

# My Journey

Cairo, Egypt -> Abgig, Egypt -> Oldham, UK -> Toledo, Ohio

Dr. Amira Gohara



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# Mentors Before MCO



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**Mom:  
Cleopatra  
Saad**



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# Professor Batrawi

CAIRO University College of Medicine



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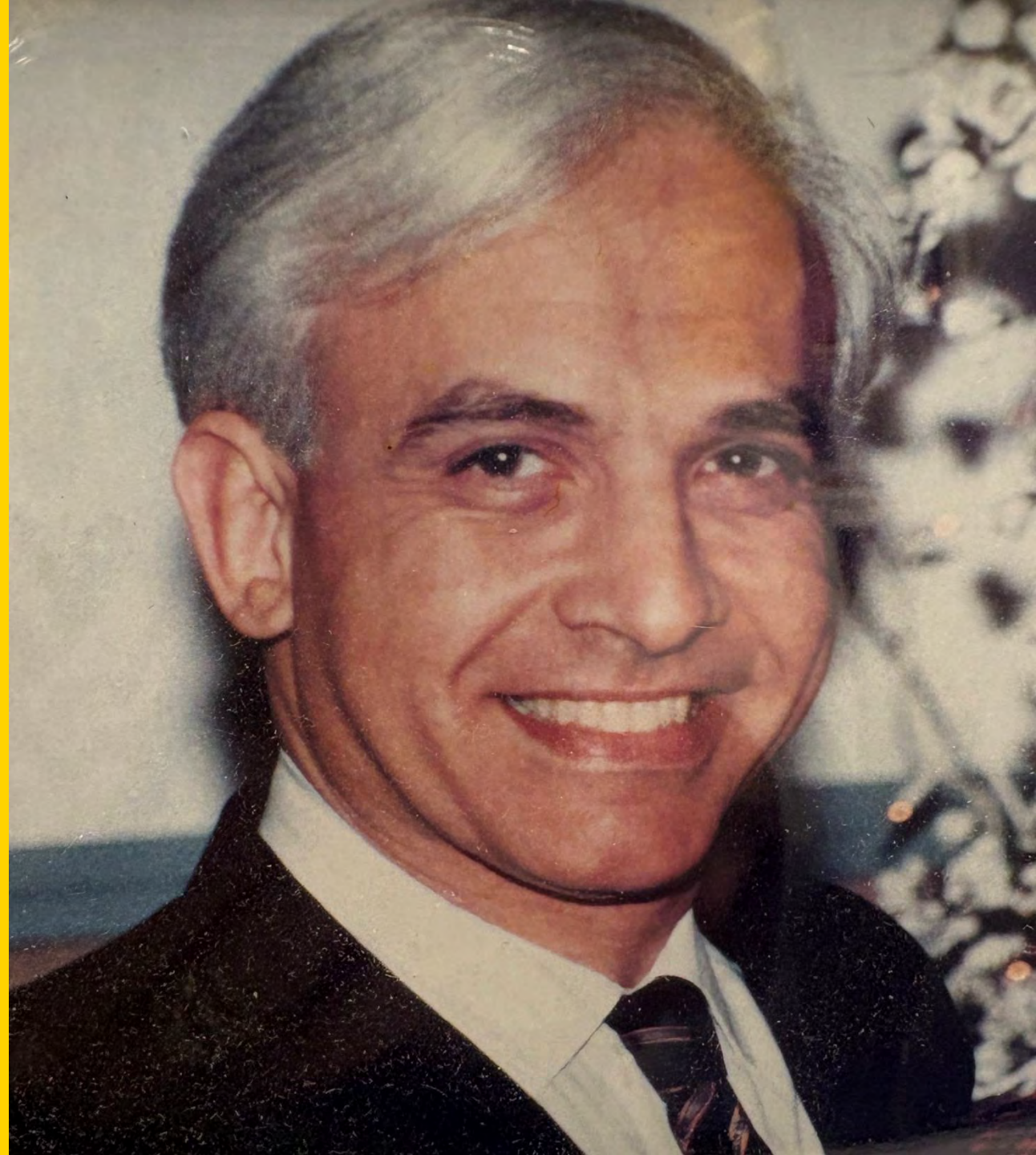
# Dr. Adler

Oldham General Hospital, UK



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**My  
Husband:  
Dr. Sabry  
Gohara**



