



2019-2023 Research Strategic Plan

MISSION

To empower our students with the essential personal and professional skills needed to be competent, confident, and compassionate osteopathic physicians dedicated to meeting the healthcare challenges of the communities in which they serve.

VISION

The College of Osteopathic Medicine is recognized as a leader in osteopathic medical education through innovative, progressive curricular offerings.

VALUES STATEMENT

Instilling values that foster cultural awareness, promote ethical leadership, embrace diversity, and inspire a servant's heart towards caring for the poor and needy.

YEAR ONE 2019 -2020

Promote development and sustainability of Research within Noorda-COM.

Establish Office of Research

- Lay groundwork for yearly research week as venue for students to present research and hear lectures from leading scholars.
- Engage community and raise COM awareness.
- Seek recognition of Noorda-COM by NIH
 - Apply accreditation infrastructure elements to College structure, processes and policies to achieve compliance.
- Sustain efficient and fiscally responsible operations.
 - Establish a well-organized operational structure that supports the Noorda-COM's Mission.
 - Develop and implement a stable financial strategy that supports the Noorda-COM's Mission and vision.

Personnel

- Recruit and hire an Associate Dean of Research with an active research profile.

- Recruit and hire qualified faculty and staff who manifest the desired research profiles and support a student-centric research environment.
- Support faculty in their efforts to develop a high-quality research program.

Students

- Collaboration between Admissions, Associate Dean of Research and adjunct research faculty on framing research characteristics of students who will be successful in Noorda-COM's academic model to include:
 - Recruitment strategies
 - Admissions rubric
 - Research based scholarships

Academic Model

- Establish an institutional academic model that integrates the principles of research and promotes the Mission of the College.
- Initiate research opportunities, infrastructure, and resources in support of ACGME-accredited Graduate Medical Education.

Build value-oriented community research partnerships to advance the education and training of students, faculty, and staff.

- Develop research partnerships with PhD and Master's degree granting colleges and universities, regional healthcare networks, and foundations.
 - Assess opportunities for networking and partnerships to advance UME and GME research.
 - Create advanced laboratory opportunities for COM students with multi-layered mentoring opportunities from COM faculty, affiliate faculty and graduate students.

Advance research in the distinctive philosophy, practice, and education of Osteopathic medicine.

- In collaboration with Chair of Osteopathic Practices and Principles, identify research focuses that advance philosophy, practice, and education of Osteopathic medicine.
- Identify, recruit and engage full-time and adjunct faculty who manifest the desired research profiles.
- Endeavor to pursue federal, state, organizational and industry-based research grant opportunities.

Design and implement an efficient research infrastructure incorporating community partners to increase impact of research efforts at Noorda-COM.

- Establish laboratories in partnership with affiliate institutions as sites for COM faculty and students to engage in research.

- Create a campus design that promotes research experiences that are high impact and immersive and extend beyond the classroom.

YEAR TWO 2020 - 2021

Promote development and sustainability of Research within Noorda-COM.

Office of Research

- Submit evidence that successfully meets or exceeds research related COCA pre-accreditation status standards.
- Determine whether the Noorda-COM will meet the Eligibility Requirements, Standards for Accreditation, and Policies that NWCCU has adopted.
- Begin Institutional Review Board (IRB) accreditation process.
- Initiate and manage Institutional Biosafety Committee (IBC).
- Determine if entering into a partnership with a local IACUC is appropriate.
- Sustain efficient and fiscally responsible operations.
 - Develop and implement a stable financial strategy that supports the Noorda-COM's Mission and vision.
 - Explore partnerships in the development of an on campus Research Center.

Promote academic and professional success.

Personnel

- Recruit and hire qualified faculty and staff who manifest the desired research profiles in supports a student-centric environment.
- Support faculty in their efforts to develop high-quality research program.

Students

- Support Admissions in the recruitment and selection of students.

