



OFFICE OF THE PRESIDENT
BROWN UNIVERSITY

CHRISTINA H. PAXSON, PRESIDENT

May 14, 2024

Dear Members of The Brown Community:

For more than two and a half centuries, the health and vitality of Brown University and that of Providence and Rhode Island have been deeply intertwined. The foundation of the relationship between the University and the people and organizations in the community is our shared commitment to productive engagement and partnership.

This “Community Engagement Agenda: A Call to Partnership and Action” will serve as a roadmap for how members of the Brown community can work together to develop deeper, more impactful partnerships in our home city and state. Already across our campus, students, faculty and staff are actively collaborating with local organizations and residents on efforts to address community challenges, support K-12 schools, promote the health of the people of Rhode Island, advance climate solutions, and strengthen the state’s economy, among other initiatives. The new Community Engagement Agenda outlines a framework for coordinating these current efforts to build on this strong foundation.

Brown’s Community Engagement Council, the Vice President for Community Engagement and the team at the Swearer Center closely collaborated to develop this framework. More than 800 students, staff, faculty, alumni and community-based stakeholders participated in almost 150 discussions to inform its development. It is a “call to action” that invites more campus community members to partner locally, and creates clearer pathways for existing and potential community partners to best engage with Brown.

The Community Engagement Council, Vice President for Community Engagement and team at the Swearer Center will work across five key domains through which Brown can coordinate its current resources: (1) deepening collaborative research; (2) building on success in engaged curricular and co-curricular teaching and learning; (3) sharing expertise with community organizations, institutions, groups and residents on areas of shared interest and public concern; (4) deepening resources to contribute to the community in areas such as employment, procurement, facilities, the arts and athletics; and (5) broadening inclusive pathways for college access and workforce development.

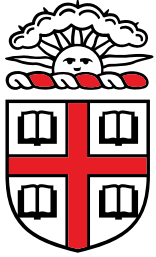
Making a positive impact locally has long been woven into the fabric of Brown’s mission and commitment to serve the community, the nation and the world. By aligning university practices with community benefit, the Community Engagement Agenda will help advance and amplify this work. It offers our entire community an opportunity to work with local communities by converting shared interests into meaningful and enduring outcomes.

I am excited for the many ways that members of the Brown community will forge new partnerships to deepen and broaden the impact we can make in Providence and Rhode Island.

Sincerely,

A handwritten signature in black ink, appearing to read 'C. H. Paxson'.

Christina H. Paxson
President



BROWN

Brown University's

**COMMUNITY ENGAGEMENT AGENDA:
A CALL TO PARTNERSHIP AND ACTION**

May 2024

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EXECUTIVE SUMMARY

In advancing local community benefit, Brown University advances its mission of education and research and its enduring commitment to be of service “to the community, the nation and the world.” In aligning our research, teaching, service and partnerships with positive community impact, we redefine the standards of academic excellence and cultivate trust in the university. In recognizing that there is wisdom in the voices of the many, we create better knowledge and uplift democracy in principle and practice.

Brown University’s Community Engagement Agenda: A Call to Partnership and Action represents an institutional commitment to continue to be in enduring and reciprocal relationship with Rhode Island and its people. It seeks to build on the work of many at Brown who are already engaged locally and include more interested colleagues, students and alumni by strengthening an infrastructure to support ways of working together with campus and community partners.

The Community Engagement Agenda is not a rigid set of mandates. It is an invitation to collectively create positive change over time. Through this agenda, Brown University seeks to invite and uplift the voices and contributions of faculty, staff, students, alumni and community partners to deepen Brown’s positive impact in Rhode Island.

Generating excellent, impactful research and learning opportunities. Creating more inclusive, equitable institutions and communities. Addressing local priorities and national and global challenges. These may seem like distinct and even competing goals, yet all can be advanced through community engagement.

Through this Community Engagement Agenda, we at Brown will engage in and across five broad domains: 1) research; 2) teaching and learning; 3) expertise; 4) anchor institution resources and investments; and 5) inclusive pathways. We will draw on diverse sources of knowledge to positively impact the quality of life for all Rhode Islanders, especially in the areas of economic growth and vitality; educational equity and success; environmental sustainability and resilience; and individual and population health.

