

## Strategic Planning Prism

The bridge to tracking and aligning your strategic directions

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### College of Medicine Strategic Prism - 2007-08

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#### Mission Statement

##### University of Toledo - Mission Statement

The mission of The University of Toledo is to improve the human condition; to advance knowledge through excellence in learning, discovery and engagement; and to serve as a diverse, student-centered public metropolitan research university.

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##### College of Medicine - Mission Statement

The mission of The University of Toledo College of Medicine is to improve the human condition. We do this by providing a world-class education for the next generation of physicians and scientists, by creating new knowledge that is translated into cutting edge clinical practice, and by providing the highest level of professionalism and compassion as we deliver university quality health care.

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#### Vision Statement

##### University of Toledo - Vision Statement

The University of Toledo is a transformative force for the world. As such, the University of Toledo will become a thriving student-centered, community-engaged, comprehensive research university known for its strong liberal arts core and multiple nationally ranked professional colleges, and distinguished by exceptional strength in science and technology.

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##### College of Medicine - Vision Statement

The University of Toledo College of Medicine is a transformative force in medical education, biomedical research, and health care delivery in the region, nation, and world.

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#### Values

I. Compassion, Professionalism and Respect: Treat every individual with kindness, dignity and care; consider the thoughts and ideas of others inside and outside of the University with a strong commitment to exemplary personal and institutional altruism, accountability, integrity and honor.

II. Discovery, Learning and Communication: Vigorously pursue and widely share new knowledge; expand the understanding of existing knowledge; develop the knowledge, skills and competencies of students, faculty, staff and the community while promoting a culture of lifelong learning.

III. Diversity, Integrity and Teamwork: Create an environment that values and fosters diversity; earn the trust and commitment of colleagues and the communities served; provide a collaborative and supportive work environment, based upon stewardship and advocacy, that adheres to the highest ethical standard.

IV. Engagement, Outreach and Service: Provide services that meet students' and regional needs and where possible exceed expectations; be a global resource and the partner of choice for education, individual development and health care, as well as a center of excellence for cultural, athletic and other events.

V. Excellence, Focus and Innovation: Strive, individually and collectively, to achieve the highest level of focus, quality and pride in all endeavors; continuously improve operations; engage in reflective planning and innovative risk-taking in an environment of academic freedom and responsibility.

VI. Wellness, Healing and Safety: Promote the physical and mental well-being and safety of others, including students, faculty and staff; provide the highest levels of health promotion, disease prevention, treatment and healing possible for those in need within the community and around the world.

## I. Undergraduate

The undergraduate academic programs at UT will be regionally distinguished and highly ranked nationally. The undergraduate experience will provide exceptional student-centeredness and a consumer-driven focus, which combine to ensure a personally satisfying and professionally relevant education.

### Segment 1

Develop policies and align resources to increase the undergraduate population to at least 20,000 students, with enrollments that match labor market needs and student demands, consistent with high quality and financial viability.

#### College of Medicine - 4.1.1 Overarching Coordination of Recruitment Efforts

**Narrative description** : The College of Medicine currently offers multiple programs to differing constituencies to familiarize potential students with the profession of medicine and specifically, the UTOLEDO. This first overarching initiative is to convene leaders and organizers of all student outreach/recruitment activities associated with the COM, including those initiatives listed below, to develop a unified, sustainable and coherent strategy for recruitment. The recommendation is for stratification by educational level (i.e. undergraduate, high school, junior high) and for a focus on developing programs for educating guidance counselors and college advisors about the COM as well as recognizing the importance of diversity in the college of medicine.

**Complete** : 55%

**Metric** : Number of programs offered in the COM at the various educational levels  
Number of guidance counselors and college advisors that participate

**Time** : One year or less

**Type** : Develop new program

**Resource** : Self-sustaining

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#### College of Medicine - 4.1.2 Health Sciences High School Summer Camp

**Narrative description** : Health Sciences High School Summer Camp: rising seniors in high school interested in pursuing a career in medicine or another health related field (i.e. pharmacy, etc.) are selectively admitted. o Opportunities for campers to have laboratory experiences in the College of Medicine o Opportunities for campers to shadow physicians on the HS campus

**Complete** : 10%

**Metric** : Number of students participating in the camp Percent of students who attend camp that enroll in UT undergraduate programs

**Time** : One year or less

**Type** : Develop new program

**Resource** : New resources necessary - space, operating budget, faculty/staff

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### College of Medicine - 4.1.3 Early College High School Pipeline

**Narrative description** : Work with Early College High School program on UT main campus , Scott High School and Bowsher High School, among others, as pipelines for students interested in health careers with the following progression at UT: high school, associate degree, bachelor degree, master degree, MDor PhD degree.

**Complete** : 0%

**Metric** : Percent of students who matriculate in UT programs and are retained from freshman through senior years.

Number of students who matriculate into the College of Medicine

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - external/grant funding, capital budget, faculty/staff

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### College of Medicine - 4.1.4 HSC Pipeline Programs

**Narrative description** : Maintain/expand current HSC pipeline initiatives as a means of attracting high school & junior high students to UT main campus and eventually medical school.

Current examples: CampMED

REACH

ToledoStarz

Gear Up

**Complete** : 100%

**Metric** : Number of participating students who apply/matriculate to UT HSC.

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : Self-sustaining

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### College of Medicine - 4.1.5 Baccalaureate/MD Program

**Narrative description** : Expand recently implemented Baccalaureate/MD program with the College of Arts & Science and expand to appropriate colleges (Pharmacy, Health Science and Human Services, etc.).

**Complete** : 0%

**Metric** : Number of applicants to program each year and number of accepted applicants who matriculate, number of URM students and first time college graduates.ce of students as they pass through the baccalaureate and professional programs.

**Time** : One year or less

**Type** : Develop new program

**Resource** : New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
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### College of Medicine - 4.1.6 Baccalaureate/Ph.D. BiomedSci Program

**Narrative description** : Establish Baccalaureate/Ph.D. BiomedSci program with applicable UT Colleges (i.e. Arts & Sciences; Pharmacy; Health Science and Human Services, etc.).

**Complete** : 0%

**Metric** : Number of applicants to program each year and number of accepted applicants who matriculate.

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : Self-sustaining

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### College of Medicine - 4.1.7 Public Health Infrastructure Camp Development

**Narrative description** : Develop and implement an "Infrastructure Camp" where high school and undergraduate students learn about and visit private and public facilities that influence human exposure and potential disease causation, as well as, human disease control and prevention. Facilities will include agriculture sites, manufacturing and production facilities, power plants, water treatment facility, waste water treatment facility, municipal waste recycling and disposal facility, and hazardous waste treatment and disposal facility.

**Complete** : 0%

**Metric** : Number of students attending camp related to those matriculating into the College of Medicine and other health science programs/colleges.

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - space, operating budget, capital budget, faculty/staff

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Randall Ruch

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### College of Medicine - 4.1.8 COM Website Redesign and Maintenance

**Narrative description** : Redesign the UT website, including college, department and program-specific content deemed relevant and important for recruitment efforts by program faculty.

**Complete** : 0%

**Metric** : 100% accurate and complete information as assessed by department and program faculty.

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - operating budget, faculty/staff

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### Segment 2

Develop and implement innovative ways to integrate the knowledge and skills of STEM2 (Science, Technology, Engineering, Mathematics and Medicine, as defined by federal and state legislatures) and related disciplines with liberal arts and broader humanistic traditions.

### College of Medicine - 4.2.1 STEMM and Pre-Professional Program Development through AHEC

**Narrative description** : Utilize the AHECs as access sites by incorporating the UT brand. Specifically, promote the UT undergraduate STEMM majors and pre-professional programs (and include graduate programs) through AHECs with partnership from enrollment and marketing.

**Complete** : 10%

**Metric** : Number of logos, sinage, letterhead, banners, pins, event products completed.

Production of UT Health Science and STEMM Careers Guide (hard copy, CD, web) for distribution through schools, career fairs, classroom presentations, mentor programs.

Number of applicants to UT from AHEC areas.

Number of matriculants to STEMM majors from AHEC areas.

Number of matriculants of STEMM majors to UT College of Medicine.

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - operating budget, capital budget, faculty/staff

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### College of Medicine - 4.2.2 STEMM Tracking

**Narrative description** : Develop comprehensive, high technology, dashboard-like tracking system for all STEMM pipeline programs throughout the institution. This would be used as a targeted marketing tool to identify and direct potential students into sequential programs, as well as identify success or yield of the various programs.

**Complete** : 0%

**Metric** : Implementation of a method to produce, to access and segment by the end user, a university-wide database of STEM pipeline participants, to include identifiers, which follow to UT HSC enrollment.

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - operating budget, faculty/staff

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### College of Medicine - 4.2.3 High School Science/Math Training Program Development

**Narrative description** : Development of better training programs for new (and existing) high school science/math teachers. Encourage grant applications and corporate funding for training programs for both junior & senior high school teachers as well as students.

Work with College Development for corporate funding opportunities.

Current: Imagine 2

ITEST

**Complete** : 0%

**Metric** : Number of grants applied for, funded, funded dollar amounts, dollars per student /teacher provided.

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - space, external/grant funding, operating budget, private funding, faculty/staff

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### College of Medicine - 4.2.4 Visual Arts/CCI Biomedical Images Program Development

**Narrative description** : Develop and implement biomedical graphic image courses and certificate programs focusing on manual and computer-assisted drawings and animations of normal and abnormal macro- and microanatomical and molecular structures. Establish and sustain collaboration among the Center for Creative Instruction, Center for Visual Arts, College of Medicine, and College of Arts and Sciences.

**Complete** : 0%

**Metric** : Number of main campus undergraduates working on CCI projects, internships

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - operating budget, faculty/staff

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### College of Medicine - 4.2.5 BS/MD Bioengineering

**Narrative description :** Expand the BS/MD bioengineering program to 1st and 2nd year BIOE students. Current pathway is direct from high school only.

**Complete :** 0%

**Metric :** Number of bioengineering students admitted to the BS/MD program during 1st and 2nd undergraduate year who matriculate into the College of Medicine

**Time :** Two to three years

**Type :** Maintain or grow existing program

**Resource :** No new resources

Responsibility	Name	Title	Email	Phone
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### Segment 3

Strengthen the general education curriculum to emphasize university-level skill proficiency and a shared core experience. We will also enhance the relevance of the core to professional, science and technology programs.

### College of Medicine - 4.3.1 Campus Wide Health Related Program Development

**Narrative description :** Implementation of university wide health related first responder training for undergraduate students as follows:

Basic first aid/BLS (all students)

ACLS (all students)

BDLS- (all health related majors)

ADLS- (all health related majors)

**Complete :** 0%

**Metric :** number of students completing BLS, ACLS, BDLS, ADLS

**Time :** Two to three years

**Type :** Develop new program

**Resource :** New resources necessary - space, operating budget, capital budget, private funding, faculty/staff

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Collaborative	Representative from Owens Community College	to be determined		
	Wright State University Medical Reserve Corp.	Stewart Kerr		

### Segment 4

Implement innovative ways to integrate science and technology literacy throughout the curriculum as a pathway to full societal participation.

### College of Medicine - 4.4.1 Main Campus Health Related Research Expansion

**Narrative description :** Enable medical students to participate in research on main campus (Bioengineering, etc) to enhance knowledge of undergraduates working in the same lab about HSC.

Create Lecture series covering health related issues;  
Stem cell research, Health insurance dilemma,  
OTC drug interactions, Risky Behavior

**Complete** : 0%

**Metric** : number of students from these labs applying/ matriculating in HSC programs  
number of students attending lecture series, statistics of student health

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - space, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Vijay K. Goel	Endowed Chair and McMaster Ga	<a href="mailto:vijay.goel@utoledo.edu">vijay.goel@utoledo.edu</a>	530-8035
	Debra J. Boardley	Professor	<a href="mailto:debra.boardley@utoledo.edu">debra.boardley@utoledo.edu</a>	530-2433
Collaborative	Patricia Metting	Professor	<a href="mailto:patricia.metting@utoledo.edu">patricia.metting@utoledo.edu</a>	383-5452
	Patricia Hogue	Chairperson	<a href="mailto:patricia.hogue@utoledo.edu">patricia.hogue@utoledo.edu</a>	383-4807
	Bin Ning	Director of Institutional Rese	<a href="mailto:bin.ning@utoledo.edu">bin.ning@utoledo.edu</a>	530-1242

### College of Medicine - 4.4.2 Graduate and Medical School Coursework Credit Development

**Narrative description** : Develop and implement an initiative to allow 4th year (senior) undergraduate students who are in advanced standing already admitted to an applicable graduate or medical program, to enroll, by permission, in designated graduate school and medical school courses and count credit earned toward the advanced degree.

**Complete** : 0%

**Metric** : Number of students enrolled in these courses.  
Number that eventually matriculate to the College of medicine or Graduate School.

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - space, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
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	Nagi - Dean, Univ of Toledo College of Engineering Naganathan	Dean/Professor	<a href="mailto:gnagana@utoledo.edu">gnagana@utoledo.edu</a>	530-8000
Collaborative	Yueh-Ting Lee	Professor/Dean College of Arts	<a href="mailto:yt.lee@utoledo.edu">yt.lee@utoledo.edu</a>	
	Johnnie L Early	Dean, College of Pharmacy	<a href="mailto:johnnie.early@utoledo.edu">johnnie.early@utoledo.edu</a>	530-1931

### Segment 5

Strengthen relationships between students and faculty through an increased commitment to student-centeredness.

### College of Medicine - 4.5.1 Premed Advising & Mentorship Expansion

**Narrative description** : Expand COM faculty in the premed advising of undergraduates and to cultivate a formal "Mentorship Program" for career development and experiences at the undergraduate level (i.e. volunteering in hospital).

Expand COM faculty participation in having undergraduate science majors in lab for capstone projects

**Complete** : 30%

**Metric** : number of HSC faculty participating  
number of undergraduate students having HSC advisors for capstone projects  
number of students participating in volunteer experiences  
number of students attending MD and graduate programs

**Time** : Two to three years



**Type :** Maintain or grow existing program

**Resource :** New resources necessary - space, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Randall Schlievert	Associate Professor	<a href="mailto:randall.schlievert@utoledo.edu">randall.schlievert@utoledo.edu</a>	251-8095
	James Kleshinski	Associate Professor	<a href="mailto:james.kleshinski@utoledo.edu">james.kleshinski@utoledo.edu</a>	383-3780
Collaborative	Randall Ruch	Associate Professor	<a href="mailto:randall.ruch@utoledo.edu">randall.ruch@utoledo.edu</a>	383-4131
	Robert Blumenthal	Professor	<a href="mailto:robert.blumenthal@utoledo.edu">robert.blumenthal@utoledo.edu</a>	383-5422
	Mark Chastang	VP/Exec Dir Of UT Med Center	<a href="mailto:mark.chastang@utoledo.edu">mark.chastang@utoledo.edu</a>	383-3407

## Segment 6

Develop selected degree-completion and certificate programs, both for transfer students and for nontraditional students, based on a careful analysis of regional economic needs and in collaboration with employers and two-year institutions.

### College of Medicine - No Applicable Initiatives

## Segment 7

Engage students across all academic disciplines in student- centered learning and provide meaningful opportunities to work with faculty mentors in conducting, presenting, and publishing scholarly, creative and scientific research.

### College of Medicine - 4.7.1 Premed Advising/Research/Capstone Projects

**Narrative description :** See segment 5 regarding COM pre-med advising and research/capstone projects.

**Complete :** 0%

**Metric :**

**Time :**

**Type :**

**Resource :**

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary				
Collaborative				

## Segment 8

Employ the principles of engaged adult learning throughout the undergraduate programs.

### College of Medicine - No Applicable Initiatives

## Segment 9

Establish college-specific selective admission standards in all colleges and innovative admission criteria where appropriate. We will establish a portal of entry and an educational process for students not meeting selective admission standards. The University also will support undecided students, those in individualized programs, and students with majors spanning multiple academic units.

### College of Medicine - 4.9.1 STEMM Preparation Portfolio Development

**Narrative description :** Registered participation in UT STEMM pipeline programs (see segment 2) will generate a STEMM "preparation portfolio" which would be recognized with "advantage credit" for selective admission in those colleges with selective admissions.

\*This would be in conjunction with a tracking mechanism for participants.

**Complete** : 0%

**Metric** : Pipeline participants will register in the "STEMM Prep" and therefore value creation of a portfolio  
-Selective admission colleges will recognize "STEMM Prep" as a factor for admissions

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Lawrence Burns	VP Enrollment, Mktg & Comm.	<a href="mailto:lawrence.burns2@utoledo.edu">lawrence.burns2@utoledo.edu</a>	383-4555
Collaborative	Kathy Vasquez	Assoc VP Govt Rel/Dir Ahec Rh	<a href="mailto:kathy.vasquez@utoledo.edu">kathy.vasquez@utoledo.edu</a>	383-4880

### College of Medicine - 4.9.2 HS to UG to Grad Pipelines

**Narrative description** : Establish strong pipelines from HS to UG to Grad programs via the 3+2 model curriculum and other modes. Expand 3+2 model (i.e. BS/MS) to 3+4 model (i.e. BS/PhD Biomed).

**Complete** : 0%

**Metric** : Increased pool of applicants for health science programs, increased quality of applicants including increased GPA and SAT/ACT scores, increase in diversity of applicant pool.

**Time** : One year or less

**Type** : Develop new program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Collaborative	Nagi - Dean, Univ of Toledo College of Engineering Naganathan	Dean/Professor	<a href="mailto:gnagana@utoledo.edu">gnagana@utoledo.edu</a>	530-8000
	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	383-4235
	Rosemary Haggett	Provost, Executive VP Academic	<a href="mailto:rosemary.haggett@utoledo.edu">rosemary.haggett@utoledo.edu</a>	

### Segment 10

Develop a reputation for successful programs, cultures and tools supporting the lifelong learning of our students, faculty, staff and alumni through effective and accessible advising, exemplary mentorship and advanced information services.

### College of Medicine - 4.10.1 Marketing Graduate Courses

**Narrative description** : Implement concentrated support for migration of our masters and certificate programs, to encourage participation from a broader range of working students.

Barrier: being charged fees (as a department) for technical assistance required.

**Complete** : 0%

**Metric** : number of students enrolled in these HSC courses/programs.

**Time** : Four to five years

**Type** : Develop new program

**Resource** : New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
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Primary	Robert Blumenthal	Professor	<a href="mailto:robert.blumenthal@utoledo.edu">robert.blumenthal@utoledo.edu</a>	383-5422
Collaborative	John Cavins	Director Of Academic Computing	<a href="mailto:john.cavins@utoledo.edu">john.cavins@utoledo.edu</a>	383-3986

### Segment 11

Advance the scope and effectiveness of our distance learning and educational information technology. We will develop cutting-edge electronic communities for undergraduate student learning and research.

### College of Medicine - No Applicable Initiatives

#### Segment 12

Build on areas of excellence across disciplines to develop startling interdisciplinary collaborations and synergies leading to new innovative programs and majors.

### College of Medicine - No Applicable Initiatives

#### Segment 13

Enhance student success and retention activities, including programs for supplemental instruction, tutoring, living and learning communities, first-year experience, and mentoring by peers, faculty and the community.

### College of Medicine - 4.13.1 Residential College Development

**Narrative description** : Establish a "residential college" on main campus with biomedical science focus with COM faculty providing special coursework/advising and enhanced access to volunteer research opportunities on our campus. Potential interaction with medical students serving as RA's/Health Professional Advisors.

**Complete** : 0%

**Metric** : Number of undergraduate students in residence.

Number of medical students who seek positions.

Number of participants that subsequently apply/matriculate at UTOLEDO and other HSC programs.

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - space, operating budget, capital budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Patricia Metting	Professor	<a href="mailto:patricia.metting@utoledo.edu">patricia.metting@utoledo.edu</a>	383-5452
Collaborative	Kaye Patten Wallace	Vice President	<a href="mailto:kaye.pattenwallace@utoledo.edu">kaye.pattenwallace@utoledo.edu</a>	530-2665
	Patricia Hogue	Chairperson	<a href="mailto:patricia.hogue@utoledo.edu">patricia.hogue@utoledo.edu</a>	383-4807

#### Segment 14

Increase opportunities for service learning, co-ops, internships, international and other real world experiences across all disciplines.

### College of Medicine - 4.14.1 Study Abroad Program Development

**Narrative description** : Establish study abroad programs for undergraduate & medical students to do joint service work, obtain foreign language training, learn about local customs & health challenges (ie. sister school in China).

**Complete** : 0%

**Metric** : Number of medical students that participate in programs.

Number of undergraduate students that participate in programs.

Number of undergraduate participants that apply/matriculate at UT or HSC.

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - external/grant funding, operating budget, capital budget, private funding, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Collaborative	Sudershan Pasupuleti	Associate Professor/Dir of FYE	<a href="mailto:sudershan.pasupuleti@utoledo.edu">sudershan.pasupuleti@utoledo.edu</a>	530-5338
	Marietta Morrissey	Acting Associate Dean for the	<a href="mailto:marietta.morrissey@utoledo.edu">marietta.morrissey@utoledo.edu</a>	530-5507

### Segment 15

Expand the utilization of clinical/professional faculty in appropriate undergraduate disciplines focusing on the combination of teaching, applied research and community engagement.

#### College of Medicine - 4.15.1 Summer Health Science Camp Development

**Narrative description** : Develop a summer health science camp at state or national level (like boy's state) with corporate sponsors that cover current medical health issues, diseases, ethical and social concerns.

