

Strategic Planning Prism

The bridge to tracking and aligning your strategic directions



College of Medicine Strategic Prism - 2009
-10

Working Version
(DRAFT)

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 diverse 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 UTOLEDO. This first overarching initiative is to convene leaders and organizers of all student outreach/recruitment activities associated with the COM, including those initiatives listed below, to develop a unified, sustainable and coherent strategy for recruitment. The recommendation is for stratification by educational level (i.e. undergraduate, high school, junior high) and for a focus on developing programs for educating guidance counselors and college advisors about the COM as well as recognizing the importance of diversity in the college of medicine.

Complete : 50% (% Complete updated 3/24/2011 by jkleshinski)

Aligns with State Plan : Access, Quality, Affordability and Efficiency

Metric : Number of programs offered in the COM at the various educational levels

Number of guidance counselors and college advisors that participate in health science and non-health science colleges.

Time : Four to five years

Type : Maintain or grow existing program

Resource : Self-sustaining

Responsibility	Name	Title	Email	Phone
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	Kevin Kucera	Assoc. VP for Enrollment Servi	kevin.kucera@utoledo.edu	419-530-5742
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College of Medicine - 4.1.2 Health Sciences High School Summer Camp

Narrative description : Health Sciences High School Summer Camp: rising seniors in high school interested in pursuing a career in medicine or another health related field (i.e. pharmacy, etc.) are selectively admitted.

o Opportunities for campers to have laboratory experiences in the College of Medicine

o Opportunities for campers to shadow physicians on the HS campus

Remains a worthwhile initiative should resources become available.

Complete : 11%

Aligns with State Plan : Access, Quality

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, external/grant funding, 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	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%

Aligns with State Plan : Access, Quality, Affordability and Efficiency

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
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Collaborative	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	383-3780
	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/Ph.D. BiomedSci Program

Narrative description : Establish Baccalaureate/Ph.D. BiomedSci program with applicable UT Colleges (i.e. Arts & Sciences; Pharmacy) Aligns with Goals I and II. In goal II, this initiative aligns with subgoal 2-affordability and subgoal 3-accessibility.

Complete : 33% (% Complete updated 3/17/2011 by dsawicki)

Aligns with State Plan : Access, Quality, Affordability and Efficiency

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	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 - 4.1.5 COM Website Redesign and Maintenance

Narrative description : Redesign the COM UT website, including college, department and program-specific content deemed relevant and important for recruitment efforts by program faculty.
Initial redesign has been completed. Maintenance needs to be done continually. Designated owners of areas of the site need to be established in order to keep the site current.

Complete : 80% (% Complete updated 3/23/2011 by sandrews)

Aligns with State Plan : Access

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

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	Sherry Andrews	Dir, Ctr Creative Instruction	sherry.andrews@utoledo.edu	383-7466
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Collaborative	Robert Blumenthal	Professor	robert.blumenthal@utoledo.edu	383-5422
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	Patricia Metting	Professor	patricia.metting@utoledo.edu	419-383-5452

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, to promote Toledo Guarantee Scholarship. New resources necessary to continue toward completion.

Complete : 30% (% Complete updated 3/23/2011 by kvasquez)

Aligns with State Plan : Access, Quality

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
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	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
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	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%

Aligns with State Plan : Access, Quality

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

Time : Two to three years

Type : Develop new program

Resource : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
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	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%

Aligns with State Plan : Access

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
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	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. This project is complete as it was determined that UT will not develop this program at this time. The cost and resources needed for development for a program with a small number of students is not recommended at this time. There was also no option to incorporate these students into the existing medical school anatomy courses. This may be revisited in the future.

Complete : 100% (% Complete updated 3/22/2011 by sandrews)

Aligns with State Plan : Access, Quality, Economic Leadership

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
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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 life support training for undergraduate students as follows:

Basic first aid (all students)

Basic life support (all students)

Disaster life support (all health related majors)

Complete : 20% (% Complete updated 3/17/2011 by cbork)

Aligns with State Plan : None

Metric : Number of undergraduate students completing Basic first aid

Number of undergraduate students completing Basic Life Support

Number of health related majors completing disaster life support

Time : Two to three years

Type : Develop new program

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

Responsibility	Name	Title	Email	Phone
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Collaborative	Paul Rega, MD	Assoc prof Dept of Public health and Preventive Med and Dept of Emergency Med	Paul.rega@utoledo.edu	383-6722
	James Cress	Life Support	James.cress@utoledo.edu	383-6724
	Sheryl Milz	Acting Chair Dept of Public Health and Preventive Medicine	Sheryl.milz@Utoledo.edu	383-5356
	Kris Brickman	Chair & Vice Chief of Staff	kris.brickman@utoledo.edu	419-383-6383

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. (Bioinformatics, Proteomics, and Genomics pipeline program for BS students to enter into BIPG Masters program was approved Fall, 2010. Nine credits of coursework can be applied to both degrees.)

Complete : 100% (% Complete updated 3/17/2011 by rruch)

Aligns with State Plan : Access, Quality, Affordability and Efficiency

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
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	Johnnie L Early	Dean, College of Pharmacy	johnnie.early@utoledo.edu	530-1931

Robert Blumenthal	Professor	robert.blumenthal@utoledo.edu	419-383-5422
Dorothea Sawicki	Professor, Assoc. Dean COGS	dorothea.sawicki@utoledo.edu	419-383-4337

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). This initiative aligns with goal 1, subgoal 1-learner-centered institution and subgoal 4-affordability and accessibility, and goal 2-subgoals 2 and 3 that address affordability and accessibility.

Complete : 55% (% Complete updated 3/17/2011 by dsawicki)

Aligns with State Plan : Access, Quality, Affordability and Efficiency

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
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Primary	Dorothea Sawicki	Prof/Assoc Dean Health Science	dorothea.sawicki@utoledo.edu	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. Undergraduate participation would be in the form of pipeline programs or advanced electives.

Complete : 0%

Aligns with State Plan : Access, Quality

Metric : Number of students enrolled in these HSC courses; percentage of didactic graduate science courses that are online or blended

Time : Four to five years

Type : Develop new program

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

Responsibility	Name	Title	Email	Phone
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Collaborative	John Cavins	Director Of Academic Computing	john.cavins@utoledo.edu	419-383-3986
	Jeffrey Jablonski	Sr Instructional Designer	jeffrey.jablonski@utoledo.edu	419-530-4079

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.

