



# **Institute for Health, Social, and Community Research at Shaw University**

## **Building Successful Research Infrastructures: Lessons Learned in Achieving and Measuring Success**

**Texas A&M University International  
October 28-30, 2009**

**Daniel L. Howard, Ph.D.  
Professor of Health Policy and Founding Director**



# Institute for Health, Social, and Community Research at Shaw University

## Outline of Presentation

- Brief discussion on Shaw University
- Brief update on the IHSCR
- What is successful research development?
- Challenges
- Lessons learned



# Institute for Health, Social, and Community Research at Shaw University

## SHAW UNIVERSITY

- Small, Liberal Arts, Historically Black College/University
  - 1,000 students on main campus
  - 1,700 students on off-site campuses
- Predominately teaching faculty
- No attached School of Medicine or School of Public Health
  - No health-related curriculum or major
- No health-related research dollars prior to 2002
  - Federal funding primarily in STEM and Education programs

## National Institutes of Health (NIH) Awards by Rank, FY 2002 – Top 15 Majority Institutions\*

Institution	Rank	Awards	Amount
Johns Hopkins University (MD)	1	1204	\$510,005,326
University of Pennsylvania (PA)	2	1166	\$418,546,510
University of Washington (WA)	3	950	\$405,729,042
University of California, San Francisco (CA)	4	876	\$365,365,909
Washington University, St. Louis (MO)	5	761	\$343,792,077
University of Michigan (MI)	6	855	\$325,786,206
University of California, Los Angeles (CA)	7	836	\$317,017,181
University of Pittsburgh (PA)	8	801	\$308,144,862
Yale University (CT)	9	779	\$289,899,944
<b>Duke University (NC)</b>	<b>10</b>	<b>697</b>	<b>\$277,393,166</b>
Harvard University (MA)	11	656	\$273,147,799
Columbia University (NY)	12	711	\$269,844,585
<b>University of North Carolina at Chapel Hill (NC)</b>	<b>13</b>	<b>686</b>	<b>\$264,264,425</b>
Baylor College of Medicine (TX)	14	556	\$263,540,460
Stanford University (CA)	15	672	\$247,636,170

\* Source: NIH Award to Domestic Institutions of Higher Education by Rank, FY 2002 - URL: <http://grants2.nih.gov/grants/award/trends/dheallinst02.htm>.

## National Institutes of Health (NIH) Awards by Rank, FY 2002 – Top 15 HBCUs\*

Institution	Rank	Award	Amount
1. Morehouse School of Medicine (GA)	97	35	\$30,670,508
2. Howard University (MD)	100	45	\$26,725,241
3. Meharry Medical School (TN)	104	45	\$24,828,194
4. Tuskegee University (AL)	133	9	\$12,869,632
5. Xavier University of Louisiana (LA)	160	10	\$8,160,580
6. Florida Agricultural and Mechanical University (FL)	162	8	\$7,979,959
7. Morgan State University (MD)	185	10	\$5,267,169
<b>8. North Carolina Central University (NC)</b>	186	13	\$5,111,104
9. Clark Atlanta University (GA)	197	5	\$3,711,923
10. Hampton University (VA)	216	8	\$2,603,227
11. Texas Southern University (TX)	226	4	\$2,290,698
12. Spelman College (GA)	239	4	\$1,960,387
<b>13. Winston-Salem University (NC)</b>	248	6	\$1,703,305
14. Tennessee State University (TN)	260	4	\$1,498,393
15. Tougaloo College (MS)	275	4	\$1,095,363
<b>17. Shaw University (NC)</b>	<b>287</b>	<b>2</b>	<b>\$817,185</b>

Shaw  
NIH+AHRQ  
→

\* Source: NIH Award to Domestic Institutions of Higher Education by Rank, FY 2002 - URL: <http://grants2.nih.gov/grants/award/trends/ncainst02.htm>.



