



# Research Strategic Plan

OFFICE OF RESEARCH AND SPONSORED PROGRAMS

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# Burrell College of Osteopathic Medicine Research Strategic Plan 2017

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# Burrell College of Osteopathic Medicine

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# Burrell College of Osteopathic Medicine Mission, Vision and Guiding Principles

## Mission Statement

*Para la gente y el futuro:* For the people and the future; the Burrell College of Osteopathic Medicine at New Mexico State University (BCOM) is dedicated to improving the health of the Southwestern United States and Northern Mexico through culturally competent undergraduate, graduate and continuing osteopathic medical education, research and clinical service to the community. BCOM is focused on increasing diversity in the physician workforce and fostering a practice of life-long learning, compassion, respect and excellence in its students.

## Vision Statement

The Burrell College of Osteopathic Medicine will be regionally and nationally recognized for significantly impacting physician workforce needs of the Southwest and access to quality medical services. BCOM will be a leader in increasing workforce diversity, particularly among Native American and Hispanic populations.

## Guiding Principles

1. BCOM will provide a student-centered, broad-based medical educational program integrating osteopathic practice and principles and encompassing the necessary pre-doctoral didactic material to enable learners to become osteopathic physicians at the highest standard of excellence.
  - a. Objectives
    - i. BCOM's curriculum will include biomedical and behavioral science material from the latest primary and secondary sources in the medical literature.
    - ii. Educational methods and curricular design will incorporate current research on learning skills so that BCOM students have the greatest possibility of professional success and accomplishment.
    - iii. Osteopathic principles and practice will be emphasized as central to holistic and contemporary care.
2. BCOM will prepare students to function effectively to address the health needs of the U.S.-Mexico Border, Hispanic and Native American populations.
  - a. Objectives
    - i. BCOM will enrich its curriculum with learning experiences particularly germane to the people it serves, including medical and conversational Spanish, migrant and rural health issues and tropical medicine.

- ii. Didactic experiences will include cultural perspectives from regional stakeholders, including health care providers from the colonias in this border region and Native American nations.
3. BCOM will conduct medical research of particular relevance to the area and provide the essential tools for its students to both understand the scientific method and design and conduct biomedical, behavioral and public health research projects.
  - a. Objectives
    - i. BCOM faculty will embrace a culture of lifelong learning and investigation and be provided the necessary infrastructure to establish and maintain research and scholarly activity outside of the proscribed curriculum.
    - ii. BCOM will collaborate with New Mexico State University (NMSU) and other regional institutions of higher learning and medical care to investigate local health issues and research possible solutions.
    - iii. The role of osteopathic practice in health maintenance and management of disease will be scientifically examined.
    - iv. Students will incorporate research into their curriculum, which will begin with didactic instruction in research methods and statistics and culminate in a student-developed project before graduation.
4. BCOM will be a clinical resource for the delivery of osteopathic medical care to the community.
  - a. Objectives
    - i. BCOM will operate faculty-student managed musculoskeletal medicine and generalist clinics, in cooperation with NMSU health services and other health care providers in the region.
    - ii. BCOM will provide osteopathic continuing medical education to physicians in the area and be a resource for the clinical application of osteopathic principles and practices in the local health care system.
    - iii. Clinical faculty will maintain a clinical practice in the community.
    - iv. BCOM will collaborate with institutions of medical education in Chihuahua to introduce osteopathic principles and clinical practice to their students and area residents.
5. BCOM will develop new graduate medical education (GME) opportunities for its students and other students desiring to work in the region, with special emphasis on primary care and culturally competent methods.
  - a. Objectives
    - i. BCOM will collaborate with hospitals and clinics in the region to create new GME programs, particularly in primary care, such that

