

Network for Community-Campus Partnerships
2016-2020 Strategic Plan Recommendations
Resulting from Community-University Consultation

Moving Community Engagement Forward

Working Document for Strategic Planning

February 2016

This report provides a recommended framework for McMaster's Network for Community-Campus Partnerships 2016-2020 strategic plan and is based upon the outcomes of strategic planning consultations coordinated by the Network. It begins with a brief background of the strategic planning process, followed by recommendations for three theme areas to pursue within a strategic plan—Principles & Impact, Coordination & Resources, and Network Mandate. The report concludes with an overview of the steps that will be taken from January to June 2016 as the strategic plan takes shape.



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Executive Summary

One of McMaster University's strategic goals for transformation over the next decade is to enhance the connections between McMaster and the communities we serve, locally, provincially, nationally, and around the globe.¹ The Network for Community-Campus Partnerships was created in September 2013 to facilitate the achievement of the University's community engagement goals by bringing together community involved representatives from across the University to move forward with strategic and coordinated action. In June 2015, the Network launched a strategic planning process to inform a 2016-2020 strategic plan to guide the Network in supporting this University priority. This report is based upon the outcomes of the consultation phase of this process, and provides a proposed framework for the Network to continue supporting McMaster's strategic goal of enhancing and catalyzing mutually-beneficial community-campus partnerships.

Recommendations

Though specific community-campus partnerships may differ greatly depending upon the context, a number of commonalities have been identified as necessary for success in any community-campus partnership. The Network recommends developing a strategic plan that addresses these common issues within three categories:

1. **Principles & Impact:** Action-oriented principles that are based on integrity and that strive to serve the greater good should guide our work towards outcomes that positively impact our communities, partners, and the University.
2. **Coordination & Resources:** Resources are needed to support the Network in coordinating cross-disciplinary networking, dialogue, problem solving, relationship building, and skill development opportunities to develop and sustain community-campus partnerships.
3. **Network Mandate:** The priorities of the Network should be to: Build Capacity, Reduce Barriers, Communicate, and Facilitate Dialogue.

Next Steps

Based on these recommendations, the Network will be taking the following steps between January and June 2016 as the *development phase* of the strategic planning process:

1. **Engaging with Senior Administration** to identify strategies to respond to the recommendations in this report.
2. **Engaging with Community Partners** to gather insights on recommendations and to discuss how partners may want to be involved.
3. Creating **Working Groups** to develop each of the three categories within the strategic plan.
4. Reimagining **Network Structure & Governance**.
5. **Drafting a Strategic Plan** to develop a focused plan of action.
6. **Finalizing the Strategic Plan** by June 2016.

¹ McMaster University Fact Book 2014-2015: <http://www.mcmaster.ca/avpira/factbook.html>

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1.0 Introduction

Established in September 2013, **the Network for Community-Campus Partnerships was created to facilitate the achievement of the University's community engagement goals by bringing together community involved representatives from across the University to move forward with strategic and coordinated action.** In June 2015, the Network launched a strategic planning process to develop a 2016-2020 strategic plan—this report is based upon the outcomes of the *consultation phase* of this process

The report begins with a brief background of the Network's role in supporting McMaster's community engagement goals, followed by an explanation of the consultation phase of the strategic planning process. It then outlines recommendations for three theme areas to pursue within a strategic plan—*Principles & Impact, Coordination & Resources, and Network Mandate*—before concluding with the January to June 2016 steps that will be the *development phase* of the Network's strategic planning process.

