

PNWU Research Strategic Plan 2020-25

Purpose Statement

The purpose of this document is to provide a framework for the promotion and support of research, scholarly activity opportunities, partnerships, and other activities that advance PNWU's mission and advance its vision.

Overview and Context

PNWU has had varied experiences over its lifespan relative to research. There have been successes such as establishing an Institutional Review Board, forming an Office of Scholarly Activity, receiving multimillion-dollar grants, conducting a range of scholarly activity, and implementing an annual research day. There have also been limitations regarding funding, facilities, and level of experience and expertise to carry out scholarly and research activities in a supported and increasingly expanding model. Much of this can be attributed to the infancy of an institution; PNWU has been primarily, and rightfully, focused on teaching students. Without losing the attention to teaching, and to meet the expectations of a growing university, the time has come to be more intentional in our approach to research.

Our mission, “...*emphasizing service among rural and medically underserved communities throughout the Northwest*” is central to all we do. Because of this mission, and our vision – *Revolutionizing Community Health* – PNWU is uniquely positioned to become a leader in research and scholarly activities focused on rural and medically underserved communities, and the health concerns that most affect those communities. The 2020-25 PNWU Research Strategic Plan that follows considered mission and vision as well as accreditation standards; federal and state regulations; the University strategic plan; and the characteristics and desires of the faculty, staff, students, and administrators of PNWU.

As a doctoral-granting health sciences academic institution, PNWU is expected to have a comprehensively and clearly articulated plan for research and scholarly activities, as well as the physical and financial infrastructure to carry out such a plan as set forth in accreditation standards from the Northwest Commission on Colleges and Universities (NWCCU), the Commission on Osteopathic College Accreditation (COCA), the Commission on Accreditation in Physical Therapy Education (CAPTE), and the Accreditation Commission on Occupational Therapy Education (ACOTE). Appendix 1 details the related accreditation standards.

Washington Administrative Code (WAC) 250-61-100 asserts much of the same. It states in part:

- Doctoral degree programs shall provide . . . access to adequate laboratory and research facilities
- To obtain a doctoral degree a student shall be required to demonstrate, through comprehensive examination, the ability to perform research at the level of the professional scholar or perform the work of a professional that involves the highest levels of knowledge and expertise.
- A professional doctoral degree . . . for programs which emphasize technical knowledge and professional competence require either a research thesis or a project involving the solution of a substantial problem of professional interest.

Recently, PNWU engaged a research consultant to assist with compliance efforts related to sponsored activities. Her report also included (upon PNWU's request) recommendations to assist PNWU in using resources effectively and building the infrastructure to support sponsored activities. A number of the recommendations are already in place or underway and the others were reviewed and played a role in the development of this plan. Appendix 2 includes excerpts from the full report provided by Kris Rhodes, MS, ATM-Grants.

The University strategic plan, *PNWU Forward 2020-2025* (Appendix 3), has three pillars: Education and Scholarship, Partnerships and Engagement, and Development and Advancement. Research and scholarly activity appear as necessary elements of each pillar. This research strategic plan endeavors to further those elements in a coordinated way.

Lastly, any plan would be remiss if those integral to the implementation and outcomes are not involved in the development. To that end, the committee hosted listening sessions with students, faculty, staff, and administrators, and conducted a survey (survey results are provided as Appendix 4). The ideas and suggestions that were considered significant—repeated and/or contemporary and feasible—are reflected in this plan.

The effort put forth by this committee was thorough and substantial. The following research strategic plan is designed to meet the expectations of PNWU's constituency: our students, employees, trustees, external agencies, and the communities we serve.

