

Partnership Data Report

E2
Engage for Equity



A National Study of Community
and Academic Partnerships

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Think Tank of Community and Academic CBPR Practitioners



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Partnership Data Report

Framing the Discussion

This document, the Partnership Data Report, summarizes your team's responses to the surveys you completed on your group processes and desired outcomes. Please review the responses with the understanding that you are the experts on your partnership and community engaged processes. This feedback tool is meant as a resource to generate discussions and ideas. Some ideas may be a good fit for your partnership and environment. Others may not. The purpose of the feedback process is to support collective reflection about your strengths, i.e., what is working well; and practices you may want to sustain or enhance.

We encourage you to use this Report as a goal setting exercise. We provide guiding questions to support you in this process. We also provide guidance on how to interpret the summary data from your team, as well as tips on how to compare it with the national data from other community-academic partnerships.

Telling Your Story

This is your data from the Engage for Equity (E²) survey that asked you for perceptions of your partnership practices and outcomes. Your data is summarized based on the Community Based Participatory Research (CBPR) conceptual model (Page 51) and promising practices that have been shown to be significantly associated with key research outcomes. These practices can contribute to improved health.

Each page contains summaries of aggregate responses for your team. Guiding questions are intended to help your team review where you are currently at and to gauge where you want to be in the short, medium, or long-term.

Your Research Project: Part of a National Study

You are part of the national E² study, which includes 36 pilot and early partnerships, as well as surveys of 179 federally-funded CBPR or community-engaged research projects (from the 2015 NIH RePORTER database), with two years left of funding.

For all projects, Principal Investigators/Program Directors were invited to take a Key Informant Survey (KIS) about the facts of your partnership and research project on the internet. Up to five academic team and community partners were invited to take a different Community Engagement Survey (CES) about your perceptions of partnering. Of the 179 projects, respondents were: 59% intervention studies, 6% descriptive, 12% dissemination, 3% policy, and the rest other. The average project length was 2.7 years, and the partnership 6 years. Populations served were: 57% African-American (n=102); 43% white (n=77), 17% Asian (n=32), 31% American Indian/Alaska Native (n =56); 10% Native Hawaiian/ Pacific Islander (n=19), and 45% Hispanic/Latino (n=81). Many projects served multi-racial-ethnic groups. Others were 5% LGBTQ (n=9), 9.5% persons with disabilities (n=17), and 13% immigrants/refugees (n=24).

What you will find in the Partnership Data Report (PDR)

This PDR is divided into sections based on the domains of the CBPR model: Context, Partnership Processes, Intervention and Research, and Outcomes. It also notes a combined concept of Commitment to Collective Empowerment. Each section has an introductory page with a colored image and explanation of how the practices or outcomes fit together within each domain. The **red** lettering indicates practices or outcomes that we cover in this section. The letters in black are constructs currently not captured by our measures.

We have created a consistent structure so readers may easily use this PDR. Each page within the sections contains:

1. Definition of the *Promising Practice* or *Outcome*
2. How We Measured: Survey questions used to measure the *Practice* or *Outcome*
3. Your Data: A presentation of your own responses, usually on a continuum, from not at all to a great extent
4. Reflection Questions: Where are you now with this practice or outcome? Where would you like to be in the future? What steps can you take to reach your vision?
5. Priority: A question asks whether this is a priority for your partnership to address now or in the future.

Priority Checklist:

At the end of this PDR document (Page 49) is a checklist for you to fill in with your priorities of the practices and outcomes you want to explore further. We hope also to keep learning from each other, and we encourage you through the workshops and website to share your own experiences, practices, and evaluation measures that have worked well for you.

Promising Practices Guide:

An accompanying guide, the **Promising Practices Guide**, provides an analysis of national benchmarks of promising practices from two studies: 1) the Engage for Equity study of 179 projects funded in 2015; and 2) Research for Improved Health (RIH), a previous study of another 200 partnerships, identified from the RePORTER database in 2009.

The analyses of national promising practices come from all 379 partnerships (from both studies); and includes in-depth qualitative quotes from eight case studies. We hope you can use the national data to help you think about your own partnership and the areas you may want to maintain or strengthen. This data has been analyzed with an eye toward which practices are associated with short-term to longer-term outcomes. For more information about the research, see <http://cpr.unm.edu/research-projects/cbpr-project/index.html>

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SUMMARY OF YOUR DATA: PARTNERSHIP PRACTICES

PAGE #



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FINAL APPROVAL - PG 13

Community/Tribal IRB

Community Agency

Community Advisory Board

Local Government / Public Health Agency

Individual / None

CONTROL of RESOURCES - PG 16

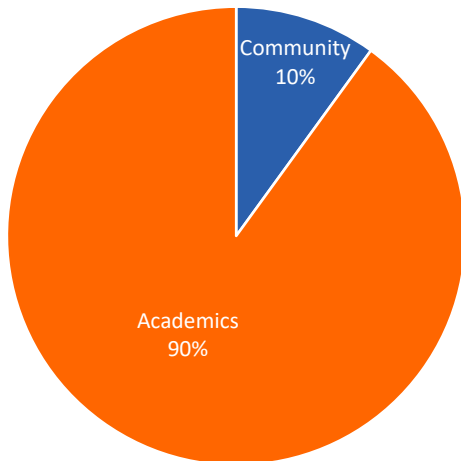
	Mostly Academic	Both	Mostly Community
Control of Resources:		✓	

