

**A CASE STUDY OF A  
SUCCESSFUL  
COMMUNITY-CAMPUS  
PARTNERSHIP:**

**CHANGING**

**THE ENVIRONMENT  
THROUGH**

**COLLABORATION**

**By Dr. Julie Bell-Elkins**

# Why is this Study Significant?

- **Increases the depth of information about CCPs**
- **Provides a practical application of Structuration Theory**
- **Looks at a successful partnership**
- **Tests the Principles of Good Practice**
- **Contributes practical solutions to the problems of under age drinking and IBUI**

Noise

Broken Glass

Drunk Driving

Irresponsible  
Behavior Under the  
Influence

Assault

Public Urination

Vandalism

Theft

Sexual Assault

Aggravated Assault

# Guiding Questions

1. What structures and practices assisted in the formation of the CCP?
2. How has the partnership evolved over time?
3. How has success been measured?
4. What factors contributed to the sustainability of the partnership?

**Structure**

**Agency**

**Structuration**

```
graph TD; Structure --> Structuration; Agency --> Structuration;
```

The diagram illustrates the relationship between Structure and Agency in the process of Structuration. Two boxes at the top, labeled 'Structure' and 'Agency', have arrows pointing down to a larger box labeled 'Structuration'. This indicates that both Structure and Agency contribute to the process of Structuration.

# Structuration

- Individual members bring resources
- Resources are used to sustain and recreate
- Members bring previous group experiences
- Patterns of communication are formed
- Group has norms (rules) & common language
- The group produces and reproduces

**This study examined what types of structures have been created and recreated by individual members of the partnership.**

# **Nine Principles of Good Practice by Community-Campus Partnerships for Health**

- 1. Mission, values, goals & measurable outcomes.**
- 2. The relationship has mutual trust, respect, genuineness and commitment.**
- 3. Strengths and Weaknesses.**
- 4. Balance power and resources.**

# Nine Principles of Good Practice

5. Clear, open & accessible communication.

6. Roles, norms, and processes.

7. Feedback and continuous improvement.

8. Partners share the credit.

9. Takes time to evolve.

- <http://futurehealth.ucsf.edu/ccph>

# Purpose of the Study

To discover how a successful partnership has been formed and, more importantly, sustained for over eleven years.

Guiding Questions	What is Observed	Method	Structuration Theory	Principles of Good Practice
<b>What structures &amp; practices assisted in the formation of the CCP?</b>	Written data & memories of members involved since inception.	Minutes, individual (ind.) interviews.	<b>Structure.</b> Creation of structures. Formation of language and meeting rules. History. <b>Agency:</b> How have ind. created structures?	<b>P1</b> Mission, values, goals and measurable outcomes. <b>P6</b> Roles, norms, process. <b>P4</b> Power
<b>How has it evolved over time?</b>	How has the P evolved over the years? How have resources been used to meet goals?	Minutes, ind. Interviews.	<b>Structure.</b> Rules, resources, group norms. How has the group been organized? <b>Agency:</b> Ind. roles?	<b>P9</b> Evolve over time. <b>P6</b> Roles, norms, process. <b>P4</b> Power
<b>How has success been measured?</b>	What keeps members involved? How does the group utilize resources to meet its goals? How does the group recreate itself to meet its goals?	Minutes, ind. interviews, group observation.	<b>Structure.</b> What structures persisted over time? What resources have been used to persist? <b>Agency.</b> How have individuals provided leadership?	<b>P2</b> Relationship between partners. <b>P3</b> Identify strengths and assets. <b>P5</b> Communication. <b>P7</b> Feedback <b>P8</b> Credit
<b>What factors contributed to the sustainability of the partnership?</b>	What quantitative data demonstrates a change due to the P? How do members of the P report the success of the P?	Minutes, ind. interviews, grp. observation, data on alcohol-related incidents	<b>Structure.</b> What structures were reproduced to continue the CCP? Resources ? <b>Agency.</b> What ind. efforts sustain the CCP?	<b>P1</b> Outcomes <b>P3</b> Strengths & Weaknesses <b>P8</b> Credit

