

Strategic Planning Prism

The bridge to tracking and aligning your strategic directions



College of Medicine Strategic Prism - 2008 -09

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.

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.

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.

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.

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 UTCOM. 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 : 95% (% Complete updated 3/28/2010 by jgold)

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

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	jeffrey_gold@utoledo.edu	383-4243
	Rosemary Haggett	Provost, Executive VP Academic	rosemary_haggett@utoledo.edu	
Primary	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	419-383-3780
	Christopher Bork	Prof & Dir, Homeland Security	christopher.bork@utoledo.edu	383-6301
	Sandra R Rivers-Gill	Mgr Diversity Programs	sandra_rivers@utoledo.edu	383-3438
	Robert Crissman	Associate Professor	robert.crissman@utoledo.edu	383-4120
	Kathy Vasquez	Assoc VP Govt Rel/Dir Ahec Rh	kathy.vasquez@utoledo.edu	383-4880
	Donald Godfrey	Professor	donald.godfrey@utoledo.edu	383-3571
Collaborative	Shanda Gore	Dir Diversity Mktg/Rec/Retentn	shanda.gore@utoledo.edu	383-6538
	Kevin Kucera	Assoc. VP for Enrollment Servi	kevin.kucera@utoledo.edu	419-530-5742
	Randall Ruch	Associate Professor	randall_ruch@utoledo.edu	419-383-4131
	Richard Montgomery	Director	richard.montgomery@utoledo.edu	419-530-5191
	Patricia Hogue	Chairperson	patricia.hoque@utoledo.edu	419-383-4807

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 : 11%

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

Time : One to two 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	jeffrey_gold@utoledo.edu	383-4243
Primary	Kathy Vasquez	Assoc VP Govt Rel/Dir Ahec Rh	kathy.vasquez@utoledo.edu	383-4880
Collaborative	Christine N. Hinko	Professor/Assoc. Dean Of Stude	christine.hinko@utoledo.edu	530-1904

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 - capital budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
Primary	Margaret M. Traband	Professor/Interim Dean	margaret.traband@utoledo.edu	530-5308
	Robert Crissman	Associate Professor	robert.crissman@utoledo.edu	383-4120
	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	383-3780

Collaborative	Carlos Baptista	Associate Professor	carlos.baptista@utoledo.edu	383-4283
	Randall Ruch	Associate Professor	randall.ruch@utoledo.edu	383-4131

College of Medicine - 4.1.4 Baccalaureate/MD Program

Narrative description : Sustain the recently implemented Baccalaureate/MD program with the College of Arts & Science and monitor the progress of the students currently in the pipeline.

Complete : 100% (% Complete updated 3/28/2010 by jgold)

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

Time : One to two years

Type : Maintain or grow existing program

Resource : Self-sustaining

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	383-3780
	Robert Crissman	Associate Professor	robert.crissman@utoledo.edu	383-4120
Collaborative	Christine A. Habrecht	Assistant Dean For Student Ser	christine.habrecht@utoledo.edu	419-530-2671
	Sharon L. Schnarre	Advisor/Adjunct Professor	sharon.schnarre@utoledo.edu	419-530-2102

College of Medicine - 4.1.5 Baccalaureate/Ph.D. BiomedSci Program

Narrative description : Establish Baccalaureate/Ph.D. BiomedSci program with applicable UT Colleges (i.e. Arts & Sciences; Pharmacy)

Complete : 30% (% Complete updated 3/28/2010 by jgold)

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

Time : One to two years

Type : Maintain or grow existing program

Resource : Self-sustaining

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Dorothea Sawicki	Prof/Assoc Dean Health Science	dorothea.sawicki@utoledo.edu	419-383-4113
	Johnnie L Early	Dean, College of Pharmacy	johnnie.early@utoledo.edu	530-1931
Collaborative	Robert Blumenthal	Professor	robert.blumenthal@utoledo.edu	383-5422
	Randall Ruch	Associate Professor	randall.ruch@utoledo.edu	383-4131

College of Medicine - 4.1.6 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 : 90% (% Complete updated 3/28/2010 by jgold)

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

Time : One to two years

Type : Maintain or grow existing program

Resource : Self-sustaining

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Sherry Andrews	Dir, Ctr Creative Instruction	sherry.andrews@utoledo.edu	383-7466
	John Cavins	Director Of Academic Computing	john.cavins@utoledo.edu	383-3986
Collaborative	Robert Blumenthal	Professor	robert.blumenthal@utoledo.edu	383-5422
	Carlos Baptista	Associate Professor	carlos.baptista@utoledo.edu	383-4283

Patricia Metting	Professor	patricia.metting@utoledo.edu	419-383-5452
Michael Bisesi	Prof & Chair, Sr. Assoc Dean	michael.bisesi@utoledo.edu	419-383-4235

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, signage, 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

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Kathy Vasquez	Assoc VP Govt Rel/Dir Ahec Rh	kathy.vasquez@utoledo.edu	383-4880
	Vicki L Riddick	Dir Comm Wellness/Hlth Promo	vicki.riddick@utoledo.edu	383-6406
	Stephen M. Roberts	Associate Professor	stephen.roberts@utoledo.edu	530-2765
Collaborative	Scott C. Molitor	Associate Professor/Undergrad	scott.molitor@utoledo.edu	530-8168
	Vijay K. Goel	Endowed Chair and McMaster Ga	vijay.goel@utoledo.edu	530-8035
	John Adams	Director Of Institutional Comm	john.adams@utoledo.edu	383-5227
	Kevin Kucera	Assoc. VP for Enrollment Servi	kevin.kucera@utoledo.edu	530-5742

College of Medicine - 4.2.2 STEMM Tracking of Undergraduate Applicants and Matriculants

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 STEMM pipeline participants, to include identifiers, which follow to UT HSC enrollment.

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	jeffrey.gold@utoledo.edu	383-4243
	Rosemary Haggett	Provost, Executive VP Academic	rosemary.haggett@utoledo.edu	
Primary	Bin Ning	Director of Institutional Rese	bin.ning@utoledo.edu	419-530-1242
Collaborative	John Cavins	Director Of Academic Computing	john.cavins@utoledo.edu	383-3986
	Sherry Andrews	Dir, Ctr Creative Instruction	sherry.andrews@utoledo.edu	383-7466
	Kathy Vasquez	Assoc VP Govt Rel/Dir Ahec Rh	kathy.vasquez@utoledo.edu	383-4880

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

Narrative description : Continuation and monitoring of Imagine 2 grant regarding the science training programs for TPS science and math

teachers.

Complete : 20%

Metric : Number of teachers who complete the program. Number of problem based learning modules implemented in the classroom.

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Robert Crissman	Associate Professor	robert.crissman@utoledo.edu	383-4120
	Mark Templin	Associate Professor	mark.templin@utoledo.edu	530-8458
Collaborative	Charlene M. Czerniak	Professor & Director	cczerni@utoledo.edu	530-2094

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 : 50% (% Complete updated 3/28/2010 by jgold)

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

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
	Michael Bisesi	Prof & Chair, Sr. Assoc Dean	michael.bisesi@utoledo.edu	419-383-4235
Primary	Roy Schneider	Manager, Medical Illustration	roy.schneider@utoledo.edu	419-383-7471
	Carlos Baptista	Associate Professor	carlos.baptista@utoledo.edu	383-4283
Collaborative	Mark Hankin	Associate Professor	mark.hankin@utoledo.edu	383-4129
	Sherry Andrews	Dir, Ctr Creative Instruction	sherry.andrews@utoledo.edu	383-7466
	Tonya Floyd-Bradstock	Medical Illustrator	tonya.floyd-bradstock@utoledo.edu	419-383-7468

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) BDLS or CDLS- (all health related majors)

Complete : 20% (% Complete updated 3/28/2010 by jgold)

Metric : number of students completing BLS, BDLS or CDLS

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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Christopher Bork	Prof & Dir, Homeland Security	christopher.bork@utoledo.edu	383-6301
	Kris Brickman	Associate Professor	kris.brickman@utoledo.edu	383-3888
Collaborative	Michael Bisesi	Chairperson	michael.bisesi@utoledo.edu	383-4235
	Representative from Owens			

	Community College	to be determined		
Collaborative	Wright State University Medical Reserve Corp.	Stewart Kerr		
	Paul Rega	Associate Professor	paul.rega@utoledo.edu	
	James Cress	Dir Nwo Paramedic Pr	james.cress@utoledo.edu	419-383-6724

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 College of Medicine Graduate 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 program, to enroll, by permission, in designated graduate 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 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Randall Ruch	Associate Professor	randall.ruch@utoledo.edu	419-383-4131
	Nagi - Dean, Univ of Toledo College of Engineering Naganathan	Dean/Professor	gnagana@utoledo.edu	530-8000
Collaborative	Johnnie L Early	Dean, College of Pharmacy	johnnie.early@utoledo.edu	530-1931
	Michael Bisesi	Prof & Chair, Sr. Assoc Dean	michael.bisesi@utoledo.edu	419-383-4235
	Robert Blumenthal	Professor	robert.blumenthal@utoledo.edu	419-383-5422

Segment 5

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

College of Medicine - No Applicable Initiatives

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 - No Applicable Initiatives

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 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 : 50%

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 to two years

Type : Develop new program

Resource : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
	Rosemary Haggett	Provost, Executive VP Academic	rosemary.haggett@utoledo.edu	
Primary	Dorothea Sawicki	Prof/Assoc Dean Health Science	dorothea.sawicki@utoledo.edu	419-383-4113
Collaborative	Randall Ruch	Associate Professor	randall.ruch@utoledo.edu	419-383-4131

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 Migration of Graduate level science courses to online/distance learning format

Narrative description : Plan to migrate graduate level science courses to an online format in order to encourage participation from a broader range of working students.

Complete : 0%

Metric : Number of students enrolled in these HSC courses

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	jeffrey.gold@utoledo.edu	419-383-4243
Primary	Robert Blumenthal	Professor	robert.blumenthal@utoledo.edu	419-383-5422
Collaborative	John Cavins	Director Of Academic Computing	john.cavins@utoledo.edu	419-383-3986

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 Health & Wellness 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 : 100% (% Complete updated 3/28/2010 by jgold)

Metric : Number of undergraduate students in residence. Number of medical students who seek positions. Number of participants that subsequently apply/matriculate at UTCOM 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Patricia Metting	Professor	patricia.metting@utoledo.edu	383-5452
Collaborative	Kaye Patten Wallace	Vice President	kaye.pattenwallace@utoledo.edu	530-2665
	Patricia Hogue	Chairperson	patricia.hoque@utoledo.edu	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 - operating budget, capital budget, private funding, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Kris Brickman	Associate Professor	kris.brickman@utoledo.edu	419-383-3888
Collaborative	Sudershan Pasupuleti	Associate Professor/Dir of FYE	sudershan.pasupuleti@utoledo.edu	530-5338
	Marietta Morrissey	Acting Associate Dean for the	marietta.morrissey@utoledo.edu	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	jeffrey.gold@utoledo.edu	383-4243
Primary	Kathy Vasquez	Assoc VP Govt Rel/Dir Ahec Rh	kathy.vasquez@utoledo.edu	383-4880
	Robert Crissman	Associate Professor	robert.crissman@utoledo.edu	383-4120
Collaborative	Christopher Bork	Prof & Dir, Homeland Security	christopher.bork@utoledo.edu	383-6301
	Howard B Newman	Assoc VP, Development, HSC	howard.newman@utoledo.edu	419-383-6840

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 : 90% (% Complete updated 3/28/2010 by jgold)

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

Time : One to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Sherry Andrews	Dir, Ctr Creative Instruction	sherry.andrews@utoledo.edu	383-7466
Collaborative	John Cavins	Director Of Academic Computing	john.cavins@utoledo.edu	419-383-3986

College of Medicine - 5.1.2 Recruiter(s) for graduate programs

Narrative description : Hire a full-time position(s) 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 : 50% (% Complete updated 3/28/2010 by jgold)

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Dorothea Sawicki	Prof/Assoc Dean Health Science	dorothea.sawicki@utoledo.edu	419-383-4113
	Lawrence Burns	Extra Comp - Instructor	lawrence.burns2@utoledo.edu	530-1228
Collaborative	Randall Ruch	Associate Professor	randall.ruch@utoledo.edu	419-383-4131
	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	419-383-3780

Segment 2

Expand existing and add new graduate level programs in STEM² 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 : 33% (% Complete updated 12/15/2008 by jgold)

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Dorothea Sawicki	Prof/Assoc Dean Health Science	dorothea.sawicki@utoledo.edu	419-383-4113
	Michael Bisesi	Prof & Chair, Sr. Assoc Dean	michael.bisesi@utoledo.edu	419-383-4235
Collaborative	Bina Joe	Associate Professor	bina.joe@utoledo.edu	419-383-4415
	Randall Ruch	Associate Professor	randall.ruch@utoledo.edu	419-383-4131

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 : 100% (% Complete updated 3/28/2010 by jgold)

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 - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030
	Roland Skeel	Professor	roland.skeel@utoledo.edu	383-3727

Collaborative	Iman Mohamed	Associate Professor	iman.mohamed@utoledo.edu	383-3747
	Ragheb Assaly	Professor	ragheb.assaly@utoledo.edu	419-383-3543

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 - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
Collaborative	Randall Schlievert	Associate Professor	randall.schlievert@utoledo.edu	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 : 100% (% Complete updated 3/28/2010 by jgold)

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, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Catherine Marco	Professor	catherine.marco@utoledo.edu	419-383-6343
	Kris Brickman	Associate Professor	kris.brickman@utoledo.edu	383-3888
Collaborative	Paul Rega	Associate Professor	paul.rega@utoledo.edu	
	Mary R. Smith	Professor	maryr.smith@utoledo.edu	419-383-4411

College of Medicine - 5.2.5 Orthopedics residency expansion

Narrative description : Expand existing graduate medical education orthopedic residency

Complete : 100% (% Complete updated 3/28/2010 by jgold)

Metric : Recruit additional resident for year one

Time : One to two years

Type : Develop new program

Resource : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Nabil Ebraheim	Chairperson	nabil.ebraheim@utoledo.edu	419-383-3761
Collaborative	Mary R. Smith	Professor	maryr.smith@utoledo.edu	419-383-4411

College of Medicine - 5.2.6 Public Health Graduate Certificate Program

Narrative description : Develop new Graduate Certificate programs in Public Health(e.g. Global Public Health; Biostatistics, Biostatistics and Epidemiology, Biostatistics and Clinical Research)

Complete : 100% (% Complete updated 12/15/2008 by jgold)

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Sheryl Milz	Assist Prof/Interim Chair	sheryl.milz@utoledo.edu	419-383-3976
Collaborative	Randall Ruch	Associate Professor	randall.ruch@utoledo.edu	383-4131

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

Narrative description : Expand options and increase enrollments in the MD/MPH program

Complete : 100% (% Complete updated 3/28/2010 by jgold)

Metric : Number of students enrolled in MD/MPH program

Time : Two to three years

Type : Develop new program

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

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Dorothea Sawicki	Prof/Assoc Dean Health Science	dorothea.sawicki@utoledo.edu	419-383-4113
Collaborative	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	419-383-3780
	Randall Ruch	Associate Professor	randall.ruch@utoledo.edu	419-383-4131

College of Medicine - 5.2.8 Expand Education & Training Grants

Narrative description : Identify and apply for an increased number of educational external funds for support of COM programs. This would include programs such as the Medical Scientist Training Program, NIH F-32, etc.

Complete : 0%

Metric : Number of new funding sources

Time : One to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4252
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030
	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	frank.calzonetti@utoledo.edu	383-6964
	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103
Collaborative	Akira Takashima	Professor/chairperson	akira.takashima@utoledo.edu	419-383-5423
	John Greenfield	Associate Professor	john.greenfield@utoledo.edu	419-383-3856
	James Willey	Professor	james.willey2@utoledo.edu	419-383-3543

College of Medicine - 5.2.9 Enhance Extramural Fellowship funding for clinical and research training post residency

Narrative description : Identify and secure extramural funds to support clinical and research training for post core residency fellowship positions.

Complete : 55% (% Complete updated 3/28/2010 by jgold)

Metric : Number of fellows supported by external funds

Time : Two to three years

Type : Maintain or grow existing 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	jeffrey_gold@utoledo.edu	383-4243
Primary	Mary R. Smith	Professor	maryr.smith@utoledo.edu	419-383-4411
	Michael Bisesi	Chairperson	michael.bisesi@utoledo.edu	383-4235
	John Greenfield	Associate Professor	john.greenfield@utoledo.edu	383-3856
	James Willey	Professor	james.willey2@utoledo.edu	383-3543
	Gerald Zelenock	Chairperson	gerald.zelenock@utoledo.edu	383-6298
	Joseph Shapiro	Chairperson	joseph_shapiro@utoledo.edu	383-6030
	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103
	Lawrence Elmer	Associate Professor	lawrence.elmer@utoledo.edu	419-383-3760
	Collaborative	Peter TEMESY-ARMOS	Professor	peter.temesy-armos@utoledo.edu
Yousuf Kanjwal		Associate Professor	yousuf.kanjwal@utoledo.edu	419-383-3697
William Colyer		Assistant Professor	william.colyer@utoledo.edu	419-383-3925
Joan Duggan		Associate Professor	joan.duggan@utoledo.edu	419-383-4328
Deepak Malhotra		Professor	deepak.malhotra@utoledo.edu	419-383-3705
Dan Olson		Professor	dan.olson@utoledo.edu	419-383-3543
Jeffrey Hammersley		Associate Professor	jeffrey_hammersley@utoledo.edu	419-383-3543
Nabil Ebraheim		Chairperson	nabil.ebraheim@utoledo.edu	419-383-3761

College of Medicine - 5.2.10 Adding Research to GME core residency 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 : 55% (% Complete updated 3/28/2010 by jgold)

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, operating budget, capital budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
Primary	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
	Joseph Shapiro	Chairperson	joseph_shapiro@utoledo.edu	383-6030
	Gerald Zelenock	Chairperson	gerald.zelenock@utoledo.edu	383-6298
	Randall Schlievert	Associate Professor	randall.schlievert@utoledo.edu	251-8095
	James Willey	Professor	james.willey2@utoledo.edu	419-383-3543
Collaborative	John Greenfield	Associate Professor	john.greenfield@utoledo.edu	419-383-3856
	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103
	Akira Takashima	Professor/chairperson	akira.takashima@utoledo.edu	419-383-5423

College of Medicine - 5.2.11 Medical Student Summer Research Work Study Program Expansion

Narrative description : Expand the Medical Student Summer Research Work Study Program to accommodate more College of Medicine students.