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 in Global Health, obtain foreign language training, orientation to local customs, diversity & health challenges (ie. sister school in China). Program likely would include Public Health project development and participation.

Complete : 0%

Aligns with State Plan : Access, Quality, Economic Leadership

Metric : Number of medical students/nursing students or other allied health 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
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	Paul Rega	Assistant Professor	paul.rega@utoledo.edu	419-383-6722

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. Remains a worthwhile initiative however requires resources.

Complete : 0%

Aligns with State Plan : Economic Leadership

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, private funding, faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
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	Robert Crissman	Associate Professor	robert_crissman@utoledo.edu	383-4120
Collaborative	Christopher Bork	Prof & Dir, Homeland Security	christopher_bork@utoledo.edu	383-6301
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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 COM Graduate Website

Narrative description : Redesign the UT COM graduate website, including college, department and program-specific content deemed relevant and important for recruitment efforts by program faculty. Website needs to be continually reviewed and revised.

Complete : 95% (% Complete updated 3/22/2011 by sandrews)

Aligns with State Plan : Access

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

COM faculty and staff assigned to be responsible for site to make certain that it continues to be reviewed and updated

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
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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. This initiative aligns with goal 2, subgoal 1-enhancing the quality and stature of our graduate programs, and subgoal 3, ensure accessibility to a diverse student body.

Complete : 51% (% Complete updated 3/17/2011 by dsawicki)

Aligns with State Plan : Access, Quality

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
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Collaborative	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	419-383-3780
	Randall Ruch	Associate Prof, Associate Dean, COM graduate programs	randall.ruch@utoledo.edu	383-4408

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. The initiative aligns with goal 1, subgoal 4 to enhance accessibility to undergraduate STEM programs

Complete : 35% (% Complete updated 3/17/2011 by dsawicki)

Aligns with State Plan : Access, Quality

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
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	Bina Joe	Associate Professor	bina.joe@utoledo.edu	419-383-4415
Collaborative	Randall Ruch	Assoc Prof, Associate Dean, COM graduate programs	randall.ruch@utoledo.edu	383-4408

College of Medicine - 5.2.2 Fellowships in core residency programs

Narrative description : Develop graduate medical education fellowships in all core residency programs. GI fellowship application submitted Feb 2011, under the Internal Medicine core residency program, Pain Medicine fellowship application submitted in January 2011 under the core anaesthesiology residency program.

Complete : 15% (% Complete updated 3/9/2011 by msmith2)

Aligns with State Plan : Affordability and Efficiency

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
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Collaborative				

College of Medicine - 5.2.3 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%

Aligns with State Plan : Affordability and Efficiency, Economic Leadership

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
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	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
	Akira Takashima	Professor/chairperson	akira.takashima@utoledo.edu	419-383-5423
	James Willey	Professor	james.willey2@utoledo.edu	419-383-3543

College of Medicine - 5.2.4 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. Funding for the Cardiology Interventional and Electrophysiology fellowships is in place. Funding for the Pain Medicine fellowship is expected to come from UTMIC.

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

Aligns with State Plan : Affordability and Efficiency, Economic Leadership

Metric : Number of fellows supported by external funds

Time : Two to three years

Type : Maintain or grow existing 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
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	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	419-383-3697
	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 - 5.2.5 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. Funding for new research year in the General Surgery residency has been developed.

Complete : 60% (% Complete updated 3/9/2011 by msmith2)

Aligns with State Plan : Access, Affordability and Efficiency, Economic Leadership

Metric : Implementation of the program

Surgery residency to begin an optional year of research July 2011. Funding is outside of GME stream of dollars

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
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	Gerald Zelenock	Chairperson	gerald.zelenock@utoledo.edu	383-6298
Collaborative	James Willey	Professor	james.willey2@utoledo.edu	419-383-3543
	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103
	Akira Takashima	Professor/chairperson	akira.takashima@utoledo.edu	419-383-5423

Deepak Malhotra

Professor

deepak.malhotra@utoledo.edu419-383-
3705

College of Medicine - 5.2.6 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 Medical students.

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

Aligns with State Plan : Access, Affordability and Efficiency, Economic Leadership

Metric : Increase number of work study students participating each summer Increase number of faculty participants

Time : Two to three years

Type : Maintain or grow existing 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	383-4243
	Patricia Metting	Professor	patricia_metting@utoledo.edu	419-383-5452
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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 - 5.2.7 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. The initiative aligns with goal II, subgoal III-ensuring accessibility to a diverse student body.

Complete : 55% (% Complete updated 3/17/2011 by dsawicki)

Aligns with State Plan : None

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
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	Carol Bennett-Clarke	Associate Professor	carol_bennett-clarke@utoledo.edu	383-4115
Collaborative	Joseph Shapiro	Chairperson	joseph_shapiro@utoledo.edu	419-383-6030
	Randall Ruch	Associate Prof, Associate Dean, COM graduate programs	randall_ruch@utoledo.edu	383-4408

College of Medicine - 5.2.8 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)

Aligns with State Plan : Access, Quality, Affordability and Efficiency, Economic Leadership

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
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	Michael Bisesi	Chairperson	michael.bisesi@utoledo.edu	383-4235
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	Randall Ruch	Associate Professor	randall.ruch@utoledo.edu	419-383-4131

College of Medicine - 5.2.9 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 : 10% (% Complete updated 4/4/2011 by Imalkuian)

Aligns with State Plan : Affordability and Efficiency

Metric : Increased number of new scholarships funded through UT Foundation

Time : Four to five years

Type : Maintain or grow existing program

Resource : New resources necessary

Responsibility	Name	Title	Email	Phone
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	Brenda Lee	President - UT Foundation	brenda.lee@utoledo.edu	419-530-7730
	Vern Snyder	VP Institutional Advancement	vern.snyder@utoledo.edu	530-4249
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	Deepak Malhotra	Professor	deepak.malhotra@utoledo.edu	419-383-3705

College of Medicine - 5.2.10 UTP Sponsored scholarship program

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

Complete : 0%

Aligns with State Plan : Affordability and Efficiency

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
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	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 - 5.2.11 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. Medical Oncology fellowship approved and active with 4 fellows in place. GI fellowsjip application submitted to the Internal Medicine RRC in Feb 2011, await RRC approval, expected date May 2011.

