

RESEARCH AND SPONSORED PROGRAMS

Mission

The Office of Research and Sponsored Programs (ORSP) fosters the growth and development of the Center for Health Sciences (CHS) by providing the infrastructure and support services to promote research and scholarship in the basic and clinical sciences, as well as, other mission related sponsored programs.

Vision

ORSP will be recognized by faculty, students and the community for fostering the development of nationally recognized research and sponsored programs which stimulate institutional and community development.

- Empower units within the CHS to successfully fulfill their unique mission;
- Facilitate communication and collaborations between units and with outside agencies;
- Supporting the training and education of students and faculty in the principals of Responsible Conduct of Research (RCR);
- Provide community leadership in attracting and supporting health related industries.

Core Values

Excellence - We seek excellence in all our endeavors, and we are committed to continuous improvement.

Integrity - We are committed to the principles of truth and honesty, and we will be equitable, ethical, and professional.

Service - We believe that serving others is a noble and worthy endeavor.

Intellectual Freedom - We believe in ethical and scholarly questioning in an environment that respects the rights of all to freely pursue knowledge.

Diversity - We respect others and value diversity of opinion, freedom of expression, and other ethnic and cultural backgrounds.

Stewardship of Resources - We are dedicated to the efficient and effective use of resources. We accept the responsibility of the public's trust and are accountable for our actions.

Strategic Goals, Critical Success Factors, Objectives, and Strategies

Goal One: Enhance the institution's world-wide reputation for research and sponsored programs that advance and apply knowledge of the health sciences to the benefit of society by increasing the growth and diversity of extramurally funded research, scholarly activities, services, and programs.

Critical Success Factors:

- Participation in the "Economic Development Generating Excellence" (EDGE) Action Plan for the state of Oklahoma.
- Improved satisfaction for services provided as determined by bi-annual surveys.
- Implementation of an intramural grant program with a base of \$50K.
- Establish a functioning division providing services in research design, statistics, and technical/grant writing.
- Develop the Division of Clinical Research.
- Implement a formal program for periodic (every three years) review of space allocation and future needs (800 sq ft/research faculty).
- Increased numbers of FTE allocation to research/scholarly activities and (basic and clinical science) graduate faculty numbers (Phase I: 8 BS, 3 CS; Phase II: 8 BS, 3 CS).
- Increase extramural funding by increased development and submission of quality applications (\$30M in annual grant funding).
- Increased number of academic and scholarly products (e.g., presentations, publications) authored by faculty, staff, and students.
- Development of collaborative Center(s) based on identifiable strengths.

Objectives:

Objective 1.1: Elevate position of research and scholarship as required components of the mission of an Academic Health Sciences Center.

Strategies:

- Establish representation on the core management team to assure consideration of program needs.
- Develop the Division of Clinical Research to manage and coordinate the day-to-day clinical research performed by faculty.
- Develop training programs/workshops to assist in faculty, resident, and student development in the area of clinical research.

Objective 1.2: Provide and improve those services including, but not limited to, safety, compliance, space, and other core service needs necessary for successful research, graduate, service and extension programs.

Strategies:

- Work within existing committee structures to perform audits of services provided by the Office of Research to improve and streamline services.
- Adjust staffing to fill identified need.
- Identify space or develop a plan to bring all functions of the research office under one roof to provide a comprehensive office; which supports pre and post award activities, intellectual property, safety, and related support services.
- Increase travel support and funds to faculty, professional staff and students for attending development programs in compliance regulations and other ORSP services.
- Identify and foster opportunities for faculty, staff and students to partner with both intra- and extramural entities (e.g., with other OSU areas and units, business, community organizations, government) in developing research and promoting its application by way of programs, technology, and service delivery.
- Increase awareness and utilization of ORSP services among faculty, staff and students.

Objective 1.3: Creation of a division to provide core support in research design, statistical support, and technical/grant writing to support expansion of clinical and basic research and general faculty development.

Strategies:

- Staff a division (unit) to provide for services including, but not limited to, fulltime statistical support, technical/grant writing support and research education support.
- Identify additional services needed to support basic and clinical research enterprise such as a central coordination service for trials under a Director of Clinical Research.

Objective 1.4: Develop and fund an intramural grant program to provide a mechanism to promote development of new ideas and gap funding to sustain growth of our research enterprise.

Strategies:

- Fund an account initially at \$30-\$50K and establish a mechanism for faculty to apply for small grants of \$4-7K.
- Identify and develop mechanisms to establish and implement an intramural fund for resident and student research.

Objective 1.5: Establish a dynamic, comprehensive space plan to assure maximum impact from existing space utilization and aggressive planning for space expansion.

Strategies:

- Audit all academic departments for current research space and perceived needs every three years.
- Provide input to Administration of needs assessment for strategic campus plan development using 800 square feet lab base for research faculty.
- Promote development of state of the art “core facilities” to meet research and graduate education needs.

Objective 1.6: Expand faculty numbers in both the Basic Sciences and Clinical Sciences with appropriate time allocated to research.

Strategies:

- Create a department of Biomechanics and Kinesiology to complement the development of the Osteopathic Manipulative Medicine department.
- Initiate a program to increase basic science faculty numbers through two phases, Phase I to 32; Phase II to 40.
- Recruit clinical faculty and chairs with a background of success in research to create a core of mentors for faculty development, at least 1 proven clinical research faculty in each department.
- Maintain and augment recruitment program for all faculty in keeping with the mission and values of the college, including a respect for and valuing of the manifestations of diversity.
- Establish competitive recruiting packages to promote successful recruitment.
- Establish priority growth areas and recruit senior (Associate/Professor) faculty to jump start development.
- Identify and build on strengths, and promote the development of collaborative centers.
- Identify and develop applications for program project/training grant funding as an additional revenue source.

