

# COMLS STRATEGIC PLAN

12/19/2019



## MISSION

**The mission of The University of Toledo College of Medicine and Life Sciences is to improve health in the communities and region we serve. We do this by educating excellent clinicians and scientists, by providing patient centered and high-quality care and by producing nationally recognized research in focused areas.**

## VISION

**The University of Toledo College of Medicine and Life Sciences, with its partner ProMedica, is nationally recognized for education and focused research, and regionally distinguished for comprehensive clinical care.**

## VALUES

**Both statements above reflect the College's core values of professionalism, service, diversity, collaboration and discovery.**

# **STUDENT SUCCESS AND ACADEMIC EXCELLENCE**



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# STUDENT SUCCESS AND ACADEMIC EXCELLENCE

## GOAL #1

**Improve undergraduate student success, retention, and degree completion through greater engagement of the College of Medicine and Life Sciences in the undergraduate educational mission at The University of Toledo.**

### **OBJECTIVES:**

1. Increase the number and competitiveness of UToledo undergraduate students who apply and matriculate to COMLS graduate and MD programs.
2. Increase the number of COMLS-housed, credit-bearing undergraduate classes and course sequences.

### **OUTCOMES:**

- Undergraduate enrollment in COMLS-housed undergraduate courses/academic minors.
- Comparison data for UToledo undergrads applying and matriculating to medical school as a function of successful completion of COMLS courses/minors.
- Entering metrics (GPA, science GPA, MCAT scores) for UToledo undergraduate students matriculating to the COMLS MD program as a function of successful completion of COMLS courses/minors.

# STUDENT SUCCESS AND ACADEMIC EXCELLENCE

## GOAL #2

**Improve COMLS graduate and MD student success and timely degree completion through specialized academic concentrations, data-informed student progress tracking from matriculation through graduation, and enhanced academic support.**

### **OBJECTIVES:**

1. Improve opportunities for students to engage with specialized academic tracks/concentrations based on areas of strength and uniqueness of COMLS programs.
2. Improve processes and procedures for student progress and remediation.
3. Optimize resources and improve overall quality of all COMLS programs.

### **OUTCOMES:**

- Interest in specialized concentrations from prospective MD and graduate program applicants.
- Percent of students who delay key program transitions.
- Scores/grades of MD program and graduate students on comprehensive examinations and national board examinations.
- Student use of academic enrichment services and perceptions of utility of services.

# STUDENT SUCCESS AND ACADEMIC EXCELLENCE

## GOAL #3A

**Prepare UToledo undergraduate students for advanced academic studies in medical school and biomedical clinical and research graduate schools, particularly within COMLS graduate and MD programs.**

### **OBJECTIVES:**

1. Increase matriculation to MD and graduate school applications from a wider diversity of UToledo academic majors and disciplines, including social sciences, humanities, and other professional majors (e.g., education, pharmacy, business).
2. Improve opportunities for undergraduate students who are interested in early decision, accelerated course sequence, and other pathways to COMLS graduate programs and biomedical research careers.

### **OUTCOMES:**

- Undergraduate matriculation to COMLS graduate (clinical and research) and MD programs.
- Increase in undergraduate students engaged in research in COMLS.
- Entering metrics (GPA, science GPA, MCAT/GRE scores) for UToledo undergraduate students matriculating to COMLS graduate (clinical and research) and MD programs.



# STUDENT SUCCESS AND ACADEMIC EXCELLENCE

## GOAL #3B

**Prepare COMLS biomedical clinical and research graduate and MD students career success through professional development programming, enhanced residency match preparation, and similar career development.**

### **OBJECTIVES:**

1. Improve student career, professional development, and post-graduate training preparation.
2. Increase opportunities for formal faculty-led advising for graduate and MD students.

### **OUTCOMES:**

- MD student satisfaction with career advising on the annual AAMC Graduation Questionnaire.
- Graduate student survey responses regarding satisfaction with career advising and professional development.

# **RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITIES**



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# RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITIES

## GOAL #1

**Enhance national recognition for research by developing and implementing a plan to support and promote team science (example, program projects and multiple PIs grants, etc.) in four areas of research excellence – Hypertension/Kidney disease, Cancer, Neurosciences, and Infection and Immunity.**

### **OBJECTIVES:**

1. Development of team science proposals.
2. Identify and recruit an Associate Dean for Research.
3. Increase collaboration and communication between department chairs and COMLS Dean and Associate Dean for Research.

### **OUTCOMES:**

- Put into action plan for four areas of excellence in biomedical research:
  - Hypertension/Kidney Disease
  - Cancer
  - Neurosciences
  - Infection and Immunity
- Increase COMLS national ranking in research expenditures
- Annual increase in team science proposals



# RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITIES

## GOAL #2

Increase recognition of faculty research, scholarship, productivity, and faculty professional development.