This agenda outlines key strategies and actions focused on strengthening a distributed engagement infrastructure over the next three years by attending to people, policies and processes across Brown. The strategies and actions enhance Brown University’s readiness and capacity for mutually beneficial and effective collaboration with communities in Providence, Rhode Island, and beyond. The agenda focuses and guides us to understand and respond to local context and community priorities; build capacity in all five community engagement domains; coordinate across and beyond Brown for greater collective impact; and establish accountability measures.

anchor **'aŋ-kər**

verb : to secure firmly
: to hold in place in the water by an anchor

noun : a reliable or principal support
: a symbol of hope, the motto of the State of Rhode Island

Founded in the State of Rhode Island and supported to grow and thrive, Brown University is anchored in our home state. At the same time, the University is an anchor institution, providing significant support to the state and people of Rhode Island.

Indeed, Brown University is interdependent and interconnected with people and communities throughout Rhode Island. Countless University alumni, faculty, staff and students work with our neighbors in Providence and throughout Rhode Island on issues of importance locally and globally.

In fall 2022, demonstrating a deep commitment to elevate community engagement as an institution-wide priority, President Christina H. Paxson created a cabinet-level Vice President for Community Engagement to guide and deepen mutuality in Brown University's community engagement. Soon after, she charged a Community Engagement Council (CEC) to support this effort through advancing culturally responsive and mutually beneficial research, teaching, learning and service engagements with community stakeholders.

Since then, the Vice President for Community Engagement has worked in concert with the CEC and campus colleagues to realize the commitment to elevate community engagement. This document, ***Brown University's Community Engagement Agenda: A Call to Partnership and Action***, is a key outcome of our efforts so far.

We began our work by connecting with colleagues across and beyond campus, soliciting ideas and feedback from over 800 alumni, faculty, staff, students and community-based stakeholders through more than 150 individual and group conversations and presentations. We analyzed this feedback and enriched it with benchmarking data and decades of research on higher education community engagement. This data has informed a guiding agenda to deepen the University's readiness to engage with and contribute to a thriving Rhode Island.

Brown University's Community Engagement Agenda: A Call to Partnership and Action will build on good work already happening, invite and support additional participation and strengthen capacity for relationship building and collaboration both on and off campus. It acknowledges past harm and aims to connect Brown more fully to deepen trust and shared understanding of community priorities, to seed new opportunities for transdisciplinary and collaborative solutions and improve research, teaching and learning by drawing on more diverse sources of knowledge. It advances our educational and research mission and strengthens our capacity to contribute to the public good.

This community engagement agenda is not a rigid set of mandates. It is an invitation to collectively create positive change over time — and an institutional commitment to continue to be in relationship with this place and its people, fully embracing the power of being both anchored and anchor, always driven by hope.

Please reach out to engage@brown.edu to learn more about this Community Engagement Agenda and to share your experiences, questions, ideas and interests.

WHY THIS AGENDA MATTERS...NOW

Brown, as an academic institution, is entrusted by our broader public and our local communities to contribute to understanding and addressing multiple, mounting challenges domestically and globally. Pursuing this community engagement agenda connects people at Brown with community-based stakeholders and experts, enabling our most complete contribution to addressing vexing societal concerns.

“This work matters. Community engagement recognizes and deepens our understanding that Brown’s academic and research excellence is tied to the mutuality of benefit we achieve with the people and communities of Rhode Island.”

— Christina H. Paxson

Brown University attracts people who think deeply about the world as it is and how it could be, care about justice, democratic practices and human thriving and who bring diverse perspectives and experiences. Students want and benefit from more opportunities for engaged learning. Through courses and curricular and co-curricular programs, they expect to develop and apply their skills and knowledge on issues that matter to them and their communities. Faculty from an array of disciplines—especially early-career faculty and those who hold minoritized identities—are deeply committed to teaching and research that engages with and benefits communities; they want this work to be seen and valued. Staff in roles and bodies of work that span the University, like alumni from across the globe, want to engage in meaningful opportunities to make a positive community impact.

The Community Engagement Agenda is not a standalone effort. It is aligned with Brown University’s core values and guiding documents including the [Diversity and Inclusion Action Plan](#), [recommendations of the Task Force on Anti-Black Racism](#), the [Slavery and Justice Report](#) and [commitments to strengthening relationships with Indigenous peoples of the region](#), all reflecting Brown’s commitment to inquiry and truth; equity and inclusion; and multiracial democracy in principle and practice.

Community engagement also strengthens Brown’s [Operational Plan for Investing in Research](#), which seeks to increase positive impact and benefits for communities locally, nationally and around the world. Major public and private funders (as well as many local community partners) are calling for more sustained community engagement, more bi-directionality, and, at a minimum, more translation and application of academic research. By engaging community partners throughout research design, implementation and application, Brown University researchers add depth and nuance to knowledge production by drawing on a fuller set of knowledge assets. A more deliberate institutional approach to engagement will make broader societal impacts of research more legible and grant proposals more competitive, which will also support sustained engagement beyond specific grant periods. Engaged research is more relevant and can better address complex and difficult social issues to advance equity and thriving in Rhode Island and well beyond.