**Complete** : 0%

**Metric** : Number of attendees that apply/matriculate at UT.  
Number of corporate sponsors.

**Time** : Four to five years

**Type** : Develop new program

**Resource** : New resources necessary - space, operating budget, capital budget, private funding, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Kathy Vasquez	Assoc VP Govt Rel/Dir Ahec Rh	<a href="mailto:kathy.vasquez@utoledo.edu">kathy.vasquez@utoledo.edu</a>	383-4880
	Robert Crissman	Associate Professor	<a href="mailto:robert.crissman@utoledo.edu">robert.crissman@utoledo.edu</a>	383-4120
Collaborative	James Kleshinski	Associate Professor	<a href="mailto:james.kleshinski@utoledo.edu">james.kleshinski@utoledo.edu</a>	383-3780
	Christopher Bork	Prof & Dir, Homeland Security	<a href="mailto:christopher.bork@utoledo.edu">christopher.bork@utoledo.edu</a>	383-6301

### Segment 16

Please add any additional related outcome goals.

#### College of Medicine - No Applicable Initiatives

### Segment 17

Items pending removal.

#### College of Medicine - No Applicable Initiatives

## II. Graduate and Professional

The graduate and professional academic programs at UT will be widely distinguished and highly ranked nationally.

These programs will gain prominence for being exceptionally student-centered, consumer-driven, and career-focused with particular recognition for science, technology and professional studies.

### Segment 1

Develop policies and align resources to increase the reputation of and enrollment in graduate and professional programs based upon quality and a careful analysis of investment return and market demand.

#### College of Medicine - 5.1.1 Website

**Narrative description** : Redesign the UT website, including college, department and program-specific content deemed relevant and important for recruitment efforts by program faculty.

**Complete** : 0%

**Metric** : 100% accuracy and completeness of information as assessed by department and program faculty.

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - external/grant funding, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey_gold@utoledo.edu">jeffrey_gold@utoledo.edu</a>	383-4243
Primary	Sherry Andrews	Dir, Ctr Creative Instruction	<a href="mailto:sherry_andrews@utoledo.edu">sherry_andrews@utoledo.edu</a>	383-7466
Collaborative				

### College of Medicine - 5.1.2 Full time recruiter for graduate programs

**Narrative description** : Hire a full-time position to serve as recruiter for the COM graduate programs (PhD, MS, MPH, MSOH, Certificates) to increase regional and national visibility of the institution. Position will coordinate and oversee existing and new HS and UG pipeline programs utilizing HSC faculty resources to facilitate effectiveness of on-campus experiences. Provide position with adequate resources for effective recruiting such as promotional materials and travel.

**Complete** : 0%

**Metric** : Increased number of applicants Increase in quality of applicant pool as measured by GPA etc Increased number of domestic applicants

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - space, operating budget, capital budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey_gold@utoledo.edu">jeffrey_gold@utoledo.edu</a>	383-4243
Primary	Michael Bisesi	Chairperson	<a href="mailto:michael_bisesi@utoledo.edu">michael_bisesi@utoledo.edu</a>	383-4235
Collaborative	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251
	Lawrence Burns	Extra Comp - Instructor	<a href="mailto:lawrence.burns2@utoledo.edu">lawrence.burns2@utoledo.edu</a>	530-1228

### Segment 2

Expand existing and add new graduate level programs in STEM<sup>2</sup> areas, professional schools and other academic disciplines that demonstrate the ability to grow and be self-sustaining through enrollment and/or external funding.

### College of Medicine - 5.2.1 STEM Graduate Certificate and Masters Program

**Narrative description** : Develop new Graduate Certificate Program in Biomedical Sciences focused on STEM/Biomedical Sciences for local/ NW OH biomedical science teachers (elementary and secondary) to increase number of local students interested in biomedical science graduate and professional programs.

**Complete** : 0%

**Metric** : Local/regional teachers enrolled in STEM Masters Number of teachers enrolled in certificate Program Number of local regional students who choose biomedical sciences as a career

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey_gold@utoledo.edu">jeffrey_gold@utoledo.edu</a>	383-4243
Primary	Michael Bisesi	Chairperson	<a href="mailto:michael_bisesi@utoledo.edu">michael_bisesi@utoledo.edu</a>	383-4235
Collaborative	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251

### College of Medicine - 5.2.2 Internal Medicine Graduate Medical Education - Medical Oncology

**Narrative description** : Develop new graduate medical education program in Internal Medicine which includes fellowships in Medical oncology.

**Complete** : 0%

**Metric** : Recruit one fellow each year for each new program.

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - external/grant funding, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
	Joseph Shapiro	Chairperson	<a href="mailto:joseph.shapiro@utoledo.edu">joseph.shapiro@utoledo.edu</a>	383-6030
Collaborative	Roland Skeel	Professor	<a href="mailto:roland.skeel@utoledo.edu">roland.skeel@utoledo.edu</a>	383-3727
	Iman Mohamed	Associate Professor	<a href="mailto:iman.mohamed@utoledo.edu">iman.mohamed@utoledo.edu</a>	383-3747

### College of Medicine - 5.2.3 Fellowships in core residency programs

**Narrative description** : Develop graduate medical education fellowships in all core residency programs, especially neurology, pediatrics, surgery and radiology.

**Complete** : 0%

**Metric** : Application process completed for new program in each area.

**Time** : Four to five years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - external/grant funding, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
Collaborative	Randall Schlievert	Associate Professor	<a href="mailto:randall.schlievert@utoledo.edu">randall.schlievert@utoledo.edu</a>	251-8095

### College of Medicine - 5.2.4 Emergency Medicine residency program

**Narrative description** : Develop new graduate medical education residency program in Emergency Medicine.

**Complete** : 0%

**Metric** : Recruit 6-8 first year residents each year.

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - space, external/grant funding, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
Collaborative	Catherine Marco	Professor	<a href="mailto:catherine.marco@utoledo.edu">catherine.marco@utoledo.edu</a>	383-6343
	Kris Brickman	Associate Professor	<a href="mailto:kris.brickman@utoledo.edu">kris.brickman@utoledo.edu</a>	383-3888

### College of Medicine - 5.2.5 Orthopedics residency expansion

**Narrative description** : Expand existing graduate medical education orthopedic residency

**Complete** : 0%

**Metric** : Recruit additional resident for year one

**Time** : One year or less

**Type** : Develop new program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
Collaborative	Nabil Ebraheim	Chairperson	<a href="mailto:nabil.ebraheim@utoledo.edu">nabil.ebraheim@utoledo.edu</a>	383-3761

### College of Medicine - 5.2.6 Public Health Graduate Certificate Program

**Narrative description** : Develop new Graduate Certificate programs in Public Health(e.g. Global Health; Molecular Epidemiology)

**Complete** : 0%

**Metric** : Develop and gain approval for program Implement program Recruit 5 new students per certificate program each year

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - operating budget, capital budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	383-4235
Collaborative	Randall Ruch	Associate Professor	<a href="mailto:randall.ruch@utoledo.edu">randall.ruch@utoledo.edu</a>	383-4131

### College of Medicine - 5.2.7 Dual-degree program - MD MPH

**Narrative description** : Expand options and increase enrollments in dual-degree programs including MD/MPH

**Complete** : 0%

**Metric** : Number of new programs offered

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - external/grant funding, operating budget, private funding, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	383-4235
Collaborative				

### College of Medicine - 5.2.8 Education & Training Grants

**Narrative description** : Identify and recruit personnel to assume responsibility for identifying and applying for an increased external funds for support of COM programs

**Complete** : 0%

**Metric** : Number of new funding sources

**Time** : One year or less

**Type** : Develop new program

**Resource** : New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251
Collaborative	Joseph Shapiro	Chairperson	<a href="mailto:joseph.shapiro@utoledo.edu">joseph.shapiro@utoledo.edu</a>	383-6030
	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	<a href="mailto:frank.calzonetti@utoledo.edu">frank.calzonetti@utoledo.edu</a>	383-6964

### College of Medicine - 5.2.9 Fellowship training in research post residency

**Narrative description** : Broaden the Translational Research Stimulation Awards, NRSA, and training grants to support fellowship training in research

**Complete** : 50%

**Metric** : Number of fellows supported by external funds

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - external/grant funding, operating budget, capital budget

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243

Primary	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251
	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	383-4235
Collaborative	John Greenfield	Associate Professor	<a href="mailto:john.greenfield@utoledo.edu">john.greenfield@utoledo.edu</a>	383-3856
	James Willey	Professor	<a href="mailto:james.willey2@utoledo.edu">james.willey2@utoledo.edu</a>	383-3543
	Gerald Zelenock	Chairperson	<a href="mailto:gerald.zelenock@utoledo.edu">gerald.zelenock@utoledo.edu</a>	383-6298
	Joseph Shapiro	Chairperson	<a href="mailto:joseph.shapiro@utoledo.edu">joseph.shapiro@utoledo.edu</a>	383-6030

### College of Medicine - 5.2.10 Adding Research to GME programs

**Narrative description** : Create "Research Residency" programs with additional year(s) of grant funded salary support for clinical or basic science research during residency or fellowship training. The goal is to attract MD/PhD graduates (internal and external) to our residency programs from which particularly strong MD/PhD candidates might be recruited to the faculty.

**Complete** : 10%

**Metric** : Implementation of the program Availability of external funding to support residents Number of MD/PhD applicants Number of Program participants who remain in academic medicine

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - space, external/grant funding, operating budget, capital budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251
Collaborative	Joseph Shapiro	Chairperson	<a href="mailto:joseph.shapiro@utoledo.edu">joseph.shapiro@utoledo.edu</a>	383-6030
	Gerald Zelenock	Chairperson	<a href="mailto:gerald.zelenock@utoledo.edu">gerald.zelenock@utoledo.edu</a>	383-6298
	Randall Schlievert	Associate Professor	<a href="mailto:randall.schlievert@utoledo.edu">randall.schlievert@utoledo.edu</a>	251-8095

### College of Medicine - 5.2.11 Medical Student Summer Research Program Expansion

**Narrative description** : Expand the Medical Student Summer Research Program to accommodate more College of Medicine students and provide project support for faculty mentors.

**Complete** : 0%

**Metric** : Increase number of students participating each summer Increase number of faculty participants Increase in the availability of external funds to support students

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - external/grant funding, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Keith Crist	Associate Professor	<a href="mailto:keith.crist@utoledo.edu">keith.crist@utoledo.edu</a>	383-3992
Collaborative				

### College of Medicine - 5.2.12 Biomedical research training programs for medical students-Development

**Narrative description** : Promote the MD/MS and MS/BS programs as a means of providing an additional year of research training to medical students. Grow existing MD/MSBS programs to include options in geriatrics and preventive medicine.

**Complete** : 0%

**Metric** : Complete design of program and curriculum Program offered to students Number of students recruited into new program

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - operating budget, capital budget, faculty/staff



Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	383-4235
	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251
Collaborative	Carol Bennett-Clarke	Associate Professor	<a href="mailto:carol.bennett-clarke@utoledo.edu">carol.bennett-clarke@utoledo.edu</a>	383-4115
	James Kleshinski	Associate Professor	<a href="mailto:james.kleshinski@utoledo.edu">james.kleshinski@utoledo.edu</a>	383-3780

### College of Medicine - 5.2.13 MD/PhD program expansion

**Narrative description** : Expand and fully fund the MD/PhD program. The number of MD/PhD positions should be increased from 2 per year to between 4 and 6 per year, and these positions should be fully funded with tuition and NIH predoctoral level stipend support throughout the 7 – 8 years of training. The current level of funding support (tuition for medical school, tuition and stipend during graduate school) only allows us to recruit candidates not competitive elsewhere. This will strengthen the applicant and matriculant pool, improve the quality of our trainees, and bolster the reputation of the institution.

**Complete** : 0%

**Metric** : Number of MD/PhD students fully funded by external funding sources Increase in MCAT scores for MD/PhD students, mean score exceeds overall class mean Number of external training grant applications submitted and funded

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - external/grant funding, operating budget, capital budget, private funding, entrepreneurial funding

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	John Greenfield	Associate Professor	<a href="mailto:john.greenfield@utoledo.edu">john.greenfield@utoledo.edu</a>	383-3856
	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	383-4235
Collaborative	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251

### College of Medicine - 5.2.14 MD/PhD scholarship endowments

**Narrative description** : Make the creation of scholarship endowments for MD/PhD students a priority of the UT Foundation. Immediate implementation but many years to grow an endowment.

**Complete** : 0%

**Metric** : Increased number of new scholarships funded through UTP

**Time** : Four to five years

**Type** : Maintain or grow existing program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	John Greenfield	Associate Professor	<a href="mailto:john.greenfield@utoledo.edu">john.greenfield@utoledo.edu</a>	383-3856
	TBD	President of UT Foundation		
	Howard B Newman	Assoc VP, Development, HSC	<a href="mailto:howard.newman@utoledo.edu">howard.newman@utoledo.edu</a>	
Collaborative	Brenda Lee	President - UT Foundation	<a href="mailto:brenda.lee@utoledo.edu">brenda.lee@utoledo.edu</a>	419-530-7730
	Vern Snyder	VP Institutional Advancement	<a href="mailto:vern.snyder@utoledo.edu">vern.snyder@utoledo.edu</a>	530-4249

### College of Medicine - 5.2.15 UTP Sponsored scholarship program

**Narrative description** : Develop an MD/PhD scholarship program sponsored by the University of Toledo Physicians group by devoting 1% of revenues to a scholarship endowment fund (to be realized from funds saved when UTP no longer contributes 6% to Social Security.)

**Complete** : 0%

**Metric** : Number of new scholarships offered

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - external/grant funding, private funding

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Brenda Lee	President - UT Foundation	<a href="mailto:brenda.lee@utoledo.edu">brenda.lee@utoledo.edu</a>	419-530-7730
	TBD	Executive Director of UTP		
Collaborative	TBD	President of UTP		
	Lee Woldenberg	Professor/Chairperson	<a href="mailto:lee.woldenberg@utoledo.edu">lee.woldenberg@utoledo.edu</a>	383-3428

### College of Medicine - 5.2.16 Internal Medicine Graduate Medical Education

**Narrative description** : Develop new graduate medical education programs in Internal Medicine which includes fellowship in General Internal

**Complete** : 0%

**Metric** : Recruit one fellow each year for each new program.

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - external/grant funding, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
Collaborative	Joseph Shapiro	Chairperson	<a href="mailto:joseph.shapiro@utoledo.edu">joseph.shapiro@utoledo.edu</a>	383-6030

### College of Medicine - 5.2.17 Internal Medicine Graduate Medical Education

**Narrative description** : Develop new graduate medical education programs in Internal Medicine which includes fellowship in Rheumatology

**Complete** : 0%

**Metric** : Recruit one fellow each year for each new program.

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - external/grant funding, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
Collaborative	Joseph Shapiro	Chairperson	<a href="mailto:joseph.shapiro@utoledo.edu">joseph.shapiro@utoledo.edu</a>	383-6030

### College of Medicine - 5.2.18 Internal Medicine Graduate Medical Education

**Narrative description** : Develop new graduate medical education programs in Internal Medicine which includes fellowship in Cardiac-electro physiology.

**Complete** : 0%

**Metric** : Recruit one fellow each year for each new program.

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - external/grant funding, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
Collaborative	Joseph Shapiro	Chairperson	<a href="mailto:joseph.shapiro@utoledo.edu">joseph.shapiro@utoledo.edu</a>	383-6030

### College of Medicine - 5.2.19 Internal Medicine Graduate Medical Education

**Narrative description** : Develop new graduate medical education programs in Internal Medicine which includes fellowship in Sleep Medicine

**Complete** : 0%

**Metric** : Recruit one fellow each year for each new program

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - external/grant funding, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
Collaborative	Joseph Shapiro	Chairperson	<a href="mailto:joseph.shapiro@utoledo.edu">joseph.shapiro@utoledo.edu</a>	383-6030

### College of Medicine - 5.2.20 Dual-degree program

**Narrative description** : Expand options and increase enrollments in dual-degree programs including JD/PhD.

**Complete** : 0%

**Metric** : Number of new programs offered

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - external/grant funding, operating budget, private funding, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	383-4235
Collaborative				

### College of Medicine - 5.2.21 Dual-degree program

**Narrative description** : Expand options and increase enrollments in dual-degree programs including MD/MBA.

**Complete** : 0%

**Metric** : Number of new programs offered.

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - external/grant funding, operating budget, private funding, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	383-4235
Collaborative				

### College of Medicine - 5.2.22 Dual-degree program

**Narrative description** : Expand options and increase enrollments in dual-degree programs including PhD/BPG.

**Complete** : 0%

**Metric** : Number of new programs offered

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - external/grant funding, operating budget, private funding, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	383-4235
Collaborative				

### College of Medicine - 5.2.23 Dual-degree program

**Narrative description** : Expand options and increase enrollments in dual-degree programs including MD/JD.

**Complete** : 0%

**Metric** : Number of new programs offered.

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - external/grant funding, operating budget, private funding, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	383-4235
Collaborative				

### College of Medicine - 5.2.24 Expand Dentistry Graduate Medical Education Programs

**Narrative description** : Currently there are two programs General Practice Residency ( 5 residents in place), Pediatric Dentistry, ( 2 residents in place) in the division of dentistry. The plan is to develop additional graduate medical education programs in the division of dentistry which are American Dental Association approved graduate programs. The six new specialties in dentistry are: Orthodontics, Oral and Maxillofacial Surgery, Periodontics, Endodontics and Oral Pathology, Dental Public Health. All two year or greater specialty programs will be required to do a Masters in Biological Medical Sciences ( MSBS) in the University of Toledo Graduate School. Once the specialties programs are in place the University of Toledo will be in the position to consider developing a undergraduate College of Dentistry.

**Complete** : 15%

**Metric** : Apply to the American Dental Association for specialty training programs. Concurrently recruit two dental faculty per specialty. Recruit two residents each year for a total of four per specialty.

**Time** : Four to five years

**Type** : Develop new program

**Resource** : New resources necessary - space, external/grant funding, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	William Davis	Professor	<a href="mailto:william.davis@utoledo.edu">william.davis@utoledo.edu</a>	383-4547
Collaborative	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411

### Segment 3

Engage faculty and students in a thriving entrepreneurial environment.

### College of Medicine - 5.3.1 Collaborative research development with industry

**Narrative description** : Identify specific companies and organizations to engage in collaborative basic and applied research and development, as well as, service-based learning.

**Complete** : 0%

**Metric** : Number of appropriate mentors recruited from companies Number of SBIR and STPR grants

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - external/grant funding, private funding, entrepreneurial funding, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:douq.wilkerson@utoledo.edu">douq.wilkerson@utoledo.edu</a>	383-4251
Collaborative		Director of Collaborative Research		
	Thomas Gutteridge	Dean/Professor	<a href="mailto:thomas.gutteridge@utoledo.edu">thomas.gutteridge@utoledo.edu</a>	530-4612

### Segment 4

Integrate the University and the community to an unprecedented degree by seeking real world experiences and mentorship. Refine and strengthen relationships with regional, national and global institutions to align and strengthen educational objectives and outcomes.

### College of Medicine - 5.4.1 Database to inventory commitment to community programs

**Narrative description :** Develop and populate a data base that will serve as an inventory of the various faculty and faculty commitments to community education programs (for example, MedStart, MedStarz, REACH, Partners in Education, Summer research programs etc). Devote administrative support to providing oversight and coordination of faculty resources for such programs.

**Complete :** 0%

**Metric :** Completion of comprehensive data base of faculty and commitments Ongoing oversight and updates to database - accurate and complete at any point in time

**Time :** One year or less

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - space, operating budget, capital budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Kathy Vasquez	Director of Outreach Programs	<a href="mailto:kathy.vasquez@utoledo.edu">kathy.vasquez@utoledo.edu</a>	383-4880
	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251
Collaborative	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
	James Kleshinski	Associate Professor	<a href="mailto:james.kleshinski@utoledo.edu">james.kleshinski@utoledo.edu</a>	383-3780

### College of Medicine - 5.4.2 Pairing medical students with health care teams

**Narrative description :** Pair Med students with entire professional health-care team and utilize a broader range of community resources. Example: adolescent substance abuse. Psychiatrist, social worker, teacher; Example: Alzheimers care. Autism, Neurologist, social worker and senior center

**Complete :** 0%

**Metric :** Increased # Med student/professional health care team interactions

**Time :** One year or less

**Type :** Maintain or grow existing program

**Resource :** No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Carol Bennett-Clarke	Associate Professor	<a href="mailto:carol.bennett-clarke@utoledo.edu">carol.bennett-clarke@utoledo.edu</a>	383-4115
	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
Collaborative	Joseph Shapiro	Chairperson	<a href="mailto:joseph.shapiro@utoledo.edu">joseph.shapiro@utoledo.edu</a>	383-6030
	Imran Ali	Professor	<a href="mailto:imran.ali@utoledo.edu">imran.ali@utoledo.edu</a>	383-3544

### College of Medicine - 5.4.3 Service learning - UGME

**Narrative description :** Design and implement a Service Learning elective for UME program

**Complete :** 0%

**Metric :** Service learning program designed and implemented - made available to students Enroll 4 students in 2008 – 2009 Enroll 10 students in 2009 - 2010

**Time :** Two to three years

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - operating budget, capital budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Carol Bennett-Clarke	Associate Professor	<a href="mailto:carol.bennett-clarke@utoledo.edu">carol.bennett-clarke@utoledo.edu</a>	383-4115
	Constance Shriner	Assistant Professor	<a href="mailto:constance.shriner@utoledo.edu">constance.shriner@utoledo.edu</a>	383-4249
Collaborative		Director of Community Outreach		

### College of Medicine - 5.4.4 GME relationships - Fisher-Titus Hospital, Bellvue, OH

**Narrative description :** Develop new GME relationship with area health system:

Fisher-Titus Hospital, Bellvue, OH

**Complete** : 0%

**Metric** : 1 FTE position – residents rotating at this facility

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - operating budget

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
Collaborative	Lauri Ann Cooper	Vice Pres. & General Counsel	<a href="mailto:lauri.cooper@utoledo.edu">lauri.cooper@utoledo.edu</a>	383-4577

### College of Medicine - 5.4.5 GME relationships - Blanchard Valley Hospital, Findlay, OH

**Narrative description** : Develop new GME relationship with area health system:

Blanchard Valley Hospital, Findlay, OH

**Complete** : 0%

**Metric** : Internal Medicine Residency Program. Ten FTE positions 3 years after implementation of program

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - operating budget

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
Collaborative	Lauri Ann Cooper	Vice Pres. & General Counsel	<a href="mailto:lauri.cooper@utoledo.edu">lauri.cooper@utoledo.edu</a>	383-4577

### College of Medicine - 5.4.6 GME relationships - Ann Arbor VA System, Ann Arbor, MI

**Narrative description** : Develop new GME relationship with area health system:

Ann Arbor VA System, Ann Arbor, MI

**Complete** : 0%

**Metric** : 2 FTE positions – residents rotating at this facility

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - operating budget

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
Collaborative	Lauri Ann Cooper	Vice Pres. & General Counsel	<a href="mailto:lauri.cooper@utoledo.edu">lauri.cooper@utoledo.edu</a>	383-4577

### College of Medicine - 5.4.7 GME relationships - Fulton County Health Center

**Narrative description** : Develop new GME relationship with area health system:

Fulton County Health Center

**Complete** : 0%

**Metric** : 1 FTE position – residents rotating at this facility

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - operating budget

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243

Primary	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
Collaborative	Lauri Ann Cooper	Vice Pres. & General Counsel	<a href="mailto:lauri.cooper@utoledo.edu">lauri.cooper@utoledo.edu</a>	383-4577

### College of Medicine - 5.4.8 Affiliated Health Care System Relationships

**Narrative description :** The College of Medicine in collaboration with other health science colleges will systematically review the status and strategic plans for relationships with current local and regional affiliated health care systems. Based upon this review of quantity, quality and spectrum of current and future opportunities for UT learners, the strategic direction of community and regional "neutrality" will be reconsidered as a component of our long term vision.