- there will be graduate training opportunities for all of its graduates.
  - ii. BCOM will provide administrative and curricular support to institutions desiring to open new GME programs.
  - iii. BCOM will provide faculty development resources to physicians in its affiliated GME programs.
  - iv. GME faculty and residents will have the opportunity and be encouraged to participate in medical student education and enrichment activities.
6. BCOM's students will objectively perform at the highest levels of accomplishment, as measured by standardized testing and other measures of success.
- a. Objectives
    - i. BCOM will continuously monitor student progress via objective performance measurement exams and preparation for COMLEX examinations.
    - ii. Didactic support in test-taking and study skills will be provided to all students.
    - iii. Students in need of remediation will be identified early and receive intervention, tailored to the individual's learning style, such that all students will have every possibility of success.
    - iv. Standardized patients and stimulation will be used as part of the curriculum to prepare students for clinical skills exams and clinical practice.
    - v. Resources will be available to students for assistance with GME application preparation and strategy.
    - vi. BCOM will regularly monitor COMLEX scores, residency placement rates, in-training exam scores during residency, practice location and longevity as measures of student success.
    - vii. Students and graduates will be asked to provide regular feedback as to adequacy of the curriculum, effectiveness of faculty and overall performance of the college as related to their career goals. The administration and faculty will meet regularly to review performance data and adjust as necessary.
    - viii. Members of the medical community and other regional stakeholders will be regularly polled regarding the performance of BCOM students and graduates, with whom they interact.
    - ix. The Chief Academic Officer will issue an annual report and address the community as to overall performance of the college, its graduates and plans for the future.
7. BCOM will increase diversity and retention in the regional physician workforce.
- a. Objectives

- i. BCOM will establish pathway programs to facilitate the continuous preparation of local students from grade college through high college, college and eventually, osteopathic medical college.
- ii. BCOM will liaison with educational institutions in the Native American nations to facilitate the entrance of their students to osteopathic medical college.
- iii. BCOM will provide scholarship support to students of need from underserved groups of the region.
- iv. BCOM students and faculty will provide limited educational and enrichment activities in the sciences to local colleges serving vulnerable populations.
- v. BCOM's admissions and counseling office will maintain a close relationship with career advising offices in area colleges.
- vi. BCOM will have space available for representatives from the New Mexico and Texas state osteopathic medical associations on campus to facilitate interaction and support of students in career planning and recruitment.
- vii. BCOM will maintain a liaison office in Chihuahua to address local interest in the college and osteopathic medical practice.



# **BCOM Research Mission and Strategic Planning Process**

## **Research Mission**

The Burrell College of Osteopathic Medicine is committed to supporting the BCOM faculty and students in their efforts to advance knowledge by, creating an atmosphere of inquiry and discovery that inspires excellence in creative scholarship and medical practice.

## **Office of Research and Sponsored Programs**

The Office of Research and Sponsored Programs (ORSP) strives to provide the organization and infrastructure to support faculty efforts in grant, contract, and sponsored program activities, and to ensure regulatory and compliance issues are appropriately addressed. The ORSP Director reports to the Associate Dean for Academic Affairs who has been designated as the Authorized Institutional Official for Research by the President. These efforts facilitate innovation, collaboration and involvement on the part of the faculty and student body. As a new institution, the College further recognizes that development of a comprehensive research program is a long-term process that will continue to develop as faculty and student research efforts expand.

## **Development of the Research Strategic Plan**

Research and scholarly activity is of paramount importance in the academic realm of the biomedical, clinical and educational sciences. This Research Strategic Plan has been developed by the BCOM Research Advisory Council under the general direction of Office of Research and Sponsored Programs. The Research Advisory Council consulted several documents for guidance including the BCOM Mission, Vision and Guiding Principles; the Institutional Focus Points (President's Office, November 2016) (Appendix I); and the BCOM Guidelines for Research and related constraints (Dean's Office, February 2016 (Appendix II).

The planning process involved completion of an analysis of the current status of research at BCOM using a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis. Upon completion of the SWOT Analysis, the Research Advisory Council then turned to developing short range and medium range goals aligned with the 2016-2020 and 2020-2024 Institutional Focus Points.

