

Division of Research, Grants & Scholarly Innovations (RGSi)

2021-2028 Strategic Plan to Support Research and Scholarly Advancement

The *2021-2028 Strategic Plan to Support Research and Scholarly Advancement*, led by the Division of Research, Grants & Scholarly Innovations (RGSi), sets forward themes/goals and objectives intentionally formulated with input from faculty and pertinent stakeholders. The themes/goals and accompanying objectives are aligned to purposefully advance (i.e., be relentlessly relevant) to the core themes of the University's 2021-2028 Strategic Plan (Innovative Education; Mission-Focused Scholarship; Engaged, Diverse Community; Beneficial Partnerships; and Agile Resource Management).

Research and Scholarly Innovation as Defined by ATSU

RGSi affirms research and scholarly activity must advance ATSU's mission, vision, core values, University-wide Strategic Plan, college-/school-specific education innovations and research plans, as well as accreditation standards for research. The University's culture for research and scholarly innovations must also remain agile and adapt to ever-changing internal and external forces. The University defines research/scholarly activity to include basic science, clinical, translational, educational, and community health research as well as innovations in service, education, and healthcare. More specifically, ATSU uses the [Boyer's \(1990\) definition and model¹](#), which encompasses 4 types of scholarly activity:

- scholarship of **discovery** that includes original research advancing knowledge (i.e., basic research),
- scholarship of **integration** that involves synthesis of information across disciplines, across topics within a discipline, or across time (i.e., interprofessional education or science communication),
- scholarship of **engagement** that involves application of disciplinary expertise with results that can be shared with and/or evaluated by peers, and
- scholarship of **teaching and learning** that involves the systematic study of teaching and learning processes.

RGSi Strategic Plan Construct

- 7 year-plan (2021-2028), with annual review; 2021 being the planning year
- 4 themes/goals, lasting for the plan duration
- 2-6 objectives per theme/goal, covering the duration of the plan and reviewed/revised annually
- Strategies reassessed annually and revised when indicated by the evolving research environment
- Tracking: RGSi personnel to track progress/outcomes and provide annual update

RGSi Vision

RGSi consists of an administrative core that leads 3 departments: A.T. Still Research Institute (ATSRI), Research Support, and Sponsored Programs (SP). RGSi is dedicated to nurturing a strong and supportive environment for research, grants, and scholarly activity at A.T. Still University.

¹ Boyer, E.L. (1990). Enlarging the perspective. *Scholarship reconsidered: Priorities of the professoriate* (pp. 15-25). Princeton University Press.

RGSi Purpose

To enable and promote excellence in research and scholarly innovation by:

- Promoting infrastructure, training, and support to advance the conduct of research and scholarly activity.
- Creating and advancing policies, programs, and oversight practices for the responsible conduct of research and sponsored project activity.
- Fostering a diverse and inclusive approach to research and scholarly innovations.
- Facilitating and enhancing strategic research partnerships and collaborations.
- Conducting clinical and translational research within the ATSRI and its research Centers.

RGSi Core Values

- Service Integrity
- Ethical Conduct / Compliance
- Relevance / Impact
- Advocacy
- Synergy
- Teamwork
- Diversity and Inclusion
- Collaboration

RGSi Alignment with University Strategic Themes

The figure below depicts a crosswalk between the University’s Strategic Plan and the RGSi Plan.

ATSU Strategic Plan Themes	RGSi Strategic Plan Themes			
	Strengthening research infrastructure and culture	Enhancing growth, relevance, and impact of the ATSRI	Enhancing impact, capacity, competitive advantages, and value added by RGSi service departments	Promoting synergistic engagement among internal and external partners and collaborators
Innovative Education		☑	☑	☑
Mission-Focused Scholarship	☑	☑	☑	☑
Engaged, Diverse University Community	☑		☑	☑
Beneficial Partnerships	☑	☑	☑	☑
Agile Resource Management	☑		☑	☑

RGSI Strategic Plan Themes/Goals and Objectives

Environment

ATSU strives to foster a culture of innovation by championing scholarly outcomes, providing a progressive infrastructure for conducting mission-focused scholarly activity, and facilitating stakeholder engagement.

