



Community Campus Partnerships, Collective Impact & Poverty Reduction

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Kentucky

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What is Community Campus Engagement?

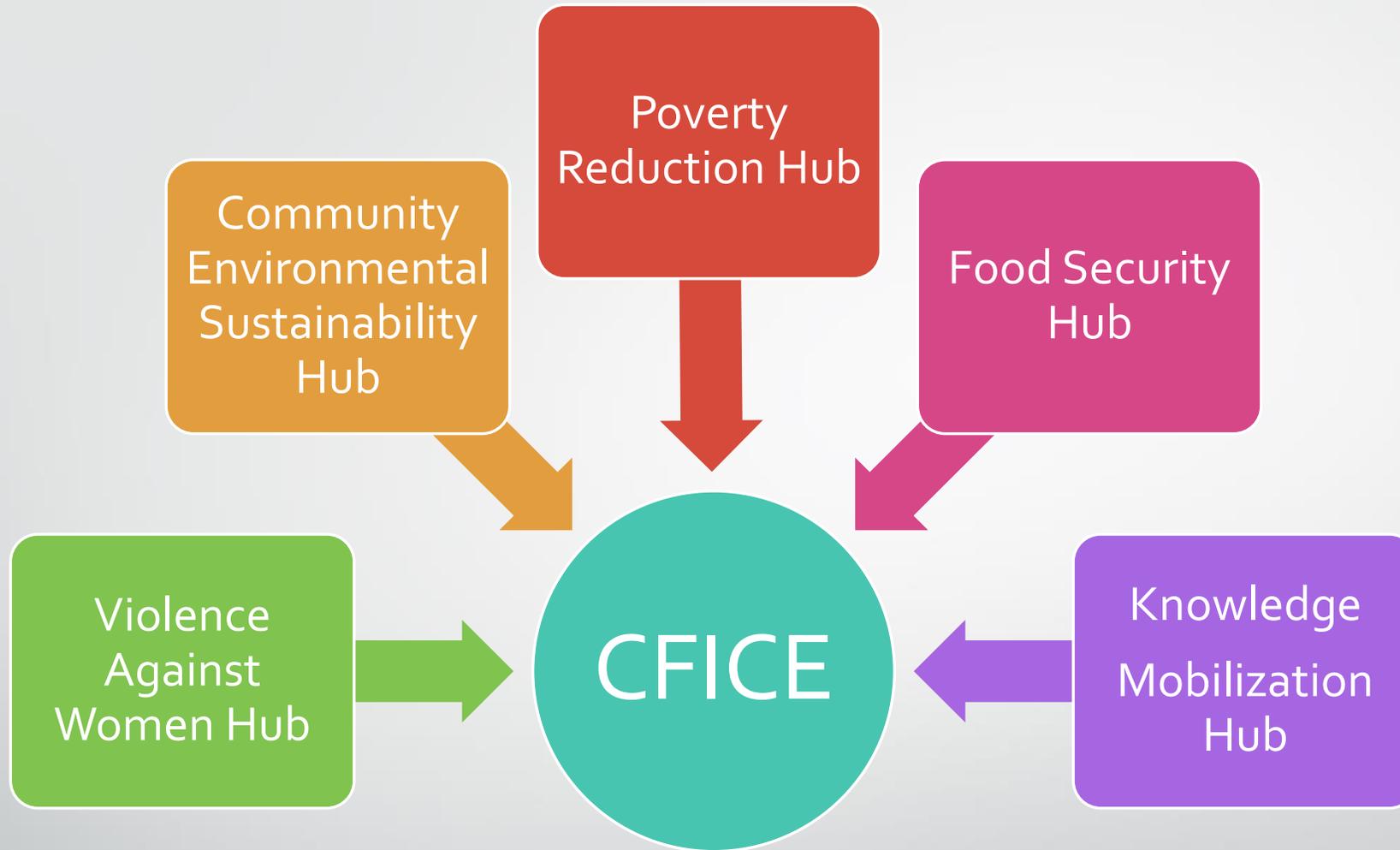
- A partnership between community-based organizations (community leaders and members) and Colleges and Universities (students, faculty, and administrators) that seeks to mobilize the various strengths and resources of each institution for the common good (Bringle & Hatcher, 2002).
- Campuses get the opportunity to contribute their students, academic staff, facilities, research funding, knowledge and skills in fulfilling their civic responsibility,
- While community organizations help define important research questions, provide access to hard-to-reach populations, extended networks, and in-kind contributions (Freeman, 2003).