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

Aligns with State Plan : Affordability and Efficiency

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

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	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
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	ANAND MUTGI	Professor	anand.mutgi@utoledo.edu	419-383-5614

College of Medicine - 5.2.12 Internal Medicine Graduate Medical Education

Narrative description : Develop a fellowship in Rheumatology

Complete : 10% (% Complete updated 3/18/2011 by msmith2)

Aligns with State Plan : Affordability and Efficiency

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
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	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 - 5.2.13 PhD/Certificate and MD/Certificate Programs

Narrative description : Increase enrollments in combined PhD/Certificate and MD/Certificate programs. Initiative aligns with goal II, graduate and professional programs, and goal III, subgoal I-advancing a culture of research, scholarship and creative activities for its potential to enhance UT's standing.

Complete : 15% (% Complete updated 3/17/2011 by dsawicki)

Aligns with State Plan : Access, Affordability and Efficiency

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	383-4113
	Robert Blumenthal	Professor	robert.blumenthal@utoledo.edu	419-383-5422
	Barbara Kopp Miller	Associate Professor	barbara.koppmiller@utoledo.edu	419-383-4289
Collaborative	Sheryl Milz	Associate Professor	sheryl.milz@utoledo.edu	419-383-3976
	Randall Ruch	Associate Prof, Associate Dean COM grad programs	randall.ruch@utoledo.edu	383-4408

College of Medicine - 5.2.14 Expand Dentistry Graduate Medical Education Programs

Narrative description : Currently there is a General Practice Residency (5 residents in place) and Pediatric 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 an undergraduate College of Dentistry.

Complete : 30% (% Complete updated 12/15/2008 by jgold)

Aligns with State Plan : Access

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
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College of Medicine - 5.2.15 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)

Aligns with State Plan : Affordability and Efficiency

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
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	Mary R. Smith	Prof/Assoc Dean for Grad MedEd	maryr.smith@utoledo.edu	419-383-4411

College of Medicine - 5.2.16 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)

Aligns with State Plan : Affordability and Efficiency

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
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Tim Gaspar

Professor & Dean

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College of Medicine - 5.2.17 Institutional GME Affiliation 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. University of Toledo is the academic affiliate for the new Psychiatry residency at St Mary's Hospital. New psychiatry residency at St.MAry's Hospital now ACGME approved.

Complete : 100% (% Complete updated 3/18/2011 by msmith2)

Aligns with State Plan : Affordability and Efficiency

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
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College of Medicine - 5.2.18 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)

Aligns with State Plan : Access, Affordability and Efficiency

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
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Collaborative	Mary R. Smith	Professor	maryr.smith@utoledo.edu	419-383-4411

College of Medicine - 5.2.19 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)

Aligns with State Plan : Quality

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
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	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 - 5.2.20 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)

Aligns with State Plan : Access

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
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	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
	Bryan Pyles	Assoc Vp Financ/strategic Plan	bryan.pyles@utoledo.edu	419-383-4246
Collaborative	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 - 5.2.21 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)

Aligns with State Plan : Access

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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College of Medicine - 5.2.22 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. The office of GME has developed scorecards for each of the ACGME approved residencies and fellowships at the University of Toledo. The scorecards include individual program assessment and composite assessments across the scorecards. The parameters used to develop these scorecards include Recruitment quality, Educational Program quality, Value to UT College of Medicine Education Mission, Graduate Success on Passage of Board Examination, and GMEC Involvement by the program director. The scorecard data has been converted to dashboards. All of this information is compiled based upon the annual program profiles provided by each of the residencies and fellowships to the GME office in August of each academic year. In September of 2009 the scorecards and dashboards were completed and provided to the Dean of the College of Medicine, the individual program directors, and presented to the GMEC. On an annual basis, this process will be repeated

and trend analysis across years will be reported in addition to the scorecards and dashboards.

Complete : 100% (% Complete updated 3/31/2010 by sandrews)

Aligns with State Plan : Quality

Metric : By June of 2009 the first score-cards will be completed and dashboards developed. The data will be shared with the GMEC 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
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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)

Aligns with State Plan : Economic Leadership

Metric : Number of new relationships with R&D companies or organizations
Number of SBIR and STTR grants

Time : Four to five years

Type : Maintain or grow existing program

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

Responsibility	Name	Title	Email	Phone
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	Ashok Biyani	Associate Professor	ashok.biyani@utoledo.edu	419-383-6908
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	Stansley Jr, Richard B	Chair, UTIE		

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%

Aligns with State Plan : Economic Leadership

Metric : Service learning program designed and implemented - made available to students Enroll 10 students in 2011 - 2012

Time : Two to three years

Type : Maintain or grow existing program

Resource : No new resources

Responsibility	Name	Title	Email	Phone
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	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%

Aligns with State Plan : Access

Metric : Internal Medicine Residency Program. Ten FTE positions 3 years after implementation of program. No progress to date.

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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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 : 30% (% Complete updated 3/9/2011 by msmith2)

Aligns with State Plan : None

Metric : 4FTE positions – residents rotating at this facility (Toledo VA clinic) Residents from psychiatry and internal medicine rotating in the clinic.

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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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%

Aligns with State Plan : None

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
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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)

Aligns with State Plan : None

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
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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, Nursing and Pharmacy 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 : 50% (% Complete updated 3/20/2011 by kbrickman)

Aligns with State Plan : Quality, Economic Leadership

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 Number of Students/Faculty/Residents from Global Health affiliates engaged in exchange programs with UTMC Number and Diversity of Global Health opportunities available for Students on the HSC

Time : One to two years

Type : Develop new program

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

Responsibility	Name	Title	Email	Phone
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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. Aligns with goal III, subgoals I and II to advance a culture of research, scholarship and creative activities, and to bring UT to the top 150 institutions in NSF rankings.