# Institute for Health, Social, and Community Research at Shaw University

SHAW UNIVERSITY

- By 2006:
  - Ranked in top 5 among HBCUs w.r.t. health-related Federal funds
  - The 4 HBCUs ranked higher have Schools of Medicine or Veterinary attached



# Institute for Health, Social, and Community Research at Shaw University

## About the IHSCR:

- ⊙ Organized in 2003
- ⊙ In 2006, officially recognized as a Department of Shaw University
- ⊙ Constitutes the largest Department at Shaw (# of personnel)
- ⊙ Composed of 35 individuals including PhD-level investigators, Master's level public health professionals, and administrative staff
- ⊙ Established research collaborations with the UNC-CH, Johns Hopkins, Duke U., U. of Michigan, & Wake Forest U.
- ⊙ Has secured research funding totaling more than \$25 million dollars over the years
- ⊙ Anticipate another \$10 million dollars in research funding in 2010



# Institute for Health, Social, and Community Research at Shaw University

## Mission Statement

... to become a national leader in the multidisciplinary empirical investigation of diverse issues that affect the health and well-being of minorities, particularly African Americans, their families, and the communities in which they live.



# Institute for Health, Social, and Community Research at Shaw University

## **The Institute will:**

- develop a collective of proficient researchers involved in health-related areas of research;
- conduct scientifically sound and relevant minority health and health disparity research;
- enhance collaborations with Research I level universities and other institutions;
- engage students in state-of-the-art research training and public health education;
- provide leadership to Shaw in developing a university focus toward public health.



# Institute for Health, Social, and Community Research at Shaw University

## Current Major Funding Sources

1. National Institutes of Health, National Center on Minority Health and Health Disparities
2. National Institutes of Health, National Center for Research Resources
3. U.S. Department of Health and Human Services, Agency for Healthcare Research and Quality
4. U.S. Department of Defense, Congressionally-Directed Medical Research Programs



# Institute for Health, Social, and Community Research at Shaw University

## Current Centers of Research

1. Shaw NCMHD RIMI Project (P20)
2. Carolina-Shaw Partnership Center of Excellence (P60)
3. Shaw University M-RISP Minority Elderly Research (SUMMER) Center (R24)
4. Shaw-UNC,CH Center for Prostate Cancer Research
5. Shaw-Johns Hopkins Center for Prostate Cancer Research
6. Shaw University-UNC,CH Undergraduate Program in Prostate Cancer Research and Training (SUUPPRT)
7. Hopkins Center on Health Disparities Solutions (LaVeist)



# Institute for Health, Social, and Community Research at Shaw University

## Sentinel Events

- In 2002, Shaw University was the only university in the nation to hold two NIH NCMHD-funded Project EXPORT grants (P60 & R24)
- Carolina-Shaw EXPORT Center identified as “showcase model” by external Scientific Program Advisory Committee of national research experts
- Renewal of Project EXPORT Center of Excellence for 5 more years
- Renewal of the SUMMER Center grant for 4 more years
- Twelve IHSCR investigators and staff have secured external research funding
- IHSCR hosted two research conferences in 2006 & 2008
- Moved into 30,400 sq. ft., \$5.4 million IHSCR Biomedical & Behavioral Research Building on December 5, 2008
- Received largest research award in school history in 2009 (\$4.1 mil)



# Institute for Health, Social, and Community Research at Shaw University



**The IHSCR conducts scholarly research at Shaw University relevant to bio-medical and behavioral health issues pertinent to minority communities by exploring causes for and elimination of racial disparities in health.**



# Institute for Health, Social, and Community Research at Shaw University Center for Survey Research





# Institute for Health, Social, and Community Research at Shaw University

- IHSCR researchers have published forty (40) manuscripts in leading peer-reviewed scientific journals.
- Additionally, IHSCR researchers have nine (9) manuscripts “accepted and in press” in leading peer-reviewed scientific journals.
- Moreover, IHSCR researchers have nine (9) manuscripts “in review” in leading peer-reviewed scientific journals.
- Twenty-eight (28) are “in various stages of process.”
- IHSCR investigators and students have made 150 presentations at international, national, and state