What is CFICE?

- **Seven year research project**
- **CFICE aims to strengthen Canadian communities through action research on best practice community-campus partnerships.**
- How can community-campus partnerships be designed and implemented to maximize the value created for non-profit, community-based organizations?







CF:ICE Research Question

How can community-campus engagement, including community service learning (CSL) and community-based research (CBR), be designed and implemented in ways that maximize the value created for non-profit community-based organizations?



**Hamilton Roundtable
for Poverty Reduction**

**MAKING
HAMILTON**
the best place
to raise a child.

LAURIER
Inspiring Lives!

University of Windsor
thinking forward

Poverty Reduction Hub Partners

 **Opportunities**
WATERLOO REGION
MOBILIZING SOLUTIONS TO POVERTY

McMaster
University



**PATHWAY TO
POTENTIAL**
Windsor Essex County's
Poverty Reduction Strategy




Vibrant
SAINT JOHN


UNB
Saint John



Saskatoon Poverty
Reduction Partnership

Poverty Reduction Hub Outcomes



Identifying Models Of Community Campus Engagement

- Liz Weaver and I brainstorming
- Annual checking in with partners
- Bringing the models to broader groups in VC
- Lessons learned from models





Collective Impact



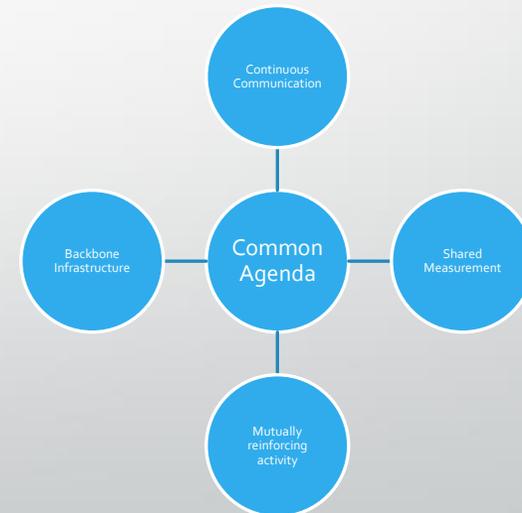
Collective Impact	Vibrant Communities	CFICE: PR Hub	Models of CCE
Common Agenda	Poverty Reduction	Community First-Adopting the Community Agenda	Help communities leverage the resources of the university
Shared Measurement	Community Learning and Change	Theory of Change, Most Significant Change Stories, Developmental Evaluation	Theory of Change, Most Significant Change Stories, Developmental Evaluation
Mutually Reinforcing Activities	Community Asset Building	Demonstration Projects, Face to face meetings	Face to face meetings about models
Continuous Communication	Multi-sectorial Collaboration	Frequent conference calls, Face to face meetings	Frequent conference calls, Face to face meetings
Backbone Infrastructure	Comprehensive Thinking and Action	Vibrant Communities	Vibrant Communities