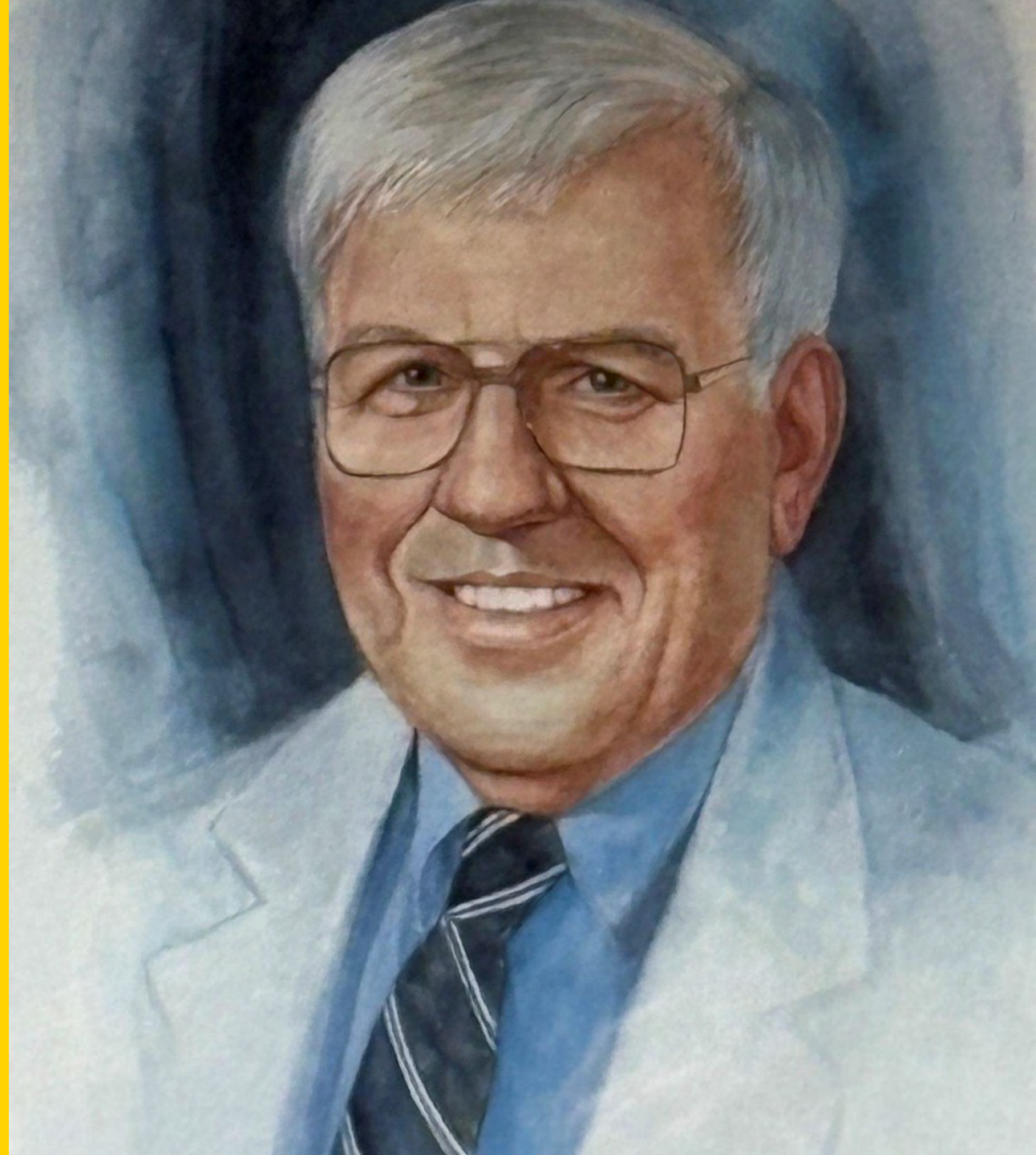
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# Mentors At MCO



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**Dr. James  
Patrick:  
1<sup>st</sup> Pathology  
Chair at  
MCO,  
Recruited  
me**