# Institute for Health, Social, and Community Research at Shaw University

## Recent Research Journal Publications

- Academic Medicine (2)
- African American Research Perspectives
- American Journal of Public Health (3)
- American Journal of Men's Health
- American Journal of Obstetrics and Gynecology
- BMC Cardiovascular Disorders
- Cancer Epidemiology Biomarkers and Prevention
- Community Mental Health Journal
- Harvard Health Policy Review
- Health Services Research
- Journal of Aging and Health
- Journal of Alternative and Complementary Medicine



# Institute for Health, Social, and Community Research at Shaw University

## Recent Research Journal Publications

- Journal of the American Board of Family Medicine
- Journal of the American Geriatrics Society (in press)
- Journal of the Black Nurses Association
- Journal of Empirical Research on Human Research Ethics
- Journal of General Internal Medicine
- Journal of Health Disparities Research and Practice
- Journal of the Medical Library Association
- Journal of the National Medical Association (4)
- Journal of the National Cancer Institute (2 in review)
- Journal of Obstetrics, Gynecology, and Neonatal Nursing
- Journal of Palliative Medicine
- Journal of Perinatology
- Journal of Substance Abuse Treatment (2)



# Institute for Health, Social, and Community Research at Shaw University

## Recent Research Journal Publications

- Medical Care
- North Carolina Medical Journal (2)
- Nursing Research
- Preventing Chronic Disease; Public Health Research, Practice, and Policy
- Progress in Community Health Partnership: Research, Education, and Action
- Public Health Reports
- Statistics in Medicine



# Institute for Health, Social, and Community Research at Shaw University

## » Why Minority Health Research?

- Director was familiar with topic
- Some Shaw faculty had expertise in topic
- Director was familiar with available dataset
- Director's strength was in secondary data analysis
- Director, with the assistance of mentor, could put together several reasonable studies
- In other words, assess your strengths and go with that!



# Institute for Health, Social, and Community Research at Shaw University

## How is success defined?

- The HBCU administration defines it as: “Hey we got the money!”
  - (There is no concern regarding the research; now the light bill can be paid.)
- The PI defines it as: “Now I finally made it!”
  - (Writing a successful grant application is seen as the crowning achievement rather than realizing that the real work has just begun.)
- Agencies defines it as: “Meeting the mission of the agency and showing a worthwhile investment of federal funding.”
- **EVERYONE HAS TO BE ON THE SAME PAGE**



# Institute for Health, Social, and Community Research at Shaw University

**Is there congruency between how you define success and how agencies define success?**

- Did you complete the research project(s)?
- Did you disseminate the results in conferences?
- Did you publish the results in peer-reviewed journals?
- Did you do enough to justify a renewal?
- Are you even going to apply for a renewal?
- Were you renewed?
- How many involved faculty can now submit their own grants?
- How many involved students are now interested in graduate school?
- Can you sustain the research development after the grant ends?



# Institute for Health, Social, and Community Research at Shaw University

## How do you sustain research infrastructure development?

- Conduct a research needs assessment
- Collaboration, collaboration, collaboration
- Seek out more funding, CONTINUALLY
- Seek out strong co-investigators among faculty
- Let folks know what you are doing – MARKET
- Think beyond the completion of individual research projects toward putting in place infrastructure that will help replicate productivity.
- THINK BIG!!!



# Institute for Health, Social, and Community Research at Shaw University

## Challenges

- Heavy teaching loads of Shaw faculty / Ensuring release time for research for Shaw faculty
- Authorship Issues
- Manuscript review, submission and tracking issues
- Renewing partnership leadership and faculty
- Continuing to enhance the infrastructure of the university to support research activities (Lack of tangible university support)
- Moving from **Infrastructure Enhancement** to **Research**
- Adjusting to the ebb and flow of funding to support research priorities



# Institute for Health, Social, and Community Research at Shaw University

## Lessons Learned (Pt. 1)

- Leadership starts with the PI.
- Quality preparation is essential for junior faculty seeking to become researchers.
- Recruit researchers with a demonstrated ability and commitment to complete studies and produce publications.
- Hold technical assistance research meetings with junior faculty.
- Proper delegation to highly trained, experienced, eager individuals is key to sustained quality program (administrative & support staff).



