

# A Practical Guide to Navigating Community- University Partnerships

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OR

# Community-University Partnerships: Keepin' It Real

OR

# How I Survived a Community-University Partnership and Lived to Tell about it




- 
- How many of you have worked with universities and/or university-based researchers in the past?
  - How has the experience been?
  - For Academic and Community Representatives: What are some pre-conceptions about university partners and community partners? Have they been confirmed or negated by your experiences



**Why work with  
universities?**



- 
- Funding
  - Credibility
  - Expertise
  - Networking and Dissemination opportunities
  - Researchers with commitment to community

IT'S EASIER IF WE ALL PULL TOGETHER



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# Community Based Participatory Research (CBPR)

1. Collaborative, equitable partnership in all phases of research
2. Community is the unit of identity
3. CBPR builds on strengths and resources of community
4. CBPR fosters co-learning and capacity building
5. Balance between knowledge generation and benefit for community partners

# Characteristics of CBPR (Cont...)

6. CBPR focuses on problems of local relevance
7. CBPR disseminates results to all partners and involves them in wider dissemination of results
8. CBPR involves a long-term process and commitment to sustainability

Israel, Eng, Schulz, & Parker (2005). Introduction to Methods in Community-Based Participatory Research for Health. In Methods in Community-Based Participatory Research for Health.

# Community-Engaged Research...*the textbook*

## *process*

1. Define the Issue
2. Identify stakeholders
3. Assess Needs and Resources
4. Develop a Partnership
5. Define the Goals
6. Determine the Objectives
7. Plan the Strategies
8. Program Implementation
9. Program Review
10. Program Evaluation

# Community-engaged research...*the reality*

1. Community-university partnerships rarely involve a neat, step-by-step process
2. Not all steps may be appropriate in every situation
3. Partnership development is not a single step – it is a time-intensive, ongoing process that will span the phases of a research project

# Questions For Community Partners to Consider regarding University Partners

- \*\*Has this person collaborated with others before?
- \*\*How did the experience go?
- Does the researcher have the skills (i.e. language) needed for this project?
- Is the researcher aware of the basic needs of the population I work with?
- How will we share in recognition or any profits from research findings?
- How will we control or handle any impact the results may have on our client population?
- What rights will you have in case there are disputes about the use of the results?
- Is there infrastructure at the University that support community-engaged research?



# Questions for Community Partners to Consider Before Initiating a Partnership with a University

- What level of involvement does our organization want to have in the development of the research question, design, implementation and dissemination?
- Does or could our organization have the capacity to do this research project?
- What type of capacity building could help our organization do this better?
- Does our organization have relationships with researchers that might inform who we would like to partner with in the future?
- Which skills or experiences would we prefer a researcher have in order to be sensitive to the needs of our organization?

