



# Leadership in engagement as change management

**Engaged University e-Symposium**

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James Green, Director, Engagement Strategy

Rebecca Starling, Manager, Engagement Strategy

Daniel Hanrahan, Senior Adviser, Engagement Strategy

# Leadership in engagement as change management

## 1. Engagement is a method

I will go to my grave saying that engaging is not an end of itself, it's a way to do what we do better.

– Deborah Bull, Assistant Principal (London) King's College London



## 2. The engaged campus

Engagement with the community, a practice that had long been viewed as a supplement to the academy's core work, flourishes and succeeds when it is integrated into the academic fabric of an institution.

– Furco 2010

'The Engaged Campus: Toward a Comprehensive Approach to Public Engagement'

## 4. Reflections and applications

1. Context
2. Narrative
3. Leadership
4. Capability
5. Reward and recognition



## 3. Engagement as change management

The most urgent area for research is in organizational change processes and strategies... If it is true that higher education is rich in tradition and slow to change, what is facilitating the progress at some institutions... ?

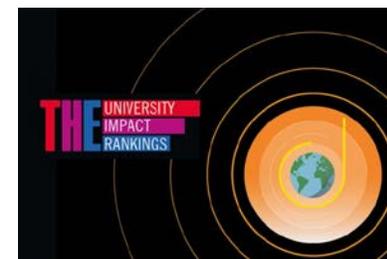
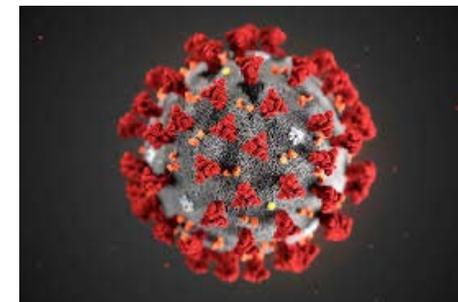
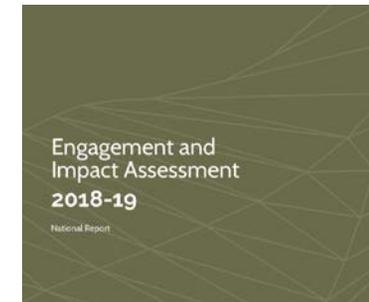
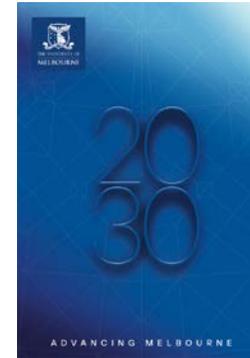
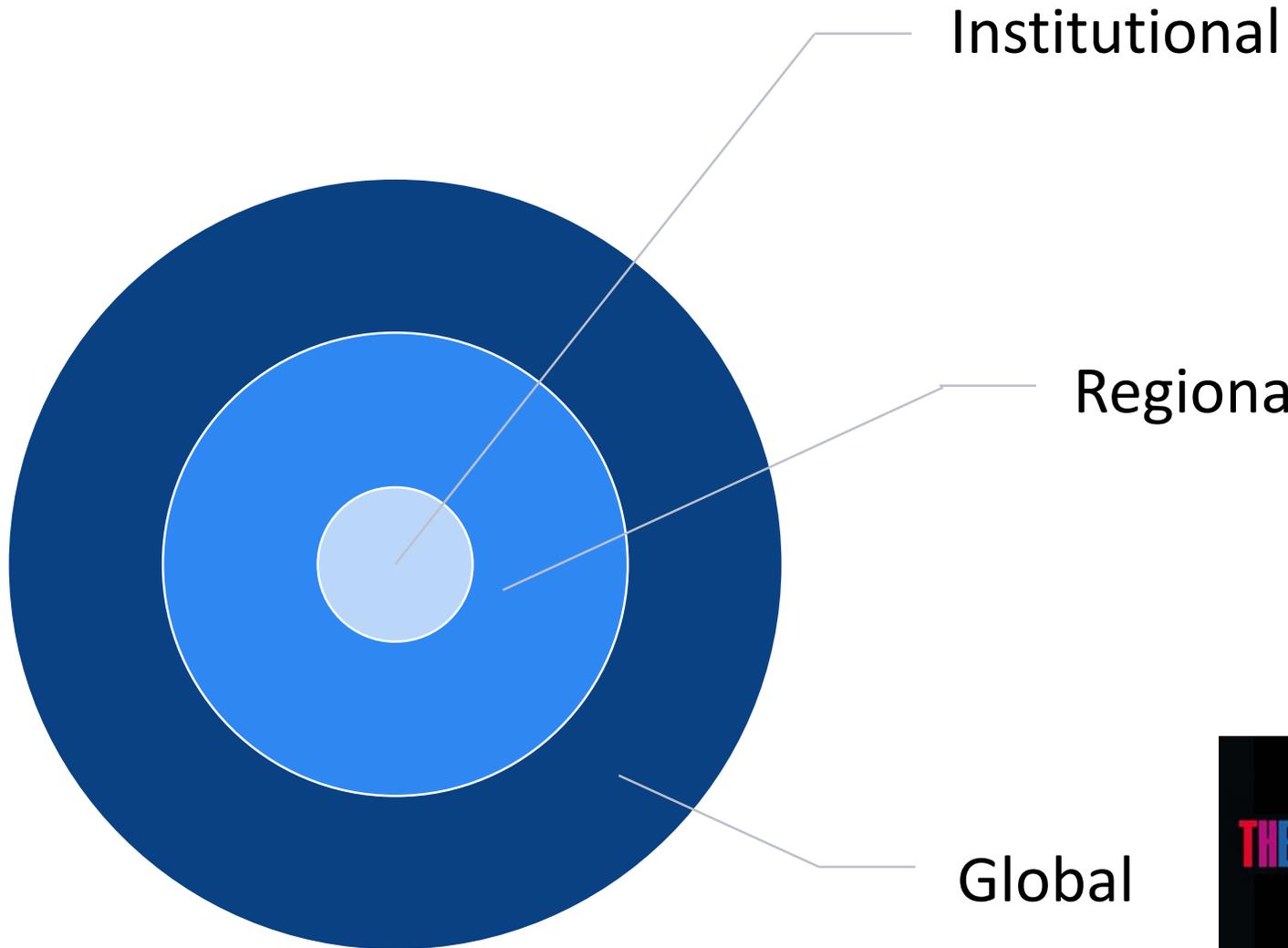
– Holland 2000

