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Section B

Lessons Learned
Mobilizing out of a Crisis

- A crisis can be a time to begin sustained change
- Following the 1968 riots after the assassination of Martin Luther King, Jr., both sides took advantage of the situation
- The East Baltimore Community Corporation met health and housing needs but helped advance political careers
Donors were interested in stimulating partnerships with churches as social institutions in touch with the people
Appreciate the perspectives of all partners
Build on each other’s capacities and strengths
Mutual Interests

- Communities, especially churches, were interested in:
  - Resources (money) coming to the community
  - Relationships which provide “access” to key leaders
  - Action to deal with the problems
- Academics’ and donors’ interests lie in scholarship and generating new knowledge
- Both parties want rewards and recognition
Hopkins Magazine on Community Health Issues
Benefits of Trusted Relationships

- The leaders on both sides acquire political power in their respective systems
- The relationships built among faculty are similar to the trust and friendships formed between community members
- Both may result in career advancement
Balance the Interests of Many Groups

- Can you be all-encompassing in the partnership?
- No community is homogeneous
  - Academics need to be conscious of the competing interests in the community
  - Community leaders need to understand the career advancement needs of faculty
- Competitiveness is both a blessing and a curse
  - Groups are fending for money and/or access
  - Can stimulate extra effort
  - Divisions may need to be honored and reflected in how the program is run
- This may require there to be multiple community projects run by different faculty, but coordinated
Rewards of Partnership

- Faculty need to have scholarly publications
- Community members should be listed as co-authors
- In creating and disseminating information, there needs to be appropriate attribution of partner contributions
- Results of research needs to be translated and communicated appropriately to the public
Collaboration as Partners
Rewards of Partnership

- Faculty need to have scholarly publications
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Sustaining Partnerships

- Sustaining partnerships is difficult and dirty
- Needs strong leaders and champions
- Trust is essential to sustained partnerships
- Must be able to tell the other partner when things are not going well
- Conflict resolution is an essential skill
- “Keep our eye on the prize”–a common goal
- Lay aside ego and personal interests in power
Funding Partnerships

- Fiscal resources are essential to sustaining partnerships
- Communities expect academics to provide the funding
- However, funding is not constant
- Partnerships can become “dormant”
The “Heart-Work” in Partnerships

- Persistence is a key characteristic of successful partnerships
- It does not always take the same individuals
- A really successful partnership figures out how to nurture new leadership for new projects
- Academicians need to mentor new faculty and expand the infrastructure
Partners: Community and Hopkins

- Younger generation respectful of prior leadership, but they also want to create a new dynamic to reflect new attitudes and circumstances
- Important to incorporate as many faculty as possible
- Infrastructure and support are essential
Bringing in the Next Generation

- It is difficult for faculty to get away from their desks to go out and work in the community
- Students need to be engaged in the importance of this community work, at least for some of their career
Active Listening Is an Essential Skill

- Communication involves both talking and listening
- Community health advocates for the East Baltimore Medical Center were trained for in-home care
- However, the leadership of the corporation did not understand the role they were being trained to do
- The medical director they selected did not have a vision for working outside the clinic walls
- Frequently the future challenges are not anticipated by the leadership