



UNIVERSITI SAINS MALAYSIA

# COMMUNITY ENGAGEMENT POLICY

Version 1/2021



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# 1.0 INTRODUCTION

The term 'community engagement' can mean a lot of different things to different stakeholders. In the Universiti Sains Malaysia (USM) context, Community Engagement (CE) refers to the process by which USM's staff and students nurture symbiotic relationship shaped by a collaborative vision to benefit target communities. Basically, CE involves joint identification of problems, planning of strategies, and the combined mobilization of resources to transform the psycho-social-economic well-being of target communities. CE is a bi-directional process that involves community synergizing its manpower base with the expertise, facilities and knowledge database of the university to affect a more holistic economic and social transformational impact on target groups. In return for such collaboration, the university obtains both quantitative and qualitative data feedback that could serve as input in the design of more effective transformational collaborative programs in the future. Elements for effective engagement include synergistic partnership, altruistic commitment and project sustainability allied to the tenets of cooperation, the objectives of cross-disciplinarity and the ideals of humanity.

The principles of CE are in line with USM's cherished vision of empowering the disadvantaged and marginalized within the framework of a sustainable tomorrow. It is a testimony to our noble ideals of reshaping tertiary education as an "Insaniversiti", and CE plays a prominent part in all our undertakings. The ultimate goal is the collective mobilization and orchestration of the strengths of USM academia, administrative staff and the student corps to collaborate as a synchronized whole working to transmute live, remould and transform societies for a better future.

## **2.0 POLICY STATEMENT**

USM believes in an inclusive and participatory CE process to ensure effective communication, community involvement and participation in conducting community-based and outreach project for the mutual benefit of all stakeholders.

USM recognizes that decisions are improved by engaging members of the community and other stakeholder groups where appropriate and are committed to meaningful engagement with the community and industry that is open, accessible, inclusive and responsive, and within the stakeholders' financial ability, resource and expertise.

USM operates on the premise that all stakeholders share equal right to be involved in a timely, meaningful and appropriate manners as part of a clear and transparent process. In order to accomplish this, the CE Policy includes a framework which outlines a continuum of community engagement for reaching and involving members of the community and other stakeholders.

## **3.0 VISION AND MISSION**

To lead in the promotion of sustainability in the economy, social, culture, education, health and environment for the development and transformation of the nation.

To engage closely with industry and the community in different areas to achieve the vision.

## **4.0 GOAL**

To guide and engage USM's staff and student in the practice of CE, emphasizing on greater participation and volunteering and advocacy in community outreach activities, project and programmes.

## 5.0 DEFINITION

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<b>USM</b>	Universiti Sains Malaysia
<b>Community</b>	Members of society within or outside of USM that share common attitudes and interests especially in the context of social values and responsibilities.
<b>Engagement</b>	Building on-going permanent relationship and applying a collaborative vision to benefit the community.
<b>Community Engagement</b>	Community engagement refers to the process by which organizations and individuals build ongoing, permanent relationships; and apply a collaborative vision to benefit the community. It encompasses participation from the beginning by identifying issues and mobilizing relevant resources and strategies in improving the community towards change. The elements of engagement, partnership, coalitions and sustainability are essential in ensuring communities social functioning and well-being. Community engagement requires voluntary participation of all parties which results in mutually beneficial exchange of knowledge and resources.

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## 6.0 KEY PRINCIPLES

USM CE Key Principles are generated from the existing CE model and APEX agenda, which emphasizes on transforming higher education for a better tomorrow and in tandem with the Ministry of Higher Education, strategic enhancement plan for industry/community collaborations. The following are the key principles of USM-CE.

- i. Planning  
Set the record straight by making clear the objectives, governance, legality, processes, stakeholders', roles, and expected outcomes.
- ii. Multi-disciplinary Approach  
Combination and involvement of the Institution with diverse disciplines and/or area of specializations to fulfil the needs and accomplishment of the CE program/project.

- iii. Target Groups  
Recognizes target community as an identifiable and respected entity in addressing issues relevant to the well-being of the community and their cultural entity.
- iv. Delivery  
Facilitates collaborative and equitable involvement of all partners in all phase of the initiative.
- v. Essence of Knowledge  
Integrates knowledge and promotes mutual transfer of knowledge that benefits of all parties.
- vi. Social Innovation  
Social innovation involves the formation of new strategies, concepts, ideas, methods, techniques, and technologies derived from research findings which demonstrate community capacity building via effective collaboration among the stakeholders.
- vii. Sustainable  
Ensuring a long-term and sustainable relationship with all partners through a well strategies community development plan to empower the target groups. Sustainability is the state of maintaining the outcome of the CE programme/ project, and its replicability in the future.
- viii. Value  
Achieving authentic CE through genuine partnership, transparent in all actions, accountable, trust and passionate that will eventually empower and transform the community.
- ix. Recognition  
CE project that significantly transform the community need to be recognized by university.

