

Strategic Planning Prism

The bridge to tracking and aligning your strategic directions



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My Plan

University of Toledo
College of Medicine Strategic Prism - Directions 2013

Working Version (DRAFT)

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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.

Core 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; and

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.

Vision Statement

► University of Toledo - Vision Statement

The University of Toledo is a transformative force for the world. As such, the University 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.

Preamble

"It was the best of times, it was the worst of times; it was the age of wisdom, it was the age of foolishness; it was the epoch of belief, it was the epoch of incredulity . . ." (Charles Dickens)

In August 2006, just after the merger of the University of Toledo and the former Medical University of Ohio, the new institution embarked on a strategic planning process led by an executive committee of faculty, administrators, students, trustees, and community members. Grounded in our institutional mission, vision, and values, the resulting strategic plan, *Directions 2007*, provided post-merger goals and strategies to guide the new University of Toledo into the future. Its six broadly conceived goals focus on undergraduate education, graduate and professional education, research and intellectual property transfer, student centeredness and campus community, health care access and delivery, and outreach and engagement, each goal emphasizing strengths and envisioning excellence. *Directions 2007* has served the University of Toledo well, continuously informing and shaping institutional planning and decisions and urging us toward distinction.

In the intervening years, the world around us has changed. From unanticipated and catastrophic economic conditions to new political leadership at local, state, and federal levels, external conditions have drastically shifted. The instability of the economy has been compounded by other grave global crises such as the environment and health care. Universities have an ethical and intellectual responsibility to address these "grand challenges" and actively participate with various communities to discover sustainable solutions. Such a sense of engagement and stewardship must also be instilled in our undergraduate and graduate students, along with the traditional power of broad-based knowledge and critical analysis, enhanced by integrative and interdisciplinary learning modes and 21st-century technologies that have externalized and transformed the production and dissemination of knowledge. In this dynamic context, we can no longer pursue excellence in an evolutionary manner, as *Directions 2007* states in its Epilogue; instead, our pursuit must be revolutionary.

To address the University's response to these contextual circumstances and to ensure our continuing relevancy, engagement, and sustainability, more than sixty members of the university and Toledo communities gathered in November 2009 to begin a process of recalibrating *Directions 2007*. The group agreed to preserve, but revise, the six broad strategic goals, respond to external megatrends, and fill gaps in *Directions 2007*, adding implementation strategies, measurable milestones, and outcome metrics. Throughout the fully transparent, iterative strategic planning process, *Directions 2011* was conceived, written, and revised by hundreds of faculty, staff, administrators, students, trustees, and community members. Hundreds more provided feedback through numerous meetings held in venues across the university campuses and through social networking sites maintained by the Strategic Planning Committee. *Directions 2011* is therefore a university-wide and community-wide strategic planning document in the truest and broadest sense.

Aligned with the University System of Ohio Strategic Plan, The Relevant University, and the Higher Learning Commission Accreditation Self-Study, *Directions 2011* provides a measurable path to distinction, a guide through a downside economy, a visionary land-use plan, and a more flexible and responsive organizational structure. Its six primary goals are linked by strategic themes: **Sustainability; Relevance; Distinctiveness; Stewardship;** and

Interdisciplinarity. Connecting threads are also woven throughout Directions 2011, including diversity, accessibility, affordability, accountability, flexibility, visibility, engagement, leadership, economic rejuvenation, life-long learning, and quality—quality of place, educational experience, and health care delivery. The linking themes and the binding threads create a coherent, shared vision and a viable, dynamic, revolutionary strategic plan.

Overarching Strategic Goals

1. To continue to strive for stature at regional, national, and global levels
2. To enhance student-centered and patient-driven focus
3. To celebrate quality of faculty and recruit new faculty
4. To strengthen the stewardship of our land, community, and environs
5. To build financial stability and sustainability for UT, the city, and the region

I. Undergraduate Academic Programs

Our undergraduate academic programs will be regionally distinguished and highly ranked nationally. The undergraduate experience at UT will provide exceptional student centeredness and a learner-driven focus, which combine for a personally satisfying, professionally relevant and affordable education.

Segment 1

We will become a learner-centered institution with intensified focus on teaching and learning.

Metric/Milestone: We will attain an 80% first to second year retention rate. We will attain a 65% four-year graduation rate.

Segment 2

We will integrate STEMM (Science, Technology, Engineering, Mathematics, Medicine) and the Liberal Arts.