COMMUNITY ENGAGEMENT THROUGHOUT THE UNIVERSITY

Community engagement relates to all aspects of the University’s mission and operations, as illustrated by this agenda’s Framework for Community Engagement (below). The framework has five domains for action, and every constituency at Brown can play a role in one or more of them: research, teaching, expertise, inclusive pathways and anchor investments.

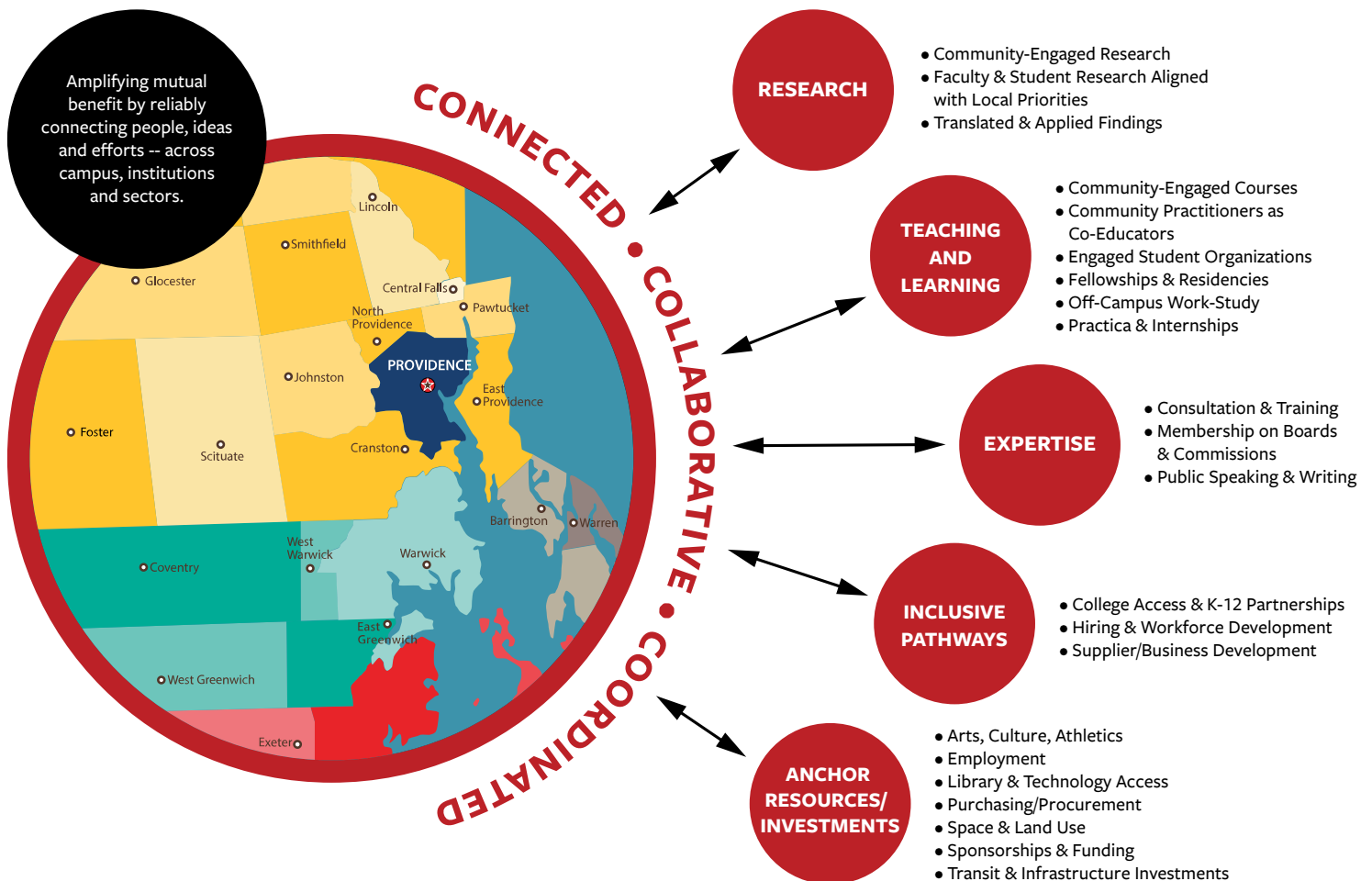
The bi-directional arrows in the framework graphic are also essential, emphasizing the mutually beneficial exchange of resources and knowledge between campus and community in high-quality engagement efforts.