2.0 Context

The Network for Community-Campus Partnerships was formed in response to the strategic directions identified by President Patrick Deane within his open letter to the University, *Forward with Integrity* (2011). The guiding strategy for the University's transformation over the next decade, **one of *Forward with Integrity's* three strategic goals is to enhance the connections between McMaster and the communities we serve, locally, provincially, nationally, and around the globe.** Comprised of members from across campus, the Network has worked since its formation to limit duplication of efforts, identify synergies, and develop an understanding of McMaster's shared expertise and interests in community engagement. The Network was directed by the University to take on the following functions:

- **Area Liaison:** Serve as Faculty/area liaison, facilitating dialogue and collaboration within and between Faculties/areas and with community members and partners.
- **Advisor:** Provide feedback on ideas and proposals, serving as a sounding board for consultation and expertise related to community engagement, while assisting in the development of strategies to operationalize the community engagement directives of the University.
- **Sponsor:** Potentially participate in formal vetting of proposals and give endorsements or allocate funding, while also sponsoring community-campus events that create opportunities to interface with the community.
- **Knowledge Broker:** Share best practices and facilitate the preservation of existing knowledge in community engagement while maintaining an awareness of activities and opportunities and sharing these with Network members and partners in order to reduce duplication of efforts.

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- **Facilitator:** Facilitate collaboration and dialogue across Faculties/areas, streamline processes to facilitate integration of community engagement into academic activities, and provide a forum for dialogue about challenges, opportunities, and issues.

During its first two years, the Network pursued these functions while also working towards specific objectives identified by the *FWI Community Engagement Task Force*.² Within its report, *The Network at Two Years: Launching a Strategic Planning Process* (June 2015), the Network identified the need to continue providing these functions, while also taking time to step back, reflect on outcomes-to-date with our partners, and develop clarity on the Network's role going forward.³

Supporting a Culture Shift at McMaster

Though colleagues from across the University and from different communities have varying understandings of community engagement, through these functions the Network has supported a broad culture shift at McMaster. As a result of the combined efforts not only of the Network, but of countless University colleagues and partners, new and exciting mutually-beneficial community-campus partnerships have resulted in research, education, and service outcomes that continue to support McMaster's effort to make a positive impact on the greater good of society.

In order to ensure that the Network can be most useful in supporting this shift, the strategic planning process has been used to clarify its role and identify specific functions and objectives that can support colleagues across the University as they work to achieve McMaster's community engagement goals.

2.1 Strategic Planning Consultations

From June to October 2015, the Network engaged with campus and community partners to identify how best to support these goals. Feedback was sought through three different approaches:

- *Research and Education Retreats:* This process included two major retreats that took place in September and October 2015. Through broad consultation and dialogue, Network members and partners identified a number of campus-wide issues related to community-engaged research and education that have both short- and long-term

² Please see *Network for Community-Campus Partnerships* (June 2013) for details:

<http://macconnector.mcmaster.ca/docs/default-source/default-document-library/network-for-ccp---overview.pdf>

³ Please see *The Network at Two Years: Launching a Strategic Planning Process* (June 2015) for details:

<http://macconnector.mcmaster.ca/docs/default-source/default-document-library/the-network-at-two-years-launching-a-strategic-planning-process-%28june-2015%29.pdf>

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implications.⁴ During the course of two morning retreats, over 200 individuals—representing a broad range of partners, faculty members, staff, and students—came together in roundtable discussions to provide feedback on the actions and strategies that could help move them forward.⁵

- *Student Retreat:* In collaboration with the McMaster Students Union (MSU), an afternoon retreat was held in November 2015 focused on gathering student feedback regarding their experiences with community engagement at McMaster.
- *Online Survey:* For those unable to join us at the retreats, and to enable colleagues to provide further feedback, the Network also promoted a short survey that received 70 responses, asking the following questions:
 - What is working well in terms of community-campus engagement?
 - What is not working in terms of community-campus engagement?
 - What can the University do to improve community-campus engagement?

After analyzing all of the information gathered, ideas were sorted into broad themes that clearly resonate with much of the work that the Network and partners at McMaster and in the community have been engaged in during recent years.

Moving in the Right Direction

This feedback affirms that the groundwork and resource investments made by McMaster to support community engagement are having the intended impact of building partnerships that contribute to the greater good. The strategic planning process also gathered many ideas on how to build on the foundations we have developed since the Network launched in 2013. Finally, many ideas shared during the consultations are already completed or underway—an important reminder that improving awareness through communication should be a major focus of action moving forward.