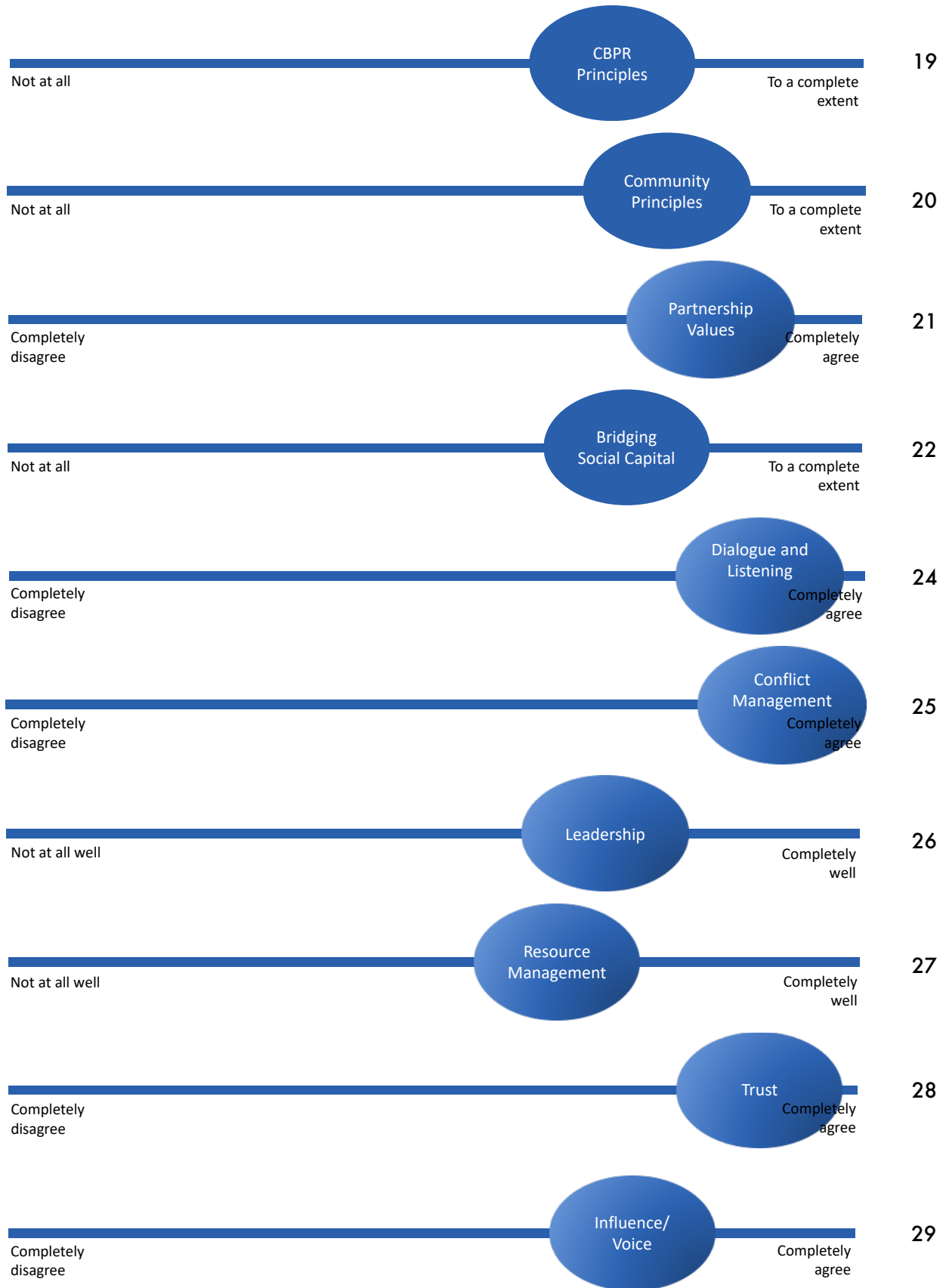
FORMAL AGREEMENT - PG 18

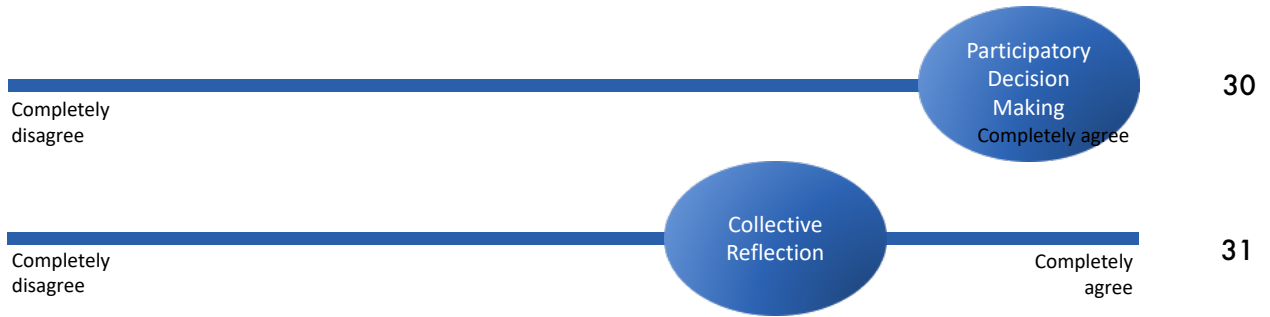
YES / **NO**



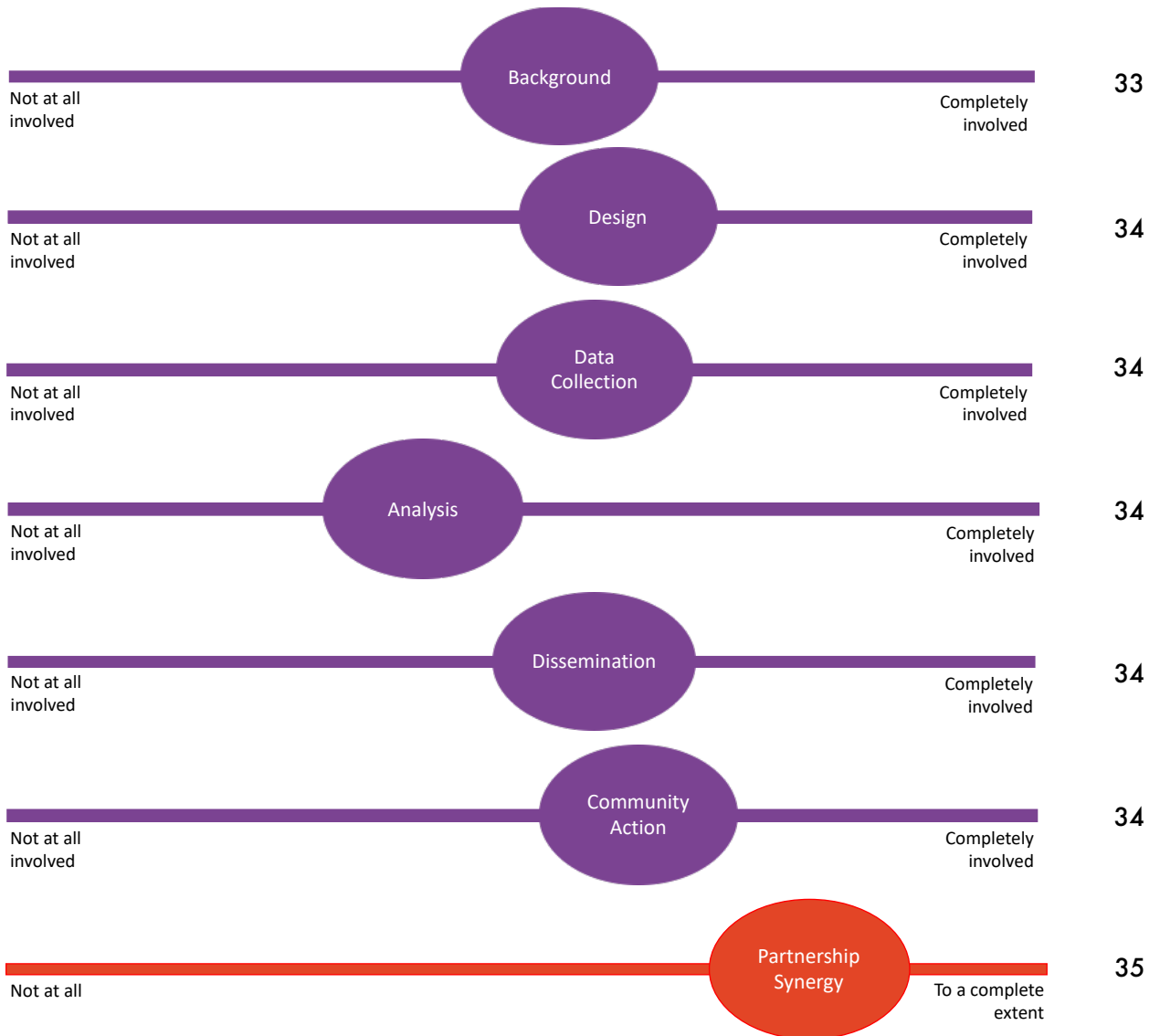
% DOLLARS to COMMUNITY - PG 17







INTERVENTION & RESEARCH DESIGN

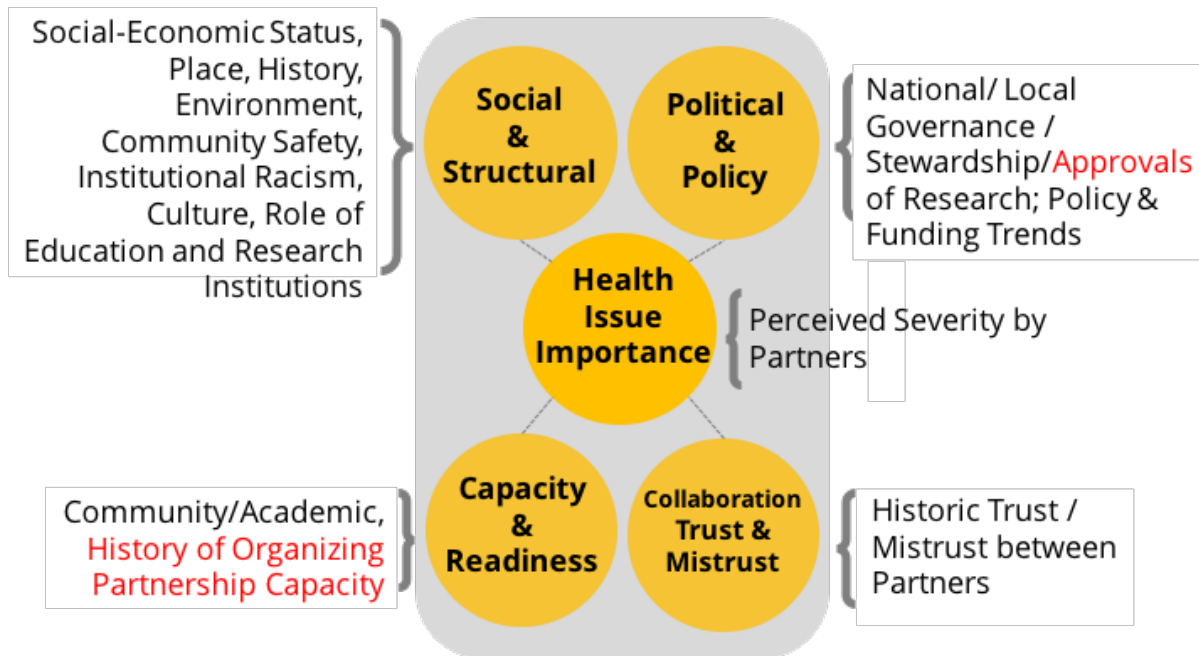


INTERMEDIATE AND LONG-TERM OUTCOMES

Completely disagree	Sustainability	Completely agree	37
Completely disagree	Power in Research	Completely agree	38
Not at all	Agency Capacity	To a complete extent	39
Not at all	Partner Capacity	To a complete extent	40
Not at all	Policy Changes	To a complete extent	41
Not at all	Research Integrated into Community	To a complete extent	42
Not at all	Social Transformation	To a complete extent	43
Not at all	Health	To a complete extent	44

Context

Context provides grounding for collaboration on the priority health issue(s). Contextual factors include *socio-structural and historical conditions, national and local policies, community and academic capacities, and levels of mutual trust*.



In the pages that follow, you will find data about contextual promising practices:

Leveraging History of Community Organizing
Partnership Capacity
Final Approval

Leveraging history of community organizing is when partnerships build from community capacities and histories of advocacy to confront inequitable community conditions. Partnership capacity is when a partnership has foundational resources such as skills and expertise, diverse membership, and connections to relevant stakeholders. Final approval relates to who is making the decision to participate in the research on behalf of the community.

Bringing It Together for Context:

After reviewing the two practices below, consider:

1. What other context issues are important in your own partnership?
2. How do you see the context influencing your engagement and partnering practices?

Context: Leveraging History of Community Organizing

Definition

The partnership has the ability to build from community capacities and histories of advocacy to confront inequitable community conditions.

Survey Questions

We measured leveraging the history of community organizing on a 6-point Likert scale:

1. The community or communities participating in this project have a history of organizing services or events.
2. The community or communities participating in this project have a history of advocating for social or health equity.
3. By working together, people in the community or communities participating in this project have previously influenced decisions that affected their communities.

Your Data



When we combined individual items to form a scale measuring this construct, your partnership felt that you leveraged your community's history of organizing and effort to a **great extent**.

