CRITERION ONE
The institution has clear and publicly stated purposes consistent with its mission and appropriate to an institution of higher education.

THE MEDICAL COLLEGE OF OHIO MISSION STATEMENT

The mission of the Medical College of Ohio "shall be the creation and maintenance of an academic environment that attracts the most highly qualified students and faculty, and fosters the pursuit of excellence in health education, research, and service." (Figure 4, page 43).

The vision of the Medical College of Ohio is to be a recognized leader in health care education. To that end, MCO has been employing its resources and focusing its energy.

MCO has four schools including the Graduate School, School of Allied Health, School of Medicine and the School of Nursing. Each of the schools has a focused mission statement that supports the institutional mission and vision.

The Graduate School Mission Statement

The mission of the Graduate School is to "provide a quality education to students in the health professions and the biomedical sciences; to conduct scholarly investigations that advance knowledge and improve health and health care; and to render service of the highest quality to the people of Ohio and beyond."

In that role, the Graduate School provides a wide range of curricula for the training of beginning and established health professionals and biomedical
MEDICAL COLLEGE OF OHIO MISSION STATEMENT

The creation and maintenance of an academic environment that attracts the most highly-qualified students and faculty, and fosters the pursuit of excellence in health education, research and service.

MCO has striven to fulfill this mission through the Medical College Hospitals, the Foundation, and MCO's constituent schools: School of Nursing, School of Allied Health, School of Medicine, and the Graduate School.
scientists. The school is committed to excellence in all these programs and their adaptation to meet changes that will occur with growth, knowledge, and experience.

In its scholarly investigative role, the school is committed to advancing students' knowledge and understanding of health, disease and developing ways to improve health and health care through basic and applied research. As a place of active research and scholarship in the biomedical and health fields, the school has an obligation and responsibility to provide new knowledge to the state, the nation and the world.

The School of Allied Health Mission Statement
The mission of the School of Allied Health is "to improve the quality of human life through education, research, and service related to health promotion and the prevention, treatment, and remediation of disease and disability."

As a leader in allied health, the School is committed to excellence via continuous improvement involving the assessment of:

- Learning by students and professionals;
- Contributions to knowledge; and,
- Service provided to the community of interest.

Prevention and remediation of disease/dysfunction and promotion of health are emphasized to fulfill the school's mission. The faculty and staff of the school are committed to excellence in educational and research experiences. The ultimate goal is to prepare health professionals who can serve competently and ethically while simultaneously advancing their respective disciplines via scientific inquiry and innovative service delivery.
The School of Medicine Mission Statement

As one of the newer American medical schools, the School of Medicine is keenly aware of the necessity to uphold the standards of the Liaison Committee on Medical Education. Therefore, while the school's educational objectives have evolved over the years, they have always included those essential objectives that are shared by all modern American medical schools. The School of Medicine's objectives are prescribed by the Liaison Committee on Medical Education, and are to offer a program that prepares its graduates "to enter and complete graduate medical education, to qualify for licensure, to provide competent medical care, and to have the educational background for continued learning."

The mission statement of the School of Medicine is "to (a) educate physicians who will excel in their profession by serving their diverse communities and society with knowledge, compassion, and care, (b) advance medicine through research and scholarly work, and (c) provide and promote outstanding medical service through its faculty, the Medical College of Ohio Hospitals, and the Medical College of Ohio's affiliates."

The School of Nursing Mission Statement

The mission of the School of Nursing is congruent with those of MCO and the consortium institutions, Bowling Green State University and the University of Toledo. The School of Nursing is the regional leader in the provision of theory-based undergraduate and graduate professional education programs responsive to the changing needs of students and the health care environment.

The mission of MCO’s School of Nursing is "to commit to ongoing assessment of learning to ensure empirically-based curriculum changes that assist students to achieve the highest possible outcomes and the advancement of
nursing practice through leadership in the development, application and dissemination of nursing knowledge."

Consistent with the environment provided by an academic health center, the faculty and students participate in interdisciplinary endeavors that enhance the quality of learning and health care.