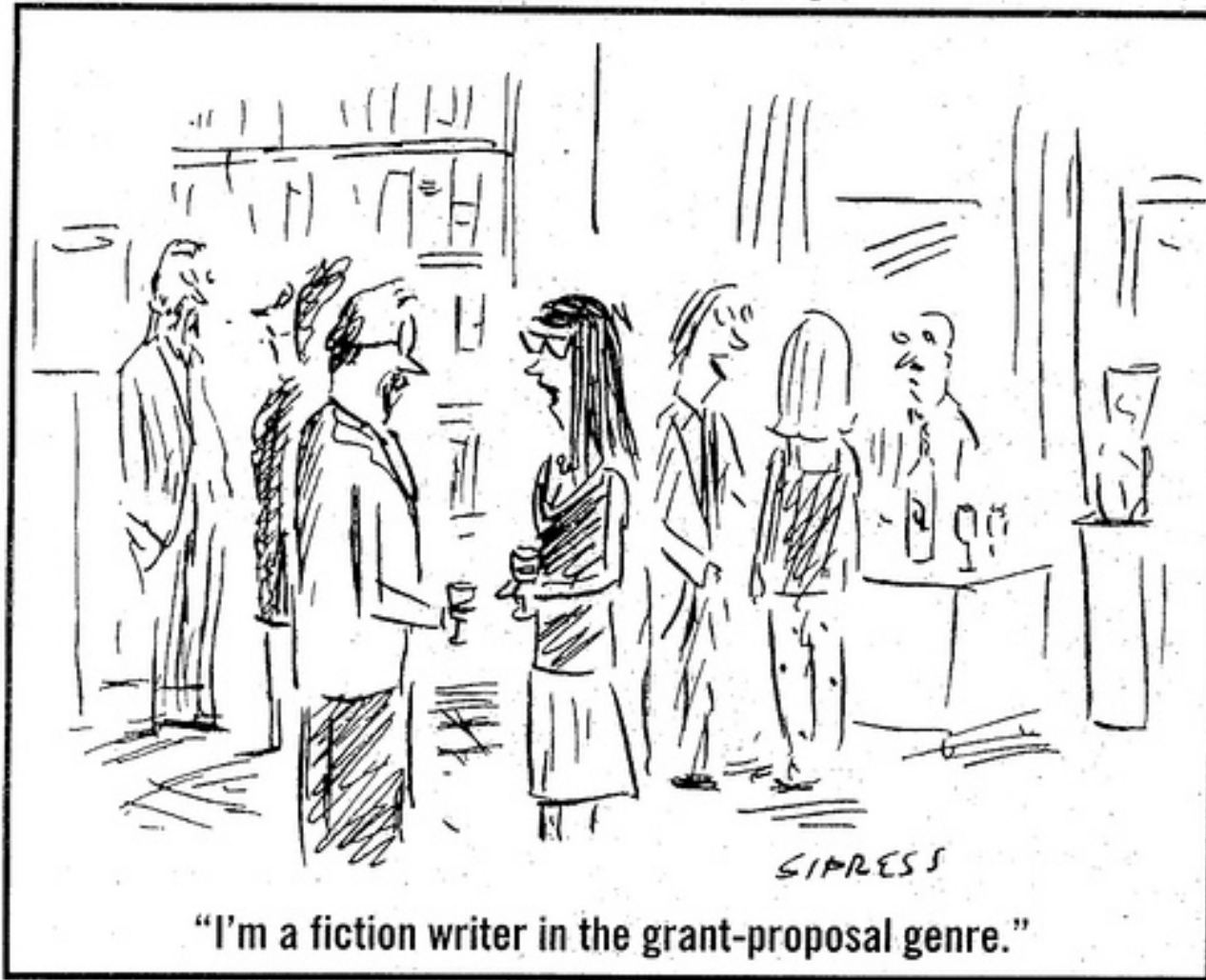
# University 101

Research grant applications are A LOT of work  
.....Start with a compelling research idea



**"My project is simply this. I want to find out once and for all whether there's any truth in the belief that money can't buy happiness."**

# Is your plan realistic?



# Is the proposed research...

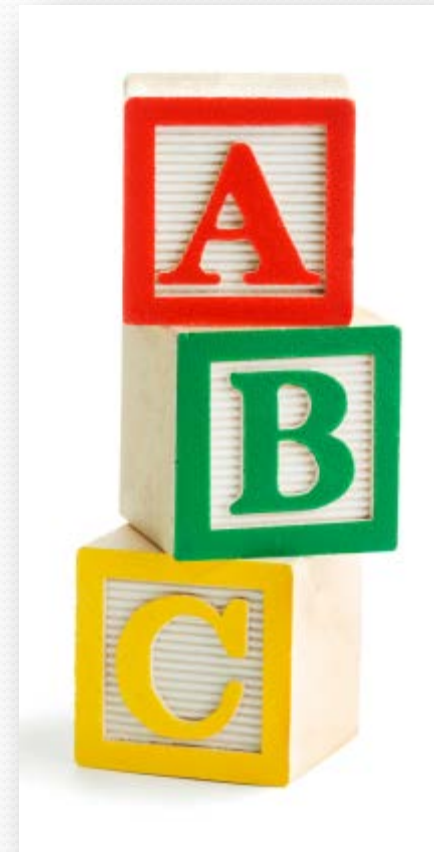
- Significant?