Reflection Questions

1. What kind of organizing or advocacy has your community engaged in?
2. If you have an organizing history, what role has this organizing history played in informing the aims and strategies of your partnership?
3. Are there community leaders that you may want to involve in your partnership?
4. What kind of organizing or advocacy would you like to see in your future?

Is this a priority for your partnership for action? Yes _____ No _____

If so, add this to your checklist at the back of this document.

Context: Partnership Capacity

Definition

Capacity refers to the foundational resources and skills necessary for the partnership to achieve project goals.

Survey Questions

We measured partnership capacity on a 6-point Likert scale with the following question: To what extent does/did this partnered project have what it needs to work effectively toward its aim?

1. Skills and expertise
2. Diverse membership
3. Legitimacy and credibility
4. Ability to bring people together for meeting/activities
5. Connections to political decision-makers, government agencies, other organizations/groups

Your Data



Your partnership thought that your partnered project has to a **very great extent** what it needs to work effectively towards its aims. Your partnership has strong capacities.

Reflection Questions

1. Given the data, how would you assess the level of your partnership capacity now?
2. Partnership capacity includes many factors such as skills, diversity, legitimacy, and connections to stakeholders. What are your strengths or challenges in these areas?
3. If you were to develop strategies to improve upon your capacity, where would you begin?
4. How would you revisit these capacity building strategies to adjust or add others in reflection sessions over time?

Is this a priority for your partnership for action? Yes _____ No _____
If so, add this to your checklist at the back of this document.

Context: Final Approval

Definition

A key component of stewardship and governance, or the extent of community authority over a project; and specifically, who approved participation on behalf of the community.

Survey Questions

We asked: who approved participation in this research project on behalf of the community?
The 5 responses listed here are:

- | | |
|---|-------------------------------------|
| Community/Tribal IRB | <input checked="" type="checkbox"/> |
| Community Agency | <input type="checkbox"/> |
| Community Advisory Board | <input type="checkbox"/> |
| Local Government / Public Health Agency | <input type="checkbox"/> |
| Individual / None | <input type="checkbox"/> |

Your Data

Your partnership indicated that **an IRB** approved research on behalf of the community.

Reflection Questions

1. What role has the community played in governing the research of your project?
2. How do you want to strengthen these practices?
3. If you were to implement more steps toward community control of governance, what steps would you take?

Is this a priority for your partnership for action? Yes _____ No _____

If so, add this to your checklist at the back of this document.

Collective Empowerment

Commitment to Collective Empowerment

Definition

A commitment by partners to collective empowerment combines several **Partnership Processes**, which together produce short-term outputs of research designs and interventions that are culture-centered and appropriate for the community.

Collective empowerment draws from the ideas of Paulo Freire and the empowerment literature with definitions that embrace both social action processes and social justice outcomes. It is often defined as people assuming control or mastery over their lives (Julian Rappaport), or as a social action process where people, organizations and communities reflect and act together to improve their life conditions (Nina Wallerstein). Within CBPR, collective empowerment also recognizes the importance of community knowledge and history as a primary catalyst for change.

The Engage for Equity path analysis combined four Partnership Processes constructs to equal Collective Empowerment. Two of the constructs are within Partnership Structures: 1) shared CBPR principles; and 2) community fit. Two of the constructs are within Relationships: 1) the importance of influence, voice, and power; and 2) collective reflection or partners' ability to incorporate community needs and reflect on power and privilege to improve their collaboration and advocate for change in their communities.

The community fit construct includes the capacity of the partnership to integrate community knowledge and history, which then leads to greater likelihood of creating culture-centeredness interventions and programs within the Intervention and Research domain.

Survey Questions

Through analyzing the Engage for Equity data, we came up with the concept of *Commitment to Collective Empowerment* which is a composite of four sub-scales:

- CBPR Principles
- Community Principles and Fit
- Influence/Voice
- Collective Reflection

Bringing It Together for Collective Empowerment:

After reviewing the different dimensions of collective empowerment, consider reflecting together:

How do CBPR and community principles fit with community voice/influence, and collective reflection in your own processes to create empowering research methods and interventions?

Structural Partnership Processes

Partnership Processes are the promising practices that promote equitable contributions from all stakeholders. This section focuses on one element of these processes: **Partnership Structures**. Partnership structures can be formal, such as *percentage of dollars shared*, *control of resources*, and *signed formal agreements*; or informal, as *shared partnership values* or adopting *CBPR principles*.



In the pages that follow, you will find data of six structural promising practices:

Formal Practices:

- Control of Resources
- Percentage of Dollars Shared with Community
- Formal Agreements

Informal Practices:

- CBPR Principles
- Community Principles and Fit
- Partnership Values/Mission
- Bridging Social Capital

Control of resources and agreements speak to formal structures for equitable partnering. Shared principles and values refer to shared understandings of how to work together. Bridging social capital is the capacity to work across difference but also includes academic team members sharing similar cultural/racial/identity backgrounds to community partners.

Bringing It Together for Structural Practices:

After reviewing each of these practices, consider reflecting on formal and informal structural partnering practices together:

1. In your current practice, do you focus more on informal or formal practices? How would you want to strengthen either set of practices?
2. How might these practices work together to achieve your project outcomes?

Structural: Control of Resources

Definition

The extent of decision-making control among community and academic partners regarding personnel and resources.

Survey Questions

We measured control of resources with the following questions based on these response categories: 1) Mostly community 2) Mostly academic 3) Both.

1. Which partner (academic, community, or both) hires personnel on the project?
2. Who decides how the financial resources are shared?
3. Who decides how the in-kind resources are shared?

Your Data

	<u>Mostly Academic</u>	<u>Both</u>	<u>Mostly Community</u>
Control of Resources:	✓		

Your partnership indicated that **mostly academics** have control of resources in the partnership.

Reflection Questions

1. From your experience, what factors promote resource control as a shared process? What factors may prevent you from doing so?
2. If sharing control of resources is something new to your partnership, how would you implement co-leadership for resource allocation?
3. What steps could you take to implement sharing control of resources in the future?

Is this a priority for your partnership for action? Yes _____ No _____
If so, add this to your checklist at the back of this document.

Structural: Percentage of Dollars Shared with Community

Definition

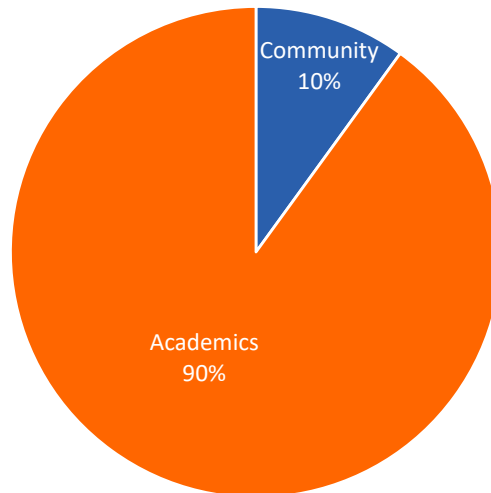
The percentage of project dollars allocated to community partners.

Survey Questions

We measured percent of resources shared with community with the following question:

Think of the overall budget and how project resources are divided among community and academic partners. Please enter the percentage of financial resources shared with community partners.

Your Data



Reflection Questions

1. From your experience, what factors promote sharing of financial resources? What factors may prevent you from doing so?
2. If sharing financial resources is something your partnership does not currently practice, what steps could you take to share resources from research grants?
3. How might sharing resources impact the effectiveness of your partnering practices?
4. What steps could you take to revisit sharing resources in the future?

Is this a priority for your partnership for action? Yes _____ No _____

If so, add this to your checklist at the back of this document.

Structural: Formal Agreements

Definition

Existence or not of formal agreements between academic and community partners.

Survey Question

We measured existence of formal agreements between academic and community partners:

Does your partnership have written formal agreements such as a Memorandum of Agreement/Understanding or Tribal or Agency Resolution?

Your Partnership said: No



Reflection Questions - if YES

1. From your experience, what topics did you include in your formal agreement(s)?
2. Do you have thoughts on any revisions you'd like to make? If so, what steps would help you make these revisions?

Reflection Questions - if NO

1. From your experience, what factors may prevent you from creating formal agreements?
2. Do you believe that formal agreements would benefit your partnership?
3. If so, what steps could you take to create formal agreements for the future?

Is this a priority for your partnership for action? Yes _____ No _____

If so, add this to your checklist at the back of this document.

Structural: CBPR Principles

Definition

This refers to the degree to which academic and community partners agree with principles of engagement in terms of commitment to partners, partnership, and community well-being.

Survey Questions:

We measured CBPR principles with the questions below using a 6-point Likert scale.

1. This project builds on resources and strengths in the community.
2. This project facilitates equitable partnerships in all phases of the research.
3. This project helps all partners involved to grow and learn from one another.
4. This project balances research and social action for the mutual benefit of all partners.
5. This project emphasizes the factors that are important to the community which affect well-being.
6. This project communicates knowledge and findings to all partners and involves all partners in the dissemination process.
7. This project views CBPR or community engaged research as a long-term process and a long-term commitment.

Your Data



When we combine individual items into a scale, your partnership thought commitment to partners, partnership and community well-being aligned to a **very great extent** among partners.

Reflection Questions

1. How would you assess the level of mutual understanding and alignment of core CBPR principles in your partnership now?
2. If you were to develop your own set of mutually-agreed upon CBPR principles, how would you go about doing it?
3. How would you revisit principles to adjust or add others in reflection sessions over time?

Is this a priority for your partnership for action? Yes _____ No _____
If so, add this to your checklist at the back of this document.

Structural: Community Principles and Fit

Definition

Community principles reflect how individual team members feel the research project integrates community culture(s), history and understandings in the research and intervention design and implementation.