As a campus-facing tool, this framework serves to increase coherence and collaboration, ultimately strengthening the positive impact of our colleagues, students and alumni across the university and beyond. For our community partners and stakeholders, the framework seeks to add clarity, increase access and spark new ideas for engaging with Brown University. Issues are often best addressed by mobilizing multiple types of assets across multiple engagement domains and academic areas.

Examples of good work happening across the University in each domain will continue to be added to the university’s [community engagement webpage](#).

A Framework for Community Engagement

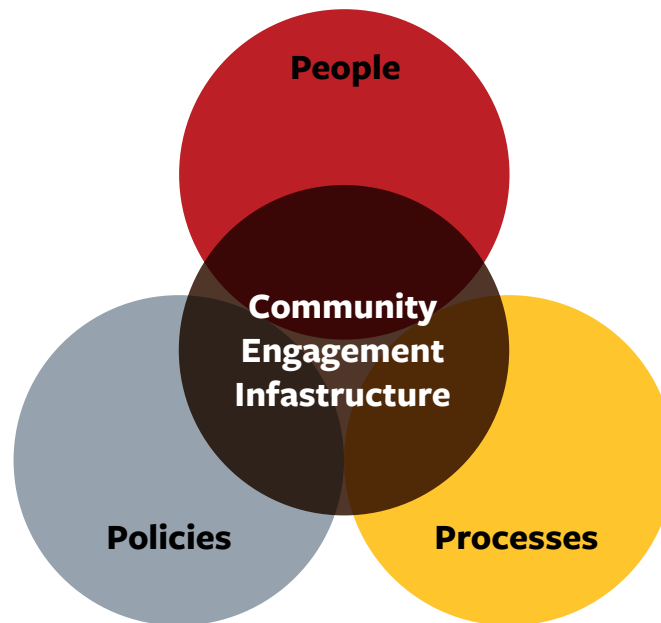
Advancing local benefit takes many forms



CREATING CONDITIONS FOR HIGH-QUALITY COMMUNITY ENGAGEMENT

The Community Engagement Agenda will strengthen Brown's community engagement infrastructure by attending to people, policies and processes. We intentionally begin with people, recognizing that effective engagement is grounded in relationships – and that we must invest in people's capacity to engage in respectful, trustworthy, mutually beneficial ways. By also attending to policies and processes, we strengthen and support these relationships to be reliable and enduring, even beyond the individuals who forged them. That work entails strengthening written and formal policies and procedures to reward and advance community engagement and using technology, communications and convenings to enhance shared understanding and accountability.

This focus on infrastructure is meant to nurture and sustain a campus ready to engage with Rhode Island communities with mutuality, respect and positive impact. It will not centralize control of engagement but will support more intentional coordination of individuals, groups and units across the university.



Such coordination will strengthen Brown's campus community and benefit our external partners. Currently, for instance, faculty, staff and students may hesitate to engage because they don't know where to start, how to develop critical skills, or whether this work will be valued by others on campus or in communities. On the other hand, community leaders are often asked to join multiple advisory committees at Brown or participate in disjointed university projects, and then voice surprise that people in different units at Brown don't know about each other's work.

Institutions in Rhode Island, including other higher education institutions, also contribute to economic vitality, education, health, sustainability and other priorities, of course – sometimes in joint initiatives with Brown. As we advance this agenda, we aim to foster more systematic institutional and cross-sector connections that build on our distinctive strengths to address common priorities.

BUILDING MOMENTUM

This work has already begun in earnest. President Paxson created a new Cabinet-level position devoted to Community Engagement and charged a campus-wide [Community Engagement Council](#) (CEC) to steward this work. This spring, the CEC launched [six committees](#) to address initial priorities and recommendations.

To date, this Agenda has been shared with and informed by more than 800 campus and community-based stakeholders. There is already significant momentum in four thematic areas:

- **Understanding and responding to local context and community priorities;**
- **Building capacity in all five community engagement domains;**
- **Coordinating efforts across Brown and beyond for greater collective impact; and**
- **Establishing process, outcome and impact accountability measures.**

Select current activities are included in this document. Please see the [appendix](#) for a more extensive list of strategies and actions that will advance this agenda. Our efforts will continue to emerge and evolve as we accomplish goals and identify new opportunities through participatory planning, action and assessment.