- Does it address an important problem?
- How will scientific knowledge be advanced?

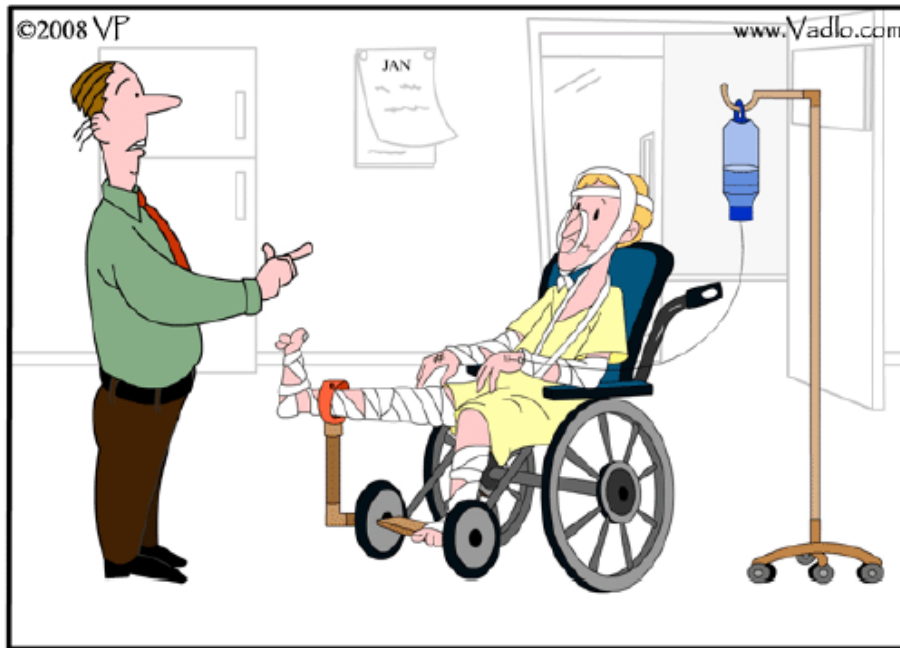
- Innovative?

- Does it build upon or expand the knowledge base?
- Will it make a difference?

- Understandable?



