

Keys to Engaging in Inclusive Campus-Community Partnerships

Characteristic	Description
Shared visioning and goal setting	<ul style="list-style-type: none"> ➤ University and community partners engage in joint exploration and mutually determined: <ul style="list-style-type: none"> ○ goals and interests (can be different but need to be mutually agreed upon; spirit of cooperation) ○ agendas and processes ○ necessary trainings (e.g. for university members who will work with community organizations or residents) ○ pay schedules ○ accountability - Partners are accountable to each for carrying out joint plans and responsibilities and ensuring quality of the work completed collectively
Power, resources, rewards and risks are shared among all parties.	<ul style="list-style-type: none"> ➤ The power differentials between the university partners and community partners must be acknowledged. Oftentimes while universities and colleges serve as resources to the community, the historical realities suggest that it is more often the case that universities seek something from communities (research sites, internship placements, labor, political support). <ul style="list-style-type: none"> ○ What are the structures and processes for decision making? Are their equal numbers of stakeholder groups if decisions are made by the majority? How is consensus decided? ○ How are resources being distributed/shared? ○ How are partners differentially at risk for any losses? ○ Do all partners equitably stand to benefit from the rewards?
Invest in community infrastructures	<ul style="list-style-type: none"> ➤ University partners should be intentional about investing in and sustaining community infrastructures. <ul style="list-style-type: none"> ○ How can contracts and service use with local and/or minority-owned community businesses be maximized? (e.g. food vendors and catering, printing services, event planning, staff recruitment, etc.)
Parity is achieved by acknowledging and respecting the expertise and experience of each partner	<ul style="list-style-type: none"> ➤ It can be quite frustrating when all partners are not treated as experts and peers, particularly by campus partners. When parity is not demonstrated in the way things are planned and decisions are made it sends a message, that partners are incompetent and have no added value to the decision-making process. ➤ Demonstrate an understanding of communities' strengths and assets, not just their needs. Demonstrate value for interactions with community organizations, leaders and residents, and thus interact in respectful and equitable ways. These perspectives and actions are more likely to lead to successful and beneficial community outcomes
Ensure you use the appropriate language when engaging	<ul style="list-style-type: none"> ➤ The term 'cooperating' initially would mean working together and partnership; however, upon closer analysis, this term may contain pejorative connotations. ➤ For example, "cooperation" suggests that communities must cooperate with the institution's aims. That is, cooperation may suggest a degree of coercion based on the power differentials described earlier. ➤ The word "community" often is intended to include people as members of a group. When the phrase the "university community" is used, it is often used to refer to those who attend or work for the institution, and sometimes also includes

	<p>nearby citizens and residents who participate in college or university events. However, when preceded by an article—the, the phrase “the community” is used as a way to distinguish between groups, between those on campus and those who are off of it; and it thus becomes a way to exclude some from the “university community. Likely, this word choice reflects an unconscious distinction that is made in the English language; nonetheless, the difference between “community” and “the community” convey pejorative connotations similar to those that “collaboration” and “cooperation” induce.</p>
<p>Operational design that supports shared leadership, decision-making, conflict resolution, resource management.</p>	<ul style="list-style-type: none"> ➤ The partnership design must ensure shared control of partnership directions. Intentional and formal construction of the project team and/or an advisory group can ensure that all voices are involved in planning and decision-making and that communication channels remain open. <ul style="list-style-type: none"> ○ Who occupies positions of decision-making power? Conflict resolution? ➤ All the models emphasize the need for intentional processes that ensure all have a voice in planning, problem-solving, and management of the work. Shared control can also help keep the entire partnership alert to the need to bring in new members as work evolves.
<p>Roles and responsibilities are clear and based on each partner’s capacities and resources</p>	<ul style="list-style-type: none"> ➤ Each partner must understand the capacity, resources, and expected contribution of effort for themselves and every other partner. This can create a realistic sense of expectations as well as a map of the different forms of expertise and wisdom each partner will bring to the relationship. ➤ Part of being a good partner is being clear about your own limitations, and respecting the assets and limitations expressed by others. You are working together because each brings unique skills to an endeavor. ➤ All partners must be compensated equitably for their investments. <ul style="list-style-type: none"> ○ If university partners are paid for their time to participate in meetings or activities, community partners should be compensated as well. ➤ Be mindful of extra strains on in-kind community resources, such as; space, utilities, refreshments, printing, etc.
<p>Develop relationships of mutual trust, respect, genuineness and commitment.</p>	<ul style="list-style-type: none"> ➤ True community engagement and partnership happens over time and includes being present even when you don’t need anything from your partner(s). If the partnership is to be sustained, as opposed to being a discrete task, the focus of the project activity and partnership interaction is not merely a set of tasks, but the relationship itself. The core work is to promote ongoing knowledge exchange, shared learning and capacity-building. <ul style="list-style-type: none"> ○ How can university partners be present with and for community partners when the university is not seeking something in exchange? ○ How can the university support the needs of the community (e.g. infrastructure, resources, space utilization, political will, employment opportunities, etc.) ○ How can the viability of the university be tied to the viability of the community?

	<ul style="list-style-type: none"> ➤ Successful partnerships plan intentionally for not just activities, but the form, type, processes and governance of the partnership based on the level, complexity and duration of activity.
<p>Commitment to continuous assessment of the partnership itself, as well as outcomes of shared work.</p> <p>Take time to develop and evolve together as partners</p> <p>Have clear, open and accessible communication</p>	<ul style="list-style-type: none"> ➤ The partners must make a commitment to continuous assessment of the partnership relationships itself, in addition to outcomes. Assessment that involves all partners is the glue that creates trust, generates new lines of work, funding, and keeps shared goals as well as expectations visible to all. <ul style="list-style-type: none"> ○ How will all partners know when the goals of the partnership have been achieved? ○ What are the agreed upon milestones over the duration of the partnership? ○ How do partners have shared agreement regarding access to any data or documents related to the partnership? ➤ The actual core work of the partnership is building the learning relationship that endures beyond individual projects or grants. In this way, we build sustained relationships that respect the needs and interests of all partners, and we use assessment as a constant tool for reflecting on our contributions and benefits – thus building deeper and more authentic reciprocity. ➤ Agree on communication methods and remain transparent throughout the process
<p>Share the credit for accomplishments.</p> <p>Identification of opportunities for early successes for all; shared celebration of progress.</p> <p>Focus on knowledge exchange, shared learning and capacity building.</p>	<ul style="list-style-type: none"> ➤ Effective partnerships identify opportunities for success and evidence of mutual benefit through careful planning of project activities and attention to shared credit. ➤ Successes are used as occasions to celebrate and recognize the collective effort. Success is defined and measured in both institutional and community terms. Benefits are balanced with attention to cost, effort and goals. ➤ Share contextual knowledge across both partners and discuss ways to sustain the partnership that is mutually beneficial for capacity building.