'Institutional Impacts and Organizational Issues Related to Service Learning'





# 1. Context



## 2. Narrative



## 3. Leadership

Shifting and sharing the  
narrative

Moving beyond ‘how do  
we define engagement?’

Academic leadership is key



Continuing with change

- Identifying engagement ‘leads’ in faculties
- Senior academics sharing insights from their own engagement practice
- Exemplify engaged teaching and research in faculty forums



## 4. Capability

### To effect change, support capability

- Enterprise Professor and Enterprise Fellow appointment classifications
- Engagement capability framework
- Melbourne Engagement Grants

### Further opportunities

- Faculty-specific engagement capability development
- Exemplification Eg. Video stories
- Faculty seed-funding of initiatives



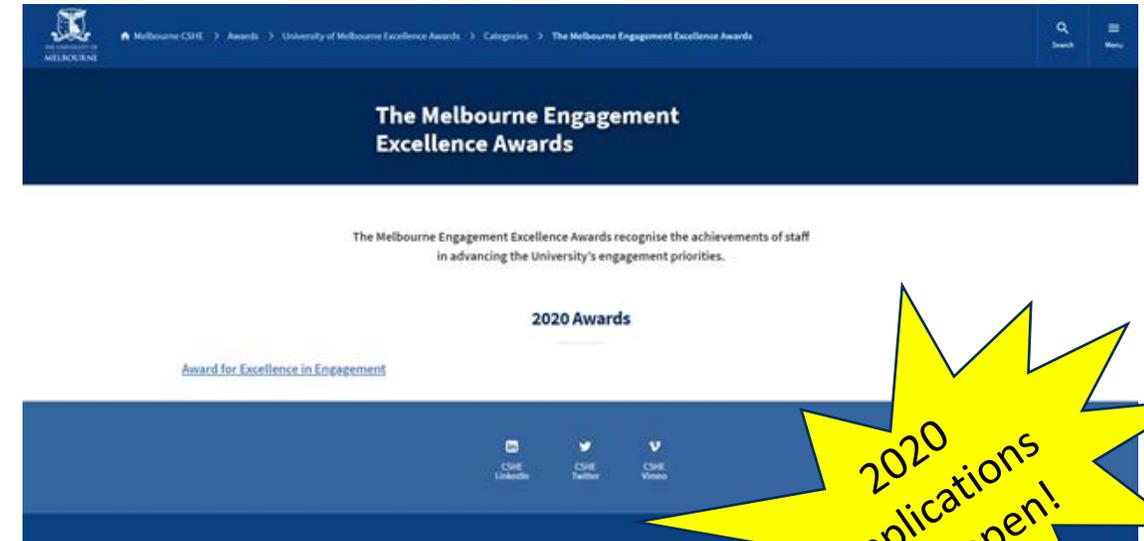
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# 5. Reward and recognition

Academic Performance Framework			
Performance Dimensions	Academic Domains		
	Teaching & Learning	Research & Research Training	Leadership & Service
<b>Activity</b> <i>The range and volume of academic activities, inputs and outputs.</i>			
<b>Engagement</b> <i>The nature and role of engagement with communities, industry and government embedded within your teaching, research and research training, leadership and service.</i>			
<b>Quality and impact</b> <i>The overall influence of your work, including indicators of academic excellence, originality and recognition, as well as impact, adoption, benefits and influence, within and beyond the academy.</i>			



2020  
Applications  
now open!

## Other awards:

- Engagement Australia Awards
- AFR Higher Education Awards



# The realities of change

Insight	Application
Universities are complex ecosystems	A comprehensive – but adaptable – strategy
Feedback: refinement and progress	Formal and informal mechanisms and data points
Empowering and supporting others	Involvement, adoption and adaptation
Resistance and reward	Focus effort and sustain momentum