## **Purpose of the College's Research Strategic Plan**

The purpose of this Research Strategic Plan is to define BCOM research priorities for the College that serves as a guide for short as well as long term institutional planning with respect to budgeting, faculty recruitment/retention, facilities planning and curriculum. Indicators of success in achieving the goals of the research strategic plan will be demonstrated through a variety of measures including but not limited to the institutional budget for research programs and

infrastructure, faculty productivity, student/trainee research engagement and success in partnerships with other research institutions.

## Research Strategic Plan

### **Strengths, Weaknesses, Opportunities, Threats**

The Burrell College of Osteopathic Medicine will conduct health related research of particular relevance to the area and provide the essential tools for its students to both understand the scientific method and design and conduct biomedical, behavioral, health care, and population health research projects. As a new institution and the only osteopathic medical school in New Mexico, BCOM is uniquely positioned to develop areas of research and creative scholarship that align with the educational mission and advance knowledge in areas of osteopathy, biomedical science and population health.

As part of the research strategic planning process, the BCOM Research Advisory Council identified current strengths, weaknesses, opportunities and threats prior to developing goals for the future. These are summarized in **Table 1**.

## Table 1

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Diverse Faculty Background</li> <li>• Collaborative Faculty</li> <li>• New Methods &amp; Techniques in teaching of Medical Students</li> <li>• Partnership with NMSU</li> <li>• Faculty/Staff/Student Willingness to take a risk in a new institution</li> <li>• Motivation of students to participate in research</li> <li>• Scholarly work that is already in progress</li> <li>• Commitment to excellence</li> <li>• Very knowledgeable faculty, staff and student base</li> <li>• Community support</li> <li>• Partnerships/Collaborations with other institutions (e.g., Lovelace, Chihuahua, etc.)</li> <li>• Emerging Health Policy Research Institute</li> <li>• Recognition of challenges in building research capacity</li> <li>• Corporate experience of senior leadership.</li> <li>• BCOM is a financially strong institution with more reserves than required by COCA.</li> </ul>	<ul style="list-style-type: none"> <li>• Financial support for research</li> <li>• Lack of a non-profit arm for certain types of funding</li> <li>• Lack of significant experience among Senior BCOM Leadership in Academic &amp; Research Areas</li> <li>• Lack of research facilities</li> <li>• Lack of established policies &amp; procedures</li> <li>• Knowledge base</li> <li>• Infrastructure</li> <li>• Largely depend on external laboratory research space</li> <li>• Lack of a unified institutional vision</li> <li>• Faculty workload</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Potential to be creative</li> <li>• Potential to put the BCOM name on the map in areas of osteopathic medical research</li> <li>• Paucity of regional competition in research areas</li> <li>• Biotherapeutics &amp; bionutrition linkages to NMSU, BCOM and the region</li> <li>• Public relations</li> <li>• Growth and economic development partnerships</li> <li>• Potential for unique relationships with culturally diverse groups (e.g. Hispanic &amp; American Indians)</li> <li>• Medical Education Research</li> <li>• Binational collaboration &amp; proximity to international partners</li> <li>• For profit status</li> </ul>	<ul style="list-style-type: none"> <li>• Weak national, state, and local economies</li> <li>• Complacency and/or Distractions</li> <li>• Lack of a unified vision</li> <li>• Time</li> <li>• Our for-profit status</li> <li>• Faculty workload that limits available time for research</li> <li>• Faculty/Staff retention</li> <li>• Lack of a unified institutional vision and focal point</li> <li>• UNM, NMSU and others see us as a competitor for resources</li> <li>• Narrow BCOM financial base (i.e., tuition driven budget)</li> </ul>

## Priority Areas for Research

The Research Advisory Council identified five (5) research priorities that align with mission, vision, and goals of BCOM as well as the Institutional Focus Points as articulated by the Senior BCOM Leadership. Priorities for institutional research are:

1. Developing and Expanding Research Capacity
2. Mission Focused Faculty Driven Research Programs
3. Research Opportunities for Students
4. Integrating Research Across the Curriculum
5. Establishing Relationships and Building Partnerships

Affinity groups in four major areas: 1) Biomedical Science; 2) Clinical Science; 3) Medical Education; and 4) Population Health, have been identified to promote as core areas in which researchers will have opportunities to affiliate. Priority emphasis within these affinity groups will be placed on research involving osteopathic principles and practice, border health issues, general public health issues, and supporting faculty development.