# Timing is everything



*Do you have to take sick leave? We have a grant deadline.*

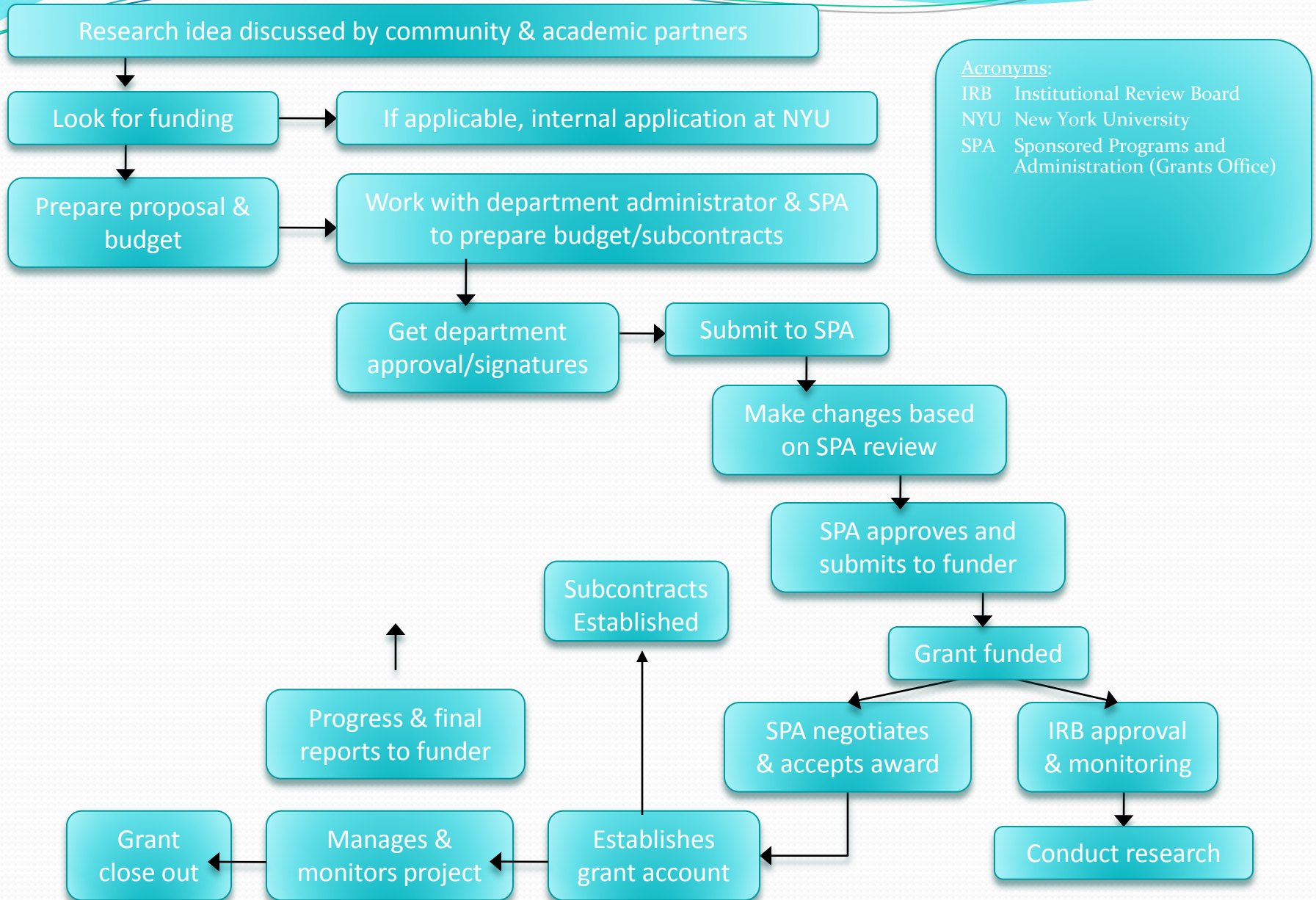
- Most grant opportunities are announced with little notice, and often have fast turn-around times.
- Balancing act between allowing time for input into proposed research.....and submitting the grant in time!

# Other considerations

- Funding agency priorities
- Political and fiscal climate
- Universities commitment to historical partners vs. partnership expansion
- Impact of study/program



# Flow through the University: Grant idea to grant completion



# Once a grant is awarded....

- Celebrate!
  - Let the community know so that they can demand continued accountability from the project
- Re-group
  - Was the project funded at the level requested?
  - Are new partners needed? Can all original partners meet the commitments of the grant?
- Develop Memorandums of Understanding
  - Roles, responsibilities, budgets, data sharing agreements, etc.
    - *what are your needs*
    - *Articulate needs clearly*
- Develop a regular system of communication – coalition meetings, email list-serves, etc.

MEMORANDUM OF UNDERSTANDING

*NYU Health Promotion & Prevention Research Center*  
*and*  
*Community Health Worker Network of NYC*  
**09/30/2009-09/29/2010 Budget Period**  
**3/1/2010 – 2/29/2011 Project Period**

**PI** NYU: Dr. Mariano Rey

**PI** Community Health Worker Network of NYC: Mr. Sergio Matos

This memorandum of understanding (MOU) delineates the formal partnership between the New York University Health Promotion and Prevention Research Center (PRC) and the Community Health Worker Network of NYC (CHW Network). The Centers for Disease Control and Prevention (CDC) has granted New York University (NYU) a five-year award to build and enhance community capacity and leadership to reduce cardiovascular disease across diverse populations. The core research project of the PRC, Project RICE, will develop, implement and test a community health worker (CHW) program designed to prevent diabetes in the South Asian and Korean communities in New York City.

