



RESEARCH 2 SOCIAL ACTION HUB PARTNERSHIP FRAMEWORK

November 27, 2020

Prepared by HUB staff on behalf of HUB members

Background

Through a community consultation completed in 2019, the Social and Structural Vulnerabilities Program at the O’Brien Institute for Public Health recognized the need for a Research2Social Action HUB for structurally vulnerable families. During the 2019 consultation, we developed a model outlining the HUB’s mission and key activities (Appendix I).

Here, we present a partnership framework to guide collaborative efforts as we begin to implement the HUB’s mission. Prior to drafting this document, we disseminated a survey on community-university research partnerships. The survey was open for two weeks and emailed to 60, previously identified community stakeholders and academics working in the area of Family Social and Structural Vulnerabilities. We received 16 survey responses, which shaped the framework presented here.

This is a living document that will be revised through an iterative process when and where adaptation is required.

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CORE VALUES

Below are community-identified values to guide the HUB's partnership framework. Definitions are included to promote accountability.

Transparency: Commitment to open processes and communication so that each member understands how decisions are reached and how information has been produced.

Respect: Valuing the opinions, feelings, contributions, and well-being of everyone involved in the HUB and the socially and structurally vulnerable families that the HUB is intended to serve.

Equity: Moving beyond equality in opportunity and working towards equality in outcomes by producing solutions that address structural vulnerabilities.

Commitment: Working towards a long-term vision that revolves around sustainable engagement and continued action that aligns with the HUB's values.

Curiosity: Constant pursuit of a deeper understanding of the world, the issues at hand, and the processes used to tackle problems.

Inclusivity: Through an intersectional lens, taking deliberate actions to include and empower underrepresented stakeholders and to support the success of these stakeholders.

Collaboration: Sharing control over decision-making and co-creating the HUB's design and activities alongside partners.

Empowerment: Providing capacity-building opportunities where needed to enable all stakeholders to participate in the HUB in a meaningful way.

PARTNERSHIP CATEGORIES

The partnership development survey indicated that stakeholders have diverse engagement interests, requiring multiple categories of membership to meet stakeholder needs. The HUB's partnership framework (Fig 1) includes three, interconnected partnership categories with corresponding sub-structures. The overarching categories are Governance Partners, Collaborative Partners, and Network Members.

The categories are mutually inclusive, meaning that an individual or organization can participate in multiple categories at the same time. All categories are open to community stakeholders, policymakers, people with lived experience, faculty members, students, university staff, funders, or anyone else with an interest in the HUB's work. Specific sub-structures, like the Family Advisory Council, will be restricted to stakeholders with relevant experience. Governance Partnerships and Collaborative Partnerships require a greater time and energy commitment compared to Network Membership.

The partnership framework will be reviewed periodically to assess the need for adaptation. The framework is subject to change if the HUB's membership identifies a need for additional categories or sub-structures.