Overall, this feedback reminds us of the great amount of progress that has been made in a relatively short period of time, while urging us to continue building and strengthening supports for community-engaged research and education partnerships. The recommendations shared below have been developed as a result.

⁴ The major themes discussed in each retreat included: Building Partnerships (Both), Resources (Both), Principles (Both), Recognition (Research), Knowledge Mobilization (Research), Roles Responsibilities & Accountabilities (Education), and Coordination Policies & Practices (Education).

⁵ All six McMaster University Faculties were represented at the retreats, as were dozens of community partners, residents and organizations.

3.0 Recommendations

Participants at both retreats and respondents to our online survey raised a number of important issues for consideration within a 2016-2020 strategic plan. Based on this feedback, the following categories have been identified as three areas for articulation in a strategic plan that is action-oriented and based on clear outcomes and deliverables:

1. **Principles & Impact:** Action-oriented principles that are based on integrity and that strive to serve the greater good should guide our work towards outcomes that positively impact our communities, partners, and the University.
2. **Coordination & Resources:** Resources are needed to provide cross-disciplinary networking, dialogue, relationship building, and skill development opportunities to develop and sustain community-campus partnerships.
3. **Mandate to Build Capacity, Reduce Barriers, Communicate, and Facilitate Dialogue:** These priorities should serve as the core functions of the Network.

3.1 Principles & Impact

Guided by *Forward with Integrity*, and in alignment with other University policies (e.g. McMaster's Strategic Mandate Agreement, pending City of Hamilton agreement), the Network's functions should be built upon a foundation of principles that encourage the development of mutually-beneficial partnerships. Guided by principles that are held in common across the University, the Network will work to support research, education, and service partnerships that are oriented towards being impactful in a positive way on society and contributing to the greater good.

Principles

Participants agreed upon the need to co-develop a living set of principles that support ideals we can collectively strive towards when initiating, sustaining, monitoring and evaluating community engagement partnerships. Principles should be broadly applicable both locally and globally, relatable across Faculties & disciplines, action-oriented, and complimented by policies and training opportunities to build capacity for all partners. Potential principles could include:

- **Relationships, Reciprocity, and Respect**
- **Co-leadership and Collaboration**
- **Continuity, Sustainability, and Commitment**
- **Research Ethics**

Impact

There are many social forces leading McMaster to focus on community engagement: community requests, funding agencies, government priorities, and student expectations.

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Recognizing this, President Deane has set the tone (via *Forward With Integrity*) for McMaster's community engagement to be done in a principled manner for the public good. As we build on this foundation, McMaster needs to be clearer about why we are pursuing specific community-engaged partnerships and how we are shaping resources and supports to encourage partners to work together towards identified goals (while also tracking how these goals have been achieved). Developing a clear focus and framework for the Network can help partners better understand how they align with McMaster's community engagement priorities. Issues to be addressed when developing strategies for impact include:

- **Supporting an ongoing culture shift as a neutral convener** that works with our partners, guided by a vision of social good and civic responsibility
- **Aligning resources with current issues and themes** that are community-driven and interdisciplinary
- **Tracking action-oriented outcomes** to learn from the impact of partnerships on community partners, students, faculty, staff, and the community-at-large, while being accountable and transparent about our work
- **Piloting specific themes** to test approaches, workshops, and protocols while making a visible contribution that is the result of focused and clear objectives
- **Acknowledging the importance of knowledge mobilization** to ensure that end products of research are communicated to partners, communities, and policy makers
- **Providing community-engaged education opportunities that are mutually-beneficial and adequately supported**
- **Celebrating success and communicating** about the impact of community partnerships
- **Clearly articulating why we value community engagement**, how we demonstrate value, and how we value our community partners
- **Building on and supporting McMaster's public engagement** initiatives and activities
- **Developing clarity on the scope of the Network's role** in supporting McMaster's community engagement efforts
- **Developing different approaches and supports for local to global contexts**
- **Acknowledging power imbalances** that often intimidate partners who we work with
- **Being intentional about interdisciplinary partnerships**

3.2 Coordination & Resources

Guided by a common set of principles for community engagement and working towards short- and long-term impacts, the Network should continue to develop its role as a coordinating unit that helps to facilitate community-campus partnerships across the University. Maintenance of these coordinating services will require sustained resources, not only for the Network's core functions, but to continue providing catalyst and bridging funding for potential and existing partnerships.