# Institute for Health, Social, and Community Research at Shaw University

## Lessons Learned (Pt. 2)

- Proper communication is essential and ongoing
  - Always put your thoughts, ideas, and plans in writing
  - Write the vision and make it plain.
- Establish priorities and use them as a guide as you expand your operations.
- Careful planning and organization will yield the most success.
  - Implement a documented system for assessing, measuring and evaluating progress, and providing feedback.
- **MOST IMPORTANT** - Sustaining support for a new research venture requires tangible results.



# Institute for Health, Social, and Community Research at Shaw University

## Short Term Goals Met

- Initiated a firm foundation for research at Shaw
- Elevated research activities on Shaw's campus
- Increased the volume and level of scholarly research conducted
- Created an environment for attracting top level researchers
- Facilitated the creation of the Center for Survey Research and the Center for Biostatistics and Data Management within the IHSCR
- Established collaborative seminar series, skill building and mentoring sessions with UNC-CH
- Assisted the pursuit of additional grant funding
- Increased publications in peer reviewed journals
- Increased presentations at scientific conferences



# Institute for Health, Social, and Community Research at Shaw University

## Long Term Goals Met

- Has helped the IHSCR become a national leader in health services research
- Has enhanced Shaw's and the IHSCR's infrastructure to support research
- Has increased collaborations with more Research 1 Level Institutions
- Has facilitated the expansion of research to other health related areas
- Has increased research visibility



# Institute for Health, Social, and Community Research at Shaw University

## Future Plans

- To become a national leader in minority health, health services, and health disparity research by expanding our research endeavors into various substantive health areas.



# Institute for Health, Social, and Community Research at Shaw University

## **PUBLIC HEALTH SCIENCES**

- Shaw University can become a conduit to sending students to graduate programs in Schools of Public Health and Schools of Nursing ---- just as Xavier University is known for sending African American students to Schools of Medicine.



# Institute for Health, Social, and Community Research at Shaw University

## **PUBLIC HEALTH SCIENCES**

- Health and Health care are the most pronounced issues today and will continue to be.
- There is a dearth of African American researchers of health, public health workers, and nurses (as well as doctors).
- The IHSCR has positioned Shaw to engage in this arena despite the lack of an adjoining school of medicine and/or school of public health



# Institute for Health, Social, and Community Research at Shaw University

## Research Infrastructure Development Articles

- Carey, TS, Howard, DL, Goldmon, M, Roberson, JT, Godley, PA, and Ammerman, A. Developing Effective Inter-University and Community Partnerships to Address Health Disparities. Academic Medicine 2005 Nov. 80(11):1039-45.
- Carey, TS, and Howard, DL. The development of the field of health disparities research: the role of cross-disciplinary and institutional collaboration. Harvard Health Policy Review Vol.8, No.1, pp.136-144, Spring 2007.
- Walker, TA, Howard, DL, Washington, CR, and Godley, PA. Development of a Health Sciences Library at an HBCU: Laying the Foundation for Increased Minority Health and Health Disparities Research. Journal of the Medical Library Association 95(4) October 2007.
- Howard, DL, Boyd, C, Nelson, D, and Godley, PA. Getting from A to IRB: Developing an Institutional Review Board at a Historically Black College and University (HBCU). Journal of Empirical Research on Human Research Ethics (in press, December 2009)
- Howard, DL, Boyd, C, Walker, TA, Kalsbeek, WD and Godley, PA. Investigating health disparities: Survey research infrastructure at a historically Black college/ university. Journal for Healthcare of the Poor and Underserved (revise and resubmit)



# Institute for Health, Social, and Community Research at Shaw University

## CONTACT INFORMATION

- Daniel L. Howard, Ph.D., Director  
The Institute for Health, Social, and Community  
Research at Shaw University  
118 E. South Street  
Raleigh, NC 27601
- [www.ihsucr.org](http://www.ihsucr.org)
- (919) 546-8256 (phone)
- [howardd@shawu.edu](mailto:howardd@shawu.edu)