### Priority Area 1: Building Research Capacity –

BCOM will provide adequate support the Office of Research and Sponsored Programs mission of supporting faculty, meeting regulatory compliance requirements, grants management, and research facilities.

- Goal 1:** Establish, fund, and fully develop the BCOM Office of Research and Sponsored Programs. (2016-2020).
- Goal 2:** Develop necessary infrastructure to support extramural sponsored research grant submission, tracking, and management (2016-2020).
- Goal 3:** Oversee and assure compliance with federal, state and local regulations and/or guidelines that are relevant to research at BCOM (2016-2020, Ongoing).
- Goal 4:** Provide professional development opportunities for faculty in areas that further their research knowledge (2016-2020, Ongoing).
- Goal 5:** Plan, develop, and fund on-campus and off-campus research facilities that support BCOM researchers. (2016-2024, Ongoing).

### Priority Area 1 Indicators of Success:

- Office of Research and Sponsored Program Budget and Staffing
- Extramural Research Grant Submissions
- Dedicated BCOM Research Space and Equipment
- Evidence of Meeting Regulatory Compliance Requirements
- Research Office Policies and Standard Operating Procedures that facilitate research

## Actionable Item Timelines:

July 2017:

- ORSP has office space, budget and staffing to support basic requirements for grant submission and tracking.
- ORSP website includes procedures and requisite forms to support this function.
- ORSP establishes infrastructure to facilitate compliance. (Goal 3)
- BCOM Finance Office is capable of supporting basic grants accounting needs of the institution.
- ORSP receives funding to support leasing and equipping of 2,500 square feet of shared laboratory space at the Arrowhead Park Center and NMSU main campus.
- BCOM establishes additional partnerships for research space with other entities, as needed.
- BCOM supports seminars, workshops, conferences and training opportunities for faculty, students, and health related community in areas of research and creative scholarship.

December 2017:

- BCOM investigators have submitted extramural grant proposals.

**Priority Area 2: Mission Focused Faculty Driven Research Programs** - Research programs in major focus areas that align with the BCOM Mission and Vision will be given the highest priority for support and expansion in the general areas of (in priority order) 1) Osteopathic principles and practice, 2) border health issues, 3) general public health issues, and 4) supporting faculty development.

**Goal 1:** BCOM will develop focused research programs in areas of medical education, biomedical science, population health and clinical science that advance osteopathic education, osteopathic manipulative medicine, and osteopathic principles & practice (*Ongoing*).

**Goal 2:** Strategically recruit faculty with research interests that synergize with areas of research focus (*2016-2020, Ongoing*).

**Goal 3:** Align faculty recruitment strategies with the faculty adequacy model to achieve the targeted 33% effort for research and creative scholarship (*2016-2020, Ongoing*).

**Goal 4:** Intramural grant funding aligned with areas of research focus will be given priority for funding (*2016-2020, Ongoing*).

**Goal 5:** Increase the number of extramural grant submissions and awards (*2016-2020, Ongoing*).

## Priority Area 2 Indicators of Success:

- Activity of Research Affinity Groups
- Publications involving faculty and/or students in areas of research focus.
- Faculty grants and/or publications in mission focused areas
- Successful recruitment of additional faculty with synergistic research interests
- Progress towards achieving Faculty adequacy model targets for research at either individual or unit level.
- Institutional Funding for Intramural Grant Program
- Extramural grant submissions increase
- Extramural research support increases

## Actionable Item Timelines

April/June 2017

- Research Affinity Groups (i.e., Basic Sciences, Clinical Sciences, Medical Education, Population Health) have started meeting.

