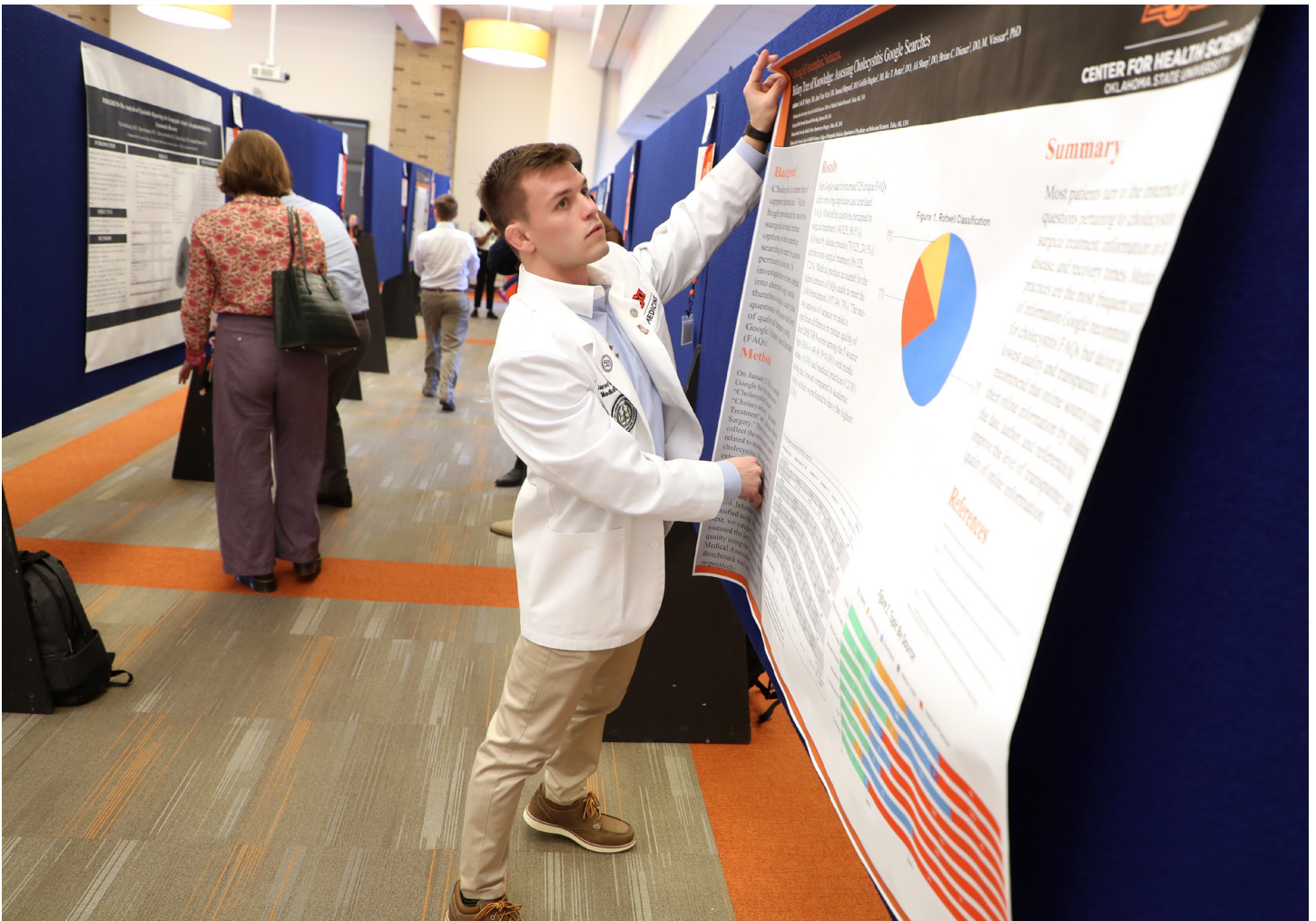


# 10-YEAR RESEARCH STRATEGIC PLAN

2026-2036





## MISSION

Oklahoma State University College of Osteopathic Medicine (OSU-COM) educates osteopathic primary care physicians with an emphasis on serving rural and underserved Oklahoma.

