knowledge creation.

Composed of twelve different, complimentary and connected departments, External Relations provides robust and comprehensive contributions to help realize SFU's priority community engagement goals to increase community-university integration and reach, to strengthen community-university relationships, to support the lifelong learning interests of students and community, and to be BC's public square for enlightenment and dialogue on key public issues.

1. **Aboriginal and Indigenous Engagement**

   Web: http://www.sfu.ca/reconciliation.html
   Associate / Director / Manager: Sobhana Jaya Madhavan
   Contact: sobhana_jaya_madhavan@sfu.ca

   SFU's Strategic Vision identifies "respect for Aboriginal Peoples and Cultures" as one of its six principles and notes that SFU will honour the history, culture, and presence of Aboriginal peoples; that SFU will welcome and nurture Aboriginal students; and that SFU will seek opportunities for greater representation of Aboriginal peoples amongst its faculty and staff. SFU has allocated $9M to support an Aboriginal Strategic Initiative with an Aboriginal Reconciliation Council convened to provide advice to senior leadership about how the funds should be directed. SFU-ARC's final report outlined 34 calls to action, organized into four clusters, including: creating safe and welcoming spaces for Aboriginal peoples; curriculum innovation and indigenization; student pathways and support; and administration, hiring and project implementation. A working group comprised of representation from SFU's Office for Aboriginal Peoples, SFU's Office of the Vice-President Academic, and SFU's Office of the Vice-President External Relations is working with the SFU Community to identify how best to make progress on each of the 34 Calls to Action.

   SFU's Aboriginal Strategic Initiative is directly aligned with SFU's priority goals to build equitable, respectful and mutually beneficial community relationships and to develop partnerships to enhance the social, economic and cultural well-being of communities. It reflects priority strategies to support community engaged practice by co-creating solutions to critical societal issues through genuine connection, access and personalized learning that is situated within local

knowledge, cultures, landscapes and experiences; and provides a rich opportunity for shared dialogue and storytelling of lived experience. (G2, G3, S3, S4, S7)

2. **Art Galleries**

Web: http://www.sfu.ca/galleries.html
Associate / Director / Manager: Melanie O'Brian
Contact: melanie_obrian@sfu.ca

Simon Fraser University's art galleries are dynamic centres for the presentation and interrogation of art practices and ideas. SFU Galleries includes SFU Gallery, Audain Gallery and Teck Gallery, and stewards the SFU Art Collection of over 5,500 works. Programming includes exhibitions, public programs and publications.

SFU's Galleries contributes directly to SFU's priority goals to maximize the capacities of its campuses to enhance the well-being of communities locally and globally by creating art-based opportunities for practical and experiential learning while also presenting opportunities to inform and inspire research through art engagement. SFU Galleries reflects priority strategies to create authentic and meaningful opportunities for genuine connection, access and personalized learning situated within local knowledge, cultures, landscapes and experiences, and its installations and programs are tangible examples of story curation. (G2, G4, S4, S7)

3. **Centre for Dialogue**

Web: https://www.sfu.ca/dialogue.html
Associate / Director / Manager: Shauna Sylvester
Contact: shauna_sylvester@sfu.ca

Founded in 2000, the SFU Morris J. Wosk Centre for Dialogue acts as a hub for dialogue and engagement initiatives. As a trusted convener, we create a space for respectful conversations between diverse stakeholders, where mutual curiosity and collaborative inquiry act as alternatives to adversarial approaches. Our Dialogue Fellows, Associates and staff lead dedicated programs in six focus areas and one undergraduate program (SFU's Semester in Dialogue): Civic Engage, Climate Solutions, Peace & Security, Intercultural Dialogue, Urban Sustainability, Health and Wellness.

- Semester in Dialogue (https://www.sfu.ca/dialogue/semester.html)
- Civic Engage (https://www.sfu.ca/dialogue/civic-engage.html)
- Urban Sustainability (https://www.sfu.ca/dialogue/fellow-initiatives/urban-sustainability.html)
- Health and Wellness (https://www.sfu.ca/dialogue/fellow-initiatives/health-and-wellness.html)

SFU's Center for Dialogue is a centerpiece example of SFU's priority goals to be an institution to which the community looks for education, discussion and solutions, offering innovative

programs and learning opportunities for students, alumni and the community. Opportunities for dialogue, civic engagement, access and personalized learning are situated within local knowledge, cultures, landscapes and experiences. (G4, G5, S1, S5, S6)

4. **Ceremonies and Events**

Web: http://www.sfu.ca/ceremonies.html
Associate / Director / Manager: Gloria Chu
Contact: gloria_s_chu@sfu.ca

The Ceremonies and Events Office (C&E) advances SFU's strategic vision of engagement by producing and managing key university celebrations and milestones. Events include leading and managing convocation and the university's high-profile presidential, institutional, advancement, alumni, ceremonial, government and partner events. Delivering approximately 70 – 80 events annually, locally, nationally and internationally, the department also ensures that ceremony and event protocols and traditions are maintained at events.