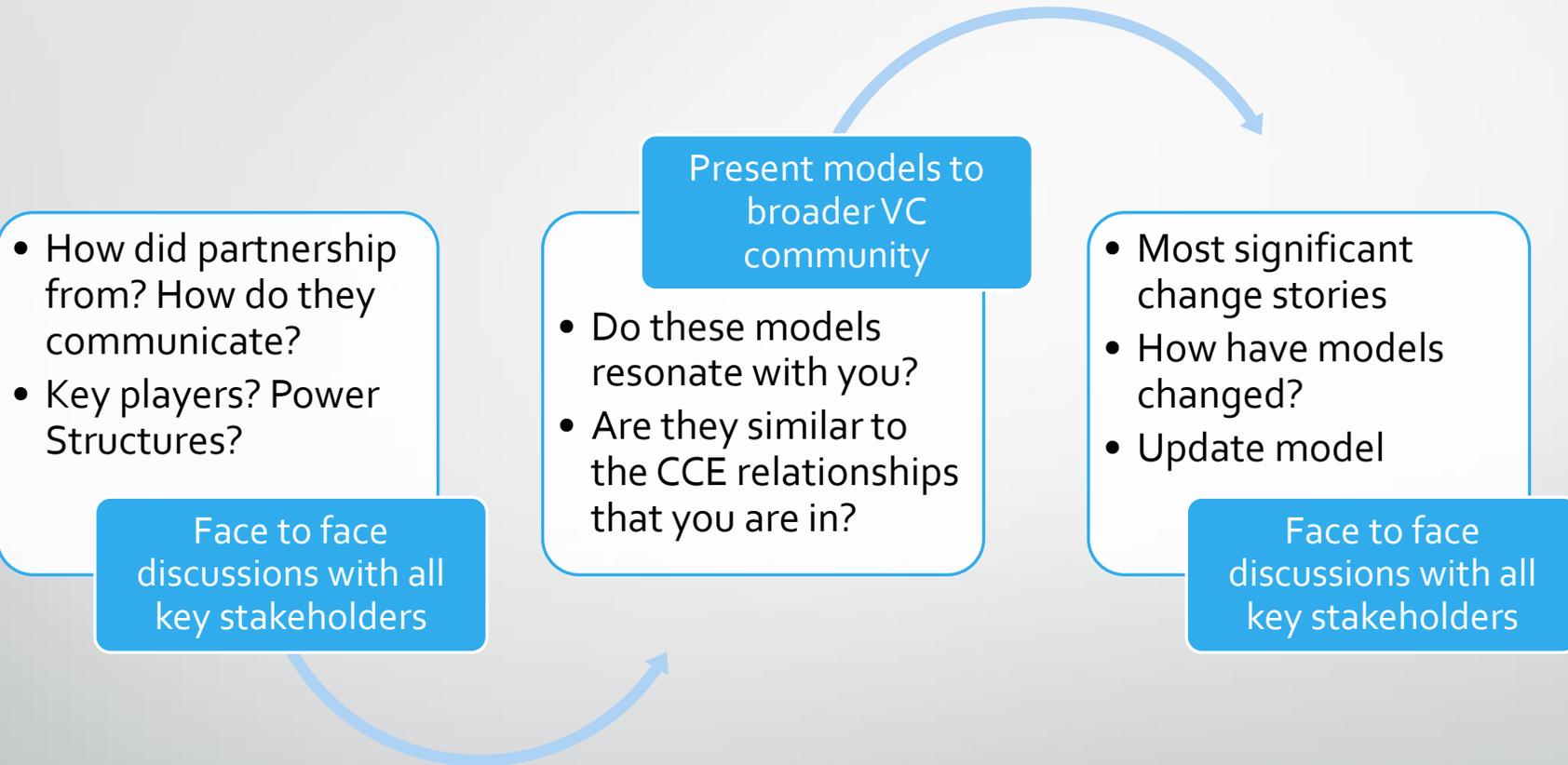
Vibrant Communities & Collective Impact

Vibrant Communities Principles



Collective Impact Principles

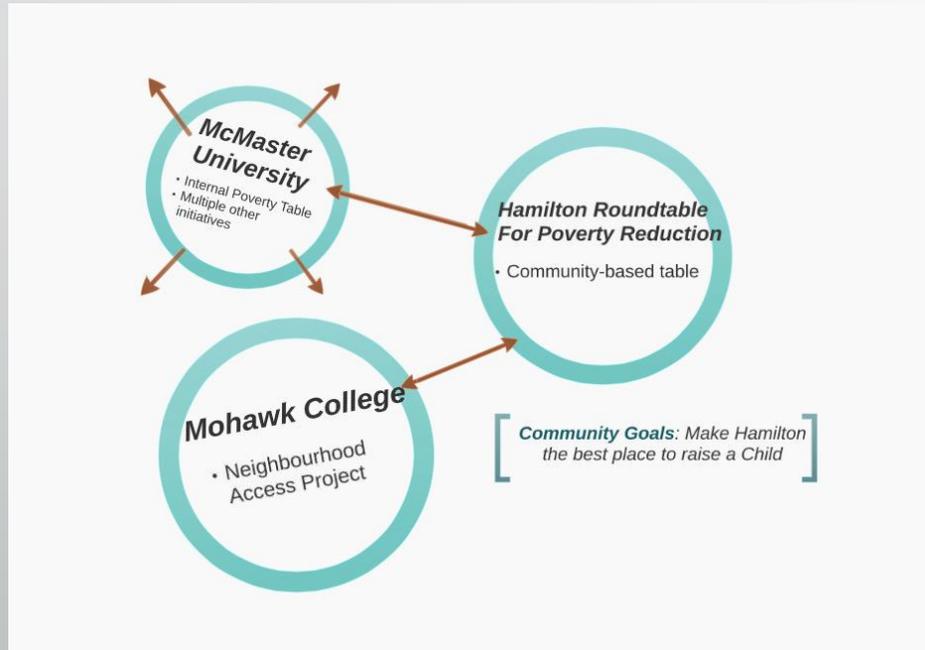




Central Themes in Hub Diagrams

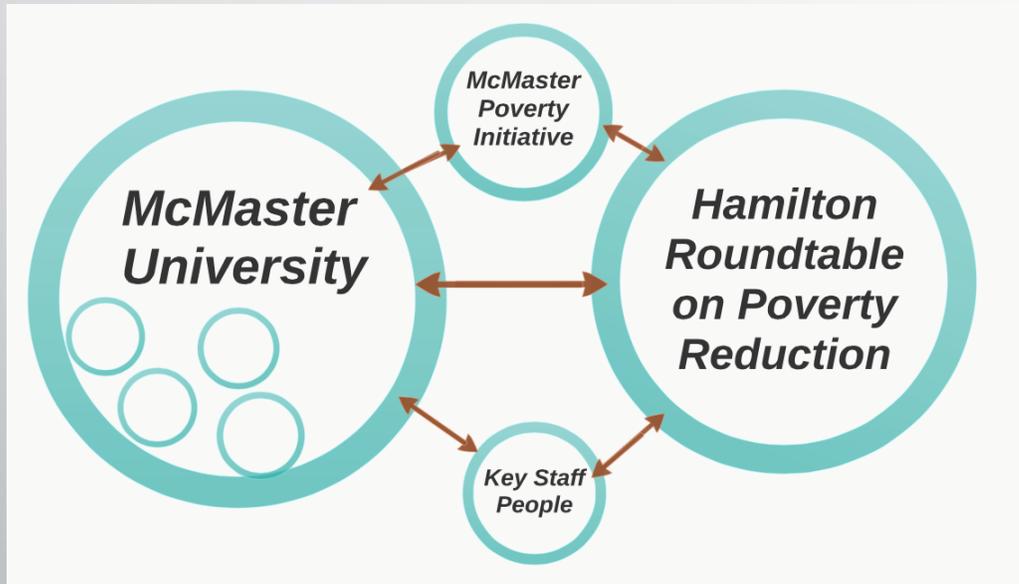
- How, as a community organization, do you gain access to the resources (faculty, student, financial) within the university?
- The arrows in the diagrams depict the pathway taken to initiate the community university partnership. Continuous communication, another aspect of CI, is depicted in the arrows connecting the various stakeholders.
- Who are the key players in the partnership?
- What have the power relations between the community and university partners looked like? The size of the circle designates which of the partners has the most power in the relationship. Power is defined as residing in the partner who takes the lead in decision making rather than looking at power as possession of resources.
- What model facilitates the creating of a common agenda for solving the problem of poverty reduction?