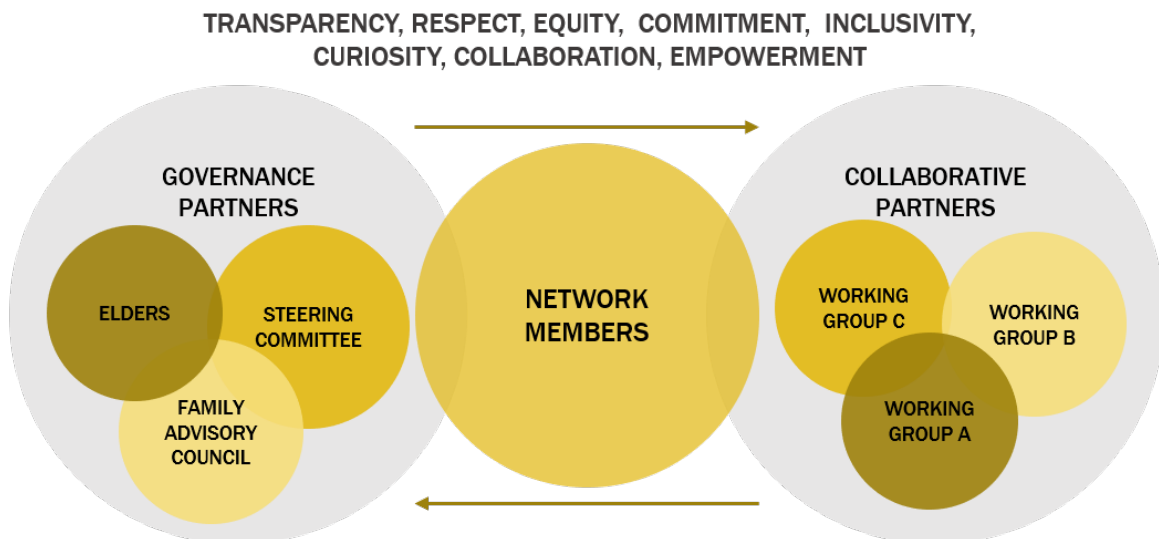


Figure 1. The Research2Social Action HUB's Partnership Framework



PARTNERSHIP DESCRIPTIONS

Network Members

Network Members receive communication and event invitations, while also supporting knowledge translation where applicable. No formal partnership agreement is needed for this category of involvement. There are no regular meetings or commitments for Network Members. A person or organization signs up for this partnership category by signing up for the HUB's newsletter. There are no sub-structures in the network membership category.

Collaborative Partners

Collaborative Partners are engaged in a specific initiative or student learning experience with the HUB. The purpose of these partnerships is for the HUB to support community-identified initiatives. The time and energy commitments required for this category of partnership depend on the initiative and will be governed by a TOR that is specific to the initiative. A person or organization signs up for this partnership category by contacting the HUB with a research or action idea, or by agreeing to participate in an existing HUB initiative. The Collaborative Partnership category is divided into sub-structures in the form of working groups for specific initiatives.

Governance Partners

Governance partners play a leadership role in HUB governance. Time and energy commitments for this category of partnership is high, as governance partners are expected to participate actively in regular meetings, strategic planning, and decision-making. The terms of involvement will be standardized across members of a governance sub-structure by a collaboratively developed TOR. Sub-structures include a Steering Committee, composed of various stakeholders, a Family Advisory Council, composed of people with lived experience, and an Elder Advisory Council, composed of Indigenous Elders and Traditional Knowledge Keepers. Individuals can participate in multiple governance sub-structures.

ROLES AND RESPONSIBILITIES

University Roles and Responsibilities

Survey respondents identified four key features that are integral to successful university-community research partnerships. The key features were used to outline roles and responsibilities for university-affiliated members, including **students, HUB staff, researchers, and faculty**. University-affiliated members can belong to any of the three partnership categories. Roles and responsibilities for specific initiatives will be detailed in TORs that are collaboratively developed for that initiative.

Open Communication

HUB staff will be responsible for creating communication materials and providing frequent updates to stakeholders (i.e. a newsletter and a website). Staff will ensure there are multiple touch points to support communication (i.e. email, in-person meetings, feedback forms etc.) and foster an open-door policy where partners from all categories have access to staff.

Practical and Action-Oriented Work

University staff, faculty, and students will engage with policymakers, and provide evidence for policy initiatives. Initiatives will integrate knowledge mobilization from the beginning of a project, rather than as an afterthought. University-affiliated members will host knowledge translation and mobilization events (i.e. webinars, conferences, training workshops) to move research into action.

Community-Driven Research

University-affiliated members will facilitate events to determine community research and action priority areas. Students and researchers will collaboratively carry out impactful research in full partnership with community stakeholders, acting as equal Collaborative Partners. HUB staff will connect community organizations to researchers and students where needed, and search for funding to implement community ideas.

Shared and Transparent Decision Making

HUB staff will document decision making and facilitate transparency through publicly available governance meeting minutes (i.e. posted on website). Strategic decisions will be collaboratively made by governance structures through consensus processes. Project-level decisions will be made by all collaborative partners involved in the specific project.

Partner Roles and Responsibilities

We used the same key features to develop the roles and responsibilities for partnership categories. Table 1 provides an overview of the roles and responsibilities involved in each category.

Table 1. Partner roles and responsibilities. N = Network Members, C = Collaborative Partners, G = Governance partners.