## 7.0 POLICY SCOPE – TERM OF ENGAGEMENT

The emergence renewed emphasis on community involvement present USM with opportunities to develop university-community partnerships for the common good. These partnerships can leverage both USM and community resources to address critical issues in communities. Community-University-Industry partnerships are a series of multiple disciplinary interpersonal relationships between USM academia, administrative staff, and students and community leaders, businessmen, industrialists, agency personnel, and members of communities.

It involves phase of relationship (i.e., initiation, development, sustainability) and the dynamics of relationships are explored to provide those involved with a clearer understanding of how to develop effective university-community partnerships.

- i. JIM will act as the secretariat and clearing house that will monitor and ensure good governance in all activities/projects/programmes.
- ii. CE activities/projects/programmes to be conducted must contain the element of engagement. The engagement of purpose driven which consists of demand, value and value-demand driven. Demand-driven is a need originating from Community and/or Government Agency. Value-driven is initiated by the Institution. Value-demand driven is defined as a condition by which the need is initiated by Institution and Government Agency/Industry as a team.
- iii. Those involved – academia, administrative staff and students work on voluntary basis and shall not expect any form of monetary gains from doing the projects.
- iv. Those involved must be committed in delivering efficient and excellence in their work.
- v. Those involved must adhere to and by USM good governance and financial regulations.
- vi. The activities/projects/programmes must be meaningful, inclusive, impactful and sustainable.

- vii. Activities/projects/programmes organized must promote the image of USM.
- viii. All activities/projects/programmes must be completed within the stipulated time as agreed by all parties. If there is a need for extension, request must be forwarded to the Deputy Vice-Chancellor (Research and Innovation) or director (Community Network) for approval.
- ix. All activities/projects/programmes must fulfill the evaluation outcomes.

## 8.0 DELIVERY CONCEPT OF CE

### **Partnership**

At each level of engagement, participants will understand their roles and responsibilities and will understand that community engagement is about having a “say”, not necessarily always getting your “way” and that the interest of the community may be greater than the interest of the individuals.

### **Mutual Respect**

Both parties will listen and accept different opinions and will act in the best interest of all stakeholders.

### **Volunteer Engagement**

Both parties agree to engage in volunteer work to achieve a positive result for both the community and themselves. It is agreeable that volunteering is a freely chosen act that is undertaken for the well-being of the community and therefore without any expectation of payment.

### **Shared Responsibility**

Both USM and the community/industry have responsibilities to fulfill in honouring the implementation of the CE Policy and both will endeavour to meet these outcomes.

### **Accountability and Transparency**

The process will be based on an open, understandable, transparent and inclusive dialogue. The USM staff and students will conduct needs analysis before embarking on any project to ensure the success. Both parties will be transparent and accountable in decision reach.

### **Integrity**

All parties must comply with the good principles, admirable moral, and highest ethical conducts and of the CE ethics and moral values of society.

### **Sustainability**

The concept of sustainability is based on the premise that people and their communities are made up of social, economic, and environmental systems that are in constant interaction and that must be kept in harmony or balance if the community is to continue to function to the benefit of its inhabitants — now and in the future. A healthy, balanced society is one that can endure into the future, providing a decent way of life for all its members — it is a sustainable society.

### **Creative**

USM will facilitate 21st Century knowledge and technology into CE agenda to enhance indigenous experience agility for the benefits of target community and providing assistance to the community.

### **Relevant**

The role of CE is to enlighten stakeholders and to establish meaningful partnership that leads to mutual undertaking of responsibilities in SOLVING the problems that are plaguing our communities, from poverty to health amongst other. The CE initiatives generated must be unprecedented in terms of its transformational criteria and effects directly onto the community and attained reputable level of resilience to sustainable elements with good flexibility. Notably, important to both parties; USM and the community will enjoy sustainable, cordial and well acknowledged partnership.

### **Innovative**

The USM community utilizes and applies different approaches, ideas, or products development and delivery that will change life and well-being of target community.

### **Impact**

USM is committed to eliminating disparities and improving the vitality of target communities. Specifically, the ingenious transformational changes carefully generated through the CE initiative will rightfully permeate into the target community and will create an important impact to the human capital development. Ideally, the expected transformation of Malaysian CE initiatives must be vibrant and can be clearly SEEN, READ, WRITTEN and ORALLY COMMUNICATED to everyone in this country and other nations.