Models of CCE- Hamilton (Year 1)



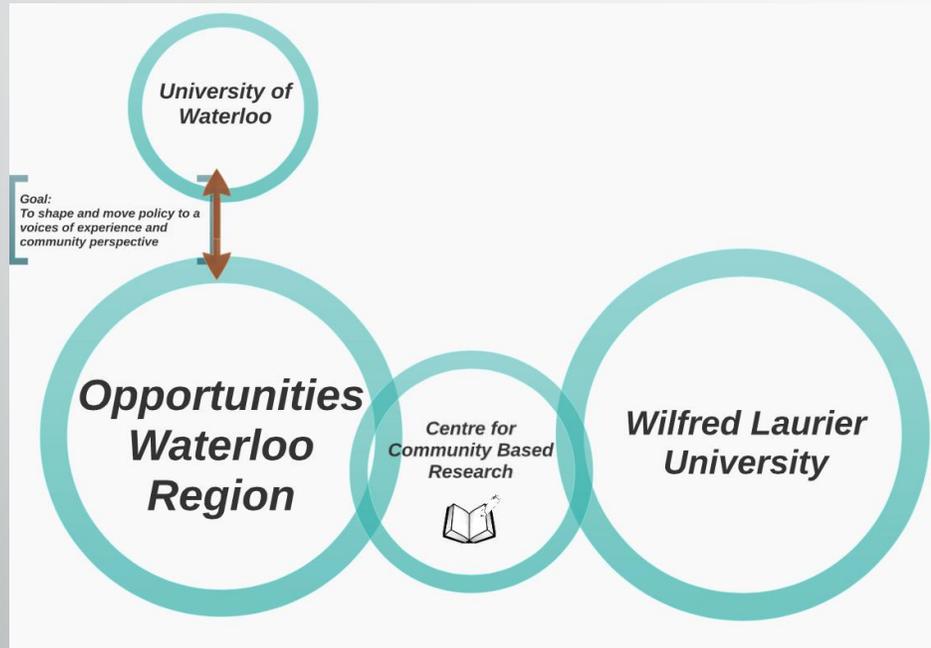
- University with an internal poverty roundtable seeking community partners to further their goal of having an impact on poverty
- The university and community partners agreed to the common vision and strategy of dedicating their resources and research work towards the community partner's vision of making Hamilton the 'best place to raise a child'
- Mohawk College never formed a relationship with the university
- Community organization had more power in the relationship

Models of CCE- Hamilton (Year 2)



- The university became a larger player
- A member on the Hamilton Roundtable for Poverty Reduction found employment with McMaster University as the Community Development Coordinator, effectively creating a formal link between the community and campus
- 2nd year- college withdrew

Waterloo (Year 1)