Survey Questions

We measured Community Principles with a 6-point Likert scale in response to the following statements:

1. This project is responsive to community histories.
2. This project integrates the words and language of the community.
3. This project connects with the ways things are done in the community.

Your Data



Team members felt the project was able to ensure strong community principles to a **very great extent**.

Reflection Questions

1. What team processes are important in making sure community histories and culture(s) are reflected in the research processes?
2. Are there additional ways of assessing community fit for the community served in this research project?
3. How can your team ensure these processes are maintained and evaluated in the future?
4. How can this information support your team in sustaining these processes in the next phase of the project?

Is this a priority for your partnership for action? Yes _____ No _____
If so, add this to your checklist at the back of this document.

Structural: Partnership Values

Definition

Shared values and understandings of problems, mission, priorities, and strategies.

Survey Questions

We measured partnership core values on a 7-point Likert scale, responding to the following statements:

1. Members of our partnership have a clear and shared understanding of the problems we are trying to address.
2. Members can generally state the mission and goals of our partnership.
3. There is general agreement with respect to the priorities of our partnership.
4. There is general agreement on the strategies our partnership should use in pursuing its priorities.

Your Data



When we combine individual questions to form a scale, your partnership **very strongly agrees** that you share core values.

Reflection Questions

1. Thinking about your partnership, what are your strengths in these areas? What are your challenges?
2. If you were to develop strategies to improve processes for Partnership Core Values, where would you begin? What would be the role of community and academic partners?
3. How would you revisit these strategies to adjust or add others in reflection sessions over time?

Is this a priority for your partnership for action? Yes _____ No _____
If so, add this to your checklist at the back of this document.

Structural: Bridging Social Capital

Definition

Bridging social capital is the capacity to work across difference, but also includes academic team members sharing similar cultural, racial-ethnic, identity backgrounds to community partners.

Survey Questions

We measured bridging social capital on a 6-point Likert scale, responding to the statements:

1. The community partners (such as patients, community members or organizations) have the knowledge, skills, and confidence to interact effectively with academic partners (such as individuals from communities).
2. The academic partners have members who are from a similar background as the community partners.
3. The academic partners have the knowledge, skills, and confidence to interact effectively with the community partners.

Your Data



When we combine individual items into a scale, your partnership thought you bridged across knowledge bases, ethnic and racial identities, and positions of power to a **very great extent**.

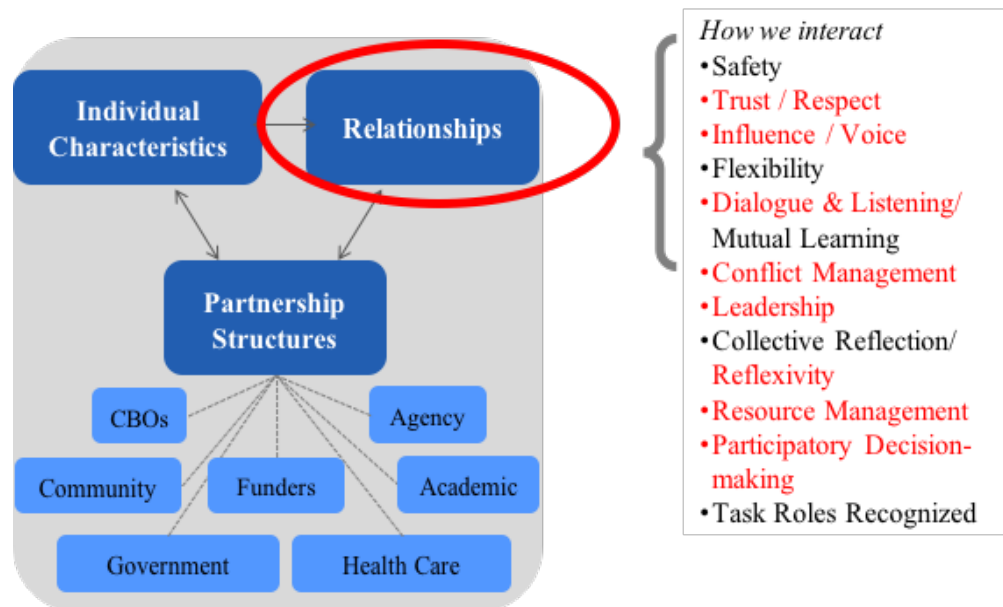
Reflection Questions

1. How do you bridge differences in your interpersonal relationships? For example, how well do academic partners listen to community perspectives?
2. How do you bridge differences through formal processes, i.e., shifting resources to community members or integrating local knowledge in the research process?
3. How well does your university team reflect community member backgrounds and knowledge base?
4. If bridging differences in knowledge, skills, and your lived experience is important to you, how might your team continue or develop action steps to bridge these differences?

Is this a priority for your partnership for action? Yes _____ No _____
If so, add this to your checklist at the back of this document.

Relational Partnership Processes

Partnership Processes are the overall practices that promote equitable contributions from all stakeholders. This next section focuses on seven of the **Relationship Practices** as critical for equitable contribution.



In the pages that follow, you will find data about these relationship promising practices:

- Dialogue and Listening
- Conflict Management/Resolution
- Leadership
- Resource Management
- Trust
- Influence/Voice
- Participatory Decision Making
- Collective Reflection/Reflexivity

Relationships in community engaged research reflect the ways partners cooperate and resolve conflict; the quality of dialogue, listening and participation among partners; the capacity of leadership to facilitate positive relationship processes; the ability to use resources well; trust among partners; people feeling they have influence; and collective reflection, or the capacity to reflect on their practices together.

Bringing It Together for Relationship Practices:

After reviewing each of the practices below, consider reflecting on all relational practices:

1. From your reflections, what patterns emerge when you compare dialogue, conflict management, leadership, and trust?
2. How do you envision these practices working together to achieve your project outcomes?

Relational: Dialogue and Listening

Definition

This relationship practice refers to the degree to which all partners listen and participate in dialogue with each other so that all opinions and knowledge are valued, and community members feel their voices are equally valued in helping the partnership to move forward.

Survey Questions

We measured Dialogue and Listening with a 7-point Likert scale with the following question:

How much do you agree or disagree that this partnership has conversations where:

1. We show positive attitudes towards one another
2. Everyone in our partnership participates in our meetings
3. We listen to each other

Your Data

Completely
disagree

Dialogue and
Listening

Completely
agree

Your team members **very strongly agree** that they felt there was a high level of dialogue and listening among partners.

Reflection Questions

1. Given the data, how would you assess the level and quality of Dialogue and Listening that occur in your partnership now?
2. Thinking about your partnership, what are your strengths in these areas? What are your challenges?
3. If you were to develop strategies to improve processes for Dialogue and Listening, where would you begin?
4. How would you revisit these strategies to adjust or add others in reflection sessions over time?

Is this a priority for your partnership for action? Yes _____ No _____
If so, add this to your checklist at the back of this document.

Relational: Conflict Management/Resolution

Definition

Conflict management refers to the ways community and academic partners interact, negotiate, and manage conflicts, tensions, and frictions that emerge in the partnered research. Conflict management procedures can be both formal and informal.

Survey Questions

We measured conflict management with a 7-point Likert scale with the question:

How much do you agree or disagree that this partnership has conversations where:

1. When conflicts occur, we work together to resolve them.
2. Even when we don't have total agreement, we reach a kind of consensus that we all accept.

Your Data

Completely
disagree

Conflict
Management
Completely
agree

Your partners **completely agree** that your partnership works quite effectively to resolve conflicts in the partnered research.

Reflection Questions

1. From your experience, when conflicts occurred in your partnership, in what ways has the partnership negotiated and managed them? Were they formal or informal processes? Who was involved in conflict management?
2. What were the unintended consequences of conflicts not managed successfully?
3. If needed, what could you do to improve conflict management processes in your partnership? Why would you choose those particular strategies?
4. How would you evaluate your conflict management processes during reflection sessions?

Is this a priority for your partnership for action? Yes _____ No _____
If so, add this to your checklist at the back of this document.

Relational: Leadership

Definition

Leadership, in the context of CBPR, is a fundamental relationship engagement practice that honors knowledge and encourages participation from all partners, and supports development of community leaders as equal partners.

Survey Questions

We measured Leadership with a 6-point Likert scale with the question:
How well does the leadership for the partnership:

1. Encourage active participation of academic and community partners in decision making?
2. Communicate the goals of the project?
3. Foster respect between partners?
4. Help the partners be creative and look at things differently?

Your Data



Your team expressed that the **partnership leadership** functioned **very well** in fostering positive partner relationships.

Reflection Questions

1. How would you describe the leadership in your partnership: academic and community, formal and informal, other?
2. In what ways does the leadership in your partnership engage with team members to foster respect between partners and honor knowledge of all members?
3. How can the leadership ensure that team processes foster and maintain greater partnership synergy in the future?

Is this a priority for your partnership for action? Yes _____ No _____
If so, add this to your checklist at the back of this document.

Relational: Resource Management

Definition

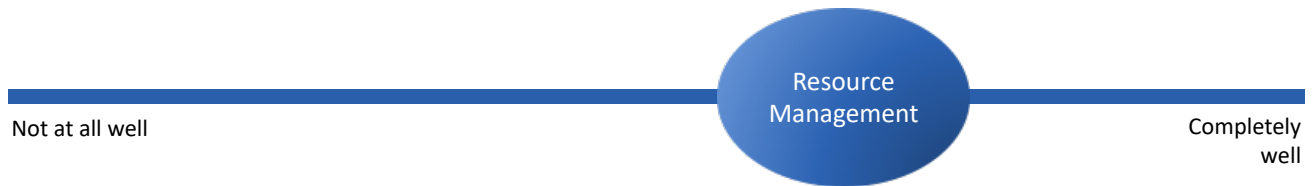
Resource management reflects partners' perceptions of how effective the project is at using the partnership's resources and time.