## VISION

Oklahoma State University College of Osteopathic Medicine will be recognized for:

- Fulfilling the healthcare needs of rural and underserved Oklahoma;
- Producing graduates who are dedicated, effective, and compassionate community leaders;
- Providing excellent care and health-related community service;
- Being a leader and innovator in education;
- Being the medical school of choice.

## CORE VALUES

**EXCELLENCE** – We seek excellence in all our endeavors, aspire to new heights, and are committed to continuous improvement.

**INTEGRITY** – We are committed to the principles of truth and honesty, and we constantly strive to be fair, equitable, impartial 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 our resources. We accept the responsibility of the public's trust and are accountable for our actions.

## RESEARCH STRATEGIC GOALS AND PRIORITIES

Research activities and endeavors at OSU-COM will uphold and promote the values, philosophy and practice of osteopathic medicine.

**Foster a vibrant, innovative research CULTURE** that is purposeful and aligned with its mission to improve health in rural and underserved communities in Oklahoma and beyond. This culture will emphasize collaboration, accountability, and visibility of scholarship across all departments and programs. The culture will emphasize a “One Health, One Mission” mindset that propels both graduate programs and the medical college through the next 10 years.

**Invest in PEOPLE** by expanding research mentorship programming and strengthening internal support systems needed to enable the OSU-COM research community to obtain the resources and training needed to develop research concepts, to secure internal and external funding, to execute research plans, to track outcomes, to manage grants and to gain recognition.

**OSU-COM will** build infrastructure needed to support **TRANSLATIONAL RESEARCH**, moving novel treatments along the entire spectrum of therapeutic development. With a focus on addressing the most urgent health challenges facing Oklahomans, the bio incubator/clinical trials hub will serve as a catalyst for innovation, connecting academic investigators, clinicians, industry partners and community stakeholders to position Oklahoma as a leader in health innovation.

**Strengthen the AI INFRASTRUCTURE** to equip our community to engage with AI thoughtfully, ethically and creatively. This includes cultivating subject-matter experts across relevant research domains, establishing interdisciplinary AI innovation teams, and developing clear policies and guidelines that promote academic integrity, data privacy, and the safe use of AI in research by faculty, staff and students. OSU-COM will serve as a leader in shaping how artificial intelligence can be leveraged to advance rigorous science, improve practice in medicine, improve health outcomes and serve the public good.

# CULTURE OF SCHOLARSHIP EXCELLENCE

OSU-COM will foster a vibrant research culture that unlocks scholarship potential, promotes innovation, encourages collaboration and rewards excellence. This culture will emphasize a “One Health, One Mission” mindset that propels both graduate programs and the medical college through the next 10 years.

## STRATEGIES

- Increase the number of faculty engaged in sponsored research activities (ie: PI/CoPIs for research).
- Increase peer-reviewed, scholarship-focused publications on rural and underserved health areas.
- Grow annual externally funded research (direct costs and including clinical trials).

- Sustain and strategically expand annual seed grant program to accelerate competitive grant submissions.
- Implement new OVPR discretionary matching grant reserve, focusing on graduate student stipend support.
- Expand partnerships with clinic/hospital sites to co-produce research that measurably improves access to care (community impact).
- Increase external visibility via invited/plenary talks, national conference presentations, service on grant review panels and national media features.
- Incorporate osteopathic manipulative medicine (OMM) and osteopathic principles and practice (OPP) where appropriate.