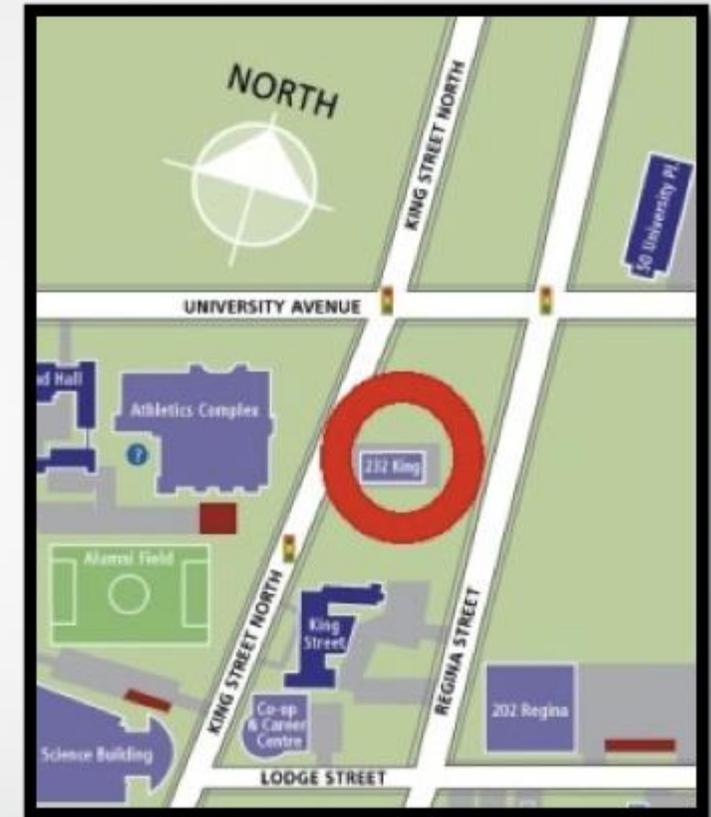
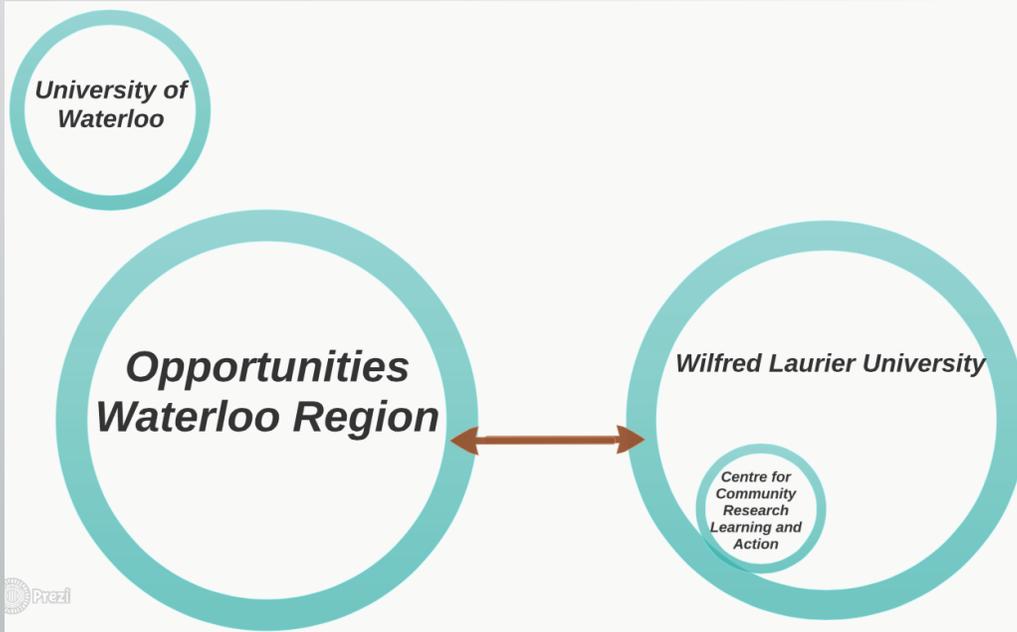


- Usage of a broker organization to establish the connection between community and post-secondary institutions, and the importance of a formal relationship
- Year 1- a faculty member in the University primarily drove the relationship

CCRLA

Forging Partnerships
Igniting Passion
Initiating Change

Waterloo (Year 2)



- Broker became part of Wilfred Laurier University in year 2
- Year 2- the partners took a step back and listened more to the community partner, creating a much more equal relationship between the two