Coordination

There is a clear call for the Network to continue building on and improving the coordination of efforts across silos (disciplinary and sectorial) and with our partners, while not serving as a gatekeeper. This coordination could include adding common resources, tools, and capacity-building opportunities to work already being done by the Network in collaboration with McMaster's Faculties and community partners. Overall, there is a need to continue to facilitate while not managing, thus avoiding additional bureaucracy while providing opportunities for dialogue, relationship-building, and skill development. Recommendations for coordination include:

- **Create a community-campus partnership office** to serve as the central Network hub
- **Structure the Network to facilitate** and not to manage, avoiding centralization and/or bureaucracy
- **Formalize a coordinated entry strategy to the University** that can connect potential partners while managing expectations of what is possible and what is not
- **Maintain a clearinghouse of information and resources** for those exploring community-campus partnerships
- **Support, partner with, and provide services to existing institutes, offices, and units** at McMaster
- **Create a co-governed governance structure** that includes senior McMaster leadership and community leaders, providing strategic direction and guidance to the Network
- **Facilitate the creation, maintenance, and/or communication of University-wide policies related to community engagement** that respond to common issues identified by partners (e.g. insurance and risk management, memorandums of understanding).
- **Serve as a neutral convener both internally and with community partners**
- **Provide services to build capacity, reduce barriers, communicate, and facilitate dialogue**

Resources

A commitment of resources that reflect this University priority is required to support the coordination of services that are mutually beneficial both to colleagues across the University and to our community partners. This includes the need for a long-term commitment from McMaster to fund spaces and opportunities for networking, dialogue, and relationship-building that can lead to partnerships, to address the question of how partner contributions are recognized, and to develop capacity-building resources and tools that can serve all partners. Specific recommendations for resources include:

- **Staff support** will be necessary to sustain the mandate of the Network

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- **Physical space that is accessible and easy to find** for partners coming to McMaster's campuses that serves as a "front door" for the University's commitment to community engagement⁶
- **Seed funding** that is similar to *Forward with Integrity* grants (or the International Initiatives Micro-Fund), displaying McMaster's commitment to catalyzing community-campus partnerships
- **A commitment to support and sustain the online community engagement database** developed by the Network to track community engagement activities
- **Fund workshops** that provide regularly scheduled opportunities to share challenges and questions, develop new skills, and build relationships that lead to partnerships
- **Develop means of recognizing partner contributions** that acknowledge the time, expertise, and resources that our partners often provide to projects with little or no compensation
- **Work with University Advancement to identify donor engagement strategies** that may be able to support specific initiatives, funding opportunities, or aspects of community engagement
- **A full time senior leadership position** that reflects McMaster's commitment to community engagement as a University priority
- **Time and space for faculty, staff, and students** to engage meaningfully in this work.
- **Capacity building resources** that increase McMaster's capacity for community engagement.
- **Ongoing funding for interdisciplinary Community Engaged Courses**

3.3 Mandate to Build Capacity, Reduce Barriers, Communicate, & Facilitate Dialogue

The resourced coordination of the Network for Community-Campus Partnerships should focus on a mandate to facilitate opportunities that build capacity, reduce barriers, communicate to raise awareness, and facilitate dialogue. Supporting these priorities within specific themes and areas of focus will result in new and innovative research, education, and service partnerships that have a positive impact on the greater good.