In addition to exciting partnerships and programmatic bright spots already happening in units across campus, there are positive steps being taken to strengthen engagement infrastructure and institutional readiness for effective, mutually beneficial engagement. They emphasize connectivity, coordination and collective action—avenues through which we create the conditions for intentional and sustained mutual benefit and positive impact in our community engagement. Select highlights include:

- **Connecting intentionally with existing committees and working groups**, in areas such as Land Acknowledgement, Sustainability and multiple Community Advisory Boards;
- **Developing capacity** to conduct and coordinate bi-directional community-engaged research across the university (e.g., through Advanced RI-CTR, the Annenberg Institute for School Reform's Sustained Partnership approach and the Brown Health Community Engaged Translational Research Core - BH-CEnTRC);
- **Evaluating** the [Community-Based Learning and Research \(CBLR\)](#) curricular program and expanding related resources such as the [CBLR Fellowship](#) to support faculty in engaged teaching;
- **Facilitating a network** of staff and faculty with community engagement responsibilities for joint strategizing, coordination and professional development (e.g., convening communities of practice and creating shared positions across units);
- **Identifying and addressing barriers** that hinder community engagement (e.g., Strategic Procurement and Contracts is pursuing policies to support increased [supplier diversity](#));
- **Identifying priorities** for more coordinated engagement with K-12 students, parents and educators to advance educational opportunity and equity (in part through the [K-12 Partnerships Committee](#));

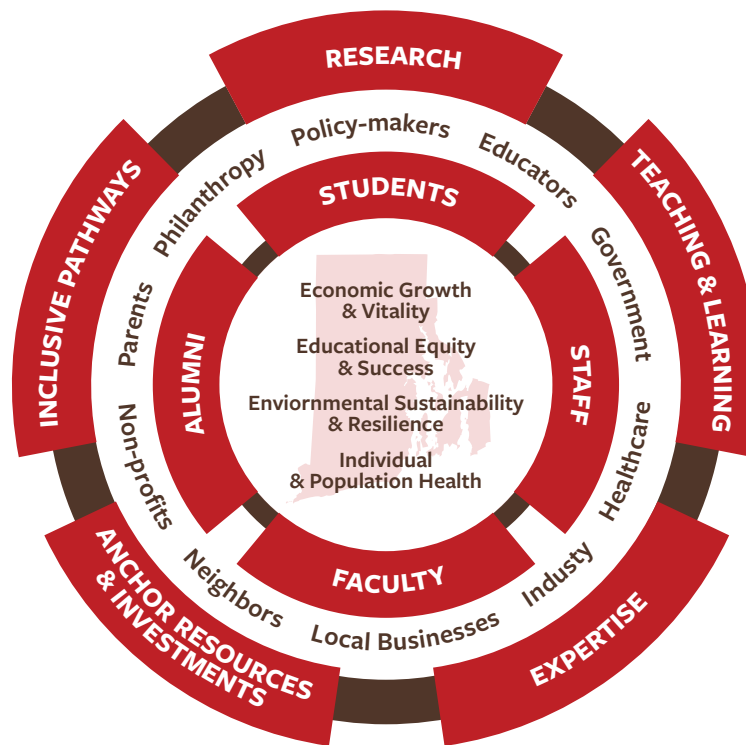
- **Integrating** relevant principles and resources into existing professional development programs (e.g., adding information on community-engaged research to Responsible Conduct of Research trainings);
- **Launching** the [Carnegie Community Engagement Reclassification](#) process to identify assets and gaps and recommend key indicators, methods and resources needed to assess and strengthen community engagement (in part through the [CEC's Assessment and Impact Committee](#));
- **Leveraging the Swearer Center's expertise and Salesforce-based data hub** to cultivate, track, connect and understand engagement efforts and community interests for future engagement;
- **Piloting multi-unit initiatives** with “backbone” staff to increase responsiveness to community-identified priorities aligned with Brown resources (e.g., [Community-Engaged Data and Evaluation Collaborative](#) [CEDEC] and the Brown Health Community Engaged Translational Research Core [BH-CEnTRC]);
- **Producing an annual Community Benefits Report** for the City of Providence and a broader Community Engagement Report to share with internal and external audiences; and,
- **Updating and engaging the Corporation** through its Committee on Communications, Alumni and External Affairs (CAEA) to inform university decision-making.

PUTTING THE PIECES TOGETHER

This Community Engagement Agenda deepens Brown University's excellence. Community-university partnerships can increase the quality and impact of our research; support high-impact teaching and deep student learning; increase institutional equity and inclusion; and generate knowledge and steward resources with community partners to contribute to thriving local communities.