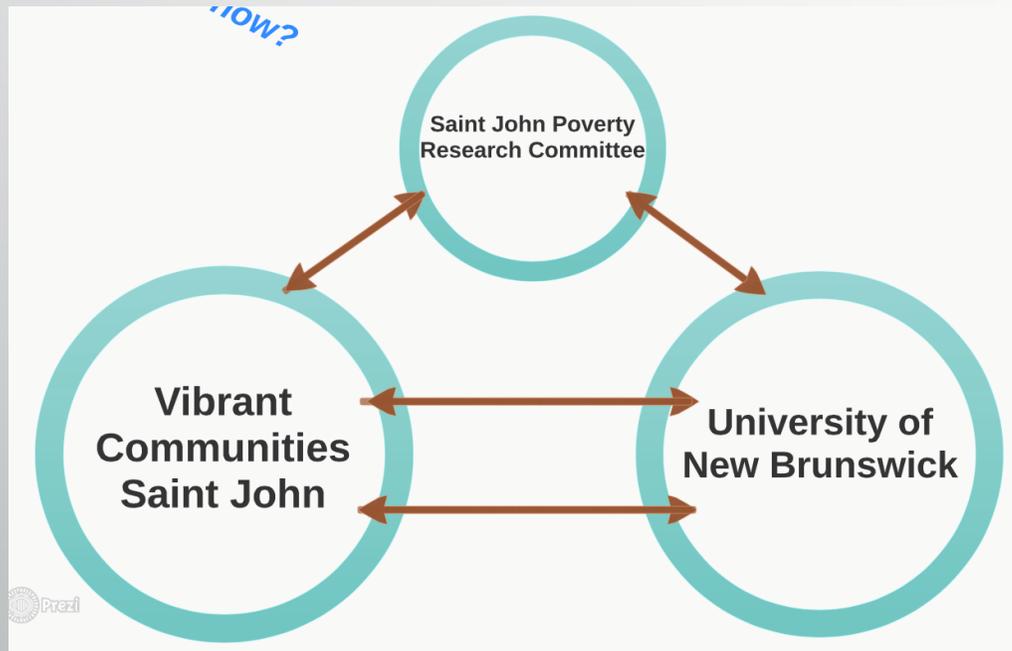
Saint John (Year 1)



- This model exists as part of a long-standing relationship between the community and University; a partnership in which a certain level of trust had been established and a history of mutual benefits already recognized.
- Year 1- the University reached out specifically to Vibrant Communities Saint John, a well-known player in the community, to conduct community-based research.



Saint John (Year 2)



- Year 2- A Committee was formed to bring all of four sectors (government, the public, private, and non-profit) to the table in collaboration, working towards a single shared vision: a cross-collaborative poverty reduction strategy for the city.

Conclusions:

Factors that Support or Impede CI

- Partnering with a strong backbone organization was found to be one of the most important factors in supporting CI.
 - Vibrant Communities had a common agenda, shared measurement (Theory of Change and developmental evaluation), continuous communication and mutually reinforcing activities (annual meetings where the models of CCE were reviewed)
- Personnel changes can necessitate revisiting preliminary stages of the project to ensure a common agenda amongst partners, etc.
 - As the new partners had been part of VC previously, the effect was minimized. This challenge illustrates the importance of succession planning to ensure that there individuals familiar with the project's goals and approach are available to maintaining ongoing community campus partnerships should personnel changes arise.

Conclusions:

Factors that Support or Impede CI

- Creating a common agenda between the academic and community partner often necessitates the faculty member adopt the agenda of the community and engage in research that may not be directly related to their ongoing research agenda.
 - This was facilitated in the Hamilton Model, when one of the community partners was employed by the university.
 - Poverty reduction and community campus engagement were adopted as pillars of the university's strategic plan and incentives were created for faculty to partner with the community.
 - A common agenda, continuous communication and mutually reinforcing activities were facilitated by this individual in their role as coordinator of the McMaster Community Poverty Initiative.
- All of this work is being done on the side of our university and community partners' desks.
 - It takes time to engage in all of the steps of collective impact: creating and maintaining a common agenda, shared measurement, mutually reinforcing activities, and continuous communication.
 - Paying proper attention to these processes can easily fall off the side the desk as a large project such as the CFICE project enters its fourth year.
 - The project's strong backbone organization (VC) has been very important in ensuring that this does not happen. Equally important is a commitment to the project's common agenda- reducing poverty.