Theme/Goal 1: Strengthen ATSU's research infrastructure and culture (RGSI Division).

Objectives

Branding | Promote awareness, understanding, and value of ATSU's research and scholarly activities in alignment with University branding.

Policy, Accreditation, and Communication | Improve/enhance research policies, communication, governance, consensus, and prioritization among ATSU research leaders and champions, in sync with the Council of Deans, Senior Vice President—Academic Affairs (SVPAA), Faculty Senate, and other stakeholders to enhance ATSU's research culture as well as investigators' work-life balance. Also support research as it relates to satisfying accreditation standards at ATSU and all individual schools/programs.

Interdisciplinary Research Committee (IRC) | Enhance engagement and contributions of the IRC to strengthen the research culture at ATSU.

Regulatory Compliance | Support and promote the function, leadership, compliance, and succession planning specific to ATSU's regulatory committees (IRBs, IACUC, and HMMC).

Taskforce of Community Health Research Champions | Identify and build a University-wide research taskforce/cluster of champions to advance community health and health systems scholarship as specified in Theme 2 of the ATSU Strategic Plan.

Intellectual Property | Engage external expertise for guidance in refining ATSU's intellectual property policy and procedures, activating a patent advisory committee, and formulating a long-range plan for supporting scholarly innovation while optimizing University resources and return on investment (ROI) in the commercial development of patents and inventions.

A.T. Still Research Institute (ATSRI)

Strengthening the capacity and relevance of the A.T. Still Research Institute are critical to achieving ATSU's strategic directions for mission-focused scholarship that is aligned with the founding philosophy of the osteopathic profession and contributes to healthcare education, knowledge, and practice.

Theme/Goal 2: Enhance the growth, relevance, and impact of the ATRSI.

Objectives

Structure and Operations | Reimagine and reconfigure the ATRSI administrative, organizational, Center, and membership infrastructure to streamline and optimize its clinical and translational research output.

Professional Development | Enhance training and professional development in the ATSRI's core areas of osteopathic, oral health, and community health research.

Center Development | For each ATSRI Center (i.e., Center for Research in Osteopathic Manipulative Medicine, Center for Oral Health Research, and National Center for Community Health Research), produce and execute Center leadership expansion/succession planning, build team-science/research clusters, increase research productivity, and document outcomes.

Increase NIH Funding/Representation for KCOM and SOMA | ATSRI's Center for Research in Osteopathic Manipulative Medicine and National Center for Community Health Research will strive to build on AACOM's success in the FY 2022 omnibus appropriations bill to seek increased research funding and representation at NIH for osteopathic medical schools.

RGSI Service Delivery

To remain relevant, RGSI must deliver curated support in conjunction with research and grant readiness programming that is responsive to service audience needs and feedback.

Theme/Goal 3: Enhance the impact, capacity, competitive advantage, and value added by RGSI's service departments—Research Support and Sponsored Programs.

Objectives

Research Support | Assess and strengthen Research Support's operations in research coordination, biostatistics, scientific writing, internal grants administration, and emerging research support areas.

Sponsored Programs | Assess and strengthen SP's grantsmanship operations/services in the areas of prospecting, pre-award, grants administration, award acceptance, post-award, closeout, compliance, and training.

Research and Grants Readiness | Explore growth of in-person, virtual, and digital offerings to support research and grantsmanship training, readiness, and outcomes sharing (e.g., scientific writing).

Collaboration

Key to ensuring the vitality of a culture that champions discovery and innovation is nurturing beneficial partnerships for research and scholarly activity—both within and outside of the University.

Theme/Goal 4: Enhance ATSU's portfolio of research/scholarly activity by promoting synergistic engagement among internal and external partners and collaborators.

Objectives

Internal Grants | Explore/expand use of internal grants as a mechanism to establish intra- and inter-school/ATSU research and scholarly activity.

Expanded Partnerships | Work with academic leaders and faculty to position and promote ATSU as a reliable institutional partner for the conduct of research and sponsored projects, particularly in ATSU's core areas of innovation.