It also calls on us to build clearer, more reliable ways to draw upon, support and connect students, staff, faculty and alumni to one another and to community partners to positively impact the quality of life so that all Rhode Islanders benefit from

Contributing to a Thriving Rhode Island



- economic growth and vitality;
- educational equity and success;
- environmental sustainability and resilience;
- individual and population health.

The thematic areas, [strategies and actions outlined in this agenda](#) build Brown University's engagement capacity and strengthen a distributed infrastructure to support ways of working together, learning from what is already going well and identifying opportunities for improvement or growth through assessment and accountability measures.

INVITING PARTNERS AND CONTRIBUTORS

“Through intentionality in our community engagement, we can connect Brown more fully to deepen trust and shared understanding of community priorities, to seed opportunities for transdisciplinary and collaborative solutions and improve research, teaching and learning by drawing on more diverse sources of knowledge.”

— Mary Jo Callan

We invite the voices and participation of members of the Brown community to contribute to deepening Brown’s positive impact in Rhode Island. The Community Engagement Agenda is an invitation to faculty, staff, students and alumni to share your experiences, questions, ideas and interests.

- Email engage@brown.edu with ideas, feedback and questions.
- Share information about your own community engagement experiences, goals and interests by email or by completing [this Campus-Community Engagement form](#).
- Inform us. If you know of a community priority that you cannot address but think someone else at Brown might, you or the community partner can share that by email or by completing this [Community Partnership Interest form](#).

APPENDIX: STRATEGIES AND ACTIONS

Brown University’s Community Engagement Agenda: A Call to Partnership and Action Select Strategies and Actions to Strengthen Brown’s Community Engagement Infrastructure

This document includes select strategies and action items focused on enhancing Brown University’s readiness and capacity for mutually beneficial and effective collaboration with communities in Providence, Rhode Island, and beyond.

Items included here were recommended by multiple stakeholders; they also reflect benchmarking and an extensive body of research on community engagement in academic institutions. The strategies and actions vary in their level of specificity and scope, the ease or difficulty of enacting them and in the timelines and people who will contribute to them. Given the diversity of needs and areas of work in academic and administrative units across the university, these actions may look different as they are implemented in local units.

As we work together on this Agenda, the contents of this table will change. Some actions may be completed, removed or refined; others will be added based on our engagement with campus and community stakeholders.

THEMATIC AREA 1 - UNDERSTANDING AND RESPONDING TO LOCAL CONTEXT AND COMMUNITY PRIORITIES			
STRATEGIES	<i>SELECT ACTIONS TO BUILD ENGAGEMENT INFRASTRUCTURE</i>		
	PEOPLE	POLICY	PROCESS
Participate in and contribute to existing community priorities, efforts and initiatives	Support students, staff, faculty and alumni engagement with grounding in local context and community-identified priorities	Increase access to capacity-building on community-identified priorities aligned with Brown resources (e.g., data analysis)	Map where Brown is already engaged with community-led efforts and initiatives; ask and assess how to best contribute
Connect and leverage community advisory boards and groups (CABs)	Inform existing CABs of this Community Engagement Agenda and gather feedback	Provide payment or other compensatory resources and logistical support to CAB members	Identify and map existing CABs Convene and connect CABs and share insights across units
Invest in community engagement (CE) processes that democratize access, agency and recognition	Replicate or expand effective engaged fellowships and programs such as RI-based Health Equity Scholars	Provide payment or other compensatory resources to community co-educators of Brown students	Increase community participation and access in new ways, e.g., local hires, community review board, pathway partnerships