Metric/Milestone: We will develop and implement two schools with a specific focus on STEMM and Liberal Arts integration by 2012.

College of Medicine - 6.2.1 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. (LCME F&S Section MS)

Complete : 50% (% Complete updated 10/25/2012 by amphillips)

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

Time : Two to three years

Type : Develop new program

Resource : No new resources

Responsibility	Name	Title	Email	Phone
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Collaborative	Kathy Vasquez	Assoc VP Govt Rel/Dir Ahec Rh	kathy.vasquez@utoledo.edu	383-4880

➤ College of Medicine - 6.2.2 Invite K-12 science students/teachers to HSC research showcase, STEMM/biomedical sciences conferences and biomedical sciences research showcase

Narrative description : Start with 3 targeted schools in Toledo and subsequently expand the operation. (LCME F&S Section IS)

Complete : 90% (% Complete updated 10/25/2012 by amphillips)

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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➤ College of Medicine - 6.2.3 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.

(LCME F&S Section IS)

Complete : 90% (% Complete updated 10/25/2012 by amphillips)

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, operating budget, private funding, faculty/staff

Responsibility	Name	Title	Email	Phone
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➤ College of Medicine - 6.2.4 STEMM and Pre-Professional Program Development through AHEC

Narrative description : Utilize the ACHECs 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. (LCME F&S Section IS)

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

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Segment 3

We will build life experience into the general education curriculum and ensure a curriculum that is responsive to stakeholder feedback and relevant to student needs and regional and global relationships.

Metric/Milestone: Every UT student will have the opportunity for Study Abroad/Study Away programs by 2012.

College of Medicine - 6.3.1 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. (LCME F&S Section ED)

Complete : 100% (% Complete updated 10/25/2012 by amphillips)

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, entrepreneurial funding, faculty/staff

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Segment 4

We will continue to focus on affordability and enhance accessibility.

Metric/Milestone: The total out-of-pocket cost of education at UT will not exceed the mean for the Ohio System of Universities.

Segment 5

We will continue to maintain balanced enrollment strategies.

Metric/Milestone: We will continue to strive for 20,000 undergraduates while continuing to elevating admission standards for colleges and programs.

College of Medicine - 6.5.1 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. (LCME F&S Section IS)

Complete : 20% (% Complete updated 10/25/2012 by amphillips)

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

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Segment 6

Please add any additional related outcome goals.

Segment 7

Items pending removal.

II. Graduate and Professional Academic Programs

Our graduate and professional academic programs will be regionally relevant, nationally distinguished and highly ranked. These programs at UT will be known for high quality while maintaining accessibility, affordability and engagement. STEMM (Science, Technology, Engineering, Mathematics, Medicine) and professional programs will have high visibility.

Segment 1

We will enhance the quality and stature of all of our programs.

Metric/Milestone: We will track and benchmark job placement, degrees awarded at market demand; and adjust and align resources with outcomes by 2014.

College of Medicine - 7.1.1 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. (LCME F&S Section ED)

Complete : 75% (% Complete updated 10/25/2012 by amphillips)

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
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College of Medicine - 7.1.2 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. (LCME F&S Section ED)

Complete : 90% (% Complete updated 10/25/2012 by amphillips)

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

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	Catherine Marco	Professor	catherine.marco@utoledo.edu	419-383-6343
	Constance Shriner	Associate Professor	constance.shriner@utoledo.edu	419-383-4249

➤ College of Medicine - 7.1.3 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. (LCME F&S Section ED)

Complete : 52% (% Complete updated 10/29/2012 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
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	Ronald McGinnis	Associate Professor	ronald.mcginnis@utoledo.edu	419-383-3712

➤ College of Medicine - 7.1.4 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 Clinican case based system purchased for years 1 and 2. More use of Blackboard and video capture of sessions has taken place. Residency sites have been developed in Blackboard. New virtual patient cases have been incorporated that are discipline specific. (LCME F&S Section ER)

Complete : 65% (% Complete updated 10/25/2012 by amphillips)

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 : Two to three years

Type : Develop new program

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

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

▶ College of Medicine - 7.1.5 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. (LCME F&S Section ED)

Complete : 45% (% Complete updated 10/25/2012 by amphillips)

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

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Collaborative	Dorothea Sawicki	Professor, Associate Dean, Vice-Chancellor, Grad Health Science Studies	dorothea.sawicki@utoledo.edu	419-383-4437