Complete : 50% (% Complete updated 3/28/2010 by jgold)

Metric : Increase number of work study 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, private funding, entrepreneurial funding, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
	Patricia Metting	Professor	patricia.metting@utoledo.edu	419-383-5452
Primary	Keith Crist	Associate Professor	keith.crist@utoledo.edu	383-3992
Collaborative	Robert Crissman	Associate Professor	robert.crissman@utoledo.edu	419-383-4120
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	419-383-6030

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

Narrative description : Promote the MD/MS basic and clinical science programs as a means of providing an additional year of research training to medical students.

Complete : 50% (% Complete updated 12/15/2008 by jgold)

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

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Dorothea Sawicki	Prof/Assoc Dean Health Science	dorothea.sawicki@utoledo.edu	419-383-4113
	Carol Bennett-Clarke	Associate Professor	carol.bennett-clark@utoledo.edu	383-4115
Collaborative	Randall Ruch	Associate Professor	randall.ruch@utoledo.edu	419-383-4131
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	419-383-6030

College of Medicine - 5.2.13 MD/PhD program expansion

Narrative description : Expand and externally 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 : 10% (% Complete updated 3/28/2010 by jgold)

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 - operating budget, capital budget, private funding, entrepreneurial funding

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	John Greenfield	Associate Professor	john.greenfield@utoledo.edu	383-3856
	Michael Bisesi	Chairperson	michael.bisesi@utoledo.edu	383-4235
Collaborative	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103
	Randall Ruch	Associate Professor	randall.ruch@utoledo.edu	419-383-4131

College of Medicine - 5.2.14 MD/PhD scholarship endowments

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

Complete : 0%

Metric : Increased number of new scholarships funded through UT Foundation

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Howard B Newman	Assoc VP, Development, HSC	howard.newman@utoledo.edu	419-383-6840
	Brenda Lee	President - UT Foundation	brenda.lee@utoledo.edu	419-530-7730
Collaborative	Vern Snyder	VP Institutional Advancement	vern.snyder@utoledo.edu	530-4249
	John Greenfield	Associate Professor	john.greenfield@utoledo.edu	419-383-3856
	Daniel J. Saevig	Associate Vice President	daniel.saevig@utoledo.edu	419-530-4008

College of Medicine - 5.2.15 UTP Sponsored scholarship program

Narrative description : Develop MD and MD/PhD scholarship programs sponsored by the University of Toledo Physicians group

Complete : 0%

Metric : Number of new scholarships offered

Time : One to two years

Type : Maintain or grow existing program

Resource : New resources necessary - private funding

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	419-383-6030
	Lee Woldenberg	Professor/Chairperson	lee.woldenberg@utoledo.edu	383-3428
Collaborative	Gerard Otten	Executive Dir UT Physicians	gerard.otten@utoledo.edu	419-383-7138

College of Medicine - 5.2.16 Internal Medicine Graduate Medical Education GIM Fellowships

Narrative description : Develop new graduate medical education fellowship programs in Internal Medicine which includes fellowship in General Internal Medicine, Cardiology Subspecialties, oncology, rheumatology and others

Complete : 50% (% Complete updated 3/28/2010 by jgold)

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 - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030
	Basil Akpunonu	Professor	basil.akpunonu@utoledo.edu	419-383-5614
Collaborative	Christopher Lynn	Associate Professor	christopher.lynn@utoledo.edu	419-383-5614
	Michael Bisesi	Prof & Chair, Sr. Assoc Dean	michael.bisesi@utoledo.edu	419-383-4235
	ANAND MUTGI	Professor	anand.mutgi@utoledo.edu	419-383-5614

College of Medicine - 5.2.17 Internal Medicine Graduate Medical Education

Narrative description : Develop a fellowship in Rheumatology

Complete : 75% (% Complete updated 3/28/2010 by jgold)

Metric : Obtain approval for the program Recruit one fellow each year for each new program.

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Bashar Kahaleh	Professor	bashar.kahaleh@utoledo.edu	419-383-3742
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030
Collaborative	Mary R. Smith	Professor	maryr.smith@utoledo.edu	419-383-4411
	Ragheb Assaly	Professor	ragheb.assaly@utoledo.edu	419-383-3543

College of Medicine - 5.2.18 Internal Medicine Graduate Medical Education

Narrative description : Develop a fellowship in Cardiac-electro physiology.

Complete : 100% (% Complete updated 12/24/2008 by jshapiro)

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 - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Yousuf Kanjwal	Associate Professor	yousuf.kanjwal@utoledo.edu	419-383-3697
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030
Collaborative	Mary R. Smith	Professor	maryr.smith@utoledo.edu	419-383-4411
	Christopher Cooper	Professor	christopher.cooper@utoledo.edu	419-383-3697
	Ragheb Assaly	Professor	ragheb.assaly@utoledo.edu	419-383-3543

College of Medicine - 5.2.19 Internal Medicine Graduate Medical Education

Narrative description : Develop a Sleep Medicine fellowship.

Complete : 100% (% Complete updated 12/24/2008 by jshapiro)

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 - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Jeffrey Hammersley	Associate Professor	jeffrey.hammersley@utoledo.edu	419-383-3543
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030
Collaborative	Ragheb Assaly	Professor	ragheb.assaly@utoledo.edu	419-383-3543
	Mary R. Smith	Professor	maryr.smith@utoledo.edu	419-383-4411

College of Medicine - 5.2.20 MD/MBA Dual-degree program expansion

Narrative description : Expand options and increase enrollments in the dual-degree MD/MBA program.

Complete : 100% (% Complete updated 3/28/2010 by jgold)

Metric : Number of students enrolled in the MD/MBA program. Number of elective offerings for cross-credit

Time : Two to three years

Type : Maintain or grow existing program

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

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
	Thomas Gutteridge	Dean/Professor	thomas.gutteridge@utoledo.edu	419-530-4612
Primary	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	419-383-3780
	Michael Bisesi	Prof & Chair, Sr. Assoc Dean	michael.bisesi@utoledo.edu	419-383-4235
Collaborative	David Chatfield	Director, Emba/Mba Programs	david.chatfield@utoledo.edu	419-530-2775
	Sonny S. Ariss	Professor & Interim Chairman	sonny.ariss@utoledo.edu	419-530-4060

College of Medicine - 5.2.21 PhD/Certificate and MD/Certificate Programs

Narrative description : Increase enrollments in combined PhD/Certificate and MD/Certificate programs.

Complete : 10% (% Complete updated 12/15/2008 by jgold)

Metric : Number of new programs offered

Time : Two to three years

Type : Develop new program

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

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
Primary	Dorothea Sawicki	Prof/Assoc Dean Health Science	dorothea_sawicki@utoledo.edu	419-383-4113
	Randall Ruch	Associate Professor	randall_ruch@utoledo.edu	419-383-4131
Collaborative	Robert Blumenthal	Professor	robert.blumenthal@utoledo.edu	419-383-5422
	Barbara Kopp Miller	Associate Professor	barbara.koppmiller@utoledo.edu	419-383-4289
	Sheryl Milz	Associate Professor	sheryl.milz@utoledo.edu	419-383-3976

College of Medicine - 5.2.22 Expand Dentistry Graduate Medical Education Programs

Narrative description : Currently there is a General Practice Residency (5 residents in place)in the division of dentistry. The plan is to develop additional graduate medical education programs in the division of dentistry which will be 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 : 30% (% Complete updated 12/15/2008 by jgold)

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 : 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	jeffrey_gold@utoledo.edu	383-4243
Primary	William Davis	Professor	william.davis@utoledo.edu	383-4547
Collaborative	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411

College of Medicine - 5.2.23 Develop Undergraduate Medical student Experiences at the St. Joseph Mercy Health System sites

Narrative description : This program is intended to develop medical student rotations in each of the seven required clinical clerkships, to include, Internal Medicine, Family Medicine, Pediatrics, Psychiatry, Ob/Gyn, Neurology and Surgery. Program development will include a fully executed educational agreement for College of Medicine Students and appropriate clerkship agreements with faculty and clerkship objectives.

Complete : 90% (% Complete updated 3/28/2010 by jgold)

Metric : 2 medical students from each required clerkship on rotation at all times Housing to be provided for all students as needed

Time : One to two 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	jeffrey.gold@utoledo.edu	419-383-4243
Primary	Imran Ali	Professor	imran.ali@utoledo.edu	419-383-3544
	Patricia Munier	Administrative Assistant 2	patricia.munier@utoledo.edu	419-383-4455
Collaborative	Patricia Metting	Professor	patricia.metting@utoledo.edu	419-383-5452
	Mary R. Smith	Prof/Assoc Dean for Grad MedEd	maryr.smith@utoledo.edu	419-383-4411

College of Medicine - 5.2.24 Health Sciences student master educational affiliation agreement with the St. Joseph Mercy Health System

Narrative description : The University of Toledo and St. Joseph Mercy Health System will develop a broad educational affiliation agreement to permit health sciences students from UT to have some of their clinical experiences in the St. Joseph Mercy system

Complete : 20% (% Complete updated 3/28/2010 by jgold)

Metric : Fully executed affiliation agreement

Time : One to two years

Type : Develop new program

Resource : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/exec Vp Hlth Affr/dean	jeffrey.gold@utoledo.edu	419-383-4243
Primary	Mary R. Smith	Professor	maryr.smith@utoledo.edu	419-383-4411
	Imran Ali	Professor	imran.ali@utoledo.edu	419-383-3544
	Bryan Pyles	Assoc Vp Financ/strategic Plan	bryan.pyles@utoledo.edu	419-383-4246
	Lauri Cooper	Vice Pres. & General Counsel	lauri.cooper@utoledo.edu	419-383-4577
Collaborative	Johnnie L - Dean, Univ of Toledo College of Pharmacy Early	Dean, College of Pharmacy	johnnie.early@utoledo.edu	419-530-1931
	Beverly J Schmoll	Prof/Dean of HSHS	beverly.schmoll@utoledo.edu	419-530-5451
	Tim Gaspar	Professor & Dean	tim.gaspar@utoledo.edu	419-383-5858

College of Medicine - 5.2.25 Institutional GME Affiation agreement with St. Joseph Mercy Health System

Narrative description : There is a desire to develop and implement and Institutional Affiliation agreement for Graduate Medical education between UT and the St. Joseph Health Sytem.

Complete : 50%

Metric : Complete and fully execute an Institutional affiliation agreement between UT and St. Joseph Mercy Health system to permit the growth of program level agreements to support UT residencies.

Time : One to two years

Type : Develop new program

Resource : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/exec Vp Hlth Affr/dean	jeffrey.gold@utoledo.edu	419-383-4243
Primary	Mary R. Smith	Professor	maryr.smith@utoledo.edu	419-383-4411
	Randall Schlievert	Associate Professor	randall.schlievert@utoledo.edu	419-251-8095
Collaborative	Lauri Cooper	Vice Pres. & General Counsel	lauri.cooper@utoledo.edu	419-383-4577
	Bryan Pyles	Assoc Vp Financ/strategic Plan	bryan.pyles@utoledo.edu	419-383-4246

College of Medicine - 5.2.26 Develop An Approved Spine Fellowship with SJMHS

Narrative description : The Ut orthopedic surgery residency wishes to support the development of a fully approved spine fellowship in conjunction with the Spine Center in the SJMHS

Complete : 100% (% Complete updated 3/28/2010 by jgold)

Metric : ACGME approval of the Spine Fellowship

Time : One to two years

Type : Develop new program

Resource : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/exec Vp Hlth Affr/dean	jeffrey.gold@utoledo.edu	419-383-4243
Primary	Nabil Ebraheim	Chairperson	nabil.ebraheim@utoledo.edu	419-383-3761
	Mary R. Smith	Professor	maryr.smith@utoledo.edu	419-383-4411
Collaborative	Randall Schlievert	Associate Professor	randall.schlievert@utoledo.edu	419-251-8095
	Lauri Cooper	Vice Pres. & General Counsel	lauri.cooper@utoledo.edu	419-383-4577

College of Medicine - 5.2.27 American Society Transplant Surgeons approved Renal Transplant Fellowship

Narrative description : There is a need for increasing numbers of renal transplant surgeons. In response to this need the UT will develop an ASTS approved renal transplant fellowship and recruit appropriate candidates into the fellowship.

Complete : 50% (% Complete updated 12/15/2008 by jgold)

Metric : Approved Renal Transplant fellowship with an appropriate candidate recruited and funded.

Time : Two to three years

Type : Develop new program

Resource : New resources necessary - space, operating budget

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/exec Vp Hlth Affr/dean	jeffrey.gold@utoledo.edu	419-383-4243
Primary	Michael Reese	Research GA Masters	michael.reese@utoledo.edu	
	Mary R. Smith	Professor	maryr.smith@utoledo.edu	419-383-4411
Collaborative	Randall Schlievert	Associate Professor	randall.schlievert@utoledo.edu	419-251-8095

College of Medicine - 5.2.28 St.Luke's Hospital/UT Geriatrics fellowship

Narrative description : With the aging of our society the need for well trained geriatricians grows steadily. The implementation, including funding, of an ACGME approved geriatrics fellowship. The fellowship will be of one years duration and accept candidates from both Family Medicine and Internal Medicine residencies. The hope is to accept the first fellows in July 2009. Funding has been assured by the fellowship directors outside of the GME stream.

Complete : 100% (% Complete updated 3/28/2010 by jgold)

Metric : ACGME approval of the fellowship. Recruit 2 fellows for 2009 matriculation.

Time : One to two 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	jeffrey.gold@utoledo.edu	419-383-4243
Primary	Murthy Gokula	Assistant Professor	murthy.gokula@utoledo.edu	419-383-5576
	Mary R. Smith	Professor	maryr.smith@utoledo.edu	419-383-4411
	Randall Schlievert	Associate Professor	randall.schlievert@utoledo.edu	419-251-8095
	Thomas Tafelski	Associate Professor	thomas.tafelski@utoledo.edu	419-383-5531

	Linda French	Professor/chairperson	linda.french@utoledo.edu	419-383-5572
Collaborative	Bryan Pyles	Assoc Vp Financ/strategic Plan	bryan.pyles@utoledo.edu	419-383-4246
	Cletus Iwuagwu	Assistant Professor	cletus.iwuagwu@utoledo.edu	419-383-5610

College of Medicine - 5.2.29 Development of Longitudinal Skills Curriculum for COM

Narrative description : Develop and implement a focused and incrementally complex clinical skills curriculum that is integrated across the four years (including a formal "Bridge Course").

Complete : 80% (% Complete updated 3/28/2010 by jgold)

Metric : Student satisfaction on validated questionnaires including internal and external (GQ) surveys. Assessment of core competencies by faculty.

Time : Two to three years

Type : Maintain or grow existing program

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

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/exec Vp Hlth Affr/dean	jeffrey.gold@utoledo.edu	419-383-4243
Primary	Imran Ali	Professor	imran.ali@utoledo.edu	419-383-3544
	Constance Shriner	Assistant Professor	constance.shriner@utoledo.edu	419-383-4249
Collaborative	Mary R. Smith	Professor	maryr.smith@utoledo.edu	419-383-4411
	Catherine Marco	Professor	catherine.marco@utoledo.edu	419-383-6343

College of Medicine - 5.2.30 Develop GME rotations for UT Psychiatry residents at SJMHS sites

Narrative description : There is a desire to develop new and unique rotations for UT residents in the Psychiatry program at SJMHS sites.

Complete : 2% (% Complete updated 3/28/2010 by jgold)

Metric : The unique opportunities available for Psychiatry residents at the SJMHS sites will enrich our UT graduate program and potentially attract higher quality resident candidates. One or two rotations will be developed.

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	jeffrey.gold@utoledo.edu	419-383-4243
Primary	Mary R. Smith	Professor	maryr.smith@utoledo.edu	419-383-4411
	Randall Schlievert	Associate Professor	randall.schlievert@utoledo.edu	419-251-8095
Collaborative	Bryan Pyles	Assoc Vp Financ/strategic Plan	bryan.pyles@utoledo.edu	419-383-4246
	Lauri Cooper	Vice Pres. & General Counsel	lauri.cooper@utoledo.edu	419-383-4577
	Kristi Williams	Associate Professor	kristi.williams@utoledo.edu	419-383-5674

College of Medicine - 5.2.31 Develop GME rotations for UT General Surgery Residency at SJMHS sites

Narrative description : There is a desire to develop unique rotations at SJMHS site to enrich the education of the UT General Surgery residents.

Complete : 0% (% Complete updated 1/29/2009 by msmith2)

Metric : The SJMHS offers unique opportunities to enrich the education of the UT General Surgery residents. Two or three rotations will be developed for mid level residents.

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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Overall	Jeffrey Gold	Provost/exec Vp Hlth Affr/dean	jeffrey.gold@utoledo.edu	419-383-4243
Collaborative	Mary R. Smith	Professor	maryr.smith@utoledo.edu	419-383-4411
	Frederick Cason	Associate Professor	frederick.cason@utoledo.edu	
	Bryan Pyles	Assoc Vp Financ/strategic Plan	bryan.pyles@utoledo.edu	419-383-4246
	Randall Schlievert	Associate Professor	randall.schlievert@utoledo.edu	419-251-8095
	Lauri Cooper	Vice Pres. & General Counsel	lauri.cooper@utoledo.edu	419-383-4577

College of Medicine - 5.2.32 Develop a 'score card' for each UT residency

Narrative description : In order to monitor quality improvement across the graduate medical education programs sponsored by UT a score-card will be developed to permit comparison of quality indicators across the programs yearly. Areas requiring improvement will be identified and monitored in each program yearly. The score-card data will be converted to dashboards to permit comparisons across all residencies on an annual basis

Complete : 50% (% Complete updated 3/28/2010 by jgold)

Metric : By June of 2009 the first score-cards will be completed and dashboards developed. The data will be shared with the GMCE early in the next academic year.