July/August 2017

- Additional faculty begin employment at BCOM.
- Intramural Grants for FY-18 Awarded

December 2017

- Office of Research and Sponsored Programs Annual Report of Research & Scholarly Activities for FY-17 finalized and submitted to Office of the President.

## Priority Area 3: Research and Creative Scholarship Opportunities for Students and Trainees – BCOM will support and provide research opportunities for medical students and trainees that align with the BCOM mission and vision.

- Goal 1:** BCOM research programs provide opportunities for medical students that meet the educational needs of the students and allow the faculty to grow and expand their research programs (2016-2020, Ongoing).
- Goal 2:** Establish an intramural funding program for student research and presentation of scholarly work at professional meetings (2016-2020, Ongoing).
- Goal 3:** BCOM will seek student research opportunities with the medical community in major focus areas that align with the BCOM mission and vision including but not limited to: 1) osteopathic principles and practice, 2) border health issues, 3) general public health issue. (2016-2020, Ongoing).

### **Priority Area 3 Indicators of Success:**

- Annual Student Research Day Presentations
- Student Authored Publications in Peer Reviewed Journals
- Student Authored Presentations at Professional Meetings
- Ongoing Institutional Funding for Student Research Grant Program
- Faculty, Students engaging in scholarly projects in Priority Areas

### **Actionable Item Timelines:**

#### **January 2017:**

- Student research course approved by curriculum committee.
- Students begin identifying faculty mentors and designing research proposals

#### **May/June 2017:**

- Students begin research projects

#### **August 2017:**

- Faculty advisors review research progress of their advisees and post in progress grades
- Intramural grants program for students announced and launched

#### **December 2017:**

- Research activities/accomplishments of students and trainees incorporated into the Annual Report of Research & Scholarly Activities.

**Priority Area 4: Integrate Research Training Across the Curriculum** – BCOM Faculty will embed research principles and practice into the curriculum to encourage students to regularly review and use clinical/scientific literature as a basis for informed medical and healthcare decision making.

**Goal 1:** Enrich the curriculum through the use of scholarly literature to foster the development of analytical and cognitive skills and encourage students to become informed consumers of research. Students learn to use the scholarly literature to support their patient care decisions. (2016-2020, Ongoing)

**Goal 2:** Faculty and preceptors model the use of analytical and cognitive skills in their teaching environments (2016-2020, Ongoing).

### **Priority Area 4 Indicators of Success:**

- Use of scholarly literature in teaching.
- Students use and apply scholarly literature
- Student application of evidence based medicine
- Library Usage and Instruction

## Actionable Items and Timelines

### 2017 - ongoing

- Student submission of literature based research protocol
- Course directors and faculty demonstrate linkages between course materials and current scholarly literature.

**Priority Area 5: Establish Relationships and Building Partnerships** – BCOM will seek out research partnerships that complement and enhance research programs in BCOM priority areas.

**Goal 1:** Faculty at BCOM and NMSU engage in mutually beneficial research and creative scholarship partnerships (2016-2020, Ongoing).

**Goal 2:** Establish collaborative agreements with academic institutions that support BCOM faculty and student involvement in research and creative scholarship. (2016-2020, Ongoing)

**Goal 3:** Develop Physician/Research Scholar Joint Degree Opportunities with NMSU and other higher education institutions. (2016-2020, Ongoing).

### Priority Area 5 Indicators of Success:

- Partnership agreements
- Publications co-authored by BCOM researchers and partner institution researchers
- Multi-institutional grants and contracts
- New joint degree programs with NMSU

## Actionable Item Timelines

### April/June 2017

- Finalize agreement with NMSU on affiliated faculty appointments.
- BCOM faculty begin to apply for NMSU affiliate faculty status

### May/June 2017

- Finalize agreement for students to perform collaborative research at NMSU and other institutions.
- Students begin research projects.



