

**COMMUNITY-CAMPUS PARTNERSHIPS FOR HEALTH
BOARD MEETING RESULTS
JANUARY 12-14, 2001 ~ Houston, TX**

Board Members Present

Deb Archer, Renee Bayer, Elmer Freeman, Paul Freyder, Hilda Heady, Terri Kluzik, JoEllen Koerner (for day two), Cheryl Maurana, Monte Roulter, Douglas Simmons, Vickie Ybarra

Board Members Not Present

Gretchen Kinder (by phone for part of the meeting), Tom O'Toole (by phone for part of meeting)

Staff Present

Piper Krauel, Sarena Seifer

The September 2000 retreat and business meeting minutes were unanimously approved.

Board Leadership

Topic: Election of board officers and renewal of board terms

Discussion: Board members thanked Hilda for her leadership and involvement on the board since this will be her last board meeting.

Action:

- The board unanimously elected Tom O'Toole as the new chair-elect, and Douglas Simmons as the new secretary/treasurer for one-year terms beginning in May 2001. Elmer made the motion and Hilda seconded it.
- Terri Kluzik becomes chair for one-year beginning in May 2001.
- The board unanimously approved renewed 3-year terms for Elmer Freeman and Cheryl Maurana. Vickie made the motion and Elmer seconded it.

Topic: Keeping board applicants and former board members involved in CCPH.

Discussion: The board discussed how to increase our effectiveness in expanding our "concentric circles" by engaging board applicants and continuing to involve former board members in active CCPH roles. Ideas discussed included inviting applicants to serve on board and staff committees and get involved in special interest groups and projects. By cultivating their interest and involvement, we will be in a better position for board recruitment the next time around. One role for former board members is to continue serving on a committee for one year after their board term ends.

Action:

- The board development committee will take up questions about ways to involve board applicants not chosen for a board position, and ways to continue to involve former board members.

Financial Planning

Topic: Our revenue sources

Discussion: The Corporation for National Service continues to be our largest single funding source, but the percentage of funds from this source are decreasing each year. are going down.

Topic: Membership fees

Discussion: The financial planning committee has been discussing an increase in CCPH membership fees. Fees have remained constant since CCPH began. The committee agreed that the board does not have to approve fee increases separately from approving an overall budget. The board discussed the pros, cons and implications of raising membership fees. Points made during the discussion included:

- Increasing individual fees may hinder community-based individuals from joining CCPH. If anything, we may want to create a community category of membership and actually lower the fees. The Urban League, for example, charges \$35 for individual membership.
- We might create membership categories that allow for greater contributions, such as “contributing members” and “sustaining members”
- We need to decide what our real purpose is for membership – is it to meet our mission, to raise unrestricted money? Which do we value more, which is more important? What is our #1 strategy in having membership?
- Larger membership numbers impress funders. But membership is not the only way to quantify our influence and reach.
- Are we losing revenue by offering organizational membership instead of having every individual become a member?
- We should consider a reduced membership fee for individuals who are part of an organizational membership. In other words, if an organization is a member, promote the fact that they can join as an individual at a discount.
- Our political power is in our membership
- We should raise membership fees even if for the sole reason that cost of living and overhead costs have increased
- We abandoned the idea of a Partnership Circle membership but perhaps we need to resurrect that idea. When membership is packaged with other services, prospective members view this as a better deal.
- We need to support local members to organize in groups and become more active at the local level – not as a moneymaking venture, but as a strategy for increasing our influence and reach as a national organization.

Action:

- The financial planning committee and membership committee need to jointly examine these issues
- Sarena will investigate comparable organization’s membership structures for ideas for CCPH, including those mentioned by board members (National Community Building Network, National Rural Health Association)

Topic: 2001 Budget

Action: The board unanimously approved the proposed 2001 budget. Douglas made the motion and Paul seconded it.

Organizational Assessment and Effectiveness
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Topic: Plan for measuring our organizational effectiveness

Discussion: The board made the following comments:

- We need to keep the assessment focused on organizational evaluation. Measuring health outcomes is too far removed from the work of CCPH as an organization. Instead, we need to measure how well we have increased the capacity of schools, faculty, students, community partners in developing and sustaining community-campus partnerships. What impact has CCPH as an organization had on these partnerships?
- We can't just look at "people we've touched" through our membership, programs, publications and so forth. We need to look at our impact on the broader field as a whole. Assessing our organizational effectiveness is not simply pulling together the results of our membership surveys and the evaluations of our individual programs, projects and publications.
- Ideally, we would create an organizational assessment tool that would also be useful to our members at the local level. It may be a separate tool, but we need to translate the principles of partnership into an assessment tool that community-campus partnerships can use to assess their effectiveness and impact. These tools should be informed by board, funders, members and prospective members. They can be used in marketing CCPH.
- To fully develop and implement a plan for assessing our organizational effectiveness, we are going to need to enhance our capacity to collect and analyze data. These might be good opportunities to involve more graduate students.
- Looking ahead to 2005, we need to start putting assessment measures and tracking systems in place now, even if we start relatively small in doing so.