**Complete :** 0%

**Metric :** Tabulated review of all existing major undergraduate and graduate medical education affiliations in the local and regional areas. The inclusion of additional health science graduate and professional programs. A definitive reaffirmation or alteration of the current "neutrality" position prepared and presented to the senior leadership of UT

**Time :** One year or less

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Lloyd Jacobs	President	<a href="mailto:lloyd.jacobs@utoledo.edu">lloyd.jacobs@utoledo.edu</a>	419-530-2211
	Jeffrey Gold	Provost/exec Vp Hlth Affr/dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	419-383-4243
Primary	Jeffrey Gold	Provost/exec Vp Hlth Affr/dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	419-383-4243
	Scott Scarborough	Sr. VP Finance & Admin	<a href="mailto:scott.scarborough@utoledo.edu">scott.scarborough@utoledo.edu</a>	419-530-5527
	Mary Kay Smith	Assistant Professor	<a href="mailto:marykay.smith@utoledo.edu">marykay.smith@utoledo.edu</a>	419-383-5694
	Imran Ali	Professor	<a href="mailto:imran.ali@utoledo.edu">imran.ali@utoledo.edu</a>	419-383-3544
	Johnnie L Early	Dean, College of Pharmacy	<a href="mailto:johnnie.early@utoledo.edu">johnnie.early@utoledo.edu</a>	419-530-1931
Collaborative	Beverly J Schmolli	Prof/Dean of HSHS	<a href="mailto:beverly.schmolli@utoledo.edu">beverly.schmolli@utoledo.edu</a>	
	Tim Gaspar	Professor & Dean	<a href="mailto:tim.gaspar@utoledo.edu">tim.gaspar@utoledo.edu</a>	
	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	419-383-4235
	Lauri Cooper	Vice Pres. & General Counsel	<a href="mailto:lauri.cooper@utoledo.edu">lauri.cooper@utoledo.edu</a>	419-383-4577

### Segment 5

Develop a strong student-centered infrastructure that will attract graduate students of the highest caliber, through such means as graduate research and teaching assistantships, postdoctoral fellowships, scholarships and grants.

### College of Medicine - 5.5.1 Graduate Student/Post-Doctoral Fellows Extramural Research Awards

**Narrative description :** Develop a means to provide specific financial and academic incentives to graduate students/post-doctoral fellows who write extramural research awards such as NRSAs, and define mechanisms to provide incentives to faculty mentors upon receipt of student awards

**Complete :** 0%

**Metric :** # Extramural Awards granted to graduate students/post-doctoral fellows

# of Submitted award applications

**Time :** One year or less

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - operating budget

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251
Collaborative	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	383-4235

### College of Medicine - 5.5.2 Postdoctoral Association Development

**Narrative description :** Accept recommendation for Office of Postdoctoral affairs and recognize Postdoctoral Association; Provide additional funds, then matching funds for Postdoctoral Research Association; encourage Postdocs and Residents to attend grant writing workshop and

submit K awards and CIDAs.

**Complete** : 50%

**Metric** : Extramural postdoctoral Assoc. funding obtained

Increased number of post docs recruited

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - operating budget

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251
	Liz [Elizabeth] Tietz	Professor	<a href="mailto:liz.tietz@utoledo.edu">liz.tietz@utoledo.edu</a>	383-4170
Collaborative	Akira Takashima	Professor/Chairperson	<a href="mailto:akira.takashima@utoledo.edu">akira.takashima@utoledo.edu</a>	383-5423
	William Maltese	Chairperson	<a href="mailto:william.maltese@utoledo.edu">william.maltese@utoledo.edu</a>	383-4161
	Marthe Howard	Professor	<a href="mailto:marthe.howard@utoledo.edu">marthe.howard@utoledo.edu</a>	383-4110

### College of Medicine - 5.5.3 Basic and Applied Science Electives Aligned with FAST - UGME

**Narrative description** : Develop and implement elective tracks for medical students aligned with the College of Medicine FAST programs in which they can opt for additional coursework/exposure to clinical/basic/applied science research related to these featured programs.

**Complete** : 0%

**Metric** : Number elective tracks available

Number of students enrolled

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Carol Bennett-Clarke	Associate Professor	<a href="mailto:carol.bennett-clarke@utoledo.edu">carol.bennett-clarke@utoledo.edu</a>	383-4115
	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251
Collaborative	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	383-4235
	Imran Ali	Professor	<a href="mailto:imran.ali@utoledo.edu">imran.ali@utoledo.edu</a>	383-3544
	Joseph Shapiro	Chairperson	<a href="mailto:joseph.shapiro@utoledo.edu">joseph.shapiro@utoledo.edu</a>	383-6030

### College of Medicine - 5.5.4 Basic and Applied Science Public Health Track - UGME

**Narrative description** : Develop and implement elective track for medical students aligned with the College of Medicine Public Health graduate programs in which they can opt for additional coursework/exposure to clinical/basic/applied science research related to Public Health.

**Complete** : 0%

**Metric** : Number elective tracks available Number of Students Enrolled

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - operating budget, faculty/staff



Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey_gold@utoledo.edu">jeffrey_gold@utoledo.edu</a>	383-4243
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	Joseph Shapiro	Chairperson	<a href="mailto:joseph_shapiro@utoledo.edu">joseph_shapiro@utoledo.edu</a>	383-6030
Collaborative	Imran Ali	Professor	<a href="mailto:imran.ali@utoledo.edu">imran.ali@utoledo.edu</a>	383-3544
	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	383-4235

### College of Medicine - 5.5.5 Graduate Certificate Program Development - Teaching Medical and Health Sciences

**Narrative description :** Repurpose and expand the existing Graduate Certificate Program in Teaching Medical and Health Sciences to include graduate students (MD, PhD, Residents) as well as faculty who have an interest in academic medicine

**Complete :** 0%

**Metric :** 5 enrolled for 2008 - 2009

**Time :** One year or less

**Type :** Develop new program

**Resource :** New resources necessary - operating budget

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey_gold@utoledo.edu">jeffrey_gold@utoledo.edu</a>	383-4243
Primary	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	383-4235
Collaborative	Constance Shriner	Assistant Professor	<a href="mailto:constance_shriner@utoledo.edu">constance_shriner@utoledo.edu</a>	383-4249

### College of Medicine - 5.5.6 Development of Educational Research Stimulation Awards (ERSA)

**Narrative description :** Encourage faculty involvement in educational scholarship and research. Develop institutional support for programs related to educational research and provide intramural funding opportunities for educational research (same model as TRSA)

**Complete :** 0%

**Metric :** Number of educational projects supported

New funding streams resulting from educational projects

**Time :** Four to five years

**Type :** Develop new program

**Resource :** New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey_gold@utoledo.edu">jeffrey_gold@utoledo.edu</a>	383-4243
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Collaborative	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251

### College of Medicine - 5.5.7 Academy of Educator Development

**Narrative description :** Recognize and reward faculty with expertise in teaching. Consider development of "Academy of Educators" which would recognize individuals with excellent track record in teaching, innovation in medical education and educational research. Extend the system to recognize and reward faculty who achieve national prominence for activity related to education

**Complete :** 50%

**Metric :** Existence of reward program and initial members identified

Members inducted into new academy

Number of activities and events sponsored by academy and/or held to recognize members and acknowledge contribution to education

**Time :** One year or less

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - operating budget

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey_gold@utoledo.edu">jeffrey_gold@utoledo.edu</a>	383-4243
Primary	Constance Shriner	Assistant Professor	<a href="mailto:constance_shriner@utoledo.edu">constance_shriner@utoledo.edu</a>	383-4249

	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	383-4235
		Department Chairs		
Collaborative		Chairs of COM curriculum committees		
	Imran Ali	Professor	<a href="mailto:imran.ali@utoledo.edu">imran.ali@utoledo.edu</a>	383-3544

### College of Medicine - 5.5.8 Predoctoral and Postdoctoral Training Grants Submissions

**Narrative description :** Encourage and reward the development of training grants at the predoctoral and post doctoral level

**Complete :** 50%

**Metric :** Double the number of training grant applications

Increase in number of training grants awarded

**Time :** Two to three years

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - external/grant funding, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
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Collaborative	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	<a href="mailto:frank.calzonetti@utoledo.edu">frank.calzonetti@utoledo.edu</a>	383-6964

### Segment 6

Strengthen internal alignment between undergraduate, graduate and professional programs. Our undergraduate programs will be seen by current and prospective students as a preferred portal to our graduate and professional degrees.

### College of Medicine - 5.6.1 STEMM Research Internships for Undergraduate Students

**Narrative description :** Develop research internships for undergraduate students in STEMM fields in COM clinical and basic research labs

**Complete :** 0%

**Metric :** Opportunities are designed and made available to medical students

Five students are enrolled

**Time :** One year or less

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251
Collaborative	Carol Bennett-Clarke	Associate Professor	<a href="mailto:carol.bennett-clarke@utoledo.edu">carol.bennett-clarke@utoledo.edu</a>	383-4115

### College of Medicine - 5.6.2 Increase Scholarships for UT Undergraduates

**Narrative description :** Establish competitive Scholarships for outstanding UT Undergrads in STEMM fields to attend UT Graduate and Professional schools

**Complete :** 0%

**Metric :** Number of scholarships offered

Number of scholarships accepted

**Time :** Two to three years

**Type :** Develop new program

**Resource :** New resources necessary - operating budget, private funding, entrepreneurial funding

Responsibility	Name	Title	Email	Phone
Overall	Rosemary Haggett	Provost, Executive VP Academic	<a href="mailto:rosemary.haggett@utoledo.edu">rosemary.haggett@utoledo.edu</a>	
Primary	Vern Snyder	VP Institutional Advancement	<a href="mailto:vern.snyder@utoledo.edu">vern.snyder@utoledo.edu</a>	530-4249

Collaborative	Rosemary Haggett	Provost, Executive VP Academic	<a href="mailto:rosemary.haggett@utoledo.edu">rosemary.haggett@utoledo.edu</a>
	Howard B Newman	Assoc VP, Development, HSC	<a href="mailto:howard.newman@utoledo.edu">howard.newman@utoledo.edu</a>

### College of Medicine - 5.6.3 Increased Internal Promotion of UT GME Programs

**Narrative description :** Expand strategies to promote UT GME residency programs to UT COM graduates

**Complete :** 0%

**Metric :** Increase number of COM graduates who match with UT GME programs

**Time :** One year or less

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
	Carol Bennett-Clarke	Associate Professor	<a href="mailto:carol.bennett-clarke@utoledo.edu">carol.bennett-clarke@utoledo.edu</a>	383-4115
	Esther Fabian	Director Health Care Marketing	<a href="mailto:esther.fabian2@utoledo.edu">esther.fabian2@utoledo.edu</a>	383-4402
Collaborative	Gerald Zelenock	Chairperson	<a href="mailto:gerald.zelenock@utoledo.edu">gerald.zelenock@utoledo.edu</a>	383-6298
	Joseph Shapiro	Chairperson	<a href="mailto:joseph.shapiro@utoledo.edu">joseph.shapiro@utoledo.edu</a>	383-6030
	Randall Schlievert	Associate Professor	<a href="mailto:randall.schlievert@utoledo.edu">randall.schlievert@utoledo.edu</a>	251-8095

### Segment 7

Achieve pre-eminence through the sponsorship of high-profile conferences and events, as well as through leadership in professional organizations and scholarly publications.

### College of Medicine - 5.7.1 Expansion of CME\MOC Conferences and Workshops

**Narrative description :** Expand College of Medicine Continuing Education conferences and combined conferences/workshops to included those developed around FAST, new research funding topics and on topics of regional interest (e.g., human exposure assessment and control; air/water/food quality; regional health/disease trends; health education; nutrition). Include residents and seek prominent MDPHDs as keynote speaker.

**Complete :** 0%

**Metric :** Increased number of on-site conferences

Increased number of residents presenting

**Time :** Two to three years

**Type :** Maintain or grow existing program

**Resource :** Self-sustaining

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	William Davis	Professor	<a href="mailto:william.davis@utoledo.edu">william.davis@utoledo.edu</a>	383-4547
Collaborative		COM Department Chairs		

### College of Medicine - 5.7.2 Inservice Conferences for local/regional teachers focused on STEMM areas

**Narrative description :** Hold UT STEMM/Biomedical Sciences conference for local/regional TPS teachers on one of their inservice "professional days" to earn CEU's

**Complete :** 0%

**Metric :** Number of conferences offered

Number of area teachers attending

**Time :** One year or less

**Type :** Develop new program

**Resource :** New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Thomas Switzer	Dean Of The College Of Educati	<a href="mailto:thomas.switzer@utoledo.edu">thomas.switzer@utoledo.edu</a>	530-6126
	Kathy Vasquez	Assoc VP Govt Rel/Dir Ahec Rh	<a href="mailto:kathy.vasquez@utoledo.edu">kathy.vasquez@utoledo.edu</a>	383-4880
Collaborative	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	383-4235
	Robert Crissman	Associate Professor	<a href="mailto:robert.crissman@utoledo.edu">robert.crissman@utoledo.edu</a>	383-4120

### College of Medicine - 5.7.3 Expansion of Science Lecture Series for the Community

**Narrative description :** Sponsor annual series of public science lectures by Nobel Laureates and other noted clinical scientists

**Complete :** 0%

**Metric :** Two speakers each year

**Time :** One year or less

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Akira Takashima	Professor/Chairperson	<a href="mailto:akira.takashima@utoledo.edu">akira.takashima@utoledo.edu</a>	383-5423
Collaborative				

### College of Medicine - 5.7.4 Expansion of Translational Research Lecture Series

**Narrative description :** Sponsor Translational Research Lecture Series and university-wide research lectures

**Complete :** 80%

**Metric :** Existence of quarterly lectures aligned with translational research

**Time :** One year or less

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251
Collaborative	Keith Crist	Associate Professor	<a href="mailto:keith.crist@utoledo.edu">keith.crist@utoledo.edu</a>	383-3992

### College of Medicine - 5.7.5 Regional Scientific Meeting Development

**Narrative description :** Sponsor regional/national/international scientific meeting

**Complete :** 0%

**Metric :** Sponsor/co-sponsor at least one meeting per year

**Time :** One year or less

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - space, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Akira Takashima	Chair of Dean's Research Advisory Council	<a href="mailto:akira.takashima@utoledo.edu">akira.takashima@utoledo.edu</a>	383-5423
	William Davis	Professor	<a href="mailto:william.davis@utoledo.edu">william.davis@utoledo.edu</a>	383-4547
Collaborative	Sherry Andrews	Dir, Ctr Creative Instruction	<a href="mailto:sherry.andrews@utoledo.edu">sherry.andrews@utoledo.edu</a>	383-7466

### College of Medicine - 5.7.6 Increase in Medical/Graduate Students' National Presentations

**Narrative description :** Increase student presentations at local, state, national meetings by expanding travel fund to \$500 per year for graduate students

**Complete** : 0%

**Metric** : Increase by 20% the number of student presentations at all levels

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - external/grant funding, operating budget

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey_gold@utoledo.edu">jeffrey_gold@utoledo.edu</a>	383-4243
Primary	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251
Collaborative	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	383-4235

## Segment 8

Employ the principles of successful adult learning throughout the graduate degree and professional career programs.

### College of Medicine - 5.8.1 Increased Use of Authentic Problems and Cases in UME and GME

**Narrative description** : Consistent with literature on adults as learners, increase the time allocated in UME and GME for standardized experiences that involve case-based discussions and focus on finding and using information to solve authentic problems. Decrease the number of hours dedicated to expository lectures.

**Complete** : 0%

**Metric** : Increased number of hours devoted to problem solving based on authentic cases

Increased use of standardized patients, simulations, and web-based technology to support problem solving

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - operating budget, capital budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey_gold@utoledo.edu">jeffrey_gold@utoledo.edu</a>	383-4243
Primary	Carol Bennett-Clarke	Associate Professor	<a href="mailto:carol.bennett-clarke@utoledo.edu">carol.bennett-clarke@utoledo.edu</a>	383-4115
	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
Collaborative	Imran Ali	Professor	<a href="mailto:imran.ali@utoledo.edu">imran.ali@utoledo.edu</a>	383-3544
	Randall Schlievert	Associate Professor	<a href="mailto:randall.schlievert@utoledo.edu">randall.schlievert@utoledo.edu</a>	251-8095

### College of Medicine - 5.8.2 Increased Use of Technology in UGM and GME Educational Programs

**Narrative description** : Provide program faculty with the training and resources needed to build effective web-based modules, instructional experiences, and courses. These modules will incorporate principles of adult learning including the use of authentic problems.

**Complete** : 0%

**Metric** : Number of web-based modules aligned with GME and UGME programs

Number of faculty authoring web-based instructional modules or courses

**Time** : One year or less

**Type** : Develop new program

**Resource** : New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey_gold@utoledo.edu">jeffrey_gold@utoledo.edu</a>	383-4243
Primary	Sherry Andrews	Dir, Ctr Creative Instruction	<a href="mailto:sherry.andrews@utoledo.edu">sherry.andrews@utoledo.edu</a>	383-7466
	Constance Shriner	Assistant Professor	<a href="mailto:constance.shriner@utoledo.edu">constance.shriner@utoledo.edu</a>	383-4249
Collaborative	Carol Bennett-Clarke	Professor	<a href="mailto:carol.bennett-clarke@utoledo.edu">carol.bennett-clarke@utoledo.edu</a>	383-4115
	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
	Imran Ali	Professor	<a href="mailto:imran.ali@utoledo.edu">imran.ali@utoledo.edu</a>	383-3544

### College of Medicine - 5.8.3 Implement Faculty Development Sessions for Adult Learning Theory

**Narrative description** : Develop and implement a series of web-based faculty development modules focused on Adult Learning Theory and its

implications for instruction and medical education. Make modules available to all COM faculty with the expectation that faculty incorporate principles into their individual COM educational programs.

**Complete** : 0%

**Metric** : Development of modules

Implementation of modules

**Time** : One year or less

**Type** : Develop new program

**Resource** : New resources necessary - capital budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Constance Shriner	Assistant Professor	<a href="mailto:constance.shriner@utoledo.edu">constance.shriner@utoledo.edu</a>	383-4249
	Sherry Andrews	Dir, Ctr Creative Instruction	<a href="mailto:sherry.andrews@utoledo.edu">sherry.andrews@utoledo.edu</a>	383-7466
Collaborative	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
	Carol Bennett-Clarke	Professor	<a href="mailto:carol.bennett-clarke@utoledo.edu">carol.bennett-clarke@utoledo.edu</a>	383-4115
	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	383-4235

## Segment 9

Advance the scope and effectiveness of our distance learning and educational information technology. We will develop cutting-edge electronic communities for graduate student learning and research.

### College of Medicine - 5.9.1 Expansion of Distance Learning Education and Opportunities

**Narrative description** : Hold workshop in distance learning format for residents and/or postdocs taught and facilitated by prominent, nationally recognized MDPHds

**Complete** : 0%

**Metric** : Offer more than 10 workshops in the first year

Number of participants

**Time** : One year or less

**Type** : Develop new program

**Resource** : New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	John Greenfield	Associate Professor	<a href="mailto:john.greenfield@utoledo.edu">john.greenfield@utoledo.edu</a>	383-3856
	Karen Isabella Rhoda	Administrative Director	<a href="mailto:karen.rhoda@utoledo.edu">karen.rhoda@utoledo.edu</a>	530-4386
Collaborative	Jeffrey Jablonski	Assistant Professor	<a href="mailto:jeffrey.jablonski@utoledo.edu">jeffrey.jablonski@utoledo.edu</a>	383-3612

### College of Medicine - 5.9.2 Electronic Community for Regional Physicians

**Narrative description** : Develop and implement an electronic community for the region that will provide regional physicians with online access to UTCOM CME opportunities such as Grand Rounds presentations at no cost to the participants who are adjunct or volunteer faculty. Integrate the use of the ECHO360 system as a means to capture and deliver CME presentations.

