The University of Georgia & Colquitt County

Archway Partnership
From Pilot Program to Thriving Success
Timeline

2004 - 2005

\{ Sanderson Farms relocates to Moultrie, creating 1500 new jobs and leading to major changes within the community. \\
\{ UGA Cooperative Extension and Public Service & Outreach develop new strategic plans.

2005

\{ Colquitt County Archway Partnership pilot is initiated.

2007

\{ Archway Partnership expands to other Georgia communities based on Colquitt County model.

2011

\{ Colquitt County Archway Partnership advances to next level, partners with UGA College of Public Health.

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The Archway Partnership is a collaborative venture between the Office of the Vice President for Public Service and Outreach and Cooperative Extension at the University of Georgia designed to provide communities with easier and greater access to higher education resources while enhancing UGA teaching and research missions. It is a time-limited intervention where the primary purpose is to build capacity of the community to address issues on its own. During the intervention, Archway strives to link the resources of the University System of Georgia to the community and economic development needs of Georgia’s communities and to establish relationships and capacity to continue a productive interaction with UGA.

To test the new model, UGA sought a community with a strong need to address growth-related issues, committed and innovative leadership, interest in successful development of economic activities, and a desire to access university resources. Colquitt County stood ready and willing. Thus, the pilot of the Archway Partnership Project began in Moultrie, Colquitt County, Georgia in July 2005.

Over the next two years, a structure and process for discussing, prioritizing and implementing solutions was put in place. The Colquitt County Archway Executive Committee and the Archway Professional developed a clear set of priorities and built a network of faculty, staff, and students from UGA’s Colleges, Departments, and Public Service and Outreach units to lend their expertise to issues facing the county.

The Colquitt County model provided a template for eventual expansion to eight Georgia communities which are now focusing on their goals and priority needs and engaging a much expanded network of higher education resources. As the Colquitt County Archway Partnership prepares to take the program to the next level, they have deep partnerships with Colleges, such as UGA’s College of Public Health, and continue to address an increasing number of community opportunities.
“Everything rises and falls on leadership.” That quote captured me a couple of decades ago and is a core of my personal belief system. The success of Archway in Colquitt County, the first Archway community, is largely attributed to good leadership. The support from UGA has been excellent, and we have been privileged to work with two outstanding Archway Professionals. Our local partners have indeed “partnered” with us over the last five years as the local executive committee has provided stable and consistent leadership.

Intertwined in the leadership are several other key components of Archway in Colquitt County:

“Put the big rocks in first.” Early on we set a standard to concentrate on the major issues and avoid getting “bogged down” in minor ones.

“Check your title at the door.” Even good leaders sometimes find it difficult to keep the “big picture” in mind and end up advocating just for their piece of the pie. Indeed, a rising tide does raise all boats.

“The community decides.” Archway is a facilitator. It is not our job to determine the issues that need to be addressed or the projects to undertake. Our community stakeholders should bring them to us.

This year Archway will host the 4th annual Leadership Summit in which our four funding partners: Colquitt County Commission, City of Moultrie, Colquitt County School Board, and Colquitt Regional Medical Center Authority; along with the city councils of Berlin, Norman Park, Ellenton, Funston, and Doerun and the Development Authority, come together to focus on the issues facing our community. This annual gathering is crucial in helping Archway set its course and priorities. It also builds a sense of unity among all the “players” in our community.

One of the most important developments throughout the years has been the relationship with the College of Public Health at UGA. Another organization in our community, the Healthy Colquitt Coalition, began to address local health and wellness issues. Archway was able to do what it does best, connect this organization with UGA resources. In this case, it was the College of Public Health. Out of this connection, the College of Public Health has become a very important partner for our entire community as Archway in Colquitt County graduates to Phase II status.

Roy Reeves  Chair, Colquitt County Archway Executive Committee
The Archway Partnership with the University of Georgia was the perfect vehicle to enable us to address those economic challenges that come with economic growth... With the Archway Partnership, we were able to use the vast resources and academic expertise to address many, many challenges in our area. We encouraged Archway to involve students in order to benefit both the students and the community.”

Bob Swadel - Colquitt County
“We have some health issues down here and we don’t have some of the resources a larger area does, so we’re excited about our partnership with the Archway Partnership and the College of Public Health. There are great opportunities, certainly both ways, but definitely for Colquitt County.”

Dr. Marsha Davis - University of Georgia
“The main thing Archway’s done is it’s helping with placing students in a setting where they can get hands on experiences. Where public health can come alive to them.”

Dr. Dale Gauthreaux - University of Georgia
“Archway provides students with rich educational experiences - they work with real world clients to address real world needs. The conversation is not of the hypothetical nature that one may find related to a textbook case study. These are situations where students are putting their Terry College and UGA education to work for the benefit of Georgia.”