Action:

- Staff will send each board member a complete copy of the evaluation report prepared by Sherril Gelmon's students.
- Sarena will invite Roz Lasker, Sherril Gelmon and possibly other national leaders in assessing community-campus partnership and partnerships in general, to meet with the board in May. The purpose would be to share their findings, inform the board's deliberations and help us consider our future role in this arena. As part of the preparation for this discussion, staff will pull together various instruments being used to assess partnerships.
- Sarena will investigate options and opportunities for enhancing the data collection and analysis capabilities of CCPH (i.e., hiring graduate research assistants at UCSF and UW, contracting with members to do such research).

Topic: CEO Evaluation

Discussion: On behalf of the executive committee, Gretchen presented the findings of the CEO evaluation survey and Sarena presented the findings of her self-assessment.

Highlighted points included:

- Consistent with the Carver model of policy governance and the governance model adopted by our board, “if the organization is performing well, the CEO is performing well”
- Sarena’s annual goals were not set because we did not have organizational annual goals set in January 2000. Now that we have a 5-year strategic plan, we have a process in place to set annual goals and will be doing so for 2001.
- Sarena’s management and leadership skills are viewed by the board as effective.
- We need to make sure that our programs are in alignment with our strategic plan.
- In responding to the CEO evaluation survey, executive committee members showed some confusion around the distinctions between fundraising and fiscal management. This may need to be clarified in future administrations of the survey.
- Sarena and CCPH might consider investing in a development officer to assist with fundraising.
- The board expressed interest in greater opportunities for interaction with the staff in order to understand their work and CCPH programs better, i.e., through board presentations, informal gatherings.
- People often think of CCPH as “Sarena’s organization” – the organization needs more of its own identity. Board members and members in general need to promote CCPH more, and cultivate and promote an active membership.
- Who should complete the survey? Every board member? Only the executive committee members? It is important that whoever completes the survey be thoughtful about it and offer constructive feedback. There is some argument for the executive committee to complete the survey, as it has monthly conference calls with the CEO and is more involved in her day-to-day work. However, there is some concern about compartmentalizing the CEO evaluation into one committee – all board members have a perspective to offer. Board members should be encouraged to skip questions that they don’t have an answer to from personal experience and observation.

Action:

- The CEO evaluation will be an annual process, with the survey completed prior to the fall board retreat so that discussions and annual goal setting can occur at the fall retreat.
- Next time around, we will have the whole board complete the survey, and compare responses from the executive committee with the other board members.
- The executive committee will “close the loop” on this year’s process by working with Sarena to finalize her annual goals for the year. These will be presented at the next board meeting.

Advocacy and Policy

Topic: Advocacy and Policy Agenda

Discussion: As chair of the advocacy and policy committee, Tom O’Toole led the discussion (by conference call, as he was back in Baltimore waiting for his third child to arrive!). Tom shared these initial thoughts:

- At the fall retreat, the board agreed that we did not want to immerse ourselves in direct lobbying on specific pieces of legislation.

- A possible model for CCPH's advocacy and policy involvement could include three roles: briefing our members and other key stakeholders on important policy issues (i.e., through the commissioned papers for last year's conference); being a trusted resource for information to enable our members to be more effective advocates; and developing our members' skills in advocacy and policy change.
- A key next step may be to develop a Position Paper outlining our key positions and policy issues. We then need to prioritize and focus on a few action steps to take.

The board discussed handout # 9 and what approach to take from here:

- One of our positions is that academic institutions require service-learning experiences as part of the curriculum. CCPH has been gathering information about the prevalence and impact of service-learning and making this available to our members.
- We need to share our policy positions more broadly – through compelling stories, editorials, articles, issue briefings.
- By promoting our “principles of partnership” we might come across as arrogant – that there are our principles and no one else's. We need to be more open and inclusive than just focusing on “our” principles, while bringing people together around the issue of principle-centered, genuine partnerships.
- We need to position ourselves to be a change agent and resource, including to funders. For example, more grants are requiring evidence of partnerships – CCPH can position itself to be a resource on how to assess if there is a genuine partnership, and assisting in the development and sustainability of partnerships. We can position ourselves to be a resource to community partners involved in community-campus partnerships.

Action:

- The Advocacy and Policy Committee will continue its deliberations and come back to the board in May with a proposed advocacy and policy plan.