**Complete** : 0%

**Metric** : More than 24 presentations made available during the first year

Number of regional physicians participating

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - operating budget, capital budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	William Davis	Professor	<a href="mailto:william.davis@utoledo.edu">william.davis@utoledo.edu</a>	383-4547
	Karen Isabella Rhoda	Administrative Director	<a href="mailto:karen.rhoda@utoledo.edu">karen.rhoda@utoledo.edu</a>	530-4386

Collaborative Jeffrey Jablonski Assistant Professor [jeffrey.jablonski@utoledo.edu](mailto:jeffrey.jablonski@utoledo.edu) 383-3612

### College of Medicine - 5.9.3 Expansion in the Use of DL as Program Delivery System

**Narrative description** : Develop high quality facilitated DL courses for alternative program delivery in all COM educational programs

**Complete** : 0%

**Metric** : Increase in students enrolled  
Increase in faculty productivity

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - operating budget, capital budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
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	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	383-4235
Collaborative	Carol Bennett-Clarke	Professor	<a href="mailto:carol.bennett-clarke@utoledo.edu">carol.bennett-clarke@utoledo.edu</a>	383-4115
	Constance Shriner	Assistant Professor	<a href="mailto:constance.shriner@utoledo.edu">constance.shriner@utoledo.edu</a>	383-4249
	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411

### Segment 10

Expand the utilization of clinical/professional faculty in appropriate graduate disciplines focusing on the combination of teaching, applied research and community engagement.

### College of Medicine - 5.10.1 Expand Faculty Joint Appointments in Basic and Clinical Sciences

**Narrative description** : Encourage all faculty in clinical departments (or basic science departments) to have secondary appointments to basic science departments (or clinical departments)

**Complete** : 0%

**Metric** : Number of new joint appointments approved

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary		Department Chairs		
Collaborative				

### College of Medicine - 5.10.2 Alignment of COM Academic Support with Teaching Activity

**Narrative description** : Fully implement a system of mission based budgeting that will align academic salary support with UME, GME and other graduate program teaching activity and eliminate the perceived financial penalty for dedicating time to teaching instead of to clinical and/or research activity.

**Complete** : 0%

**Metric** : Full implementation of budget process aligning teaching responsibility with academic salary

**Time** : Two to three years

**Type** : Develop new program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey_gold@utoledo.edu">jeffrey_gold@utoledo.edu</a>	383-4243
Primary	Bryan Pyles	Assoc VP Financ/Strategic Plan	<a href="mailto:bryan.pyles@utoledo.edu">bryan.pyles@utoledo.edu</a>	383-4246
Collaborative		Department Chairs		

### College of Medicine - 5.10.3 Enhance Incentives for Community Based COM Faculty

**Narrative description** : Provide a range of incentives designed to Increase involvement of regional community based faculty and professionals for teaching in COM educational programs including undergraduate clinical and pre-clinical, graduate and graduate medical education programs.

**Complete** : 0%

**Metric** : Increase in number of presentations and activity in COM educational programs by regional community based faculty

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - operating budget

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey_gold@utoledo.edu">jeffrey_gold@utoledo.edu</a>	383-4243
Primary	Bryan Pyles	Assoc VP Financ/Strategic Plan	<a href="mailto:bryan.pyles@utoledo.edu">bryan.pyles@utoledo.edu</a>	383-4246
	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	383-4235
Collaborative	Carol Bennett-Clarke	Professor	<a href="mailto:carol_bennett-clarke@utoledo.edu">carol_bennett-clarke@utoledo.edu</a>	383-4115
	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
	Howard B Newman	Assoc VP, Development, HSC	<a href="mailto:howard_newman@utoledo.edu">howard_newman@utoledo.edu</a>	

### Segment 11

Please add any additional related outcome goals.

### College of Medicine - 5.11.1 Expanded Simulation Center for Teaching and Evaluation

**Narrative description** : Promote the use of technology as an alternative to traditional methods of instruction and evaluation.

Develop and implement a longitudinal clinical skills curriculum that is aligned with AAMC and ACGME guidelines and standards for clinical skills competency and that is based in a state-of-the-art Simulation Center - equipped and staffed to provide standardized instruction and evaluation as a strategy to balance the changing clinical environment and the increased demand for evidence of learners' competence.

**Complete** : 0%

**Metric** : All HSC programs have access to skills instruction and evaluation aligned with program objectives

Number of learners using simulation center for instruction and evaluation

**Time** : Four to five years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - space, operating budget, capital budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey_gold@utoledo.edu">jeffrey_gold@utoledo.edu</a>	383-4243
Primary	Gerald Zelenock	Chairperson	<a href="mailto:gerald.zelenock@utoledo.edu">gerald.zelenock@utoledo.edu</a>	383-6298
Collaborative		Program representatives from all educational programs		

### College of Medicine - 5.11.2 Increase in Number of Faculty Positions

**Narrative description** : Develop a plan to grow the institution by doubling the size of the full time basic science and clinical faculty

**Complete** : 0%

**Metric** : Increase in number of faculty available to design and implement strategic initiatives as described in this document

**Time** : Four to five years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - space, operating budget, capital budget, private funding, entrepreneurial funding, faculty/staff

Responsibility	Name	Title	Email	Phone
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Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Bryan Pyles	Assoc VP Financ/Strategic Plan	<a href="mailto:bryan.pyles@utoledo.edu">bryan.pyles@utoledo.edu</a>	383-4246
Collaborative	Rosemary Haggett	Provost, Executive VP Academic	<a href="mailto:rosemary.haggett@utoledo.edu">rosemary.haggett@utoledo.edu</a>	
	Howard B Newman	Assoc VP, Development, HSC	<a href="mailto:howard.newman@utoledo.edu">howard.newman@utoledo.edu</a>	

## Segment 12

Items pending removal.

### College of Medicine - No Applicable Initiatives

## III. Research

We will be highly distinguished and ranked internationally as a leader in research and intellectual property transfer focusing on seven (7) strategically selected thematic areas across multiple academic units.

### Segment 1

Invest in the following areas of research excellence:

- a. Environmental Impacts on Health, focusing on the interaction between human activity and the environment, especially the impacts on life and wellness, through an assessment of geographical information, the source and disposition of pollutants, human physiology, economic sustainability, technologies and related factors.
- b. Energy Sustainability and Conservation, focusing on the development of renewable energy sources, such as solar cells and biofuels, as well as the creation of advanced materials and infrastructure, enhanced intermodal transportation networks, and urban planning.
- c. Translational Interfaces of Health Sciences, Engineering and Clinical Care, focusing on cell signaling and other basic processes as applied to disease prevention and treatment. We will align this research with the clinical focus areas of cancer, cardiovascular disease, transplantation, immunology, degenerative neurological conditions, musculoskeletal diseases and trauma.
- d. Public Engagement, Regional Economic Revitalization and Global Competitiveness, focusing on applied research critical to a highly engaged metropolitan university and developing enhanced mechanisms for accessing policy development and decision making authorities.
- e. Science and Technology Education, focusing on transformational PK-12 educational programs emphasizing scientific literacy and career preparation, based on benchmarked outcomes research.
- f. Health Care Delivery Systems, focusing on the revitalization, technology advances and management leadership of health care delivery systems.
- g. Search for Origins, focusing on the origin and development of life and the universe, and the related scientific, cosmological, philosophical, anthropological, cultural and religious theories.

### College of Medicine - 6.1.1 Host annual series of public science lectures by Nobel Laureates and highly respected national leaders

**Narrative description** : Enhance institutional image. Public Engagement, Regional Economic Revitalization and Global Competitiveness.

**Complete** : 0%

**Metric** : Two speakers per year

**Time** : One year or less

**Type** : Develop new program

**Resource** : New resources necessary

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
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	John Greenfield	Associate Professor	<a href="mailto:john.greenfield@utoledo.edu">john.greenfield@utoledo.edu</a>	383-3856
Collaborative	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251
	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	<a href="mailto:frank.calzonetti@utoledo.edu">frank.calzonetti@utoledo.edu</a>	383-6964

### College of Medicine - 6.1.2 Publish an annual magazine devoted to research at UT

**Narrative description** : Public Engagement, Regional Economic Revitalization and Global Competitiveness.

**Complete** : 15%

**Metric** : Publish annually

**Time** : One year or less

**Type** : Develop new program

**Resource** : New resources necessary

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Akira Takashima	Professor/Chairperson	<a href="mailto:akira.takashima@utoledo.edu">akira.takashima@utoledo.edu</a>	383-5423
	Lawrence Burns	Extra Comp - Instructor	<a href="mailto:lawrence.burns2@utoledo.edu">lawrence.burns2@utoledo.edu</a>	530-1228
Collaborative	Howard B Newman	Assoc VP, Development, HSC	<a href="mailto:howard.newman@utoledo.edu">howard.newman@utoledo.edu</a>	
	Joseph Shapiro	Chairperson	<a href="mailto:joseph.shapiro@utoledo.edu">joseph.shapiro@utoledo.edu</a>	383-6030
	William Davis	Professor	<a href="mailto:william.davis@utoledo.edu">william.davis@utoledo.edu</a>	383-4547

### College of Medicine - 6.1.3 Targeted fundraising done by top administration, including departmental chairs and center directors

**Narrative description** : Greater coordination with the UT Foundation. Public Engagement, Regional Economic Revitalization and Global Competitiveness.

**Complete** : 25%

**Metric** : Increase funding from UT Foundation by 5% annually

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Howard B Newman	Assoc VP, Development, HSC	<a href="mailto:howard.newman@utoledo.edu">howard.newman@utoledo.edu</a>	
	Vern Snyder	VP Institutional Advancement	<a href="mailto:vern.snyder@utoledo.edu">vern.snyder@utoledo.edu</a>	530-4249
Collaborative	Lawrence Elmer	Associate Professor	<a href="mailto:lawrence.elmer@utoledo.edu">lawrence.elmer@utoledo.edu</a>	383-3760

### College of Medicine - 6.1.4 Name the College of Medicine

**Narrative description** : Seek family estate or foundation support. Public Engagement, Regional Economic Revitalization and Global Competitiveness.

**Complete** : 15%

**Metric** : Have college named

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
----------------	------	-------	-------	-------

Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Howard B Newman	Assoc VP, Development, HSC	<a href="mailto:howard.newman@utoledo.edu">howard.newman@utoledo.edu</a>	
Collaborative	Vern Snyder	VP Institutional Advancement	<a href="mailto:vern.snyder@utoledo.edu">vern.snyder@utoledo.edu</a>	530-4249

### College of Medicine - 6.1.5 Name departments

**Narrative description :** Seek family estate or foundation support. Public Engagement, Regional Economic Revitalization and Global Competitiveness.

**Complete :** 0%

**Metric :** Have more than three departments named

**Time :** Two to three years

**Type :** Develop new program

**Resource :** No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Howard B Newman	Assoc VP, Development, HSC	<a href="mailto:howard.newman@utoledo.edu">howard.newman@utoledo.edu</a>	
	Vern Snyder	VP Institutional Advancement	<a href="mailto:vern.snyder@utoledo.edu">vern.snyder@utoledo.edu</a>	530-4249
Collaborative	Akira Takashima	Professor/Chairperson	<a href="mailto:akira.takashima@utoledo.edu">akira.takashima@utoledo.edu</a>	383-5423
	Joseph Shapiro	Chairperson	<a href="mailto:joseph.shapiro@utoledo.edu">joseph.shapiro@utoledo.edu</a>	383-6030

### College of Medicine - 6.1.6 Create and distribute departmental research pamphlets and update websites

**Narrative description :** Public Engagement, Regional Economic Revitalization and Global Competitiveness.

**Complete :** 20%

**Metric :** Research pamphlet and updated website for each department

**Time :** One year or less

**Type :** Maintain or grow existing program

**Resource :** New resources necessary

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Akira Takashima	Professor/Chairperson	<a href="mailto:akira.takashima@utoledo.edu">akira.takashima@utoledo.edu</a>	383-5423
	Sherry Andrews	Dir, Ctr Creative Instruction	<a href="mailto:sherry.andrews@utoledo.edu">sherry.andrews@utoledo.edu</a>	383-7466
Collaborative	Lawrence Burns	Extra Comp - Instructor	<a href="mailto:lawrence.burns2@utoledo.edu">lawrence.burns2@utoledo.edu</a>	530-1228
	John Adams	Director Of Institutional Comm	<a href="mailto:john.adams@utoledo.edu">john.adams@utoledo.edu</a>	383-5227

### College of Medicine - 6.1.7 Create and distribute institutional research pamphlets and update institutional websites

**Narrative description :** Public Engagement, Regional Economic Revitalization and Global Competitiveness.

**Complete :** 5%

**Metric :** Have institutional research pamphlets and updated website

**Time :** One year or less

**Type :** Maintain or grow existing program

**Resource :** New resources necessary

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Akira Takashima	Professor/Chairperson	<a href="mailto:akira.takashima@utoledo.edu">akira.takashima@utoledo.edu</a>	383-5423
	Lawrence Burns	Extra Comp - Instructor	<a href="mailto:lawrence.burns2@utoledo.edu">lawrence.burns2@utoledo.edu</a>	530-1228
Collaborative	John Adams	Director Of Institutional Comm	<a href="mailto:john.adams@utoledo.edu">john.adams@utoledo.edu</a>	383-5227

Sherry Andrews

Dir, Ctr Creative Instruction

[sherry.andrews@utoledo.edu](mailto:sherry.andrews@utoledo.edu)

383-7466

### College of Medicine - 6.1.8 Invite K-12 science students/teachers to HSC research showcase, STEM/biomedical sciences conferences and biomedical sciences research showcase

**Narrative description** : Start with 3 targeted schools in Toledo and subsequently expand the operation.

**Complete** : 10%

**Metric** : > 30 participants each year

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : New resources necessary

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Robert Crissman	Associate Professor	<a href="mailto:robert.crissman@utoledo.edu">robert.crissman@utoledo.edu</a>	383-4120
	Christopher Bork	Prof & Dir, Homeland Security	<a href="mailto:christopher.bork@utoledo.edu">christopher.bork@utoledo.edu</a>	383-6301
Collaborative	Sandra R Rivers-Gill	Mgr Diversity Programs	<a href="mailto:sandra.rivers@utoledo.edu">sandra.rivers@utoledo.edu</a>	383-3438
	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	383-4235

### Segment 2

Emphasize relevant basic science and translational aspects of research in each specific area and work closely with the intellectual property and technology transfer efforts of the institution.

### College of Medicine - 6.2.1 Increase number of endowed chairs

**Narrative description** : Expand Research Programs in Clinical Departments.

**Complete** : 20%

**Metric** : Increase the number of endowed chairs by three

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Howard B Newman	Assoc VP, Development, HSC	<a href="mailto:howard.newman@utoledo.edu">howard.newman@utoledo.edu</a>	
Collaborative	Vern Snyder	VP Institutional Advancement	<a href="mailto:vern.snyder@utoledo.edu">vern.snyder@utoledo.edu</a>	530-4249

### College of Medicine - 6.2.2 Define research expectations of clinical faculty

**Narrative description** : Expand Research Programs in Clinical Departments.

**Complete** : 50%

**Metric** : Develop and disseminate policy

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
	Christopher Cooper	Professor	<a href="mailto:christopher.cooper@utoledo.edu">christopher.cooper@utoledo.edu</a>	383-3697
Collaborative	Bryan Pyles	Assoc VP Financ/Strategic Plan	<a href="mailto:bryan.pyles@utoledo.edu">bryan.pyles@utoledo.edu</a>	383-4246

College of Medicine - 6.2.3 Pair faculty in clinical and basic science departments along FAST via secondary appointments.

**Narrative description** : Expand Research Programs in Clinical Departments.

**Complete** : 25%

**Metric** : >50% of the faculty in both basic science and clinical departments are "paired"

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Akira Takashima	Professor/Chairperson	<a href="mailto:akira.takashima@utoledo.edu">akira.takashima@utoledo.edu</a>	383-5423
	Joseph Shapiro	Chairperson	<a href="mailto:joseph.shapiro@utoledo.edu">joseph.shapiro@utoledo.edu</a>	383-6030
Collaborative	David Allison	Professor	<a href="mailto:david.allison@utoledo.edu">david.allison@utoledo.edu</a>	383-3970
	Robert Mrak	Professor/Chairperson	<a href="mailto:robert.mrak@utoledo.edu">robert.mrak@utoledo.edu</a>	383-3469
	William Maltese	Chairperson	<a href="mailto:william.maltese@utoledo.edu">william.maltese@utoledo.edu</a>	383-4161

### College of Medicine - 6.2.4 Sponsor Translational Research Lecture Series

**Narrative description** : Expand Research Programs in Clinical Departments.

**Complete** : 70%

**Metric** : Hold quarterly lectures from TSRA awardees

**Time** : One year or less

**Type** : Develop new program

**Resource** : New resources necessary

Responsibility	Name	Title	Email	Phone
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	Esther Fabian	Director Health Care Marketing	<a href="mailto:esther.fabian2@utoledo.edu">esther.fabian2@utoledo.edu</a>	383-4402
Collaborative	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251

### College of Medicine - 6.2.5 Develop funding mechanisms to incorporate research in residency training programs and to initiate "fellow in research" program

**Narrative description** : Encourage Research Programs in Clinical Departments.

**Complete** : 15%

**Metric** : One or more training grants for residents

25% of training programs will have a research component; four residents/fellows in research programs

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary

Responsibility	Name	Title	Email	Phone
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### College of Medicine - 6.2.6 Sponsor Inter-departmental Resident Research Clinical/Basic Science

**Day**

**Narrative description** : Expand Research Programs in Clinical Departments.

**Complete** : 0%

**Metric** : Annual event with >20 participants from multiple departments

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary

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**College of Medicine - 6.2.7 Host Science and Technology Expo**

**Narrative description** : Enhance Institutional Image and Recognition.

**Complete** : 100%

**Metric** : Hold annual event

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
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**College of Medicine - 6.2.8 Develop research integrity and compliance education program**

**Narrative description** : Enhance Institutional Image and Recognition.

**Complete** : 25%

**Metric** : Yearly training session

Web-based training program

Yearly training session with >30% attendance by faculty, trainees and staff

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
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### College of Medicine - 6.2.9 In-house peer review required of all grants before submission

**Narrative description** : Departmental in-house grant pre-review mechanisms  
 RAC to help review "orphan" grants  
 RAC to oversee the compliance  
 Develop procedures for expanding extramural funding

**Complete** : 20%

**Metric** : > 50% of grants pre-reviewed before formal submission

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
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### College of Medicine - 6.2.10 Coordinate HSC campus Grantsmanship training program with existing workshop on Main campus

**Narrative description** : Expand Extramural Funding.

**Complete** : 25%

**Metric** : Hold annual session

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : No new resources

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### College of Medicine - 6.2.11 Develop inter-departmental junior faculty mentoring program

**Narrative description** : Pair junior faculty in clinical (or basic science) departments with senior faculty in basic science (or clinical) departments.  
 Expand Extramural Funding.

**Complete** : 25%

**Metric** : >50% junior faculty coupled to mentors

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
----------------	------	-------	-------	-------

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### College of Medicine - 6.2.12 Centralize existing core laboratories

**Narrative description** : Expand Extramural Funding.

**Complete** : 100%

**Metric** : Centralized website for all core laboratory facilities

Core directors' meeting on a regular basis

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : No new resources

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### College of Medicine - 6.2.13 Identify newly emerging technology areas for additional core facilities

**Narrative description** : Expand Extramural Funding.

**Complete** : 10%

**Metric** : A new Core lab

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary

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	Sonia Najjar	Professor	<a href="mailto:sonia.najjar@utoledo.edu">sonia.najjar@utoledo.edu</a>	383-4059



### College of Medicine - 6.2.14 Improve current federal peer-reviewed funding

**Narrative description** : Expand Extramural Funding.

**Complete** : 25%

**Metric** : Raise funding by 5% per year per faculty FTE.

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : No new resources

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### College of Medicine - 6.2.15 Improve grant funding through congressionally directed research programs

**Narrative description** : Expand Extramural Funding.

**Complete** : 25%

**Metric** : 20% increase in the number of grants from non-federal agencies

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : No new resources

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### College of Medicine - 6.2.16 Expand grant funding through corporate sponsored research agreements

**Narrative description** : Expand Extramural Funding.

**Complete** : 25%

**Metric** : 20% increase in the number and funding level of sponsored research agreements

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** :

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### College of Medicine - 6.2.17 Expand grant funding through national, regional and local foundations

**Narrative description** : Expand Extramural Funding.

**Complete** : 25%

**Metric** : 20% increase in the number and funding level of grants

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : No new resources

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### College of Medicine - 6.2.18 Optimize Cancer Translational Research

**Narrative description** : Enhance the links between basic science research in cancer-related areas and the clinical efforts in cancer prevention, diagnosis, and treatment. Integrate basic scientists into UT Cancer Center planning and establishment. Continue to pursue NCI designation as a Cancer Center.

**Complete** : 10%

**Metric** : number of collaborative, extramurally funded research programs involving both basic science and clinical faculty. Submission of a Program Project Grant involving both clinical and basic science investigators.

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - space, external/grant funding, operating budget, capital budget, faculty/staff

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### Segment 3

Institute procedures for the ongoing review of additional areas of strategic research focus. The above list of research foci may be modified over time based upon objective indicators of excellence, including sources of extramural support.

### College of Medicine - 6.3.1 Invite departmental chairs semi-annually to RAC to form Strategic Research Review Board

**Narrative description** : Strategic Research Review Board to serve as a new governance structure to identify emerging areas of science.

**Complete** : 0%

**Metric** : Form review board, which will be visionary in nature, for the purpose of identifying emerging areas of science

**Time** : One year or less

**Type** : Develop new program

**Resource** : No new resources

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### College of Medicine - 6.3.2 Review research performance of each FAST area

**Narrative description** : Compare combined performance metrics among paired departments/centers/graduate tracks aligned to FAST. Review based on objective indicators of excellence.

**Complete** : 25%

**Metric** : Compare the following performance:

1. funding level
2. total impact factor of publications
3. number of students, residents and post-docs
4. number of technology disclosures
5. number of US patent applications

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
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### Segment 4

Recruit and retain self-motivated and productive faculty members, staff and students, emphasizing these selected areas of research.