SFU Ceremonies and Events contributes directly to SFU's priority goals to build respectful and mutually beneficial community relationships by supporting major initiatives that maximize the capacities of its campuses to offer meaningful opportunities for genuine connection, access and learning. Through ceremony, SFU Ceremonies and Events enables the live telling and sharing of story helping to showcase what we seek to achieve together and why it is important. (G2, G3, S4, S7)

5. **Communications and Marketing**

Web: http://www.sfu.ca/university-communications.html
Associate / Director / Manager: Kristin Linklater
Contact: klinklat@sfu.ca

SFU's Communications & Marketing office is a trusted, agile and highly-regarded strategic and creative partner, working with internal and external resources to develop and deliver communications, marketing and creative material that supports, enhances and advances institutional, departmental and faculty objectives, the SFU brand and SFU's vision of being Canada's leading engaged university.

SFU Communications and Marketing contributes directly to SFU's priority goals to build respectful and mutually beneficial relationships and to extend the reach and knowledge of SFU's people, their ideas and innovations, its campuses and its capacities as a fundamental and integrated components of university mission and brand. They serve to ignite SFU's brand through storytelling, media, creative design and public relations to show the impact that can be achieved through co-created solutions. (G1, G2, G3, S3, S7)

6. **Government Relations**

Web: https://www.sfu.ca/vpexternal/vice-president-external-relations/department-and-venue/government-relations.html
Associate / Director / Manager: Nicole Rogers

Contact: nrogers@sfu.ca

SFU Government Relations engages our varied community, industry, and government partners to encourage effective and mutually beneficial relationships.

SFU Government Relations contributes directly to SFU's priority goal to build respectful and mutually beneficial government and community relationships to advance and extend the impact of learning, research, partnership, connection, and civic engagement so that critical thought, theory and knowledge are mobilized into public discourse, policy and community practice to address critical societal issues. (G3, S3, S6)

7. **Office of Community Engagement**

   Web: https://www.sfu.ca/communityengagement/
   Associate / Director / Manager: Matthew Grant
   Contact: matthew_grant@sfu.ca

   SFU's Office of Community Engagement stewards the University's strategic, collaborative and distributed approach to community-engaged teaching, scholarship and creative activity. We work to enable direct impact on pressing societal issues through co-created knowledge, development of shared purpose and responsive practices. The office is highly collaborative, open to working with all university units, campuses, faculties, departments, centres, community and civic partners and stakeholders across a diverse range of work, including:

   - strategy and relationship development;
   - advocating for key institutional capacity building in facilitation, relationship management, and community-engaged pedagogy;
   - building and supporting community-university partnerships and programs;
   - administering grant funding opportunities for students, faculty and staff;
   - advising on communication strategy and tactics for community engagement;
   - working to increase the efficacy of, and equity in, stories of partnership and impact;
   - developing frameworks for the evaluation and measurement of community engagement principles, programs and impact;
   - communicating and celebrating community-university successes.

   Current priority initiatives include:
   - Stewarding SFU's Strategic Community Engagement Plan in ways that will strengthen SFU's capacity to engage in courageous and equitable partnerships.
   - Facilitating the emergence of a national community of practice for community engagement – the Canadian Pilot Cohort for the Carnegie Classification for Community Engagement.
   - Managing the Community Engagement Initiative – seed funding for SFU faculty and staff to create or strengthen partnerships characterized by courageous co-creation and aspirations for community impact.
   - Recognizing lifetime achievement in community engagement through the Warren Gill Award for Community Impact
   - Fostering connections between SFU and the ethnically diverse and growing South Fraser community through the SFU Surrey – TD Community Engagement Centre (CEC). The CEC

offers programs in partnership with community groups to residents from a range of cultural backgrounds and a variety of ages.

- Celebrating lifelong learning in unconventional ways through the Burnaby Festival of Learning. Co-presented by SFU and the City of Burnaby with participation with many local Burnaby organizations, the festival features a week-long series of free events designed to inform, engage and spark creative conversations among local, diverse audiences.
- Encouraging undergraduate, graduate and continuing studies students to develop new projects with communities that have positive social impact in Surrey Centre, Metrotown, Lougheed, Edmonds or Brentwood through SFU's Student-Community Engagement Competition.

Office-initiated programs are designed to embed, and be a catalyst for, community engagement; both as integral components of SFU's academic mission, and in place-based forms in relation to specific locations, campuses, communities, cities and their interests. Partnership for impact; place-based connection, learning and access; community-engaged learning; storytelling; dialogue; civic engagement; and community-based research are all of strategic importance in office planning and operations. (G1, G2, G3, G4, G5, S1, S1, S3, S4, S5, S6, S7)

8. **SFU Public Square**

   Web: http://www.sfu.ca/publicsquare.html
   Associate / Director / Manager: Janet Webber
   Contact: jwebber@sfu.ca

   SFU Public Square, a signature initiative designed to spark, nurture and restore community connections, establishes Simon Fraser University as the go-to convener of serious and productive conversations about issues of public concern.