Survey Questions

We measured how well, on a 6-point Likert scale, your project uses:

1. The partnership's financial resources
2. The partnership's in-kind resources
3. The partners' time.

Your Data



Your team expressed that the partnership manages resources **well**.

Reflection Questions

1. Reflecting on your perceptions of how you manage resources, what do you think facilitates your resource management practices now?
2. What strategies and practices can you adopt to strengthen research management among partners?

Is this a priority for your partnership for action? Yes _____ No _____

If so, add this to your checklist at the back of this document.

Relational: Trust

Definition

Trust is dynamic. It varies and is not just established and kept, rather it can be lost suddenly and requires consistent nurturing. Trust development rests on participation (showing up), effective communication, and commitment to common goals.

Survey Questions

We measured trust with a 7-point Likert scale with this question:

Thinking about the level of trust between your team members, please indicate the extent to which you agree.

1. I trust the decisions others make about issues that are important to our projects.
2. I can rely on the people that I work with on this project.
3. People in this partnership have a lot of confidence in one another.

Your Data



Your partners **very strongly agree** that your partnership has a high level of trust between team members.

Reflection Questions:

1. Reflecting on your level of trust, what strategies or factors facilitate the level (or type) of trust you have now?
2. What level (or type) of trust would you like to achieve as a partnership?
3. What strategies and practices can you adopt to strengthen your trust among partners?

Is this a priority for your partnership for action? Yes _____ No _____
If so, add this to your checklist at the back of this document.

Relational: Influence and Voice

Definition

Influence is the perception of how individual team members feel about their ability to contribute to decisions in the research team context.

Survey Questions

We measured influence by a 7-point Likert scale with responses to the following statements.

1. I have influence over decisions that this partnership makes.
2. My involvement influences the partnership to be more responsive to the community.
3. I am able to influence the work on this project.

Your Data



Team members **very strongly agreed** they felt they were able to make substantial contributions to research team decisions.

Reflection Questions

1. What processes are important to ensure team members, especially community members, feel their suggestions are heard and given equal weight in the research?
2. In your own partnership, do you use relational processes or more formal agreements to support community voice?
3. How can your team ensure these processes are maintained in the future?
4. How can this information support your team in sustaining these processes in the next phase of the project?

Is this a priority for your partnership for action? Yes _____ No _____
If so, add this to your checklist at the back of this document.

Relational: Participatory Decision Making

Definition

Decision making that takes all opinions into account, though there are multiple ways to achieve high levels of participation.

Survey Questions

We measured Participatory Decision Making with a 7-point Likert scale with the following questions:

Thinking about the way decisions in this partnered project are made, how often do you:

1. Feel comfortable with the way decisions are made in this partnership?
2. Support the decisions made by other partners in this partnership?
3. Feel that your opinion is taken into consideration by other partners in this partnership when decisions are made?

Your Data

Completely
disagree

Participatory
Decision
Making
Completely agree

Partners **completely agree** that participatory decision making was used in the partnership.

Reflection Questions

1. Thinking about your partnership, what are your strengths and challenges in this area of participatory decision making?
2. What team processes are important for:
 - a. Ensuring partners feel comfortable with the way decisions are made?
 - b. Building support for decisions made by project team members?
 - c. Taking all team members' opinions into consideration?
3. What are some ways you can build an inclusive decision-making process?

Is this a priority for your partnership for action? Yes _____ No _____
If so, add this to your checklist at the back of this document.

Relational: Collective Reflection

Definition

Collective reflection refers to team capacity to evaluate and reflect on their own partnership processes or order to seek continual improvement; and to recognize the challenges of addressing issues of equity, power, and privilege in their research processes.

Survey Questions

We asked you and your partners, on a 7-point Likert scale, to rate to what degree you felt the research project included meaningful processes to ensure collective reflection.

1. Our partnership has discussions about our role in promoting strategies to address social and health equity.
2. Our research partnership evaluates together what we've done well and how we can improve our collaboration.
3. Our partnership reflects on issues of power and privilege within our partnership.

Your Data



Team members **strongly agreed** they felt the project was able to ensure collective reflection.

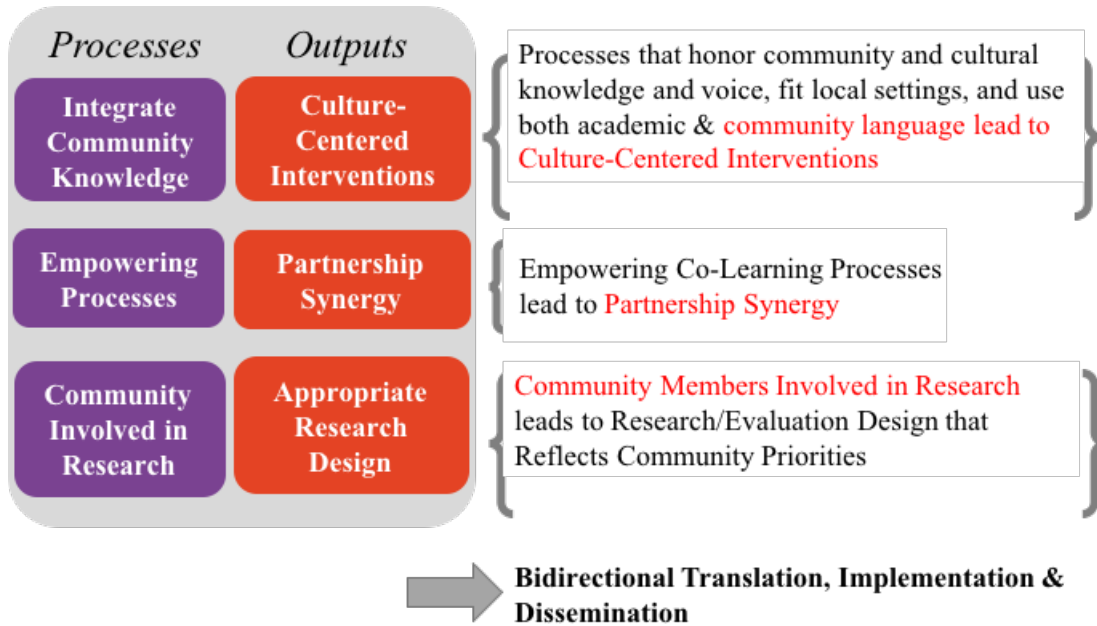
Reflection Questions

4. Thinking about your partnership, what are your strengths and challenges in this area of collective reflection?
5. What team processes are important for:
 - a. making sure social and health equity are reflected in your research strategies?
 - b. ensuring meaningful evaluation and assessments of team collaborations?
 - c. reviewing and discussing issues of power and privilege within the partnership?
6. What other aspects of collective reflection might be at play in your project?

Is this a priority for your partnership for action? Yes _____ No _____

If so, add this to your checklist at the back of this document.

Promising practices in this section relate to the science of intervention and research processes, which contribute to short-term outputs.



In the pages that follow, you will find data and more explanation about these three concepts:

Culture-Centeredness Interventions appears here in the Model, and it comes from the partners embracing **Relationship Practices** of *Commitment to Collective Empowerment* (adopting CBPR and community principles, equal influence/voice and collective reflection). By embracing these practices, the partnership has greater likelihood to also adopt practices of *integrating community and culture knowledge* into their short-term outputs of creating culture-centered interventions and research designs appropriate for the community.

Community Members Involvement in Research: *Community Involvement* includes all stages of research: from grant inception, to intervention and research design, to data collection, analysis and dissemination of findings, and, to spurring community action from the finding.

Partnership Synergy: *Partnership Synergy* is a short-term output of the partnerships' capacity to develop shared goals, strategies, and effective collaboration as a team.

Bringing It Together for Intervention and Research Design and Implementation:

After reviewing each of the processes and outputs below, consider reflecting together.

1. How do practices of community involvement in research that incorporate community knowledge and voice connect with synergy to improve the science within CBPR and community engaged research?

Intervention and Research: Community Involvement in Research

Definitions

Community Involvement in Research refers to the extent community members participate in all phases of the research.

Survey Questions

We asked you to rate, using a 6-point Likert scale, how much community partners have been involved in the following research steps:

Community Involvement in Research Items

Background

1. Grant proposal writing
2. Background research
3. Developing sampling procedures

Design

1. Designing and implementing the intervention
2. Designing data collection instruments

Data Collection

1. Collecting data

Analysis

1. Interpreting study findings

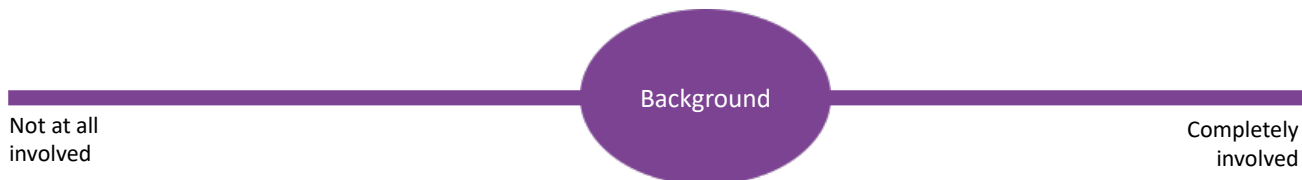
Dissemination

1. Writing reports and journal articles
2. Giving presentations at meetings and conferences

Community Action

1. Informing the community about research progress and findings
2. Informing relevant policy makers about findings
3. Sharing findings with other communities
4. Producing useful findings for community action and benefit

Your Data



Your partnership indicated that the community was **moderately involved** in collecting background research.