Open Communication	N	C	G
Receive and utilize communication materials	Y	Y	Y
Contribute updates for communication materials	-	Y	Y
Shape strategic communications activities	-	-	Y
Community-Driven Research Questions and Goals	N	C	G
Receive invitations to participate in periodic priority setting activities (i.e. town halls, community meetings, surveys).	Y	Y	Y
Bring specific projects forward to work on with researchers.	-	Y	-
Collaboratively plan and carry out specific research projects	-	Y	-
Determine strategic research directions for the HUB	-	-	Y
Practical and Action-Oriented Work	N	C	G
Receive invitations to participate in knowledge translation and mobilization events (i.e. webinars, conferences, training workshops).	Y	Y	Y
Bring specific action initiatives forward to work on with researchers.	-	Y	-
Collaboratively plan and carry out specific mobilization and action initiatives.	-	Y	-
Determine strategic action directions for the HUB.	-	-	Y
Transparent and Shared Decision-Making	N	C	G
Receive invitations to participate in informal decision making (i.e. town halls, community meetings, surveys).	Y	Y	Y
Lead project/initiative-level decision making in regular project/initiative meetings.	-	Y	-
Lead high-level and strategic HUB decision making in semi-regular governance meetings.	-	-	Y

APPENDIX I: HUB ONE-PAGE MODEL

MODEL CANVAS: Research & Policy Hub for Vulnerable Families

<p>Value Proposition Mission: Community-engaged systems change and research to enhance the lives of families in Calgary</p> <p>Timely, strategic, ethical, impactful research partnerships between researchers and community organizations</p> <p>Facilitating access to knowledge for a wide variety of partners – getting knowledge/evidence to the right people in an appropriate way in order to affect policy and system level change</p> <p>Creating and sustaining a network analysis for the community</p> <p>Building research capacity and experience with community for students during research, evaluation, and/or policy advocacy support projects</p>	<p>Key Activities</p> <p>Bridge/matchmaker between community organizations and researchers for new research projects</p> <p>Knowledge broker between community organizations, universities, researchers, and government.</p> <p>Host knowledge translation and mobilization events with government, university, and community (build from Cornell model)</p> <p>Build and sustain a "Collective of Collectives"</p> <p>Provide assistance in planning and carrying out impactful research</p>	<p>Key Partners</p> <p>Community Advisory Committee (includes partners from: CSM Community Engagement Hub, Innovate Calgary, Service Organizations, O'Brien Institute, Policy Wise)</p> <p>Family Advisory Council</p> <p>Partnerships with government at all levels (municipal, provincial, federal, and Indigenous)</p> <p>Multi-disciplinary researchers across faculties and institutions</p> <p>Cornell University Project 2Gen</p> <p>Donors/Funders</p>	<p>Buy-In & Support</p> <p>The staff team will coordinate resources and build infrastructure, including: accessing sustainable funding, developing and maintaining ethical partnerships with community organizations and researchers</p> <p>Key Resources</p> <p>Experience in systems change, social research, political connections, and relationships in and knowledge of the local community. Ethical partnerships with community organizations, researchers, and policy makers.</p> <p>Implementation</p> <p>Protocols/standards/best practices for ethical research partnerships with community</p> <p>Student researchers to support with projects in community</p> <p>Establish governance model</p>	<p>Beneficiaries</p> <p>Our communities, in particular families made vulnerable by systems, benefit from systems change (people, practice, policy)</p> <p>Community Organizations The team will be adaptive and responsive to the varying and diverse needs and capacities of organizations</p> <p>Researchers</p> <p>Funders</p> <p>Policy Makers</p> <p>Private Sector</p> <p>Students (practicums, courses, internships)</p>
<p>Budget</p> <ul style="list-style-type: none"> • Post-Doctoral Fellow (\$55,000/year) • Executive Director, Policy Leader (in-kind support) • Research Associate (1.0FTE, \$70,000/year) • Communications & Marketing (0.5FTE, \$30,000/year, or in-kind support) • Rent/ space for operations (in-kind support requested) • Student internships and placements (\$75,000/year for 10 x 4 month placements) • Community organizations (in-kind support) • Events (\$25,000/year) • Technology and operations (TBD) • Development of an evaluation framework (\$20,000) 		<p>Achievement/Impact Factors</p> <p>A robust evaluation, partnership framework and theory of change will be developed, and will include a dissemination plan and feedback loop for partners.</p> <p><i>How we will measure impact (possibilities – qualitative and quantitative)?</i></p> <p><i>How we will know if we have added value for our partners?</i></p>		

Date: September 15, 2019

This model canvas was adapted from Strategyzer's Mission Model Canvas (strategyzer.com)