



**Campbell University Jerry M. Wallace School of Osteopathic Medicine
(CUSOM)**

RESEARCH STRATEGIC PLAN
2023 – 2028

The Mission of Campbell University is to graduate students with exemplary academic and professional skills who are prepared for purposeful lives and meaningful service. The School of Osteopathic Medicine highlights Campbell University’s commitment to providing quality educational preparation for students to serve the community in the expanding field of healthcare.

As informed by the Campbell University Mission, the [Mission Statement of the Campbell University School of Osteopathic Medicine](#) was adopted by the Campbell University Board of Trustees on April 27, 2011 and reads as follows:

“The MISSION of the Campbell University School of Osteopathic Medicine (CUSOM) is to educate and prepare community–based osteopathic physicians in a Christian environment to care for the rural and underserved populations in North Carolina, the Southeastern United States and the nation.”

The CUSOM Research Strategic Plan, as developed and approved by the CUSOM Research Committee, aligns with and supports, CUSOM's Mission. The Plan is also informed by, and supports, the achievement of CUSOM's [Goals](#) for the purpose of educating osteopathic physicians who are well trained, socially minded clinicians who practice evidence-based medicine, including but not limited to those Goals with a research-specific focus:

- To educate osteopathic medical students in the art and science of osteopathic medicine using the most current research in clinical and basic sciences
- Contribute to the fund of osteopathic medical knowledge through educational, scientific and clinical research and other scholarly activities
- To provide osteopathic medical education that is holistic in its approach, evidence-based, community-focused, and patient-centered

The following five themes with twelve overarching goals provide a framework for the overall Research Strategic Plan. Within the context of each goal, there are also objectives and action items (metrics) which allow CUSOM to implement and measure progress towards fulfillment of the goals set forth in this Strategic Plan.

CUSOM is informed and guided by the following twelve goals for the purpose of educating osteopathic physicians who are well trained, socially minded clinicians who practice evidence-based medicine.

Themes

Allocate Existing Resources and Building Research Infrastructure to Optimize Institutional Resource Utilization

- Goal 1: Maximize the use of existing research infrastructure and resources*
- Goal 2: Upgrade existing facilities and purchase the needed equipment to expand and perform biomedical research*

Recruit and Retain Research-Active Faculty to Secure Institutional Academic Talent

- Goal 3: Recruit faculty who are committed to both teaching and research excellence*
- Goal 4: Retain faculty members who are devoted to both teaching and research excellence*

Support Existing Research Areas and Leverage Existing Resources to Expand Opportunities for Faculty, Residents, and Students

- Goal 5: Encourage research in osteopathic areas*
- Goal 6: Encourage and support research in both clinical and basic sciences*
- Goal 7: Encourage student involvement in research*

Maximize Institutional Research Output

- Goal 8: Encourage innovative research and scholarly activities*
- Goal 9: Engage with other academic communities within Campbell University in collaborative research endeavors*

Foster Interdisciplinary and Interprofessional Collaboration

- Goal 10: Provide opportunities for research faculty to share interests and scholarly work within CUSOM and the broader Campbell University community*
- Goal 11: Identify and develop networking opportunities for intercollegiate collaboration*
- Goal 12: Recognize and reward faculty involved in interdisciplinary research*

THEME: Allocate Existing Resources and Building Research Infrastructure to Optimize Institutional Resource Utilization

Goal 1: Maximize the use of existing research infrastructure and resources

Objectives	Metrics	Targets	Accountable Parties
Analyze and report on existing facilities, equipment, and supportive offices and committees across the entire campus, ranging from individual research laboratories to departmental and institutional shared core facilities.	<i>Maintain and annually update comprehensive resource lists (facilities, equipment, and supportive offices).</i>	Annually	Associate Dean for Research
	<i>Document changes in research infrastructure and resources.</i>	As needed	Associate Dean for Research
Allocate resources and space to maximize research productivity.	<i>Document research space and other resources allocated to PIs. Submit annual budget demonstrating funding distribution.</i>	Annually	Associate Dean for Research
Ascertain the short- and long-term needs of principal investigators.	<i>Perform a "Research Needs Assessment" of active PIs annually.</i>	Annually	Associate Dean for Research
Promote the efficient use of shared facilities.	<i>Perform a "Research Needs Assessment" of active PIs annually.</i>	Annually	Associate Dean for Research