THEMATIC AREA 2 - BUILDING CAPACITY IN ALL FIVE COMMUNITY ENGAGEMENT DOMAINS

STRATEGIES	SELECT ACTIONS TO BUILD ENGAGEMENT INFRASTRUCTURE		
	PEOPLE	POLICY	PROCESS
<p>Research - Support community-engaged and community-informed research that transcends disciplinary silos and reflects mutually beneficial community engagement as critical to high-impact knowledge production</p>	<p>Develop toolkits and modules on effective community-engaged research practices</p> <p>Connect interested scholars from across disciplines</p> <p>Connect scholars to aligned community research partners</p>	<p>Encourage academic units to define and recognize high impact engaged research and diverse scholarly and public products in hiring and T&P</p> <p>Provide payment or other compensatory resources to community research partners</p>	<p>Share community-identified priorities to inform research agendas</p> <p>Support sustained engagement and benefit by offering seed funding for research partnership exploration and research-to-practice projects</p>
<p>Teaching & Learning - Expand and deepen high-impact practice of community-engaged learning for students, preparing them for engagement balancing their agency and ambition with community agency and expertise</p>	<p>Support academic and other units to coordinate student preparation and training</p> <p>Develop toolkits and modules on effective community-engaged teaching practices</p>	<p>Recognize high-impact community-engaged teaching in personnel policies/T&P</p> <p>Expand credit-bearing and paid experiences and internships</p> <p>Expand utilization and support for CBLR courses</p>	<p>Source engaged projects from partner-identified priorities</p> <p>Develop and sustain collaborative community engaged initiatives</p> <p>Connect programs that include experiential learning</p>
<p>Expertise - Democratize and enhance access to both campus- and community-based expertise on important local and societal issues</p>	<p>Connect campus and community-based experts on specific priorities</p> <p>Cultivate a reciprocal speaker/consultant bureau of university and community experts</p>	<p>Enable and reward contributions of expertise to local initiative in personnel policies</p> <p>Create formal recognition for community-based collaborators</p>	<p>Leverage Researchers@Brown and BrownEngage to develop an accessible registry of experts</p> <p>Share opportunities for faculty and staff service on local boards</p>
<p>Anchor Resources - Mobilize anchor institution resources for mutual university-community benefit including local purchasing, workforce development, housing and land use, use of space, performances, athletics, etc.</p>	<p>Build on supplier diversity commitment by investing in pathways for local firms owned by historically underrepresented groups (e.g. Black, Indigenous and people of color) to do business with Brown</p> <p>Engage students in related research and projects</p>	<p>Create local purchasing preference/goals; address barriers in supplier policies</p> <p>Expand certificate programs and CEU opportunities</p> <p>Invest in community development including affordable housing</p>	<p>Continue to identify anchor resources to match to community priorities and goals</p> <p>Cohere protocols for community sponsorships, access to space</p> <p>Share information to support purchasing from local suppliers</p>
<p>Inclusive Pathways - Connect college access and educational outreach and coordination to increase campus and college access for local K-12 students. Connect campus workforce needs with local talent development.</p>	<p>Provide more guidance and training for working with minors and vulnerable populations</p> <p>Connect campus stakeholders engaged in local K-12 schools</p> <p>Strengthen pipelines for additional workforce development opportunities for community members</p>	<p>Invest in building an online portal for youth and family to increase access to multiple Brown programs for K-12 students</p> <p>Build on successes such as Pre-College scholarships for PPSD students</p>	<p>Map and publicize entry points to Brown for parents and students</p> <p>Identify priorities for Brown to contribute and coordinate K-12 engagement efforts (including through broader impacts)</p>

THEMATIC AREA 3 - COORDINATING ACROSS BROWN AND BEYOND FOR GREATER COLLECTIVE IMPACT

STRATEGIES	SELECT ACTIONS TO BUILD ENGAGEMENT INFRASTRUCTURE		
	PEOPLE	POLICY	PROCESS
Scale the Salesforce CRM to track, connect and understand our current and past engaged programs, courses, research and other partnerships to inform future engagement	<p>Provide CRM training and support to staff in multiple units</p> <p>Encourage faculty, staff and students to share data about CE efforts and interests</p>	<p>Establish shared data governance for CRM users</p> <p>Invest in building a CE data hub to connect Salesforce and other data repositories</p>	<p>Utilize data analytics to assess and inform CE efforts</p> <p>Expand CRM use, including how to access and contribute data</p>
Support people to more reliably match Brown's research, teaching, expertise, anchor resources and inclusive pathways to community priorities and partners	<p>Convene CE personnel regularly for joint strategizing and professional development</p> <p>Explore shared positions/leveraging staff across units</p>	<p>Include coordination in CE roles and related job descriptions</p> <p>Codify and reward coordination in personnel policies and funding</p>	<p>Continue to share local engagement stories incorporating community perspectives</p> <p>Enhance communication that share opportunities to address specific priorities</p>
Expand training and development for staff, faculty and alumni on community engagement	<p>Offer institutes, communities of practice (CoP) and consultation</p> <p>Develop toolkits and modules that share effective community-engaged teaching practices</p>	<p>For relevant projects, integrate adoption of CE principles as a criterion to receive University funding and staff support</p>	<p>Include community partners in workshops and training</p> <p>Include CE resources in faculty and staff onboarding</p>
Partner with other local organizations, institutions and groups across sectors to deepen Brown University's collective impact statewide	<p>Support regular gatherings of key personnel of public and social sector anchor institutions in RI</p> <p>Participate in existing community-based coalitions</p>	<p>Join or work with other anchor institutions to create a local purchasing collective/shared purchasing</p>	<p>Leverage BIRCH to strengthen community-engaged research</p> <p>Deepen coordination and collective impact work with anchor institutions in RI</p>