This MOU outlines the goals and activities between the PRC and the CHW Network in developing and implementing the work of the PRC for Year 1. The roles and responsibilities of both parties are not limited to those stated below. Modifications, when necessary and agreed to by both parties to better facilitate and implement the goals and activities of the research training initiatives may be made after reviewing the overall progress.

**Health Promotion & Prevention Research Center**

**STATEMENT OF WORK:** The PRC shall work in partnership with the CHW Network to provide the necessary resources to perform the PRC's goals and activities.

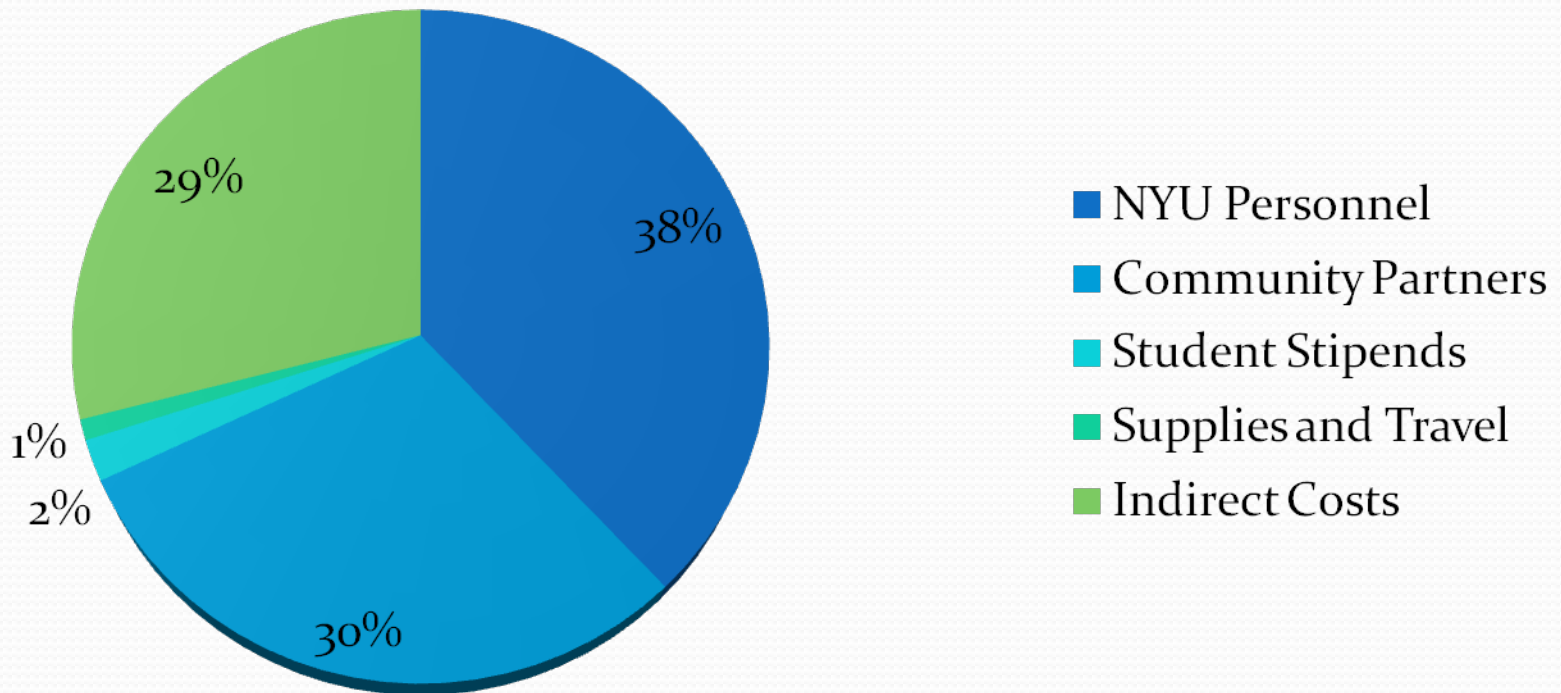
Mr. Sergio Matos, Executive Director of the CHW Network, has extensive knowledge of CHW policy and training. The CHW Network is an independent professional association of CHWs that promotes the expansion of the CHW field through education, research, and advocacy. It unites