Topic: Community Scholarship

Discussion: Cheryl Maurana is taking the lead on a CCPH project to develop a model of community scholarship and tools for faculty to document their community scholarship for recognition in the promotion and tenure process. The group discussed the project and made several suggestions and observations:

- Interview faculty engaged in community scholarship who have recently been promoted and tenured, to learn about their experiences and approach. Why were they successful? What challenges and issues did they face along the way? What advice would they give to others?
- We need to be able to document what value community scholarship brought to the community. This needs to be an important part of the assessment process.
- Who appoints members of the promotion and tenure committee? We need to understand this process better, as well as support greater representation of CCPH members on these committees.
- Currently, external letters required for promotion and tenure need to be from academics. We need to provide letters from community partners as well.
- Are there “model” policies for promotion and tenure that recognize and reward community service, community scholarship? We need to identify and disseminate these.

Action:

- Elmer mentioned that Northeastern's Dean of Nursing and two nursing faculty presented on this topic at last year's CCPH conference. Cheryl will follow up to involve them in this project.
- Hilda mentioned that West Virginia Rural Health Education Partnerships has been doing work in this area and is trying to better define community service, service-learning, and scholarship. She will send information to Cheryl that may be helpful to the community scholarship project.

2001 Annual Conference

Topic: Preview of conference and board member roles

Discussion: Piper gave an overview of the conference and distributed a handout for board members to indicate possible ways to be involved in the conference. The board made several suggestions:

- For the regional Health For All action teams, divide conference participants based on the federal HHS regions.
- Since it's our 5th anniversary conference, use the opportunity to sell CCPH souvenir items – i.e., T-shirts, mugs.

Action:

- Piper will contact all board members interested in playing a role at the conference.

Membership

Topic: Membership policy

Action: The board unanimously approved the membership policy, revised with input from the board during the last board meeting. Cheryl made the motion and Terri seconded it.

Topic: Membership data

Discussion: The board expressed a desire to assess the extent to which we are advancing our mission and strategic plan through membership in CCPH.

Action:

- A report on CCPH's membership since the organization's founding will be discussed at the next board meeting. This report will be shared with outgoing board member Hilda, who would like to stay involved in discussions about membership development.

Goals for the Year

Topic: What do we hope to accomplish in 2001?

Discussion: The board generated this list:

- Engage more medical schools in CCPH and develop a stronger relationship with the Association of American Medical Colleges.

- Better understand who are members are and the partnerships they are involved in.
- Provide more opportunities for community to be an active part of our movement and organization.
- Develop a community focus to our training and technical assistance activities.
- Shift from “them and they” to “us” language. Make a commitment that this board is a true balance of community and campus partners. (Other board members cautioned against a board that has a certain balance or representation of community and campus partners; that all board members need to be able to speak about and advocate for the value of the partnership. Community is different for us at national level than local level.)
- Create and position ourselves as the hub of a value network...in 5 year’s time.
- Build on our presence by being a central hub for information, ideas and lessons learned from the field and sharing these widely.
- Begin to implement our organizational evaluation – identify one indicator and begin
- Implement a Membership Development Committee and plan for greater member involvement.
- Work to legitimize the role of community scholarship
- Review and analyze a report on our membership since CCPH’s inception.
- Become a valued resource for partnership development.

Action:

- Re-send handout #21 with the board meeting minutes.
- We will revisit these goals in future board meetings to talk about them again and see how well we are doing toward achieving them.

Board development

Topic: Future board training and development

Discussion: The board generated these ideas and suggestions:

- Site visits, like the one today in Houston, are a powerful way for the board to reflect on its work and crystallize its thinking about key issues. We should try to incorporate them into board meetings as much as possible.
- The board would like to learn more about CCPH’s training institutes and Mentor Network programs – what do these entail, what are we learning from them?
- Priority training topics include indicator and performance measurement, changing trends in health professions education, and policy development.

Action:

- The fall 2001 board retreat will be hosted by Hilda Heady and held in Morgantown, West Virginia. It will encompass opportunities for a site visit and/or opportunity to learn about the history and culture of West Virginia.
- JoEllen volunteered to host a future board retreat in South Dakota.

Topic: Next board meeting

Discussion: The board generated a list of agenda items for the next board meeting:

- Transfer of leadership with new chair, chair-elect and secretary/treasurer
- Report on our membership
- Proposed plan for advocacy and policy (Advocacy and Policy Committee)
- Proposed plan for organizational assessment (Mission Effectiveness Committee)
- New board member orientation (Board Development Committee)

- Meeting with Roz Lasker, Sherril Gelmon, others re: what we're learning about effective partnerships
- Organizational goals and accomplishments for the year
- CEO goals and accomplishments for the year
- Financial Statements (Financial Planning Committee)
- Update on conference and board member roles