▶ College of Medicine - 7.1.6 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). 9/8/11 - Significant number of research electives added to clinical curriculum in Years 4 of COM. (LCME F&S Section ED)

Complete : 90% (% Complete updated 10/25/2012 by amphillips)
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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Collaborative	Dorothea Sawicki	Professor, Associate Dean, Vice-Chancellor, Grad Health Science Studies	dorothea.sawicki@utoledo.edu	419-383-4437

➤ College of Medicine - 7.1.7 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"). 9/8/11 - Clinical curriculum expanded in Years 3 including a robust Bridge Course. Plan to enhance skills curriculum in Years 1, 2 and 4 underway. (LCME F&S Section ED)

Complete : 90% (% Complete updated 9/8/2011 by iall)
Aligns with State Plan : Quality
Metric : Student satisfaction on validated questionnaires including internal and external (GQ) surveys.
 Assessment of core competencies by faculty and external testing sources such as USMLE CS.
Time : Two to three years
Type : Maintain or grow existing program
Resource : New resources necessary - operating budget, entrepreneurial funding, faculty/staff

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	Paul Schaefer	Assistant Professor	paul.schaefer@utoledo.edu	419-383-5574

➤ College of Medicine - 7.1.8 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). (LCME F&S Section FA)

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
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Primary		Department Chairs		
Collaborative				

➤ College of Medicine - 7.1.9 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.9/8/11- Currently developed guidelines for discipline specific elective opportunities for M4 students. (LCME F&S Section ED)

Complete : 30% (% Complete updated 9/8/2011 by iall)

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
Overall	Jeffrey Gold	Provost/exec Vp Hlth Affr/dean	jeffrey.gold@utoledo.edu	419-383-4243
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	Patricia Metting	Professor	patricia.metting@utoledo.edu	419-383-5452
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Collaborative	Joseph Shapiro	Chairperson	joseph.shapiro@utoledo.edu	419-383-6030

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

➤ College of Medicine - 7.1.10 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. (LCME F&S Section FA)

Complete : 95% (% Complete updated 10/25/2012 by amphillips)

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

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Patricia Metting	Professor	patricia.metting@utoledo.edu	383-5452
	Linda French	Professor/Chairperson	linda.french@utoledo.edu	383-5572
Collaborative	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
	Akira Takashima	Professor/chairperson	akira.takashima@utoledo.edu	419-383-5423

➤ College of Medicine - 7.1.11 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. (LCME F&S Section FA)

Complete : 90% (% Complete updated 10/25/2012 by amphillips)

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 - 7.1.12 Predoctoral and Postdoctoral Training Grants Submissions

Narrative description : Encourage and reward the development of training grants at the predoctoral and post doctoral level. (LCME F&S Section ED)

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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
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	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	frank_calzonetti@utoledo.edu	383-6964
	James Trempe	Professor	james_trempe@utoledo.edu	419-383-4103
Collaborative	Debra Gmerek	Associate Professor	debra_gmerek@utoledo.edu	419-383-6960
	Sheryl Milz	Assist Prof/Interim Chair	sheryl_milz@utoledo.edu	419-383-3976
	Abraham, Nader	Professor/chairperson	nader_abraham@utoledo.edu	419-383-4183

➤ College of Medicine - 7.1.13 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. Both fellowship applications are in progress as of this date and final submission of requested responses to the RRC will be made withing one month. (LCME F&S Section ED)

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
Primary	Mary R. Smith	Professor	maryr_smith@utoledo.edu	383-4411
Collaborative				

➤ College of Medicine - 7.1.14 Internal Medicine Graduate Medical Education

Narrative description : Develop a fellowship in Rheumatology. (LCME F&S Section ED)

Complete : 20% (% Complete updated 9/9/2011 by bkahaleh)

Aligns with State Plan : Affordability and Efficiency

Metric : Recruit 2 full time faculty in the division of rheumatology

-an offer was extended to one candidate

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 - 7.1.15 Internal Medicine Graduate Medical Education GIM Fellowships

Narrative description : Develop new general internal medicine fellowship program in Internal Medicine. As of this date discussions have occurred but no plans are yet developed for this fellowship. (LCME F&S Section ED)

Complete : 50% (% Complete updated 10/25/2012 by amphillips)

