

## SETTING PRIORITIES FOR THE PARTNERSHIP

- Identification of community strengths and problems (“stressors and protective factors”)
- Priorities/current programs of partner organizations?
- Identifying common themes of interest/concern across the partnership
- Establishing levels of affiliation and participation in projects
- Refining the “problems” list: initial long list, short list and final selected priorities

## WEATHERING THE CHANGE PROCESS

- Using internal evaluation processes to assess status of membership composition
- Working with the evolution of the membership to create a stronger partnership
- Developing criteria for new members that address gaps and build on strengths
- Anticipate changes in dynamics (“shared history” of older members vs. perspectives of “newcomers”)

## **Handout for Activity 1:**

### **What does sustainability mean to your partnership?**

- Does it mean a continuing relationship and discussion among CBPR partners and organizations?
- Does it mean continuing a program or intervention from a CBPR partnership or project?
- Does it mean changes in a policy or system that addresses a root cause of the issue examined by a CBPR partnership or project?
- Does it mean an increase in community capacity to conduct their own research?
- Does it mean the sustaining of outcomes achieved by a CBPR project or intervention?
- Does it mean sustained funding over a specified period?

### **How will you know if your partnership has been successful? Determining Potential Criteria for Deciding Which Efforts to Continue**

- When (if ever) is it OK to stop?
- How will you know whether it is time to dissolve or to continue the partnership?
- What are the benefits and drawbacks of ending the partnership?
- Are there any resources available to fill the gaps and strengthen the weaknesses in the partnership?
- What are partners willing to sacrifice in order to maintain the partnership? What are partners not willing to sacrifice in order to maintain the partnership?
- What is keeping you from ending the partnership?

**Handout for Weathering Change Case Study #1:**

**Reaction and Prioritization Scenario**

You are the chair of a community and academic partnership (CAP) in a major city. After five years of building a shared vision, establishing the structure, and managing a stream of steady national funding to engage in health promotion and disease prevention activities for your identified community, you have been informed that your CBPR partnership funding has been cut. You, the researchers, and the partnership members had anticipated a reduction in funds, but were not prepared for a full cut. Six months from now, the CAP will not have financial support.

You will have your monthly CAP meeting next week: given your precarious funding status, what are your immediate priorities? During the time you have for this activity, fill in the boxes below with 1-3 short term and 1-3 long term goals for each concern. This exercise will help you figure out what to do at the next meeting—first, to establish short term goals, and second, to establish the groundwork for goals over the long term.

<b>Concerns</b>	<b>Short term/Meeting Goals</b>	<b>Long Term/Next 6 months</b>
<b>future funding</b>		
<b>morale/ membership</b>		
<b>current and future projects</b>		
<b>setting/ place of meetings</b>		
<b>community relations</b>		

**Handout for Weathering Change Case Study #1:**

**Examples of Short and Long-Term Goals**

<b>Concerns</b>	<b>Short term/Meeting Goals</b>	<b>Long Term/Next 6 months</b>
<b>future funding</b>	<ul style="list-style-type: none"> <li>▪ convene a sub-committee</li> <li>▪ meet with PI (or fiscal conduit) to ensure staff support</li> </ul>	<ul style="list-style-type: none"> <li>▪ advocate with current funder for more \$</li> <li>▪ start searches for smaller, doable initiatives that build on current projects</li> </ul>
<b>morale/ membership</b>	<ul style="list-style-type: none"> <li>▪ address morale up front</li> <li>▪ encourage attendance</li> <li>▪ organize members to advocate for more funding</li> </ul>	<ul style="list-style-type: none"> <li>▪ revisit structure of CAP (mission/bylaws/membership)</li> <li>▪ revisit identity and community presence</li> </ul>
<b>current and future projects</b>	<ul style="list-style-type: none"> <li>▪ secure staff support</li> <li>▪ assess/inventory</li> <li>▪ secure board commitment to projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ prioritize what is doable/desirable (consider project packageability for a possible "end" product)</li> </ul>
<b>setting/ place of meetings</b>	<ul style="list-style-type: none"> <li>▪ create commitment on part of host</li> </ul>	<ul style="list-style-type: none"> <li>▪ continue to create commitment on part of host</li> </ul>
<b>community relations</b>	<ul style="list-style-type: none"> <li>▪ Share statement/announcement via community meetings and academic networks</li> </ul>	<ul style="list-style-type: none"> <li>▪ Presentation of news; inform public of current status</li> </ul>

