Lessons Learned from Evolution of UCSF’s University Community Partnerships Office

Lariza Dugan-Cuadra
Naomi Wortis
Wylie Liu, Howard Pinderhughes, Randy Quezada

April 19, 2012
Collaborators

• Community Council of CPRC
• UCSF Task Force on Community Partnerships
• University Community Partnerships Council
• Robert Uhrle
• Cynthia Selmar
• Kevin Grumbach
• Eugene Washington
• Jay LaPlante
• Roberto Vargas
• Ellen Goldstein
• Gwen Henry
• Dixie Horning
• Lynda Boyer-Chu
• Dozens of community and university partners
University Community Partnerships Council
Session Objectives

Participants will be able to:

1. Describe the evolution of UCSF’s University Community Partnerships Office (UCP)

2. Identify at least 4 challenges to the creation of sustainable campus infrastructure to support community campus partnerships and at least one strategy for overcoming each of these challenges

3. Formulate a plan for how they can advocate for the creation, improvement, and/or sustainability of infrastructures to support community-campus partnership activities to advance social justice
Session Agenda

- Introductions
- Orientation to San Francisco and UCSF
- Evolution of UCP
- 5-Year evaluation of UCP
- Challenges & strategies to overcome them
- Small group discussion
- Report back
- Summarize learnings and strategies together
Orientation to San Francisco and UCSF
## SF Demographics 2010

<table>
<thead>
<tr>
<th></th>
<th>USA Population</th>
<th>San Francisco Population</th>
<th>BVHP Population</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Population</strong></td>
<td>307,006,550</td>
<td>815,358</td>
<td>33,170</td>
</tr>
<tr>
<td><strong>Percent of Total</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>White Alone</strong></td>
<td>65%</td>
<td>45%</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Hispanic or Latino (of any race)</strong></td>
<td>16%</td>
<td>14%</td>
<td>17%</td>
</tr>
<tr>
<td><strong>Black or African American Alone</strong></td>
<td>13%</td>
<td>7%</td>
<td>48%</td>
</tr>
<tr>
<td><strong>American Indian and Alaska Native</strong></td>
<td>1%</td>
<td>1%</td>
<td>0.4%</td>
</tr>
<tr>
<td><strong>Asian</strong></td>
<td>5%</td>
<td>31%</td>
<td>24%</td>
</tr>
</tbody>
</table>
### SF Demographics

<table>
<thead>
<tr>
<th></th>
<th>USA Population</th>
<th>San Francisco Population</th>
<th>BVHP Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Household Income (2008)</td>
<td>$52,029</td>
<td>$73,127</td>
<td>$37,146</td>
</tr>
<tr>
<td>Persons below poverty level (2008)</td>
<td>13.20%</td>
<td>11.20%</td>
<td>21.7%</td>
</tr>
<tr>
<td>Bachelors Degree or Higher (2000)</td>
<td>24%</td>
<td>45%</td>
<td>11%</td>
</tr>
<tr>
<td>Unemployment (2011)</td>
<td>9.2</td>
<td>9.1%</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Preventable Hospitalization Rate* per 10,000 population (1990)

Median preventable hospitalization rate in CA = 30.8

* Rates for adults ages 18-64, based on diagnoses of diabetes mellitus, asthma, COPD, hypertension, CHF
Dental Health Disparities

Incidence of Tooth Decay in Kindergarteners by Zip Code in San Francisco, CA

SF Zip Codes
- Light yellow: 12% - 16% Decay
- Light orange: 17% - 22% Decay
- Medium orange: 23% - 28% Decay
- Dark orange: 29% - 35% Decay

Source: San Francisco Department of Public Health
Child Health and Disability Prevention Program, 2011
UCSF

- UCSF is dedicated exclusively to health professions and health sciences
- Schools
  - Medicine
  - Nursing
  - Dentistry
  - Pharmacy
  - Graduate Division
- 3000 students (no undergraduates)
- 2428 faculty
Evolution of UCP
Vision for UCSF’s UCP

- Feedback from community about UCSF:
  - Uncoordinated approach to community
  - Not trustworthy/poor follow-through
  - Duplication of existing programs
  - Lack of sustainability