1. **Building Capacity:** Hands-on resources, workshops, and training opportunities are necessary to support the broad culture shift in which we are engaged. This should include a variety of approaches that support community partners as well as students, faculty, and staff who are interested in developing principled, sustainable, and mutually beneficial skills and competencies for partnership building.⁷ We can learn a great deal from exemplars in both research and education, while also creating opportunities for

⁶ A new community engagement office has recently opened in the Centre for Continuing Education at One James North, however, there is no welcome desk or accessible office on McMaster's main campus for community partners.

⁷ Training to build skills and competencies for community-campus partnerships could align closely with the [Core Leadership Capabilities](#) that McMaster promotes for leadership at all levels of the University.

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partnerships via workshops and dialogues that are co-developed and involve partners from communities and multiple University programs and disciplines. Within capacity building comes a need to recognize those who are achieving the outcomes that we are building capacity to realize. Developing sufficient structures and policies for recognition will ensure that we are not only talking the talk, but also walking the walk in terms of supporting, acknowledging, and encouraging those who pursue community-engaged education or research partnerships.

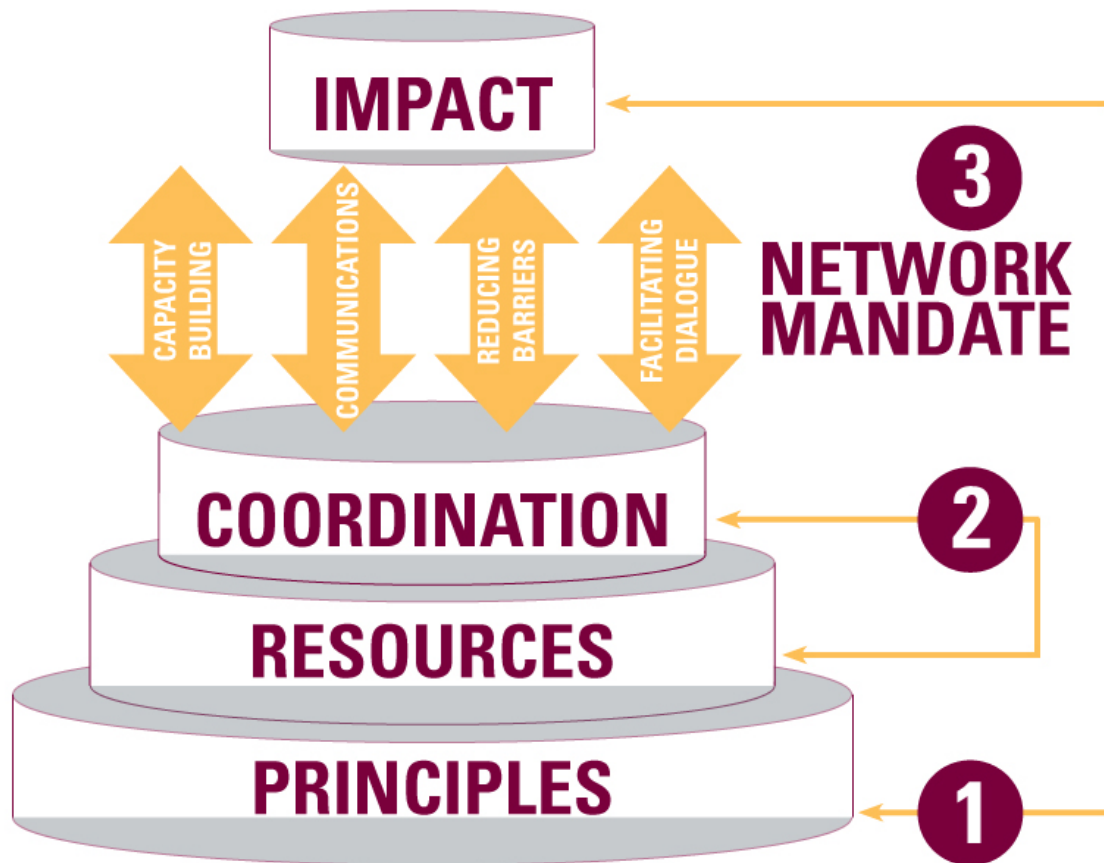
2. **Reducing Barriers:** A major barrier to any partnership development is that people (both partners and colleagues at McMaster) do not know where to go, who to talk to, or what resources exist to support partnership building. There is a need to improve access to (and awareness about) both physical spaces (on and off campus) and virtual spaces that can help partners use these pathways to navigate community-campus partnerships. Unintentional institutional barriers (such as difficulties in navigating liability insurance and challenges facing employees interested in taking part in the Day of Service) also exist and require attention as they arise. Overall, an ongoing commitment to reduce barriers as they arise is crucial to improving coordination and facilitation of partnerships.
3. **Communication:** This service should focus on improving awareness of: what others are doing, research outcomes, available resources, and upcoming opportunities and events. Communicating in plain language, being clear about steps that partners can take to engage, developing visual pathways for engagement, maintaining the community engagement database, and raising the profile of community liaisons across the University can improve partnership opportunities and outcomes. Individuals, community groups, and organizations that are better aware of what opportunities are available, who potential partners might be, and what they can do to connect are more likely to build successful community-campus partnerships.
4. **Dialogue:** Organized in partnership with community and campus partners, face-to-face meetings on specific themes or topics can support relationship building and ongoing relationships that can lead to potential partnership opportunities. Dialogues can include a combination of workshops, intentional mismatching across disciplines, asking exemplars to share their knowledge and approaches, and mixers for informal networking. Tying funding opportunities to specific dialogues can encourage ideas to move towards projects, while sharing outcomes of dialogues or the dialogues themselves (e.g. in an online repository) can encourage others to connect to ideas while also informing actions going forward.