## KEY PERFORMANCE INDICATORS (KPIs) & MILESTONES:

KPI	Definition	Baseline (2026)	Year 5 (2031)	Year 10 (2036)	Data Source	Owner
Faculty involved in research	Number of OSU-COM faculty engaged in sponsored research activities	83	≥40% from baseline	≥60% from baseline	Cayuse	Departments
Annual publications	Number of peer-reviewed articles authored by faculty/students	124	>10%/yr	>15%/yr	PURE; ORCID; department reports	Research Office + Library
Rural/underserved publication share	Percent of annual publications on rural/underserved topics	22.5%	≥35% from baseline	≥40% from baseline	PURE publication topic coding; library analytics	CHS External Affairs
External research funding (direct costs)	Annual total direct costs from external awards	40.5M	>10%/yr	>15%/yr	Cayuse	Research Office
Active federal awards	Number of active federal grants (e.g., NIH/HRSA/NSF)	50	>5%/yr	≥10%/yr	Cayuse	Research Office
Seed grants awarded	Number of internal seed grants awarded annually	12	≥15%/yr	≥20%/yr	InfoReady	Research Office
National media features	Number of distinct national media features highlighting OSU-COM research	1	>5%/yr	>10%/yr	Communications logs; The Conversation reports	CHS External Affairs
Open Access OSU-COM Journal	Annual publication count and submission rate for OSU-COM based open access journal.	49	>5%/yr	>10%/yr	Journal records	Journal Editor

# PEOPLE

OSU-COM will invest in people by: enhancing and expanding research mentorship programming, strengthening internal support systems needed to enable the research community to obtain the resources and training needed to develop research concepts, to secure internal and external funding, to execute research plans, to track outcomes, to manage grants and to gain recognition. OSU-COM will also support faculty and student research endeavors by providing library research support services and expanded availability, accessibility and utilization of electronic databases such as open access journals for mining and analyzing health-related information and outcomes.

## STRATEGIES:

- Enhance structured research mentorship program, with a strategic focus on NIH SEP programs.
- Increase annual grant submissions, success rates for investigator-led research proposals.
- Deliver grantsmanship/research training workshops and identify and support a certified grantsmanship instructor, enabling more frequent and cost-effective workshop delivery.
- Ensure medical students complete a defined research experience and expand resident research-in-progress presentations.
- Offer research opportunities for medical students to participate in all four years of their osteopathic medical school experience.
- Expand library-enabled research, conduct systematic, scoping or literature reviews, and increase utilization of e-resources.

## KEY PERFORMANCE INDICATORS (KPIs) & MILESTONES:

KPI	Definition	Baseline (2026)	Year 5 (2031)	Year 10 (2036)	Data Source	Owner
Faculty mentors trained	Faculty completing mentor training	12	≥ 50% from baseline	>75% from baseline	Training records	Faculty Affairs + Research Office + OMSR
Mentor-mentee pairs	Number of active mentor-mentee pairs (faculty, residents, students)	287	≥30% from baseline	≥50% from baseline	Program roster	Research Office + OMSR
Grant submissions	Number of external grant applications submitted	88	>50% from baseline	>90% from baseline	Cayuse	Research Office
Student research participation	Number of medical students completing defined research experience	187	>10% from baseline	>25% from baseline	Research Week, OMSR	Research
Resident presentations	Number of resident research-in-progress presentations per year	3+	>5%/yr	>10%/yr	GME records	GME Office
Systematic/scoping/lit reviews supported	Number completed with library support	49	≥60/yr	≥80/year	Library service logs	Library
E-resource utilization	Percent increase in authenticated use vs. 2026 baseline	45,586	≥50% increase	≥75% increase	Vendor analytics	Library

# DEVELOP PATHWAYS IN TRANSLATIONAL RESEARCH

OSU-COM will build the infrastructure needed to support translational research, moving novel treatments along the entire spectrum of therapeutic development. This will leverage strong public-private partnerships, cutting-edge clinical trial infrastructure and OSU's growing research enterprise to accelerate the discovery and deployment of novel and precision therapeutics. With a focus on addressing the most urgent health challenges facing Oklahomans, the bio-incubator and clinical trials hub will serve as a catalyst for innovation, connecting academic investigators, clinicians, industry partners and community stakeholders to position Oklahoma as a leader in health innovation.

## STRATEGIES:

- Grow the centralized clinical trials hub achieving  $\geq 25$  new trial activations per year by 2031 and  $\geq 35$  by 2036.
- Increase rural/underserved enrollment across trials.
- With industry leadership, help secure IND/IDE submissions via academic-industry collaborations.
- Scale the bio-incubator to yield patents and licenses/ options to support the Oklahoma labor force and economy.