Time : One to two years

Type : Develop new program

Resource : New resources necessary - faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/exec Vp Hlth Affr/dean	jeffrey.gold@utoledo.edu	419-383-4243
Primary	Mary R. Smith	Prof/Assoc Dean for Grad MedEd	maryr.smith@utoledo.edu	419-383-4411
	Mary R. Smith	Professor	maryr.smith@utoledo.edu	419-383-4411
Collaborative	Randall Schlievert	Assoc Prof/Dir Ped Res Program	randall.schlievert@utoledo.edu	419-251-8095
	John Cavins	Director Of Academic Computing	john.cavins@utoledo.edu	419-383-3986

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 : 10% (% Complete updated 3/28/2010 by jgold)

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

Time : One to two years

Type : Maintain or grow existing program

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

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419-383-6960
	Thomas Gutteridge	Dean/Professor	thomas.gutteridge@utoledo.edu	530-4612
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	419-383-6030
Collaborative	Akira Takashima	Professor/chairperson	akira.takashima@utoledo.edu	419-383-5423
	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103
	Sheryl Milz	Associate Professor	sheryl.milz@utoledo.edu	419-383-3976

Ashok Biyani	Associate Professor	ashok.biyani@utoledo.edu	419-383-6908
Mary Jo Smith Waldock	Special Asst to Pres/Econ Devt	maryjo.waldock@utoledo.edu	419-383-6976

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 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 : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Carol Bennett-Clarke	Associate Professor	carol.bennett-clarke@utoledo.edu	383-4115
Collaborative	Constance Shriner	Assistant Professor	constance.shriner@utoledo.edu	383-4249
	Kathy Vasquez	Assoc Vp Govt Rel/dir Ahec Rh	kathy.vasquez@utoledo.edu	419-383-4880

College of Medicine - 5.4.2 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
Collaborative	Lauri Ann Cooper	Vice Pres. & General Counsel	lauri.cooper@utoledo.edu	383-4577
	Randall Schlievert	Associate Professor	randall.schlievert@utoledo.edu	419-251-8095
	Kathy Vasquez	Assoc Vp Govt Rel/dir Ahec Rh	kathy.vasquez@utoledo.edu	419-383-4880

College of Medicine - 5.4.3 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
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Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
Collaborative	Lauri Ann Cooper	Vice Pres. & General Counsel	lauri.cooper@utoledo.edu	383-4577
	Kathy Vasquez	Assoc Vp Govt Rel/dir Ahec Rh	kathy.vasquez@utoledo.edu	419-383-4880
	Randall Schlievert	Associate Professor	randall.schlievert@utoledo.edu	419-251-8095

College of Medicine - 5.4.4 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
Collaborative	Lauri Ann Cooper	Vice Pres. & General Counsel	lauri.cooper@utoledo.edu	383-4577
	Randall Schlievert	Associate Professor	randall.schlievert@utoledo.edu	419-251-8095
	Kathy Vasquez	Assoc Vp Govt Rel/dir Ahec Rh	kathy.vasquez@utoledo.edu	419-383-4880

College of Medicine - 5.4.5 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 : 80% (% Complete updated 2/2/2009 by jgold)

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 to two years

Type : Maintain or grow existing program

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

Responsibility	Name	Title	Email	Phone
Overall	Lloyd Jacobs	President	lloyd.jacobs@utoledo.edu	419-530-2211
	Jeffrey Gold	Provost/exec Vp Hlth Affr/dean	jeffrey.gold@utoledo.edu	419-383-4243
Primary	Jeffrey Gold	Provost/exec Vp Hlth Affr/dean	jeffrey.gold@utoledo.edu	419-383-4243
	Scott Scarborough	Sr. VP Finance & Admin	scott.scarborough@utoledo.edu	419-530-5527
	Imran Ali	Professor	imran.ali@utoledo.edu	419-383-3544
	Johnnie L Early	Dean, College of Pharmacy	johnnie.early@utoledo.edu	419-530-1931
	Beverly J Schmoll	Prof/Dean of HSHS	beverly.schmoll@utoledo.edu	
	Collaborative	Tim Gaspar	Professor & Dean	tim.gaspar@utoledo.edu
Collaborative	Michael Bisesi	Chairperson	michael.bisesi@utoledo.edu	419-383-4235
	Lauri Cooper	Vice Pres. & General Counsel	lauri.cooper@utoledo.edu	419-383-4577
	Mary R. Smith	Professor	maryr.smith@utoledo.edu	419-383-4411
	William Davis	Professor	william.davis@utoledo.edu	419-383-4547

College of Medicine - 5.4.6 Office of Global Health

Narrative description : This Office will be responsible and instrumental in developing relationships with health care services in diverse countries to enhance the international experience for the College of Medicine students, residents and faculty. The Office of Global Health will oversee development and implementation of international clinical experience for medical students, residents and other allied health care providers.

Complete : 20% (% Complete updated 12/16/2008 by lali)

Metric : Number of medical students and residents able to complete electives in international venues

Number of allied health care providers involved in these clinical experiences as part of health care delivery team

Time : One to two years

Type : Develop new 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	jeffrey.gold@utoledo.edu	419-383-4243
Primary	Kris Brickman	Associate Professor	kris.brickman@utoledo.edu	419-383-3888
	Patricia Metting	Professor	patricia.metting@utoledo.edu	419-383-5452
	Imran Ali	Professor	imran.ali@utoledo.edu	419-383-3544
	Beverly J Schmoll	Prof/Dean of HSHS	beverly.schmoll@utoledo.edu	419-530-5451
Collaborative	Johnnie L Early	Dean, College of Pharmacy	johnnie.early@utoledo.edu	419-530-1931
	Tim Gaspar	Professor & Dean	tim.gaspar@utoledo.edu	
	Michael Bisesi	Prof & Chair, Sr. Assoc Dean	michael.bisesi@utoledo.edu	419-383-4235
	Mary R. Smith	Professor	marvr.smith@utoledo.edu	419-383-4411
	Randall Ruch	Associate Professor	randall.ruch@utoledo.edu	419-383-4131

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 : 50% (% Complete updated 2/2/2009 by jgold)

Metric : # Extramural Awards granted to graduate students/post-doctoral fellows # of Submitted award applications

Time : One to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Dorothea Sawicki	Prof/Assoc Dean Health Science	dorothea.sawicki@utoledo.edu	419-383-4113
	Bryan Pyles	Assoc Vp Financ/strategic Plan	bryan.pyles@utoledo.edu	419-383-4246
	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103
Collaborative	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419-383-6960
	Akira Takashima	Professor/chairperson	akira.takashima@utoledo.edu	419-383-5423

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 to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4252
	Liz [Elizabeth] Tietz	Professor	liz.tietz@utoledo.edu	383-4170
Collaborative	Akira Takashima	Professor/Chairperson	akira.takashima@utoledo.edu	383-5423
	William Maltese	Chairperson	william.maltese@utoledo.edu	383-4161
	Marthe Howard	Professor	marthe.howard@utoledo.edu	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. (COM OSI 5.5.9 - Tracks in the 4 year COM curriculum)

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Imran Ali	Professor	imran.ali@utoledo.edu	419-383-3544
	Michael Bisesi	Chairperson	michael.bisesi@utoledo.edu	383-4235
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030
	Carol Bennett-Clarke	Professor	carol.bennett-clarke@utoledo.edu	419-383-4115
	Sonia Najjar	Professor	sonia.najjar@utoledo.edu	419-383-4059
Collaborative	Bina Joe	Associate Professor	bina.joe@utoledo.edu	419-383-4415
	Zi-Jian Xie	Professor	zi-jian.xie@utoledo.edu	419-383-4480
	Christopher Cooper	Professor	christopher.cooper@utoledo.edu	419-383-3697
	Manohar Ratnam	Professor	manohar.ratnam@utoledo.edu	419-383-4131
	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419-383-6960

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

Narrative description : Expand 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 : 80% (% Complete updated 2/2/2009 by jgold)

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	jeffrey.gold@utoledo.edu	383-4243

Primary	Sheryl Milz	Assist Prof/Interim Chair	sheryl.milz@utoledo.edu	419-383-3976
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030
	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
Collaborative	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	419-383-3780
	Brian Fink	Assistant Professor	brian.fink2@utoledo.edu	
	Carol Bennett-Clarke	Professor	carol.bennett-clarke@utoledo.edu	419-383-4115
	Catherine Marco	Professor	catherine.marco@utoledo.edu	419-383-6343

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

Narrative description : Increase enrollment in 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 (COM OSI 5.1.2 Recruitment for COM programs)

Complete : 50% (% Complete updated 2/2/2009 by jgold)

Metric : number of students enrolled for 2009 - 2010

Time : One to two years

Type : Develop new program

Resource : New resources necessary - operating budget

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Constance Shriner	Assistant Professor	constance.shriner@utoledo.edu	419-383-4249
	Dorothea Sawicki	Prof/Assoc Dean Health Science	dorothea.sawicki@utoledo.edu	419-383-4113
Collaborative	Mary R. Smith	Prof/Assoc Dean for Grad MedEd	maryr.smith@utoledo.edu	419-383-4411

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Constance Shriner	Assistant Professor	constance.shriner@utoledo.edu	383-4249
	Carlos Baptista	Associate Professor	carlos.baptista@utoledo.edu	419-383-4283
	Robert Crissman	Associate Professor	robert.crissman@utoledo.edu	419-383-4120
	Charlene M. Czerniak	Director	cczerni@utoledo.edu	419-530-2094
Collaborative	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	419-383-3780
	Patricia Metting	Professor	patricia.metting@utoledo.edu	419-383-5452
	Susan Batten	Associate Professor	susan.batten@utoledo.edu	419-383-5859

College of Medicine - 5.5.7 Academy of Medicine 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 : Develop of program 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 to two 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	jeffrey_gold@utoledo.edu	383-4243
Primary	Constance Shriner	Assistant Professor	constance.shriner@utoledo.edu	383-4249
	Michael Bisesi	Chairperson	michael.bisesi@utoledo.edu	383-4235
	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
Collaborative	Catherine Marco	Professor	catherine.marco@utoledo.edu	419-383-6343
	Carol Bennett-Clarke	Professor	carol.bennett-clarke@utoledo.edu	419-383-4115
	Basil Akpunonu	Professor	basil.akpunonu@utoledo.edu	419-383-5614

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 : 60% (% Complete updated 7/8/2009 by dammons)

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 - operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
Primary	Akira Takashima	Professor/chairperson	akira.takashima@utoledo.edu	419-383-5423
	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	frank.calzonetti@utoledo.edu	383-6964
	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103
Collaborative	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419-383-6960
	Sheryl Milz	Assist Prof/Interim Chair	sheryl.milz@utoledo.edu	419-383-3976

College of Medicine - 5.5.9 Tracks in the 4 year College of Medicine Curriculum

Narrative description : To enhance the quality of medical education and attract the best applicants to the medical school and subsequently to residency training the curriculum committees of the COM will oversee development and implementation of longitudinal discipline specific tracks (such as a Neuroscience/Neurology). These tracks will be vertically and horizontally integrated with the COM curriculum. Faculty advising and mentorship will be provided.

Complete : 20% (% Complete updated 3/28/2010 by jgold)

Metric : Students enrolled and graduating from specific tracks. Follow-up survey of student satisfaction with the curriculum, choice of discipline in residency and career.

Time : Two to three years

Type : Develop new program

Resource : New resources necessary - faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/exec Vp Hlth Affr/dean	jeffrey_gold@utoledo.edu	419-383-4243
Primary	Imran Ali	Professor	imran.ali@utoledo.edu	419-383-3544
	Patricia Metting	Professor	patricia.metting@utoledo.edu	419-383-5452
	Mary R. Smith	Professor	maryr.smith@utoledo.edu	419-383-4411
	Constance Shriner	Assistant Professor	constance.shriner@utoledo.edu	419-383-4249

	Joseph Shapiro	Chairperson	joseph_shapiro@utoledo.edu	419-383-6030
Collaborative	Gerald Zelenock	Chairperson	gerald.zelenock@utoledo.edu	419-383-6298
	Kris Brickman	Associate Professor	kris.brickman@utoledo.edu	419-383-3888

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 Increase Scholarships for UT Undergraduates

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

Complete : 10% (% Complete updated 2/12/2009 by jgold)

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	rosemary.haggett@utoledo.edu	
Primary	Vern Snyder	VP Institutional Advancement	vern.snyder@utoledo.edu	530-4249
Collaborative	Rosemary Haggett	Provost, Executive VP Academic	rosemary.haggett@utoledo.edu	
	Howard B Newman	Assoc VP, Development, HSC	howard.newman@utoledo.edu	

College of Medicine - 5.6.2 Increased Internal Promotion of UT GME Programs

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

Complete : 70% (% Complete updated 3/28/2010 by jgold)

Metric : Increase number of COM graduates who match into UT GME residency and fellowship programs

Time : One to two 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	jeffrey_gold@utoledo.edu	383-4243
Primary	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
	Carol Bennett-Clarke	Associate Professor	carol.bennett-clark@utoledo.edu	383-4115
	Esther Fabian	Director Health Care Marketing	esther.fabian2@utoledo.edu	383-4402
Collaborative	Gerald Zelenock	Chairperson	gerald.zelenock@utoledo.edu	383-6298
	Joseph Shapiro	Chairperson	joseph_shapiro@utoledo.edu	383-6030
	Randall Schlievert	Associate Professor	randall.schlievert@utoledo.edu	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 include 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 MDPDs as keynote speaker.

Complete : 30% (% Complete updated 3/28/2010 by jgold)

Metric : Increased number of on-site and on-line conferences Increased number of attendees per year

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	jeffrey.gold@utoledo.edu	383-4243
Primary	William Davis	Professor	william.davis@utoledo.edu	383-4547
	COM Department Chairs			
	Howard B Newman	Assoc VP, Development, HSC	howard.newman@utoledo.edu	419-383-6840
	Dianne Wisniewski	Administrative Coordinator	dianne.wisniewski@utoledo.edu	419-530-4103
	Sherry Andrews	Dir, Ctr Creative Instruction	sherry.andrews@utoledo.edu	419-383-7466
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	419-383-6030
	Gerald Zelenock	Chairperson	gerald.zelenock@utoledo.edu	419-383-6298
Collaborative	Steven Selman	Professor & Chair	steven.selman@utoledo.edu	419-383-3584
	Nabil Ebraheim	Chairperson	nabil.ebraheim@utoledo.edu	419-383-3761
	Gretchen Tietjen	Chairperson	gretchen.tietjen@utoledo.edu	419-383-6187
	Munier Nazzal	Professor	munier.nazzal@utoledo.edu	419-383-3576
	Blair Grubb	Professor	blair.grubb@utoledo.edu	419-383-3697
	Barbara Kopp Miller	Associate Professor	barbara.koppmiller@utoledo.edu	419-383-4289
Patricia Hogue	Associate Professor	patricia.hogue@utoledo.edu	419-383-4807	

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

Narrative description : Hold UT STEM/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 to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Thomas Brady	Interim Dean of the JHCOE	t.brady@utoledo.edu	419-530-6126
	Kathy Vasquez	Assoc VP Govt Rel/Dir Ahec Rh	kathy.vasquez@utoledo.edu	383-4880
Collaborative	Robert Crissman	Associate Professor	robert.crissman@utoledo.edu	383-4120
	Sheryl Milz	Assist Prof/Interim Chair	sheryl.milz@utoledo.edu	419-383-3976

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. Increase public exposure to visiting professors.

Complete : 40% (% Complete updated 2/2/2009 by jgold)

Metric : Two speakers each year

Time : One to two years

Type : Maintain or grow existing program

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

Responsibility	Name	Title	Email	Phone
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Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	William Davis	Professor	william.davis@utoledo.edu	419-383-4547
	Akira Takashima	Professor/chairperson	akira.takashima@utoledo.edu	419-383-5423
Collaborative	Lawrence Elmer	Associate Professor	lawrence.elmer@utoledo.edu	419-383-3760
	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	419-383-3780

College of Medicine - 5.7.4 Regional Scientific Meeting Development

Narrative description : Sponsor regional/national/international scientific meeting

Complete : 10% (% Complete updated 2/2/2009 by jgold)

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

Time : One to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Bina Joe	Associate Professor	bina.joe@utoledo.edu	419-383-4415
	William Davis	Professor	william.davis@utoledo.edu	383-4547
	Sherry Andrews	Dir, Ctr Creative Instruction	sherry.andrews@utoledo.edu	383-7466
Collaborative	Akira Takashima	Professor/chairperson	akira.takashima@utoledo.edu	419-383-5423
	Blair Grubb	Professor	blair.grubb@utoledo.edu	419-383-3697
	Munier Nazzal	Professor	munier.nazzal@utoledo.edu	419-383-3576

College of Medicine - 5.7.5 Increase in Medical/Graduate Students' National Presentations

Narrative description : Increase student presentations at local, state, national meetings.