4.0 Conclusion

McMaster owes a great debt of gratitude to our partners, faculty, staff, and students who have taken the time and energy to provide input as the Network works to support McMaster's strategic goal of fostering ongoing collaboration with our community partners. The feedback gathered from the Network's Community-Engaged Research, Education Retreats, and student retreat, and our online survey, have combined to give the Network, and McMaster as an institution, very clear recommendations for the Network moving forward. **The Network will be using these recommendations to pursue the following three strategic areas:**

1. **Principles & Impact:** Guided by action-oriented principles, the Network will develop goals that articulate the impact we are striving towards and why.
2. **Coordination & Resources:** A long-term commitment and allocation of resources will solidify the role of the Network as a coordinating structure that facilitates partnerships to work towards McMaster's community engagement goals without additional bureaucracy or management.
3. **Network Mandate** The Network should be structured to prioritize activities that build capacity, reduce barriers, communicate to raise awareness, and facilitate dialogue.

Figure 1 - Visualizing Strategic Areas for Community Engagement



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As a result of the investment McMaster has made in community engagement in recent years, much of the work related to these themes is already underway. Building on this work, while reflecting on feedback gathered during strategic planning consultations, the Network is well positioned to develop a comprehensive 2016-2020 strategic plan to support the University's community engagement transformation over the next decade.

Next Steps: Developing a Strategic Plan

Between December 2015 and June 2016, as the *development phase* of our strategic planning process, the Network for Community-Campus Partnerships will take the following steps:

1. **Engage with Senior Administration:** The Network will be working with senior administration at the University to identify strategies to respond to the recommendations in this report.
2. **Engage with Community Partners:** The Network will also be reaching out to community partners to gather insights on recommendations and to discuss how partners may want to be involved in this work going forward.
3. **Establish Topic-Specific Working Groups:** Informed by recommendations in this report, topic-specific working groups will be formed to:
 - a) Help develop directions for the strategic plan
 - b) Focus on more immediate, action-oriented ideas and priorities
4. **Re-organize Network Structure & Governance:** The current Network structure only includes colleagues from McMaster, yet we have heard repeatedly that this must change. Recommendations for changing the structure will be developed in step with the strategic plan and will be based both on feedback we have received and approaches that have been successful in other settings. We will also explore what a co-governance structure might look like to serve as an advisory body to the Network.
5. **Draft a Strategic Plan:** Based upon conversations with senior leadership and our partners, and incorporating the work done by working groups, a strategic plan will be drafted to bring all of the feedback we have received and the goals we have developed into a focused plan of action that reflects a co-developed vision and mission as well as values, focus areas, and objectives.
6. **Finalize the Strategic Plan:** Adjustments to the plan will be made based on feedback, with a final plan published in Spring 2016. This plan will not only include objectives and focus areas, but will also include a draft workplan that incorporates deliverables and impacts into our work.