Brooks Sheldon - Colquitt County
“It was time for Archway to move their funding to another county. We don’t want to become dependent, but we do want to keep the connection to UGA. The connection has become invaluable.”
Key Accomplishments

Alternative Routes Used for Waste Water Treatment Facility (2006)

An aging wastewater system coupled with industrial and residential growth placed increasing pressure on the local water treatment facility. Insufficient capacity could have stymied the community’s momentum in commercial and industrial recruitment. Archway brought in faculty members from Engineering Outreach Services and the Carl Vinson Institute of Government. They provided data that was used in compiling a plan submitted to the Georgia Environmental Protection Division (EPD) for consideration. After gaining EPD approval, improvements for the wastewater facility were included in the 2006 SPLOST referendum that was passed with 88% of voters supporting it.

Community Created Land Use Plan (2007)

The Archway Partnership facilitated a citizen’s committee in the development of land use regulations at the request of the Colquitt County Board of Commissioners. The plan, drafted by local citizens over a period of months, crafted community-based zoning ordinances which met the needs of the rapidly growing community and were later adopted by the Board.

Housing Study (2007)

When Sanderson Farms, a large poultry processing plant, relocated to Moultrie and brought 1,500 new jobs to the area, local leaders recognized the potential for a housing shortage. Acting in collaboration with UGA Cooperative Extension and the UGA Housing and Demographics Research Center, Archway facilitated a process that developed a housing survey to be used in the community. Surveys were then conducted on-site at many of the largest employers and during interviews for prospective Sanderson employees. A report was compiled and the information shared during a community meeting of elected officials and business leaders in Colquitt County. This study provided data to make important decisions related to housing needs for this new workforce.
Colquitt County Arts Center Remodels Business Practices (2009)

In response to a growing need for consistent, sustainable funding for the longstanding Colquitt County Arts Center, the Archway Partnership formed a joint venture between UGA’s Terry College of Business and the local community to create a team of nine Leonard Leadership scholars to address issues related to board governance, marketing, management, accounting, and real property. The team prepared a 55-page comprehensive report consisting of templates, designs and recommendations for a sustainable business plan for the center. The project was presented to the Board of Directors for the center, which has since used many of the team’s recommendations and is now operating profitably with prospects of sustainability. According to the students’ advisor, Chris Cornwell, “It just became a terrific relationship that extended throughout the entire year.”

Archway Partnership Assists with Census in Colquitt County (2010)

To increase community participation in the 2010 Census, the Archway Partnership joined with city and county officials in the creation and facilitation of a 2010 Census Complete Count Committee for Colquitt County. The committee worked with faculty at the University of Georgia’s Carl Vinson Institute of Government and the local Cooperative Extension Family and Consumer Sciences agent. In addition, the committee paid special attention to the Hispanic population that was largely unaccounted for in previous census years by printing fliers in Spanish and dispersing volunteers in target communities. As a result, 71% of Colquitt County households responded to the census questionnaire they received in the mail in 2010. In 2000, the mail-in response rate was 65%.


In 2008, the Archway Partnership coordinated the first annual Colquitt County Archway Leadership Summit as a means of facilitating open, honest and safe conversation about community challenges amongst key community leaders. With around 60 participants, the first summit included representatives and appointed officials from organizations including the City of Moultrie, the Board of Education, the Board of Commissioners and the Colquitt County Development Authority. The first summit resulted in the Colquitt County Top 5 – a list of key community concerns that were approved by each participating agency and which became priority issues for moving forward. In the following summits, participation expanded to include smaller surrounding municipalities of the county and faculty from the University of Georgia to address issues that are county-wide.
Grant for Moultrie Technical College Foundation – A student in the Grants class taught by faculty in the UGA Institute for Non-Profit Organizations secured a grant for the Moultrie Technical College Foundation.

Moultrie Community Design Charrettes – Students and faculty members from the UGA College of Environment and Design completed design charrettes focused on the courthouse square in downtown Moultrie and neighborhood revitalization in northwest Moultrie.

Farm Worker Health Summer Program-Ellenton Clinic – Students and faculty members from the UGA College of Pharmacy spent a week in Colquitt County operating a mobile pharmacy for the Migrant Farm Worker Health Program.

Conceptual Drawings & Streetscape Designs - Students from the UGA College of Environment & Design completed conceptual drawings for a proposed local park during a 10-week internship with the city of Moultrie. Additionally, students completed downtown revitalization plans for the cities of Doerun, Berlin and Norman Park.

2008 Colquitt County Emerging Leaders Program – Curriculum from the UGA Fanning Institute was used to develop Emerging Leaders, a leadership development program that graduated 23 local participants.

Engaging the Latino Community – Faculty members from the UGA Fanning Institute facilitated discussions and prepared a report documenting and evaluating the efforts of the YMCA in engaging the Latino community.