- Centralized infrastructure could:
  - Facilitate creation/growth of partnerships
  - Match complementary needs/resources
  - Improve local community health/decrease disparities
  - Build capacity at UCSF and in community
2003-2009: Creation of CPRC

- Two project co-leaders: university & community
- Within SOM Dept of Family & Comm Medicine
- Three target communities
- Community and university assessment
- Grassroots collaborative planning process
- Center established
- Community Council guided
- HUD COPC grant obtained
- Support from Executive Vice-Chancellor
2004-2006: UCSF Task Force

- Task force appointed by Executive Vice Chanc
  - 25 university members
  - 2 community members

- Inventory of UCSF-community partnerships
- Best Practices
- Recommendations
- Report presented to Chancellor
Highlights of Best Practices

- Central infrastructure
- High level academic leadership
- Some degree of internal funding
- Guided by community & university members
- Website with searchable database of partnerships
- Awards/incentives
- Internal grants programs
Task Force Recommendations I

- Create a formal University-Community Partnerships office
- Designate a leader within the Chancellor’s Office
- Appoint a Council to guide operations
- Formally adopt explicit principles of partnership
Task Force Recommendations II

- Implement following components
  - Info clearinghouse & coordinating center
  - Faculty development & support
  - Service-learning curricular development
  - Community economic & employment development
  - Internal grants program
  - Dissemination & recognition
  - Navigation & technical support
  - Champion & provide leadership for CE
  - Evaluation
2006-2008: UCP Forming

- Chancellor agreed to 5 year funding commitment to create UCP
- Established under Community Government Relations
- UCP Council appointed/selected
- Work groups on service learning, educational outreach, research/evaluation, and workforce/economic development
- Launched Partnerships Grants Program
- Collaboration with other UCSF programs
  - CPRC
  - CTSI also forming, including Community Engagement & Health Policy Program
UCP Mission

To build collaborative relationships between UCSF and the community, promoting civic engagement, fostering community health and well-being, and enhancing the environment for education, patient care, research, and employment at UCSF. The Office serves as a bridge between UCSF and local communities, emphasizing partnerships that value and respect the assets and diversity of both.
2008-2009: UCP Storming

• UCP Council at odds with leadership of Community Government Relations
• UCP Council demands
  – Change of director
  – Move to more academic location within UCSF
  – Vice Chancellor for Community Engagement
• Transition planning
• UCP moves to Student Academic Affairs
• Faculty Co-Director position for continuity
• New staff hired
• CPRC and UCP merge (councils too)
2009-2011: UCP Norming

• What we do (logic model)
  – Linkage
  – Capacity building
  – Clearinghouse
  – Partnership Grants Program

• Launched Annual Partnerships Celebration
• New UCSF Chancellor and Exec VC (No. 1 & 2)
• UCSF in-reach to senior leadership
• Working with UCSF Development and Alumni Relations Office (case statement)
• Collaboration with other local universities
• 5-Year Evaluation
UCP Performing:
Key Accomplishments in 1st 5 Years

• Created and maintained an active Council with decision-making power
• Facilitated > 600 new linkages
• Facilitated > 100 new partnerships
• Convened 3 annual Partnerships Celebration and conferred 10 Partnership Awards
• Awarded > 70 partnership grants
• Conducted > 15 capacity building workshops
• Increased coordination, collaboration, efficiency and effectiveness of campus community engagement efforts
• Provided consultations to other universities nationally on community engagement
• “UCSF going community”
5-Year Evaluation of UCP
5-Year Evaluation Methods

- **External consultant**
- **Participants:**
  - Community: CBOs and public sector
  - UCSF: administrators, students, faculty, staff
- **12 Key informant interviews**
- **5 Focus groups**
  - 22 Council members
  - 4 staff members
  - 18 grantees
  - 12 existing partnerships
- **Electronic survey—118 completed**
- **Trends and themes summarized**
Successes and Impacts

• Effective intermediary between UCSF and the community
• Authentic and genuine collaborations (process and implementation)
• New partnerships facilitated
• Positive outcomes of partnerships—anticipated and unanticipated
• Increased visibility and significance of awards ceremony
• Exemplary staff
• Successful transitions through stages of organizational/institutional development
Changes and Challenges