### **OBJECTIVES:**

1. Increase recognition of faculty by increasing academic productivity.
2. Increase faculty promotions, participation as PIs or Co-PIs on extramural grants.
3. Promote faculty development and visibility.

### **OUTCOMES:**

- UT's national ranking in research expenditures.
- UT's ranking in public, research universities expenditures among Ohio's public universities.
- Number of faculty publications in high-impact and high-profile journals identified by departments relating to their disciplines.
- Number of faculty who are fellows of selected, national societies.
- Number of faculty, staff and students participating in local research and community engagement activities.



# RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITIES

## GOAL #3

**Reinvest and redirect funds back into research infrastructure to expand current capabilities of core facilities to accommodate expansions in goals 1, and 2. Improve and increase our research incentive policy to maximize faculty efforts for external research funding.**

### **OBJECTIVES:**

1. Increase the number of new hired faculty, improvement of our research infrastructure and policy to incentivize productive faculty.

### **OUTCOMES:**

- Increase annual investment in research support infrastructure.
- Number of faculty publications in high-impact and high-profile journals.



# RESEARCH, SCHOLARSHIP AND CREATIVE ACTIVITIES

## GOAL #4

**Increase research collaboration opportunities between diverse basic science and clinical departments within the College of Medicine, other colleges and ProMedica to create multi-PI grants and program projects.**

### **OBJECTIVES:**

Associate Dean for Research or COMLS RAC will provide an update to Dean and faculty:

1. The number of publications, and the number of proposals submitted by collaborators within COMLS and other colleges or ProMedica to Dean and faculty.
2. Research and training opportunities for medical students, graduate students and postdoctoral fellows and community engagement opportunities.

### **OUTCOMES:**

- Number of publications and/or grants by diverse groups.
- Number of faculty, staff and students participating in local research and community engagement activities.



# **FACULTY, STAFF AND ALUMNI**



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# UTOLEDO STRATEGIC PLAN SECTION III GOAL

## #1

**Foster a culture of excellence by supporting retention, career progression and high job satisfaction for non-faculty staff.**

### **OBJECTIVES:**

1. Distribute a staff culture survey to assess job satisfaction and staff retention.
2. Create staff award and recognition categories.
3. Create staff on-boarding process.
4. Develop staff engagement/communication plan.
5. Create opportunities for staff development and 'up-boarding' process.

### **OUTCOMES:**

- Create Office of Staff Affairs and Development.
- Create a plan to increase employee retention.
- Increase staff productivity as a result of mentorship program and career progression strategy.
- Decrease absenteeism and turnover.

# UTOLEDO STRATEGIC PLAN SECTION III GOAL #2

**Foster a culture of excellence by supporting retention, promotion and high job satisfaction for faculty**

**OBJECTIVES:**

1. Complete review and revision of COMLS bylaws.
2. Form Task Force to review current promotion and tenure guidelines and revise as appropriate.
3. Develop mentoring and advising program for faculty.
4. Develop faculty ‘upboarding’ program.

**OUTCOMES:**

- Achieve increased percent of full professors in the pool of full-time faculty
- Decrease faculty attrition at all ranks (assistant/associate/full)
- Increase faculty job satisfaction
- Efficient and effective process for pre-promotion (3<sup>rd</sup> Year), post-tenure and annual reviews.

# UTOLEDO STRATEGIC PLAN SECTION III

## GOAL #3

### **Increase Diversity among all employees.**

#### **OBJECTIVES:**

1. Develop and implement Strategic Plan for Diversity and Inclusion COMLS.
2. Increase diversity of faculty and staff applicant pools.
3. Implicit bias training for all faculty, staff and participants on search committees.
4. Conduct annual diversity climate survey to monitor environment.
5. Create faculty and staff development/mentoring program for URM/women.

#### **OUTCOMES:**

- Increase number of female and URM faculty and staff across the COMLS.
- Increase number of female and URM faculty and staff serving in leadership positions.
- Increase number of female and URM faculty and staff serving on COMLS committees.
- Increase percentage of employees participating in implicit bias training.



# UTOLEDO STRATEGIC PLAN SECTION III

## GOAL #4

### Create a culture of wellness in the COMLS

#### **OBJECTIVES:**

1. Promote rocket wellness initiatives.
2. Develop interventions after review of data and implementation of plans.
3. Repeat AAMC Standpoint survey of faculty in 3 years to assess changes.
4. Expand focus of the Wellness Committee related to physician burnout.