Complete : 70% (% Complete updated 2/2/2009 by jgold)

Metric : Record and increase the number of student presentations at all levels

Time : One to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Patricia Metting	Professor	patricia.metting@utoledo.edu	419-383-5452
	Michael Bisesi	Chairperson	michael.bisesi@utoledo.edu	383-4235
Collaborative	Keith Crist	Associate Professor	keith.crist@utoledo.edu	419-383-3992
	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103
	Kris Brickman	Associate Professor	kris.brickman@utoledo.edu	419-383-3888

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 : 30% (% Complete updated 2/2/2009 by jgold)

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Carol Bennett-Clarke	Associate Professor	carol.bennett-clarke@utoledo.edu	383-4115
	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
Collaborative	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
	Randall Schlievert	Associate Professor	randall.schlievert@utoledo.edu	251-8095
	Jeffrey Gold	Provost/exec Vp Hlth Affr/dean	jeffrey.gold@utoledo.edu	419-383-4243

College of Medicine - 5.8.2 Increased Use of Technology in UME 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 : 25% (% Complete updated 3/28/2010 by jgold)

Metric : Number of web-based modules aligned with GME and UGME programs Number of faculty authoring web-based instructional modules or courses

Time : One to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Sherry Andrews	Dir, Ctr Creative Instruction	sherry.andrews@utoledo.edu	383-7466
	Constance Shriner	Assistant Professor	constance.shriner@utoledo.edu	383-4249
	Carol Bennett-Clarke	Professor	carol.bennett-clarke@utoledo.edu	383-4115
Collaborative	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
	Pamela Boyers	Assistant Provost	pamela.boyers@utoledo.edu	

College of Medicine - 5.8.3 Implement Faculty Development Sessions including 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 : 50% (% Complete updated 2/2/2009 by jgold)

Metric : Development of modules Implementation of modules

Time : One to two years

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Constance Shriner	Assistant Professor	constance.shriner@utoledo.edu	383-4249
	Sherry Andrews	Dir, Ctr Creative Instruction	sherry.andrews@utoledo.edu	383-7466

	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
Collaborative	Carol Bennett-Clarke	Professor	carol.bennett-clarke@utoledo.edu	383-4115
	Michael Bisesi	Chairperson	michael.bisesi@utoledo.edu	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 educators

Complete : 0%

Metric : Number of workshops in the first year Number of participants Number of completed DL projects

Time : One to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	John Greenfield	Associate Professor	john.greenfield@utoledo.edu	383-3856
	Jeffrey Jablonski	Assistant Professor	jeffrey.jablonski@utoledo.edu	383-3612
Collaborative	Godfrey Ovwigho	VP for Information Tech/CIO	godfrey.ovwigho@utoledo.edu	419-530-3955
	John Cavins	Director Of Academic Computing	john.cavins@utoledo.edu	419-383-3986

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 technology as a means to capture and deliver CME presentations.

Complete : 50% (% Complete updated 2/2/2009 by jgold)

Metric : More than 100 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	jeffrey.gold@utoledo.edu	383-4243
Primary	William Davis	Professor	william.davis@utoledo.edu	383-4547
	Karen Isabella Rhoda	Administrative Director	karen.rhoda@utoledo.edu	530-4386
	Jeffrey Jablonski	Assistant Professor	jeffrey.jablonski@utoledo.edu	383-3612
Collaborative	Esther Fabian	Director Health Care Marketing	esther.fabian2@utoledo.edu	419-383-4402
	Kathy Vasquez	Assoc Vp Govt Rel/dir Ahec Rh	kathy.vasquez@utoledo.edu	419-383-4880
	Sherry Andrews	Dir, Ctr Creative Instruction	sherry.andrews@utoledo.edu	419-383-7466
	John Cavins	Director Of Academic Computing	john.cavins@utoledo.edu	419-383-3986

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Carol Bennett-Clarke	Professor	carol.bennett-clarke@utoledo.edu	419-383-4115
	Carol Bennett-Clarke	Professor	carol.bennett-clarke@utoledo.edu	383-4115
	Constance Shriner	Assistant Professor	constance.shriner@utoledo.edu	383-4249
	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
Collaborative	Jeffrey Jablonski	Assistant Professor	jeffrey.jablonski@utoledo.edu	419-530-4079
	Imran Ali	Professor	imran.ali@utoledo.edu	419-383-3544
	Brian Fink	Assistant Professor	brian.fink2@utoledo.edu	
	Bryan Thomas Hinch	Assistant Professor	bryan.hinch@utoledo.edu	

College of Medicine - 5.9.4 Enhance and Expand Simulation Program for the COM

Narrative description : Further promote the use of technology as alternative to traditional methods of instruction and evaluation. Develop and implement a longitudinal skills curriculum that is aligned with AAMC and ACGME guidelines and standards for clinical skills competency. This program is based in the state of art Simulation Center, equipped and staffed to provide standardized instructions and evaluation as a strategy to balance the changing clinical environment and increased demand for evidence of learner's competence.

Complete : 40% (% Complete updated 2/3/2009 by ial)

Metric : Number of residents and fellows achieving competence in defined skill set(s) in each academic year
Number of students achieving competence in defined skill set(s) in each academic year

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	jeffrey.gold@utoledo.edu	419-383-4243
Primary	Pamela Boyers	Asst Prof/Sr Advisr to Provost	pamela.boyers@utoledo.edu	419-383-4236
	Gerald Zelenock	Chairperson	gerald.zelenock@utoledo.edu	419-383-6298
Collaborative	Imran Ali	Professor	imran.ali@utoledo.edu	419-383-3544
	Howard B Newman	Assoc VP, Development, HSC	howard.newman@utoledo.edu	419-383-6840

College of Medicine - 5.9.5 Interprofessional Immersive Simulation Center

Narrative description : The College of Medicine in combination with the other health science programs and colleges will develop and build a world class center for interprofessional immersive education. As a preliminary step, we will recruit a nationally regarded leader in the area of simulation education and interprofessional program development.

Complete : 100% (% Complete updated 9/30/2009 by jgold)

Metric : Recruitment of the "Senior Advisor to the Provost for the Advancement of Interprofessional Education"

Time : One to two years

Type : Develop new program

Resource : New resources necessary - space, operating budget, capital budget

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/exec Vp Hlth Affr/dean	jeffrey.gold@utoledo.edu	419-383-4243
Primary	Pamela Boyers	Asst Prof/Sr Advisr to Provost	pamela.boyers@utoledo.edu	419-383-4236
	Bryan Pyles	Assoc Vp Financ/strategic Plan	bryan.pyles@utoledo.edu	419-383-4246
	Tim Gaspar	Professor & Dean	tim.gaspar@utoledo.edu	
Collaborative	Beverly J Schmoll	Prof/Dean of HSHS	beverly.schmoll@utoledo.edu	419-530-5451
	Carol Bennett-Clarke	Professor	carol.bennett-clarke@utoledo.edu	419-383-4115

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 : 80% (% Complete updated 2/2/2009 by jgold)

Metric : Number of new joint appointments approved and collaborative relationships established

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	jeffrey.gold@utoledo.edu	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 : 50% (% Complete updated 2/2/2009 by jgold)

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Bryan Pyles	Assoc VP Financ/Strategic Plan	bryan.pyles@utoledo.edu	383-4246
	Constance Shriner	Assistant Professor	constance.shriner@utoledo.edu	419-383-4249
	Imran Ali	Professor	imran.ali@utoledo.edu	419-383-3544
	Catherine Marco	Professor	catherine.marco@utoledo.edu	419-383-6343
Collaborative	Mary R. Smith	Professor	maryr.smith@utoledo.edu	419-383-4411
	Randall Schlievert	Associate Professor	randall.schlievert@utoledo.edu	419-251-8095
	Christopher Cooper	Professor	christopher.cooper@utoledo.edu	419-383-3697
	Wafaa Hanna	Director Of Faculty Affairs	wafaa.hanna@utoledo.edu	419-383-4457

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 : 50% (% Complete updated 3/28/2010 by jgold)

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

Time : One to two years

Type : Maintain or grow existing program

Resource : New resources necessary - operating budget

Responsibility	Name	Title	Email	Phone
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Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Kathy Vasquez	Assoc Vp Govt Rel/dir Ahec Rh	kathy.vasquez@utoledo.edu	419-383-4880
	Carol Bennett-Clarke	Professor	carol.bennett-clarke@utoledo.edu	383-4115
Collaborative	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
	Howard B Newman	Assoc VP, Development, HSC	howard.newman@utoledo.edu	
	John Gaboury	Prof./Dean of University Libra	john.gaboury@utoledo.edu	419-530-2326
	William Davis	Professor	william.davis@utoledo.edu	419-383-4547

Segment 11

Please add any additional related outcome goals.

College of Medicine - 5.11.1 Increase in Number of Faculty Positions

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

Complete : 50% (% Complete updated 2/2/2009 by jgold)

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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Bryan Pyles	Assoc VP Financ/Strategic Plan	bryan.pyles@utoledo.edu	383-4246
	Rosemary Haggett	Provost, Executive VP Academic	rosemary.haggett@utoledo.edu	
Collaborative	Howard B Newman	Assoc VP, Development, HSC	howard.newman@utoledo.edu	

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 highly respected thought leaders

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

Complete : 100% (% Complete updated 3/10/2010 by jgold)

Metric : Two speakers per year

Time : One to two years

Type : Develop new program

Resource : New resources necessary

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Akira Takashima	Professor/Chairperson	akira.takashima@utoledo.edu	383-5423
	John Greenfield	Associate Professor	john.greenfield@utoledo.edu	383-3856
	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	frank.calzonetti@utoledo.edu	383-6964
Collaborative	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103
	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419-383-6960

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 : 25% (% Complete updated 2/16/2009 by jgold)

Metric : Publish annually

Time : One to two years

Type : Develop new program

Resource : New resources necessary

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Robert Mrak	Professor/chairperson	robert.mrak@utoledo.edu	419-383-3469
	Lawrence Burns	Extra Comp - Instructor	lawrence.burns2@utoledo.edu	530-1228
	Howard B Newman	Assoc VP, Development, HSC	howard.newman@utoledo.edu	
Collaborative	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030
	William Davis	Professor	william.davis@utoledo.edu	383-4547
				419-383-

Akira Takashima

Professor/chairperson

akira.takashima@utoledo.edu

5423

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 10% annually year over year

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Howard B Newman	Assoc VP, Development, HSC	howard.newman@utoledo.edu	
Collaborative	Vern Snyder	VP Institutional Advancement	vern.snyder@utoledo.edu	530-4249
	Lawrence Elmer	Associate Professor	lawrence.elmer@utoledo.edu	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 : Four to five years

Type : Maintain or grow existing program

Resource : New resources necessary - private funding

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

College of Medicine - 6.1.5 Name departments and centers

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

Complete : 33% (% Complete updated 2/16/2009 by jgold)

Metric : Have more than three departments and/or centers named

Time : Two to three years

Type : Develop new program

Resource : New resources necessary - private funding

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Howard B Newman	Assoc VP, Development, HSC	howard.newman@utoledo.edu	
	Vern Snyder	VP Institutional Advancement	vern.snyder@utoledo.edu	530-4249
Collaborative	Akira Takashima	Professor/Chairperson	akira.takashima@utoledo.edu	383-5423
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	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 : 60% (% Complete updated 2/15/2010 by dammons)

Metric : Research pamphlet and updated website for each department

Time : One to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Akira Takashima	Professor/Chairperson	akira.takashima@utoledo.edu	383-5423
	Sherry Andrews	Dir, Ctr Creative Instruction	sherry.andrews@utoledo.edu	383-7466
Collaborative	Lawrence Burns	Extra Comp - Instructor	lawrence.burns2@utoledo.edu	530-1228
	John Adams	Director Of Institutional Comm	john.adams@utoledo.edu	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 organized according to FAST's.

Complete : 5% (% Complete updated 2/15/2010 by dammons)

Metric : Have institutional research pamphlets and updated website

Time : One to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Akira Takashima	Professor/Chairperson	akira.takashima@utoledo.edu	383-5423
	Lawrence Burns	Extra Comp - Instructor	lawrence.burns2@utoledo.edu	530-1228
Collaborative	John Adams	Director Of Institutional Comm	john.adams@utoledo.edu	383-5227
	Sherry Andrews	Dir, Ctr Creative Instruction	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 : 50% (% Complete updated 2/16/2009 by jgold)

Metric : > 30 participants each year

Time : Four to five years

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Robert Crissman	Associate Professor	robert.crissman@utoledo.edu	383-4120
	Christopher Bork	Prof & Dir, Homeland Security	christopher.bork@utoledo.edu	383-6301
Collaborative	Sandra R Rivers-Gill	Mgr Diversity Programs	sandra.rivers@utoledo.edu	383-3438
	Michael Bisesi	Chairperson	michael.bisesi@utoledo.edu	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 faculty and department chairs

Narrative description : Expand Academic Programs in Basic Science and Clinical Departments.

Complete : 65% (% Complete updated 2/16/2009 by jgold)

Metric : Increase the number of endowed chairs by three

Time : Two to three years

Type : Maintain or grow existing program

Resource : New resources necessary - private funding

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Howard B Newman	Assoc VP, Development, HSC	howard.newman@utoledo.edu	
Collaborative	Vern Snyder	VP Institutional Advancement	vern.snyder@utoledo.edu	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 descriptions and policy dealing with research expectations

Time : One to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
	Christopher Cooper	Professor	christopher.cooper@utoledo.edu	383-3697
Collaborative	Bryan Pyles	Assoc VP Financ/Strategic Plan	bryan.pyles@utoledo.edu	383-4246
	Akira Takashima	Professor/chairperson	akira.takashima@utoledo.edu	419-383-5423

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

Narrative description : Expand FAST based synergistic Research Programs by pairing faculty from basic science and clinical departments leading to joint appointments

Complete : 40% (% Complete updated 2/15/2010 by dammons)

Metric : >50% of the faculty in basic science departments and 20% of the faculty in 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Akira Takashima	Professor/Chairperson	akira.takashima@utoledo.edu	383-5423
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030
	David Allison	Professor	david.allison@utoledo.edu	383-3970
	Robert Mrak	Professor/Chairperson	robert.mrak@utoledo.edu	383-3469
	William Maltese	Chairperson	william.maltese@utoledo.edu	383-4161
Collaborative	Gerald Zelenock	Chairperson	gerald.zelenock@utoledo.edu	419-383-6298
	Gretchen Tietjen	Chairperson	gretchen.tietjen@utoledo.edu	419-383-6187
	Bryan Yamamoto	Professor/Chair	bryan.yamamoto@utoledo.edu	

College of Medicine - 6.2.4 Expand Translational Research Lecture Series

Narrative description : Expand Translational Research Lecture Series and university-wide research lectures. Inviting faculty, students and

economic development representatives from the community

Complete : 80% (% Complete updated 2/16/2009 by jgold)

Metric : Quarterly or more frequent lectures aligned with translational research and geared towards audience

Time : One to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419-383-6960
	Keith Crist	Associate Professor	keith.crist@utoledo.edu	419-383-3992
	Akira Takashima	Professor/chairperson	akira.takashima@utoledo.edu	419-383-5423
Collaborative	William S. Messer	Professor/Chair Of Pharmacolog	william.messer@utoledo.edu	419-530-1958
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	419-383-6030
	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	frank.calzonetti@utoledo.edu	419-383-6964
	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103

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 : 20% (% Complete updated 2/16/2009 by jgold)

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 - external/grant funding, private funding, entrepreneurial funding

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030
	Akira Takashima	Professor/Chairperson	akira.takashima@utoledo.edu	383-5423
	Gerald Zelenock	Chairperson	gerald.zelenock@utoledo.edu	383-6298
Collaborative	William Davis	Professor	william.davis@utoledo.edu	383-4547
	Michael Bisesi	Chairperson	michael.bisesi@utoledo.edu	383-4235
	Robert Mrak	Professor/Chairperson	robert.mrak@utoledo.edu	383-3469
	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419-383-6960

College of Medicine - 6.2.6 Sponsor Inter-departmental Resident Research Clinical/Basic Science Day

Narrative description : Expand Research Programs in Clinical Departments by sponsoring Inter-departmental Resident and Fellow Research Clinical/Basic Science Day presenting the best departmental research projects

Complete : 0%

Metric : Annual event with >20 participants from multiple departments(sponsored by the Dean's office)

Time : Two to three years

Type : Develop new program

Resource : New resources necessary

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
Collaborative	Randall Schlievert	Associate Professor	randall.schlievert@utoledo.edu	251-8095
	Keith Crist	Associate Professor	keith.crist@utoledo.edu	383-3992

College of Medicine - 6.2.7 Develop research integrity and compliance education program

Narrative description : Develop research integrity and compliance education program for students, residents, fellows, faculty, and research support staff

Complete : 25%

Metric : Yearly training session

Web-based training program

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

Time : One to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419-383-6960
	Akira Takashima	Professor/Chairperson	akira.takashima@utoledo.edu	383-5423
	Constantine E. Theodosiou	Interim Dean Graduate Studies	ctheodo@utoledo.edu	530-4968
	Michael Bisesi	Chairperson	michael.bisesi@utoledo.edu	383-4235
Collaborative	Lynn Hutt	Compliance/Privacy Officer	lynn.hutt@utoledo.edu	383-6933
	Roland Skeel	Professor	roland.skeel@utoledo.edu	383-3727
	Catherine Marco	Professor	catherine.marco@utoledo.edu	383-6343
	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103

College of Medicine - 6.2.8 Peer review required of all grants before submission

Narrative description : Departmental in-house or external grant pre-review mechanisms

RAC to help review "orphan" grants

RAC to oversee the compliance

Develop procedures for expanding extramural funding

Complete : 60% (% Complete updated 2/15/2010 by dammons)

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

Time : One to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Akira Takashima	Professor/chairperson	akira.takashima@utoledo.edu	419-383-5423
	William Maltese	Chairperson	william.maltese@utoledo.edu	419-383-4161
Collaborative	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103

College of Medicine - 6.2.9 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 to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	frank.calzonetti@utoledo.edu	383-6964
Collaborative	Elsa Nadler	Director of Grants Development	elsa.nadler@utoledo.edu	383-6967
	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103

College of Medicine - 6.2.10 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 to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Patricia Metting	Professor	patricia.metting@utoledo.edu	383-5452
	Linda French	Professor/Chairperson	linda.french@utoledo.edu	383-5572
Collaborative	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
	Nancy Collins	Professor	nancy.collins@utoledo.edu	383-3598

College of Medicine - 6.2.11 Identify newly emerging technology areas for additional core facilities

Narrative description : Monitor newly emerging technology areas for additional core facilities as identified by research advisory council

Complete : 60% (% Complete updated 2/15/2010 by dammons)

Metric : Addition and/or elimination of core laboratories as needed by research faculty.