Academic Model

- Support the preparation of novice research faculty to enter a faculty role in a COM academic setting.
- Provide professional development to faculty and staff on core research elements and concepts.
- Promote best practice in a holistic approach to the principles of research in both didactic and clinical education environments.
- Structure research related content that promotes critical thinking and analytic skills.

Build values-oriented community partnerships to advance the education and training of students, faculty, and staff.

- Implement strategies to create long-term research relationships that will benefit the College and its students.
- Partner with other higher education institutions to provide foundational research education.

Advance the distinctive philosophy, practice, and education of Osteopathic medicine in the region.

- Elevate awareness and reputation of Osteopathic research.
- Build the College's identity by increasing internal and external recognition of the Noorda-COM as a leader in research related Osteopathic philosophy of patient-centered care.

Design and implement an efficient research infrastructure incorporating community partners to increase impact of research efforts at Noorda-COM.

- Create an expanded, unified regional research plan that promotes the Noorda-COM's identity within the community.
- Invest in infrastructure to develop the intentional collaboration of research within the Noorda-COM community.

YEAR THREE 2021 - 2022

Promote development and sustainability of Research within Noorda-COM.

Office of Research

- Attain research benchmarks that successfully meet or exceed research related COCA accreditation status standards.
- Provide funds for regular invited speakers to present research to COM faculty and students.
- Evaluate the efficiency and fiscal responsibility of operations.
- Assess the effectiveness of the research structure.
- Sustain efficient and fiscally responsible operations.
 - Develop and implement a stable financial strategy that supports the Noorda-COM's Mission and vision.
 - Present proposals for on campus Research Center to Board of Trustees.

Promote academic and professional success.

Personnel

- Create a program of research and scholarly experience, training, and support for students, faculty, and staff.
 - Provide faculty and staff training that instills an institutional culture that empowers students to succeed in research pursuits.
 - Support faculty in their efforts to develop and deliver a high-quality research program.

- Provide continuing medical education opportunities for faculty and administrators related to their roles as researchers.
- Recruit and hire a grant writing specialist to aid faculty in grant preparation and submission.

Students

- Create a program of research and scholarly experience, training, and support for students.
 - Develop effective student support systems (e.g. advisors, learning specialists), implement timely assessment system of student progress in research efforts.
- Support Admission in the recruitment and selection of students.
- Cultivate partnerships for research opportunities that allow students the ability to acquire research related skills.

Academic Model

- Structure opportunities across the curriculum that foster an approach to research across healthcare models.
- Facilitate research elements in support of Noorda-COM supported residency programs.
- Encourage and support development and acquisition of innovative IT services that enhance teaching, research, and outreach.

Build value-oriented community partnerships to advance the education and training of students, faculty, and staff.

- Develop partnerships with PhD and Master's degree granting institution colleges and universities, regional healthcare networks, and foundations.
- Extend networking opportunities and clinical partnerships to advance UME and GME clinical education.
 - Strategize a Mission-focused research collaborative across the region to link with community challenges and health needs.

Advance the distinctive philosophy, practice, and education of Osteopathic medicine in the region.

- Enhance awareness and reputation of Osteopathic practice in the region.
- Build the College's identity by increasing internal and external recognition of the Noorda-COM as a leader in research related Osteopathic philosophy of patient-centered care.
- Assess how the strengths of the faculty align with regionally-focused research activities.