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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	Basil Akpunonu	Professor	basil.akpunonu@utoledo.edu	419-383-5614
	Christopher Lynn	Associate Professor	christopher.lynn@utoledo.edu	419-383-5614
Collaborative	ANAND MUTGI	Professor	anand.mutgi@utoledo.edu	419-383-5614
	Dorothea Sawicki	Professor, Associate Dean, Vice-Chancellor, Grad Health Science Studies	dorothea.sawicki@utoledo.edu	419-383-4437

➤ College of Medicine - 7.1.16 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. (LCME F&S Section FA)

Complete : 90% (% Complete updated 10/25/2012 by amphillips)

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
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
	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
	Catherine Marco	Professor	catherine.marco@utoledo.edu	419-383-6343
Collaborative	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 - 7.1.17 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. (LCME F&S Section ER)

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 - 7.1.18 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). (LCME F&S Section FA)

Complete : 20% (% Complete updated 10/25/2012 by amphilips)
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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Constance Shriner	Assistant Professor	constance.shriner@utoledo.edu	419-383-4249
Collaborative	Dorothea Sawicki	Prof/Assoc Dean Health Science	dorothea.sawicki@utoledo.edu	419-383-4113
	Mary R. Smith	Prof/Assoc Dean for Grad MedEd	maryr.smith@utoledo.edu	419-383-4411

➤ College of Medicine - 7.1.19 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. (LCME F&S Section FA)

Complete : 50% (% Complete updated 10/25/2012 by amphilips)
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

➤ College of Medicine - 7.1.20 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. (LCME F&S Section MS)

Complete : 25% (% Complete updated 10/25/2012 by amphilips)
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
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Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Bryan Pyles	Assoc VP Financ/Strategic Plan	bryan.pyles@utoledo.edu	383-4246
	Patricia Metting	Professor	patricia.metting@utoledo.edu	383-5452
	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
	Sherri Armstrong	Dir, Student Serv & Registrar	sherri.armstrong@utoledo.edu	419-383-4176
Collaborative	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 - 7.1.21 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. (LCME F&S Section ED)

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.ovwigho@utoledo.edu	419-530-3955
	John Cavins	Director Of Academic Computing	john.cavins@utoledo.edu	419-383-3986

College of Medicine - 7.1.22 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. (LCME F&S Section ED)

Complete : 50% (% Complete updated 10/25/2012 by amphillips)

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

➤ College of Medicine - 7.1.23 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). (LCME F&S Section IS)

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 : 80% (% Complete updated 10/25/2012 by amphillips)

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 : 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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Collaborative	Randall Ruch	Associate Professor	randall.ruch@utoledo.edu	419-383-4131
	Sheryl Milz	Associate Professor	sheryl.milz@utoledo.edu	
	Robert Blumenthal	Professor	robert.blumenthal@utoledo.edu	419-383-5422

➤ College of Medicine - 7.1.24 Encourage clinical faculty to participate in at least one of the four tracks of the Graduate School

Narrative description : Partner Unaligned Clinical faculty with Basic Science Departments to foster translational research opportunities and collaborations. (LCME F&S Section FA)

Complete : 25% (% Complete updated 9/3/2011 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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Dorothea Sawicki	Prof/Assoc Dean, Vice- Chancellor, Grad Health Science	dorothea.sawicki@utoledo.edu	419-383- 4113
	Deepak Malhotra	Professor	deepak.malhotra@utoledo.edu	419-383- 3705
	Shapiro. Joseph	Professor, Chair	joseph.shapiro@utoledo.edu	383-6030
	Akira Takashima	Professor, Chair	akira.takashima	
Collaborative	Nader Abraham	Professor, Chair	nader.abraham@utoledo.edu	
	Bryan Yamamoto	Professor, Chair	bryan.yamamoto@utoledo.edu	
	William Maltese	Professor, Chair	william.maltese@utoledo.edu	
	Randall Ruch	Associate Professor, Associate Dean, Graduate programs	randall.ruch@utoledo.edu	419-383- 4408

➤ College of Medicine - 7.1.25 Develop and implement an ENT residency at UT

Narrative description : There is a strong desire to develop and implement a fully approved ENT residency sponsored by UT. The residency is a joint venture with PHS. (LCME F&S Section ED)

Complete : 40% (% Complete updated 9/2/2011 by msmith2)

Aligns with State Plan : Access

Metric : There is a strong desire to have the first resident enter this new residency in July 2012.