### College of Medicine - 6.4.1 Adjust salary for existing faculty to the regional average

**Narrative description** : Faculty Retention.

**Complete** : 30%

**Metric** : Adjust to competitive salary based on AAMC scale

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary

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### College of Medicine - 6.4.2 Support faculty research by providing "core cash"

**Narrative description :** Faculty Retention.

**Complete :** 75%

**Metric :** Allocate \$20,000 - 50,000 core cash for each department

**Time :** One year or less

**Type :** Maintain or grow existing program

**Resource :** New resources necessary

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### College of Medicine - 6.4.3 Initiate and distribute concept design of the campus-wide renovation plan

**Narrative description :** Facility Renovation.

**Complete :** 30%

**Metric :** Have drawings of space to be renovated available for preview

Post drawings on institutional website

**Time :** Two to three years

**Type :** Maintain or grow existing program

**Resource :** New resources necessary

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
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## Segment 5

Develop and align the programs of our academic units to support optimally these areas of research excellence.

### College of Medicine - 6.5.1 Encourage clinical faculty to participate in at least one of the four tracks of the Graduate School

**Narrative description :** Partner Unaligned Clinical Departments/Divisions with Basic Science Departments.

**Complete :** 20%

**Metric :** >25% clinical faculty participation

**Time :** Two to three years

**Type :** Maintain or grow existing program

**Resource :** No new resources

Responsibility	Name	Title	Email	Phone
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	John Greenfield	Associate Professor	<a href="mailto:john.greenfield@utoledo.edu">john.greenfield@utoledo.edu</a>	383-3856

### College of Medicine - 6.5.2 Integrate EMR with Clinical Research Billing

**Narrative description :** Integrate EMR with other systems (e.g., Study Manager in CCR) to ensure that research protocol-induced services and procedures are billed appropriately to clinical trial grant accounts rather than to study subjects' insurance.

**Complete :** 10%

**Metric :** Increased charges for clinical services billed to clinical trial grant accounts.

Potential increase in clinical revenue, assuming that some of these charges currently are written-off.

Decrease in research charges billed inappropriately to 3rd party payors.

**Time :** Two to three years

**Type :** Maintain or grow existing program

**Resource :** Self-sustaining

Responsibility	Name	Title	Email	Phone
Overall	Mark Chastang	VP/Exec Dir Of UT Med Center	<a href="mailto:mark.chastang@utoledo.edu">mark.chastang@utoledo.edu</a>	383-3407
	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
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	Gary Andres	Director Of Grants Accounting	<a href="mailto:gary.andres@utoledo.edu">gary.andres@utoledo.edu</a>	530-1209
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	Keith Crist	Associate Professor	<a href="mailto:keith.crist@utoledo.edu">keith.crist@utoledo.edu</a>	383-3992
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### Segment 6

Encourage and develop interdisciplinary institutes and centers to support optimally and enhance identified areas of research excellence within a global context.

### College of Medicine - No Applicable Initiatives

### Segment 7

Please add any additional related outcome goals.

### College of Medicine - No Applicable Initiatives

### Segment 8

Items pending removal.

### College of Medicine - No Applicable Initiatives

## IV. Students

We will be distinguished for our student-centeredness and for our vibrant programs and environment that enhance the sense of community on our campuses and in the surrounding areas.

### Segment 1

Provide high quality programs and services to meet the educational, recreational, cultural and social needs of all of our students, faculty and staff.

### College of Medicine - 7.1.1 University Survey Tool Development

**Narrative description :** In order to conduct surveys, which can be utilized to assess the educational, recreational, cultural and social needs of all of our students, faculty and staff, there is a widespread need to have a readily available, user-friendly survey tool for use by students and student organizations, faculty, administration and staff. Currently, there is no electronic survey tool available in the institution.

**Complete :** 0%

**Metric :** Development of an institution-wide survey tool or availability of a commercial survey product as part of the standard network applications.

Increased use of campus surveys to drive strategic decision-making and to assess outcomes of strategic initiatives

**Time :** One year or less

**Type :** Develop new program

**Resource :** New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
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	John Cavins	Director Of Academic Computing	<a href="mailto:john.cavins@utoledo.edu">john.cavins@utoledo.edu</a>	383-3986
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	Kaye Patten Wallace	Vice President	<a href="mailto:kaye.pattenwallace@utoledo.edu">kaye.pattenwallace@utoledo.edu</a>	530-2665

### College of Medicine - 7.1.2 Cultural and Recreational Discounts Program Development

**Narrative description :** Student and resident demand is high for opportunities to engage in community cultural and recreational activities and events. Other Ohio universities offer significant student discounts to attend such venues as Playhouse Square in Cleveland and EJ Thomas Hall in Akron. Students are hungry for discounts to TSO, the Toledo Opera, Stranahan Theatre, and the Toledo Museum of Art, Crosby Gardens, etc. Venues for student recreational discounts should include area golf courses and the Toledo Mud Hens games. Of course, faculty and staff would enjoy these discounts, as well.

**Complete :** 0%

**Metric :** Increased retention of COM graduates in our residency programs is predicted if students are provided more opportunities to connect with the greater Toledo area community.

**Time :** One year or less

**Type :** Develop new program

**Resource :** New resources necessary - private funding, entrepreneurial funding

Responsibility	Name	Title	Email	Phone
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### College of Medicine - 7.1.3 COM Social Calendar of Events Expansion

**Narrative description :** COM students, faculty (regular, volunteer, AHEC), staff, and alumni have expressed an interest in more COM-sponsored social events, which bring constituents together in an informal setting outside the classroom and clinical sites. Taking advantage of the merger, COM constituents desire opportunities to attend UT theatre, musical, and art events, as well as football and basketball games with the associated social gatherings, like pre-game tent parties. COM nights at the Mud Hens should be continued and expanded. The reception for new COM faculty should be restored. "Receptions with the Dean," in which subgroups of randomly selected faculty, students, staff, and alumni gather at such venues as The Toledo Club or the Toledo Country Club, should be re-instituted. Other seasonal social events such as Medicine Ball, Halloween party or hayride, ice-skating night or afternoon, Spring social should be promoted.

**Complete :** 25%

**Metric :** Increased number of social events

Increased attendance at social events

Enhanced morale

**Time :** One year or less

**Type :** Develop new program

**Resource :** New resources necessary - operating budget, private funding

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	Wafaa Hanna	Director Of Faculty Affairs	<a href="mailto:wafaa.hanna@utoledo.edu">wafaa.hanna@utoledo.edu</a>	383-4457
	Maurice Manning	Professor	<a href="mailto:maurice.manning@utoledo.edu">maurice.manning@utoledo.edu</a>	383-4143

### College of Medicine - 7.1.4 Communication Vehicles for Calendar Events

**Narrative description :** Installation of an electronic ticker board or large flat-screen TV/monitor outside of Rooms 100 and 110 Health Education Building is requested to augment communication to students about the daily calendar of events. Other mechanisms to facilitate communication about current educational and extracurricular events and activities should be explored, which provide students, faculty, and staff with easily obtainable, timely, and accurate information without barraging personal email accounts with notices of each individual event. Some have asked for a return of the daily UT News email, whereas others suggested more widespread utilization of the UT portal. Dedicated staff to update COM academic and social calendars .

**Complete :** 0%

**Metric :** Increased student satisfaction with communication on AAMC Graduation questionnaire and other surveys

**Time :** Two to three years

**Type :** Develop new program

**Resource :** New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Lawrence Burns	Extra Comp - Instructor	<a href="mailto:lawrence.burns2@utoledo.edu">lawrence.burns2@utoledo.edu</a>	530-1228
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	Patricia Metting	Professor	<a href="mailto:patricia.metting@utoledo.edu">patricia.metting@utoledo.edu</a>	383-5452
Collaborative	Della Croci	Dir Student Affairs/Student Lf	<a href="mailto:della.croci@utoledo.edu">della.croci@utoledo.edu</a>	383-4240
	Charles Lehnert	Assoc VP For Fac/Construction	<a href="mailto:charles.lehnert@utoledo.edu">charles.lehnert@utoledo.edu</a>	530-1447

### College of Medicine - 7.1.5 Morse Center Programming Expansion

**Narrative description :** Increase Morse Center offerings to expand the intramurals program, add more fitness, yoga, and spinning classes, and allow students to bring guests on the weekends.

**Complete :** 40%

**Metric :** Conduct market survey of needs assessment

Increased student satisfaction on AAMC Graduation Questionnaire and other surveys

**Time :** One year or less

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
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### College of Medicine - 7.1.6 Integrated Recreation Services and YMCA Community Center

**Narrative description :** Enhance partnerships among the HSC Morse Center, the UT Student Rec Center, and the YMCA to provide full-service recreational facilities and programs to all UT students, faculty, and staff. Partner with YMCA to build a new facility on the HSC that serves as a resource for UT and the entire community. In addition to standard recreational facilities, include a rehab center, a daycare center, an athletic training center, and possibly a primary care clinic.

**Complete :** 25%

**Metric :** Increased student, staff, and faculty satisfaction

Increased referral base for the clinical enterprise

Enhanced community engagement and participation in UT HSC-sponsored Health Promotion activities

**Time :** Four to five years

**Type :** Maintain or grow existing program

**Resource** : New resources necessary - space, external/grant funding, operating budget, capital budget, private funding, entrepreneurial funding, faculty/staff

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### College of Medicine - 7.1.7 Alumni-COM Relations Initiative

**Narrative description** : Enhance alumni relations by inviting alumni to be an integral part of COM instruction and extracurricular programming.

**Complete** : 10%

**Metric** : Enhanced alumni relations

Increased alumni giving

Increased mentoring opportunities for medical students

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
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	Imran Ali	Professor	<a href="mailto:imran.ali@utoledo.edu">imran.ali@utoledo.edu</a>	383-3544
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### Segment 2

Realize the strength and distinction to be derived from diversity in all its dimensions. We will recruit, retain and celebrate a diverse university community as an integral part of our journey of excellence and the enrichment of our university life.

### College of Medicine - 7.2.1 COM Diversity Program Expansion

**Narrative description** : Continue efforts as an exemplar for the AAMC and the LCME in the areas of diversity, cultural competency and cultural sensitivity. Expand current staffing and programming to promulgate inclusion and equity, as well as cultural sensitivity and competency of all COM faculty, students, and staff. Centralize pipeline initiatives. Expand student and faculty recruitment efforts to attract a diverse student body and faculty. Expand efforts to retain a diverse student body, including greater partnership with alumni and community mentors. Initiate a program for faculty retention. Partner with the Office of Institutional Diversity and the Office of Multicultural Student Affairs and Services on the Main Campus to enhance diversity programming and initiatives, including an Annual Diversity Symposium. Present best practices at regional and national meetings of the AAMC Group on Student Affairs - Minority Affairs Section.

**Complete** : 40%

**Metric** : Compliance with LCME Diversity and Cultural Competency standards

Increased diversity of medical student body and COM faculty

Increased satisfaction of students on AAMC Graduation Questionnaire and other surveys

Increased cultural sensitivity of faculty, staff, and students

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - space, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
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### College of Medicine - 7.2.2 Meditation Room Expansion

**Narrative description :** Identify a larger space to accommodate the needs of HSC students, faculty, residents, and staff who require a dedicated, quiet space for prayer and reflection (not study or small group sessions). The current Meditation Room in the Health Education Building is too small to accommodate student needs on the HSC.

**Complete :** 50%

**Metric :** Assignment of new space for Meditation Room

Increased student satisfaction with new facility

**Time :** One year or less

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - space

Responsibility	Name	Title	Email	Phone
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	Imran Ali	Professor	<a href="mailto:imran.ali@utoledo.edu">imran.ali@utoledo.edu</a>	383-3544

### College of Medicine - 7.2.3 CARE Mentoring Program

**Narrative description :** CARE (Communication, Acceptance, Response, Evaluation) is an umbrella name for a series of diversity initiatives aimed at increasing the number of underrepresented minorities in health science majors on the University of Toledo Health Science Campus. The CARE Mentoring Program is designed to connect UT College of Medicine (UT COM) minority students with Toledo area minority physicians. The goal is to allow students to explore their specialty areas of interest while being exposed to local support resources.

**Complete :** 0%

**Metric :** Increased retention of mentored students in Toledo area residency programs and physician practices.

**Time :** Two to three years

**Type :** Maintain or grow existing program

**Resource :**

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
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### College of Medicine - 7.2.4 CARE Connection Initiative

**Narrative description :** CARE (Communication, Acceptance, Response, Evaluation) is an umbrella name for a series of diversity initiatives aimed at increasing the number of underrepresented minorities in health science majors on the University of Toledo Health Science Campus. The CARE Connection Initiative is made up of a partnership between UT Institutional Advancement, UT College of Medicine, and minority alumni of the UT College of Medicine. Its main mission is to serve as a resource and raise funds for deserving underrepresented minority students to

attend (or continue to attend) the UT College of Medicine. UT COM alumni partner with UT by helping raise money within the alumni group, representing the UT COM at recruiting health fairs, and holding panel discussions for the benefit of students concerning topics like mentoring, exploring specialty areas, private practice experiences, employment opportunities, and overcoming financial challenges.

Sponsoring Department/College: UT Institutional Advancement (UT IA), UT College of Medicine (UTCOM), and minority UTCOM alumni physicians

**Complete** : 15%

**Metric** : Increased scholarship support for UTCOM

Increased diversity of UTCOM medical school class secondary to increased financial support

**Time** :

**Type** :

**Resource** :

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### College of Medicine - 7.2.5 CARE Call Team Initiative

**Narrative description** : CARE (Communication, Acceptance, Response, Evaluation) is an umbrella name for a series of diversity initiatives aimed at increasing the number of underrepresented minorities in health science majors on the University of Toledo Health Science Campus. The purpose of CARE Call Team Initiative is to contact each prospective COM minority students and answer any questions and provide information about our local area. The goal is to successfully matriculate these students into the UT COM by demonstrating that UT cares for their educational and personal well being. This program has continued to be successful for the past two years with responses from students who stated that these calls made a difference in their decision to attend.

**Complete** : 75%

**Metric** : Increased conversion of accepted minority applicants into matriculants to the COM

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
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	Patricia Hogue	Chairperson	<a href="mailto:patricia.hogue@utoledo.edu">patricia.hogue@utoledo.edu</a>	383-4807

### College of Medicine - 7.2.6 SNMA Recruitment Initiative

**Narrative description** : A critical component of our Strategic Plan for enhancing the diversity of the student body in the College of Medicine has been to formalize the participation of the UT COM Student National Medical Association (SNMA) in the recruitment process in order to instill a sense of belonging among the applicants, as well as to tap the enthusiasm from our student body. For example, SNMA has designated a first-year African-American medical student and a first-year Latino medical student as Recruitment Officers, a new office on the Executive Council of the club with primary responsibility for contacting minority applicants to UTCOM. A letter to prospective minority students from our medical students is included with all interview offers. A phone call is made before the interview date and when desired, a UT medical student hosts the applicant overnight. A medical student representative meets with the applicant on interview day and a follow-up phone call is made to each applicant from the medical student representative pending decision from the Admissions Committee. Inquiries about applicant interest in a "second look" opportunity are made. A tracking table for this has been created and will be used to give periodic updates to the Associate Dean for Admissions.

**Complete** : 25%

**Metric** : Increased diversity of the student body

Increased sense of belonging among minority applicants and students

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
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	Shanda Gore	Dir Diversity Mktg/Rec/Retentn	<a href="mailto:shanda.gore@utoledo.edu">shanda.gore@utoledo.edu</a>	383-6538
	Imran Ali	Professor	<a href="mailto:imran.ali@utoledo.edu">imran.ali@utoledo.edu</a>	383-3544

### College of Medicine - 7.2.7 Strategic Recruitment Visits

**Narrative description :** Among the activities comprising the coordinated strategy for student recruitment in the College of Medicine, strategically focused recruitment is being conducted on a national level and, aside from the Associate Dean for Admissions and the Assistant Dean for Admissions, includes participation from the Dean of the College of Medicine, the Associate Dean for Student Affairs, members of the admissions committee, faculty, students, and alumni. The UT COM representative conducting the recruiting trip generates a brief summary report of their thoughts on the visit along with any action items that require follow-up.

**Complete :** 50%

**Metric :** Increased number of minority applicants

Increased diversity of medical student body

**Time :** Two to three years

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - operating budget

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
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	Robert Crissman	Associate Professor	<a href="mailto:robert.crissman@utoledo.edu">robert.crissman@utoledo.edu</a>	383-4120
Collaborative	Patricia Metting	Professor	<a href="mailto:patricia.metting@utoledo.edu">patricia.metting@utoledo.edu</a>	383-5452
	Shanda Gore	Dir Diversity Mktg/Rec/Retentn	<a href="mailto:shanda.gore@utoledo.edu">shanda.gore@utoledo.edu</a>	383-6538

### College of Medicine - 7.2.8 Assessment of Graduate Competencies in Cultural Sensitivity and Competency

**Narrative description :** As part of our longitudinal assessment of educational outcomes, the University of Toledo College of Medicine conducts surveys of the residency program directors of our former students (residents) to determine how they perform in terms of their cultural sensitivity and competency and whether our graduates met expectations in these areas as compared to residents from other medical schools. The information gathered in these surveys is utilized to continually refine adjustments that need to be made in our cultural competency curriculum, pedagogy, and evaluation methodology.

**Complete :** 25%

**Metric :** High ratings of cultural sensitivity and competency of our graduates compared to their peers in their residency programs

**Time :** Two to three years

**Type :** Maintain or grow existing program

**Resource :** No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
Collaborative				

### College of Medicine - 7.2.9 Survey of Cultural Issues in a Medical Education Environment

**Narrative description :** As the United States becomes an increasingly multicultural society, cross-cultural issues are becoming more apparent in medical education and in the delivery of health care. The College of Medicine has developed and implemented a customized and comprehensive internally developed survey for assessing cultural sensitivity and competence among students, faculty, and staff. The internal Survey of Cultural Issues in a Medical Education Environment is designed to help identify current attitudes and knowledge related to cultural issues in the medical education environment and among health care providers. The survey statements reflect the College of Medicine goals, the medical school curriculum learning objectives, and elements of the Association of American Medical College's (AAMC) Tool for Assessing Cultural Competence Training (TACCT). curricular instrument specifically The results will be interpreted and used to have an impact on the delivery of the components influence and modify elements of our the curriculum and educational environment that deal address with cultural competency and help guide us on ways of enhancing or modifying the curriculum. The information obtained from the survey will be used to better promote a

culturally diverse and competent environment in the University of Toledo College of Medicine and The University of Toledo Medical Center

**Complete** : 25%

**Metric** : Improved ratings of cultural sensitivity and competency among faculty, staff, and students

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
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Collaborative	Constance Shriner	Assistant Professor	<a href="mailto:constance.shriner@utoledo.edu">constance.shriner@utoledo.edu</a>	383-4249
	Imran Ali	Professor	<a href="mailto:imran.ali@utoledo.edu">imran.ali@utoledo.edu</a>	383-3544

### College of Medicine - 7.2.10 Postdoctoral Fellow Recruitment Incentive Plan

**Narrative description** : The University of Toledo College of Medicine (UTCOM) has implemented a Postdoctoral Fellow Recruitment Incentive Plan to attract underrepresented minority scientists to work with principal investigators who are eligible for a NIH Research Supplement to Promote Diversity in Health-Related Research. In addition to sharing the NIH's goal of improving diversity of the research workforce, a long-term goal of this incentive plan is to help "grow our own" diverse faculty by eventually recruiting these individuals to the faculty ranks at UTCOM. Working with Research and Grants Administration, NIH principal investigators (PI) eligible for a Research Supplement to Promote Diversity in Health-Related Research are identified and notified of the plan, which provides a PI \$35,000 per year, for a maximum of two years, for each postdoctoral fellow that is hired and eligible for support by the NIH diversity in research supplements. Candidates are limited to U.S. citizens and permanent residents, and the NIH Guide will be used to determine "underrepresented minority" status. A PI must apply for the NIH supplement within three months of the postdoctoral fellow's date of employment. If the supplement is awarded, the College of Medicine's award to the PI will be \$15,000 per year for two years to support the PI's research program and the postdoctoral fellow's training and development. A committee of experienced scientists, chaired by the sponsor, will provide advice and mentoring to the postdoctoral fellow. Though the focus will be on preparing the trainees for careers as independent research scientists in academia, we will also be including training to help them prepare for their roles as teachers.

**Complete** : 20%

**Metric** : Increased number of minority scientists employed as postdoctoral fellows.

increased number of minority fellows who join the UTCOM faculty ranks.

**Time** : Four to five years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey_gold@utoledo.edu">jeffrey_gold@utoledo.edu</a>	383-4243
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Collaborative	Bryan Pyles	Assoc VP Financ/Strategic Plan	<a href="mailto:bryan.pyles@utoledo.edu">bryan.pyles@utoledo.edu</a>	383-4246
	Akira Takashima	Professor/Chairperson	<a href="mailto:akira.takashima@utoledo.edu">akira.takashima@utoledo.edu</a>	383-5423

### College of Medicine - 7.2.11 COM Diversity, Professionalism, and Ethics Vision and Goal Development

**Narrative description** : In the 2005-06 academic year, the University of Toledo College of Medicine (UT COM) implemented a strategic plan for developing and sustaining a professional, ethical, and diverse student body and faculty. Our vision is to be a recognized leader among academic health science centers for integrating diversity, professionalism, and ethics into healthcare education. The goal is to implement an aggressive and comprehensive plan that includes strategies and timetables to develop a professional, ethical, and diverse student body and faculty

**Complete** : 20%

**Metric** : Appointment of an Associate Dean for Diversity

Invited talks and papers as exemplars among US medical schools

**Time** : Four to five years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - space, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
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	Imran Ali	Professor	<a href="mailto:imran.ali@utoledo.edu">imran.ali@utoledo.edu</a>	383-3544
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	Catherine Marco	Professor	<a href="mailto:catherine.marco@utoledo.edu">catherine.marco@utoledo.edu</a>	383-6343
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	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411

### Segment 3

Create and sustain a student-centered learning environment that provides quality classroom and laboratory space and cutting-edge campus technology.