Complete : 60% (% Complete updated 3/17/2011 by dsawicki)

Aligns with State Plan : Affordability and Efficiency, Economic Leadership

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
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	Ruch, Randall	Associate Prof, Associate Dean COM grad programs	randall.ruch@utoledo.edu	383-4408

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%

Aligns with State Plan : Access, Affordability and Efficiency

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
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College of Medicine - 5.5.3 Basic and Applied Health 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%

Aligns with State Plan : Access, Affordability and Efficiency

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
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	Christopher Cooper	Professor	christopher_cooper@utoledo.edu	419-383-3697
	Manohar Ratnam	Professor	manohar_ratnam@utoledo.edu	419-383-4131
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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)

Aligns with State Plan : Access, Affordability and Efficiency

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

Narrative description : Enroll faculty and graduate students in the 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 : 0% (% Complete updated 3/17/2011 by cshriner)

Aligns with State Plan : Access

Metric : number of students enrolled

Time : One to two years

Type : Develop new program

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

Responsibility	Name	Title	Email	Phone
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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%

Aligns with State Plan : Affordability and Efficiency, Economic Leadership

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
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	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 : 0% (% Complete updated 3/17/2011 by cshriner)

Aligns with State Plan : Quality

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 : Develop new program

Resource : New resources necessary - operating budget

Responsibility	Name	Title	Email	Phone
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	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)

Aligns with State Plan : Affordability and Efficiency, Economic Leadership

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
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	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103
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	Sheryl Milz	Assist Prof/Interim Chair	sheryl.milz@utoledo.edu	419-383-3976
	Abraham, Nader	Professor/chairperson	nader.abraham@utoledo.edu	419-383-4183

College of Medicine - 5.5.9 Develop Elective Tracks in the 4th year of 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)

Aligns with State Plan : Access, Quality

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
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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 embodied in COM Program

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)

Aligns with State Plan : Access, Quality, Affordability and Efficiency

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	
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	Rosemary Haggett	Provost, Executive VP Academic	rosemary_haggett@utoledo.edu	
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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)

Aligns with State Plan : Access, Affordability and Efficiency

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
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Segment 7

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

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

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

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

Aligns with State Plan : Economic Leadership

Metric : Maintain 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
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College of Medicine - 5.7.2 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%

Aligns with State Plan : Economic Leadership

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
Collaborative	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

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)

Aligns with State Plan : Economic Leadership

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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
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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)

Aligns with State Plan : Economic Leadership

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
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	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)

Aligns with State Plan : Economic Leadership

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
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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)

Aligns with State Plan : Affordability and Efficiency

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
	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
Collaborative	Jeffrey Gold	Provost/exec Vp Hlth Affr/dean	jeffrey.gold@utoledo.edu	419-383-4243
	Pamela Boyers	Asst Prof/Sr Advisr to Provost	pamela.boyers@utoledo.edu	419-383-4236

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. Update: DxR Clinician case based system purchased for years 1 and 2. More use of Blackboard and video capture of sessions has taken place.

Complete : 25% (% Complete updated 3/28/2011 by sandrews)

Aligns with State Plan : Affordability and Efficiency

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	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
	Pamela Boyers	Assistant Provost	pamela.boyers@utoledo.edu	
	Mary R. Smith	Prof/Assoc Dean for Grad MedEd	maryr.smith@utoledo.edu	419-383-4411

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 : 0% (% Complete updated 3/17/2011 by cshriner)

Aligns with State Plan : Affordability and Efficiency

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
Collaborative	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
	Carol Bennett-Clarke	Professor	carol.bennett-clarke@utoledo.edu	383-4115

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%

Aligns with State Plan : Economic Leadership

Metric : Number of workshops in the first year

Number of participants

Number of completed DL projects

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	Deepak Malhotra	Professor	deepak_malhotra@utoledo.edu	419-383-3705
	Jeffrey Jablonski	Assistant Professor	jeffrey_jablonski@utoledo.edu	383-3612
Collaborative	Godfrey Ovwigho	VP for Information Tech/CIO	godfrey_owwigho@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)

Aligns with State Plan : Affordability and Efficiency

Metric : Once Capture System is in place establish more than 100 presentations made available during the first year

Increase 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
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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%

Aligns with State Plan : Access, Affordability and Efficiency

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)

Aligns with State Plan : Affordability and Efficiency, Economic Leadership

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

Number of potential student applicants to the Health Science Campus hosted

Number of new technological methods of instruction implemented

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	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
Constance Shriner	Associate Professor	constance.shriner@utoledo.edu	419-383-4249

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)

Aligns with State Plan : Economic Leadership

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 Budget with Departmental Teaching Contributions

Narrative description : Implement a budgeting and resource allocation system that is aligned with the mission and strategical plan and that supports faculty teaching contributions in 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)

Aligns with State Plan : Affordability and Efficiency

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
	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)

Aligns with State Plan : Economic Leadership

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
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
	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
Collaborative	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 Number of Full Time Faculty

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
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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 Publish an annual magazine devoted to medical and biological research at UT

Narrative description : An annual magazine, Rocket Science, will present ongoing UT research in medical and biological sciences for alumni, community leaders, and other interested lay and professional audiences. This publication will address goals of Public Engagement, Regional Economic Revitalization and Global Competitiveness.

Complete : 100% (% Complete updated 3/29/2010 by jgold)

Aligns with State Plan : Quality

Metric : Publish annually

Time : Four to five 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
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	Lawrence Burns	Extra Comp - Instructor	lawrence.burns2@utoledo.edu	530-1228
	Howard B Newman	Assoc VP, Development, HSC	howard.newman@utoledo.edu	
	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	383-6030
	William Davis	Professor	william.davis@utoledo.edu	383-4547
Collaborative	Akira Takashima	Professor/chairperson	akira.takashima@utoledo.edu	419-383-5423
	Yamamoto, Bryan	Professor/Chairperson	bryan.yamamoto@utoledo.edu	419-383-6115
	Fabian, Esther	Associate Vice President	Esther.Fabian2@utoledo.edu	419-530-5724

College of Medicine - 6.1.2 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 : 75% (% Complete updated 4/6/2011 by Imalkuian)

Aligns with State Plan : Affordability and Efficiency

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
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Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
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	Vern Snyder	VP Institutional Advancement	vern.snyder@utoledo.edu	530-4249
Collaborative	Lawrence Elmer	Associate Professor	lawrence.elmer@utoledo.edu	383-3760

College of Medicine - 6.1.3 Name the College of Medicine

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

Complete : 20% (% Complete updated 4/6/2011 by Imalkuan)

Aligns with State Plan : Affordability and Efficiency

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	
	Vern Snyder	VP Institutional Advancement	vern.snyder@utoledo.edu	530-4249

College of Medicine - 6.1.4 Name departments and centers

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

Complete : 50% (% Complete updated 4/6/2011 by Imalkuan)