Not at all
involved

Design

Completely
involved

Your partnership indicated that the community was **moderately involved** in research design.

Not at all
involved

Data
Collection

Completely
involved

Your partnership indicated that the community was **moderately involved** in data collection.

Not at all
involved

Analysis

Completely
involved

Your partnership indicated that the community was **slightly involved** in analysis of research.

Not at all
involved

Dissemination

Completely
involved

Your partnership indicated that the community was **moderately involved** in dissemination of research.

Not at all
involved

Community
Action

Completely
involved

Your partnership indicated that the community was **more involved** in producing useful findings for community benefit and action.

Reflection Questions

1. In your partnership, in what research phases do you currently involve community members?
2. Which areas would you like to strengthen, and what strategies will you use?

Is this a priority for your partnership for action? Yes _____ No _____

If so, add this to your checklist at the back of this document.

Intervention and Research: Partnership Synergy

Definition

Partnership Synergy is a short-term output of the partnership's ability to develop shared goals and strategies, recognize challenges and needs, and work together effectively. It is influenced by the interaction between Context and the quality of Partnership Processes.

Survey Questions

We measured Partnership Synergy with the following questions using a 6-point Likert scale. Do you and your partners:

1. Develop goals that are widely understood and supported in this partnership?
2. Develop strategies that are most likely to work for the community or stakeholders as a whole?
3. Recognize challenges and come up with good solutions?
4. Respond to the needs and problems of your constituency or community as a whole?
5. Work together well as a partnership?

Your Data



Your partnership thought that your partnered project has developed partnership synergy to a **very great extent**.

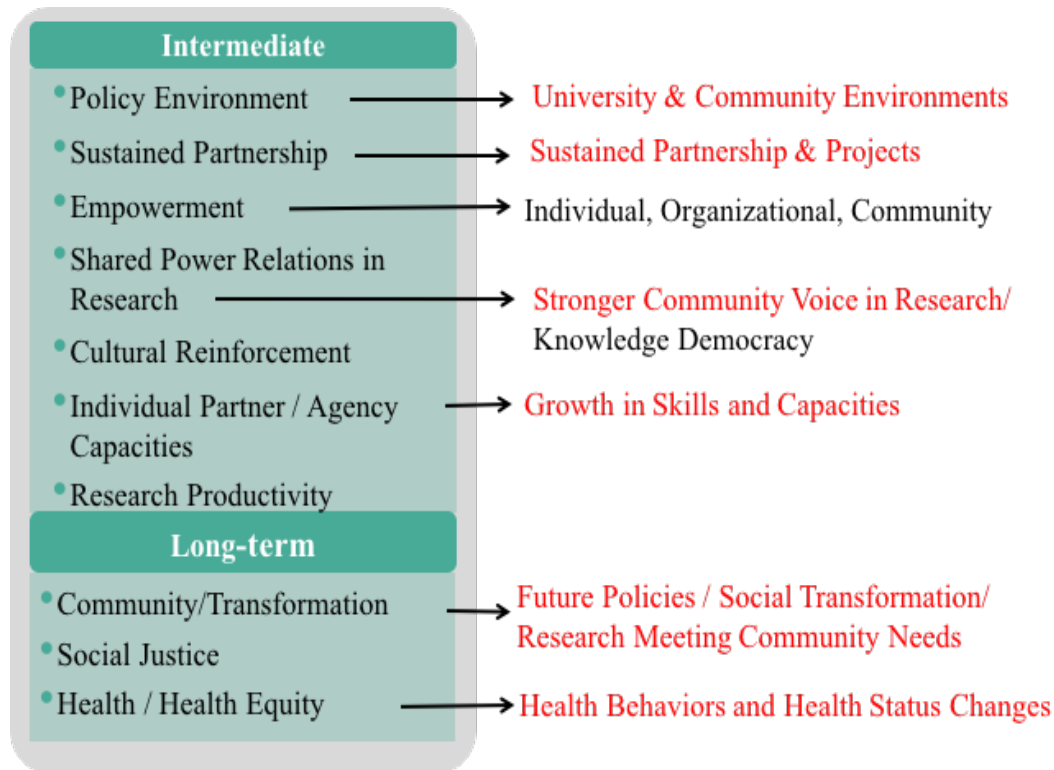
Reflection Questions

1. Thinking about your partnership, what context and partnering practices have contributed to the degree of Partnership Synergy observed by your team in the survey?
2. If you were to develop strategies to improve upon your Partnership Synergy, where would you begin? What context or partnership practice would you strengthen?
3. Thinking about the intermediate and longer-term outcomes prioritized by your partnership, how may Partnership Synergy impact these goals?

Is this a priority for your partnership for action? Yes _____ No _____
If so, add this to your checklist at the back of this document.

Outcomes

Outcomes include *intermediate system and capacity changes* and *long-term changes*. Intermediate outcomes include new policy environments, sustainability of project and partnership, shared power relations in research, and increased capacities. Long-term outcomes include expected future policy changes, future research better integrated into community needs, social transformation, and health.



In the pages that follow, you will find data and in-depth explanations about several *intermediate capacity and system outcomes*:

- Sustainability: Both partnership and projects can be sustained
- Shared power in Research: Community members with greater voice to own and translate research
- Agency capacities: Enhanced agency reputation and ability to influence public policy
- Partner capacities: Enhanced skills, job and education growth of individuals

Long-term outcomes are characterized as future goals:

- Future policy changes
- Future research which integrates community needs and priorities
- Social transformation
- Health and health behavior improvement, increase in health equity

Intermediate Outcomes: Project and Partnership Sustainability

Definition

Sustainability refers to the extent partnership members are engaged regardless of funding and that the partnership evaluates funding opportunities strategically.

Survey Questions

We measured this using a 7-point Likert scale in response to the following question:
How much do you agree or disagree that:

1. I am committed to sustaining the community-academic relationship with no or low funding.
2. This project is likely to continue forward after this funding is over.
3. Our partnership carefully evaluates funding opportunities to make sure they meet both community and academic partners' needs.

Your Data



When we combine individual items into a scale, your partnership **very strongly agrees** that the partnership and/or project is sustainable.

Reflection Questions

1. In what ways has the partnership developed strategies to enhance sustainability of your projects or partnership?
2. In what ways have you discussed the challenges of funding?
3. What criteria and process do you use to evaluate funding opportunities to ensure both community and academic needs are met?
4. What practices could you strengthen to enhance opportunities for sustainability?

Intermediate Outcomes: Shared Power Relations in Research

Definition

Shared power relations in research refers to the extent community members feel that power is shared equally in the research process.

Survey Questions

We measured this using a 7-point Likert scale in response to the following question:
How much do you agree or disagree that community members:

1. Have increased participation in the research process?
2. Are able to talk about the project with groups, or in settings, such as community or political meetings?
3. Can apply the findings of the research to practices and programs in the community?
4. Can voice their opinions about research in front of researchers?
5. Have the capacity, or power, to promote research that will benefit the community?

Your Data



When we combine individual items into a scale, your partnership **very strongly agrees** that community members feel an enhanced sense of power throughout the research process.

Reflection Questions

1. In what ways have community members participated in the research? (e.g. developing the research question, executing data collection, providing insights into the findings, and creating actions based on the data results).
2. How can the partnership increase community members' ability to discuss the findings from the research activities?
3. How can the partnership ensure that community members are able to voice their opinions of the research, as well as promote the research activities to the broader community?

Intermediate Outcomes: Agency Capacity Outcomes

Definition

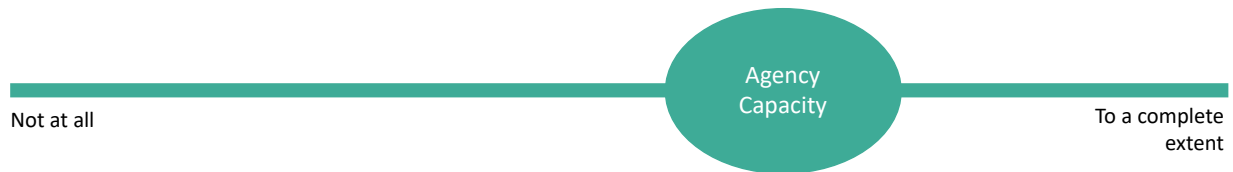
Agency outcomes refer to strengthened skills of community and partner agencies to enhance their reputation, to utilize their expertise, and to affect public policy.

Survey Questions

We measured this using a 6-point Likert scale in response to the following question: How much do or will the community or clinical organizations in this partnership enjoy the following benefits?

1. Enhanced reputation
2. Enhanced ability to effect public policy
3. Increased use of the agency's expertise or services by others

Your Data



Your partnership thought agency capacity has been enhanced to **a great extent**.

Reflection Questions

1. In what ways has the partnership enhanced the reputation of your agency or organization?
2. In what ways has your agency enhanced its ability to effect public policy? Are there ways to maximize this effort further?
3. Has your agency experienced an increase in requests for partnership leaders to provide their knowledge and expertise?