**MISSIONS OF UNITS AND ENTERPRISES DIRECTLY SUPPORTING THE MEDICAL COLLEGE OF OHIO**

**The Medical College of Ohio Hospitals**
The mission of the Medical College of Ohio Hospitals is "to provide superior patient care which is compassionate and cost effective, and to support and enhance the health education mission of MCO. In partnership with the college, MCO Hospitals continuously strive to develop and incorporate advancements in health care knowledge to improve the quality of patient care."

**The Medical College of Ohio Foundation**
The Medical College of Ohio Foundation is a non-profit corporation governed by a Board of Trustees separate from that of MCO. The Foundation trustees and the Office of Institutional Advancement staff work closely with MCO leaders to advance MCO’s education, research and clinical care mission. The Foundation creates and promotes programs that result in strategic financial and stewardship accomplishments that benefit the goals and objectives of the Medical College of Ohio.
The Involvement of MCO Constituencies in Evaluating Its Purposes

In addition to faculty, students, alumni and the public, MCO's constituencies also include the Ohio Board of Regents, external advisory committees, specialized professional accreditation agencies and professional licensing boards. MCO utilizes institutional and school processes to evaluate its purposes. These include input and feedback in planning, implementation, evaluation and assessment from the community of interest including, but not limited to, faculty, students, alumni, community members, specialized professional accrediting agencies and employers.

Understanding of the Stated Purposes by Institutional Constituencies

MCO serves multiple institutional constituencies. Each group is informed of MCO's institutional missions through a number of sources.

1. Students: Matriculating students are oriented to the mission of the institution during the orientation programs and are issued student handbooks and/or policy manuals specific to each school. Potential students are informed of the institutional mission through recruitment and application materials as well as the MCO web site. An interactive academic CD-ROM has been developed to recruit prospective students for all four schools within MCO.

2. Faculty: All faculty members routinely receive copies of the faculty handbook as well as copies of MCO bylaws, rules and regulations. Issues relating to the institutional mission are regularly discussed at college-wide faculty meetings. An orientation program is required for all new faculty members.
3. Staff: MCO staff members are kept informed of institutional missions through a variety of widely distributed publications (Pulse, Board of Trustees Updates) and electronic communications (Monitor and e-mail). An orientation program is required for all new staff. The MCO Forum is routinely held to provide updates and inform faculty and staff about institutional missions and activities.

4. Board of Trustees: Regularly scheduled, open meetings of the Board of Trustees are conducted to inform members of institutional missions.

5. Alumni: MCO alumni receive a quarterly publication, Alumni News, that is aimed at informing and updating graduates about events and developments at MCO. There also is an alumni section on the MCO web site.

In addition to the specific publications mentioned above, a searchable web site describing the institutional mission is available to all interested parties at www.mco.edu.

Office of Marketing and Communications

MCO's internal and external communication efforts are directed by the Office of Marketing and Communications within the Office of Institutional Advancement. Communications and marketing initiatives are established with the strategic priorities of the institution in mind.

Many communication vehicles exist to relay information to MCO's internal audiences, including employees, students, and board members. These include Pulse, a monthly printed publication for the MCO community; Monitor, an intranet site providing daily news and announcements; Forum, a regular campus-wide meeting to inform employees and students of MCO happenings.
and to provide an opportunity for discussion; and *Vital Signs*, an electronic magazine featuring articles on MCO’s education, patient care and research.

MCO provides information to its external audience through *Advancement*, a quarterly newsletter for friends and supporters of MCO; *Alumni News*, a quarterly publication for alumni of MCO’s four schools; and through the MCO web site. For example, the newly developed Cancer Institute web page provides information on the institute’s services, community events, referral forms and links to other sites. In addition, MCO communicates to the general public through active media relation efforts. The office of marketing and communications offers media training workshops to MCO employees to help them become more effective spokespeople. Marketing initiatives include printed materials and advertising that highlight MCO’s expertise.

**Support of Freedom of Inquiry for Faculty and Students**

MCO has created and works to maintain an academic environment that ensures freedom of inquiry for both the faculty and students. The Bylaws of MCO Faculty Rules and Regulations clearly state:

*The Medical College Faculty subscribes to principles of academic freedom and tenure. A member of the faculty shall have the freedom to teach and seek the truth, shall have security of position after a reasonable period of probation, shall have income commensurate with professional attainments and shall have assurance of an explicit contract."

