

Burrell College of Osteopathic Medicine

Research Advisory Council Meeting Minutes

Date: February 3, 2017

Time: 10:00 am-11:30 am

Location: BCOM # 151

MEETING CALLED BY	Joseph Benoit, Director, Chair, and Professor
TYPE OF MEETING	Research Advisory Council Meeting
FACILITATOR	Joseph Benoit, PhD
NOTE TAKER/TIMEKEEPER	Martha Cardoza
MEMBERS PRESENT	Joseph Benoit, PhD, Robert Ketchum, PhD, Anthony Levatino, MD, Dean George Mychaskiw, DO, Steven Ontiveros, PhD, Erin Palazzolo, MLIS, Tim Shipley, PhD, Jennifer Taylor, Christa Vaudrey, MAEd, Hugo Vilchis, MD, Michael Woods, PhD
MEMBERS ABSENT	Oliver Hayes, DO, David Osborne, PhD, Richard Selinfreund, PhD
GUESTS	None

I. Call to Order

- a. The meeting was called to order at 10:03 am.

II. Approval of Minutes

- a. Minutes for January 24, 2017 were approved. Dr. Ketchum made a motion to approve and Dr. Levatino seconded the motion.

Dr. Woods indicated minutes on January 24, 2017 were not comprehensive with what went into the strategic plan; there were inconsistencies between the five priorities in the minutes than what was in the strategic plan. Dr. Benoit took responsibility if the priorities didn't exactly line up.

III. Announcements

- a. None

IV. Old Business

- a. Dean Mychaskiw had comments from President Hummer that were focused on SWOT analysis and asked group to do another run of the strategic plan with these understandings in mind.
 - i. Intention is to fund research that is geared towards population health in the border, towards health in the border, towards Osteopathic medicine, towards faculty development and towards student projects that all tie back to the role mission of BCOM.
 - ii. The Institute is fully under BCOM, not as a 501(c)(3).
 - iii. Burrell health policy and research is part of BCOM.
 - iv. Dr. Vilchis remains as the Executive Director of the Institute.
 - v. Dr. Benoit remains as the Director of Research Administration of the Institute.
 - vi. Dr. Benoit and Dr. Vilchis both report through BOB to Mychaskiw at all in the task of the committee council and BCOM.
 - vii. The Institute itself remains in application for its own 501(c)(3).
 - viii. If grants opportunities come in that require 501(c)(3) organization, that structure will be in place, if they come in before, we can still do it through the SW Osteopathic Foundation for Education Research.
 - ix. Mr. Burrell has asked for Hugo to continue with the 501(c)(3) application process for the Institute.
 - x. Perhaps over time (5 to 10 years) the 501(c)(3) arm will have enough fund in grants and support that it can spin off as its own entity.
 - xi. Appreciates the work all have done.
- b. A handout of BCOM Guidelines for Research and related constraints was distributed and discussed.
 - i. Guideline 1. Academic Research encompasses all forms of scholarly activity.
 - a. Purpose of section is to say not only what BCOM officially does here as funded research, in which we are a principal investigator, but it will be both faculty and student internally and externally funded.
 - b. Later on BCOM commits to some internal funding because not everybody can get external funding.