#### College of Medicine - 7.3.1 HSC Auditorium Development

**Narrative description** : A large auditorium to hold ~1000 people is desired for the Health Science Campus, not only for large events and ceremonies, such as the annual COM Convocation and White Coat Ceremony and Graduation Awards Ceremony, but also to be able to hold meetings with the entire medical student body (which is currently 610 students and is projected to increase to 700 students over the next four years), and to hold meetings, conferences, and symposia for the faculty, students, and community. The largest auditorium at this time is the Lucas Auditorium in the Dana Center which has a maximum capacity of ~400.

**Complete** : 0%

**Metric** :

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - space, operating budget, capital budget, private funding, faculty/staff

Responsibility	Name	Title	Email	Phone
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Primary	Charles Lehnert	Assoc VP For Fac/Construction	<a href="mailto:charles.lehnert@utoledo.edu">charles.lehnert@utoledo.edu</a>	530-1447
Collaborative	Patricia Metting	Professor	<a href="mailto:patricia.metting@utoledo.edu">patricia.metting@utoledo.edu</a>	383-5452
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#### College of Medicine - 7.3.2 Mulford Health Science Library Information Commons Development

**Narrative description** : Create an Information Commons in the Mulford Health Science Library similar to the Carlson Library Information Commons, which serves as a "one-stop shop" for such library services as circulation, help desk, and reference library support, while providing additional library research/study space for students, accommodating both individual and group research/study, and offering an enriched learning environment that supports learning, discovery, and engagement. Concurrent with this capitol strategy is the need to continue and strengthen our partnership with the Main Campus to provide world class, cutting edge services in the library, information technology, eLearning, and academic support arenas.

**Complete** : 0%

**Metric** : Construction of a new HSC Information Commons

Increased student satisfaction on AAMC Graduation Questionnaire and other surveys

Citation of HSC Information Commons as a reason for prospective and new students for choosing UT COM

**Time** : Four to five years

**Type** : Develop new program

**Resource** : New resources necessary - capital budget, private funding

Responsibility	Name	Title	Email	Phone
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Primary	Charles Lehnert	Assoc VP For Fac/Construction	<a href="mailto:charles.lehnert@utoledo.edu">charles.lehnert@utoledo.edu</a>	530-1447
Collaborative	John Gaboury	Prof./Dean of University Libra	<a href="mailto:john.gaboury@utoledo.edu">john.gaboury@utoledo.edu</a>	530-2326
	Marlene Porter	Instructor	<a href="mailto:marlene.porter@utoledo.edu">marlene.porter@utoledo.edu</a>	383-4220

#### College of Medicine - 7.3.3 HSC Classroom Educational Technology Initiative Development

**Narrative description** : Updated classroom technology is a must in the HSC classrooms. The classrooms should be equipped with electronic writing tablets with Bluetooth technology, Smart Boards, Star Boards, or similar high tech devices that replace out-of-date overhead transparencies and the dry/erase boards by digitizing an instructors' notations and saving them as electronic files, and that allows viewing of an

instructor's visual presentation at each desk or at least from multiple monitors around the classroom. In addition, we should develop and implement a system of lecture capturing, which synchronizes audio with PowerPoint and other visual presentations and enhances learning with use of thumbnails and other electronic "highlighting" capabilities.

**Complete** : 20%

**Metric** : Installation of new classroom technology

Increased student satisfaction on AAMC Graduation Questionnaire and other surveys

Citation of classroom technology as a reason why prospective and new students choose UT COM

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - external/grant funding, capital budget

Responsibility	Name	Title	Email	Phone
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	Karen Isabella Rhoda	Administrative Director	<a href="mailto:karen.rhoda@utoledo.edu">karen.rhoda@utoledo.edu</a>	530-4386
	Patricia Metting	Professor	<a href="mailto:patricia.metting@utoledo.edu">patricia.metting@utoledo.edu</a>	383-5452
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	Constance Shriner	Assistant Professor	<a href="mailto:constance.shriner@utoledo.edu">constance.shriner@utoledo.edu</a>	383-4249
	Rick Gottfried	Electronic Tech 2	<a href="mailto:rick.gottfried@utoledo.edu">rick.gottfried@utoledo.edu</a>	383-4278

### College of Medicine - 7.3.4 HSC Computer Testing Center Expansion and Marketing

**Narrative description** : The Academic Test Center should be updated and expanded and fully staffed to provide a fully electronic computerized testing center, which is available for both daytime and evening classes, can accommodate larger groups of students, is able to provide the full spectrum of technology required to provide academic testing accommodations, and has trained staff who can deliver the exams and manage the technology without the need for faculty to do so.

**Complete** : 25%

**Metric** : Increased square footage assigned to the Center

Increased number of testing stations

Increased utilization

Increased number and type of certification/licensure examinations administered

Model center for ADA accessibility and testing accommodations

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - space, external/grant funding, operating budget, capital budget, faculty/staff

Responsibility	Name	Title	Email	Phone
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	Lawrence Burns	Extra Comp - Instructor	<a href="mailto:lawrence.burns2@utoledo.edu">lawrence.burns2@utoledo.edu</a>	530-1228
	Esther Fabian	Director Health Care Marketing	<a href="mailto:esther.fabian2@utoledo.edu">esther.fabian2@utoledo.edu</a>	383-4402

### Segment 4

Provide a full spectrum of innovative student services in a customer-oriented environment to promote recruitment, retention, graduation and career success of all of our student populations.

### College of Medicine - 7.4.1 COM Student "Wellness Connection" Development

**Narrative description** : Substantially expand existing programs, resources, staff, and facilities to promote the physical and mental health of

the medical student population. Centralize the medical services under University Health Services (UHS), with an expeditious expansion of both psychiatric and psychological counseling services and an enhanced physical plant that promotes confidentiality and fosters greater access and utilization by the student body. Centralize oversight of wellness programming in the Office of Wellness and Health Promotion with strong partnership with UHS, the Office of Student Affairs, the Office of Medical Education, and existing wellness initiatives (e.g., Department of Psychiatry and Department of Obstetrics & Gynecology). Increase staffing to be able to provide more individual and small group sessions on time management, stress management, coping, nutrition, exercise, smoking cessation, and relaxation strategies, such as stretching, deep breathing, imagery, yoga, and meditation. Create podcasts for 24/7 access to these sessions. Construct a walking path around HSC. Install bike racks around HSC.

**Complete** : 25%

**Metric** : Increased number of wellness and preventative health programs  
Increased participation in wellness and preventative health programs

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - space, external/grant funding, operating budget, capital budget, private funding, entrepreneurial funding, faculty/staff

Responsibility	Name	Title	Email	Phone
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	Marijo Tamburrino	Chairperson	<a href="mailto:marijo.tamburrino@utoledo.edu">marijo.tamburrino@utoledo.edu</a>	383-5695

### College of Medicine - 7.4.2 HSC Student Services Center Expansion

**Narrative description** : Renovate existing facilities or build a new facility that creates a welcoming environment in which prospective and current students and alumni can obtain accurate information and prompt service in the areas of admissions, enrollment services, student financial aid and employment, student accounts, student affairs, student life, student academic support services (i.e., academic enrichment and student disability services), student diversity affairs, and career services.

**Complete** : 0%

**Metric** :

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - operating budget, capital budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
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	Patricia Metting	Professor	<a href="mailto:patricia.metting@utoledo.edu">patricia.metting@utoledo.edu</a>	383-5452
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	Della Croci	Dir Student Affairs/Student Lf	<a href="mailto:della.croci@utoledo.edu">della.croci@utoledo.edu</a>	383-4240
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### College of Medicine - 7.4.3 Academy of Physician Advisors

**Narrative description** : Implement a highly selective Academy of Physician Advisors to provide career specialty and residency application advising to the medical student body. Based on successful prototypes at other medical schools around the country, physician faculty will be required to apply for membership in the Academy, including a statement of interest and letters of recommendation from current medical students, residents, or alumni. Members of the Academy of Physician Advisors will be provided professional development sessions to ensure up-to-date information about the residency application process. In addition, participation in the Academy will be rewarded with RVUs and with special recognition at Commencement and other academic awards ceremonies.

**Complete** : 0%**Metric** :**Time** : One year or less**Type** : Develop new program**Resource** : New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
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	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411

### College of Medicine - 7.4.4 Medical Student Debt Forgiveness Initiative

**Narrative description** : In order to promote the retention of UT COM graduates in our medical residency and fellowship programs, some system of debt forgiveness should be instituted.

**Complete** : 0%**Metric** : Increased retention of UT COM graduates in Toledo area GME programs.**Time** : Two to three years**Type** : Develop new program**Resource** : New resources necessary - faculty/staff

Responsibility	Name	Title	Email	Phone
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### College of Medicine - 7.4.5 Peer Mentoring Groups Expansion

**Narrative description** : A new Peer Mentoring Program was implemented in 2007-2008, in which 4-5 students in each of the four years of medical school have been assigned to a Peer Mentoring Group. Fourth year medical students volunteered to serve as leaders/facilitators for the "families" and participated in a training and planning session in July '07. The initiative was launched on August 24, 2007 with an outdoor picnic and afternoon breakout sessions in which all 34 groups of 18-20 students met for their inaugural Peer Mentoring session. A confidentiality contract was discussed and signed by all participants. Oversight by the Office of Student Affairs with input from the College of Medicine (COM) Senior Leadership Team (SLT) is required to provide more facilitator training, to develop a speaker's bureau as a resource to the groups, to encourage individual group meetings, to plan two to three events each year for all of the PMGs together, to respond to student initiatives or concerns raised in the groups, and to evaluate the program.

**Complete** : 25%**Metric** : Increased medical student satisfaction and sense of support on annual AAMC Graduation Questionnaire and other surveys**Time** : One year or less**Type** : Maintain or grow existing program**Resource** : New resources necessary - operating budget

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
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	Patricia Metting	Professor	<a href="mailto:patricia.metting@utoledo.edu">patricia.metting@utoledo.edu</a>	383-5452
Collaborative		Organization of Student Representatives		
		Medical Student Council		

### College of Medicine - 7.4.6 Residency Application Process Expansion

**Narrative description** : The Residency Application Process (R.A.P.) is an intense year-long process, which takes a student through the phases



of preparing their application materials, applying to programs, interviewing, ranking programs, and the "Match" and "scramble." The UT COM Office of Student Affairs supports all phases of RAP and our medical students have been very successful in this process. However, there are several key areas that require expansion in order to better meet the needs of medical students given the ever increasing competitiveness of securing desirable GME positions. In particular, there is a need for administering, taping, and evaluating mock interviews, for more guidance in the preparation of curriculum vitae and personal statements, and for enhancements to the electronic Medical Student Performance Evaluation.

**Complete** : 60%

**Metric** :

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
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Collaborative	John Cavins	Director Of Academic Computing	<a href="mailto:john.cavins@utoledo.edu">john.cavins@utoledo.edu</a>	383-3986
	Sherry Andrews	Dir, Ctr Creative Instruction	<a href="mailto:sherry.andrews@utoledo.edu">sherry.andrews@utoledo.edu</a>	383-7466

## Segment 5

Integrate academic and residential life to provide opportunities for students to be connected, involved and engaged in a safe, supportive and environmentally sustainable global community.

### College of Medicine - 7.5.1 Office of Global Health

**Narrative description** : Create an office of Global Health to oversee the International Student Travel Policy and the myriad of global health educational experiences available for our students

**Complete** : 0%

**Metric** : Creation of new office

Identification of Director/Coordinator and support staff

Increased percent of students participating in global health educational experiences

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - space, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
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	Della Croci	Dir Student Affairs/Student Lf	<a href="mailto:della.croci@utoledo.edu">della.croci@utoledo.edu</a>	383-4240
Collaborative		Students for Medical Missions		
		Dr. Lawrence Conway		
		Dr. Glenn Gilhood		

## Segment 6

Create a "University Town" environment on and surrounding our campuses.

### College of Medicine - 7.6.1 HSC Student Village

**Narrative description** : Establish an upscale gated community on or adjacent to the HSC with affordable and safe apartments, as well as attractive amenities (swimming pool, fitness area, gathering/recreational room, laundry facilities, if not available in each apartment). Possible acquire or partner with Oak Hill Apartments on south end of HSC. In the interim, continue dialogue with Oak Hill for designated UT HSC buildings closest to our campus.

**Complete** : 0%

**Metric** : 1) Interest/needs survey of prospective residents of the apartment housing complex

2) Establishment of UT HSC-owned or -sponsored apartments

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - capital budget, private funding, entrepreneurial funding

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Collaborative	Della Croci	Dir Student Affairs/Student Lf	<a href="mailto:della.croci@utoledo.edu">della.croci@utoledo.edu</a>	383-4240
	Vicki L Riddick	Dir Comm Wellness/Hlth Promo	<a href="mailto:vicki.riddick@utoledo.edu">vicki.riddick@utoledo.edu</a>	383-6406

### College of Medicine - 7.6.2 Arlington-Byrne-Airport Highway Corridor Beautification

**Narrative description** : Similar to the Door Street Corridor initiative, create a University Town environment surrounding the Health Science Campus. Increasing the safety and the quality of the apartment complexes on the perimeter of the campus are of paramount importance. Consider purchasing property immediately east and north of Hospital Drive.

**Complete** : 0%

**Metric** : 1) Decreased crime rates in HSC campus perimeter

2) Decreased housing/landlord complaints in area

3) Increased sense of safety/security of area residents

4) Establishment of restaurants, coffee shops, shopping in corridor between Arlington and Door

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - capital budget, private funding, entrepreneurial funding

Responsibility	Name	Title	Email	Phone
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Collaborative	Patricia Metting	Professor	<a href="mailto:patricia.metting@utoledo.edu">patricia.metting@utoledo.edu</a>	383-5452

### Segment 7

Strengthen the cooperation and communication between the University and the surrounding neighborhoods built on a principle of mutual respect.

### College of Medicine - 7.7.1 Community Care Clinic Expansion

**Narrative description** : Expand the clinical sites and hours for the the medical student-driven Community Care Clinic (CCC) in order to provide more free clinics to the underserved in our community and more service learning opportunities for the medical students, which is both desired by the students and prescribed by a new LCME accreditation standard. In order to promote greater physician involvement in the CCC, provide incentives to residents and both regular and volunteer faculty, such as tuition or child care vouchers.

**Complete** : 25%

**Metric** : Compliance with LCME standard

Increased student satisfaction

Increased community satisfaction

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - space, external/grant funding, operating budget, private funding, entrepreneurial funding, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
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	Brittani W Curtis	Secretary 2	<a href="mailto:brittani.curtis@utoledo.edu">brittani.curtis@utoledo.edu</a>	
Collaborative		Community Care Clinic		
	Patricia Metting	Professor	<a href="mailto:patricia.metting@utoledo.edu">patricia.metting@utoledo.edu</a>	383-5452

### College of Medicine - 7.7.2 Medical Literacy Initiative

**Narrative description** : Develop a Community Education Series in which students educate the public about health, wellness, and illness.

Similar to the Student to Student organization, which provides health education outreach to K-12 students throughout Northwest Ohio, students can hold open forums or community groups can request students to give talks to their groups on a variety of health and medical topics.

**Complete** : 0%

**Metric** : Compliance with LCME service learning standard

Increased student satisfaction with opportunities for community service

Increased community satisfaction

**Time** : Two to three years

**Type** : Develop new program

**Resource** : Self-sustaining

Responsibility	Name	Title	Email	Phone
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	Marlene Porter	Instructor	<a href="mailto:marlene.porter@utoledo.edu">marlene.porter@utoledo.edu</a>	383-4220
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## Segment 8

Please add any additional related outcome goals.

### College of Medicine - No Applicable Initiatives

## Segment 9

Items pending removal.

### College of Medicine - No Applicable Initiatives

## V. Health Care

We will be recognized for our high quality clinical enterprise and as a transformational force in the ongoing evolution of regional and national health care delivery systems. The clinical enterprise will remain an integral part of our academic mission and our fiscal well-being.

### Segment 1

Develop a consumer-driven vision of health care that concentrates on access, wellness, disease prevention and successful aging. We will exemplify this vision with products and services available to our employees, students and community.

#### College of Medicine - 8.1.1 24 hour appointment program for patients

**Narrative description** : Offer patients appointments to select outpatient clinics within 24 hours to improve access to care and become a more patient centered organization. Currently program is operational in the new orthopedic center and has been initially successful.

**Complete** : 20%

**Metric** : Time to new patient appointment, numbers of new patients.

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - space, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
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	Joseph Shapiro	Chairperson	<a href="mailto:joseph_shapiro@utoledo.edu">joseph_shapiro@utoledo.edu</a>	383-6030
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	Linda French	Professor/Chairperson	<a href="mailto:linda.french@utoledo.edu">linda.french@utoledo.edu</a>	383-5572
	Marijo Tamburrino	Chairperson	<a href="mailto:marijo.tamburrino@utoledo.edu">marijo.tamburrino@utoledo.edu</a>	383-5695
	David Krol	Assoc Professor/Chairperson	<a href="mailto:david.krol@utoledo.edu">david.krol@utoledo.edu</a>	383-4523

### College of Medicine - 8.1.2 Medical Mall

**Narrative description :** Development of a Medical Mall on the Health Science Campus that would provide ready access to health care services for employees and visitors. This would include a retail pharmacy, optical services, and outpatient physical therapy services in addition to other service line directed care items.

**Complete :** 10%

**Metric :** Development of business plan, complete building plan and securing financing for the project.

**Time :** Two to three years

**Type :** Develop new program

**Resource :** New resources necessary - space, operating budget, capital budget, faculty/staff

Responsibility	Name	Title	Email	Phone
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Collaborative	Norma Tomlinson	Assoc Vp/Assoc Exec Dir Umc	<a href="mailto:norma.tomlinson@utoledo.edu">norma.tomlinson@utoledo.edu</a>	383-3413
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	Joel Tavormina	Director Of Pharmacy	<a href="mailto:joel.tavormina@utoledo.edu">joel.tavormina@utoledo.edu</a>	383-3859
	David Kujawa	Dir Rehabilitation Services	<a href="mailto:david.kujawa@utoledo.edu">david.kujawa@utoledo.edu</a>	383-3527

### Segment 2

Expand and mature our educational, research and clinical relationships with the regional clinical practices, community pharmacy settings and affiliated hospital systems so that our clinical educational programs continue to grow in quantity and quality while being protected and nurtured in the regional health care delivery system.

### College of Medicine - 8.2.1 Portal access for referring physicians

**Narrative description :** Provide clinical portal access for referring physicians for lab, radiology, and inpatient medical records.

**Complete :** 20%

**Metric :** Numbers of referring physicians registered for portal access, physician use of portal, clinician satisfaction, improved turnaround time for x-ray and lab test results

**Time :** One year or less

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
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	Churton Budd	Systems Analyst 3	<a href="mailto:churton.budd@utoledo.edu">churton.budd@utoledo.edu</a>	383-6461
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	Susan Arbaugh	Sr Reg & Comm Outreach Liaison	<a href="mailto:susan.arbaugh@utoledo.edu">susan.arbaugh@utoledo.edu</a>	383-5032

### College of Medicine - 8.2.2 Community Outreach Program Expansion

**Narrative description :** Expanding contact and communication with preceptors, alumni, and referring physicians through an expanded outreach program would improve relationships with the University or Toledo Medical Center. This expansion would include adding a director's position. This would also better coordinate activities with alumni affairs, continuing medical education programs, and assessment of ongoing community needs to be addressed by the Medical Center.

**Complete :** 0%

**Metric :** Increased clinical referrals, improved relationships with regional clinical practices, development of dashboards for referral patterns.

**Time :** One year or less

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - space, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
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	Kathy Vasquez	Assoc VP Govt Rel/Dir Ahec Rh	<a href="mailto:kathy.vasquez@utoledo.edu">kathy.vasquez@utoledo.edu</a>	383-4880
	Wafaa Hanna	Director Of Faculty Affairs	<a href="mailto:wafaa.hanna@utoledo.edu">wafaa.hanna@utoledo.edu</a>	383-4457

### College of Medicine - 8.2.3 Community Physician Dashboard

**Narrative description :** Develop and maintain a dashboard to monitor referrals and activities of physicians in the community. This will be used to improve service.

**Complete :** 0%

**Metric :** Dashboard reports

**Time :** One year or less

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
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### College of Medicine - 8.2.4 Emergency Medicine Residency Program

**Narrative description :** Establish a Emergency Medicine Residency program in affiliation with St. Lukes Hospital.

**Complete :** 50%

**Metric :** Full accreditation of the Emergency Medicine Residency Program, Recruitment of UTCOM students as residents.

**Time :** Two to three years

**Type :** Develop new program

**Resource :** New resources necessary - space, external/grant funding, operating budget, capital budget, faculty/staff

Responsibility	Name	Title	Email	Phone
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### Segment 3

Develop a focus in the health care professional colleges and an emphasis throughout the institution on wellness and disease prevention, in addition to early stage disease detection and management. Employ this focus to optimize and coordinate the health care of our employees, families and students along a clearly defined wellness-based strategy.

#### College of Medicine - 8.3.1 Walking for Wellness Program Expansion

**Narrative description** : Enhancing the self directed safe walking program for campus employees which currently includes education and pedometer. Increased involvement in institution participation in the Heart Walk and development of a Health Science Campus 5K walk/run and health fair.

**Complete** : 90%

**Metric** : Increased participation by employees and individual miles walked in program and employee participation in Heart Walk and Health Science Campus 5K.

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
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#### College of Medicine - 8.3.2 Tobacco-Free Campus

**Narrative description** : Educational and support program to facilitate cessation of tobacco use for campus employees

**Complete** : 100%

**Metric** : Number of employees who have quit the use of tobacco

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
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#### College of Medicine - 8.3.3 Healthy Eating Challenge

**Narrative description** : Campus wide initiative to promote healthier eating and healthier eating choices. Improved choices in the cafeteria including culturally sensitive choices and low calorie/ low fat featured items which are provided at a lower cost.