## **Weathering Change Case Study #2:**

### **Temporary Funding Scenario**

You are the chair of a community and academic partnership (CAP) in a major city. After five years of building a shared vision, establishing the structure, and managing a stream of steady national funding, the partnership approached the end of a funding cycle with little prospect of maintaining a relationship with the funder. Since the news about the cessation of funding, board members have questioned why funding for the partnership was not renewed and why the success of their CBPR approach appeared to be unrewarded. Further investigation into future initiatives of the funder did not seek innovative partnerships to improve health disparities, nor did they encourage a social justice approach.

The board became proactive in voicing their discontent with the future initiative of the funder. They challenged the funder's mission and focal audience at a CAP meeting during a funder site visit, which occurred *after the announcement of no funding*. CAP members also initiated a letter writing campaign to the funder's central office.

#### **Questions for discussion:**

1. What might the CAP Chair do address the fiscal relationship with the funder?
2. What can the CAP Chair do to maintain operation of the CAP, possibly with little or no financial backing?
3. What might the CAP Chair suggest to obtain further funding?

### **Weathering Change Case Study #3:**

#### **Sustaining a Community and Academic Partnership with NO FUNDING Scenario**

You are the chair of a community and academic partnership (CAP) in a major city. After five years of building a shared vision, establishing the structure, and managing a stream of steady national funding, the partnership has completely dissolved.

The partnership is at a turning point. You have already led the partnership unsuccessfully in lobbying for additional support from the federal funder and have weathered through a short period of time with temporary funding. There is no funding to support core activities and you no longer have a community liaison or protected time of investigators and project managers to support the partnership's research activities. A decision on whether or not to continue to exist needs to be made.

You will have your monthly CAP meeting next week: how do you present the question to continue existing or not to the CAP? How do you propose what the next action step should be for the CAP? How do you enroll/engage members in that next action step(s)?

Within your group, discuss and fill in some examples of the vision and strategy for each of the areas of concern listed.

<b>Areas of Concern</b>	<b>Vision</b>	<b>Strategy</b>
<b>Identity</b>		
<b>Mission, bylaws, principles</b>		
<b>Function of CAP</b>		

**Handout for Weathering Change Case Study #3:**

**Examples of Visions and Strategies**

Areas of Concern	Vision	Strategy
<b>Identity</b>	Sustain morale; encourage active participation by revisiting Mission/Bylaws/Principles	Enhance and diversify membership; publicize community relations; establish new identity/disseminate new name and purpose to collaborators
<b>Mission, bylaws, principles</b>	Sustain community relations and dissemination	Establish adhoc committee to redefine purpose and structure
<b>Function of CAP</b>	Identify different levels of Involvement with partners to serve as <ul style="list-style-type: none"> <li>▪ Advisors</li> <li>▪ Partners</li> <li>▪ Conduit/Resources</li> </ul>	Intervention work group and subcommittee formation for current and future projects

## Criteria for Membership on the Detroit URC Board

1. Health, social services, and/or community development-oriented mission; with a prior, positive working relationship with current URC partners
2. Embedded in (through service provision), well respected by, and/or involve staff from the communities in which they work
3. History of working on URC-affiliated projects and/or activities that emphasize prevention, family and community health issues, and/or enhancing community capacity building
4. Interested in and willing to work within the URC's overall priorities
5. Willing to adapt and adhere to the URC's operating norms and "Community-Based Participatory Research Principles"
6. Willing and have the capability to assign a representative and an alternate to be a member of the URC Board with authority to make decisions or with easy access to their org's leadership
7. Willing to actively participate at the monthly URC Board meetings and on steering committees for specific URC-affiliated projects and at conferences, workshops and meetings
8. Willing and have the capability to facilitate ongoing, two-way communication between the partner organization and the URC Board
9. Geographic considerations: Serving Eastside Detroit only? Southwest Detroit only? City-wide? State or National?