5.0 Appendices

Appendix A: Examples of Community Engagement at McMaster

Faculty	Research	Education	Service
DeGroote School of Business	<p>Knowledge@DeGroote events and DeGroote Insight Lectures provide the opportunity for faculty, industry experts and stakeholders to learn from each other.</p> <p>Online suite 'myEXP' offers new platform for examining mental health treatments.</p> <p>Share Your City, Share Your Stories research project investigates the use of digital storytelling by municipal cultural organizations as a promotion of place.</p>	<p>Focus Business Consulting, a student-driven consulting company that provides a range of consulting services and business solutions.</p> <p>Business C741 Health Care Marketing includes student teams undertaking consulting projects with local health care organizations.</p>	<p>DeGroote Day Challenge pairs MBA students with local charities to develop a pitch for “what would your charity do with \$5000?”</p>
Faculty of Engineering	<p>Community Energy Harvesting and Community Energy Hubs</p> <p>McMaster Institute for Multi-Hazard Systemic Risk Studies</p> <p>McMaster Engineering / City of Hamilton Cities of the Future initiative (including big data, transportation)</p> <p>Biomedical Engineering / Social Science research partnership with Hamilton Parkinson's patient community</p> <p>Participant in United Nations University, the Institute for Water, Environment and Health (UNU-INWEH).</p>	<p>Innovation Studio partnering graduate students with community partner design challenges.</p> <p>ENGINEER 1P03 - Level 1 design project for community client.</p> <p>Multi-Faculty capstone project with community client.</p>	<p>“Ask Me Anything” sessions on Reddit with Mike Noseworthy</p> <p>W Booth students created an app for newcomers to Canada to support access to settlement services</p> <p>MacChangers provides resources, coaching and support to interdisciplinary teams of students working on projects to improve student learning and experiences at McMaster.</p> <p>THE UNVARNISHED TRUTH: exploring the material history of paintings</p>
Faculty of Health Sciences	<p>Health in the Hubs School of Nursing partnership. ↔</p> <p>Mach2ope (Helping Hamiltonians Through Occupational Therapy and Physiotherapy Services)</p> <p>Infant and Child Health Lab (INCH)</p> <p>McMaster Health Forum</p> <p>McMaster Optimal Aging Portal</p>	<p>Health in the Hubs School of Nursing partnership.</p> <p>Mach2ope (Helping Hamiltonians Through Occupational Therapy and Physiotherapy Services)</p> <p>HTH SCI 3DD3 Engaging the City, HTHSCI 4D06, HTHSCI 4D09, HTHSCI 4D12.</p> <p>The Hamilton AIDS Network</p>	