Logo Design for Marketing Materials – A graphic design student from the UGA Lamar Dodd School of Art designed materials for a local shopping campaign, Shop Moultrie, including a logo and slogan to be used in print media, radio and television ads. The Healthy Colquitt Coalition received assistance in community branding through slogan and logo designs to potentially be used on billboards, bumper stickers, local merchant windows and more.
Influencing the National Agenda on Civic Engagement

Colquitt County Archway Partnership, a national model for University/Community Partnership

The highly collaborative equal partnership established through the Colquitt County – UGA Archway Partnership has been held up as a national model for the interaction of higher education and communities. The attributes most often cited include: equal partnership, community-driven priorities, safe-haven mechanism for community dialogue, bottoms-up approach, easier and quicker access to higher educational resources, building community and campus capacity, and enhancing teaching and research while addressing real world priority issues.

The 2009 C. Peter Magrath/W. K. Kellogg Foundation Engagement Award, presented by the Association of American Public and Land-Grant Universities for civic engagement, recognized the pioneering work of the Archway Partnership and Colquitt County which were both prominent in the application and official presentation.

The national dialogue among Land Grant Universities, referred to as Transformative-Regional Engagement (TRE), seeks to provide a template for interaction of higher education institutions and communities on a regional basis. A founding member of the TRE group studied (and visited) the Colquitt County Archway Partnership and used it as the basis for her thesis. The findings helped shape the approach for regional engagement.

The University of Georgia was recognized in 2011 with the highest national standard for outreach, the Carnegie Foundation Community Engagement Classification, and the Archway Partnership was a prominent part of the application.

The Chronicle of Higher Education published a 2009 (v. LV, no. 42) feature story, Reimagining the 21st-Century Land-Grant University, focused on the Archway Partnership and highlighted the innovative approach of connecting community agendas with higher education resources. As a result of the article, several states have expressed interest in adopting elements of the Archway Partnership.
One of the relationships the Archway Partnership is most proud of is between Colquitt County and the University of Georgia’s College of Public Health (CPH). This relationship is one that truly benefits both sides, and has resulted in the growth of Colquitt County and UGA CPH students as well.

In the Spring of 2010, the Healthy Colquitt Coalition was formed by a group of individuals with an interest in the health of the citizens of Colquitt County, and who specifically wanted to focus on childhood obesity. The coalition highlighted this as a priority to the Archway Partnership, who turned to experts at UGA.

After becoming aware of the situation in Colquitt, CPH officials, including Dr. Marsha Davis, contacted the Healthy Colquitt Coalition and arranged a meeting for Healthy Colquitt Coalition officials to discuss Colquitt County’s health needs with the college. “We would not have thought about or made the connection with the CPH without the initiatives taken [through Archway],” said Dan Jeter, Chairman of the Healthy Colquitt Coalition. Bob Swadel, a member of the Executive Committee responsible for bringing the coalition and the CPH together, said that once the two organizations met it seemed like a perfect match. “The meeting was sort of an aha moment,” Swadel said.

The first collaborative project for the two groups focused on grant applications. To date, two grants have been received: one from the University System of Georgia, and one from the U.S. Department of Health & Human Services. One key aspect of this new convergence through the Archway Partnership is that Colquitt County can reap the benefits of UGA’s well-trained students and faculty members, while UGA students are exposed to areas of the state in which they had not previously considered working. “Archway made the connection to give students what they needed as well as give help to the coalition,” Swadel said.

Although Colquitt County is graduating from the Archway Partnership, the Healthy Colquitt Coalition has much to be excited about in the coming future. “We have health issues down here, and we don’t have some of the resources a larger area does, so we’re excited [about the graduation],” Swadel said. “There are great opportunities, certainly for both sides, but definitely for Colquitt County.” Davis asserts that the relationship between the CPH and the coalition will continue through the training programs allotted by the grant, and through the Archway Professional, Emily Watson, who will take on new roles in public health to better the Colquitt community.
Colquitt County Archway Partnership Affiliates

Colquitt County Archway Executive Committee

Roy Reeves* ~ Chairman  Myrtis Mulkey-Ndawula*  Bob Swadel*
Chip Blalock  Darrell Moore*  Bill Tucker
Virginia Hart  Louie Perry*  Dwain Walden*
Jimmy Jeter*  Andrea Scarrow  Debbie Purvis
Susie Magwood-Thomas  Brooks Sheldon*  * Denotes Founding Member

Colquitt County Archway Public Health Committee

Marcus Wells ~ Chairman  Denise Linnenkohl  Dr. Brandi Warren
Greg Coop ~ Vice-Chairman  Elizabeth Peace  Dale Williams
Anne Bazile  Andrea Scarrow
Terry Jackson  Suzanne Sumner

Archway Professionals


Archway Partnership Staff & Internal Partners

Dr. Mel Garber, Director  Dr. Steve Wrigley  Dr. L. Steve Dempsey
Matt Bishop, Coordinator of Operations  Interim VP for Public Service & Outreach  Associate VP for Public Service & Outreach
Dr. Sue Chapman, Coordinator of Operations  Dr. Beverly Sparks  Dr. Trish Kalivoda
Angel Jackson, Program Coordinator  Associate Dean for Extension  Senior Associate VP for Public Service & Outreach
ARCHWAY PARTNERSHIP

The University of Georgia
Athens, GA

2011

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