Aligns with State Plan : Affordability and Efficiency

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

Time : Four to five 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
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	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 - 6.1.5 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)

Aligns with State Plan : Economic Leadership

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 - 6.1.6 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 : 25% (% Complete updated 3/29/2010 by jgold)

Aligns with State Plan : Economic Leadership

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 - 6.1.7 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)

Aligns with State Plan : Access, Quality

Metric : > 30 participants each year

Time : Four to five years

Type : Maintain or grow existing program

Resource : New resources necessary - operating budget

Responsibility	Name	Title	Email	Phone
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	Christopher Bork	Prof & Dir, Homeland Security	christopher_bork@utoledo.edu	383-6301
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	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 : 75% (% Complete updated 4/8/2010 by Imalkuian)

Aligns with State Plan : Quality, Affordability and Efficiency

Metric : Increase the number of endowed chairs by three

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
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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 : 90% (% Complete updated 4/28/2010 by jgold)

Aligns with State Plan : Quality, Economic Leadership

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
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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)

Aligns with State Plan : Quality, Economic Leadership

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
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	Robert Mrak	Professor/Chairperson	robert.mrak@utoledo.edu	383-3469
	William Maltese	Chairperson	william.maltese@utoledo.edu	383-4161
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	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 and research exchanges. Invite faculty, students and economic development representatives from the community. Hold annual Research Day

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

Aligns with State Plan : Quality, Affordability and Efficiency, Economic Leadership

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
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	Nader Abraham	Professor/chairperson	nader.abraham@utoledo.edu	

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)

Aligns with State Plan : Quality

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 - private funding, entrepreneurial funding

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

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

Complete : 0%

Aligns with State Plan : Quality, Affordability and Efficiency

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
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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%

Aligns with State Plan : Quality, Affordability and Efficiency

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, faculty/staff

Responsibility	Name	Title	Email	Phone
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	Catherine Marco	Professor	catherine.marco@utoledo.edu	383-6343
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	Sara Wisniewski	Associate General Counsel	samara.wisniewski@utoledo.edu	419-383-6903

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 : 80% (% Complete updated 3/29/2010 by jgold)

Aligns with State Plan : Quality, Affordability and Efficiency

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
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Bryan Yamamoto

Professor/Chair

bryan.yamamoto@utoledo.edu

College of Medicine - 6.2.9 Coordinate HSC campus Grantsmanship training program with existing workshop on Main campus

Narrative description : Develop and conduct a grantsmanship program focused on interprofessional cohorts of health science faculty.

Complete : 100% (% Complete updated 3/29/2010 by jgold)

Aligns with State Plan : Quality, Affordability and Efficiency

Metric : Hold annual session

Time : One to two years

Type : Maintain or grow existing program

Resource : No new resources

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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%

Aligns with State Plan : Quality, Affordability and Efficiency

Metric : >50% junior faculty coupled to mentors

Time : One to two years

Type : Maintain or grow existing program

Resource : No new resources

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	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)

Aligns with State Plan : Quality, Affordability and Efficiency, Economic Leadership

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
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Sonia Najjar	Professor	sonia.najjar@utoledo.edu	383-4059
James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103
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Bina Joe	Associate Professor	bina.joe@utoledo.edu	419-383-4415

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

Narrative description : Expand Extramural Funding.

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

Aligns with State Plan : Quality, Affordability and Efficiency, Economic Leadership

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

Narrative description : Expand Extramural Funding.

Complete : 25% (% Complete updated 3/29/2010 by jgold)

Aligns with State Plan : Quality, Affordability and Efficiency, Economic Leadership

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

Narrative description : Expand Extramural Funding.

Complete : 25%

Aligns with State Plan : Quality, Affordability and Efficiency, Economic Leadership

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 : New resources necessary - faculty/staff

Responsibility	Name	Title	Email	Phone
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	Roland Skeel	Professor	roland.skeel@utoledo.edu	419-383-3727

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 : 40% (% Complete updated 3/8/2011 by dammons)

Aligns with State Plan : Quality, Affordability and Efficiency, Economic Leadership

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
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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%

Aligns with State Plan : Quality, Affordability and Efficiency, Economic Leadership

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, private funding, entrepreneurial funding, faculty/staff

Responsibility	Name	Title	Email	Phone
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Segment 3

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

College of Medicine - 6.3.1 Invite departmental chairs 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 : 75% (% Complete updated 3/29/2010 by jgold)

Aligns with State Plan : Quality, Affordability and Efficiency

Metric : number of departments reporting per year

Time : One to two years

Type : Develop new program

Resource : No new resources

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	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
	Bryan Yamamoto	Professor/Chair	bryan.yamamoto@utoledo.edu	

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)

Aligns with State Plan : Quality, Affordability and Efficiency, Economic Leadership

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
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Segment 4

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

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

Narrative description : Faculty Retention.

Complete : 30%

Aligns with State Plan : Affordability and Efficiency

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
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College of Medicine - 6.4.2 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)

Aligns with State Plan : Quality, Affordability and Efficiency

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 - capital budget, private funding, entrepreneurial funding

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Segment 5

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

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

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

Complete : 25% (% Complete updated 3/17/2011 by dsawicki)

Aligns with State Plan : Access, Quality, Affordability and Efficiency

Metric : >25% clinical faculty participation

Time : Two to three years

Type : Maintain or grow existing program

Resource : No new resources

Responsibility	Name	Title	Email	Phone
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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 : 15% (% Complete updated 3/29/2010 by jgold)

Aligns with State Plan : Quality, Affordability and Efficiency, Economic Leadership

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
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Segment 6

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

College of Medicine - 6.6.1 Center of Excellence in Translational Health & Bioscience: Center for Biomarker Research & Individualized Medicine (BRIM)

Narrative description : Obtain recognition and funding from the State as a center of excellence in translational health and bioscience. Obtain intramural and extramural funding for biomarker research and individualized medicine.

Complete : 50% (% Complete updated 3/8/2011 by dgmerek)

Aligns with State Plan : Quality, Affordability and Efficiency, Economic Leadership

Metric : Approval by State of Ohio

Intramural funding

Extramural funding

Students registered in BRIM certificate program

Students registered in Biomarker Survey course

Time : Four to five years

Type : Maintain or grow existing program

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

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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 Cultural Environment 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. Status: Institutional Research offers the use of a survey tool campus wide that can be used by faculty and staff.