# Selecting Research Site

Neighborhood University



```
graph TD; A[Neighborhood University] --> B[Criterion 1  
Large (12,000+)  
NE Public Univ.]; A --> C[Criterion 2  
Div 1 Athlet. (17)  
Frat/Sor (22)]; A --> D[Criterion 3  
3  
Measurements  
of Success];
```

**Criterion 1**

**Large (12,000+)**

**NE Public Univ.**

**Criterion 2**

**Div 1 Athlet. (17)**

**Frat/Sor (22)**

**Criterion 3**

**3**

**Measurements  
of Success**

# Measurements of Success

```
graph TD; A([Measurements of Success]) --> B([Reduce # & IBUI]); A --> C([Broad-based involvement]); A --> D([Sustain over time]);
```

**Reduce #  
& IBUI**

**Broad-based  
involvement**

**Sustain over  
time**

# Number of Complaints

<b>Academic Year</b>	<b>Fall</b>	<b>Spring</b>	<b>Total</b>
<b>1991-92</b>	<b>45</b>	<b>18</b>	<b>63</b>
<b>1992-93</b>	<b>22</b>	<b>15</b>	<b>37</b>
<b>1993-94</b>	<b>27</b>	<b>13</b>	<b>40</b>
<b>1994-95</b>	<b>17</b>	<b>6</b>	<b>23</b>
<b>1995-96</b>	<b>16</b>	<b>8</b>	<b>24</b>
<b>1996-97</b>	<b>11</b>	<b>9</b>	<b>20</b>
<b>1997-98</b>	<b>8</b>	<b>5</b>	<b>13</b>
<b>1998-99</b>	<b>5</b>	<b>5</b>	<b>10</b>

# **Broad-Based Involvement**

**University**

**Neighborhood Associations**

**Tavern Owners**

**State Officials**

**City Officials**

# Research Methods

- **Background**
- **Individual Interviews (22)**
- **Participant Observer**

# Background

- **Task force report/ 12 Rec.**
- **11 years of minutes**
- **20 articles**
- **2 TV spots**
- **Environmental Scan**

# Interviews

**Guiding Questions- open**

**Transcribed verbatim**

**Began with Leaders (4)**

**Contact List (11)**

**Open Invite (4)**

**University Admin. (3)**

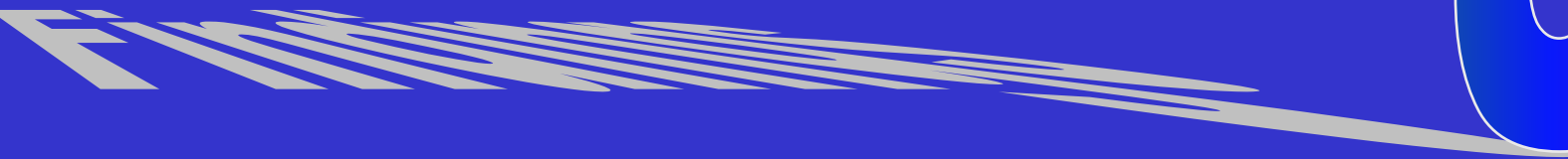
# Participant Observer

- **CCP Meetings**
- **University and College**
- **Surrounding Community Sites**

# Public Observations

1. Taverns (8)
2. Shopping Malls (4)
3. Public parks (2)
4. University football field
5. University athletic track
6. Convenience stores (10)
7. Grocery stores (5)
8. Book Stores (3)
9. Audio/Music Stores (4)
10. Bagel shops (4)
11. Sandwich shops (4)
12. Liquor Stores (9)

# Findings



**STRUCTURATION  
THEORY**

**4 Guiding Questions**

**7**

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**How was the partnership formed?  
How has it evolved?  
How has success been measured?  
How has it sustained?**

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**25 Factors**

# Question One

**What structures and practices assisted in the formation of the CCP?**

# 3 Essential Factors in Formation

- 1) **Support from the Mayor and President of the University.**
- 2) **Broad-based participation from a number of constituencies.**
- 3) **Consensus-building & decision-making, working toward specific strategies.**