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Akira Takashima	Professor/chairperson	akira.takashima@utoledo.edu	419-383-5423
	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	frank.calzonetti@utoledo.edu	383-6964
	David Allison	Professor	david.allison@utoledo.edu	383-3970
Collaborative	Robert Blumenthal	Professor	robert.blumenthal@utoledo.edu	383-5422
	Sonia Najjar	Professor	sonia.najjar@utoledo.edu	383-4059
	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103
				419-383-

Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	6960
Bina Joe	Associate Professor	bina.joe@utoledo.edu	419-383-4415

College of Medicine - 6.2.12 Improve current federal peer-reviewed funding

Narrative description : Expand Extramural Funding.

Complete : 0% (% Complete updated 2/16/2009 by jgold)

Metric : Raise funding by 40% per department

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	frank.calzonetti@utoledo.edu	419-383-6964
	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103
Collaborative	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419-383-6960
	Akira Takashima	Professor/Chairperson	akira.takashima@utoledo.edu	419-383-5423

College of Medicine - 6.2.13 Improve grant funding through congressionally directed research programs

Narrative description : Expand Extramural Funding.

Complete : 10% (% Complete updated 2/16/2009 by jgold)

Metric : 25% increase in the number of grants from non-NIH agencies

Time : One to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	frank.calzonetti@utoledo.edu	383-6964
Collaborative	Akira Takashima	Professor/Chairperson	akira.takashima@utoledo.edu	383-5423

College of Medicine - 6.2.14 Expand grant funding through corporate sponsored research agreements

Narrative description : Expand Extramural Funding.

Complete : 25%

Metric : 30% increase per year in the number and funding level of sponsored research agreements

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419-383-6960
	Christopher Cooper	Professor	christopher.cooper@utoledo.edu	383-3697
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030

	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	frank.calzonetti@utoledo.edu	419-383-6964
Collaborative	Paul W. Erhardt	Director, Center For Drug Desi	paul.erhardt@utoledo.edu	419-530-2167
	Lawrence Elmer	Associate Professor	lawrence.elmer@utoledo.edu	419-383-3760
	Terrence Horrigan	Professor/chairperson	terrence.horrigan@utoledo.edu	419-383-3787

College of Medicine - 6.2.15 Expand grant funding through national, regional and local foundations

Narrative description : Expand grant funding through national, regional and local foundations with assistance of COM research infrastructure

Complete : 25% (% Complete updated 2/15/2010 by dammons)

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

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Akira Takashima	Professor/chairperson	akira.takashima@utoledo.edu	419-383-5423
	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	frank.calzonetti@utoledo.edu	419-383-6964
Collaborative	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103
	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419-383-6960

College of Medicine - 6.2.16 Optimize FAST 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, private funding, entrepreneurial funding, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Prabir Chaudhuri	Professor	prabir.chaudhuri@utoledo.edu	383-3586
	Manohar Ratnam	Professor	manohar.ratnam@utoledo.edu	383-4131
	Iman Mohamed	Associate Professor	iman.mohamed@utoledo.edu	383-3747
	William Maltese	Chairperson	william.maltese@utoledo.edu	383-4161
Collaborative	Brian Fink	Assistant Professor	brian.fink2@utoledo.edu	
	John Feldmeier	Chairperson	john.feldmeier@utoledo.edu	383-4541
	John P Geisler	Associate Professor	john.geisler@utoledo.edu	
	Melissa Kounine	Assistant Professor	melissa.kounine@utoledo.edu	

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 annually to RAC to form Strategic Research Review Board

Narrative description : Surveying departmental research activity to identify institutional needs and emerging areas of science.

Complete : 50% (% Complete updated 2/15/2010 by dammons)

Metric : number of departments reporting per year

Time : One to two years

Type : Develop new program

Resource : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Akira Takashima	Professor/chairperson	akira.takashima@utoledo.edu	419-383-5423
	James Willey	Professor	james.willey2@utoledo.edu	383-3543
	John Greenfield	Associate Professor	john.greenfield@utoledo.edu	383-3856
	Marthe Howard	Professor	marthe.howard@utoledo.edu	383-4110
Collaborative	Sonia Najjar	Professor	sonia.najjar@utoledo.edu	383-4059
	Robert Blumenthal	Professor	robert.blumenthal@utoledo.edu	383-5422
	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103
	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419-383-6960

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 : 80% (% Complete updated 2/15/2010 by dammons)

Metric : Compare the following performance over time:

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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Akira Takashima	Professor/chairperson	akira.takashima@utoledo.edu	419-383-5423
	James Trempe	Professor	james.trempe@utoledo.edu	383-4103
	Dorothea Sawicki	Professor	dorothea.sawicki@utoledo.edu	383-4337
Collaborative	Liz [Elizabeth] Tietz	Professor	liz.tietz@utoledo.edu	383-4170
	Andrew Beavis	Associate Professor	andrew.beavis@utoledo.edu	383-4125
	John Greenfield	Associate Professor	john.greenfield@utoledo.edu	383-3856

Bryan Pyles

Assoc Vp Financ/strategic Plan

bryan.pyles@utoledo.edu419-383-
4246

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

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Gerald Zelenock	Chairperson	gerald.zelenock@utoledo.edu	419-383-6298
	William Maltese	Chairperson	william.maltese@utoledo.edu	383-4161
	Gerald Zelenock	Chairperson	gerald.zelenock@utoledo.edu	383-6298
Collaborative	Robert Mrak	Professor/Chairperson	robert.mrak@utoledo.edu	383-3469
	Bryan Pyles	Assoc Vp Financ/strategic Plan	bryan.pyles@utoledo.edu	419-383-4246

College of Medicine - 6.4.2 Support faculty research by providing "core cash"**Narrative description** : Support faculty research by providing "core cash"**Complete** : 100% (% Complete updated 2/16/2009 by jgold)**Metric** : Allocate \$20,000 - 50,000 core cash for each department**Time** : One to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Akira Takashima	Professor/Chairperson	akira.takashima@utoledo.edu	383-5423
	David Allison	Professor	david.allison@utoledo.edu	383-3970
Collaborative	Bryan Pyles	Assoc VP Financ/Strategic Plan	bryan.pyles@utoledo.edu	383-4246
	Robert Blumenthal	Professor	robert.blumenthal@utoledo.edu	383-5422
	David Giovannucci	Assistant Professor	david.giovannucci@utoledo.edu	383-5004

College of Medicine - 6.4.3 Initiate and distribute concept design of the campus-wide laboratory renovation plan**Narrative description** : Laboratory Facility Renovation.**Complete** : 80% (% Complete updated 2/16/2009 by jgold)**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 - external/grant funding, capital budget, private funding, entrepreneurial funding

Responsibility	Name	Title	Email	Phone
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Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Charles Lehnert	Assoc VP For Fac/Construction	charles.lehnert@utoledo.edu	530-1447
Collaborative	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103
	Daniel Klett	Director, Facilities Planning	daniel.klett@utoledo.edu	419-530-1453

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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Michael Bisesi	Chairperson	michael.bisesi@utoledo.edu	383-4235
Collaborative	John Greenfield	Associate Professor	john.greenfield@utoledo.edu	383-3856
	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103

College of Medicine - 6.5.2 Integrate EMR with Clinical Research

Narrative description : Integrate EMR with other research and clinical data systems (e.g., Study Manager in CCR)

Complete : 10%

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

Potential increase in clinical research including revenue.

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	mark.chastang@utoledo.edu	383-3407
	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Julie Christy	Interim It Chief Clinical Info	julie.christy@utoledo.edu	383-5035
	Gary Andres	Director Of Grants Accounting	gary.andres@utoledo.edu	530-1209
	Douglas Winner	Interim Cfo UT Medical Center	douglas.winner@utoledo.edu	383-5330
Collaborative	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103
	Daniel Hickey	Associate Professor	daniel.hickey@utoledo.edu	419-383-6914
	Bryan Thomas Hinch	Assistant Professor	bryan.hinch@utoledo.edu	

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 - 6.6.1 Health Sciences Research Day

Narrative description : Develop and implement a "research day" for the Health Sciences where all faculty will be encouraged to show posters

demonstrating representative work from their research program. While this proposal is being developed in the COM, we expect that all UT faculty with an interest in health sciences will display posters and/or attend this session. Clusters will be developed along FAST lines with subclusters forming based on relationships within the clusters. It is anticipated that faculty with overlapping interests will socialize and potentially form collaborations.

Complete : 100% (% Complete updated 2/15/2010 by dammons)

Metric : Number of posters displayed and
Number of attendees

Time : One to two years

Type : Develop new program

Resource : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/exec Vp Hlth Affr/dean	jeffrey.gold@utoledo.edu	419-383-4243
Primary	Akira Takashima	Professor/chairperson	akira.takashima@utoledo.edu	419-383-5423
	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419-383-6960
	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	419-383-6030
Collaborative	Daniel Kory	Assoc Vice Pres Tech Transfer	daniel.kory@utoledo.edu	419-383-6924
	Johnnie L Early	Dean, College of Pharmacy	johnnie.early@utoledo.edu	419-530-1931
	Tim Gaspar	Professor & Dean	tim.gaspar@utoledo.edu	
	Beverly J Schmoll	Prof/Dean of HSHS	beverly.schmoll@utoledo.edu	419-530-5451
	Nagi - Dean, Univ of Toledo College of Engineering Naganathan	Dean/Professor	gnagana@utoledo.edu	419-530-8000

College of Medicine - 6.6.2 Center of Excellence in Translational Health & Bioscience

Narrative description : Obtain recognition and funding from the State as a center of excellence in translational health and bioscience.

Complete : 5% (% Complete updated 4/2/2009 by dgmerek)

Metric : approval by State of 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	jeffrey.gold@utoledo.edu	419-383-4243
Primary	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419-383-6960
	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	frank.calzonetti@utoledo.edu	419-383-6964
	Christopher Cooper	Professor	christopher.cooper@utoledo.edu	419-383-3697
Collaborative	Paul W. Erhardt	Director, Center For Drug Desi	paul.erhardt@utoledo.edu	419-530-2167
	Patricia R. Komuniecki	Vice Provost Grad Affairs/Dean	patricia.komuniecki@utoledo.edu	419-530-4968
	Manohar Ratnam	Professor	manohar.ratnam@utoledo.edu	419-383-4131

Akira Takashima	Professor/chairperson	akira.takashima@utoledo.edu	419-383-5423
James Trempe	Professor	james.trempe@utoledo.edu	419-383-4252

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. Providing opportunities for faculty, students and administration.

Complete : 90% (% Complete updated 3/3/2009 by sandrews)

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 : 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Sherry Andrews	Dir, Ctr Creative Instruction	sherry.andrews@utoledo.edu	383-7466
	John Cavins	Director Of Academic Computing	john.cavins@utoledo.edu	383-3986
	Della Croci	Dir Student Affairs/Student Lf	della.croci@utoledo.edu	383-4240
Collaborative	Kaye Patten Wallace	Vice President	kaye.pattenwallace@utoledo.edu	530-2665
	Sunday Griffith	Assistant Director	sunday.griffith@utoledo.edu	419-530-1243
	Bin Ning	Director of Institutional Rese	bin.ning@utoledo.edu	419-530-1242

College of Medicine - 7.1.2 Cultural and Recreational Engagement 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, Toledo Zoo, COSI, 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 students and graduates in our residency programs is predicted if students are provided more opportunities to connect with the greater Toledo area community.

Time : One to two years

Type : Develop new program

Resource : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Patricia Metting	Professor	patricia.metting@utoledo.edu	383-5452
	Vicki L Riddick	Dir Comm Wellness/Hlth Promo	vicki.riddick@utoledo.edu	383-6406
Collaborative	Della Croci	Dir Student Affairs/Student Lf	della.croci@utoledo.edu	383-4240
	Howard B Newman	Assoc VP, Development, HSC	howard.newman@utoledo.edu	419-383-6840
	Daniel J. Saevig	Associate Vice President	daniel.saevig@utoledo.edu	419-530-4008

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 : 40%

Metric : Increased number of social events

Increased attendance at social events

Enhanced morale

Time : Two to three years

Type : Maintain or grow existing program

Resource : New resources necessary - operating budget, private funding

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Patricia Metting	Professor	patricia.metting@utoledo.edu	383-5452
	Shirley Joseph	Asst To The Provost	shirley.joseph@utoledo.edu	383-6002
	Daniel J. Saevig	Associate Vice President	daniel.saevig@utoledo.edu	530-4008
	Dianne Wisniewski	Administrative Coordinator	dianne.wisniewski@utoledo.edu	530-4103
Collaborative	Wafaa Hanna	Director Of Faculty Affairs	wafaa.hanna@utoledo.edu	383-4457
	Maurice Manning	Professor	maurice.manning@utoledo.edu	383-4143
	Della Croci	Dir Student Affairs/student Lf	della.croci@utoledo.edu	419-383-4240
	Vicki L Riddick	Dir Comm Wellness/hlth Promo	vicki.riddick@utoledo.edu	419-383-6406

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 : 60% (% Complete updated 3/3/2009 by sandrews)

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	lawrence_burns2@utoledo.edu	530-1228
Primary	Sherry Andrews	Dir, Ctr Creative Instruction	sherry_andrews@utoledo.edu	383-7466
	Patricia Metting	Professor	patricia.metting@utoledo.edu	383-5452
Collaborative	Della Croci	Dir Student Affairs/Student Lf	della.croci@utoledo.edu	383-4240
	Charles Lehnert	Assoc VP For Fac/Construction	charles.lehnert@utoledo.edu	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

Increasing number of classes, increasing number of registrants

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	jeffrey_gold@utoledo.edu	383-4243
Primary	Vicki L Riddick	Dir Comm Wellness/Hlth Promo	vicki.riddick@utoledo.edu	383-6406
	Bryan Pyles	Assoc VP Financ/Strategic Plan	bryan.pyles@utoledo.edu	383-4246
Collaborative	Patricia Metting	Professor	patricia.metting@utoledo.edu	383-5452
	Kaye Patten Wallace	Vice President	kaye.pattenwallace@utoledo.edu	530-2665

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, operating budget, capital budget, private funding, entrepreneurial funding, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
Primary	Vicki L Riddick	Dir Comm Wellness/Hlth Promo	vicki.riddick@utoledo.edu	383-6406
	Bryan Pyles	Assoc VP Financ/Strategic Plan	bryan.pyles@utoledo.edu	383-4246
Collaborative	Patricia Metting	Professor	patricia.metting@utoledo.edu	383-5452
	Charles Lehnert	VP, Facilities & Construction	charles.lehnert@utoledo.edu	419-530-1447
	Matt Schroeder	Director of Business Enterprises	matt.schroeder@utoledo.edu	530-7730

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 : 50%

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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
Primary	Patricia Metting	Professor	patricia_metting@utoledo.edu	383-5452
	Mary R. Smith	Professor	marvr.smith@utoledo.edu	383-4411
	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
	Carol Bennett-Clarke	Associate Professor	carol.bennett-clarke@utoledo.edu	383-4115
	Della Croci	Dir Student Affairs/Student Lf	della.croci@utoledo.edu	383-4240
Collaborative	Daniel J. Saevig	Associate Vice President	daniel.saevig@utoledo.edu	530-4008
	Dianne Wisniewski	Administrative Coordinator	dianne.wisniewski@utoledo.edu	530-4103
	Sherri Armstrong	Dir, Student Serv & Registrar	sherri.armstrong@utoledo.edu	419-383-4176
	Thomas A. Short	Asst Dir Student Services	tshort@utoledo.edu	419-383-6449
	John Cavins	Director Of Academic Computing	john.cavins@utoledo.edu	419-383-3986

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 : 60% (% Complete updated 3/3/2009 by sandrews)
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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
Primary	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
	Patricia Hogue	Chairperson	patricia.hogue@utoledo.edu	383-4807
	Shanda Gore	Dir Diversity Mktg/Rec/Retentn	shanda.gore@utoledo.edu	383-6538
	Patricia Metting	Professor	patricia_metting@utoledo.edu	383-5452
	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	383-3780
Collaborative	Constance Shriner	Assistant Professor	constance.shriner@utoledo.edu	383-4249
	Catherine Marco	Professor	catherine.marco@utoledo.edu	383-6343
	Sandra R Rivers-Gill	Mgr Diversity Programs	sandra_rivers@utoledo.edu	383-3438
	Samuel Hancock	Assistant Professor	samuel_hancock@utoledo.edu	383-3579
	Linda French	Professor/Chairperson	linda.french@utoledo.edu	383-5572

Mary Kay Smith

Assistant Professor

marykay.smith@utoledo.edu

383-5694

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 to two years

Type : Maintain or grow existing program

Resource : New resources necessary - space

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Charles Lehnert	Assoc VP For Fac/Construction	charles.lehnert@utoledo.edu	530-1447
	Patricia Metting	Professor	patricia.metting@utoledo.edu	383-5452
Collaborative	Iman Mohamed	Associate Professor	iman.mohamed@utoledo.edu	383-3747
	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
	Della Croci	Dir Student Affairs/student Lf	della.croci@utoledo.edu	419-383-4240

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 : 40% (% Complete updated 3/3/2009 by sandrews)

Metric : Increased retention of mentored students in the University of Toledo College of Medicine residency programs and physician practices. Number of students assigned to faculty mentors.

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Shanda Gore	Dir Diversity Mktg/Rec/Retentn	shanda.gore@utoledo.edu	383-6538
	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
Collaborative	Patricia Hogue	Chairperson	patricia.hogue@utoledo.edu	383-4807

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 : 25% (% Complete updated 3/3/2009 by sandrews)

Metric : Increased scholarship support for UTCOM

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

Increase number of seminars and social events with URM UT COM alumni.