Time : One to two years

Type : Develop new program

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

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Chancellor	jeffrey.gold@utoledo.edu	419-383-4243
Primary	Mary R. Smith	Prof/Assoc Dean for Grad MedEd	maryr.smith@utoledo.edu	419-383-4411
Collaborative	Reginald F. Baugh	Professor	reginald.baugh@utoledo.edu	419-383-7162

➤ College of Medicine - 7.1.26 New Vascular Surgery residency

Narrative description : There is a strong desire to develop and implement a new integrated Vascular Surgery residency program. This residency will support the desires of the UT COM graduates who wish to enter an integrated vascular surgery program. This residency will be a joint venture between UT and PHS (Jobst Institute). (LCME F&S Section ED)

Complete : 40% (% Complete updated 10/25/2012 by amphillips)

Metric : the initial development of the PIF for the application for this residency in well underway and there is a desire to submit the application in 2012 in order to enter the match for 2013.

Time : Two to three years

Type : Develop new program

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

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Chancellor	jeffrey.gold@utoledo.edu	419-383-4243
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Collaborative				

➤ College of Medicine - 7.1.27 Creation of an Academy of Educators

Narrative description : The creation of an Academy of Educators to promote and recognize the strengths of our educational faculty in the College of Medicine. (LCME F&S Section FA)

Complete : 75% (% Complete updated 10/26/2012 by amphillips)

Aligns with State Plan : Quality

Metric : Enrollment of College of Medicine faculty in the College of Educators.

Time : One to two years

Type : Develop new program

Resource : New resources necessary - operating budget

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Chancellor	jeffrey.gold@utoledo.edu	419-383-4243
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	Carol Bennett-Clarke	Professor	carol.bennett-clarke@utoledo.edu	419-383-4115
Collaborative	Imran Ali	Professor	imran.ali@utoledo.edu	419-383-3544
	Paul Schaefer	Assistant Dean Medical Edu	paul.schaefer@utoledo.edu	419-530-3580

▣ Segment 2

We will work to assure affordability of our graduate and professional programs.

Metric/Milestone: We will offer competitive tuition and fees as benchmarked to Ohio System of Universities.

➤ College of Medicine - 7.2.1 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. (LCME F&S Section ER)

Complete : 20% (% Complete updated 9/30/2011 by jgold)

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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
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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
Collaborative	Daniel J. Saevig	Associate Vice President	daniel.saevig@utoledo.edu	419-530-4008
	Deepak Malhotra	Professor	deepak.malhotra@utoledo.edu	419-383-3705

➤ College of Medicine - 7.2.2 College of Medicine and Life Sciences Student Scholarship Opportunities

Narrative description : The development of endowed student scholarship funding streams to continue to reduce the cost of attendance of medical students at the University of Toledo. (LCME F&S Section MS)

Complete : 20% (% Complete updated 10/26/2012 by amphillips)

Aligns with State Plan : Access, Affordability and Efficiency

Metric : Number and amount of student scholarships that are available each year.

Time : Two to three years

Type : Maintain or grow existing program

Resource : New resources necessary - operating budget, capital budget

Responsibility	Name	Title	Email	Phone
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	Bryan Pyles	Assoc Vp Financ/strategic Plan	bryan.pyles@utoledo.edu	419-383-4246
	Patricia Metting	Professor	patricia.metting@utoledo.edu	419-383-5452
Collaborative	Ronald McGinnis	Associate Professor	ronald.mcginnis@utoledo.edu	419-383-3712
	Daniel J. Saevig	Assoc VP Alumni Relations	dan.saevig@utoledo.edu	419-530-4008

■ Segment 3

We will work to ensure accessibility to a diverse student population.

Metric/Milestone: Representation from underrepresented groups will reach 10% by 2015.

