



Research & Scholarly Activity Strategic Plan

ATSU 2021-2028 Strategic Plan
ATSU Mission

ATSU Mission: A.T. Still University of Health Sciences serves as a learning-centered university dedicated to preparing highly competent professionals through innovative academic programs with a commitment to continue its osteopathic heritage and its focus on whole person healthcare, scholarship, community health, interprofessional education, diversity, and underserved populations

ATSU Vision: THE PREEMINENT UNIVERSITY FOR THE HEALTH PROFESSIONS

- Leading innovator for the health professions education
- Superior students and graduates who exemplify and support the University's mission
- Osteopathic philosophy demonstrated and integrated (i.e., whole person healthcare)
- **Pioneering contributions in healthcare education, knowledge, and practice**

ATSU Core Institutional Values:

- Innovation
- Whole person healthcare
- **Scholarship**
- Leadership in community health
- Diversity

ATSU Core Professional Attributes:

- **Critical thinking**
- Cultural proficiency
- Interprofessional collaboration
- Interpersonal skills
- Social responsibility

Five themes guide the ATSU Strategic Plan:

1. Innovative education
2. **Mission-focused scholarship**
3. Engaged, diverse University community
4. Beneficial partnerships
5. Agile resource management

Theme 2: Mission-focused scholarship

Working in partnership with community health centers, significant and important opportunities exist for scholarly work relating to health professions education and challenges facing healthcare in underserved communities. These community health scholarly activity opportunities will advance the University's mission and its vision for pioneering contributions to healthcare education, knowledge, and practice.

Goals and Objectives:

Goal: Expand scholarly focus on community health and health systems.

- Within 24 months, increase scholarly work focused on improving community health and health systems and disseminate broadly.
- Within 36 months, develop a data collection system allowing the University and its community health center partners to facilitate scholarly studies of underserved care systems leading to improvements in models/systems and practices.

ATSU Strategic Plan public weblink: <https://www.atsu.edu/pdf/atsu-strategic-plan-2021-28.pdf>

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		X	X	X
Mission-Focused Scholarship	X	X	X	X
Engaged, Diverse University Community	X		X	X
Beneficial Partnerships	X	X	X	X
Agile Resource Management	X		X	X

RGS 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

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 regional presidents, Council of Deans, University 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.

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

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 ATSRI 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.

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

Increase Funding/Representation for ATSRI-Affiliated Researchers | Seek to increase research funding and representation at NIH and other external funding sources, maintaining an emphasis on furthering AACOM's ongoing efforts to seek increased research funding 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.

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

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.

**Kirksville College of Osteopathic Medicine Strategic Plan
Strategic Directions, Goals, and FY 2023 – FY 2027 Initiatives
Approved March 2012; Last updated September 11, 2025
Approved by KCOM Faculty Assembly**

Strategic Goal I.B: Promote and commit to the expansion of knowledge through research and scholarly activity.

Strategic Initiatives/Action Items:

1. Provide ongoing faculty research scholarly activity funds to ensure professional development for faculty research and scholarly activity.

Performance Measure: *Yearly budget line-item budget for faculty development*

Performance Target: *Funds available to support faculty research and scholarly activity.*

Responsible Authority: *Dean*

2. Assess and develop resources to sustain and grow needed research and scholarship.

Performance Measure: *Recommend faculty to Interdisciplinary Research Committee (IRC). Collaborate with the IRC.*

Performance Target: *Review KCOM focus within University research strategic plan.*

Performance Authority: *Faculty Representative; Dean; Assistant Vice Chancellor for Research, Grants, and Information Systems*

3. Recognize faculty research and scholarly activity through the ATSU website and the annual faculty evaluation process.

Performance Measure: *Maintain and update research and scholarship webpage. Review annual faculty activity reports for research and scholarly activity. Recognize faculty publications through ATSU public web profiles.*

Performance Target: *Annually review*

Performance Authority: *Associate Dean for Medical Education; Department Chairs*

Strategic Goal II. B.: Create and sustain an academic environment that promotes innovative programs and scholarly activities.

Strategic Initiatives/Action Items:

1. Integrate interprofessional team learning opportunities to graduate practice-ready physicians for a changing healthcare environment.

Performance Measure: *Number of interprofessional and team development activities.*

Performance Target: *Develop and expand programs and opportunities in each year of the curriculum.*

Responsible Authority: Associate Deans; Regional Deans; Clerkship Directors; Course Directors (as appropriate); Human Patient Simulation Lab Medical Director; Curriculum Committee

2. Promote and develop student learners who are knowledgeable about scientific research components and the applications of evidence-based practice.

Performance Measure: Support scholarly activity. Provision of opportunities pertaining to scientific research, clinical research components, and/or the applications of evidence-based practice.

Performance Target: Promote the inclusion of learning objectives related to research components and evidence-based practice. Integrate plans resultant of the KCOM Student Research Planning Committee assessment.

Responsible Authority: Associate Dean for Medical Education; Curriculum Committee; ATSU Memorial Library Staff

3. Continue to develop advanced technology training to enhance student learning.

Performance Measure: Number of student experiential activities utilizing human patient simulators and ultrasound. Number of additional activities incorporating the use of applied clinical technology in the curriculum.

Performance Target: Continue to offer experiential activities and opportunities for open human patient simulation and ultrasound labs. Monitor the use of applied clinical technology in the curriculum.

Responsible Authority: Associate Dean for Medical Education; Director of Simulation and Performance Assessment; Clinical Imaging Coordinator; Course Directors; Curriculum Committee