**Appendix I**  
Town Hall Meeting Presentation  
November 16, 2016



# Town Hall Meeting November 14, 2016

## Strategic Planning



# Town Hall Meeting November 14, 2016

## Our Focus: 2016 – 2020

1. Complete hiring of full team. Continuously improve the health of our organizational culture;
2. Establish our curriculum;
3. Launch OMM Community Clinic;
4. Establish and implement core clinical rotations;
5. Prepare students for passage of board exams;



# Town Hall Meeting November 14, 2016

## Our Focus: 2016 – 2020

6. Implement student and faculty research initiatives;
7. Improve structure and support of FBMS program. Critically evaluate potential new programs with in-depth multi-disciplinary review process as part of final decision to launch or not launch;
8. Incrementally improve quality of each new class; (which includes adhering to our mission of increasing admissions from the region, diversity and students who want to work in underserved parts of our region);
9. Graduate first class at a maximum of 3% attrition rate: Obtain full COCA accreditation and regional accreditation (underway);
10. Support SWFOER in terms of fundraising for student scholarships & population health research;



# Town Hall Meeting November 14, 2016

2020 – 2024

1. Launch building expansion program based upon increase in students, faculty and staff due to new and growing programs;
2. Explore additional location for BCOM in a location that compliments our mission;
3. Establish BCOM as one of the top 10 highest performing osteopathic medical schools in terms of board exams, residency placement and demonstrating mission success.

**Appendix II**  
BCOM Guidelines for Research and Related  
Constraints

## **BCOM Guidelines for Research, and Related Constraints**

1. Academic Research will encompass all forms of scholarly activity, specifically including the following:
  - a. Faculty and student research
  - b. Internally and externally funded research
  - c. Projects in which BCOM faculty or students (with a BCOM Faculty Advisor) serve in a principal investigator capacity, and those in which BCOM faculty and students serve as sub-contractors, either formally or informally, within the projects of other entities
  - d. Public service outreach, such as conferences, health fairs, and informational campaigns, which can be linked to scholarly activity, will be considered a supplement to scholarly activity in helping to meet the BCOM mission in the area of research.
2. BCOM's Academic Research Agenda will focus on furthering the stated mission of BCOM, in compliance with COCA Standards. The BCOM Research Office encourages all types of research and scholarly activity, including clinical, biomedical, public health, epidemiology, and medical education. This focus will acknowledge the following general areas of study, listed in priority order:
  - a. Osteopathic medicine issues.
  - b. Border health issues, with an emphasis on serving underserved constituent groups.
  - c. General public health issues.
  - d. Supporting faculty development.
3. The strategic goal of recruiting and retaining a strong faculty recognizes a commitment to support scholarly activity of faculty in their various disciplines, in a manner which supports, and does not detract from, the commitment to the instructional mission of BCOM.
4. BCOM's aspirational faculty workload model is to achieve an equal division of time, on average, between instruction, research and service. It is understood that a multi-year process must precede the full achievement of this goal; until a full four-year enrollment is achieved, a higher workload focus on instruction and service will be expected.
5. BCOM will establish a protocol to formally review all proposed scholarly activity. Project approval will be required, and will be based upon a review process which will directly link the proposed project to the mission and vision of BCOM, and to an evaluation of the viability of the proposed project.
  - a. Each academic year, a set number of internal awards for approved student and faculty research projects will be provided.

- b. Applications for external sponsorship of projects will be subjected to this review process. Prior to the submission of the sponsored project proposal application, the appropriate level of Faculty commitment, including percent effort, availability of institutional resources not supported by the grant award, and institutionally-provided staff support must be established, reviewed, and approved by the College.
6. BCOM is committed to providing space, equipment and administrative support to facilitate the research mission, within the following set of constraints:
- a. Funded research will directly offset facilities and administrative costs.
  - b. Shared space with NMSU or other community partners will be sought.
  - c. Until full enrollment is achieved (four classes of students), BCOM's ability to fund the development of research facilities, and the associated administrative costs, will be constrained and controlled, and will follow a multi-year phased funding plan focused upon the priority goals stated in point 2 above.



BCOM Research Strategic Plan Routing Sheet

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5/16/17  
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Date

  
BCOM Board of Trustees

5/17/17  
Date