**Complete** : 10%

**Metric** : Employee participation numbers, improved cafeteria choices,

**Time** : One year or less

**Type** : Develop new program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
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### College of Medicine - 8.3.4 Rocket Workout expansion

**Narrative description :** Expand and publicize the functional fitness program in the Morse Center for Health Science Campus employees which would improve employee health. This would include expanded times and flexibility of scheduling.

**Complete :** 90%

**Metric :** Employee participation, fitness assessment before and after participation.

**Time :** One year or less

**Type :** Maintain or grow existing program

**Resource :** No new resources

Responsibility	Name	Title	Email	Phone
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### College of Medicine - 8.3.5 Wellness Wednesdays

**Narrative description :** Publicize the wellness activities which will be held campus wide every Wednesday in 2008 to cultivate healthier employees and students. Explore linkage to national Healthy Monday programs .

**Complete :** 0%

**Metric :** Employee participation

**Time :** One year or less

**Type :** Develop new program

**Resource :** No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey_gold@utoledo.edu">jeffrey_gold@utoledo.edu</a>	383-4243
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### Segment 4

Develop and utilize state-of-the-art and highly innovative information technology to enhance the delivery of health care while expanding patient safety, quality of care, confidentiality and autonomy.

### College of Medicine - 8.4.1 Digital Campus Initiative

**Narrative description :** Implementation of a fully integrated electronic medical record in both outpatient and inpatient clinical settings on the UT Health Science Campus

**Complete :** 20%

**Metric :** Quality improvement outcomes, improved work flow, improved patient safety measures

**Time :** Two to three years

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - operating budget, capital budget, faculty/staff

Responsibility	Name	Title	Email	Phone
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### College of Medicine - 8.4.2 Horizon Surgical Management

**Narrative description** : Provides surgical case scheduling, clinical documentation, monitors supply and medication expenses, and standardizes utilization or equipment. System will also monitor OR performance.

**Complete** : 50%

**Metric** : Improved documentation, Improved operating efficiency

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - operating budget, faculty/staff

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### College of Medicine - 8.4.3 Horizon Emergency Care

**Narrative description** : Provides patient tracking, documentation and coding, electronic order/ results, discharge information and management reporting for the Emergency Department. Also provides integrated charting for clinicians and nurses with risk alerts and decision support logic.

**Complete** : 100%

**Metric** : Accuracy of coding, improved documentation. Improved patient through put. Reduction in errors.

**Time** : One year or less

**Type** : Develop new program

**Resource** : New resources necessary - operating budget, capital budget, faculty/staff

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### College of Medicine - 8.4.4 Horizon Expert Documentation

**Narrative description** : Allows the clinician to document patient care at the point of care, which is integrated into a single patient record. This



allows up to date patient information by any clinician from any location. This also includes reminders and alerts which support regulatory compliance. This also captures data directly from medical equipment.

**Complete** : 0%

**Metric** : Improved workflow, improved patient safety measures and regulatory compliance.

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - operating budget, capital budget, faculty/staff

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### College of Medicine - 8.4.5 Horizon Computerized Physician Order Entry (CPOE) Implementation

**Narrative description** : Provides clinical decision-making support for physician order entering. Order sets provide clinically relevant knowledge that assist physicians in making the best patient care decisions. CPOE delivers real time alerts and reminders. This will improve patient safety and foster a relationship with other academic health centers at Duke and Vanderbilt Universities.

**Complete** : 0%

**Metric** : Improved patient safety measures and decreased medication errors. Evidenced based medicine decision making dashboards. Improved order turnaround time.

**Time** : Two to three years

**Type** : Develop new program

**Resource** : New resources necessary - operating budget, capital budget, faculty/staff

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### College of Medicine - 8.4.6 Chief Medical Information Officer Recruitment

**Narrative description** : Given the complexities of the digital campus initiatives, it is necessary to have a dedicated, experienced medical information officer to coordinate the day to day implementation and ongoing maintenance of the system.

**Complete** : 40%

**Metric** : Recruit and hire a CMIO during 2008

**Time** : One year or less

**Type** : Develop new program

**Resource** : New resources necessary - operating budget, faculty/staff

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## Segment 5

Expand substantially the out-patient clinical base of the health care access system, including significant growth in satellite ambulatory locations, medication management and delivery, and regional health care professional partnerships, and become an industry leader in innovative risk management strategies.

### College of Medicine - 8.5.1 Outpatient Clinical Building - Space Expansion

**Narrative description :** In order to accommodate growth in Cardiac, Neurological, and Surgical outpatient services, additional, efficient outpatient clinical space would need to be developed on the Health Science Campus.

**Complete :** 10%

**Metric :** Improved access to care, Increase in new patient visits

**Time :** Four to five years

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - space, operating budget, capital budget, faculty/staff

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### College of Medicine - 8.5.2 Cardiology Satellite Outpatient Services Expansion

**Narrative description :** Improve access to cardiology services through strategic expansion of Health Science Campus based and satellite ambulatory locations in Northwest Ohio.

**Complete :** 60%

**Metric :** Time to appointments, increased number of new patients, data collection

**Time :** One year or less

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - space, operating budget, capital budget, faculty/staff

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### College of Medicine - 8.5.3 Complete CV Center Space Renovations

**Narrative description :** Development of a comprehensive Cardiac and Vascular center on the UTHSC to focus on the prevention, diagnosis and treatment of diseases of the cardiovascular system. The center will become a regional leader in the application of translational research and innovative treatment modalities. This will involve complete renovation of the first floor of the UTMCC.

**Complete :** 50%

**Metric** : Improved patient access, outcomes and patient satisfaction. Increased funded research and increased numbers of new patient visits.

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - space, external/grant funding, operating budget, capital budget, faculty/staff

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### College of Medicine - 8.5.4 Cancer Center Strategic Plan Implementation

**Narrative description** : Expansion of a comprehensive Cancer Center on the UTHSC which will become a regional leader in the diagnosis and treatment of cancer. This center will provide multidisciplinary treatment approaches of care and will facilitate the development of translational research programs focusing on select cancers.

**Complete** : 20%

**Metric** : Improved patient access, satisfaction, and outcomes. Funded research.

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - space, external/grant funding, operating budget, capital budget, faculty/staff

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### Segment 6

Selectively grow in-patient clinical services related to the featured academic strategic tracks, including space, staff, equipment and resources. We will provide exemplary integrated space for graduate and undergraduate health education and clinical research programs.

### College of Medicine - 8.6.1 Cardiac and Vascular Center Expansion

**Narrative description** : Development of a cardiovascular center on the UTMC campus to improve access and service to our patient population in this designated service line.

**Complete** : 50%

**Metric** : Patient access, improved efficiency, improved clinical outcomes

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - space, operating budget, capital budget, faculty/staff

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### College of Medicine - 8.6.2 Center for Neurological Disorders

**Narrative description** : Establish space and staffing for the featured clinical service line of neurology to improve access and service and to foster growth in these clinical services.

**Complete** : 40%

**Metric** : Improved access, patient satisfaction, increased efficiency

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - space, operating budget, capital budget, private funding

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### College of Medicine - 8.6.3 Orthopedic Center

**Narrative description** : Expand access and service to orthopedics for our patients in this featured service line.

**Complete** : 100%

**Metric** : Patient visits, orthopedic procedures, patient satisfaction

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : Self-sustaining

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### College of Medicine - 8.6.4 Women's Health Center

**Narrative description** : As part of the the featured service lines of cancer care, neurological disorders, orthopedic and cardiovascular disease, an interdisciplinary woman's health center to be developed to include dedicated space, imaging and coordination of care for the diagnosis and treatment of women

**Complete** : 40%

**Metric** : Improved access, patient satisfaction, improved clinical outcomes.

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - space, operating budget, capital budget, faculty/staff

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### College of Medicine - 8.6.5 Women's and Children's Hospital

**Narrative description :** The lack of an inpatient service for the care of women and children within UTMC has made it difficult to meet the clinical and educational needs of a comprehensive academic medical center. The proposal is to investigate the feasibility of adding these clinical service lines within UTMC either as a stand alone venture or in collaboration with partners in the community.

**Complete :** 0%

**Metric :** Development of a feasibility report including a business plan and ROI.

**Time :** Four to five years

**Type :** Develop new program

**Resource :** New resources necessary - space, external/grant funding, operating budget, capital budget, private funding, entrepreneurial funding, faculty/staff

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### College of Medicine - 8.6.6 Intensive Care Inpatient Expansion

**Narrative description :** As a level 1 trauma center and a tertiary referral center for Northwest Ohio and Southeast Michigan, the University Medical Center has an ongoing need for staffed critical care space for patients. A lack of critical care beds is often the limiting factor for access and patient flow from the operating room and emergency department. Strategic expansion coupled with much needed space for teaching, staff and families will allow us to continue to grow inpatient services.

**Complete :** 15%

**Metric :** Critical care admissions, cardiovascular surgeries

**Time :** Two to three years

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - space, operating budget, capital budget, faculty/staff

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	Ragheb Assaly	Associate Professor	<a href="mailto:ragheb.assaly@utoledo.edu">ragheb.assaly@utoledo.edu</a>	383-3543
	John Fath	Professor	<a href="mailto:john.fath@utoledo.edu">john.fath@utoledo.edu</a>	383-6940
	Thomas Papadimos	Associate Professor	<a href="mailto:thomas.papadimos@utoledo.edu">thomas.papadimos@utoledo.edu</a>	383-3556

### Segment 7

Enhance the quality of and access to student and employee health care for our University and others in the region. This care will be highly patient centered, with near-instantaneous service provision, follow-up and communication, and managed with concierge-like services.

### College of Medicine - 8.7.1 Regional Student Health Expansion

**Narrative description :** To become a recognized leader in the care of students, we will expand our current services to our own students on the Main and Health Science campuses but will also pursue working with other universities, colleges and community colleges in the area to provide care to their students.

**Complete :** 10%

**Metric :** Student access to care, patient satisfaction, numbers of covered students and student visits.

**Time :** Two to three years

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - space, operating budget, capital budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Norine Wasielewski	Sr Director Family Medicine	<a href="mailto:norine.wasielewski@utoledo.edu">norine.wasielewski@utoledo.edu</a>	530-3479
	Douglas Federman	Associate Professor	<a href="mailto:douglas.federman@utoledo.edu">douglas.federman@utoledo.edu</a>	383-4909
Collaborative	Norma Tomlinson	Assoc Vp/Assoc Exec Dir Umc	<a href="mailto:norma.tomlinson@utoledo.edu">norma.tomlinson@utoledo.edu</a>	383-3413
	Margaret McFadden	Administrator Hospital Develop	<a href="mailto:margaret.mcfadden@utoledo.edu">margaret.mcfadden@utoledo.edu</a>	383-4977

### College of Medicine - 8.7.2 Employee Health System Expansion

**Narrative description :** Expand health services to University employees on the Main and Health Science Campuses to include off hour service through dedicated ED services with co-pay adjustments.

**Complete :** 10%

**Metric :** Access to care, patient satisfaction, quality data

**Time :** Two to three years

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - space, operating budget, capital budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
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	Douglas Federman	Associate Professor	<a href="mailto:douglas.federman@utoledo.edu">douglas.federman@utoledo.edu</a>	383-4909
Collaborative	Margaret McFadden	Administrator Hospital Develop	<a href="mailto:margaret.mcfadden@utoledo.edu">margaret.mcfadden@utoledo.edu</a>	383-4977
	Diane E Smith	Nursing Director	<a href="mailto:dianee.smith@utoledo.edu">dianee.smith@utoledo.edu</a>	383-3415
	Norine Wasielewski	Adm Quality & Clinical Safety	<a href="mailto:norine.wasielewski@utoledo.edu">norine.wasielewski@utoledo.edu</a>	419-383-3968

### Segment 8

Improve the quality, increase the quantity and enhance the diversity of graduate medical educational opportunities in our health care system and in the region. We will expand the recruitment and retention of our graduates into the broad spectrum of our graduate medical education programs. These programs will become exemplars for quality and competency-based accreditation standards.

### College of Medicine - 8.8.1 GME Initiative

**Narrative description :** Expand positions for graduate medical education in select residencies and fellowships. Improved choice and quality of residency programs will help improve recruitment of our own and other US medical students to our GME programs.

**Complete :** 0%

**Metric :** New residency positions. Positions filled with University of Toledo College of Medicine graduates and other graduates of US medical schools.

**Time :** Two to three years

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - space, external/grant funding, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243

	Mark Chastang	VP/Exec Dir Of UT Med Center	<a href="mailto:mark.chastang@utoledo.edu">mark.chastang@utoledo.edu</a>	383-3407
Primary	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
Collaborative	Ronald McGinnis	Associate Professor	<a href="mailto:ronald.mcgininis@utoledo.edu">ronald.mcgininis@utoledo.edu</a>	383-3712

### College of Medicine - 8.8.2 Improved Food Service for Residents

**Narrative description :** On call residents currently have limited choice of options for food service after hours. This initiative will improve the overall quality and availability of food 24/7 for interns, residents and fellows. This includes choice of vegetarian and culturally diverse selections.

**Complete :** 30%

**Metric :** Improved resident satisfaction, improved retention of UT COM graduates to our GME programs

**Time :** One year or less

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Mark Chastang	VP/Exec Dir Of UT Med Center	<a href="mailto:mark.chastang@utoledo.edu">mark.chastang@utoledo.edu</a>	383-3407
Primary	Charles Harrison	Dir Food & Nutrition Services	<a href="mailto:charles.harrison@utoledo.edu">charles.harrison@utoledo.edu</a>	383-5383
	Norma Tomlinson	Assoc Vp/Assoc Exec Dir Umc	<a href="mailto:norma.tomlinson@utoledo.edu">norma.tomlinson@utoledo.edu</a>	383-3413
Collaborative	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
	Ronald McGinnis	Associate Professor	<a href="mailto:ronald.mcgininis@utoledo.edu">ronald.mcgininis@utoledo.edu</a>	383-3712

### College of Medicine - 8.8.3 Wireless Communication System for Residents

**Narrative description :** Accurate, ontime communication is important in a hospital system to improve patient safety and decrease medical errors.

**Complete :** 0%

**Metric :** Decrease in medical errors, improved timeliness in communication.

**Time :** Two to three years

**Type :** Develop new program

**Resource :** New resources necessary - operating budget, capital budget

Responsibility	Name	Title	Email	Phone
Overall	Mark Chastang	VP/Exec Dir Of UT Med Center	<a href="mailto:mark.chastang@utoledo.edu">mark.chastang@utoledo.edu</a>	383-3407
Primary	Julie Christy	Interim It Chief Clinical Info	<a href="mailto:julle.christy@utoledo.edu">julle.christy@utoledo.edu</a>	383-5035
	Churton Budd	Systems Analyst 3	<a href="mailto:churton.budd@utoledo.edu">churton.budd@utoledo.edu</a>	383-6461
Collaborative	Ronald McGinnis	Associate Professor	<a href="mailto:ronald.mcgininis@utoledo.edu">ronald.mcgininis@utoledo.edu</a>	383-3712
	Norma Tomlinson	Assoc Vp/Assoc Exec Dir Umc	<a href="mailto:norma.tomlinson@utoledo.edu">norma.tomlinson@utoledo.edu</a>	383-3413
	Steve Swartz	Interim It Chief Tech Officer	<a href="mailto:steve.swartz@utoledo.edu">steve.swartz@utoledo.edu</a>	530-3960

### College of Medicine - 8.8.4 Call Room Expansion

**Narrative description :** Expand the number and quality of call rooms within the UT Medical Center and when possible locate them in close proximity to high need clinical areas.

**Complete :** 80%

**Metric :** Improved resident satisfaction, increased numbers of UTCOM students recruited and retained in our residency programs

**Time :** Two to three years

**Type :** Maintain or grow existing program

**Resource :** New resources necessary - space, operating budget, capital budget

Responsibility	Name	Title	Email	Phone
Overall	Mark Chastang	VP/Exec Dir Of UT Med Center	<a href="mailto:mark.chastang@utoledo.edu">mark.chastang@utoledo.edu</a>	383-3407
	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Charles Lehnert	Assoc VP For Fac/Construction	<a href="mailto:charles.lehnert@utoledo.edu">charles.lehnert@utoledo.edu</a>	530-1447

Collaborative	Mary R. Smith	Professor	<a href="mailto:maryr.smith@utoledo.edu">maryr.smith@utoledo.edu</a>	383-4411
	Ronald McGinnis	Associate Professor	<a href="mailto:ronald.mcgininis@utoledo.edu">ronald.mcgininis@utoledo.edu</a>	383-3712

## Segment 9

Please add any additional related outcome goals.

### College of Medicine - No Applicable Initiatives

## Segment 10

Items pending removal.

### College of Medicine - No Applicable Initiatives

## VI. Engagement

We will provide leadership in the rejuvenation of the economy of northwest Ohio, and will expand our community outreach and global engagement.

### Segment 1

Implement an exemplary technology transfer pathway to move our discoveries into the marketplace, seeking academic, legislative, philanthropic, and corporate support to accomplish this goal.

#### College of Medicine - 9.1.1 HSC Tech Transfer Leadership

**Narrative description** : To create a new full-time, senior leadership position (e.g., Vice Dean for Research or alike) who will oversee basic science & translational research projects over the COM and identify the projects potentially leading to commercially profitable technologies. It is also expected that this office would also have appropriate administrative/secretarial support.

**Complete** : 0%

**Metric** : 1) Implement an exemplary technology transfer pathway to move our discoveries into marketplace, seeking academic, legislative, philanthropic, and corporate support to accomplish this goal.

Successful recruitment of an individual who has: a) a clear vision for academy-industry partnership, b) a strong track-record of biomedical research, publication and extramural funding, and c) a hand-on experience in patenting and technology transfer.

Number of invention disclosures

Number of patent applications

Number of license agreements/spin off companies

X X X

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - space, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
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	Akira Takashima	Professor/Chairperson	<a href="mailto:akira.takashima@utoledo.edu">akira.takashima@utoledo.edu</a>	383-5423
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	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	<a href="mailto:frank.calzonetti@utoledo.edu">frank.calzonetti@utoledo.edu</a>	383-6964
	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251

#### College of Medicine - 9.1.2 Intellectual Property and Technology Transfer Interest Group

**Narrative description** : To create a faculty circle, "IP Interest Group", in which invention-oriented faculty from clinical and basic science



departments will meet on a regular basis to exchange ideas and information.

**Complete** : 90%

**Metric** : Scheduled meetings with attendance.

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Joseph Shapiro	Chairperson	<a href="mailto:joseph.shapiro@utoledo.edu">joseph.shapiro@utoledo.edu</a>	383-6030
	Akira Takashima	Professor/Chairperson	<a href="mailto:akira.takashima@utoledo.edu">akira.takashima@utoledo.edu</a>	383-5423
Collaborative	Faber, Lee	Professor emeritus	<a href="mailto:lee.faber@utoledo.edu">lee.faber@utoledo.edu</a>	
	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	383-4235

### College of Medicine - 9.1.3 Tech Mining Tour

**Narrative description** : To start an institutional "Tech Mining Tour" by selected IP-minded investigators, who will visit extramurally funded COM laboratories on a regular basis to identify the projects potentially leading to commercially profitable technologies.

Log of actual visits to laboratories

Number of new invention disclosures resulting from such visits X X X

**Complete** : 40%

**Metric** : Log of actual visits to laboratories

Number of new invention disclosures resulting from such visits

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
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### College of Medicine - 9.1.4 Dean's Invention Award

**Narrative description** : To create a new award, "Dean's Invention Award", for disseminating the success story to faculty members.

**Complete** : 0%

**Metric** : Number of nominees

Number of new invention disclosures

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - operating budget, private funding, entrepreneurial funding

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
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	Akira Takashima	Professor/Chairperson	<a href="mailto:akira.takashima@utoledo.edu">akira.takashima@utoledo.edu</a>	383-5423
	Michael Bisesi	Chairperson	<a href="mailto:michael.bisesi@utoledo.edu">michael.bisesi@utoledo.edu</a>	383-4235
	Khew-Voon Chin	Associate Professor	<a href="mailto:khew-voon.chin@utoledo.edu">khew-voon.chin@utoledo.edu</a>	383-3502
	James Willey	Professor	<a href="mailto:james.willey2@utoledo.edu">james.willey2@utoledo.edu</a>	383-3543
	Zi-Jian Xie	Professor	<a href="mailto:zi-jian.xie@utoledo.edu">zi-jian.xie@utoledo.edu</a>	383-4480

	David Dignam	Professor With Tenure	<a href="mailto:david.dignam@utoledo.edu">david.dignam@utoledo.edu</a>	383-4136
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	Lee Faber	Emeritus		
	Paul W. Erhardt	Director, Center For Drug Desi	<a href="mailto:paul.erhardt@utoledo.edu">paul.erhardt@utoledo.edu</a>	530-2167
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	Steve Weathers	RGP		
	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251
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	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	<a href="mailto:frank.calzonetti@utoledo.edu">frank.calzonetti@utoledo.edu</a>	383-6964
	Keith Crist	Associate Professor	<a href="mailto:keith.crist@utoledo.edu">keith.crist@utoledo.edu</a>	383-3992

### College of Medicine - 9.1.5 Tech Transfer Seed Grants

**Narrative description** : To establish an institutional funding mechanism, "Technology Transfer Seeding Fund", to support the initial phase for translating the technologies already developed in the laboratories into clinically applicable forms. The funds will be used to test the concept in vitro in the human systems, to test the safety and efficacy in vivo in non-human primates, and/or to optimize the lead compounds. Plan would be to have 2 projects funded in year 1. In conjunction with the University of Toledo Foundation.