➤ College of Medicine - 7.3.1 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. (LCME F&S Section MS)

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
Primary	Imran Ali	Professor	imran.ali@utoledo.edu	419-383-3544
	Patricia Hogue	Associate Professor	patricia.hogue@utoledo.edu	419-383-4807
Collaborative	Kristina K Peterson	Administrative Assistant 1	kristina.peterson@utoledo.edu	419-383-3438

College of Medicine - 7.3.1 Overarching Coordination of Recruitment Efforts

Narrative description : The College of Medicine currently offers multiple programs to differing constituencies to familiarize potential students with the profession of medicine and specifically, the UTCOM. This first overarching initiative is to convene leaders and organizers of all student outreach/recruitment activities associated with the COM, including those initiatives listed below, to develop a unified, sustainable and coherent strategy for recruitment. The recommendation is for stratification by educational level (i.e. undergraduate, high school, junior high) and for a focus on developing programs for educating guidance counselors and college advisors about the COM as well as recognizing the importance of diversity in the college of medicine. (LCME F&S Section MS)

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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	Randall Ruch	Associate Professor	randall.ruch@utoledo.edu	419-383-4131
	Richard Montgomery	Director	richard.montgomery@utoledo.edu	419-530-5191
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	Sheryl Milz	Assist Prof/Interim Chair	sheryl.milz@utoledo.edu	419-383-3976
	Linda Miller	Assistant Professor	linda.miller3@utoledo.edu	

Segment 4

We will establish a recognized role in economic leadership and stimulation of the regional economy.

Metric/Milestone: Every graduate program will offer the opportunity to work in a business, professional, or clinical setting by 2015.

College of Medicine - 7.4.1 Collaborative education and research development with industry

Narrative description : Identify specific companies and organizations to engage in collaborative basic and applied biomedical research and development, as well as, service-based learning (Professional Science Masters programs). (LCME F&S Section ED)

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

Number of Professional Science Masters programs and students

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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
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	Stansley Jr, Richard B	Chair, UTIE		
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College of Medicine - 7.4.2 Regional Scientific Meeting Development

Narrative description : Sponsor regional/national/international scientific meeting. (LCME F&S Section FA)

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

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	Munier Nazzal	Professor	munier_nazzal@utoledo.edu	419-383-3576

Segment 5

Please add any additional related outcome goals.

College of Medicine - 7.5.1 Monitoring of LCME Standards and Policy

Narrative description : The leadership and faculty of the COMLS will continually monitor changes in LCME Standards and Policy. This will be done by participation in national meetings, webinars, web-site review and participation in site visits whenever possible. The LCME standards and policies will be a part of the agenda of very monthly UT COMLS SLT meeting. Changes in the COM MD program will be made in a timely and effective manner as the standards and policy evolve. (LCME F&S Section IS)

Complete : 0% (% Complete updated 11/20/2012 by amphillips)

Metric : Continued knowledge and compliance of all LCME standards and policies

Time : Four to five years

Type : Maintain or grow existing program

Resource : No new resources

Responsibility	Name	Title	Email	Phone
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Segment 6

Items pending removal.

III. Research and Technology Transfer

We will enhance UT's standing as a major metropolitan research university with internationally recognized areas of research, scholarship and creative activity.

Segment 1

We will advance a culture of research, scholarship and creative activities.

Metric/Milestone: We will continuously refine our criteria for faculty workload credit given for research, scholarship, and creative activity.

College of Medicine - 8.1.1 Increase in Medical/Graduate Students' National Presentations

Narrative description : Increase student presentations at local, state, national meetings. (LCME F&S Section ED)

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

Aligns with State Plan : Quality, Economic Leadership

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

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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	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103
Collaborative	Kris Brickman	Associate Professor	kris.brickman@utoledo.edu	419-383-3888
	Dorothea Sawicki	Professor, Associate Dean, Vice-Chancellor, Grad Health Science Studies	dorothea.sawicki@utoledo.edu	419-383-4437

➤ College of Medicine - 8.1.2 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 CIDs. (LCME F&S Section MS)

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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	William Maltese	Chairperson	william.maltese@utoledo.edu	383-4161
	Marthe Howard	Professor	marthe.howard@utoledo.edu	383-4110

➤ College of Medicine - 8.1.3 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. (LCME F&S Section ER)

Complete : 25% (% Complete updated 10/25/2012 by amphillips)

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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➤ College of Medicine - 8.1.4 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. (LCME F&S Section ED)

Complete : 75% (% Complete updated 9/16/2011 by kcrist)

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
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➤ College of Medicine - 8.1.5 Define research expectations of clinical faculty

Narrative description : Expand Research Programs in Clinical Departments. (LCME F&S Section FA)

Complete : 95% (% Complete updated 10/25/2012 by amphillips)

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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Collaborative	Bryan Pyles	Assoc VP Financ/Strategic Plan	bryan.pyles@utoledo.edu	383-4246

419-383-

➤ College of Medicine - 8.1.6 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. (LCME F&S Section FA)