# Budget Considerations

- Distribution of funds
  - Are funds equitably distributed with community partners?
- Indirect (e.g. “overhead costs”)
  - Universities have large indirect cost rates
  - Used for office space, IRB and grants support, libraries, laboratories, etc.
  - Universities are bureaucracies
  - Some grants allow subcontract overhead to be covered
- Subcontracts
  - a letter of intent, a statement of work, a budget, and a budget justification
    - Accountability not only to University but also to the funding agency

# Equitable Distribution of Resources to Community Partners

**NYU PRC Fund Distribution**



# Budget Considerations (cont.)

- Personnel & Percentage Effort
  - Transparency about personnel from both sides
  - Reporting requirements
- Unspent funds
  - Often not available at the end of the year
- Changes in budget allocation
  - Must be approved by grants office and funding agency if more than 25%

# Other considerations after a grant is awarded

- Reporting
  - Federal grants have extensive reporting requirement
- IRB



How many more  
documents do you think  
we need to create?



# Reporting: Example

	Annual Progress Report	Interim Progress Report	Quarterly Progress Reports	Financial Status Report
Center for the Study of Asian American Health (NIH)	X			X
Prevention Research Center (CDC)	X	X		X
B Free CEED (CDC)	X	X		X
Project AsPIRE (NIH)	X			X
Clinical Translational Research Institute Community Engagement Core	X			X
CHARN (AHRQ)			X	X
CSAAH Capacity Building Grant (NIH)			X	X

# IRB


- The review process is intended to protect those who participate in research by providing oversight of issues such as study quality (*Is it good science?*), disclosure of risks and benefits (*If there is the possibility of any benefit or discomfort or risk to the participants, how will you let participants know about it?*), and the design and administration of consent forms (*Are the consent forms clear and explained in a consistent manner?*).
- Must take place even if CBO holds the main grant
- Requires that all members of research team must receive training from IRB

SAMPLE

THE NIT-PICKING IRB

SAMPLE



- 
- Review process can take upwards of a month (or longer) – timelines should account for delays and additional requests
  - All translations must be approved
  - IRBs may be unfamiliar with CBPR
    - Language of consent forms may not seem appropriate to community
    - Can we negotiate the terms of the IRB?

# Data Analysis

- Data entry and cleaning can be very resource intensive and may delay the analysis process
- Community partner involvement in the analysis process
- Creating data agreements

# Dissemination

- Dissemination products
  - Conference booklets, reports, briefs, monographs, newspaper articles, policy papers
  - Peer-reviewed journal articles, book chapters, conference abstracts
- Authorship Issues
  - Creating guidelines for authorship
  - Peer-reviewed journals often have their own authorship guidelines