THEMATIC AREA 4 - ESTABLISHING PROCESS, OUTCOME AND IMPACT ACCOUNTABILITY MEASURES

STRATEGIES	SELECT ACTIONS TO BUILD ENGAGEMENT INFRASTRUCTURE		
	PEOPLE	POLICY	PROCESS
Assess the process of Brown’s community engagement based on indicators of reach, mutual benefit and equity and along dimensions of output and outcome	<p>Involve CE staff, CABs, faculty and students in a baseline assessment of processes and indicators</p> <p>Identify and connect people responsible for ongoing assessment of CE projects/initiatives</p>	<p>Recruit and support community- engaged scholars who advance interdisciplinarity and diversity, equity and inclusion</p> <p>Identify and address policies that can hinder CE (e.g. contracting, IP)</p>	Leverage the reclassification process for the 2026 Carnegie Community Engagement Classification to conduct a thorough self-study
Provide regular evaluative updates and reports on the status of this Community Engagement Agenda to inform university leadership and decision-making	Encourage faculty, staff, students and CEC committees to share community-engaged products, data and impact	<p>Provide regular updates to the CEC, FEC, UCS and more</p> <p>Update and engage the Corporation through the CAEA</p>	Support the CEC to recommend indicated people, policy, process improvements to the President’s Cabinet
Measure the impact of collaborative work with community organizations based on indicators of equity in education, individual and population health, economic opportunity and vitality and environmental sustainability and resiliency	<p>Support CEC Committees to identify and recommend key indicators, methods and resources needed to assess impact</p> <p>Build capacity to conduct impact assessment via trainings and/or CoP</p>	<p>Adopt and report on relevant indicators and accountability measures</p> <p>Ensure that institutional funding for CE projects is aligned with these indicators and accountability measures</p>	<p>Share common indicators,assessment tools and best practices across units</p> <p>Explore opportunities to collaborate on assessment with community-based partners</p>

GLOSSARY OF ABBREVIATIONS AND TERMS

BIRCH - Brown Innovation and Research Collaborative for Health. BIRCH aligns the research operations of Lifespan and Care New England health systems with Brown's Division of Biology and Medicine, which includes the Warren Alpert Medical School and the Brown University School of Public Health in a unified enterprise that will leverage the strengths of each institution.

CABs - Community Advisory Boards and similar advisory groups. Intended to represent community voice and perspective, a CAB is typically a group of community members, study participants, or representatives of affiliated organizations invited to provide feedback and advice on specific programming and units.

CBLR - Community-Based Learning and Research. Community-Based Learning and Research (CBLR) courses engage students with community partners to investigate important social issues. As a high-impact teaching and learning practice, CBLR courses enrich a student's understanding of important social, civic and ethical issues, foster inquiry, enable knowledge creation in partnership with community agencies and build skills and competencies valuable for life after Brown.

CE - Community Engagement. Defined by the Carnegie Foundation for the Advancement of Teaching, *community engagement is the collaboration between institutions of higher education and their larger community for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity. The purpose of community engagement is the partnership of college and university knowledge and resources with those of the public and private sectors to enrich scholarship, research and creative activity; enhance curriculum, teaching and learning; prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good.*

CEC - Community Engagement Council. Charged by President Paxson and composed of campus wide representatives, this council is charged with advancing effective and culturally responsive research, teaching, learning and service engagement with community stakeholders that results in a mutuality of benefit.

CoP - Communities of Practice. Convenings of faculty, staff and/or practitioners on topics and issues to learn and improve practice.

CRM - Constituent Relationship Management software. A platform to track, analyze and manage data, with an aim of connecting and building relationships. To advance this community engagement agenda, we are employing Salesforce primarily as a matchmaking tool; to connect community-based organizations and initiatives to institutional resources.

T&P - Faculty tenure and promotion. All tenure-track Assistant Professors, tenure-track Associate Professors without tenure and Lecturers are reviewed annually by their department. Tenurable ranks at Brown are Professor, Associate Professor and Assistant Professor; these ranks are hired for initial periods of more than one year and, in the case of tenured faculty, until retirement or resignation. The university and individual departments set certain criteria for promotion and where relevant, tenure for academic personnel.