- Inadequate level of resources
- Complexity and diversity of UCSF as an institution
- Where UCP resides within the larger UCSF framework
- How is community defined
- Prioritization and dimensions of the work
Future Needs: Programmatic

- Increase navigator/bridge-builder role across UCSF
- Create networking opportunities with community based organizations and UCSF affiliates
- Convene more trainings on university-community partnership best practices
- Grow partnership grants program
- Document and disseminate university-community partnership best practices
Future Needs: Administrative

- Identify/diversify revenue
- Continue building and strengthening relationships with Chancellor and other UCSF leaders
- Continue building and strengthening relationships with community leaders and San Francisco public institutions
- Facilitate and create access to state and federal resources for community based partners
- Become a local, statewide, and national leader in community engagement
2011: 5 Year Mark

- Prepared 5 Year Report
- Annual UCP Council retreat to focus on evaluation results and strategic planning
- Chancellor encourages UCP merge with CTSI
- UCP is Essential to UCSF—spelling out our contributions to new Chancellor’s priorities
- UCP Council declines to merge with CTSI and suggests shift to report to new Vice Chancellor for Diversity & Outreach
- UCP budget from UCSF reduced by > 50%
- Gift for service learning via Development Office
2012: Consolidate & Leverage Resources

- Faculty Co-Director position voluntarily eliminated
- CTSI CE&HP initiative managed by UCP staff
- Potential for further CTSI CE&HP integration w/ UCP
- Grant cycle and capacity building focused on service learning
- Internal UCSF grant obtained for project related to service learning curricula
- Continue core work (scaled back)
- Continue outreach to university & community leaders
- Continue work with Development Office
- Continue work with other local universities
  - coMesh
Challenges & Strategies
Institutionalized Power Imbalances

Model of shared power and leadership:

- Explicitly acknowledging imbalance
- UCP Council
  - 12 community representatives
  - 12 university representatives
- UCP Council Co-Chairs
- UCP Council has decision-making power
- Transparency
- Purposeful in advancing institutional and community goals/benefits
- Building trust
Changes in Campus Leadership

- Education of new university leaders
- “Champion Advocate” role
- Public service award nominations
- Students on UCP Council: valuable ambassadors for ground-up advocacy within university
- Community members of UCP Council: valuable allies in orienting new UCSF leaders
Shifting Campus Priorities

• Advocacy for community engagement as a campus priority
• Highlighting how UCP work promotes new priorities
• Balance institution’s short-term goals v. long-term impact of CE
  – Make sure that short-term shifts in university priorities don’t undermine years of building trust and long-term relationships with communities
Tightening Budgets

- Value of 5 year funding commitment from UCSF
- Diversify funding
- Consolidate and leverage resources
  - Merge CPRC and UCP
  - Integration of SFHIP and UCP
- Eliminate staff positions when necessary
- UCP Council reps from corporate, business, and philanthropy (need > 1)
- Capacity building for UCP Council re resource development
- Joint grant writing with other local universities
  - Sometimes for $
  - Sometimes for position as anchor institution
Organizational Restructuring

- When encounter “gatekeeper” leaders who are guarding turf:
  - Find other allies as needed
  - Balance short-term priorities v. long term impacts
- Fluidity: transitions in institutional reporting structure as needed
- Maintaining integrity of our vision while making hard choices
- Maintaining connectivity to academic functions of university
Recognition City-Wide

- Don’t cast net too wide: focus just on San Francisco
- About partnerships with government entities (e.g. MOH, DPH, SFUSD) as well as CBOs
- Work with other local universities
- Collaborative grant writing
  - Promise Neighborhoods
  - Dept of Justice
- Outreach to city officials
- Fostering community champions who advocate for community-campus engagement
Small Group Discussion
Questions to Discuss

- At your university or in your community, what institutional infrastructure for community campus partnerships exists (if any)?
- What challenges have you faced while creating, improving, and sustaining that infrastructure?
- What strategies have you found for overcoming those challenges?
Report Back & Summarize Learnings and Strategies Together
Thank You!

To contact us:

Visit:  http://partnerships.ucsf.edu
E-mail:  partnerships@ucsf.edu
Call:  (415) 476 5589