Committee Membership

Drs. Randolph-Habecker and Briggs Early oversaw the development of this plan under the direction of the Provost and President. A Research Strategic Planning Committee was formed September 2019, and consisted of:

1. Kathaleen Briggs Early, PhD, RDN, CDE, Chair of the PNWU Research Committee
2. Anita Cleary, MLIS, Library Director
3. Angie Girard, MEd, Director of Accreditation and Compliance
4. Crystal Martin, DO, OPP Faculty Member
5. Keith Monosky, PhD, Director of the Yakima Valley Inter-Professional Educational Collaborative
6. Consuelo Negrete Rodriguez, MD, Community Member and Office of Scholarly Activity Staff
7. Anita Quintana, MA, Interim Director of the Office of Scholarly Activity
8. Julie Randolph-Habecker, PhD, Interim Lab Director
9. Diana Rhodes, DVM, PhD, Chair of Anatomy
10. Peggy Trueblood, PT, PhD, Founding Director of the Doctorate in Physical Therapy Program
11. Jennifer Weaver, MA, Research Facilitator for Graduate Medical Education

PNWU Research Strategic Plan 2020-25 Elements

The focus areas and goals of this research-specific strategic plan are provided in Table 1. Following the table are objectives presented for achieving the goals. Prioritization of the goals and objectives, assignment of responsibility, development of measurable outcomes/targets, and allocation of resources are functions to occur following the approval of this plan.

Table 1. PNWU Research Strategic Plan Overview 2020-2025

Essentials for Growing Research	Collaborations and Partnerships	Operations and Infrastructure
<p>Attract, develop, and retain faculty supportive of scholarly activities and research</p> <p>Pursue and amplify program and mission specific areas of research</p> <p>Engage in diverse research methodologies including community-based interventions, educational, population health, clinical, and bench/lab work</p> <p>Provide support and resources to ensure students enrolled in professional programs complete, prior to graduation, a capstone research paper or project focusing on a substantial problem of professional interest</p> <p>Foster broad knowledge and provide robust opportunities</p>	<p>Promote interprofessional and collaborative research</p> <p>Diversify and expand community and academic partnerships</p> <p>Implement clinical practice environments as a platform for research</p> <p>Promote marketing of research and scholarly activities to enhance our standing in the health sciences space, regional communities, and to reinforce partnerships</p>	<p>Provide research capabilities</p> <p>Build infrastructure and support from all levels of the University, partners, and community</p> <p>Ensure compliance with all federal, state, local, and University regulations as they relate to research, scholarly activities, and external funding</p> <p>Enhance university-wide knowledge of research and research opportunities by providing networking tools, online spaces, and forums</p> <p>Build infrastructure for sponsored research and contracts</p>

Focus Area 1: Essentials for Growing Research

Goal 1.1 *Attract, develop, and retain faculty supportive of scholarly activities and research*

- 1.1.1 Attract and recruit faculty with a solid record of successfully funded and published research and varying research methodologies using research-focused language in clearly articulated job descriptions and job postings.
- 1.1.2 Make research expertise a priority in the faculty hiring process over the next five years.
- 1.1.3 Develop a faculty research mentoring program with both internal and external mentors.
- 1.1.4 Increase funding for research/scholarly activity professional development and for research training opportunities including sabbatical and professional development leave.
- 1.1.5 Retain productive researchers with continued protected research time and support services such as assistance personnel and updated/additional research space.

Goal 1.2 Pursue and amplify program and mission specific areas of research

- 1.2.1 Develop a tracking and reporting system that is organized in a way that program and mission specific research areas are clearly identified, and make the output from this database easily accessible within PNWU.
- 1.2.2 Publicize, internally and externally, successes in these research areas.
- 1.2.3 Identify faculty champions for program and mission specific areas of research who will expand such areas by recruiting new faculty, staff, and students.

Goal 1.3 Engage in diverse research methodologies including, educational, collaborative, community-based investigations, population health, clinical, and bench/lab work

- 1.3.1 Compile a research expertise database detailing the research methodologies in which faculty and staff are experienced, with a level of detail that would allow new collaborations to be forged between individuals with complementary strengths. Make this database accessible through the PNWU website.
- 1.3.3 Encourage interdisciplinary research collaborations that utilize multiple research modalities by providing specific research seed funds.

Goal 1.4 Provide support and resources to ensure students enrolled in professional programs complete, prior to graduation, a capstone research paper or project focusing on a substantial problem of professional interest

- 1.4.1 Provide multiple opportunities, both in-person and online, for students to learn how to plan, execute, analyze, and report on research topics.
- 1.4.2 Create formal educational opportunities whereby students are able to demonstrate the ability to perform research at the professional scholar level.
- 1.4.3 Develop and periodically update resources specific for student research opportunities within and outside PNWU.
- 1.4.4 Highlight successful student research projects and encourage student-to-student peer help sessions.
- 1.4.5 Incentivize faculty/student research collaborations with funds earmarked for novel and pilot projects with both faculty and student participants.