## KEY PERFORMANCE INDICATORS (KPIs) & MILESTONES:

KPI	Definition	Baseline (2026)	Year 5 (2031)	Year 10 (2036)	Data Source	Owner
Trial activations	Number of new clinical trials activated per year	2	$\geq 25$ /yr	$\geq 35$ /yr	CTMS; IRB records	Clinical Trials Office
Rural / Under-served enrollment	Percent of participants from rural/underserved populations	3	$\geq 20\%$	$\geq 35\%$	Participant demographics; site reports	Clinical Trials Office + Community Sites
IND/IDE submissions	Number of regulatory submissions stemming from OSU-COM research	0	$\geq 5$ cumulative by 2031	$\geq 10$ cumulative by 2036	Regulatory affairs logs	Research Office + Industry Partners

# ARTIFICIAL INTELLIGENCE IN RESEARCH

OSU-COM will responsibly and strategically build an intellectual infrastructure that equips our community to engage with AI thoughtfully, ethically and creatively. This includes cultivating subject-matter experts across relevant research domains, establishing interdisciplinary AI innovation teams and developing clear policies and guidelines that promote academic integrity, data privacy and the safe use of AI in research by faculty, staff and students. Through these efforts, OSU-COM will position itself not simply as an adopter of AI tools, but as a leader in shaping how artificial intelligence can be leveraged to advance rigorous science, improve practice in medicine, improve health outcomes and serve the public good.

## STRATEGIES:

- Establish governance committee; publish and implement AI governance policies.
- Establish interdisciplinary AI innovation teams.
- Stand up secure, FAIR-compliant research data infrastructure: publish datasets to institutional repositories.
- Integrate responsible AI methods into research workflows across all relevant departments.

## KEY PERFORMANCE INDICATORS (KPIs) & MILESTONES:

KPI	Definition	Baseline (2026)	Year 5 (2031)	Year 10 (2036)	Data Source	Owner
AI governance policy	Policy published and active	Draft in 2026	Implemented by Q4 2026	Annual review and updates	Policy repository; compliance logs	Compliance
Compliance training completion	Percent of faculty/staff/students completing AI training	0	≥95%	≥95% sustained	LMS records	Compliance
AI innovation teams	Number of AI research teams	0	≥1	≥2	Team rosters	Research Office
AI-related publications	Peer-reviewed AI-focused publications	0	5%	≥15%/yr	Experts records	Research Office + Library
FAIR datasets published	Datasets published to institutional repositories (cumulative)	0	≥5	≥10	Repository analytics	Data Core
Departments using AI methods	Number of departments with active AI research workflows	0	≥8	All relevant	Department reports	Research Office + Departments



COLLEGE OF  
**OSTEOPATHIC MEDICINE**

**OSU-COM LEADERSHIP**

Johnny Stephens, PharmD, President, Center for Health Sciences

Jeffrey Stroup, PharmD, Senior Vice President and Provost, Center for Health Sciences

Dennis Blankenship, DO, Dean, College of Osteopathic Medicine; Clinical Professor of Emergency Medicine

Natasha Bray, DO, MEd, Dean, COM at Cherokee Nation; Clinical Professor Rural Health

**OSU-COM Research Strategic Planning Committee Members**

Dawn Underwood, PhD (Staff)

Randall Davis, PhD (Faculty)

Lora Cotton, DO (Faculty)

Deena Wheeler, PhD (Faculty)

Kent Smith, PhD (Faculty)

Kyle Simmons, PhD (Faculty)

David Wallace, PhD (Faculty)

Gerwald Koehler, PhD (Faculty)

Nedra Wilson, PhD (Faculty)

Julle Croff, PhD (Faculty)

Amber Hood, DFS (Staff)

Kelsea Schultz, Class President (Student, Tulsa)

Micah Hartwell, PhD (Faculty Senate, Tahlequah)

**CONTACT INFORMATION**

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