- c. Projects in which the faculty or students serve either as the principal investigator or where they are subcontractors formally or informally with the projects of other entities.
 - d. We will need partners in the community.
 - e. Students and faculty conduct community/public service outreach that links to scholarly activity that can benefit BCOM as well. Such as conferences, health fairs, and campaigns.
- ii. Guideline 2: BCOM's Academic Research Agenda will focus on furthering the state mission of BCOM, in compliance with COCA Standards. The BCOM Research Office encourages all types of research and scholarly activity, including clinical, biomedical, public health, epidemiology, and medical education.
 - a. Four topics: Osteopathic medicine issues, border health issues, general public health issues, and supporting faculty development.
 - b. The topics were sorted in priority order of the things that would be considered when a group is considering what we want to fund or what we believe ties to our mission.
 - c. BCOM's mission is to improve the health of the region.
 - d. Everything BCOM does should tie back to the mission.
- iii. Guideline 3: Strategic goal of recruiting and retaining a strong faculty recognizes a commitment to support scholarly activity of faculty in their various disciplines, in a manner which supports, and does not retract from, the commitment to the instructional mission of BCOM.
 - a. Basically explains how faculty is going to be supported.
- iv. Guideline 4: BCOM's aspirational faculty workload model is to achieve an equal division of time, on average, between instruction, research and service. It is understood that a multi-year process must precede the full achievement of this goal; until a full four-year enrollment is achieved, a higher workload focus on instruction and service will be expected.
 - a. Achieve a 1/3 instruction, 1/3 research, and 1/3 service.
 - b. Faculty workload will impact the financial viability of BCOM.
 - c. We have to make it work in a way that we have a quality program.
 - d. We have to solve the workload issue in a way that we can make the place work.
 - e. We have to be able to structure the way we staff with faculty in this institution.

- f. Target is to have full team complete by 2020.
- v. Guideline 5: BCOM will establish a protocol to formally review all proposed scholarly activity. Project approval will be required, and will be based upon a review process which will directly link the proposed project to the mission and vision of BCOM, and to an evaluation of the viability of the proposed project.
 - a. We are committing to always set some money aside for internal awards.
 - b. We spent \$40,000 in intramural awards this year. We are seeking to phase in a little more every year until we get to some level that is appropriate for the institution.
 - c. Applications for external sponsorship need to go through some sort of review process and before someone sends off something they will be doing, there will be some kind of review that says first of all that it meets the mission and understand what's going to happen if it's awarded. Will the faculty member be released from instruction?
 - d. Requests from proposals have very short time, how would we deal with these issues?
 - e. Develop a sequential checkbox of required individuals and their take around by hand to get approvals.
 - f. Define a routing sheet.
 - g. Have some plan negotiated in advance with a faculty member.
 - h. Make sure there is no income loss to the institution by losing faculty.
 - i. Develop a research policy that will say, this is how it moves.
- vi. Guideline 6: BCOM is committed to providing space, equipment and administrative support to facilitate the research mission, within the following set of constraints:
 - a. If getting a funded research component, we need to put it back towards facility and administration.
 - b. Need to apply F&A as it comes in.
 - c. Partnering with another entity (NMSU, other community partners) that already has space will help with funding and will also help us advance in the research piece.
 - d. Need a commitment to expanded space which would include approved research.

- e. Need to communicate to our leadership clearly the information about cost so we can start working on it.
 - f. Can't issue bonds.
 - g. Different types of research will require different types of space.
 - h. Immediately need a research area for students.
 - i. Immediately need computers with secure access/servers to students and a secure place to store computers.
 - j. If students will be working with people that means they need to have a very specific requirement to keep information.
 - k. Develop an IRB policy on the use of shared space for human subject's research; we don't want to have situations where we are violating human protection guidelines.
 - l. Need a phased approach.
 - m. Need research space and equipment phased in over the next year.
 - n. COCA mandates that the Institute participates in research.
- c. A draft of Strengths, Weaknesses, Opportunities and Threats was distributed, reviewed and recommendations for improvements were discussed.

1. Strengths.

- i. **The Southwest Foundation for Osteopathic Education & Research?**
 - a. Still a bit unclear.
 - b. Instead of saying SWFOER, we might say opportunity to partner with affiliated non-profit corporations.
 - c. Have a 501(c)(3) affiliation.
- ii. **Consider a senior leadership who created BCOM, its mission and fully the support of its mission as a strength?**
 - a. The dedication of the board, the investment into this entity is such that they value research and scholarly activity.
 - b. The support of the senior leadership for the academic mission.
 - c. Institutional leadership commitment to research.
- iii. **NMSU Affiliation?**
 - a. Partnership with NMSU.
- iv. **BCOM is a financially strong institution with more reserves than required by COCA.**
 - a. We are currently strong but we don't have a lot of resources budgeted towards research.
 - b. It is also considered a Threat. (Single source of income).