Goal 1.5 Foster broad knowledge and provide robust opportunities

- 1.5.1 Develop a strong seminar series with both onsite speakers, as well as utilizing numerous online symposia, to bring cutting edge research talks to PNWU on a frequent and regular basis.
- 1.5.2 Invite members of the local and regional research community to attend research talks alongside community members and PNWU students and employees.

- 1.5.3 Encourage and support faculty, staff, and students to present at peer-reviewed conferences and publish in peer-reviewed journals.

Focus Area 2: Collaborations and Partnerships

Goal 2.1 *Promote interprofessional and collaborative research*

- 2.1.1 Establish a Memorandum of Understanding among participating academic and clinical institutions to formulate agreements for research and scholarly activities.
- 2.1.2 Develop a repository for multi-institutional research and scholarly ideas.
- 2.1.3 Establish a research agenda specific for interprofessional engagement.
- 2.1.4 Use a grants database (see 3.5.2) to facilitate inter-institutional research with partner organizations.
- 2.1.5 Implement research partnerships/collaborations at clinical sites to increase clinical research among faculty and students.

Goal 2.2 *Diversify and expand community and academic partnerships*

- 2.2.1 Create a community advisory committee to promote collaborations and partnerships in research and scholarly activity.
- 2.2.2 Extend invitations to community partners to contribute to the PNWU Research Committee and explore reciprocal opportunities.
- 2.2.3 Promote grant funding opportunities with partners to diversify research funding.
- 2.2.4 Expand outreach to regional, national and global communities that are medically underserved.

Goal 2.3 *Implement clinical practice environments as a platform for research*

- 2.3.1 Recruit clinical partners to serve on the community advisory committee (see 2.2.1).
- 2.3.2 Develop clinical research initiatives between faculty and collaborating clinicians.
- 2.3.3 Create clinical environments at PNWU to retain faculty and facilitate clinical research.

Goal 2.4 *Promote marketing of research and scholarly activities to enhance our standing in the health sciences space, regional communities, and to reinforce partnerships*

- 2.4.1 Coordinate efforts among marketing, communications, and the research community to establish a marketing plan which accurately promotes awareness of research and scholarly activities.
- 2.4.2 Develop funding for marketing and promotion of collaborative research activities.

Focus Area 3: Operations and Infrastructure

Goal 3.1 *Provide research capabilities*

- 3.1.1 Build, enhance, and support PNWU research spaces.
- 3.1.2 Create biorepository capabilities including adopting best practices, and developing facilities and policies.

- 3.1.3 Recruit and hire a qualified chief research officer to represent and oversee research at PNWU internally and externally, and to champion the Research Strategic Plan.
- 3.1.4 Establish a venue for clinical practice activities and research on the PNWU campus.
- 3.1.5 Formalize standards of practice for engaging research partners.

Goal 3.2 Ensure compliance with all federal, state, local, and University regulations as they relate to research, scholarly activities, and external funding

- 3.2.1 Dedicate budget and hire the necessary qualified staff to manage regulatory compliance.
- 3.2.2 Build infrastructure to monitor and audit compliance across all research-related activities.
- 3.2.3 Create standards of practice for pre-award and post-award processing.

Goal 3.3 Enhance university-wide knowledge of research and research opportunities by providing networking tools, online spaces, and forums

- 3.3.1 Create an institutional repository to increase access to PNWU research, which could also be used for marketing (see also 1.2.1 and 1.3.1).
- 3.3.3 Ensure faculty and staff list research interests in their online bios.
- 3.3.3 Continue to showcase faculty, residents, staff, students, and academic partners during an annual campus research forum.
- 3.3.4 Restructure the Office of Scholarly Activity website to enhance efficiency.

Goal 3.4 Build infrastructure for sponsored research and contracts

- 3.4.1 Hire a qualified grants manager to assist researchers with proposal writing and submission, to review and monitor grants, and to provide training.
- 3.4.2 Evaluate and select a grants database to help researchers identify funding sources (see 2.1.4).