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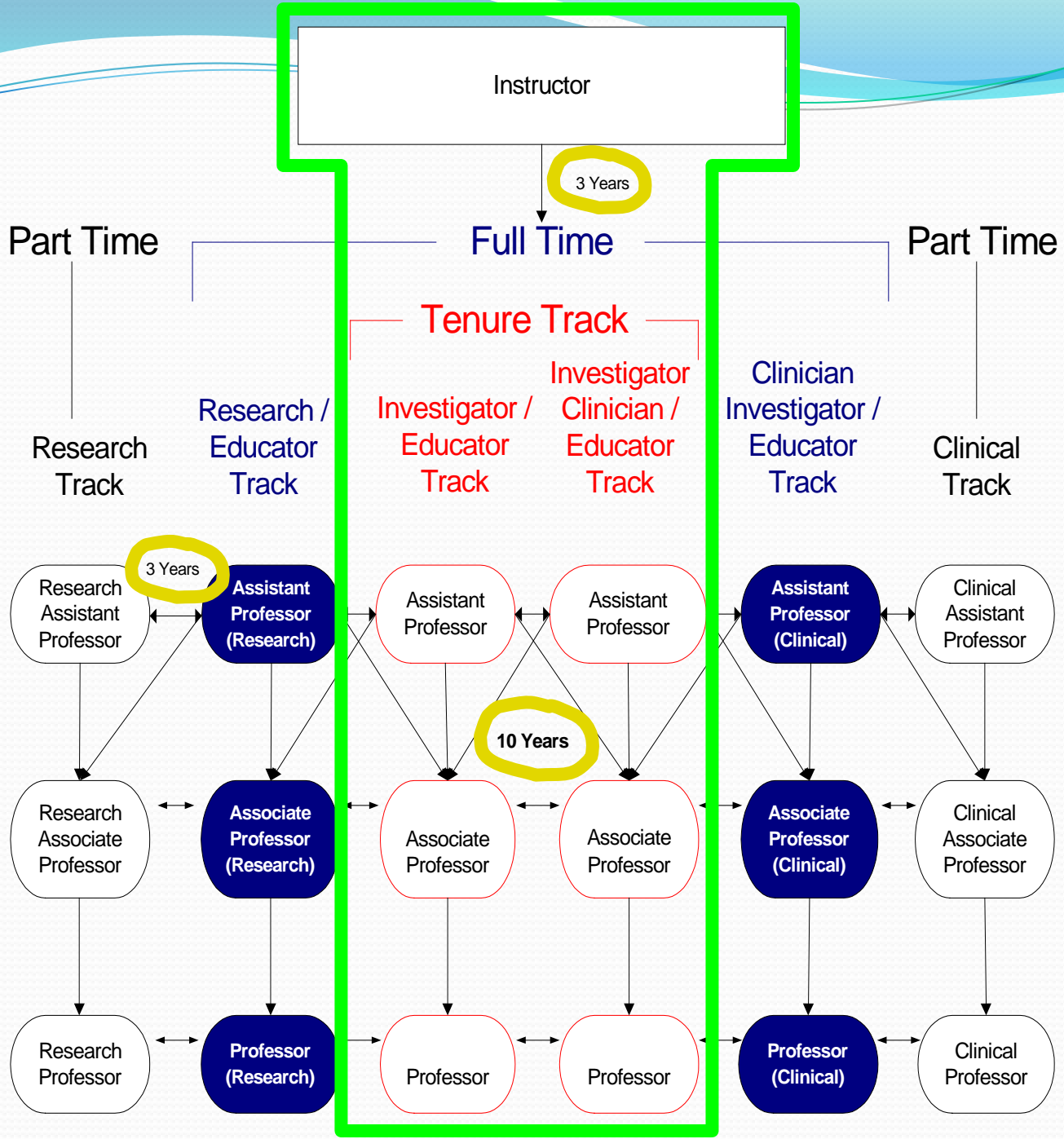
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*You should spend the next week typing down names of **all** co-authors on your paper.*

# Academic Partner Considerations

- “Soft-money” vs. “hard-money”
- Tenure
- Reviews
- Service obligations
- Teaching



# Tenure and Promotion Decisions

(in order of importance)

- Grants
- NIH Grants, including evidence of renewal
- Peer reviewed publications (**especially 1st or last-author publications**)
- Innovative technologies
- Non-peer reviewed publications
- Book chapters
- Abstracts
- Presentations

# Why should you care if researchers get tenure or promotions?

- Increased institutional recognition of community engaged research
- Increased recognition of community needs
- Increased recognition of under-represented communities

Questions?