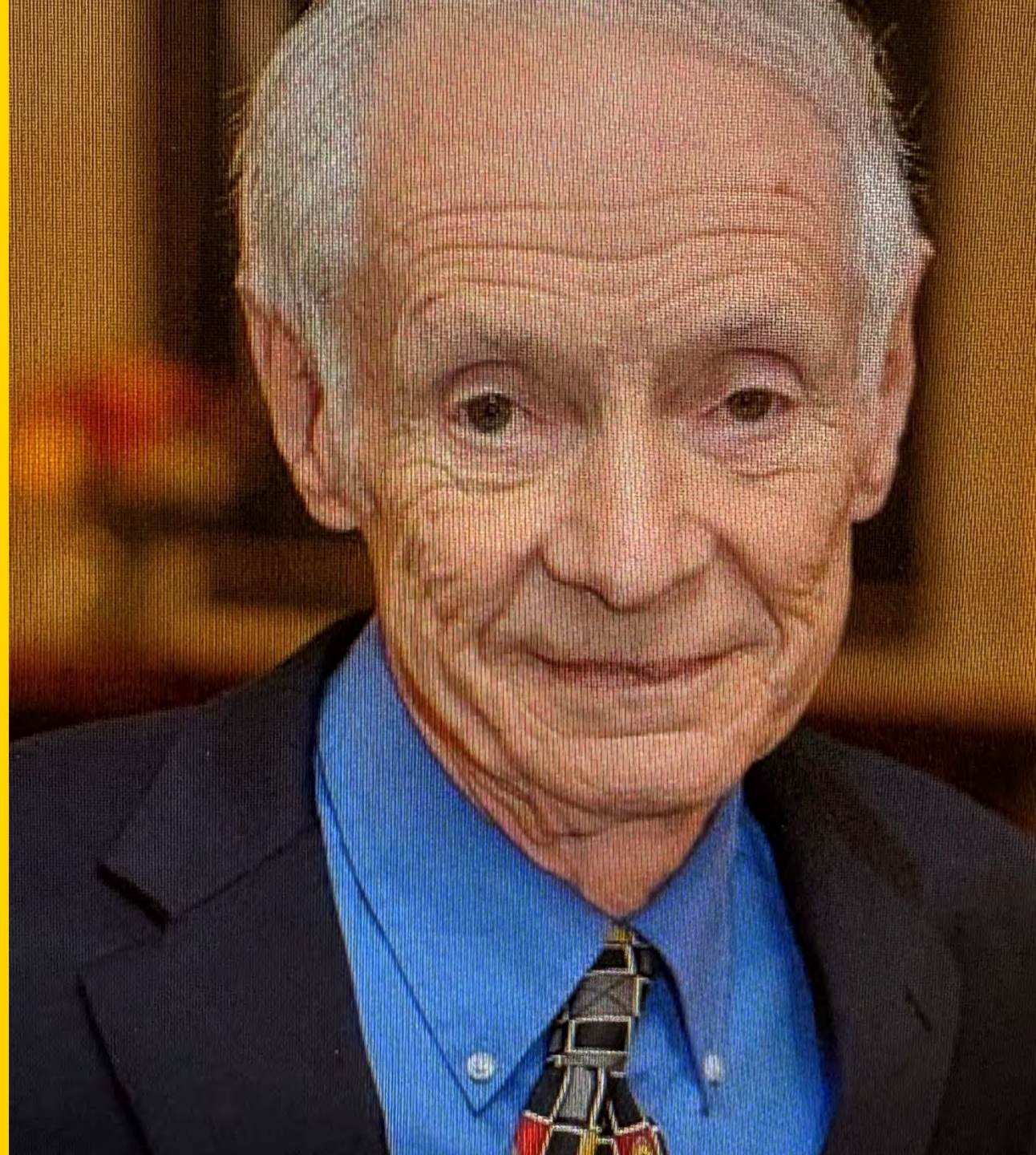
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**Dr. Peter  
Goldblatt:  
Chair of  
Pathology**



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# **Dr. Richard Leighton: My Dean**



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# **Dr. Frank McCullough: My President**



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# The Academic Team When I was Dean

Dr. Mary Smith: GME

Doug Wilkenson: Research

Dr. Bennett Clark: Medical Education

Dr. Barry Richardson: Admissions

Dr. Christine Taylor: Faculty Development

Dr. Pat Metting: Student Affairs



# Provost Office

Jerry Milstead: Dean of Nursing

Keith Schlender: Dean – Graduate School

Chris B: Dean of Allied Health



# **My Academic Journey at MCO and Beyond**



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# Pathology Resident: MCO



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Instructor of Pathology  
Lab Director – Henry County Hospital



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Assistant Professor – MCO  
Lab Director – Parkview Hospital



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Associate Professor – MCO  
Lab Director  
Assistant Dean of Student Affairs



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Professor and Associate Dean For  
Faculty Affairs

Founder of The Faculty Affairs Office with  
Director Bryan Pyles



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# Executive Associate Dean



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**Dean / Provost  
MCO  
1996–2004**



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# Highlights of Deanship

Successful LCME visit 1996 – Eight Years Accreditation

Curriculum revisions from systems to disciplines as requested by LCME

Appointment of first woman Chair – Dr. Marijo Tamburrino

Recruitment and Appointment of outstanding chairmen and faculty,

Dr. Joseph Shapiro, Dr. Ed Staren, and Dr. Leroy Rodger, just to name a few.