Intermediate Outcomes: Partner Capacity Outcomes

Definition

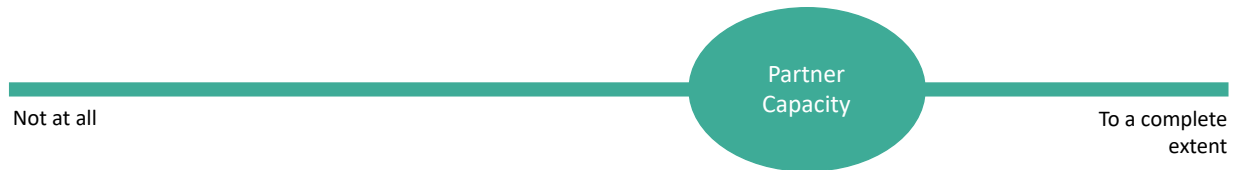
Partner capacity refers to individual members feeling an enhanced sense of expertise and skills and the enhanced support they receive for more education.

Survey Questions

We measured partner capacity, on a 6-point Likert scale, in response to the question: Do you, or will you, enjoy the following benefits from participating in this partnership?

1. Increased use of your expertise or services by others.
2. Increased ability to acquire additional financial support.
3. Increased ability to seek formal or informal education.

Your Data



Your partnership members thought to **a great extent** that there has been enhanced use of their expertise and an ability for them to seek further informal or formal education.

Reflection Questions

1. In what ways have partnership members felt they have enhanced their reputation as experts?
2. How can the partnership further invest in members to increase their identity as experts?
3. In what ways has the partnership supported members to seek further education?

Long-Term Outcomes: Future Policy Changes

Definition

Future policy change refers to a partnership's confidence that their efforts will lead to policy changes.

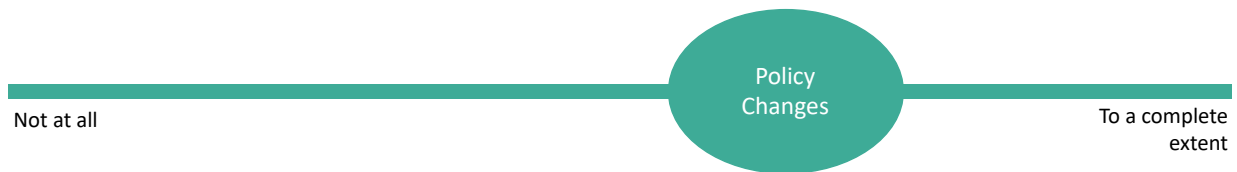
Survey Questions

We measured expected future policy outcomes, on a 6-point Likert scale, using the question:

How much will this project produce:

1. Better coordination between agencies, researchers, and community groups?
2. Changes in the nature of debates about important health issues in the community?
3. Useful findings for the development of community practices, programs, or policies?
4. Changes in policy?

Your Data



Your partnership exhibited confidence in their ability to produce policy changes, such as enhancing the debate or identifying useful findings, **to a great extent**.

Reflection Questions

1. In what ways can your partnership strengthen their capacities to impact and shape policy changes, including having your partnership be seen as a resource by policy-makers?
2. How else might you assess your capacity to influence policy environments and windows of opportunity?

Long-Term Outcomes: Future Research Integrated into Community

Definition

Research integrated into community refers to a partnership's ability to link research efforts to community needs along with an improved ability of academic partners to integrate community perspectives into research design and methods.

Survey Questions

We measured future community integration into research on a 6-point Likert scale in response to the following question:

How much will this project produce:

1. Improved academic ability to integrate community perspectives into research design and methods?
2. Research better linked to community needs?

Your Data



Your partnership believes **to a very great extent** that it will integrate community perspectives and needs into future research.

Reflection Questions

1. In what ways has your partnership ensured greater integration of community needs into the development of future research activities?
2. How has your partnership worked to ensure that academics increase their ability to integrate community perspectives into research design and methods?
3. What practices would help you strengthen community integration into research?

Long-Term Outcomes: Social Transformation

Definition

Social transformation refers to a partnership's ability to reinforce cultural identity or pride, experience broad social impacts, and produce a better overall community environment.

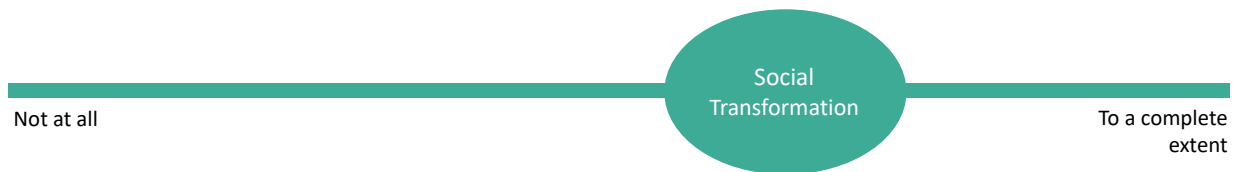
Survey Questions

We measured social transformation, using a 6-point Likert scale, in response to the following question:

How much will this project produce:

1. Better overall environment in the community?
2. Reinforced cultural identity or pride?
3. Broad social impacts?

Your Data



Your partnership **strongly believes** that the partnership efforts will result in a better overall community environment, where broad social impacts occur that are complemented by reinforced cultural identity or pride.

Reflection Questions

1. Looking back, in what ways has your partnership reinforced cultural identity or pride and produced other social impacts and changes in the environment?
2. Moving forward, how can your partnership enhance its ability to have broader social impacts to improve the overall environment in the community?

Long-Term Outcomes: Health

Definition

Health changes refers to a partnership's assessment that its efforts will lead to improved health in the community, along with improved health behaviors of community members.

Survey Questions

We measured health, using a 6-point Likert scale, in response to the following question:
How much will this project produce:

1. improved health of the community?
2. improved health behaviors of community members?

Your Data



Your partnership believes to **a great extent** that the partnership efforts will improve both the health of the overall community, as well as the health behaviors of the community.

Reflection Questions

1. Thinking ahead, in what areas can your partnership increase efforts that lead to both positive health changes community-wide along with behavior and other health changes among community members?

Glossary of Terms

CBPR Model Domains:

1. Context:

Provides grounding for collaboration on the priority health issue(s).

2. Partnership Processes:

The promising practices that promote equitable contributions from all stakeholders. These processes can be structural or relational.

* Commitment to Collective Empowerment *

This term combines several **Partnership Processes** that shows the partners' willingness to follow a set of partnership and community principles, and to support partners to have influence and voice and be involved in collective reflection, that promote equal power in the partnership. With this commitment, the project or partnership can produce short-term outputs that integrate community and cultural knowledge into their research designs and interventions

3. Intervention and Research

Concepts that relate to the science of intervention and research processes, including integration of cultural knowledge, empowerment, and community involvement in research; which contribute to short-term outputs of culture-centered interventions, partnership synergy and appropriate research and intervention designs.

4. Outcomes – Intermediate and Long-term

Includes intermediate system and capacity changes, i.e., new policy environments, sustainability of project and partnership, shared power relations in research, increased capacities; as well as long-term outcomes of community and social transformation, health and health equity.

Constructs:

Agency Capacity Outcomes (*Intermediate Outcomes*)

Strengthened skills of community and partner agencies to enhance their reputation, to utilize their expertise, and to affect public policy.

Bridging Social Capital (*Partnership Processes*)

The capacity to work across difference, but also includes academic team members sharing similar cultural, racial-ethnic, identity backgrounds to community partners.

CBPR Principles (*Partnership Processes*)

The degree to which academic and community partners agree with principles of engagement in terms of commitment to partners, partnership, and community well-being.

Community Involvement in Research (*Intervention & Research*)

Refers to the extent community members participate in all phases of the research.

Community Principles (*Partnership Processes*)

How individual team members feel the research project integrates community culture(s), history and understandings in research and intervention design and implementation.

Community Transformation (*Outcomes*) Means new health-oriented policies, services and programs; more financial support; and improved overall community environment. (in Promising Practices Guide only)

Conflict Management/Resolution (*Partnership Processes*)

The ways community and academic partners interact, negotiate and manage conflicts, tensions and frictions that emerge in the partnered research. Can be formal and informal.

Control of Resources (*Partnership Processes*)

The extent of decision-making control among community and academic partners regarding personnel and resources.

Dialogue and Listening (*Partnership Processes*)

This relationship practice refers to the degree to which all partners listen and participate in dialogue with each other so that all opinions and knowledge are valued, and community members feel their voices are equally valued in helping the partnership to move forward.

Final Approval (*Context*)

A key component of stewardship and governance, or the extent of community authority over a project. Specifically, final approval means who approved participation in the research on behalf of the community.

Formal Written Agreements (*Partnership Processes*)

Existence of formal agreements between academic and community partners.

Future Policy Changes (*Long-term Outcomes*)

Refers to a partnership's confidence that their efforts will lead to policy changes.

Future Research Integrated into Community (*Long-term Outcomes*)

Refers to a partnership's ability to link research to community needs with an improved ability of academic partners to integrate community perspectives into research design and methods.

Health (*Long-term Outcomes*)

Refers to a partnership's assessment that its efforts will lead to improved health in the community, along with improved health behaviors of community members.

Influence/Voice (*Partnership Processes*)

The perception of how individual team members feel about their ability to contribute to decisions in the research team context.

Leadership (*Partnership Processes*)

A fundamental relationship engagement practice that honors knowledge and encourages

participation from all partners, and supports development of community leaders as equal partners.

Leveraging History of Community Organizing (*Context*)

The partnership has the ability to build from community capacities and histories of advocacy to confront inequitable community conditions.

Participatory Decision Making

Decision making that takes all opinions into account, though there are multiple ways to achieve high levels of participation.