YEAR FOUR 2022 - 2023

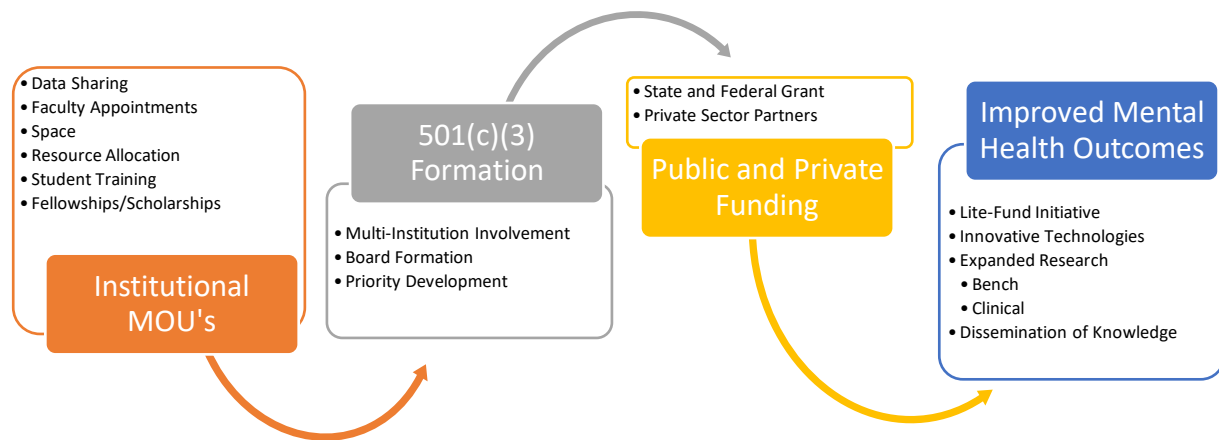
Wrap up current strategic plan.

Structure new strategic plan.

Advance operations to support College research growth.

Proposed Utah County Mental Health Research Consortium

The consortium goals are to substantively advance the basic and clinical science related to mental health in the State of Utah with particular emphasis on reducing addiction, depression and anxiety. We seek to formalize ties between interested regional research institutions to leverage thought, equipment, space and resources to accomplish research aims. Additionally, we seek to work closely with philanthropically minded private sector partners to expand reach and impact of scientific advances.



Basic Premise

Step 1: Interested institutions will meet to discuss and work towards formalizing a research relationship. Discussions to include, data sharing, reciprocal faculty appointments, space sharing, inter-institutional student training programs, undergraduate and graduate training fellowships, and resource sharing.

Step 2: Consortium will form a 501(c)(3) entity, with a governing board with representatives from each institution. This board will develop strategic research priorities and aid in organizing institutional contributions.

Step 3: Governing Board will identify appropriate funding mechanisms and seek to create and foster private sector relationships to accelerate advances in Mental Health Outcomes.

Step 4: Consortium resources will be used to elucidate underlying mechanisms, create and test innovative technologies and treatments and broadly disseminate knowledge to the community, health-care providers and civic leaders.

Possible Components

Annual Consortium Mental Health Research Conference

The Consortium will host an annual scientific and clinical research conference. This venue will broadly target bench science and clinical researchers to present on annual advances in mental health research. It will serve as a venue for consortium members to present findings and foster multi-institutional collaboration. Community members, civic and business leaders and health-care providers will be invited to participate to hasten the dissemination of knowledge. This conference is designed to inform individual personal choice, evidence-base care, and public policy.

LITE-Fund Initiative

The Leadership in Innovation in Technology and Education Fund (LITE-Fund) is designed to provide competitive innovation grants to Utah County entrepreneurs with ideas that hold the potential to improve mental health outcomes. The grants would provide grant funding and access to consortium resources to test, refine and bring to market innovative technologies and treatments.

Student and Post Graduate Training Grants/Scholarships/Fellowships

These mechanisms are targeted towards undergraduate, graduate and medical students with a particular interest in a career in mental health research or practice.

Physician Scientist Fellowships

Physician Scientist Fellowships will identify community-based mental health practitioners that have an interest in expanding their expertise to include leadership, research and teaching.

Cooperative Laboratories Spaces and Fixed Resource Sharing

Consortium members will identify physical resources that can be shared between research partners. These resources include space, equipment and IT infrastructure.

Consortium Leveraged Grant Applications

In addition to private sector engagement, the consortium seeks to identify and apply to large-scale research and training mechanisms through the National Institutes of Health.