   SFU Public Square is a foundational example of SFU's priority goals to be BC's public square for enlightenment and dialogue on key public issues, offering innovative programs and learning opportunities for students, alumni and the community. SFU Public Square reflects priority strategies to be a trusted convener on key public issues, creating space for respectful conversations, mutual curiosity and collaborative inquiry while increasing community capacity. (G4, G5, S1, S5, S6)

9. **Surrey Campus**

   Web: http://www.sfu.ca/surrey/welcome/
   Associate / Director / Manager: Stephen Dooley
   Contact: sdooley@sfu.ca

   Simon Fraser University's Surrey campus is a vibrant community hub located in the heart of one of Canada's fastest-growing cities. Close to the Surrey Central transit station, the dramatic Bing Thom-designed campus is conveniently situated between Metro Vancouver and communities south of the Fraser River.

   SFU's Surrey campus is SFU's integrative educational and community hub in Surrey that expands SFU's reach by utilizing its location in Surrey City Centre to create authentic and meaningful

opportunities for genuine connection, access, and learning, preparing educated, civically-engaged citizens and growing capacity for community-engaged research as an integral part of SFU's inter-related academic, research and community-engagement missions. Place-based connection, learning and access; community-engaged learning; community-based research; partnership for impact; civic engagement; dialogue and storytelling are all of strategic importance in campus planning and operations. (G1, G2, G3, G4, G5, S1, S1, S3, S4, S5, S6, S7)

10. **Vancity Office of Community Engagement**

   Web: http://www.sfu.ca/sfuwoodwards/community-engagement.html
   Associate / Director / Manager: Am Johal
   Contact: amarjotj@sfu.ca

   SFU's Vancity Office of Community Engagement supports creative engagement, knowledge mobilization and public programming in the theme areas of arts and culture, social and environmental justice, and urban issues through public talks, dialogues, workshops, screenings, performances and community partnerships. SFU's Vancity Office of Community Engagement provides community educational opportunities for local residents, access to artist talks and cultural events and builds partnerships with community organizations. The Office opened in December 2010 and engages over 9,000 people per year. Working with students, faculty and community, the Office is committed to long term relationship building and creative collaborations between the university and the community, in all its diverse formations and recognizes the arts as a catalyst in social change and transformative community engagement.

   SFU's Vancity Office of Community Engagement is directly aligned with SFU's priority goals to build equitable, respectful and mutually beneficial community relationships and to develop partnerships to enhance the social, economic and cultural well-being of communities, particularly on the Down Town East Side of Vancouver. The Vancity Office of Community Engagement reflects priority strategies to partner for impact by co-creating solutions to critical societal issues through genuine connection, access and personalized learning that is situated within local knowledge, cultures, landscapes and experiences. Deep relationships off rich opportunities for shared dialogue and storytelling of lived experience. (G2, G3, S1, S3, S4, S7)

11. **Vancouver Campus**

   Web: http://www.sfu.ca/vancouver/welcome.html
   Associate / Director / Manager: Laurie Anderson
   Contact: lauriea@sfu.ca

   Described by the Vancouver Sun as the "intellectual heart of the city," Simon Fraser University's Vancouver campus transformed the landscape of urban education in downtown Vancouver. The campus is comprised of multiple facilities clustered in the core of one of the world's most liveable cities.

   SFU's Vancouver campus is SFU's integrative educational and community hub in Vancouver that expands SFU's reach by utilizing its location in Downtown Vancouver to meet the lifelong learning needs of students, alumni and the community through innovative programs and learning opportunities for academic, personal and professional development. Community-

engaged learning; place-based connection, learning and access; civic engagement; partnership for impact; dialogue; community-based research and storytelling are all of strategic importance in campus planning and operations. (G1, G2, G3, G4, G5, S1, S1, S3, S4, S5, S6, S7)

12. **Woodward's Cultural Unit**

Web: https://www.sfu.ca/sfuwoodwards/about-sfu-woodward-s.html
Associate / Director / Manager: Jane Hawkins
Contact: jha100@sfu.ca

SFU Woodward's Cultural & Community Programs (SFUW) vision is to enable and promote creativity and leading edge practices in the contemporary arts as well as public community discourse. By supporting professional activities through partnerships, SFUW engages the immediate inner-city community through unique cultural, employment, and public initiatives.

Feature initiatives include:
- Cultural and Community Partnerships
- Speaking of Dance
- Signature Programs
- Creative Residency Program
- 149 Arts Society

SFU's Woodwards Cultural Unit contributes directly to SFU's priority goals to maximize the capacities of its campuses to enhance the well-being of communities locally and globally by creating art and culture-based opportunities for practical and experiential learning while also presenting opportunities to inform and inspire research through cultural engagement. The Activities of the Woodwards Cultural Unit reflect priority strategies to create authentic and meaningful opportunities for genuine connection, access and personalized learning situated within local knowledge, cultures, landscapes and experiences, and its performances, installations and programs are examples of the practice of exploration, reflection and learning through storytelling. (G1, G2, G4, S1, S4, S7)

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