THEME: Allocate Existing Resources and Building Research Infrastructure to Optimize Institutional Resource Utilization

Goal 2: Upgrade existing facilities and purchase the needed equipment to expand and perform biomedical research

Objectives	Metrics	Targets	Accountable Parties
Maintain the research committee to oversee the proper allocation of the institutional funds for establishing, optimizing, and upgrading the shared core research facilities and major equipment items.	<i>Document membership and participation in the institutional research committee and maintain records of research committee activities.</i>	Annually and at each committee meeting	CUSOM Research Committee Chair
Provide faculty researchers conducting laboratory-based research with a standard research lab space for cutting-edge basic, translational, and clinical research.	<i>Document newly acquired equipment and utility in research projects.</i>	As needed	Associate Dean for Research
Ensure that the allocation of lab research space is based on faculty research productivity and level of active extramural funding.	<i>Track funding applied to maintain and upgrade research equipment and facilities.</i>	Quarterly	Associate Dean for Research
Complete the “Phase III” expansion to match the CUSOM laboratory needs in Smith Hall.	<i>Submit a plan and timeline for expansion of Smith Hall research space (Phase III), including planned use of the facility. Track resources and oversee the expansion project.</i>	As needed	CUSOM Research Committee (as communicated through the Research Committee Chair)
Consolidate resources from the Bryan Hall facility to be used in the Smith Hall facility.	<i>Identify equipment from Bryan Hall to be moved to Smith Hall and arrange for transportation and installation.</i>	As needed	CUSOM Research Committee (as communicated through the Research Committee Chair)

THEME: Recruit and Retain Research-Active Faculty to Secure Institutional Academic Talent

Goal 3: *Recruit faculty who are committed to both teaching and research excellence*

Objectives	Metrics	Targets	Accountable Parties
Evaluate faculty candidates' potential for and commitment to both teaching and research excellence as criteria for hiring.	<i>Track number of new and current faculty and staff affiliated with research efforts.</i>	As needed	Department Chairs, communicated to the Associate Dean for Research
Provide startup funds and laboratory space, as appropriate, to new faculty with laboratory-based research.	<i>Document expected research allocation for new faculty employees.</i>	As needed	Department Chairs, communicated to the Associate Dean for Research
	<i>Document institutional funding (startup funds and seed grants) and laboratory space provided to new hires.</i>	Bi-annually	CUSOM Research Committee (as communicated through the Research Committee Chair)

THEME: Recruit and Retain Research-Active Faculty to Secure Institutional Academic Talent

Goal 4: *Retain faculty members who are devoted to both teaching and research excellence*

Objectives	Metrics	Targets	Accountable Parties
Provide appropriate teaching reduction to research-active faculty when it is possible.	<i>Use the faculty adequacy model to gauge appropriate teaching loads to ensure adequate time for scholarly efforts.</i>	Annually	Department Chairs, communicated to the Associate Dean for Research
Provide funding opportunities to research-active faculty to enable them to develop new lines of research.	<i>Track institutional funding provided to faculty.</i>	Bi-annually	CUSOM Research Committee (as communicated through the Research Committee Chair)
Provide professional development opportunities for relevant skills such as external funding opportunities, IRB/IACUC protocol writing, grant writing, and publishing.	<i>Offer research mentors to less experienced faculty researchers.</i>	As needed, and compiled annually	Associate Dean for Research
	<i>Document the number of IRB, IACUC, OSRP, and other professional development sessions that support research efforts.</i>		
	<i>Provide venues for faculty to share or develop ideas for collaborative projects.</i>		
	<i>Document faculty scholarly efforts.</i>		
Provide administrative support for grant applications and management.	<i>Track CUSOM research staff activities related to grant applications through annual staff evaluations</i>	Annually	Associate Dean for Research

THEME: Support Existing Research Areas and Leverage Existing Resources to Expand Opportunities for Faculty, Residents, and Students