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Shanda Gore	Dir Diversity Mktg/Rec/Retentn	shanda.gore@utoledo.edu	383-6538
Collaborative	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
	Patricia Hogue	Chairperson	patricia.hogue@utoledo.edu	383-4807

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 to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Shanda Gore	Dir Diversity Mktg/Rec/Retentn	shanda.gore@utoledo.edu	383-6538
Collaborative	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
	Patricia Hogue	Chairperson	patricia.hogue@utoledo.edu	383-4807
	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	419-383-3780

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 : 90% (% Complete updated 3/3/2009 by sandrews)

Metric : Increased diversity of the student body

Increased sense of belonging among minority applicants and students

Time : One to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Theresa A Adeliyi-Burcher	Work Study Student	theresa.adeliyi@utoledo.edu	
	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	383-3780
	Robert Crissman	Associate Professor	robert.crissman@utoledo.edu	383-4120
Collaborative	Patricia Hogue	Chairperson	patricia.hogue@utoledo.edu	383-4807
	Shanda Gore	Dir Diversity Mktg/Rec/Retentn	shanda.gore@utoledo.edu	383-6538

Imran Ali

Professor

imran.ali@utoledo.edu

383-3544

College of Medicine - 7.2.7 Strategic Recruitment Visits

Narrative description : Among the activities comprising the coordinated strategy for recruitment of a diverse student body 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 : 75%

Metric : Increased number of minority applicants
Increased diversity of medical student body

Time : One to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	383-3780
	Robert Crissman	Associate Professor	robert.crissman@utoledo.edu	383-4120
	Patricia Metting	Professor	patricia.metting@utoledo.edu	383-5452
Collaborative	Shanda Gore	Dir Diversity Mktg/Rec/Retentn	shanda.gore@utoledo.edu	383-6538
	Imran Ali	Professor	imran.ali@utoledo.edu	419-383-3544

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 : 100% (% Complete updated 3/3/2009 by sandrews)

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
	Mary Kay Smith	Assistant Professor	marykay.smith@utoledo.edu	419-383-5694
Collaborative	Nanette O'Connor	Dir Office Of Grad Medical Ed	nanette.oconnor@utoledo.edu	419-383-4244
	Patricia Munier	Administrative Assistant 2	patricia.munier@utoledo.edu	419-383-4455

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 : 50% (% Complete updated 3/3/2009 by sandrews)

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

Presentation and publication of technique and outcomes

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Mary Kay Smith	Assistant Professor	marykay.smith@utoledo.edu	419-383-5694
	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	383-3780
	Constance Shriner	Assistant Professor	constance.shriner@utoledo.edu	383-4249
Collaborative	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
	Sheryl Milz	Associate Professor	sheryl.milz@utoledo.edu	419-383-3976
	Christopher Bork	Prof & Dir, Homeland Security	christopher.bork@utoledo.edu	419-383-6301

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419-383-6960
	Bryan Pyles	Assoc VP Financ/Strategic Plan	bryan.pyles@utoledo.edu	383-4246
Collaborative	Akira Takashima	Professor/Chairperson	akira.takashima@utoledo.edu	383-5423
	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103

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 : 75% (% Complete updated 3/3/2009 by sandrews)

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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Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Patricia Metting	Professor	patricia.metting@utoledo.edu	383-5452
	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	383-3780
	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
Collaborative	Constance Shriner	Assistant Professor	constance.shriner@utoledo.edu	383-4249
	Catherine Marco	Professor	catherine.marco@utoledo.edu	383-6343
	Carol Bennett-Clarke	Professor	carol.bennett-clarke@utoledo.edu	383-4115
	Mary R. Smith	Professor	maryr.smith@utoledo.edu	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 450 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 650 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.

Complete : 0%

Metric : Construction of a new HSC auditorium

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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Charles Lehnert	Assoc VP For Fac/Construction	charles.lehnert@utoledo.edu	530-1447
	Patricia Metting	Professor	patricia.metting@utoledo.edu	383-5452
Collaborative	Bryan Pyles	Assoc VP Financ/Strategic Plan	bryan.pyles@utoledo.edu	383-4246
	Carol Bennett-Clarke	Professor	carol.bennett-clarke@utoledo.edu	419-383-4115

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 : 10% (% Complete updated 3/3/2009 by sandrews)

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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Marlene Porter	Instructor	marlene.porter@utoledo.edu	419-383-4220
Collaborative	John Gaboury	Prof./Dean of University Libra	john.gaboury@utoledo.edu	530-2326
	Charles Lehnert	VP, Facilities & Construction	charles.lehnert@utoledo.edu	419-530-1447

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 - capital budget

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
Primary	John Gaboury	Prof./Dean of University Libra	john_gaboury@utoledo.edu	419-530-2326
	Karen Isabella Rhoda	Administrative Director	karen_rhoda@utoledo.edu	530-4386
	Patricia Metting	Professor	patricia_metting@utoledo.edu	383-5452
	Carol Bennett-Clarke	Associate Professor	carol_bennett-clarke@utoledo.edu	383-4115
	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
Collaborative	Constance Shriner	Assistant Professor	constance.shriner@utoledo.edu	383-4249
	Rick Gottfried	Electronic Tech 2	rick.gottfried@utoledo.edu	383-4278
	John Cavins	Director Of Academic Computing	john_cavins@utoledo.edu	419-383-3986
	Jeffrey Jablonski	Assistant Professor	jeffrey_jablonski@utoledo.edu	419-530-4079

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 number of testing stations

Increased utilization and expand contractual relationships

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, operating budget, capital budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
Primary	Carole Young	Director Academic Testing Ctr	carole_young@utoledo.edu	383-4436
	Patricia Metting	Professor	patricia_metting@utoledo.edu	383-5452
	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
	Carol Bennett-Clarke	Associate Professor	carol_bennett-clarke@utoledo.edu	383-4115
Collaborative	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
	Lawrence Burns	Extra Comp - Instructor	lawrence_burns2@utoledo.edu	530-1228
	Esther Fabian	Director Health Care Marketing	esther.fabian2@utoledo.edu	383-4402
	Bryan Pyles	Assoc Vp Financ/strategic Plan	bryan_pyles@utoledo.edu	419-383-4246
	Charles Lehnert	VP, Facilities & Construction	charles_lehnert@utoledo.edu	419-530-1447

College of Medicine - 7.3.5 Health Science Blackboard Servies Compatibility

Narrative description : To improve the functionality of Blackboard or other distance learning software to suit the ongoing longitudinal needs of Health Science educational programs.

Complete : 0% (% Complete updated 3/3/2009 by sandrews)

Metric : Highly compatibile distance learning system serving the needs of all Health Science faculty and students.

Time : One to two 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	jeffrey.gold@utoledo.edu	419-383-4243
Primary	Godfrey Ovwigho	VP for Information Tech/CIO	godfrey.owwigho@utoledo.edu	419-530-3955
	John Gaboury	Prof./Dean of University Libra	john.gaboury@utoledo.edu	419-530-2326
	John Cavins	Director Of Academic Computing	john.cavins@utoledo.edu	419-383-3986
	Karen Isabella Rhoda	Associate Dean for Dis. Learni	karen.rhoda@utoledo.edu	419-530-4386
Collaborative	Jeffrey Jablonski	Assistant Professor	jeffrey.jablonski@utoledo.edu	419-530-4079
	Imran Ali	Professor	imran.ali@utoledo.edu	419-383-3544
	Constance Shriner	Assistant Professor	constance.shriner@utoledo.edu	419-383-4249
	Sheryl Milz	Associate Professor	sheryl.milz@utoledo.edu	419-383-3976
	Carol Bennett-Clarke	Professor	carol.bennett-clarke@utoledo.edu	419-383-4115

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 Rocket Wellness 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 : 60%

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, operating budget, capital budget, private funding, entrepreneurial funding, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Vicki L Riddick	Dir Comm Wellness/Hlth Promo	vicki.riddick@utoledo.edu	383-6406
	Patricia Metting	Professor	patricia.metting@utoledo.edu	383-5452
Collaborative	Elizabeth Cox	Psychiatrist	elizabeth.cox@utoledo.edu	
	Marijo Tamburrino	Chairperson	marijo.tamburrino@utoledo.edu	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 : 5%

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Patricia Metting	Professor	patricia.metting@utoledo.edu	419-383-5452
	Patricia Metting	Professor	patricia.metting@utoledo.edu	383-5452
	Sherri Armstrong	Dir, Student Serv & Registrar	sherri.armstrong@utoledo.edu	530-4864
	Della Croci	Dir Student Affairs/Student Lf	della.croci@utoledo.edu	383-4240
	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	383-3780
Collaborative	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
	John Cavins	Director Of Academic Computing	john.cavins@utoledo.edu	419-383-3986
	Michael Bisesi	Prof & Chair, Sr. Assoc Dean	michael.bisesi@utoledo.edu	419-383-4235
	Charles Lehnert	VP, Facilities & Construction	charles.lehnert@utoledo.edu	419-530-1447

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 : 6% (% Complete updated 3/3/2009 by sandrews)

Metric : Establish an academy of Physician Advisors

Assign students to faculty advisors

Implement professional development programs for the advisors

Time : One to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Patricia Metting	Professor	patricia.metting@utoledo.edu	383-5452
	Della Croci	Dir Student Affairs/Student Lf	della.croci@utoledo.edu	383-4240
	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
Collaborative	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
	Randall Schlievert	Associate Professor	randall.schlievert@utoledo.edu	419-251-8095

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 : 10% (% Complete updated 3/3/2009 by sandrews)

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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Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
Primary	Bryan Pyles	Assoc VP Financ/Strategic Plan	bryan_pyles@utoledo.edu	383-4246
	Patricia Metting	Professor	patricia_metting@utoledo.edu	383-5452
	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
Collaborative	Sherri Armstrong	Dir, Student Serv & Registrar	sherri.armstrong@utoledo.edu	419-383-4176
	Howard B Newman	Assoc VP, Development, HSC	howard_newman@utoledo.edu	419-383-6840
	Kathy Vasquez	Assoc Vp Govt Rel/dir Ahec Rh	kathy.vasquez@utoledo.edu	419-383-4880
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	419-383-6030
	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	419-383-3780

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 : 75% (% Complete updated 3/3/2009 by sandrews)

Metric : Increased medical student satisfaction and sense of support on annual AAMC Graduation Questionnaire and other surveys

Presenting at a national meeting and/or publishing

Survey outcomes of peer mentoring group 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	jeffrey_gold@utoledo.edu	383-4243
Primary	Della Croci	Dir Student Affairs/Student Lf	della.croci@utoledo.edu	383-4240
	Patricia Metting	Professor	patricia_metting@utoledo.edu	383-5452
Collaborative		Medical Student Council		
	Vicki L Riddick	Dir Comm Wellness/hlth Promo	vicki.riddick@utoledo.edu	419-383-6406
	Cynthia Kenmuir	Predocctoral Fellowship	cynthia.kenmuir@utoledo.edu	

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.

Complete : 65% (% Complete updated 3/3/2009 by sandrews)

Metric : 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.

Develop a web-based interview preparation module

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	jeffrey_gold@utoledo.edu	383-4243
Primary	Patricia Metting	Professor	patricia_metting@utoledo.edu	383-5452

	Della Croci	Dir Student Affairs/Student Lf	della.croci@utoledo.edu	383-4240
Collaborative	John Cavins	Director Of Academic Computing	john.cavins@utoledo.edu	383-3986
	Sherry Andrews	Dir, Ctr Creative Instruction	sherry.andrews@utoledo.edu	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 myriad of global health educational experiences available for our students

Complete : 50% (% Complete updated 3/3/2009 by sandrews)

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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Kris Brickman	Associate Professor	kris.brickman@utoledo.edu	419-383-3888
	Della Croci	Dir Student Affairs/Student Lf	della.croci@utoledo.edu	383-4240
		Students for Medical Missions		
		Dr. Lawrence Conway		
		Dr. Glenn Gilhood		
Collaborative	Patricia Metting	Professor	patricia.metting@utoledo.edu	419-383-5452
	Imran Ali	Professor	imran.ali@utoledo.edu	419-383-3544
	Andrew Casabianca	Assistant Professor	andrew.casabianca2@utoledo.edu	419-383-3556
	Mary Kay Smith	Assistant Professor	marykay.smith@utoledo.edu	419-383-5694

College of Medicine - 7.5.2 Provide and maintain email accounts for community-based Faculty

Narrative description : Provide and maintain email accounts for all community-based faculty

Complete : 0% (% Complete updated 3/3/2009 by sandrews)

Metric : 100% COM faculty having current UT email addresses

Time : One to two 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	jeffrey.gold@utoledo.edu	419-383-4243
Primary	Godfrey Ovwigho	VP for Information Tech/CIO	godfrey.ovwigho@utoledo.edu	419-530-3955
Collaborative	John Cavins	Director Of Academic Computing	john.cavins@utoledo.edu	419-383-3986
	Wafaa Hanna	Director Of Faculty Affairs	wafaa.hanna@utoledo.edu	419-383-4457

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 : Four to five years

Type : Develop new program

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

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Charles Lehnert	Assoc VP For Fac/Construction	charles.lehnert@utoledo.edu	530-1447
	Patricia Metting	Professor	patricia.metting@utoledo.edu	383-5452
Collaborative	Della Croci	Dir Student Affairs/Student Lf	della.croci@utoledo.edu	383-4240
	Vicki L Riddick	Dir Comm Wellness/Hlth Promo	vicki.riddick@utoledo.edu	383-6406
	Matt Schroeder	Director of Business Enterprises	matt.schroeder@utoledo.edu	530-7730

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 : 10% (% Complete updated 3/3/2009 by sandrews)

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
5) Completion of Department of Development road and utility project

Time : Two to three years

Type : Develop new program

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

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Charles Lehnert	Assoc VP For Fac/Construction	charles.lehnert@utoledo.edu	530-1447
	Patricia Metting	Professor	patricia.metting@utoledo.edu	383-5452
Collaborative	Matt Schroeder	Director of Business Enterprises	matt.schroeder@utoledo.edu	530-7730

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 and Community Outreach

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. To also include the Black Bag Project, Mobile Van with St. Lukes, Migrant Farmworkers Clinic in Fremont.

Complete : 75%

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, operating budget, private funding, entrepreneurial funding, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Della Croci	Dir Student Affairs/Student Lf	della.croci@utoledo.edu	383-4240
	Brittani W Curtis	Secretary 2	brittani.curtis@utoledo.edu	
Collaborative		Community Care Clinic		
	Patricia Metting	Professor	patricia.metting@utoledo.edu	383-5452
		Doni Miller		
		Rich Paat		
	Larry Johnson	Chairman, Assoc. Prof/Chairman	larry.johnson@utoledo.edu	83-5527
	Natalie King	Work Study Student	natalie.king@utoledo.edu	
	Andrew Sitzmann	Work Study Student	andrew.sitzmann@utoledo.edu	

College of Medicine - 7.7.2 Community Health Education Series

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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Patricia Metting	Professor	patricia.metting@utoledo.edu	419-383-5452
	Patricia Metting	Professor	patricia.metting@utoledo.edu	383-5452
	Jolene Miller	Instructor	jolene.miller@utoledo.edu	383-4959
	Marlene Porter	Instructor	marlene.porter@utoledo.edu	383-4220
	John Gaboury	Prof./Dean of University Libra	john.gaboury@utoledo.edu	530-2326
	Stephen M. Roberts	Associate Professor	stephen.roberts@utoledo.edu	419-383-6702
Collaborative	Ryan P Stork	Work Study Student	ryan.stork@utoledo.edu	
	Laura E Halpin	Predoctoral Fellowship	laura.halpin@utoledo.edu	
	Jeannine Rajan	Dir Academic Enrichment Center	jeannine.darrow@utoledo.edu	419-383-6118
	John Lazarus	Research Associate	john.lazarus@utoledo.edu	419-383-6818
	Della Croci	Dir Student Affairs/student Lf	della.croci@utoledo.edu	419-383-4240
	Vicki L Riddick	Dir Comm WellNess/hlth Promo	vicki.riddick@utoledo.edu	419-383-6406

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 : 80% (% Complete updated 3/18/2009 by jgold)

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

Time : One to two years

Type : Maintain or grow existing program

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

Responsibility	Name	Title	Email	Phone
Overall	Mark Chastang	VP/Exec Dir Of UT Med Center	mark.chastang@utoledo.edu	383-3407
Primary	Ronald McGinnis	Associate Professor	ronald.mcginis@utoledo.edu	383-3712
	Vickie Geha	Adm Amb Srvs & Behavioral Hlth	vickie.geha@utoledo.edu	383-5454
	GRETCHEN TIETJEN	Chairperson	gretchen.tietjen@utoledo.edu	383-6187
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030
Collaborative	Gerald Zelenock	Chairperson	gerald.zelenock@utoledo.edu	383-6298
	Linda French	Professor/Chairperson	linda.french@utoledo.edu	383-5572
	Marijo Tamburrino	Chairperson	marijo.tamburrino@utoledo.edu	383-5695
	Nabil Ebraheim	Chairperson	nabil.ebraheim@utoledo.edu	419-383-3761

College of Medicine - 8.1.2 Expanded Hours in Outpatient Clinics

Narrative description : Patients require evening and Saturday appointments to assure access to care for both primary care and specialty services.