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	<p>Aging, Community and Health Research Unit (Nursing)</p> <p>Social Planning & Research Council (SPRC) (MSc OT) ↔</p>	<p>(MSc OT)</p> <p>Social Planning & Research Council (SPRC) (MSc OT)</p>	
Faculty of Humanities	<p>Centre for Community-Engaged Narrative Arts and the Deyoháhá:ge: Indigenous Knowledge Centre’s “Two Row Research Partnership” project</p> <p>Dance for Parkinson’s Interactive Dance Technology project with the Hamilton City Ballet</p> <p>Niagara Health Systems Trust and Reputation Study</p> <p>Virtual Hamilton Urban Planning project</p>	<p>“Community Development and Pathways to Peace and Health”: a Peace Studies field course that focused on sustainable community development.</p> <p>Student research internships supporting the McMaster Museum of Art blog and exhibitions:</p> <p>“The People and the Bay: Developing Online Educational Resources in Environmental History” brought together university and high school students to create public multimedia resources:</p> <p>Students in the first year Women’s Studies class Women Transforming the World apply concepts learned in class to activism projects taking place on campus and in the wider community.</p>	<p>Hamilton Collects Art Exhibition, curated works from the City of Hamilton’s corporate art collection</p> <p>Sponsorship of the Indigenous Literary Studies’ Association Inaugural Gathering</p> <p>Coordination and facilitation of the South Sudan Forum</p>
Faculty of Science	<p>McMaster Physical Activity Centre of Excellence (PACE)</p> <p>LIVELab, and the McMaster Institute for Music and the Mind</p> <p>Sidewalk Astronomy</p> <p>Origins Institute Lecture Series and Origins 3-D Theatre</p> <p>McMaster Institute for Transportation and Logistics conducts research projects with various partners including the City of Hamilton, City of Toronto and private sector partners</p> <p>Participant in United Nations University, the Institute for Water, Environment and Health (UNU-INWEH).</p>	<p>Biology 3JJ3 (Field Methods in Ecology) – An introduction to techniques in ecology, including restoration, population, community, functional, and behavioural ecology, based on field labs done in the Hamilton community.</p> <p>Geog 3MV3 (Service Learning Internship) - The integration of academic learning with a volunteer experience in either a non-profit or public organization. Students are provided with an opportunity to explore possible career paths, explore potential research topics, and strengthen linkages between classroom content and professional practice.</p> <p>Envir SC 3ME3 (Environmental Studies Field Camp) – <i>Students work in a local conservation area to discover field techniques in</i></p>	<p>Mathstronauts student club.</p> <p>W.J. McCallion Planetarium</p> <p>MacSeniors, an exercise and wellness program, offering a supervised regimen of aerobic and resistance training for individuals 60 to 80 years of age.</p> <p>MacWheelers is an adapted exercise and wellness program, providing inclusive and accessible opportunities for those living with spinal cord injuries and other neurological impairments to engage in regular community fitness programming.</p>

2016-2020 Strategic Plan Recommendations: Moving Community Engagement Forward

		<p><i>environmental science and to the potential effects of environmental issues on human health and well-being.</i></p> <p>Science Co-operative Education Programs – 14 different co-op programs in the Faculty of Science allow students to apply their learning in the work place. Students deepen their technical skills in a range of organizations; many work terms are with companies in the GTHA.</p>	
Faculty of Social Sciences	<p>My Life in the City</p> <p>The Impact of Digital Technology on First Nations Participation and Governance</p> <p>Poverty and Employment Precarity in Southern Ontario</p> <p>Paths to Collaboration: A Guide to Working with McMaster Researchers</p> <p>MacDATA Institute</p> <p>Collaboratory for Research on Urban Neighbourhoods, Community Health & Housing (CRUNCH)</p> <p>Gilbrea Centre for Studies in Aging</p>	<p>Graduate Courses on Community Based Research: <i>Uses and Impacts of Social Science Research and Critical Approaches to Community-Based Research.</i></p> <p>Research Shop that will provide rapid responses to community partner requests for research expertise to complete specific, time-limited projects.</p> <p>Co-Developing with the Centre for Continuing Education a community based leadership certificate for community partners</p> <p>Expanded Experiential Learning opportunities including an interdisciplinary offering with Business Engineering and Social Sciences.</p>	McMaster Community Poverty Initiative (MCPI)
Interdisciplinary Initiatives	<p>Deliberative dialogue on complete streets resulted in new research partnerships related to complete streets, community planning, and light rail transit (LRT) in Hamilton.</p>	<p>Foundations of Community Engagement Course (CMTY ENGA 2A03)</p> <p>Interdisciplinary Community Engagement Minor (Launching Fall 2016)</p> <p>Change Camp Hamilton brings together students, residents, and community partners to identify project opportunities.</p> <p>McMaster Discovery Program</p>	McMaster Children and Youth University