**Two outstanding young scholars that became Dean:**

**–Dr. Christopher Cooper**

**–Dr. Imran Ali**



# ELAM Faculty

ELAM stands for: Executive Leadership in Academic Medicine. It is a year long, part-time fellowship for women.



Obtained funding from the Mercy System to create:

- The Center for Creative Education (Now the Jacob Center)
- Mercy Endowed Chairman of Internal Medicine



# Lessons Learned



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❖ You cannot please everybody all the time



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❖ Listen, Listen, Listen



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❖ Create an advisory team you can trust



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❖ Lead by example



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# Stresses

- ❖ Budget
- ❖ Affiliation Discussions
- ❖ Hidden Agendas:
  - Faculty
  - Staff
  - Board Members



# What Are My Fondest Memories At MCO/MUOT/COMLS

- ❖ My medical students and residents calling me  
Grandma Gohara



❖ Receiving my first Golden Apple award



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❖ Hooding graduating medical students



- ❖ Moving patients from the Maumee Valley County Hospital to our current location, December 29, 1969, in produce trucks



- ❖ Establishing the first HLA Lab in the Health Education Building in 1975 to support our transplant program



- ❖ Witnessing the first Renal Transplant done at MCO in 1975, done by Dr. Kenneth Kropp



- ❖ Being elected to AOA in 1987
- ❖ Establishing the first Post Sophomore Pathology Fellowship in 1975 with Dr. Patrick



# In Closing: Difference Between a Leader and a Manager

A Leader Inspires  
A Manager Advises



# Leadership Styles:

- ❖ Democratic – Seeks input from team
- ❖ Autocratic – My way or the highway
- ❖ Laissez-Faire – Let them do what they please



- ❖ Strategic – Plan with team to advance a specific agenda
  - ❖ Transformational – Improving the goals
  - ❖ Transactional – Give incentives for good performance



- ❖ Coaching – Work with individuals to help them achieve their goals
- ❖ Bureaucratic – obedient and follow Boards desires and goals
- ❖ Visionary – Look at the future and plan for it

-Wood, Alan, The 9 Leadership Styles In Business, July 9, 2023, Real Check Stubs, <https://www.realcheckstubs.com/blog>



In my humble opinion, for a successful Dean,  
they must combine more than one style of  
leadership.



For me, to be successful as a Dean, one must combine  
Strategic/ Visionary/ Coaching styles of leadership



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# To Be Successful As A Dean:

- ❖ Work Hard
- ❖ Have Empathy
- ❖ Be Trustworthy
- ❖ Be Dependable
- ❖ Embrace Teamwork
- ❖ Be A Role Model For Professionalism
- ❖ Listening Skills Are Your Most Important Asset



Anticipated changes in Medical Education will  
depend on Technology (AI)



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# What I Am Proud Of The Most

My Four Grandsons:

Amir

Kiran

Jai

Marlow



**Thank You**



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# Sage on the Stage

**Christopher J Cooper, MD**  
**Distinguished University Professor**  
**Dean, COMLS 2014-2024**

# Negotiation: a two- or more party interaction



Collaborative vs. Competitive, “win-win” vs. “win-lose”



Seek agreement on facts.



Does the issue/item align with critical needs or strategic directions?



Honesty. Commit to delivering on promises.



What can you contribute?

# Changes in Medical Education

Pass / Fail for STEP 1 has been a failure

Too much of medical education has become observing instead of doing (and does not engage the learner)

The advent of outside resources has significant advantages and challenges for both learners and faculty

# Strategic Plan(s)

My experience is most university-based strategic plans are an amalgam of wishful thinking that is not strategic, and is not planning

In the COMLS our goals are clear: education, research and patient care

If you really want to be successful, focus narrowly and have clear, measurable outcomes

There is tension between strategic thinking (what is important in the longer-term) and what requires immediate attention

# Anticipated Changes in Clinical Practice



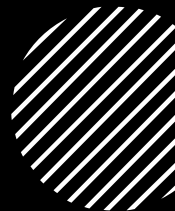
All physicians should integrate genetics into their practices