#### **OUTCOMES:**

- Improve work-life balance
- Improve job satisfaction
- Decrease self-described burnout

# UTOLEDO STRATEGIC PLAN SECTION III

## GOAL #5

**Engage alumni, friends and stakeholders meaningfully in the life of the COMLS**

### ALUMNI ENGAGEMENT

- Increase alumni outreach
- Secure contact information of graduating medical students and residents and continually update our database.
- Implement regular outreach, engagement and communication with young alumni through the class of 1972.
- Work with COMLS faculty affairs to promote COMLS and local employment opportunities to our alumni
- Provide quality and engaging programming to meet the needs and expectations of our alumni
- Host annual homecoming event for the COMLS

### DEVELOPMENT

- Plan and Implement comprehensive campaign to: Increase scholarship support, enhance student experience, create a precision medicine institute, transform facilities and increase research funding.
- Increase number of development officers in the COMLS
- Create a robust annual giving, leadership annual giving, major giving and planned giving programs.
- Provide donors with experiential philanthropic opportunities and inspiring project to support.

### OUTCOMES:

Number of Alumni attending events  
Number of Alumni engaged in college activities  
Number of Development Officers for COMLS  
Dollars raised

# FISCAL POSITION AND INFRASTRUCTURE



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# FISCAL POSITION AND INFRASTRUCTURE

## GOAL #1

**Build a strong financial foundation.**

**OBJECTIVES:**

1. Develop and implement a budget/resource allocation model that supports the missions and strategic priorities of the College of Medicine and Life Science and University of Toledo.
2. Allocate resources to maintain and improve instructional facilities, information resources, student support services, and student study and relaxation space.

**OUTCOMES:**

- Implementation of metric/mission-based budget
- GQ- Students satisfied with study space
- GQ- Students satisfied with relaxation space

# FISCAL POSITION AND INFRASTRUCTURE

## GOAL #2

**Ensure adaptability, sustainability and fiscal health for academic programs.**

### **OBJECTIVES:**

1. Fulfill the Academic Affiliation Transition Plan for students, residents and faculty achieve the educational, research, and clinical guiding principals of the Academic Affiliation.
2. Reduce the rate of growth of M.D. graduate indebtedness to be less than the 70<sup>th</sup> %tile for all medical schools by 2021-2022, by promoting existing scholarship opportunities, developing additional scholarships, and limiting tuition increases.

### **OUTCOMES:**

- Total resident FTEs at ProMedica
- Achievement of the original resident transition plan
- M.D. average graduate indebtedness
- Total grants/scholarships without a service commitment
- Average grants/scholarships without a service commitment

# FISCAL POSITION AND INFRASTRUCTURE

## GOAL #3

**Increase revenue and operating efficiencies.**

**OBJECTIVES:**

1. Strategically increase enrollment in existing educational programs (except the M.D. program) and assess opportunities for development of new educational programs.
2. Increase the amount and percent of total faculty salaries funded by extramural sponsored projects and allocate resources to expand the infrastructure to support identification and acquisition of grant opportunities.

**OUTCOMES:**

- Enrollment in COMLS programs (non-MD) programs Percent of non-administrative faculty salaries grant funded
- Total faculty salaries funded by extramural awards

# REPUTATION AND ENGAGEMENT



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# REPUTATION AND ENGAGEMENT

## GOAL #1

**Improve and strengthen our national and international reputation, and improve ties at the local and regional levels**

### **OBJECTIVES:**

1. Improve reputation of the College of Medicine and Life Sciences.

### **OUTCOMES:**

1. Raise US News and World Report overall ranking.
2. Raise rankings of individual programs in the US News and World report.



# REPUTATION AND ENGAGEMENT

## GOAL #2

**Design a unified branding and marketing process for national and international visibility and reputation building**

**OBJECTIVES:**

1. Develop brand for College of Medicine and Life Sciences that aligns with the academic affiliation.

**OUTCOMES:**

1. Complete branding process.
2. Develop consistent messaging.
3. Increase favorable mentions in highly-valued national media outlets.

# REPUTATION AND ENGAGEMENT

## GOAL #3

**Increase philanthropy in support of the University's strategic goals.**

### **OBJECTIVES:**

1. Implement a comprehensive capital campaign.

### **OUTCOMES:**

- Increase number of development officers at COMLS
- Implement pilot program to add theme-based development officers
- Create a COMLS graduate database
- Increase alumni engagement (particularly pre name change)

# REPUTATION AND ENGAGEMENT

## GOAL #4

**Increase promotion of the “Rocket” brand institutionally, locally, regionally and nationally via marketing and promotion efforts.**

### **OBJECTIVES:**

1. Promote COMLS engagement in UToledo/Rocket events.
2. Enhance the UToledo brand and build employee self-identification/pride.

### **OUTCOMES:**

- Increase in number of COMLS faculty, staff, residents and students attending UToledo/Rocket events.
- Increase in employee pride by number of individuals wearing Utoledo/Rocket gear.



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