Goal 5: *Encourage research in osteopathic areas*

Objectives	Metrics	Targets	Accountable Parties
Expand research examining the clinical effectiveness and efficacy of the osteopathic modalities.	<i>Track the number of manuscript publications in osteopathic journals (e.g., JOA) or publications with osteopathic keywords (e.g., osteopathy, OMM) in other journals.</i>	Annually	Associate Dean for Research
	<i>Document the number of abstracts and presentations at meetings with an osteopathic focus.</i>	Annually	Associate Dean for Research
	<i>Record the number of grant submissions/awarded grants for projects involving osteopathic research.</i>	Annually	Associate Dean for Research
Emphasize and support research aimed at understanding the underlying biological mechanisms of osteopathic modalities.	<i>Track the number of manuscript publications in osteopathic journals (e.g., JOA) or publications with osteopathic keywords (e.g., osteopathy, OMM) in other journals.</i>	Annually	Associate Dean for Research
	<i>Document the number of abstracts and presentations at meetings with an osteopathic focus.</i>		
	<i>Record the number of grant submissions/awarded grants for projects involving osteopathic research.</i>		
Continue support for the CUSOM Research Fellowship Program, which provides funding for research of osteopathic modalities.	<i>Track the number of manuscript publications in osteopathic journals (e.g., JOA) or publications with osteopathic keywords (e.g., osteopathy, OMM) in other journals.</i>	Annually	Associate Dean for Research
	<i>Document the number of abstracts and presentations at meetings with an osteopathic focus.</i>		
	<i>Record the number of grant submissions/awarded grants for projects involving osteopathic research.</i>		

THEME: Support Existing Research Areas and Leverage Existing Resources to Expand Opportunities for Faculty, Residents, and Students

Goal 6: *Encourage and support research in both clinical and basic sciences*

Objectives	Metrics	Targets	Accountable Parties
Provide core facilities, research space, and intramural funding.	<i>Document and catalog the number of manuscript publications in peer-reviewed journals, abstracts and presentations at conferences, and grant submissions/awarded grants by faculty.</i>	Annually	Associate Dean for Research
	<i>Record intramural funding offered and awarded to faculty.</i>	Bi-annually	CUSOM Research Committee (as communicated through the Research Committee Chair)
	<i>Identify national, regional, and local programs that align with the research interests of basic science and clinical faculty.</i>	As needed	Associate Dean for Research

THEME: Support Existing Research Areas and Leverage Existing Resources to Expand Opportunities for Faculty, Residents, and Students

Goal 7: *Encourage student involvement in research*

Objectives	Metrics	Targets	Accountable Parties
Foster collaboration among students and faculty.	<i>Document the number of students involved in the CUSOM Medical Student Summer Research Scholars Program and Collaborative Anatomy - Pathology (CAP) projects.</i>	Annually	Associate Dean for Research CUSOM Research Committee (as communicated through the Research Committee Chair)
Support and cultivate student interest in extracurricular research projects and activities.	<i>Document mentorship and publication assistance for the student-run CUSOM research publication.</i>	As needed	Associate Dean for Research
Prepare students to engage in research during their graduate medical education and in practice.	<i>Provide information about national, regional, and local research programs and opportunities.</i>	Annually and as needed	Associate Dean for Research
	<i>Catalog the number of manuscript submissions/ publications and scholarly presentations and abstracts involving student co-authors.</i>	Annually	Associate Dean for Research
Train students in the techniques, tools, and analysis required to perform research as practicing physicians.	<i>Document lectures, workshops, and other instructional modalities that train students in research skills.</i>	Annually	Associate Dean for Research and Course Directors