There will be tension in AI-driven algorithms and patient care, some of it derived from the quality of the information being used (accurate history and physical exam as an example)...and the search process is under someone else's control and can be manipulated



# “Success”



Hard work > intelligence



Lack of direction leads to running in circles or being stuck on a treadmill



Be clear with your boss where you are headed and negotiate a path that realistically may get you there



Whatever you do, commit to be the best at it



Make it easy for people to see you in your next job

# Dean's Perspective: Past, Present and the Future

College of Medicine and Life Sciences

Imran I Ali MD

Professor of Neurology

Dean and Vice Provost



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# Disclosures

- None



# The Past

- MCO 1996
- Assistant Professor
- Department of Medicine Neurology
- Clerkship Director, 1998



Department of



“Start by doing what’s necessary;  
then do what’s possible; and suddenly  
you’re doing the impossible.”

Saint Francis of Assisi



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# Mentors



# The “Formative” Years

- Assistant-Associate Dean
- Chair, Consortium of Neurology Clerkship Directors
- RRC Neurology, ACGME
- AAMC COD Fellowship
- Board of Directors, ABPN



# Leadership

Self-  
Awareness

Self-  
regulation

Motivation

Empathy

Social  
Skills

Humility

Daniel Goleman HBR



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# To be a dean...

- Understand the organization
- Culture is key
- Institutional loyalty is paramount





## Caveats

- Authority is earned and not bestowed
- Managing personalities is major part of the job
- Learn to report “up”



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Wise Reasoning Converging Evidence for the Psychology of Sound Judgment. Harrison Oakes, Justin P. Brienza, Abdo Elnakouri, and Igor Grossmann



“Not everything that is faced can be changed. But nothing can be changed until it is faced.”

James Baldwin  
Novelist/Activist



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# Keys to success

- Clear strategy
- Emotional Intelligence
- Recruitment & Retention
- Negotiations & the Art of Persuasion
- Conflict Resolution
- Communication



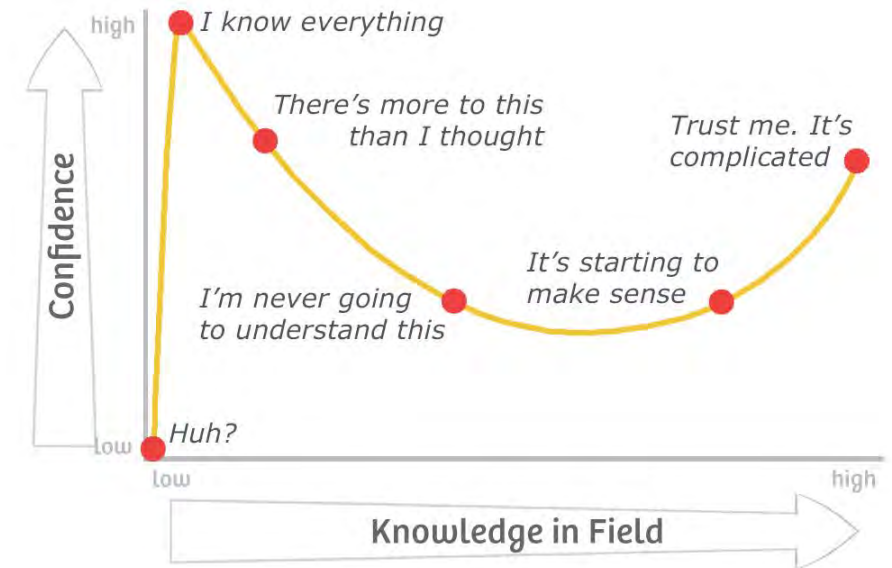
# Teams

- Listening
- Communication
- Innovation
- Reflection
- Integration
  - *Amy Thompson, HBR*



# Lessons learned

- Be humble inside and outside
- Build trust
- Beware of cognitive bias
- Be proactive rather than purely reactive
- Develop listening skills
- Communicate carefully and truthfully
- Have the right team
- Don't give up
- Be prepared for the unexpected



*“But in all my experience, I’ve never been in an accident .....of any sort word speaking about. I’ve seen but one vessel in distress in all my years at sea. I never saw a wreck and never been wrecked, nor was I ever in any predicament that threatened to enter a disaster of any sort.”*

**E.J. Smith, 1907, Captain RMS Titanic**



# Reflections

- Change is hard but often necessary
- Nothing is achieved without hard work
- Personal integrity is key
- Self-awareness & regulation is critical
- It takes team work to succeed



# Gratitude

- Faculty & staff
- Senior Leadership Team
- Executive Committee/Chairs
  
- Dean's office
  - David Walczak, Kim Koesters, Laura Hamid, James Molnar, Ann Murphy





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“You have power over your mind –  
not outside events. Realize this, and  
you will find strength.”