# 12 Recommendations

1. Permanent Committee
2. Enforce Codes and Laws
3. Self-regulation of Greeks
4. Mediation Services
5. Certificate of Occupancy Landlords
6. Clear expectations to students
7. On-campus Greek Housing
8. Utilize student media
9. Visual messages about expectations.
10. Formalize Rel. with City Police Dept.
11. Judicial Accountability Off-Campus
12. Social Facilities

# Question Two

**How has the partnership evolved over time?**

- **Membership**
- **Less Conflict, More Collaboration**
- **Addition of Guest Speakers**
- **Institutionalization of Actions Annually**
- **Fewer Issues to Address**
- **Increased Participation by Tavern Owners**
- **Increased Participation by Area Colleges**
- **Presentations to Other Communities**
- **Decreased Student Involvement**

# Question Three

**How has success been measured?**

- **Broad-based Membership**
- **Clear Measurable Goals  
(12 Rec., Fall 9, Spring 6)**
- **Decrease in Complaints**

# Question Four

**What factors contributed  
to the  
sustainability  
of the partnership?**

# 7 Themes

1. Clear and consistent meeting times.
2. Strong, consistent leadership committed to the goals of the group.
3. Members recognized an on-going commitment by the University to work toward the goals of the committee.
4. Broad-based involvement.
5. Open membership.
6. Meeting environment.
7. Delivering clear & consistent expectations to students on an on-going basis.

# Validity

- **Internal- triangulate sources**
  - Minutes
  - Observations
  - Interviews- alpha + thematic search
- **Member Checks**
- **Identification of key informants**

# Thematic Analysis

Theme One	Consistent Meetings	14
Theme Two	Consistent Leadership	61
Theme Three	On-going Commitment by the University	38
Theme Four	Broad-Based Involvement	55
Theme Five	Open Membership	16
Theme Six	Meeting Environment	51
Theme Seven	Clear Consistent Expectations and Follow-up	24

<b>Alcohol</b>	<b>58</b>	<b>Garbage</b>	<b>20</b>
<b>Agreement</b>	<b>26</b>	<b>Laws</b>	<b>100</b>
<b>Arrests</b>	<b>15</b>	<b>Neighborhood</b>	<b>205</b>
<b>Bars or Tavern</b>	<b>210</b>	<b>Owners</b>	<b>116</b>
<b>Coalitions</b>	<b>64</b>	<b>Parking</b>	<b>21</b>
<b>Community</b>	<b>161</b>	<b>Porches</b>	<b>14</b>
<b>Complaints</b>	<b>36</b>	<b>President</b>	<b>73</b>
<b>Cops/Police/Officers</b>	<b>254</b>	<b>Mayor</b>	<b>26</b>
<b>Crime</b>	<b>43</b>	<b>Schools</b>	<b>56</b>
<b>Drinking</b>	<b>78</b>	<b>Siege</b>	<b>11</b>
<b>Enforcement</b>	<b>41</b>	<b>Students</b>	<b>428</b>
<b>Firefighters</b>	<b>34</b>	<b>Success</b>	<b>36</b>
<b>Fraternity</b>	<b>26</b>	<b>University</b>	<b>158</b>

# 25 Factors to Sustain a Successful Partnership

1. Consistent Meetings.
2. Consistent Leadership.
3. Committed Leadership.
4. Trust among members.
5. Clear expectations to students.
6. Enforce laws and ordinances.
7. Broad-based participation.
8. Consensus building decision-making.
9. Univ. commits resources.
10. City police commits resources.

- 11. Quick response and follow-up.**
- 12. Minutes transcribed and distributed.**
- 13. Goals accessible to all members.**
- 14. Re-visit 12-rec. at every meeting.**
- 15. Open membership.**
- 16. Open communication.**
- 17. Efficient meetings.**
- 18. Clear measurable goals.**
- 19. Broad mission.**
- 20. Tavern Owner participation.**
- 21. Univ. listens.**
- 22. State Liquor Authority.**
- 23. Value Opinions.**
- 24. Neighbor involvement.**
- 25. Open communication between City Police & Univ.**

**The partnership is a  
community-campus  
partnership.**

**The Tenth Principle**

The text 'The Tenth Principle' is rendered in a bold, sans-serif font. Each letter is filled with a different color from a rainbow spectrum, starting with pink for 'T', followed by red, orange, yellow, green, blue, and purple. The letters have a slight 3D effect, with white outlines and shadows cast onto the blue background below them.