### **Effective Delivery**

Be it product, ideas, or process, USM's CE initiatives exhibit easy, flexible and sustainable qualities through elements of innovative, creative, integrity, respect, volunteerism, participatory and effective mode of delivery.

## **9.0 EVALUATION OUTCOMES**

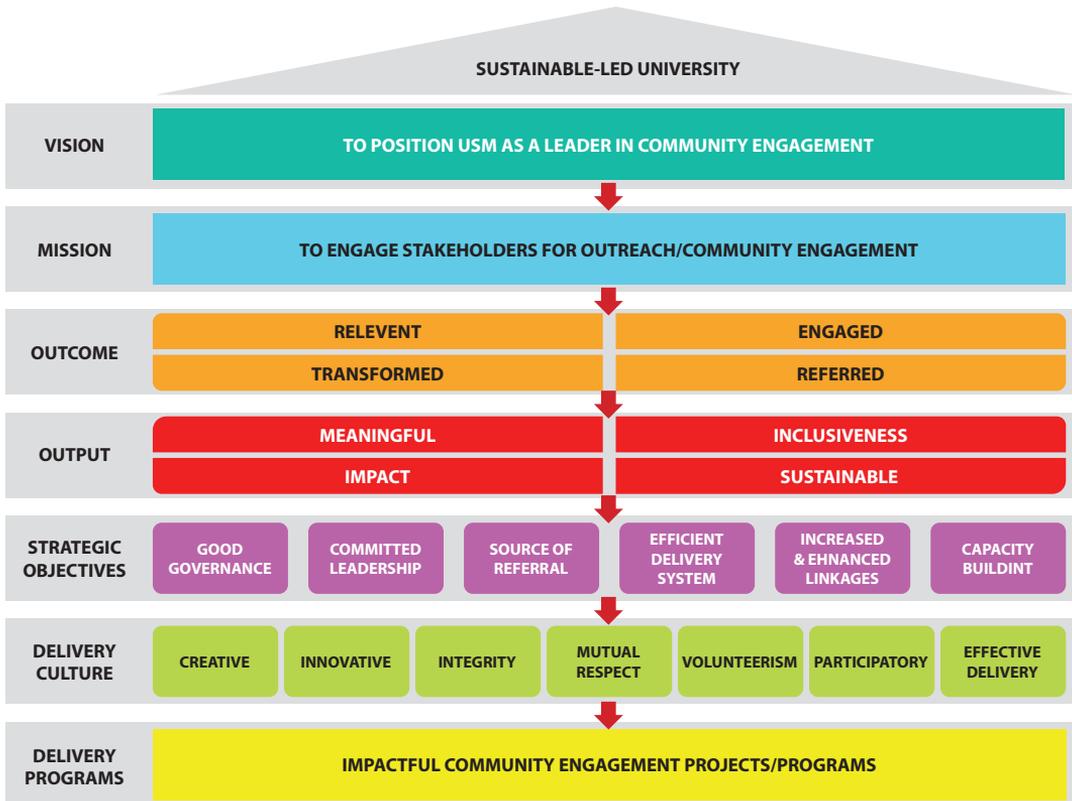
Monitoring, reviewing and evaluating the impact and effectiveness of the CE project are needed to ensure the success of implementing the policy. The purpose of monitoring the policy is to determine:

- i. The effectiveness of the policy in guiding CE projects/activities/ programmes carried out by USM.
- ii. Improvements that need to be made to either the policy or how the policy is implemented to ensure congruency between purpose and implementation.

USM is committed to ensure that the community-university engagement policy stays relevant and achieved the expected outcomes if it has achieved the following outcomes:

<b>Significance</b>	Able to establish substantial consistency with USM APEX agenda to reach out to the bottom billion community, with MOHE outcome-based Malaysia Education Blueprint 2015–2025 (Higher Education) or the MEB (HE) shifts 7 and 10 philosophies of industry and community inclusiveness all in ready mode for quick, effective and sustainable delivery for the benefit of the targeted group.
<b>Context</b>	Able to synergize team of experts, students, and local talents drawing on current transdisciplinary approaches to generate funding and delivering exemplary engagement projects.
<b>Scholarship</b>	Able to yield genuine knowledge and skills encompassing valuable data for research and publication inclusive of ethical and humanistic values that warrant scholarly recognition and direct impact on policy and practice.
<b>Impact</b>	Able to raise USM credibility as a prominent CE leader with targets of upholding human race well-being, economics, social, education, health, environment and culture.
<b>Sustainability</b>	Able to transfer knowledge, skills, models and passion to target communities and celebrates indigenous empowerment as ultimate success.