For students, the freedom of inquiry has been a right that was recently adopted as a formal policy as recommended by the NCA Self-Study Steering Committee. Both the School of Medicine and the Graduate School include clear statements about students’ freedom of inquiry in the academic 2000-2001 students’ handbooks and/or policy manuals. In addition, faculty and students are provided equal access to the college’s resources and the latest
technology to foster independence in their pursuit of knowledge. The support provided by MCO is exemplified by various clinical and research-oriented seminars and visiting speakers brought in to educate both faculty and students. Visiting scholars bring their knowledge to MCO, and share new knowledge on the most recent treatments and research.

**Commitment to Excellence**

MCO's commitment to excellence in education is embodied in its vision to become an acknowledged leader in health care education. Evidence of this institutional commitment permeates all institutional endeavors and initiatives, and can be broadly classified into three areas: faculty, students and facilities, and is evident throughout the Self-Study Report. Several examples of MCO's commitment to excellence in these areas are described below.

**Faculty:** Evaluation of faculty teaching and research are the major components of annual faculty performance reviews. Faculty members are encouraged to seek out the Office of Faculty Development that exists to support and encourage the faculty to reach their potential as educators. Some of the initiatives that demonstrate this support are the Teaching Scholars Fellowship, Problem-Based Learning Facilitator Training and the 1999 Teach the Teachers Conference.

MCO has recently initiated post-tenure review of faculty that ensures continued faculty commitment to excellence. Faculty improvement leaves are encouraged and supported by the administration. Excellence in teaching and mentoring is highlighted by several awards including the Deans' Awards for Excellence in Teaching and Mentoring, the Golden Apple Awards and the Prism Awards.

**Students:** The number of scholarships for outstanding students is increasing and has proven to be a valuable means of attracting such students. MCO also
provides support for student research in the form of stipends, research support awards, and travel to meetings for both graduate and medical students. Student feedback is sought in the form of surveys and questionnaires. The Academic Enrichment Center provides academic tutoring for students, one-on-one and in small group settings. Annual awards by schools and professional programs recognize and celebrate excellence in student performance in research, clinical clerkships and fieldwork, professional contribution, service and leadership.

**Facilities:** MCO is committed to the development of outstanding facilities to maintain excellence in patient care, research and education. Major classroom renovations have been completed in the Health Education Building. The recently constructed Howard L. Collier Building houses classrooms, labs, and faculty offices for the School of Nursing and the School of Allied Health. The Collier and Health Education Buildings, which contain the majority of classrooms and teaching labs on campus, possess state-of-the-art hardware for the integration of information technology into teaching. The entire campus has been rewired with fiber optic cable that allows for high-speed data transmission. The investment in computer hardware has allowed for the development of the Academic Intranet.

The Academic Intranet provides web access to course materials, handouts, announcements, and lectures for a variety of programs. The Mulford Library is a member of OhioLINK, the gateway to information across the state and beyond. OhioLINK provides faculty and students with an online central database of the holdings of member libraries, online access to more than 50 research and reference databases, instant downloads of periodical articles, and user-initiated online borrowing. The Center for Creative Instruction is dedicated to developing innovative applications to support teaching and learning. Formed in 1993, the center has assisted faculty, staff and students to develop and use state-of-the-art technology to foster learning.
MCO recognizes the need to foster continuous self-improvement. The initiatives described above are a sampling of the campus-wide commitment to excellence in education.

**Strengths**

- MCO is firmly established as the only academic health science center in northwest Ohio and has become a leader in health education in the state.
- MCO has clear and publicly stated purposes consistent with its mission and appropriate to an institution of higher education.
- MCO's stated purposes are well communicated to its internal and external constituencies.

**Challenges**

- The mission statements of the four schools need to be more visible and better communicated to faculty and students.

- Upon review of the faculty rules and regulations and student rules and regulations, it was noted that a statement regarding the rights and responsibilities of freedom of inquiry was not included for students.

**Progress Report**

The above challenges were addressed as follows:

- The four schools mission statements were re-examined, reviewed and revised by each school's executive committee. Efforts were made to make mission statements more visible. Some of these efforts include placing the mission statements on MCO's web site, printing them in student and faculty handbooks, and framing and placing them in the schools in different areas and offices to ensure visibility.