THEME: Maximize Institutional Research Output

Goal 8: *Encourage innovative research and scholarly activities*

Objectives	Metrics	Targets	Accountable Parties
Provide publication and presentation support to faculty, residents, and students.	<i>Document the number of scholarly conferences supported and directed by CUSOM and CUSOM graduate medical education.</i>	Annually	GME Sponsoring Institution Coordinator and Associate Dean for Research
	<i>Record the number of CUSOM publications in PubMed indexed journals authored by CUSOM affiliated faculty, residents, and students.</i>	Annually	Associate Dean for Research
	<i>Catalog scholarly and professional activities that advance and support the fields of clinical and basic science research (e.g., publishing books, serving as editors or editorial board members, serving on grant review panels or NIH study sections, and leadership in professional societies, etc.).</i>		
	<i>Record the number of abstracts and presentations at regional, national, and international conferences.</i>	Annually	Associate Dean for Research
Encourage and support research and scholarly activities by residents.	<i>Document the number of scholarly conferences supported and directed by CUSOM and CUSOM graduate medical education.</i>	Annually	Associate Dean for Research
	<i>Record the number of CUSOM publications in PubMed indexed journals authored by CUSOM affiliated faculty, residents, and students.</i>		
	<i>Catalog scholarly and professional activities that advance and support the fields of clinical and basic science research (e.g., publishing books, serving as editors or editorial board members, serving on grant review panels or NIH study sections, and leadership in professional societies, etc.).</i>		
	<i>Record the number of abstracts and presentations at regional, national, and international conferences.</i>		
Provide administrative and laboratory technical staff commensurate to the research needs and output.	<i>Track the number of staff positions in support of research and scholarly activities.</i>	Annually	Associate Dean for Research
	<i>Track the number and amount of extramural grant submissions/awarded grants.</i>		

THEME: Maximize Institutional Research Output

Goal 9: Engage with other academic communities within Campbell University in collaborative research endeavors

Objectives	Metrics	Targets	Accountable Parties
Support interprofessional research activities and collaborations.	<i>Track CUSOM financial support and faculty participation in the Interprofessional Education (IPE) intramural grants.</i>	Annually	Associate Dean for Research
Provide networking opportunities for engaging in research and scholarly activities throughout the Campbell University communities.	<i>Record faculty, student, and staff participation in the annual Campbell University Interprofessional Education Research Symposium and the Annual Wiggins Library Research Symposium.</i>	Annually	Associate Dean for Research
Support research throughout Campbell University schools and programs.	<i>Track CUSOM faculty participation in university-level committees and events related to research and scholarly activities.</i>	Annually	Associate Dean for Research

THEME: Foster Interdisciplinary and Interprofessional Collaboration

Goal 10: *Provide opportunities for research faculty to share interests and scholarly work within CUSOM and the broader Campbell University community*

Objectives	Metrics	Targets	Accountable Parties
Notify and encourage faculty to participate in both established and new programs and events.	<i>Document the number of seminars, workshops, symposia, conferences, committees, and other activities offered by the University as well as faculty attendance and participation in these events.</i>	Annually	Department Chairs, communicated to the Associate Dean for Research
Create additional opportunities for research faculty to share ideas and discuss scholarly efforts.			

THEME: Foster Interdisciplinary and Interprofessional Collaboration

Goal 11: *Identify and develop networking opportunities for intercollegiate collaboration*

Objectives	Metrics	Targets	Accountable Parties
Participate in local and regional research consortiums and events.	<i>Record the attendance and participation in intercollegiate scholarly activity by faculty, staff and students.</i>	Annually	Department Chairs, communicated to the Associate Dean for Research
Invite researchers from other institutions to attend and participate in Campbell University programs and events.	<i>Document Campbell-sponsored events that include participants external to the University.</i>	Annually	Associate Dean for Research

Goal 12: *Recognize and reward faculty involved in interdisciplinary research*

Objectives	Metrics	Targets	Accountable Parties
Publicly acknowledge scholarly achievements.	<i>Document scholarly achievements and announcements of these achievements.</i>	Monthly	Associate Dean for Research
Allocate sufficient time for research faculty to pursue and complete projects.	<i>Track faculty time devoted to research and scholarly activities and compare with research expectations.</i>	Annually	Department Chairs, communicated to the Associate Dean for Research
Fund and encourage research projects involving collaborations between basic science and clinical faculty as well as CUSOM faculty and those of the broader Campbell University.	<i>Catalog presentations, publications, and other scholarly activities supported by funded projects through CUSOM or Campbell University.</i>	Annually	Department Chairs, communicated to the Associate Dean for Research
	<i>Document interdisciplinary scholarly efforts by faculty.</i>		