Complete : 50% (% Complete updated 3/28/2011 by sandrews)

Aligns with State Plan : Access, Quality

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
Collaborative	Della Croci	Dir Student Affairs/Student Lf	della_croci@utoledo.edu	383-4240
	Kaye Patten Wallace	Vice President	kaye.pattenwallace@utoledo.edu	530-2665
	Sunday Griffith	Assistant Director	sunday.griffith@utoledo.edu	419-530-1243

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 : 10% (% Complete updated 3/29/2010 by jgold)

Aligns with State Plan : Access, Quality, Economic Leadership

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%

Aligns with State Plan : Quality, Affordability and Efficiency

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
Collaborative	Daniel J. Saevig	Associate Vice President	daniel.saevig@utoledo.edu	530-4008

Dianne Wisniewski	Administrative Coordinator	dianne.wisniewski@utoledo.edu	530-4103
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)

Aligns with State Plan : Quality, Affordability and Efficiency

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 : 50% (% Complete updated 3/25/2011 by vriddic)

Aligns with State Plan : Quality, Economic Leadership

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 : 50% (% Complete updated 3/25/2011 by vriddic)

Aligns with State Plan : Quality, Affordability and Efficiency

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%

Aligns with State Plan : Quality, Affordability and Efficiency, Economic Leadership

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	maryr.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
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	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)

Aligns with State Plan : Access, Quality, Affordability and Efficiency

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%

Aligns with State Plan : Access, Affordability and Efficiency

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
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	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 : This program is noted as 100% complete. It has been discontinued and replaced.

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 : 100% (% Complete updated 3/17/2011 by sgore)

Aligns with State Plan : Access, Quality

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
Collaborative	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
	Patricia Hogue	Chairperson	patricia.hogue@utoledo.edu	383-4807

College of Medicine - 7.2.4 CARE Connection Initiative

Narrative description : This program is 100% complete. It has been discontinued.

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 : 100% (% Complete updated 3/17/2011 by sgore)

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 : This program is complete. No plans for continuation at this time.

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 : 100% (% Complete updated 3/17/2011 by sgore)

Aligns with State Plan : Access, Quality, Affordability and Efficiency

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 Expanded 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 UTOCOM. 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)

Aligns with State Plan : Access, Quality

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
	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.

Complete : 95% (% Complete updated 3/24/2011 by jkleshinski)

Aligns with State Plan : Access, Quality, Affordability and Efficiency

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
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Collaborative	Patricia Hogue	Associate Professor	patricia.hogue@utoledo.edu	419-383-4807
	Frank LaPoint	Mgr Student Diversity Programs	frank.lapoint2@utoledo.edu	419-383-3438

College of Medicine - 7.2.8 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 Colleges' (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)

Aligns with State Plan : Access, Quality

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 - 7.2.9 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%

Aligns with State Plan : Access, Quality

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
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	James Trempe	Professor	james_trempe@utoledo.edu	419-383-4103
Collaborative	Debra Gmerek	Associate Professor	debra_gmerek@utoledo.edu	419-383-6960
	Nader Abraham	Professor/chairperson	nader_abraham@utoledo.edu	

College of Medicine - 7.2.10 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)

Aligns with State Plan : Access, Quality

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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
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	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 : 75% (% Complete updated 3/29/2010 by jgold)

Aligns with State Plan : Access, Quality, Affordability and Efficiency

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 Learning Commons Development

Narrative description : To further develop the student-centered learning environment in the Mulford Health Science Library, through consolidation of legacy services to focus on access to digital resources and support of librarians to critically engage student and faculty learning at the point-of-need. We will assess our campus environment and strategically deploy innovative services to have maximal impact on student and faculty learning. Development and use of communication technology will bridge the divide between the Health Science and Main Campuses. Improvement to the facilities will provide additional research and study spaces for students and faculty, accommodating individual and group study/research and offering an enriched environment to support learning, discovery, and engagement. The transformation of Mulford Health Sciences Library to a more vibrant learning center will be facilitated by the initiatives of the College of Innovative Learning.

Complete : 25% (% Complete updated 3/29/2010 by jgold)

Aligns with State Plan : Access, Quality, Affordability and Efficiency

Metric : Construction of a new Mulford Health Science Library Learning Commons Increased student satisfaction on AAMC Graduation Questionnaire and other surveys Citation of Mulford Learning 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	Pryor, Benjamin	Prof./Dean of College of Innovative Learning	benjamin.pryor@utoledo.edu	530-2075
Collaborative	Miller, Jolene	Instructor/Director, HSC Library	jolene.miller@utoledo.edu	383-4959
	Dan Klett	Director of Facilities Planning	daniel.klett@utoledo.edu	530-1453

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%

Aligns with State Plan : Access, Quality, Affordability and Efficiency

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
Collaborative	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
	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%

Aligns with State Plan : Access, Quality, Affordability and Efficiency

Metric : Increased number of testing stations

Increased utilization and expand contractual relationships

Increased number and type of certification/licensure examinations administered

Ability to administer examinations for distance learning courses

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
Collaborative	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
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 : 100% (% Complete updated 3/29/2010 by jgold)

Aligns with State Plan : Access, Quality, Affordability and Efficiency

Metric : Highly compatible 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
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	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 : 80% (% Complete updated 3/25/2011 by vriddic)

Aligns with State Plan : Quality, Affordability and Efficiency

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
Collaborative	Patricia Metting	Professor	patricia_metting@utoledo.edu	383-5452
	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 : 75% (% Complete updated 3/29/2010 by jgold)

Aligns with State Plan : Access, Quality, Affordability and Efficiency

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
Collaborative	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	383-3780
	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 & Mentor

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 : 25% (% Complete updated 3/29/2010 by jgold)

Aligns with State Plan : Quality, Affordability and Efficiency

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
Collaborative	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
	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 : 15% (% Complete updated 3/29/2010 by jgold)

Aligns with State Plan : Affordability and Efficiency, Economic Leadership

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
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)

Aligns with State Plan : Quality, Affordability and Efficiency

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)

Aligns with State Plan : Quality, Affordability and Efficiency, Economic Leadership

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

College of Medicine - 7.4.7 Medical Career Counseling Web Site

Narrative description : The College of Medicine will develop and maintain a medical career counseling web site. This will include core residency and fellowship information as well as application, interview and other relevant materials.