Marcus Aurelius



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# Dedicated to my parents, Izzat Ali Siddiqui (1924–2017) and Zahida Siddiqui (1926–2023)

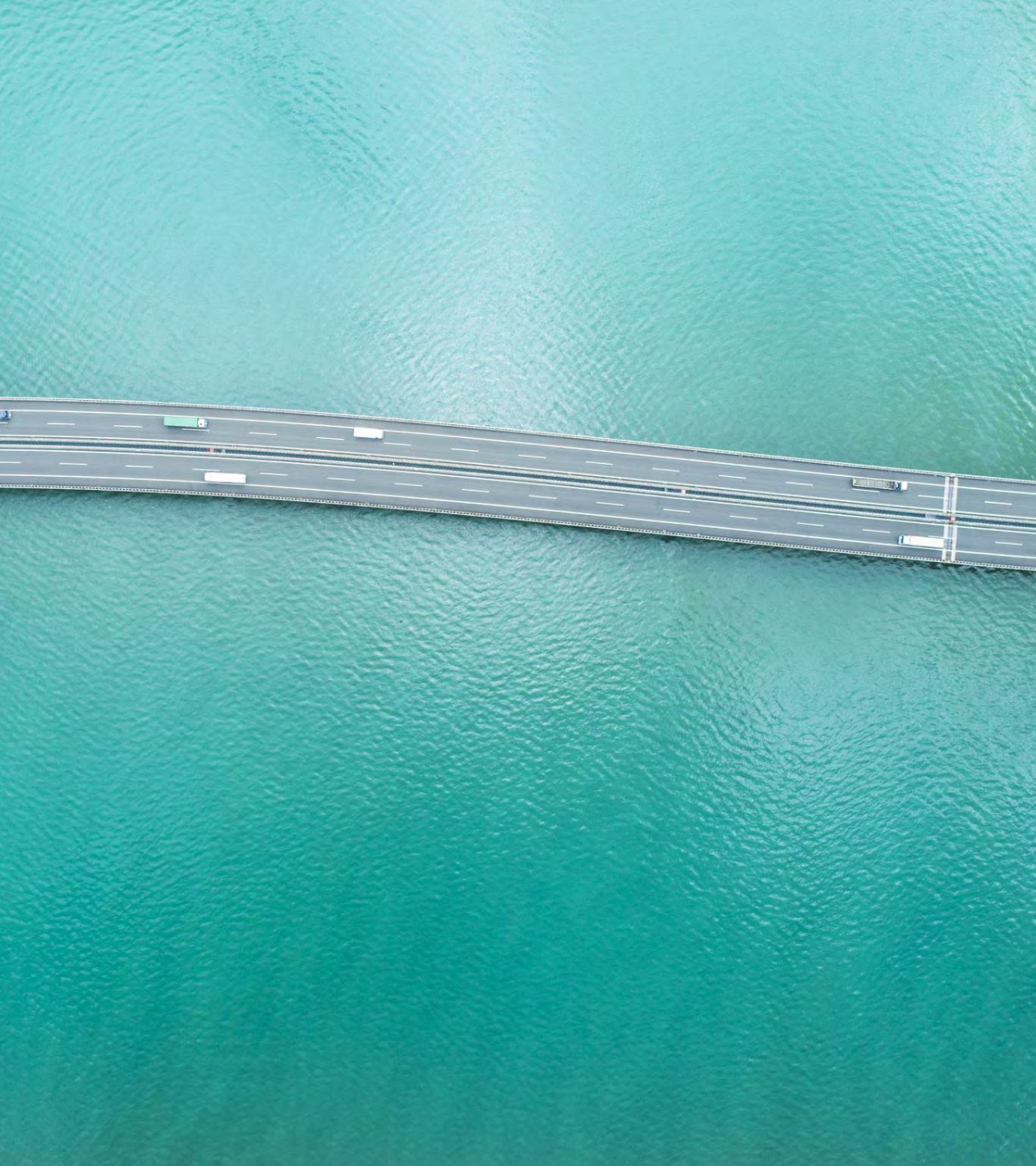


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**Thank you!**



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