

Title: The Forgotten Stakeholder: Partnering with University Administrators to Create Compensation and Recognition Mechanisms That Support Efficiency, Fairness, and Sustainability in Community Engagement

Speakers: Lori Carter-Edwards,^{1,2} Ginny Lewis²

¹Public Health Leadership Program, UNC Gillings School of Global Public Health, Chapel Hill, NC; ²NC Translational and Clinical Sciences Institute, Chapel Hill, NC²

Which best describes you? **Academic Partner**

Phone number: **919.597.0275**

Email address: **lori_carter-edwards@unc.edu**

Thematic area: **Innovative Methods of Community Engagement**

ABSTRACT

Creating community-academic research partnerships for community engaged research (CEnR) initiatives among stakeholders from underrepresented and underserved populations should involve equitable collaborations at all stages, including modes for compensation and recognition. However, university compensation of community partners are often nebulous and unstructured, with no clear mechanism for preparing them as independent contractors for CEnR and appropriately recognizing them for their time and expertise. The NC Translational and Clinical Sciences Institute (NC TraCS) at the University of North Carolina at Chapel Hill (UNC-CH) launched its Community-Academic Grants Administration Translation (CAGAT) training initiative in 2016 to adapt academic institutional protocols and procedures to facilitate CEnR for community partners and researchers. In 2017, as a follow-up on this initiative, CEnR faculty and staff at NC TraCS adapted the UNC-CH's bidding process for exterior contractors to create an ongoing cycle of community stakeholder recruitment, capacity building, and compensation. Essential to this translation of institutional business platforms for CEnR was the engagement of UNC-CH purchasing and compliance officials who led CEnR faculty and staff through a rapid acculturation to the mores and standards of university fiduciary administration. These officials, often the forgotten stakeholders who should be recognized as part of our stakeholder community in building CEnR protocols, contributed their expertise in managing a compensation infrastructure for non-traditional university business partners.

Questions of **efficiency, fairness, and sustainability** in the compensation of independent contractors drove the development of a new NC TraCS community stakeholder engagement compensation structure. Given the amount of time-intensive relationship building required of investigators as well as of community partners to create CEnR partnerships, working with experienced stakeholders on multiple projects can result in greater ease of engagement that can be interpreted as efficient by investigators and research professionals with limited time. While experienced or professional stakeholders develop a deeper level of understanding of the research process than most community partners with whom the university has not engaged, there were questions of fairness to community members who did not have entry to the initial recruitment of stakeholders for research consultations. Balancing the efficiency of repeating stakeholder partnerships on multiple research projects with fairness and long-term sustainability for community stakeholders emerged as a key issue. Purchasing and compliance officials at UNC-CH shared their expertise in balancing these questions within university business practices and in turn, engaged in the development of CEnR guidelines and practices that can serve other academic institutions.

OBJECTIVES

By the end of the Learning Lab, learners will be able to:

- 1) Define efficiency, fairness, and sustainability in CEnR stakeholder engagement from the perspectives of:
 - a) health providing/seeking communities; b) academic researchers; c) research grant administrators; and, c) university administrators ;
- 2) Discuss categories of university mechanisms for recognition and compensation of non-employee stakeholders in health research, as well as other non-financial compensation benefits for stakeholders; and
- 3) Develop strategic plans to build and strengthen efficiency, fairness, and sustainability in stakeholder engagement initiatives that utilize one or more of the university mechanisms for recognition and compensation of non-employee stakeholders in health research.

SESSION SCHEDULE

Time (min)	Brief Description
10	<p><i>Introductions</i></p> <p>Presenters will introduce themselves and review Learning Lab objectives. Participants will introduce themselves, including their roles in CEnR and goals in Learning Lab participation.</p>
10	<p><i>Presentation</i></p> <p>Overview of stakeholder engagement compensation history within NC TraCS</p> <ul style="list-style-type: none"> • Engagement with UNC-CH administrators to discuss business platforms for external partners • 2K stakeholder engagement voucher pilot 2015 – 2016 • Ongoing stakeholder enrollment and resulting need to expand the range of compensation structures
10	<p><i>Discussion</i></p> <p><i>The Forgotten Stakeholder</i>, university administrators, whose expertise can contribute to CEnR stakeholder engagement protocols</p> <ul style="list-style-type: none"> • Purchasing Services • Compliance Officers • Others <p>Participants will contribute other University administrators with whom they have worked or could foresee seeking guidance and group will strategize on reaching out to these administrators.</p>
10	<p><i>Discussion</i></p> <p>Community Stakeholder Engagement Compensation and Recognition</p> <ul style="list-style-type: none"> • University mechanisms for compensation and recognition of non-employee stakeholders in health research • Other mechanisms? <p>Participants will be asked to name and discuss mechanisms they have utilized and to share their experiences and lessons learned.</p>
5	<p><i>Presentation</i></p> <p>New strategy for stakeholder recruitment, capacity building, and compensation developed by NC TraCS at UNC-CH with guidance from university administrators</p> <ul style="list-style-type: none"> • Development of Request for Information (RFI) protocol for preferred vendor classification • Lessons learned from implementing the protocol
Time (min)	Brief Description

10	<p><i>Group Activity</i> Create two, mixed workgroups of representatives from the following health research stakeholders:</p> <ol style="list-style-type: none"> 1. Health providing/seeking communities (community and non-academic health organizations); 2. Academic research communities (investigators, project managers); 3. Research grants administration communities (business office managers, sponsored research professionals); and 4. University administrators. <p><i>If there are groups not represented, participants will be asked to write questions for the missing group.</i></p> <p>Each group will define efficiency, fairness, and sustainability for the 4 categories of stakeholders, with definitions that include the considerations of underrepresented and underserved populations.</p>
20	<p><i>Group Activity</i> Designing stakeholder engagement compensation and recognition strategies</p> <p>Each group will be given a community scenario for which they as health research stakeholders will design a plan of stakeholder compensation and recognition that includes engaging university administration and addresses concerns of efficiency, fairness, and sustainability for each health research stakeholder group. Plans will utilize one or more university mechanism for compensation and recognition of non-employee stakeholders in health research.</p>
15	<p><i>Group Activity</i> Sharing of strategic plans</p> <p>Teams report their stakeholder engagement compensation and recognition strategic plans. Attention will be brought towards identifying how these plans build and support efficiency, fairness, and long-term sustainability for underrepresented and underserved populations.</p>

RELEVANCE TO COMMUNITY ENGAGED RESEARCH

Establishing appropriate means of financial and non-financial compensation for community partners is a foundation of equitable partnership building for research endeavors. By developing clear and fluent structures for compensation and recognition of non-employee research partners, CEnR faculty and staff will have greater flexibility in approaching community stakeholders and also will be equipped to incorporate considerations of efficiency, fairness and sustainability for communities when forming research partnerships. Engaging with university officers as health research stakeholders to translate the multiple business platforms they manage and utilize into platforms for CEnR brings their expertise in addressing efficiency, fairness, and sustainability into the translational continuum.