Complete : 0% (% Complete updated 3/29/2010 by jgold)

Aligns with State Plan : Quality, Affordability and Efficiency, Economic Leadership

Metric : Completely operational web site

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	419-383-4243
Primary	Patricia Metting	Professor	patricia.metting@utoledo.edu	419-383-5452
Collaborative				

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 and develop global health educational experiences for our students and create opportunities and affiliations for both Medical Mission and Global Academic experiences.

Complete : 70% (% Complete updated 3/20/2011 by kbrickman)

Aligns with State Plan : Quality, Economic Leadership

Metric : Creation of new office Identification of Director/Coordinator and support staff Increased percent of students participating in global health educational experiences Create funding mechanism/budget to support student opportunities and program staff support and development Engage multidisciplinary participation in Global Health experiences Develop Faculty/Student exchange opportunities with Global Health partners

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	Kris Brickman	Chairperson	kris.brickman@utoledo.edu	419-383-6383
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		Students for Medical Missions		
		Dr. Lawrence Conway		
		Dr. Glenn Gilhood		
	Patricia Metting	Professor	patricia.metting@utoledo.edu	419-383-5452
Collaborative	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
	Sammy Spann	Dir of Academic Engagement	sammy.spann@utoledo.edu	419-530-5268
	Hao Jiang	Research GA Masters	hao.jiang@utoledo.edu	

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

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

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

Aligns with State Plan : Affordability and Efficiency, Economic Leadership

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
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	John Cavins	Director Of Academic Computing	john.cavins@utoledo.edu	419-383-3986
Collaborative	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%

Aligns with State Plan : Affordability and Efficiency, Economic Leadership

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
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	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)

Aligns with State Plan : Affordability and Efficiency, Economic Leadership

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
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	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%

Aligns with State Plan : Quality, Affordability and Efficiency, Economic Leadership

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
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	Brittani W Curtis	Secretary 2	brittani.curtis@utoledo.edu	
		Community Care Clinic		
Collaborative	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
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	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
Collaborative	Stephen M. Roberts	Associate Professor	stephen.roberts@utoledo.edu	419-383-6702
	Ryan P Stork	Work Study Student	ryan.stork@utoledo.edu	
	Laura E Halpin	Predoctoral Fellowship	laura.halpin@utoledo.edu	
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Segment 8

Please add any additional related outcome goals.

College of Medicine - No Applicable Initiatives

Segment 9

Items pending removal.

College of Medicine - No Applicable Initiatives

V. Health Care

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

Segment 1

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

College of Medicine - 8.1.1 24 hour appointment program for patients

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

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

Aligns with State Plan : Affordability and Efficiency, Economic Leadership

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	Scott Scarborough	Int VP/Exec Dir UTMC	scott_scarborough@utoledo.edu	419-383-3407
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	Marijo Tamburrino	Chairperson	marijo.tamburrino@utoledo.edu	383-5695
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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)

Aligns with State Plan : Affordability and Efficiency, Economic Leadership

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

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Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	419-383-6030
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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%

Aligns with State Plan : Affordability and Efficiency, Economic Leadership

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

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	Steven Selman	Professor & Chair	steven.selman@utoledo.edu	419-383-3584
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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)

Aligns with State Plan : Quality, Economic Leadership

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

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	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%

Aligns with State Plan : Quality, Affordability and Efficiency, Economic Leadership

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
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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 : 50% (% Complete updated 3/16/2011 by rmcginnis)

Aligns with State Plan : Affordability and Efficiency, Economic Leadership

Metric : Dashboard reports

Time : One to two years

Type : Maintain or grow existing program

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

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Segment 3

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

College of Medicine - 8.3.1 Walking for Wellness Program Expansion

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

Complete : 100% (% Complete updated 3/25/2011 by vriddic)

Aligns with State Plan : Economic Leadership

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
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	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%

Aligns with State Plan : Economic Leadership

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
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	Charles Harrison	Dir Food & Nutrition Services	charles_harrison@utoledo.edu	383-5383
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	Alexis Golesh	Registered Dietitian		

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%

Aligns with State Plan : Economic Leadership

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
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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)

Aligns with State Plan : Affordability and Efficiency, Economic Leadership
Metric : Employee participation
Time : One to two years
Type : Develop new program
Resource : No new resources

Responsibility	Name	Title	Email	Phone
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Segment 4

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

College of Medicine - 8.4.1 Digital Campus Initiative

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

Complete : 30% (% Complete updated 3/29/2010 by jgold)
Aligns with State Plan : Quality, Affordability and Efficiency, Economic Leadership
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

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	Bryan Thomas Hinch	Information Officer/Assoc Dir	bryan.hinch@utoledo.edu	419-383-4909

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)
Aligns with State Plan : Quality, Economic Leadership
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
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	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 whic support regulatory compliance. This also captures data directly from medical equipment.

Complete : 10% (% Complete updated 3/18/2009 by jgold)

Aligns with State Plan : Quality, Economic Leadership

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
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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 helath centers at Duke and Vanderbilt Universities.

Complete : 10% (% Complete updated 3/18/2009 by jgold)

Aligns with State Plan : Quality, Economic Leadership

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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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 : 10% (% Complete updated 3/29/2010 by jgold)

Aligns with State Plan : Quality, Economic Leadership

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
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College of Medicine - 8.4.6 Achievement of Hospital & Practice Meaningful Use Standards

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

Complete : 30% (% Complete updated 2/26/2011 by jgold)

Aligns with State Plan : Quality, Affordability and Efficiency, Economic Leadership

Metric : Meeting all timelines and requirements

Time : One to two years

Type : Maintain or grow existing program

Resource : No new resources

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Segment 5

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

College of Medicine - 8.5.1 Outpatient Clinical Building - Space Expansion

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

and facilities.

Complete : 10%

Aligns with State Plan : Access, Quality, Economic Leadership

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

Time : Four to five years

Type : Maintain or grow existing program

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

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	Gerald Zelenock	Chairperson	gerald.zelenock@utoledo.edu	383-6298
	Vickie Geha	Adm Amb Svcs & Behavioral Hlth	vickie.geha@utoledo.edu	383-5454
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College of Medicine - 8.5.2 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 UTMC.

Complete : 100% (% Complete updated 3/29/2010 by jgold)

Aligns with State Plan : Quality, Economic Leadership

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
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College of Medicine - 8.5.3 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.