**Complete** : 0%

**Metric** : SBIR applications

STTR applications

Number of new invention disclosures resulting from such funding

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - external/grant funding, private funding, entrepreneurial funding

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Brenda Lee	President - UT Foundation	<a href="mailto:brenda.lee@utoledo.edu">brenda.lee@utoledo.edu</a>	419-530-7730
	Akira Takashima	Professor/Chairperson	<a href="mailto:akira.takashima@utoledo.edu">akira.takashima@utoledo.edu</a>	383-5423
Collaborative	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251
	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	<a href="mailto:frank.calzonetti@utoledo.edu">frank.calzonetti@utoledo.edu</a>	383-6964
	Daniel Kory	Assoc VP Technology Transfer	<a href="mailto:daniel.kory@utoledo.edu">daniel.kory@utoledo.edu</a>	383-6924
	Sonia Najjar	Professor	<a href="mailto:sonia.najjar@utoledo.edu">sonia.najjar@utoledo.edu</a>	383-4059
	Joseph Shapiro	Chairperson	<a href="mailto:joseph.shapiro@utoledo.edu">joseph.shapiro@utoledo.edu</a>	383-6030

### College of Medicine - 9.1.6 Tech Transfer Education Day

**Narrative description** : Develop IP/tech transfer education program (faculty, residents, students, staff).

**Complete** : 15%

**Metric** : Organize and sponsor annual program and have >25% attendance.

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - external/grant funding, operating budget, private funding, entrepreneurial funding

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Joseph Shapiro	Chairperson	<a href="mailto:joseph.shapiro@utoledo.edu">joseph.shapiro@utoledo.edu</a>	383-6030
	Daniel Kory	Assoc VP Technology Transfer	<a href="mailto:daniel.kory@utoledo.edu">daniel.kory@utoledo.edu</a>	383-6924
Collaborative	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	<a href="mailto:frank.calzonetti@utoledo.edu">frank.calzonetti@utoledo.edu</a>	383-6964

faber, Lee

Professor emeritus

[lee.faber@utoledo.edu](mailto:lee.faber@utoledo.edu)

### College of Medicine - 9.1.7 Enhance IP and Tech Transfer Policy & Procedures

**Narrative description** : Review and enhance institutional policies and timelines for IP sharing and for tech transfer.

**Complete** : 95%

**Metric** : Review IP and tech transfer policies.

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Joseph Shapiro	Chairperson	<a href="mailto:joseph.shapiro@utoledo.edu">joseph.shapiro@utoledo.edu</a>	383-6030
	Daniel Kory	Assoc VP Technology Transfer	<a href="mailto:daniel.kory@utoledo.edu">daniel.kory@utoledo.edu</a>	383-6924
	Ashok Biyani	Associate Professor	<a href="mailto:ashok.biyani@utoledo.edu">ashok.biyani@utoledo.edu</a>	383-6908
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	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	<a href="mailto:frank.calzonetti@utoledo.edu">frank.calzonetti@utoledo.edu</a>	383-6964
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	Akira Takashima	Professor/Chairperson	<a href="mailto:akira.takashima@utoledo.edu">akira.takashima@utoledo.edu</a>	383-5423

### Segment 2

Develop, lead, and actively participate in a science and technology corridor, defined as both the location and mechanism for licensure, incubation, acceleration, and commercialization of discoveries, with multiple partnerships and other strategic relationships that reinforce our leadership position.

### College of Medicine - 9.2.1 Meet the Clients Seminars

**Narrative description** : Develop a series of visits from corporate executives from the biotech and pharmaceutical industries to the UT HSC campus. The visitors will deliver seminars on the corporate core technologies and meet with selected faculty working in the related areas

**Complete** : 0%

**Metric** : Attendance logs

License agreements

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Joseph Shapiro	Chairperson	<a href="mailto:joseph.shapiro@utoledo.edu">joseph.shapiro@utoledo.edu</a>	383-6030
	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251
	Faber, Lee	Professor emeritus	<a href="mailto:lee.faber@utoledo.edu">lee.faber@utoledo.edu</a>	
	Akira Takashima	Professor/Chairperson	<a href="mailto:akira.takashima@utoledo.edu">akira.takashima@utoledo.edu</a>	383-5423
Collaborative	Brenda Lee	President - UT Foundation	<a href="mailto:brenda.lee@utoledo.edu">brenda.lee@utoledo.edu</a>	419-530-7730
	Thomas Gutteridge	Dean/Professor	<a href="mailto:thomas.gutteridge@utoledo.edu">thomas.gutteridge@utoledo.edu</a>	530-4612
	Daniel Kory	Assoc VP Technology Transfer	<a href="mailto:daniel.kory@utoledo.edu">daniel.kory@utoledo.edu</a>	383-6924
	Mary Jo Smith Waldock	Asst. to President for Economi	<a href="mailto:maryjo.waldock@utoledo.edu">maryjo.waldock@utoledo.edu</a>	530-3279

### College of Medicine - 9.2.2 Market Prism Tool

**Narrative description** : Refine and ultimately market the Prism tool for strategic planning to academic and non academic institutions

interested in gaining a better overall grasp of the initiatives taking place in their organization

**Complete** : 60%

**Metric** : Number of sites implementing Prism tool

Revenue from sale of Prism tool

Publications related to Prism development

Grant dollars received for further refinement

**Time** : Four to five years

**Type** : Develop new program

**Resource** : New resources necessary - external/grant funding, operating budget, private funding, entrepreneurial funding, faculty/staff

Responsibility	Name	Title	Email	Phone
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Primary	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
	Sherry Andrews	Dir, Ctr Creative Instruction	<a href="mailto:sherry.andrews@utoledo.edu">sherry.andrews@utoledo.edu</a>	383-7466
	John Cavins	Director Of Academic Computing	<a href="mailto:john.cavins@utoledo.edu">john.cavins@utoledo.edu</a>	383-3986
Collaborative	Brenda Lee	President - UT Foundation	<a href="mailto:brenda.lee@utoledo.edu">brenda.lee@utoledo.edu</a>	419-530-7730
	Lawrence Burns	Extra Comp - Instructor	<a href="mailto:lawrence.burns2@utoledo.edu">lawrence.burns2@utoledo.edu</a>	530-1228
	Joseph Shapiro	Chairperson	<a href="mailto:joseph.shapiro@utoledo.edu">joseph.shapiro@utoledo.edu</a>	383-6030

### College of Medicine - 9.2.3 Enhance Relationship with BioOhio

**Narrative description** : Enhance existing relationship with BioOhio so as to increase the mutual benefit from this relationship.

**Complete** : 50%

**Metric** : Contracts and license agreements for UT intellectual property

New high tech businesses attracted to NW Ohio

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
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	Mary Jo Smith Waldock	Asst. to President for Economi	<a href="mailto:maryjo.waldock@utoledo.edu">maryjo.waldock@utoledo.edu</a>	530-3279
	Daniel Kory	Assoc VP Technology Transfer	<a href="mailto:daniel.kory@utoledo.edu">daniel.kory@utoledo.edu</a>	383-6924
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	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251
	R. Scott Osborne	BioOhio		

### College of Medicine - 9.2.4 Enhance Relationship with the RGP

**Narrative description** : Expand and enhance the relationship of UT and spin off companies derived from UT intellectual property with the Regional Growth Partnership

**Complete** : 50%

**Metric** :

**Time** : Two to three years

**Type** : Develop new program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
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	Daniel Kory	Assoc VP Technology Transfer	<a href="mailto:daniel.kory@utoledo.edu">daniel.kory@utoledo.edu</a>	383-6924
	Akira Takashima	Professor/Chairperson	<a href="mailto:akira.takashima@utoledo.edu">akira.takashima@utoledo.edu</a>	383-5423

	Mary Jo Smith Waldock	Asst. to President for Economi	<a href="mailto:maryjo.waldock@utoledo.edu">maryjo.waldock@utoledo.edu</a>	530-3279
Collaborative	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	<a href="mailto:frank.calzonetti@utoledo.edu">frank.calzonetti@utoledo.edu</a>	383-6964
	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251
	Steve Weathers	President of the RGP		

### Segment 3

Enhance our role in business attraction, entrepreneurship, and the development of technology-based, globally competitive enterprises.

#### College of Medicine - 9.3.1 UT Biomedical Technology Showcase

**Narrative description** : Launch an annual promotional event, "UT Biomedical Technology Showcase", in which selected technologies developed in the COM will be presented to broad audiences, including individuals from the biotech and pharmaceutical industries as well as local philanthropists. If initial visit is well-received, we might charge a nominal attendance fee in future to make this self sustaining.

**Complete** : 0%

**Metric** : Attendance logs

#License agreements

#Spin-off companies

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : New resources necessary

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
Primary	Joseph Shapiro	Chairperson	<a href="mailto:joseph.shapiro@utoledo.edu">joseph.shapiro@utoledo.edu</a>	383-6030
	Daniel Kory	Assoc VP Technology Transfer	<a href="mailto:daniel.kory@utoledo.edu">daniel.kory@utoledo.edu</a>	383-6924
Collaborative	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	<a href="mailto:frank.calzonetti@utoledo.edu">frank.calzonetti@utoledo.edu</a>	383-6964
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	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251

### Segment 4

Become a leader in the revitalization of our community through knowledge-sharing partnerships to improve the region's economic, educational, health, cultural and civic quality of life.

#### College of Medicine - 9.4.1 Workforce Development In Biomedical Sciences

**Narrative description** : Develop new Graduate, undergraduate, continuing education Certificate Programs in Biomedical Sciences (and ultimately a focused STEM/Biomedical Sciences Master's degree) This would be directed at local/ NW OH biomedical science teachers (elementary and secondary) to increase number of local students interested in biomedical science graduate and professional programs

**Complete** : 0%

**Metric** : Local/regional teachers enrolled in STEM Masters

Number of teachers enrolled in certificate program

Number of local regional students who choose biomedical sciences as a career

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : Self-sustaining

Responsibility	Name	Title	Email	Phone
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Collaborative	Constance Shriner	Assistant Professor	<a href="mailto:constance.shriner@utoledo.edu">constance.shriner@utoledo.edu</a>	383-4249

## Segment 5

Strengthen our commitment to and involvement with our PK-12 educational partners to ensure that all students achieve the basic skills necessary for success in higher education and lifelong learning.

### College of Medicine - 9.5.1 HSC Pipeline Programs

**Narrative description** : Maintain/expand current HSC pipeline initiatives as a means of attracting high school and junior high students to UT main campus and eventually medical school.

Current examples:

CampMed

REACH

ToledoStarz

Gear UP

**Complete** : 100%

**Metric** : Number of participating students who apply/matriculate to UT HSC.

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : Self-sustaining

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	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251
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	Samuel Hancock	Assistant Professor	<a href="mailto:samuel.hancock@utoledo.edu">samuel.hancock@utoledo.edu</a>	383-3579
	Sandra R Rivers-Gill	Mgr Diversity Programs	<a href="mailto:sandra.rivers@utoledo.edu">sandra.rivers@utoledo.edu</a>	383-3438

### College of Medicine - 9.5.2 Science Teacher Training Programs

**Narrative description** : Development of better training programs for new (and existing) high school science/math teachers with assistance from HSC to take back to their classrooms. Encourage grant applications and corporate funding for training programs for both jr and sr high school teachers.

Current example: Imagine 2

**Complete** : 0%

**Metric** : # of grants applied for or funded

funded \$ amounts

\$ per teacher provided

**Time** : One year or less

**Type** : Develop new program

**Resource** : Self-sustaining

Responsibility	Name	Title	Email	Phone
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## Segment 6

Create a culture that promotes active lifelong learning for professional leadership, civic engagement and personal success.

### College of Medicine - 9.6.1 Patient Advocacy Group Hosting

**Narrative description** : To host local, regional, and national meetings for Patients Advocacy Groups on the COM campus. All the physicians, physician-scientists, basic scientists, staff, and trainees in the relevant areas will be encouraged to participate in the meetings.

**Complete** : 0%**Metric** : Attendance logs  
Positive press**Time** : One year or less**Type** : Maintain or grow existing program**Resource** : Self-sustaining

Responsibility	Name	Title	Email	Phone
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Collaborative	Patrick Giammarco	Marketing Manager	<a href="mailto:patrick.giammarco@utoledo.edu">patrick.giammarco@utoledo.edu</a>	383-5376
	Esther Fabian	Director Health Care Marketing	<a href="mailto:esther.fabian2@utoledo.edu">esther.fabian2@utoledo.edu</a>	383-4402

### College of Medicine - 9.6.2 Mini-Med School

**Narrative description** : Reinstitute annual Mini-Med School program as lecture series targeting diverse and wide segments of community**Complete** : 95%**Metric** : attendance  
positive press  
patient visits/philanthropy resulting from attendees**Time** : One year or less**Type** : Maintain or grow existing program**Resource** : New resources necessary

Responsibility	Name	Title	Email	Phone
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Collaborative	Constance Shriner	Assistant Professor	<a href="mailto:constance.shriner@utoledo.edu">constance.shriner@utoledo.edu</a>	383-4249
	Joseph Shapiro	Chairperson	<a href="mailto:joseph.shapiro@utoledo.edu">joseph.shapiro@utoledo.edu</a>	383-6030

### Segment 7

Provide convenient, workplace-relevant, professional development and continuing educational opportunities.

### College of Medicine - 9.7.1 Certificate Program for Clinical Research

**Narrative description** : Develop a Graduate Certificate Program in Clinical trials Research (potentially web based) to help both faculty, staff and community physicians acquire a broader knowledge base and refine relevant skills**Complete** : 0%**Metric** : # Participants  
# Clinical Trials at HSC  
\$ Received for program**Time** : One year or less**Type** : Maintain or grow existing program**Resource** : Self-sustaining

Responsibility	Name	Title	Email	Phone
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	Keith Crist	Associate Professor	<a href="mailto:keith.crist@utoledo.edu">keith.crist@utoledo.edu</a>	383-3992
Collaborative	TBA	CRC director		
	Johnnie L Early	Dean, College of Pharmacy	<a href="mailto:johnnie.early@utoledo.edu">johnnie.early@utoledo.edu</a>	530-1931
	Maria Rojeski	Associate Professor	<a href="mailto:maria.rojeski@utoledo.edu">maria.rojeski@utoledo.edu</a>	

## Segment 8

Expand community access to our rich intellectual, cultural and intercollegiate athletic opportunities.

### College of Medicine - 9.8.1 Linkage of Educational Events with Athletics

**Narrative description** : Tie major symposia/educational events/CME to campus athletic events. For example, major CME conference might be scheduled for AM of day that major home football game was scheduled (in evening).

**Complete** : 0%

**Metric** : # of events conducted, # of attendees, # of alumni who participate as guest speakers

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
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	Daniel Kory	Assoc VP Technology Transfer	<a href="mailto:daniel.kory@utoledo.edu">daniel.kory@utoledo.edu</a>	383-6924
	Joseph Shapiro	Chairperson	<a href="mailto:joseph.shapiro@utoledo.edu">joseph.shapiro@utoledo.edu</a>	383-6030
Collaborative	Akira Takashima	Professor/Chairperson	<a href="mailto:akira.takashima@utoledo.edu">akira.takashima@utoledo.edu</a>	383-5423
	Doug Wilkerson	Professor/Vp For Research Adm	<a href="mailto:doug.wilkerson@utoledo.edu">doug.wilkerson@utoledo.edu</a>	383-4251
	William Davis	Professor	<a href="mailto:william.davis@utoledo.edu">william.davis@utoledo.edu</a>	383-4547

### College of Medicine - 9.8.2 Research Triangle of the Midwest

**Narrative description** : Develop an innovative intra-state cooperative development and educational relationship with universities in Ann Arbor and Detroit, MI, USA and Winsor Canada. Specifically, provide students from the HSC and Main Campus (primarily graduate level) the opportunity to study and work in positions throughout southeast Michigan – and facilitate graduate students from their institutions the opportunity to take classes, pursue research projects, and consider faculty positions at UT as if they were residents of the state of Ohio. Furthermore, this would spearhead multi-institutional training and research grants in healthcare delivery systems and health care products/devices/biotechnology, and provide UT faculty the opportunity to participate in research projects with high-tech companies throughout Southeast Michigan. Ideally, these companies might subsequently consider setting up offices for said companies on our campuses and associated tech parks.

**Complete** : 0%

**Metric** : Develop these agreements with UMICH, Wayne State Univ, Michigan State University, Henry Ford Health Systems, etc..

# of students with joint research career paths

# of dollars exchanged between institutions and businesses throughout SE Michigan and NW Ohio

# business relocating to NW Ohio

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - space, external/grant funding, operating budget, capital budget, private funding, entrepreneurial funding, faculty/staff

Responsibility	Name	Title	Email	Phone
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	Mary R. Smith	Professor	<a href="mailto:marvr.smith@utoledo.edu">marvr.smith@utoledo.edu</a>	383-4411
	Marcy Kaptur	Rep, US House of Representatives		

### College of Medicine - 9.8.3 Synchronizing Health Fair with Athletic Events

**Narrative description :** Develop a health screening program to be held for the benefit of spectators at athletic events. This would potentially involve medical students, residents and faculty in concert with students and staff from other health oriented colleges providing BP determinations as well as simple on site laboratory assessments (e.g., cholesterol, hemoglobin A1C, creatinine) for spectators interested in having these screening tests.

**Complete :** 0%

**Metric :** Cases screened.

Referrals to UT physicians/UTMC

**Time :** Two to three years

**Type :** Develop new program

**Resource :** New resources necessary - space, external/grant funding, operating budget, capital budget, private funding, entrepreneurial funding, faculty/staff

Responsibility	Name	Title	Email	Phone
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	Basil Akpunonu	Professor	<a href="mailto:basil.akpunonu@utoledo.edu">basil.akpunonu@utoledo.edu</a>	383-5614
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	Linda French	Professor/Chairperson	<a href="mailto:linda.french@utoledo.edu">linda.french@utoledo.edu</a>	383-5572
	Ragheb Assaly	Associate Professor	<a href="mailto:ragheb.assaly@utoledo.edu">ragheb.assaly@utoledo.edu</a>	383-3543

### Segment 9

Champion the development of a "University Town District" in the areas adjacent to the Main Campus that integrates university, community and private partnerships as appropriate.

### College of Medicine - No Applicable Initiatives

### Segment 10

Align university research, workforce development and engagement efforts with the community in the following UT Signature Areas:

- Advanced Materials
- Biosciences and Health Care
- Advanced Engineering and Manufacturing
- Alternative and Advanced Energy
- Logistics and Distribution

### Segment 11

Please add any additional related outcome goals.

### College of Medicine - No Applicable Initiatives

### Segment 12

Items pending removal.

## College of Medicine - No Applicable Initiatives

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### Archiving Principles

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#### Segment 1

The University will identify and capitalize on new opportunities arising from the merger and other factors.

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#### College of Medicine - 10.1.1 Interdisciplinary Research Opportunities

**Narrative description** : The UT COM will work through the COM Research Advisory Council to identify specific ongoing or potential research opportunities for COM faculty and students. Shared research space and other resources will be key.

**Complete** : 25%

**Metric** : Number of new interdisciplinary research programs, publications, presentations / year

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
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Collaborative				

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#### College of Medicine - 10.1.2 Translational Research Stimulation Awards

**Narrative description** : Award five new translational research stimulation grants for dual college/campus translational health related research

**Complete** : 70%

**Metric** : Number of awarded grants. Number of NIH/NSF submissions and awards resulting.

**Time** : Two to three years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - space, operating budget

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	<a href="mailto:jeffrey.gold@utoledo.edu">jeffrey.gold@utoledo.edu</a>	383-4243
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Collaborative				

---

#### College of Medicine - 10.1.3 Main Campus Health Center

**Narrative description** : Develop comparable HSC and MC student and employee/staff health services.

**Complete** : 0%

**Metric** : Comparable dual campus access and services.

**Time** : One year or less

**Type** : Maintain or grow existing program

**Resource** : Self-sustaining

Responsibility	Name	Title	Email	Phone
Overall	Bill [William] G. Logie	VP HR and Campus Security	<a href="mailto:bill.logie@utoledo.edu">bill.logie@utoledo.edu</a>	530-5435
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Collaborative				

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#### Segment 2

The University must respond to labor market needs in and beyond the northwest Ohio region.

---

### Segment 3

The University must respond to the opportunities and challenges presented by our expanding global context.

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#### College of Medicine - 10.3.1 World Renowned Research

**Narrative description** : The College of Medicine's research programs will be nationally and internationally distinguished and ranked among the very best. Our best programs will be of such high renown that the University of Toledo College of Medicine will be among the first institutions that come to mind when research in those areas is mentioned.

**Complete** : 0%

**Metric** : Increased number of publications of faculty's original research in prestigious journals

Increased number of invited reviews in prestigious journals

Increased faculty membership on NIH and other study sections

UT faculty election into the National Academy of Science

Awarding of the Nobel Prize and other prestigious research awards to UT COM faculty member(s)

**Time** : Four to five years

**Type** : Maintain or grow existing program

**Resource** : New resources necessary - space, external/grant funding, operating budget, capital budget, private funding, entrepreneurial funding, faculty/staff

Responsibility	Name	Title	Email	Phone
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Collaborative				

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### Segment 4

The University will establish and expand distinctive collaborative projects and endeavors with local and regional businesses, governmental agencies, PK-12 educational systems, other universities and healthcare organizations.

---

### Segment 5

The University commits itself to the identification of appropriate assessment metrics, acquisition of outcomes data, and a process of ongoing outcome-oriented, strategic self-examination.

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### Segment 6

The University will adopt innovative risk assessment and management strategies that expand the University's capabilities through experience and reduce our overall costs.

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### Segment 7

The University will develop a process and implementation timeline for this strategic planning process, including alignment with academic, support and auxiliary unit strategic plans, development of specific action items and the creation of implementation plans.

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### Segment 8

The University will include the utilization of existing strategic committees and organizational groups and the development of new groups, only as necessary.

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### Segment 9

The University will utilize a model of shared governance to realize our vision and to achieve the strategic objectives outlined in this document.

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### Segment 10

Please add any additional related outcome goals.

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## Segment 11

Items pending removal.

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For questions or assistance with the Prism software, contact [webmaster@utoledo.edu](mailto:webmaster@utoledo.edu) or the IT Help Desk at ext. 2400.  
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