# Members of the CCP view the CCP as a community committee, not a University committee.

- They include the CCP in a list of other community committees they are a part of.
- The issues are seen as community issues.
- Members view membership as part of their commitment to community service.

# Leadership within the community supports the CCP .

- Human resources are allocated to participate in the CCP, and to work towards the goals of the CCP.
- Leaders guide community members to this forum to raise and address issues.
- Leaders include CCP leadership in community decision-making when possible.
- Decisions are made to support the goals of the group.

# **Community leaders are viewed as leaders of the CCP.**

- Formal community leaders serve as leaders of the CCP.**
- Informal community leaders serves as leaders of the CCP.**

# **Meetings are held in the community.**

- **The meetings are physically held in the community at an accessible space for members.**

# **The University is committed to educating its students to be good neighbors.**

- **The University takes concrete steps to educate off-campus students about being a good neighbor.**
- **The University clearly communicates expectations about being a positive asset to the community.**
- **The University works with on and off-campus students to educate them on being responsible neighbors.**

Guiding ?	What is Observed	Structuration Theory	10 Principles	7 Emerging Themes
<b>How was the CCP formed?</b>	Mayor and Pres. Appointed a Task Force. 12 Rec. On-going CCP.	<b>Structure.</b> Same day, time, location. Rob’s flyers, open forum, minutes.	<b>P1</b> 12 rec. 13 point plan <b>P6</b> Clear roles, & norms. <b>P4</b> Power shared.	<b>T1-</b> Consistent Meetings <b>T2-</b> Consistent Leadership <b>T3-</b> Commitment by Univ. <b>T6-</b> Meeting Environment <b>T7-</b> Expectations/Followup
<b>How has it evolved over time?</b>	Membership, Speakers Collaboration, Annual Actions, Fewer Issues, Tavern Owners, Colleges, Stud. Presentations	<b>Structure.</b> Record meetings, subcomm reports speakers. Agenda, open forum. tavern owners meet.	<b>P9</b> 25 Factors. <b>P6</b> Orientation expectations, door to door visits. <b>P4</b> Power distributed among Univ. and Community.	<b>T1-</b> Consistent Meetings <b>T2-</b> Consistent Leadership <b>T3-</b> Commitment by Univ. <b>T4-</b> Broad-based Involve. <b>T5-</b> Open Membership <b>T6-</b> Meeting Environment <b>T7-</b> Expectations/Followup
<b>How has success been measured?</b>	Broad-based involvement, less complaints, less problems	<b>Structure.</b> 12 rec time, location of meetings. Univ. Dir. off-campus, College position, Police Beat Cop. <b>Agency.</b> Flyers, Reports, External presentations	<b>P2</b> + on-going rel. between partners. <b>P3</b> CCP identifies + & - annually. <b>P5</b> Email, mail, phone, sometimes daily. <b>P7</b> Annual review, review of plan, and 12 rec. <b>P8</b> Credit to all members.	<b>T1-</b> Consistent Meetings <b>T2-</b> Consistent Leadership <b>T3-</b> Commitment by Univ. <b>T4-</b> Broad-based Involve. <b>T5-</b> Open Membership <b>T6-</b> Meeting Environment <b>T7-</b> Expectations/Followup
<b>What factors sustain the CCP?</b>	Twenty-five factors.	<b>Structure.</b> 25 factors. Personnel Commitments.	<b>P1</b> Outcomes measured. <b>P3</b> +broad-based, -fewer std. <b>P8</b> Many acknowledged	<b>T1, T2, T3, T4, T 5 T6, T7</b>

# Implications for Further Research

- **The “10<sup>th</sup>” Principle**
- **Structuration Theory**
- **9 Principles of Good Practice**
- **25 Factors**

**It isn't an us and them  
anymore, it's now  
we've got a problem,  
let's just work together  
to beat it.**

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