The financial committee of the University of Toledo Board and now the full Board have approved the move of Radiation Oncology to the Dana Center along with the purchase of a new fully capable linear accelerator. This plan will meld well with the already purchased but not yet installed PET/CT/Dimulator.

Recommendation: Begin near and immediate time planning to prioritize a phased development of a multidisciplinary cancer center. Establish a working committee with representation by Medical, Surgical, Radiation and GYN Oncology as well as Radiology, Pathology, GI and Pulmonary Medicine, Urology including Pastic Surgery and support services. The committee obviously needs seniour administrative representation. Participation should be sought by our basic science faculty who can facilitate translational research.

Complete : 20%

Aligns with State Plan : Economic Leadership

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

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

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	Manohar Ratnam	Professor	manohar_ratnam@utoledo.edu	383-4131
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	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 UTMC campus to improve access and service to our patient population in this designated service line.

Complete : 100% (% Complete updated 3/29/2010 by jgold)

Aligns with State Plan : Economic Leadership

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
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	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)

Aligns with State Plan : Quality, Economic Leadership

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
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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%

Aligns with State Plan : Quality, Economic Leadership

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
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	Gretchen Tietjen	Chairperson	gretchen.tietjen@utoledo.edu	383-6187
	Iman Mohamed	Professor	iman.mohamed@utoledo.edu	383-3747
	Anita L Leininger	Assistant Professor	anita.leininger2@utoledo.edu	383-6433

College of Medicine - 8.6.4 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)

Aligns with State Plan : Quality, Economic Leadership

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
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	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)

Aligns with State Plan : Access, Quality, Affordability and Efficiency

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
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	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)

Aligns with State Plan : Access, Quality, Affordability and Efficiency

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
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Collaborative	Margaret McFadden	Administrator Hospital Develop	margaret.mcfadden@utoledo.edu	383-4977
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Norine Wasielewski

Adm Quality & Clinical Safety

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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)

Aligns with State Plan : Access, Affordability and Efficiency, Economic Leadership

Metric : New residency positions. Positions filled with University of Toledo College of Medicine graduates and other graduates of 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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	Ronald McGinnis	Associate Professor	ronald.mcginnis@utoledo.edu	383-3712
Collaborative	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)

Aligns with State Plan : Affordability and Efficiency

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
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Collaborative	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
	Ronald McGinnis	Associate Professor	ronald.mcginnis@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%

Aligns with State Plan : Quality, Affordability and Efficiency

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
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	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)

Aligns with State Plan : Affordability and Efficiency

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
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Segment 9

Please add any additional related outcome goals.

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)

Aligns with State Plan : Economic Leadership

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
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	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%

Aligns with State Plan : Economic Leadership

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
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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%

Aligns with State Plan : Economic Leadership

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
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Daniel Kory

Assoc Vice Pres Tech Transfer

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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%

Aligns with State Plan : Quality, Economic Leadership

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	
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	Michael Bisesi	Chairperson	michael.bisesi@utoledo.edu	383-4235	
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	Zi-Jian Xie	Professor	zi-jian.xie@utoledo.edu	383-4480	
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		Lee Faber	Emeritus		
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	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%

Aligns with State Plan : Affordability and Efficiency, Economic Leadership

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
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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%

Aligns with State Plan : Economic Leadership

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
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	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%

Aligns with State Plan : Economic Leadership

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
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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%

Aligns with State Plan : Economic Leadership

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
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	Faber, Lee	Professor emeritus	lee.faber@utoledo.edu	
	Akira Takashima	Professor/Chairperson	akira.takashima@utoledo.edu	383-5423
	Brenda Lee	President - UT Foundation	brenda.lee@utoledo.edu	419-530-7730
Collaborative	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 : 25% (% Complete updated 3/29/2010 by jgold)

Aligns with State Plan : Economic Leadership

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
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	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%

Aligns with State Plan : Quality, Economic Leadership

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
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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%

Aligns with State Plan : Quality, Economic Leadership

Metric :

Time : Two to three years

Type : Develop new program

Resource : No new resources

Responsibility	Name	Title	Email	Phone
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	Steve Weathers	President of the RGP		
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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%

Aligns with State Plan : Economic Leadership

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
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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 STEMM/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)

Aligns with State Plan : Economic Leadership

Metric : Local/regional teachers enrolled in STEMM 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
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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)

Aligns with State Plan : Economic Leadership

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
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Segment 6

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

College of Medicine - 9.6.1 Mini-Med School

Narrative description : Reinstitute 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 : 99% (% Complete updated 3/24/2011 by jkleshinski)

Aligns with State Plan : Access, Affordability and Efficiency, Economic Leadership

Metric : attendance

positive 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
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Collaborative	Howard B Newman	Assoc VP, Development, HSC	howard.newman@utoledo.edu	419-383-6840
	Aimee Falk	Marketing Coordinator	aimee.falk@utoledo.edu	419-383-4267

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)

Aligns with State Plan : Economic Leadership

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, operating budget, faculty/staff

Responsibility	Name	Title	Email	Phone
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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)

Aligns with State Plan : Economic Leadership

Metric : # Participants # Clinical Trials at HSC \$ Received for program
Time : One to two years
Type : Maintain or grow existing program
Resource : New resources necessary - faculty/staff

Responsibility	Name	Title	Email	Phone
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	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 : 10% (% Complete updated 3/25/2011 by vriddic)

Aligns with State Plan : Economic Leadership

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
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	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%

Aligns with State Plan : Economic Leadership

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
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Collaborative	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%

Aligns with State Plan : Economic Leadership

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
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	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

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Collaborative	Bryan Yamamoto	Professor/Chair	bryan.yamamoto@utoledo.edu	419-383-6115

College of Medicine - 10.1.2 Translational Research Stimulation Awards

Narrative description : Award five new translational research stimulation grants for UT collaborations across colleges/campuses or UT collaborations with ProMedica clinical professionals for 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 - operating budget

Responsibility	Name	Title	Email	Phone
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Collaborative				

College of Medicine - 10.1.3 Main Campus Health Center

Narrative description : Develop comparable HSC and MC student and employee/staff health services.

Complete : 0%

Metric : Comparable dual campus access and services.

Time : One to two years

Type : Maintain or grow existing program

Resource : Self-sustaining

Responsibility	Name	Title	Email	Phone
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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

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