Objective 1.7: Actively promote and expand faculty activities at local, regional, and national organizations.

Strategies:

- Work closer with communication division to develop and implement initiatives to increase the visibility of OSU-CHS research and sponsored activities at local, state and national levels.
- Review and improve/update web pages.
- Maintain and enhance memberships in local/regional societies and support meetings.
- Encourage faculty participation as officers of professional organizations.

- Promote faculty leadership and recognition in appropriate communication venues such as city, state and national committees and task forces.
- Increase sponsorships of events.

Objective 1.8: Utilize the faculty, staff and students of OSU-CHS as repositories of knowledge that can be shared with the community.

Strategies:

- Volunteer at local elementary/secondary schools to promote research and health awareness.
- Utilize existing groups such as the Center for Neuroscience and the Center for Rural Health to host regional/national meetings in Tulsa, thus bringing attention and visibility to OSU-CHS.
- Hold symposia and workshops at OSU-CHS for the local lay population that will further knowledge and understanding of recent advancements in the scientific/medical professions.

Goal Two: Develop appropriate educational programs in RCR (responsible conduct of research) to enhance culture that is ethical and follows appropriate regulations and laws as well as programs in grantsmanship.

Critical Success Factors:

- By the end of calendar year 2005 programs will be in place and in use assuring federal compliance with RCR requirements.
- Other topics will be developed into programs or alternative resources located to meet identified needs to facilitate and promote skill development in research, (e.g. grant writing, etc).

Objectives:

Objective 2.1: Identify and make available faculty development materials to promote faculty success in grantsmanship and scholarship.

Strategies:

- Identify nationally recognized courses (through NIH, NSF, etc.) in grantsmanship and assist in sending appropriate faculty to these workshops.
- Form a seminar series for faculty development targeting grantsmanship and scholarly activity.
- Develop an OSU-CHS intramural guide to obtaining extramural funding.
- Assist faculty in targeting their research interests with the appropriate funding sources.

Objective 2.2: Develop program for training residents, graduate students, and medical students in the principles of “Responsible Conduct of Research” as outlined by the Office of Research Integrity at the National Institutes of Health.

Strategies:

- Using federal guidelines concerning the 9± areas suggested for the development of training modules, create and implement faculty, staff, and student development series in the following areas: using traditional, technology/web base and interactive learning experiences as deemed appropriate to educate and/or change investigator behavior in the areas of ethical/unethical activities, and research compliance practices relative to human subjects, animal research, and laboratory safety.

Objective 2.3: Educate faculty, staff, and students in research skills.

Strategy:

- Work with clinical and basic science departments to identify, develop, and implement additional faculty, staff, and student development opportunities, focusing on training and education to enhance research-related skills (e.g., grant writing, applied statistics).

Goal Three: Expand the development and strengthening of research and graduate programs by improving core facilities, recruitment packages, and other resources deemed necessary for competitive program development and to create a superior learning environment.

Critical Success Factors:

- Generation of competitive packages for recruiting graduate students (stipend/tuition/health insurance).
- Expansion of quality core facilities/equipment to assure state of the art research and training facilities (i.e., animal, molecular biology, BSL-3, microscopy).
- Establish a comprehensive orientation for graduate students including a lab rotation program.
- Continue expansion of library holdings and/or access to electronic journals in an organized fashion following established priorities such as center development (e.g., neuroscience and rural medicine).
- Establish an “outreach” program to facilitate the interactions between faculty, staff and students and the surrounding community.

Objectives:

Objective 3.1: Create competitive recruitment packages including stipends, tuition waivers, and health insurance to allow competitive promotion of our graduate program.

Strategies:

- Establish a comprehensive package of tuition waiver and stipends to support dual degree and Ph.D. students.
- Identify and develop grant and philanthropic funding to meet fiscal needs for recruitment packages.
- Make health insurance package available.

Objective 3.2: Establish program for planned obsolescence of core equipment and equipment maintenance to assure state of the art research and training facilities to promote program.

Strategies:

- Identify annual source of funding to replace the core equipment.
- Increase funding to cover all major equipment by preventative service/maintenance agreements to assure:
 - Timely repair, and
 - Reduce impact on operation budget of Research Office.
- Maintain/update core labs (i.e., animal, molecular biology, BSL-3, Microscopy).

Objective 3.3: Continue to develop other resources to promote and maintain competitive graduate programs

Strategies:

- Establish links to local undergraduate programs, providing experiences exposing students to our program to increase awareness and facilitate recruitment.
- Enhance graduate program promotion through maintaining and improving quality written materials and website.
- Work with library staff, faculty, and graduate students to identify and procure needed scholarly information resources.
- Encourage and increase graduate student participation in professional organizations and meetings.
- Maintain and augment recruitment program for graduate students in keeping with the mission and values of the college, including a respect for and valuing of the manifestations of diversity.
- Work with graduate faculty and students to develop and implement a comprehensive orientation for graduate students including a lab rotation program.

Objective 3.4: Develop programs to improve the diversity of the graduate student body via the inclusion of minority students.

Strategies:

- Work with local secondary schools to identify possible mentor-student relationships.
- Develop and hold summer workshops for secondary education faculty to improve their teaching of the sciences to students.
- Identify sources of funding to support the work of promising secondary education-level students who may have not normally considered a career in scientific research, medical education or medicine.