Complete : 0% (% Complete updated 3/31/2009 by rmcginnis)

Metric : Numbers of clinics with expanded hours

Number of outpatient visits

Improved patient satisfaction

Time : One to two years

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	mark.chastang@utoledo.edu	419-383-3407

Primary	Ronald McGinnis	Associate Professor	ronald.mcginnis@utoledo.edu	419-383-3712
	Norma Tomlinson	Assoc Vp/assoc Exec Dir Umc	norma.tomlinson@utoledo.edu	419-383-3413
	Jennifer Tillman	Dir, Ambulatory Services	jennifer.tillman@utoledo.edu	
	Gerald Zelenock	Chairperson	gerald.zelenock@utoledo.edu	419-383-6298
Collaborative	Marijo Tamburrino	Chairperson	marijo.tamburrino@utoledo.edu	419-383-5695
	Gretchen Tietjen	Chairperson	gretchen.tietjen@utoledo.edu	419-383-6187
	Linda French	Professor/chairperson	linda.french@utoledo.edu	419-383-5572
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	419-383-6030

College of Medicine - 8.1.3 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, otolaryngology, endoscopy, 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
Overall	Mark Chastang	VP/Exec Dir Of UT Med Center	mark.chastang@utoledo.edu	383-3407
Primary	Charles Lehnert	Assoc VP For Fac/Construction	charles.lehnert@utoledo.edu	530-1447
	Floyd Shoup	Dir Facilities Maintenance	floyd.shoup@utoledo.edu	383-4357
	Norma Tomlinson	Assoc Vp/Assoc Exec Dir Umc	norma.tomlinson@utoledo.edu	383-3413
	Nabil Ebraheim	Chairperson	nabil.ebraheim@utoledo.edu	383-3761
Collaborative	Joel Tavormina	Director Of Pharmacy	joel.tavormina@utoledo.edu	383-3859
	David Kujawa	Dir Rehabilitation Services	david.kujawa@utoledo.edu	383-3527
	Steven Selman	Professor & Chair	steven.selman@utoledo.edu	419-383-3584
	Reginald F. Baugh	Professor	reginald.baugh@utoledo.edu	

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 : 90% (% Complete updated 3/18/2009 by jgold)

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 to two years

Type : Maintain or grow existing program

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

Responsibility	Name	Title	Email	Phone
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Overall	Mark Chastang	VP/Exec Dir Of UT Med Center	mark.chastang@utoledo.edu	383-3407
Primary	Julie Christy	Interim It Chief Clinical Info	julie.christy@utoledo.edu	383-5035
	Churton Budd	Systems Analyst 3	churton.budd@utoledo.edu	383-6461
Collaborative	Ronald McGinnis	Associate Professor	ronald.mcginnis@utoledo.edu	383-3712
	Frances Cassell	Director Of Radiology	frances.cassell@utoledo.edu	383-3426
	Cynthia O'Connell	Manager, Lab	cynthia.oconnell@utoledo.edu	383-5251
	Susan Arbaugh	Sr Reg & Comm Outreach Liaison	susan.arbaugh@utoledo.edu	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 to two years

Type : Maintain or grow existing program

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

Responsibility	Name	Title	Email	Phone
Overall	Mark Chastang	VP/Exec Dir Of UT Med Center	mark.chastang@utoledo.edu	383-3407
Primary	Allen Markowicz	Professor/Director	allen.markowicz@utoledo.edu	
	Ronald McGinnis	Associate Professor	ronald.mcginnis@utoledo.edu	383-3712
	William Davis	Professor	william.davis@utoledo.edu	383-4547
Collaborative	Norma Tomlinson	Assoc Vp/Assoc Exec Dir Umc	norma.tomlinson@utoledo.edu	383-3413
	Kathy Vasquez	Assoc VP Govt Rel/Dir Ahec Rh	kathy.vasquez@utoledo.edu	383-4880
	Wafaa Hanna	Director Of Faculty Affairs	wafaa.hanna@utoledo.edu	383-4457
	Susan Arbaugh	Sr Reg & Comm Outreach Liaison	susan.arbaugh@utoledo.edu	419-383-5032

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 to two 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	jeffrey.gold@utoledo.edu	383-4243
	Mark Chastang	VP/Exec Dir Of UT Med Center	mark.chastang@utoledo.edu	383-3407
Primary	Susan Arbaugh	Sr Reg & Comm Outreach Liaison	susan.arbaugh@utoledo.edu	383-5032
Collaborative	Ronald McGinnis	Associate Professor	ronald.mcginnis@utoledo.edu	383-3712

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 : 100% (% Complete updated 3/18/2009 by jgold)

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, operating budget, capital budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
	Mark Chastang	VP/Exec Dir Of UT Med Center	mark.chastang@utoledo.edu	383-3407
Primary	Kris Brickman	Associate Professor	kris.brickman@utoledo.edu	383-3888
Collaborative	Catherine Marco	Professor	catherine.marco@utoledo.edu	383-6343
	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411

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 to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Vicki L Riddick	Dir Comm Wellness/Hlth Promo	vicki.riddick@utoledo.edu	383-6406
	Jason Levine	Assistant Professor	jason.levine@utoledo.edu	
Collaborative	Esther Fabian	Director Health Care Marketing	esther.fabian2@utoledo.edu	383-4402
	David Kujawa	Dir Rehabilitation Services	david.kujawa@utoledo.edu	383-3527
	Dalynn Badenhop	Professor	dalynn.badenhop@utoledo.edu	383-3697

College of Medicine - 8.3.2 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. Encourage posted nutritional content and favorable pricing.

Complete : 10%

Metric : Employee participation numbers, improved cafeteria choices,

Time : One to two years

Type : Develop new program

Resource : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
	Mark Chastang	VP/Exec Dir Of UT Med Center	mark.chastang@utoledo.edu	383-3407
Primary	Vicki L Riddick	Dir Comm Wellness/Hlth Promo	vicki.riddick@utoledo.edu	383-6406
	Charles Harrison	Dir Food & Nutrition Services	charles.harrison@utoledo.edu	383-5383
Collaborative	Norine Wasielewski	Adm Quality & Clinical Safety	norine.wasielewski@utoledo.edu	419-383-3968

Debra J. Boardley

Professor

debra.boardley@utoledo.edu

419-383-6735

College of Medicine - 8.3.3 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 to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Vicki L Riddick	Dir Comm Wellness/Hlth Promo	vicki.riddick@utoledo.edu	383-6406
Collaborative	Esther Fabian	Director Health Care Marketing	esther.fabian2@utoledo.edu	383-4402

College of Medicine - 8.3.4 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 : 50% (% Complete updated 3/18/2009 by jgold)

Metric : Employee participation

Time : One to two years

Type : Develop new program

Resource : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Vicki L Riddick	Dir Comm Wellness/Hlth Promo	vicki.riddick@utoledo.edu	383-6406
Collaborative	Esther Fabian	Director Health Care Marketing	esther.fabian2@utoledo.edu	383-4402
	Stephen M. Roberts	Associate Professor	stephen.roberts@utoledo.edu	419-383-6702

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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
	Mark Chastang	VP/Exec Dir Of UT Med Center	mark.chastang@utoledo.edu	383-3407
Primary	Julie Christy	Interim It Chief Clinical Info	julie.christy@utoledo.edu	383-5035
	Ronald McGinnis	Associate Professor	ronald.mcginis@utoledo.edu	383-3712
Collaborative	Gerard Otten	Executive Director, Mcop	gerard.otten@utoledo.edu	383-7138
	Melodie Rufener	Systems Analyst 3	melodie.rufener@utoledo.edu	383-4587

Churton Budd	Systems Analyst 3	churton.budd@utoledo.edu	383-6461
Norma Tomlinson	Assoc Vp/Assoc Exec Dir Umc	norma.tomlinson@utoledo.edu	383-3413
Imran Ali	Professor	imran.ali@utoledo.edu	383-3544

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 : 95% (% Complete updated 3/18/2009 by jgold)

Metric : Improved documentation, Improved operating efficiency

Time : One to two 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	jeffrey.gold@utoledo.edu	383-4243
	Mark Chastang	VP/Exec Dir Of UT Med Center	mark.chastang@utoledo.edu	383-3407
Primary	Julie Christy	Interim It Chief Clinical Info	julie.christy@utoledo.edu	383-5035
	Gerald Zelenock	Chairperson	gerald.zelenock@utoledo.edu	383-6298
Collaborative	Alan Marco	Professor/Chairperson	alan.marco@utoledo.edu	383-3556
	Edwin J Hall	Director Of Peri-Op Services	edwin.hall@utoledo.edu	

College of Medicine - 8.4.3 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 : 10% (% Complete updated 3/18/2009 by jgold)

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

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
	Mark Chastang	VP/Exec Dir Of UT Med Center	mark.chastang@utoledo.edu	383-3407
Primary	Julie Christy	Interim It Chief Clinical Info	julie.christy@utoledo.edu	383-5035
	Ronald McGinnis	Associate Professor	ronald.mcginis@utoledo.edu	383-3712
Collaborative	Churton Budd	Systems Analyst 3	churton.budd@utoledo.edu	383-6461
	Norma Tomlinson	Assoc Vp/Assoc Exec Dir Umc	norma.tomlinson@utoledo.edu	383-3413
	Bryan Thomas Hinch	Assistant Professor	bryan.hinch@utoledo.edu	

College of Medicine - 8.4.4 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 : 10% (% Complete updated 3/18/2009 by jgold)

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

Responsibility	Name	Title	Email	Phone
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Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
	Mark Chastang	VP/Exec Dir Of UT Med Center	mark.chastang@utoledo.edu	383-3407
Primary	Julie Christy	Interim It Chief Clinical Info	julie.christy@utoledo.edu	383-5035
	Ronald McGinnis	Associate Professor	ronald.mcginnis@utoledo.edu	383-3712
Collaborative	Churton Budd	Systems Analyst 3	churton.budd@utoledo.edu	383-6461
	Gerald Zelenock	Chairperson	gerald.zelenock@utoledo.edu	383-6298
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030
	Mary R. Smith	Professor	marvr.smith@utoledo.edu	383-4411
	Nabil Ebraheim	Chairperson	nabil.ebraheim@utoledo.edu	383-3761
	Bryan Thomas Hinch	Assistant Professor	bryan.hinch@utoledo.edu	

College of Medicine - 8.4.5 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 to two 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	jeffrey.gold@utoledo.edu	383-4243
	Mark Chastang	VP/Exec Dir Of UT Med Center	mark.chastang@utoledo.edu	383-3407
Primary	Ronald McGinnis	Associate Professor	ronald.mcginnis@utoledo.edu	383-3712
	Bryan Pyles	Assoc VP Financ/Strategic Plan	bryan.pyles@utoledo.edu	383-4246
Collaborative	Julie Christy	Interim It Chief Clinical Info	julie.christy@utoledo.edu	383-5035
	Norma Tomlinson	Assoc Vp/Assoc Exec Dir Umc	norma.tomlinson@utoledo.edu	383-3413

College of Medicine - 8.4.6 Economic Stimulus Package EHR Implemntation

Narrative description : The economic stimulus package contains financial incentives for establishment of both inpatient and outpatient EHR's. UTMTC must meet qualifications and implementation timelines to insure maximum governmental support for the digital campus initiative.

Complete : 0% (% Complete updated 3/31/2009 by rmcginnis)

Metric : Meeting all timelines and requirements

Time : One to two years

Type : Maintain or grow existing program

Resource : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Mark Chastang	Vp/exec Dir Of Ut Med Center	mark.chastang@utoledo.edu	419-383-3407
Primary	Julie Christy	Dir Div Clinical Informatics	julie.christy@utoledo.edu	419-383-5035
	Ronald McGinnis	Associate Professor	ronald.mcginnis@utoledo.edu	419-383-3712
Collaborative	Bryan Thomas Hinch	Assistant Professor	bryan.hinch@utoledo.edu	
	Churton Budd	Systems Analyst 3	churton.budd@utoledo.edu	419-383-6461
	Lauri Cooper	Assoc. VP/Senior Legal Counsel	lauri.cooper@utoledo.edu	419-383-4577

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. This will include designated educational and research space and facilities.

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

Responsibility	Name	Title	Email	Phone
Overall	Charles Lehnert	Assoc VP For Fac/Construction	charles.lehnert@utoledo.edu	530-1447
	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Charles Lehnert	Assoc VP For Fac/Construction	charles.lehnert@utoledo.edu	530-1447
	Christopher Cooper	Professor	christopher.cooper@utoledo.edu	383-3697
	GRETCHEN TIETJEN	Chairperson	gretchen.tietjen@utoledo.edu	383-6187
	Gerald Zelenock	Chairperson	gerald.zelenock@utoledo.edu	383-6298
Collaborative	Vickie Geha	Adm Amb Srvs & Behavioral Hlth	vickie.geha@utoledo.edu	383-5454
	Ronald McGinnis	Associate Professor	ronald.mcginnis@utoledo.edu	383-3712
	Linda French	Professor/Chairperson	linda.french@utoledo.edu	383-5572
	Basil Akpunonu	Professor	basil.akpunonu@utoledo.edu	383-5614
	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419-383-6960
	Imran Ali	Professor	imran.ali@utoledo.edu	419-383-3544

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 : 100% (% Complete updated 3/18/2009 by jgold)

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

Time : One to two 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	jeffrey.gold@utoledo.edu	383-4243
	Mark Chastang	VP/Exec Dir Of UT Med Center	mark.chastang@utoledo.edu	383-3407
Primary	Christopher Cooper	Professor	christopher.cooper@utoledo.edu	383-3697
Collaborative	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030

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 UTM.

Complete : 95% (% Complete updated 3/18/2009 by jgold)

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

Time : One to two 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	jeffrey_gold@utoledo.edu	383-4243
	Mark Chastang	VP/Exec Dir Of UT Med Center	mark_chastang@utoledo.edu	383-3407
Primary	Christopher Cooper	Professor	christopher_cooper@utoledo.edu	383-3697
	Joseph Shapiro	Chairperson	joseph_shapiro@utoledo.edu	383-6030
Collaborative	Gerald Zelenock	Chairperson	gerald_zelenock@utoledo.edu	383-6298
	Munier Nazzal	Professor	munier_nazzal@utoledo.edu	383-3576
	Floyd Shoup	Dir Facilities Maintenance	floyd_shoup@utoledo.edu	383-4357
	Charles Lehnert	Assoc VP For Fac/Construction	charles_lehnert@utoledo.edu	530-1447
	Norma Tomlinson	Assoc Vp/Assoc Exec Dir Umc	norma_tomlinson@utoledo.edu	383-3413

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, private funding, entrepreneurial funding, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
Primary	John Feldmeier	Chairperson	john_feldmeier@utoledo.edu	383-4541
	Mark Chastang	VP/Exec Dir Of UT Med Center	mark_chastang@utoledo.edu	383-3407
	Prabir Chaudhuri	Professor	prabir_chaudhuri@utoledo.edu	383-3586
	Iman Mohamed	Associate Professor	iman_mohamed@utoledo.edu	383-3747
	Manohar Ratnam	Professor	manohar_ratnam@utoledo.edu	383-4131
Collaborative	Charles Lehnert	VP, Facilities & Construction	charles_lehnert@utoledo.edu	419-530-1447
	Anita L Leininger	Assistant Professor	anita_leininger2@utoledo.edu	
	Kelly Manahan	Associate Professor	kelly_manahan@utoledo.edu	
	Debra Gmerek	Associate Professor	debra_gmerek@utoledo.edu	419-383-6960

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 UTM campus to improve access and service to our patient population in this designated service line.

Complete : 95% (% Complete updated 3/18/2009 by jgold)

Metric : Patient access, improved efficiency, improved clinical outcomes

Time : One to two years

Type : Maintain or grow existing program

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

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

Overall	Charles Lehnert	Assoc VP For Fac/Construction	charles.lehnert@utoledo.edu	530-1447
	Mark Chastang	VP/Exec Dir Of UT Med Center	mark.chastang@utoledo.edu	383-3407
Primary	Charles Lehnert	Assoc VP For Fac/Construction	charles.lehnert@utoledo.edu	530-1447
Collaborative	Christopher Cooper	Professor	christopher.cooper@utoledo.edu	383-3697
	Gerald Zelenock	Chairperson	gerald.zelenock@utoledo.edu	383-6298

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 : 80% (% Complete updated 3/18/2009 by jgold)

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

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
	Charles Lehnert	Assoc VP For Fac/Construction	charles.lehnert@utoledo.edu	530-1447
Primary	GRETCHEN TIETJEN	Chairperson	gretchen.tietjen@utoledo.edu	383-6187
Collaborative	Lawrence Elmer	Associate Professor	lawrence.elmer@utoledo.edu	383-3760
	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544

College of Medicine - 8.6.3 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

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
	Mark Chastang	VP/Exec Dir Of UT Med Center	mark.chastang@utoledo.edu	383-3407
Primary	Donna Woodson	Prof & Dir of Women's Health	donna.woodson@utoledo.edu	
	Anita L Leininger	Assistant Professor	anita.leininger2@utoledo.edu	4198935905
	Iman Mohamed	Associate Professor	iman.mohamed@utoledo.edu	383-3747
	GRETCHEN TIETJEN	Chairperson	gretchen.tietjen@utoledo.edu	383-6187
	Melissa Kounine	Assistant Professor	melissa.kounine@utoledo.edu	
Collaborative	Charles Lehnert	VP, Facilities & Construction	charles.lehnert@utoledo.edu	419-530-1447
	Linda French	Professor/chairperson	linda.french@utoledo.edu	419-383-5572
	Jodi Tinkel	Assistant Professor	jodi.tinkel@utoledo.edu	419-383-3697
	Terrence Horriqan	Professor/chairperson	terrence.horriqan@utoledo.edu	419-383-3787
	Kelly Manahan	Associate Professor	kelly.manahan@utoledo.edu	

College of Medicine - 8.6.4 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, operating budget, capital budget, private funding, entrepreneurial funding, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
	Mark Chastang	VP/Exec Dir Of UT Med Center	mark_chastang@utoledo.edu	383-3407
Primary	Charles Lehnert	VP, Facilities & Construction	charles.lehnert@utoledo.edu	419-530-1447
	Terrence Horrigan	Professor/Chairperson	terrence_horrigan@utoledo.edu	383-3787
	Ronald McGinnis	Associate Professor	ronald_mcginnis@utoledo.edu	383-3712
Collaborative	Douglas Winner	Interim Cfo UT Medical Center	douglas_winner@utoledo.edu	383-5330
	Gerald Zelenock	Chairperson	gerald.zelenock@utoledo.edu	383-6298
	Donna Woodson	Prof & Dir of Women's Health	donna.woodson@utoledo.edu	

College of Medicine - 8.6.5 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 : 25% (% Complete updated 3/18/2009 by jgold)