# 10.0 CE FRAMEWORK



# 11.0 THE ROLE AND RESPONSIBILITY OF JIM

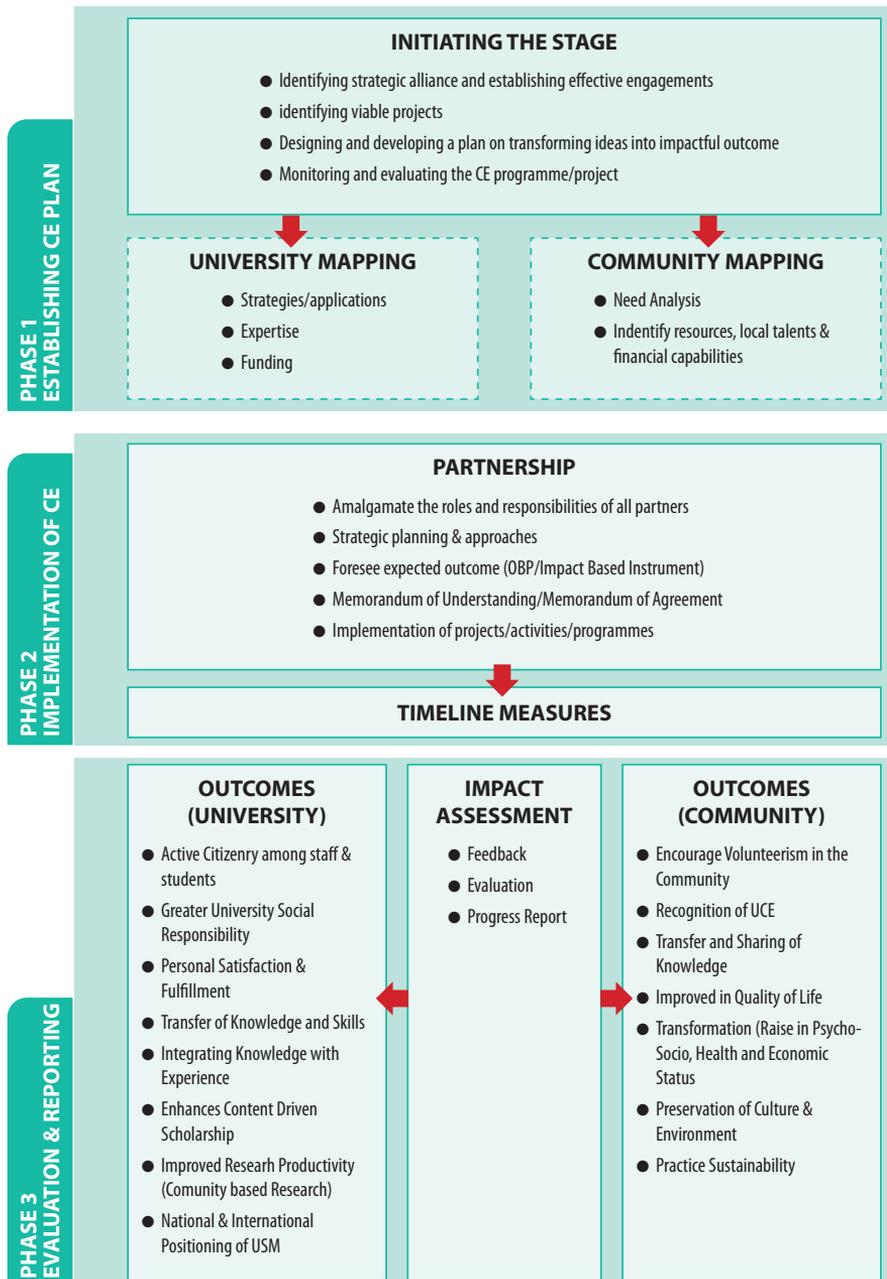
All CE activities, projects or programmes of USM will be under the purview of JIM. JIM will process, monitor and supervise the running of the CE activities, programmes and projects.

JIM will strive to drive USM as a world-class engaged university.

# 12.0 POLICY REVIEW AND REVISION

The policy will be reviewed a minimum of every 5 years or as required to stay current with applicable university and/or Ministry Policies.

## PROCESS FLOW AND GUIDING IMPLEMENTATION OF USM COMMUNITY ENGAGEMENT



# PIHAK BERKUASA/AUTHORITIES

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Diluluskan oleh  
*Endorsed by*

Majlis Kelestarian Universiti (MKU) ke 14

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Di Pinda  
*Amended on*  
(Jika berkenaan)

8 April 2021

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*Effective Date*

31 Mei 2021

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Pihak Yang Boleh di Hubungi  
untuk Pertanyaan  
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