

Walking the Talk: Achieving the Promise of Authentic Partnerships

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What is Partnership?

1. the state of being a partner: participation
2. A) a legal relation existing between two or more persons contractually as joint principals associated in a business B) the persons joined together in a partnership
3. a relationship resembling a legal partnership and usually involving close cooperation between parties having specified and joint rights and responsibilities

What is Partnership?

- **Creating Equal Partners:** The need to shift power and the necessity to listen to one another and to respect different perspectives
- **Defining Community:** It is important not to consider the community as the "subject" of research
- **University:** Must be willing to participate in building the communities' capacity for understanding and benefiting from research. It must also have the ability to change its rules, attitudes and beliefs.
- **Funding:** Commitment to a community-partnered research model includes a commitment by the funding source to maintain close contact throughout the length of the project

How is this done?

Circle of Influence Model for Collaborative Research © 2002



Source: This model was developed by
L. Jones, M.A., D.S. Martins, M.D., Y. Pardo, R. Baker & K. C. Norris, M.D.

What are the ingredients needed for engagement?



To do this work, personalities are important:

- Honest
- Open
- Positive
- Flexible
- Facilitatory
- Dedicated
- Patience
- Accepting
- Respectful
- Non-Arrogant

What it means to be...

- Authentic

Short-term goals

Brief

Shoot from the hip

Staff

Agency-Driven

Operation

- Non-Authentic

Long-term goals

Depth

Evidence-Based

Relationship Builder

Community-

Ownership Policy

Challenges Associated with Academic Partnering

The academic calendar:

- Usually 8 months, (September-June) with several breaks within that 8-month period
- Students may only be available for a single semester or quarter
- Faculty members also plan their work around academic calendar
- Challenging, but not impossible: the key to getting the most out of your collaboration is know the academic schedule and plan ahead

Financial Cost

- Time and materials to exchange knowledge, supervise, and evaluate the partnership or participate in research
- Time spent in planning and coordinating partnership activities
- Material costs-for example, space and resources dedicated to partnership activities



Challenges Associated with Academic Partnering: Power Differentials

Campus Partner usually has:

- More resources
- More personnel
- More *perceived* power

Sources of Conflict:

- Control over the allocation of resources
- Leadership
- No MOU

Communities and Universities have Different Values and Priorities

Community

- Specific mission with matching priorities
- Make sure potential campus partners understand your mission, goals, and expectations, such as site location, and population served

University

- Multiple missions and priorities
- May be some overlap with community's missions and priorities, but less attention is paid to them

Communities and Universities have Different Languages:

- Academia often uses confusing “jargon”
- This can lead to misunderstandings and marginalization of one partner or their staff and constituents
- Careful planning is the key



- Share documentation, such as a website or annual report
- Avoid jargon or make sure it's explicitly explained

Faculty Incentives

- Faculty members are evaluated on teaching, research, and service
- Difficult for faculty to show that community work is relevant to their evaluation
- Some institutions are re-writing the guidelines for faculty promotion to include high quality community work
- It may be worth asking faculty members about their evaluation process.
- Understanding faculty evaluation can give CBO's insight into the actions and decisions of faculty members.

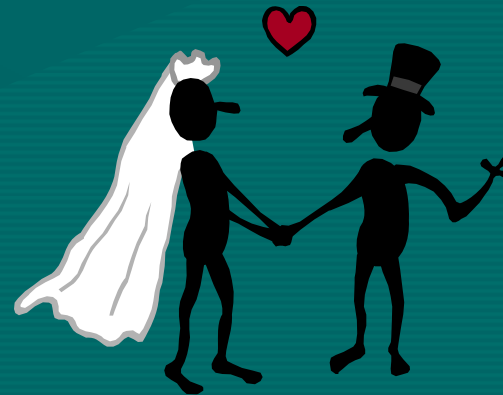
Community Incentives differ from faculty incentives

Non-tangible:

- Community-defined power
- Capacity building
- Tearing down barriers that exist between community members, academia, and researchers

Tangible:

- Knowledge transfer
- Infrastructure building
- Stipends
- Partnership with others



Words to Remember:

- Improvisation
- Resiliency
- Connectedness to others
- Spirituality
- Emotional Vitality
- Gallows Humor
- Healthy Suspicion of the Message *and* the Messenger

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