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

Responsibility	Name	Title	Email	Phone
Overall	Mark Chastang	VP/Exec Dir Of UT Med Center	mark_chastang@utoledo.edu	383-3407
Primary	Charles Lehnert	Assoc VP For Fac/Construction	charles.lehnert@utoledo.edu	530-1447
	Gerald Zelenock	Chairperson	gerald.zelenock@utoledo.edu	383-6298
	Ronald McGinnis	Associate Professor	ronald_mcginnis@utoledo.edu	383-3712
Collaborative	Alan Marco	Professor/Chairperson	alan.marco@utoledo.edu	383-3556
	Jeffrey Hammersley	Associate Professor	jeffrey_hammersley@utoledo.edu	383-3543
	Ragheb Assaly	Associate Professor	ragheb.assaly@utoledo.edu	383-3543
	Thomas Papadimos	Associate Professor	thomas.papadimos@utoledo.edu	383-3556
	William Colyer	Assistant Professor	william.colyer@utoledo.edu	419-383-3925

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 : 70% (% Complete updated 3/18/2009 by jgold)

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Linda French	Professor/chairperson	linda.french@utoledo.edu	419-383-5572
	Douglas Federman	Associate Professor	douglas.federman@utoledo.edu	383-4909
	Norma Tomlinson	Assoc Vp/Assoc Exec Dir Umc	norma.tomlinson@utoledo.edu	383-3413
Collaborative	Vickie Geha	Adm Amb Srvs & Behavioral Hlth	vickie.geha@utoledo.edu	419-383-5454
	Norine Wasielewski	Adm Quality & Clinical Safety	norine.wasielewski@utoledo.edu	419-383-3968

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 : 95% (% Complete updated 3/18/2009 by jgold)

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Bill [William] G. Logie	VP for HR and Campus Safety	bill.logie@utoledo.edu	419-530-5437
	Douglas Federman	Associate Professor	douglas.federman@utoledo.edu	383-4909
Collaborative	Margaret McFadden	Administrator Hospital Develop	margaret.mcfadden@utoledo.edu	383-4977
	Diane E Smith	Nursing Director	dianee.smith@utoledo.edu	383-3415
	Norine Wasielewski	Adm Quality & Clinical Safety	norine.wasielewski@utoledo.edu	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 : 25% (% Complete updated 3/18/2009 by jgold)

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, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
	Mark Chastang	VP/Exec Dir Of UT Med Center	mark.chastang@utoledo.edu	383-3407
Primary	Mary R. Smith	Professor	marvr.smith@utoledo.edu	383-4411

Collaborative	Ronald McGinnis	Associate Professor	ronald.mcgininis@utoledo.edu	383-3712
	Bryan Pyles	Assoc Vp Financ/strategic Plan	bryan.pyles@utoledo.edu	419-383-4246

College of Medicine - 8.8.2 Improved Food Service for Residents and Students

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 : 50% (% Complete updated 3/18/2009 by jgold)

Metric : Improved resident satisfaction, improved retention of UT COM graduates to our GME programs

Time : One to two years

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	mark.chastang@utoledo.edu	383-3407
Primary	Charles Harrison	Dir Food & Nutrition Services	charles.harrison@utoledo.edu	383-5383
	Norma Tomlinson	Assoc Vp/Assoc Exec Dir Umc	norma.tomlinson@utoledo.edu	383-3413
Collaborative	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
	Ronald McGinnis	Associate Professor	ronald.mcgininis@utoledo.edu	383-3712

College of Medicine - 8.8.3 Wireless Communication System for Residents and Students

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	mark.chastang@utoledo.edu	383-3407
Primary	Julie Christy	Interim It Chief Clinical Info	julie.christy@utoledo.edu	383-5035
	Churton Budd	Systems Analyst 3	churton.budd@utoledo.edu	383-6461
Collaborative	Ronald McGinnis	Associate Professor	ronald.mcgininis@utoledo.edu	383-3712
	Norma Tomlinson	Assoc Vp/Assoc Exec Dir Umc	norma.tomlinson@utoledo.edu	383-3413
	Steve Swartz	Interim It Chief Tech Officer	steve.swartz@utoledo.edu	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 : 50% (% Complete updated 3/18/2009 by jgold)

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	mark.chastang@utoledo.edu	383-3407
	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Charles Lehnert	Assoc VP For Fac/Construction	charles.lehnert@utoledo.edu	530-1447
	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411

Collaborative	Ronald McGinnis	Associate Professor	ronald.mcginnis@utoledo.edu	383-3712
	Imran Ali	Professor	imran.ali@utoledo.edu	419-383-3544

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 Structure (STIE)

Narrative description : To create a new structure that will facilitate and oversee basic science & translational research project intellectual property transfer and commercialization 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 : 50% (% Complete updated 4/1/2009 by jgold)

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 to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	frank.calzonetti@utoledo.edu	419-383-6964
	Akira Takashima	Professor/Chairperson	akira.takashima@utoledo.edu	383-5423
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030
Collaborative	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419-383-6960
	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4252

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 to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030
	Akira Takashima	Professor/Chairperson	akira.takashima@utoledo.edu	383-5423
Collaborative	Faber, Lee	Professor emeritus	lee.faber@utoledo.edu	
	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419-383-6960

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 to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030
	Akira Takashima	Professor/Chairperson	akira.takashima@utoledo.edu	383-5423
Collaborative	Daniel Kory	Assoc Vice Pres Tech Transfer	daniel.kory@utoledo.edu	419-383-6924

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 to two years

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030
	Lawrence Elmer	Associate Professor	lawrence.elmer@utoledo.edu	383-3760
	Akira Takashima	Professor/Chairperson	akira.takashima@utoledo.edu	383-5423

	Michael Bisesi	Chairperson	michael.bisesi@utoledo.edu	383-4235
	Khew-Voon Chin	Associate Professor	khew-voon.chin@utoledo.edu	383-3502
	James Willey	Professor	james.willey2@utoledo.edu	383-3543
	Zi-Jian Xie	Professor	zi-jian.xie@utoledo.edu	383-4480
	David Dignam	Professor With Tenure	david.dignam@utoledo.edu	383-4136
	Ragheb Assaly	Associate Professor	ragheb.assaly@utoledo.edu	383-3543
	Lee Faber	Emeritus		
Collaborative	Paul W. Erhardt	Director, Center For Drug Desi	paul.erhardt@utoledo.edu	530-2167
	Christopher Bork	Prof & Dir, Homeland Security	christopher.bork@utoledo.edu	383-6301
	Steve Weathers	RGP		
	Doug Wilkerson	Professor/Vp For Research Adm	doug.wilkerson@utoledo.edu	383-4251
	Daniel Kory	Assoc VP Technology Transfer	daniel.kory@utoledo.edu	383-6924
	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	frank.calzonetti@utoledo.edu	383-6964
	Keith Crist	Associate Professor	keith.crist@utoledo.edu	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 to two years

Type : Maintain or grow existing program

Resource : New resources necessary - private funding, entrepreneurial funding

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Brenda Lee	President - UT Foundation	brenda.lee@utoledo.edu	419-530-7730
	Akira Takashima	Professor/Chairperson	akira.takashima@utoledo.edu	383-5423
	Doug Wilkerson	Professor/Vp For Research Adm	doug.wilkerson@utoledo.edu	383-4251
Collaborative	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	frank.calzonetti@utoledo.edu	383-6964
	Daniel Kory	Assoc VP Technology Transfer	daniel.kory@utoledo.edu	383-6924
	Sonia Najjar	Professor	sonia.najjar@utoledo.edu	383-4059
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	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 to two years

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	jeffrey_gold@utoledo.edu	383-4243
Primary	Joseph Shapiro	Chairperson	joseph_shapiro@utoledo.edu	383-6030
	Daniel Kory	Assoc VP Technology Transfer	daniel_kory@utoledo.edu	383-6924
Collaborative	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	frank_calzonetti@utoledo.edu	383-6964
	faber, Lee	Professor emeritus	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 to two 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	jeffrey_gold@utoledo.edu	383-4243
Primary	Joseph Shapiro	Chairperson	joseph_shapiro@utoledo.edu	383-6030
	Daniel Kory	Assoc VP Technology Transfer	daniel_kory@utoledo.edu	383-6924
	Ashok Biyani	Associate Professor	ashok_biyani@utoledo.edu	383-6908
Collaborative	Stephen John Snider	Dir Tech Licensing & Contracts	stephen_snider@utoledo.edu	383-6963
	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	frank_calzonetti@utoledo.edu	383-6964
	Akira Takashima	Professor/Chairperson	akira_takashima@utoledo.edu	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 : Work with the STIE to 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 to two 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	jeffrey_gold@utoledo.edu	383-4243
Primary	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	frank_calzonetti@utoledo.edu	419-383-6964
	Faber, Lee	Professor emeritus	lee.faber@utoledo.edu	
	Akira Takashima	Professor/Chairperson	akira_takashima@utoledo.edu	383-5423
Collaborative	Brenda Lee	President - UT Foundation	brenda.lee@utoledo.edu	419-530-7730
	Thomas Gutteridge	Dean/Professor	thomas.gutteridge@utoledo.edu	530-4612
	Daniel Kory	Assoc VP Technology Transfer	daniel.kory@utoledo.edu	383-6924

Mary Jo Smith Waldock	Asst. to President for Economi	maryjo.waldock@utoledo.edu	530-3279
Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	419-383-6030

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 futher refinement

Time : Four to five years

Type : Develop new program

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

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
	Sherry Andrews	Dir, Ctr Creative Instruction	sherry.andrews@utoledo.edu	383-7466
	John Cavins	Director Of Academic Computing	john.cavins@utoledo.edu	383-3986
Collaborative	Brenda Lee	President - UT Foundation	brenda.lee@utoledo.edu	419-530-7730
	Lawrence Burns	Extra Comp - Instructor	lawrence.burns2@utoledo.edu	530-1228
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	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	jeffrey.gold@utoledo.edu	383-4243
Primary	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030
	Mary Jo Smith Waldock	Asst. to President for Economi	maryjo.waldock@utoledo.edu	530-3279
	Daniel Kory	Assoc VP Technology Transfer	daniel.kory@utoledo.edu	383-6924
Collaborative	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	frank.calzonetti@utoledo.edu	383-6964
	R. Scott Osborne	BioOhio		
	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419-383-6960

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030
	Daniel Kory	Assoc VP Technology Transfer	daniel.kory@utoledo.edu	383-6924
	Akira Takashima	Professor/Chairperson	akira.takashima@utoledo.edu	383-5423
Collaborative	Mary Jo Smith Waldock	Asst. to President for Economi	maryjo.waldock@utoledo.edu	530-3279
	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	frank.calzonetti@utoledo.edu	383-6964
	Steve Weathers	President of the RGP		
	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419-383-6960

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 : Work with the STIE to 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 to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	frank.calzonetti@utoledo.edu	419-383-6964
	Daniel Kory	Assoc VP Technology Transfer	daniel.kory@utoledo.edu	383-6924
	Akira Takashima	Professor/Chairperson	akira.takashima@utoledo.edu	383-5423
Collaborative	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	419-383-6030
	Mary Jo Smith Waldock	Special Asst to Pres/Econ Devt	maryjo.waldock@utoledo.edu	419-383-6976

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 : 50% (% Complete updated 4/1/2009 by jgold)

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 to two years
Type : Maintain or grow existing program
Resource : Self-sustaining

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
Primary	Amir Askari	Professor/chairperson	amir_askari@utoledo.edu	419-383-3982
	Constance Shriner	Assistant Professor	constance.shriner@utoledo.edu	383-4249
	Mary Jo Smith Waldock	Special Asst to Pres/Econ Devt	maryjo_waldock@utoledo.edu	419-383-6976
Collaborative	Margaret M. Traband	Interim Exec Dir/Vice Provost	margaret.traband@utoledo.edu	419-530-3278
	William Jacobus	Professor	william.jacobus@utoledo.edu	419-383-6137

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 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 : 50% (% Complete updated 4/1/2009 by jgold)

Metric : # of grants applied for or funded
funded \$ amounts

\$ per teacher provided

Time : One to two years

Type : Develop new program

Resource : Self-sustaining

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
Primary	Robert Crissman	Associate Professor	robert.crissman@utoledo.edu	419-383-4120
	Constance Shriner	Assistant Professor	constance.shriner@utoledo.edu	419-383-4249
Collaborative	Charlene M. Czerniak	Director	cczerni@utoledo.edu	419-530-2094

Segment 6

Create a culture that promotes active lifelong learning for professional leadership, civic engagement and personal success.

College of Medicine - 9.6.1 Mini-Med School

Narrative description : Reinststitute annual Mini-Med School program as lecture series targeting diverse and wide segments of community. Initiate digital capture of the content and begin to market across industry and health insurance providers.

Complete : 95%

Metric : attendance
postlive press
patient visits/philanthropy resulting from attendees

Time : One to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	383-3780
	Constance Shriner	Assistant Professor	constance.shriner@utoledo.edu	383-4249
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030
Collaborative	Vicki L Riddick	Dir Comm Wellness/hlth Promo	vicki.riddick@utoledo.edu	419-383-6406
	Patrick Giammarco	Marketing Manager	patrick.giammarco@utoledo.edu	419-383-5376
	Dawn Durivage	Director, Cont. Med. Education	dawn.durivage@utoledo.edu	419-383-4237

College of Medicine - 9.6.2 Academic and clinical integrity and conflict of interest

Narrative description : Develop and implement a suite of policies to govern institutional and individual behavior on the interface between clinical, research, educational and business landscapes

Complete : 80% (% Complete updated 12/24/2008 by jshapiro)

Metric : Development and approval of policies
Implementation and tracking of adherence to these policies

Time : One to two 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	jeffrey.gold@utoledo.edu	419-383-4243
	Rosemary Haggett	Provost, Executive VP Academic	rosemary.haggett@utoledo.edu	
Primary	Roland Skeel	Professor	roland.skeel@utoledo.edu	419-383-3727
	Lynn Hutt	Compliance/Privacy Officer	lynn.hutt@utoledo.edu	419-383-6933
	Lauri Cooper	Vice Pres. & General Counsel	lauri.cooper@utoledo.edu	419-383-4577
Collaborative	Sara Wisniewski	Dir, Res Sub Prot & Compliance	samara.wisniewski@utoledo.edu	419-383-6903
	Walter Edinger	Associate Professor	walter.edinger@utoledo.edu	419-383-5657
	John Greenfield	Associate Professor	john.greenfield@utoledo.edu	419-383-3856
	Robert Blumenthal	Professor	robert.blumenthal@utoledo.edu	419-383-5422

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 : 10% (% Complete updated 4/1/2009 by jgold)

Metric : # Participants

Clinical Trials at HSC

\$ Received for program

Time : One to two years

Type : Maintain or grow existing program

Resource : Self-sustaining

Responsibility	Name	Title	Email	Phone
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Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Keith Crist	Associate Professor	keith.crist@utoledo.edu	419-383-3992
	Deepak Malhotra	Professor	deepak.malhotra@utoledo.edu	383-3705
Collaborative	Johnnie L Early	Dean, College of Pharmacy	johnnie.early@utoledo.edu	530-1931
	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419-383-6960
	Tim Gaspar	Professor & Dean	tim.gaspar@utoledo.edu	

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 and Alumni events

Narrative description : Work with the UT Alumni staff to 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 to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Daniel J. Saevig	Associate Vice President	daniel.saevig@utoledo.edu	419-530-4008
	Daniel Kory	Assoc VP Technology Transfer	daniel.kory@utoledo.edu	383-6924
Collaborative	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030
	Akira Takashima	Professor/Chairperson	akira.takashima@utoledo.edu	383-5423
	William Davis	Professor	william.davis@utoledo.edu	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 Windsor 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, operating budget, capital budget, private funding, entrepreneurial funding, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Lawrence Elmer	Associate Professor	lawrence.elmer@utoledo.edu	383-3760
	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	383-3780
Collaborative	Michael Bisesi	Chairperson	michael.bisesi@utoledo.edu	383-4235
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030

Mary R. Smith	Professor	maryr.smith@utoledo.edu	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, operating budget, capital budget, private funding, entrepreneurial funding, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Vicki L Riddick	Dir Comm Wellness/Hlth Promo	vicki.riddick@utoledo.edu	383-6406
	Basil Akpunonu	Professor	basil.akpunonu@utoledo.edu	383-5614
	Douglas Federman	Associate Professor	douglas.federman@utoledo.edu	383-4909
Collaborative	Linda French	Professor/Chairperson	linda.french@utoledo.edu	383-5572
	Ragheb Assaly	Associate Professor	ragheb.assaly@utoledo.edu	383-3543
	Michael R. Karabin	Deputy Athletics Director	michael.karabin@utoledo.edu	419-530-4226

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

College of Medicine - No Applicable Initiatives

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

Archiving Principles

Segment 1

The University will identify and capitalize on new opportunities arising from the merger and other factors.

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 to two 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	jeffrey.gold@utoledo.edu	383-4243
Primary	Akira Takashima	Professor/Chairperson	akira.takashima@utoledo.edu	383-5423
Collaborative				

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	jeffrey.gold@utoledo.edu	383-4243
Primary	Keith Crist	Associate Professor	keith.crist@utoledo.edu	383-3992
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 to two years

Type : Maintain or grow existing program

Resource : Self-sustaining

Responsibility	Name	Title	Email	Phone
Overall	Bill [William] G. Logie	VP HR and Campus Security	bill.logie@utoledo.edu	530-5435
	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Linda French	Professor/Chairperson	linda.french@utoledo.edu	383-5572
Collaborative				

Segment 2

The University must respond to labor market needs in and beyond the northwest Ohio region.

College of Medicine - No Applicable Initiatives

Segment 3

The University must respond to the opportunities and challenges presented by our expanding global context.

College of Medicine - No Applicable Initiatives

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.

College of Medicine - No Applicable Initiatives

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.

College of Medicine - No Applicable Initiatives

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.

College of Medicine - No Applicable Initiatives

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.

College of Medicine - No Applicable Initiatives

Segment 8

The University will include the utilization of existing strategic committees and organizational groups and the development of new groups, only as necessary.

College of Medicine - No Applicable Initiatives

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.

College of Medicine - No Applicable Initiatives

Segment 10

Please add any additional related outcome goals.

College of Medicine - No Applicable Initiatives

Segment 11

Items pending removal.

College of Medicine - No Applicable Initiatives

For questions or assistance with the Prism software, contact webmaster@utoledo.edu or the IT Help Desk at ext. 2400.
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