2. Weaknesses.

- i. Financial support for research-**based on what data? What DO benchmarks were utilized?**
 - a. Single source for revenue.
 - b. No active long-term plan for the financial support of research.
 - c. Limited resources for research currently.
 - d. It is also considered a Strength. (A long-term plan for the support of research).
- ii. Lack of non-profit arm for certain types of funding. **What about SWFOER? Could SWFOER actually be a strength via collaboration?**
 - a. We have a 501(c)(3) affiliation; we are committed to having one.
 - b. The institute is now a division of SWFOER.
 - c. Dr. Vilchis will be applying; has all the application paperwork and paperwork will be directed to Dan for processing.
 - d. Because we are a for profit institution, we have to go through other mechanisms to accept a lot of research dollars.
 - e. We need the affiliation agreement to say that it is not a weakness anymore.
 - f. Need to finalize agreement; needs to be reviewed and approved by the institute.
- iii. Lack of significant experience among Senior Leadership in Academic & Research Areas-**Could this also be a strength as many higher education institutions are hiring senior leaders from non-academic backgrounds due to bringing fresh perspectives? See strength noted on Strengths column. Also Senior Leadership includes Associate Deans who do have experience.**
 - a. Not in agreement with argument; we don't have someone in leadership who has been in the leadership level in an institution that has done a lot of research.
- iv. Lack of research facilities-**Not true. Our affiliation agreement allows us to rent/timeshare existing high quality space at NMSU. This was hard wired in our original development plans and construction plans. The private public partnership with NMSU is a positive strength in this area. Utilizing existing space at lower cost versus duplicating via building new, higher cost space.**
 - a. Will merge with section below.

- v. Largely depend on external laboratory research space- **again, BCOM via agreement and original strategic and development plan from inception is to utilize space at NMSU.**
 - a. Will merge with section above.

It was agreed to leave the process as is and to create a page that describes how the institution addresses each one of these issues. Dr. Benoit suggested putting information into a narrative format and not catch issues as weaknesses but to say here are our strengths and here are our challenges.

3. Opportunities.

- i. Our for profit status can create potential opportunities.
 - a. Need to re-word.
 - b. Offers opportunities to create partnerships.

4. Threats.

- i. Narrow BCOM financial base-what does this mean?
 - a. Re-phrase to financial base completely driven by tuition.
 - b. Don't have dedicated funding sufficient to research at this time.

- d. Pages 10-12 of the draft of Priority Areas for Research, including Indicators of Success, were reviewed and recommendations for improvements were discussed.

- i. Priority Area 1: Building Research Capacity- BCOM will provide adequate support the Office of Research and Sponsored Programs mission of supporting faculty, meeting regulatory compliance requirements, grants management, and research facilities.
 - a. When we define research, we need to put a broad definition that includes service and other outreach opportunities so it's clear to someone reading that we define research properly.
 - b. Include in the building capacity section information about defining and developing the review and approval process.
- ii. Priority Area 2: Mission Focused Faculty Driven Research Programs- Research programs in major focus areas that align with the BCOM Mission and Vision will be given the highest priority for support and expansion.
 - a. Under Goal 3; when talking about the 33% workload, we need to address that it is an aspirational goal.
 - b. We need to address the clinical as well.

- c. When we talk about our commitment to facilities and administrative support, we recognize it's a phased approach.
- d. Place F&A needs analysis as a specific goal.
- e. Create a plan every year under indicators of success.
- f. Reiterate what the Dean said and explicitly state our mission under our mission focus.
- g. Need to set measureable objectives; measurable goals.
- h. Create a matrices.

Dr. Benoit asked Dr. Woods to revisit statement and see how he would tie BCOM's mission under our mission focus.

Dr. Benoit asked committee members to take their piece with comments or mark-ups that they might have and share with Martha so comments can get shared with everybody and we can reach a consensus on certain items at our next meeting. Review will continue at next meeting.

II. New Business

- a. None.

III. Other

- a. None

IV. Adjournment

- a. The Research Advisory Council Meeting was adjourned at 11:33 am.


Research Advisory Council Chairperson


Date