Partner Capacity Outcomes (*Intermediate Outcomes*)

Refers to individual members feeling an enhanced sense of expertise and skills, and the enhanced support they receive for more education.

Partnership Capacity (*Context*)

Capacity refers to the foundational resources and skills necessary for the partnership to achieve project goals.

Partnership Values (*Partnership Processes*)

Shared values and understandings of problems, mission, priorities, and strategies.

Partnership Synergy (*Intervention & Research*)

A short-term output of the partnership's ability to develop shared goals and strategies, recognize challenges and needs, and work together effectively. It is influenced by the interaction between Context and the quality of Partnership Processes.

Percentage of Dollars Shared (*Partnership Processes*)

The percentage of overall project dollars allocated to community partners.

Collective Reflection (*Partnership Processes*)

Collective reflection (or reflexivity) refers to team capacity to evaluate and reflect on their own partnership processes or order to seek continual improvement; and to recognize the challenges of addressing issues of equity, power, and privilege in their research processes.

Relationships (*Partnership Processes*)

Relationships in community engaged research reflect the ways partners cooperate and resolve conflict; the quality of dialogue, listening and participation among partners; the capacity of leadership to facilitate positive relationship processes; and trust among partners.

Resource Management (*Partnership Processes*)

Reflects partners' perceptions of how effective the project is at using the partnership's resources and time.

Respect (*Partnership Processes*)

Is demonstrated by how partners are perceived in their positions and roles, but also is a partnership relationship quality that develops over time.

Shared Power Relations in Research (*Intermediate Outcomes*)

Refers to the extent community members feel that power is shared equally in the research process.

Social Transformation (*Long-term Outcomes*)

Refers to a partnership's ability to reinforce cultural identity or pride, experience broad social impacts, and produce a better overall community environment.

Sustainability – Project & Partnership (*Intermediate Outcomes*)

Refers to the extent partnership members are engaged regardless of funding and that the partnership evaluates funding opportunities strategically.

Trust (*Partnership Processes*)

Trust as a dynamic process rests on participation (showing up), effective communication, and commitment to common goals. Defined in two ways:

1. People having confidence and ability to rely on each other; and
2. A Typology of Trust: from trust deficit or neutral trust to evolving stages of trust that show increased trust among partners. (in Promising Practices Guide only).

Other Terms:**Likert scale**

A Likert scale is an ordered scale from which respondents choose one option that best aligns with their view. It is often used to measure respondents' attitudes by asking the extent to which they agree or disagree with a particular question or statement. The Likert scale is a valuable and important part of survey research, which is commonly used in public health evaluation. (CDC Coffee Break, 2012)

Partnership Data Report (PDR)

The report that summarizes your data of your partners' perceptions.

Promising Practices Guide (PPG)

The summary of analyses from two national studies (of 379 interviews and 8 case studies) of diverse federally-funded CBPR and community engaged research partnerships across the nation.

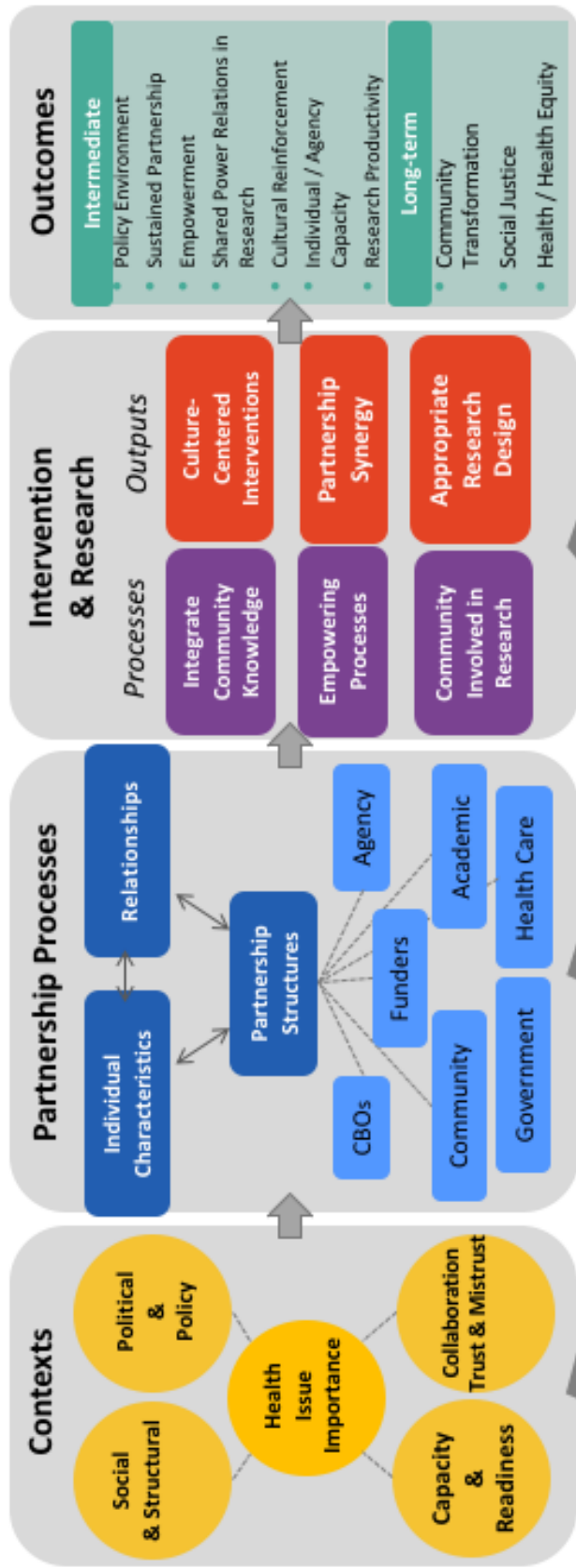
Priority Checklist

Promising Practice	Priorities During First Review of Partnership Data Report	Priorities When Reviewing Promising Practice Guide	Priorities at the end of the Workshop
CONTEXT			
Leveraging Community History			
Partnership Capacity			
Final Approval			
PARTNERSHIP PROCESSES: STRUCTURES			
Control of Resources			
% of Dollars to the Community			
Formal Agreements			
CBPR Principles			
Community Principles and Fit			
Partnership Values			
Bridging Social Capital			
PARTNERSHIP PROCESSES: RELATIONSHIPS			
Dialogue and Listening			
Conflict Management/Resolution			
Leadership			
Resource Management			
Trust			
Influence/Voice			
Participatory Decision Making			
Collective Reflection			
INTERVENTION and RESEARCH DESIGN			
Community Involvement in Research (CIR): Background			
CIR: Design			
CIR: Data Collection			
CIR: Analysis			
CIR: Dissemination			
CIR: Community Action			

OUTCOMES			
<i>Intermediate: System and Capacity Changes</i>			
Partner Capacity Outcomes			
Agency Capacity Outcomes			
Shared Power Relations in Research			
Project and Partnership Sustainability			
<i>Long-Term: Social Transformation and Health</i>			
Future Policy Changes			
Future Research Integrated into Community			
Social Transformation			
Health			

CBPR Conceptual Model

Adapted from Wallerstein et al, 2008 & Wallerstein et al, 2018: <https://cpr.unm.edu/research-projects/cbpr-project/cbpr-model.html>



Visual from Amos Health 2017

Contexts	Partnership Processes	Intervention & Research	Outcomes
<ul style="list-style-type: none"> • Social-Structural: Social-Economic Status, Place, History, Environment, Community Safety, Institutional Racism, Culture, Role of Education and Research Institutions • Political & Policy: National / Local Governance/ Stewardship Approvals of Research, Policy & Funding Trends • Health Issue: Perceived Severity by Partners • Collaboration: Historic Trust/Mistrust between Partners • Capacity: Community History of Organizing / Academic Capacity/ Partnership Capacity 	<p>Partnership Structures:</p> <ul style="list-style-type: none"> • Diversity: Who is involved • Complexity • Formal Agreements • Control of Resources • % Dollars to Community • CBPR Principles • Partnership Values • Bridging Social Capital • Time in Partnership <p>Individual Characteristics:</p> <ul style="list-style-type: none"> • Motivation to Participate • Cultural Identities/Humility • Personal Beliefs/Values • Spirituality • Reputation of P.I. <p>Relationships:</p> <ul style="list-style-type: none"> • Safety / Respect / Trust • Influence / Voice • Flexibility • Dialogue and Listening / Mutual Learning • Conflict Management • Leadership • Self & Collective Reflection/ Reflexivity • Resource Management • Participatory Decision- Making • Task Roles Recognized <p>Commitment to Collective Empowerment</p>	<p>Intervention & Research</p> <ul style="list-style-type: none"> • Processes that honor community and cultural knowledge & voice, fit local settings, and use both academic & community language lead to Culture-Centered Interventions • Empowering Co-Learning Processes lead to Partnership Synergy • Community Members Involved in Research Activities leads to Research/Evaluation Design that Reflects Community Priorities • Bidirectional Translation, Implementation, Dissemination 	<p>Intermediate-System & Capacity Outcomes</p> <ul style="list-style-type: none"> • Policy Environment: University & Community Changes • Sustainable Partnerships and Projects • Empowerment – Multi-Level • Shared Power Relations in Research / Knowledge Democracy • Cultural Reinforcement / Revitalization • Growth in Individual Partner & Agency Capacities • Research Productivity: Research Outcomes, Papers, Grant Applications & Awards <p>Long-Term Outcomes-Social Justice</p> <ul style="list-style-type: none"> • Community / Social Transformation: Policies & Conditions • Improved Health / Health Equity