Complete : 30% (% Complete updated 10/25/2012 by amphillips)

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

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➤ College of Medicine - 8.1.7 Improve current federal peer-reviewed reward funding

Narrative description : Expand Extramural Funding. (LCME F&S Section ER)

Complete : 20% (% Complete updated 10/25/2012 by amphillips)

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 - 8.1.8 Improve grant funding through congressionally directed research

programs

Narrative description : Expand Extramural Funding. (LCME F&S Section ER)

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

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▶ College of Medicine - 8.1.9 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. (LCME F&S Section IS)

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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	Robert Blumenthal	Professor	robert.blumenthal@utoledo.edu	419-383-5422
	Deepak Malhotra	Professor	deepak.malhotra@utoledo.edu	419-383-3705

▶ College of Medicine - 8.1.10 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. Seek interdisciplinary collaborations with ProMedica. (LCME F&S Section FA)

Complete : 25%

Metric : Number of new interdisciplinary research programs, publications, presentations / year

Time : One to two years

Type : Maintain or grow existing program

Resource : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
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	Bryan Yamamoto	Professor/Chair	bryan.yamamoto@utoledo.edu	419-383-6115

➤ College of Medicine - 8.1.11 Create and distribute departmental research pamphlets and update websites

Narrative description : Public Engagement, Regional Economic Revitalization and Global Competitiveness. (LCME F&S Section FA)

Complete : 90% (% Complete updated 10/25/2012 by amphillips)

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
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➤ College of Medicine - 8.1.12 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. (LCME F&S Section IS)

Complete : 90% (% Complete updated 10/25/2012 by amphillips)

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

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	Lynn Hutt	Compliance/Privacy Officer	lynn.hutt@utoledo.edu	383-6933
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	Dorothea Sawicki	Professor, Associate Dean, Vice-Chancellor, Grad Health Science Studies	dorothea.sawicki@utoledo.edu	419-383-4437

➤ College of Medicine - 8.1.13 Expand Translational Research Lecture Series

Narrative description : Expand COM, Health Science Campus, and university-wide research lectures and research exchanges with a focus on translational research. Invite faculty, students and economic development representatives from the community. Hold annual Research Day. (LCME F&S Section FA)

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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➤ College of Medicine - 8.1.14 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. (LCME F&S Section FA)

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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	James Trempe	Professor	james.trempe@utoledo.edu	383-4103
	Liz [Elizabeth] Tietz	Professor	liz.tietz@utoledo.edu	383-4170
	Andrew Beavis	Associate Professor	andrew.beavis@utoledo.edu	383-4125
Collaborative	Bryan Pyles	Assoc Vp Financ/strategic Plan	bryan.pyles@utoledo.edu	419-383-4246
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College of Medicine - 8.1.15 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. (LCME F&S Section ED)

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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	Akira Takashima	Professor/chairperson	akira.takashima@utoledo.edu	419-383-5423
	Deepak Malhotra	Professor	deepak.malhotra@utoledo.edu	419-383-3705

➤ College of Medicine - 8.1.16 Increase number of endowed faculty and department chairs

Narrative description : Expand Academic Programs in Basic Science and Clinical Departments. (LCME F&S Section FA)

Complete : 85% (% Complete updated 9/30/2011 by jgold)

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
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➤ College of Medicine - 8.1.17 Adjust salary for existing faculty to the regional average

Narrative description : Faculty Retention. (LCME F&S Section FA)

Complete : 90% (% Complete updated 11/20/2012 by amphillips)

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 - 8.1.18 Certificate Program for Clinical Research Administration

Narrative description : Develop a Graduate Certificate Program in Clinical Research Administration (potentially web based) to establish pipeline of personnel with clinical research administration skills (e.g., clinical research coordinators, clinical research monitors). (LCME F&S Section ED)

Complete : 5% (% Complete updated 9/13/2011 by dgmerek)

Aligns with State Plan : Economic Leadership

Metric : # Participants

\$ Received for program

new hires from program

Time : One to two years

Type : Develop new program

Resource : New resources necessary - faculty/staff

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Debra Gmerek	Associate Dean for Research	debra.gmerek@utoledo.edu	419-383-6960
	Tim Gaspar	Professor & Dean	tim.gaspar@utoledo.edu	
Collaborative	Anthony J Galati	Clinical Research Manager	anthony.galati@utoledo.edu	419-383-6917
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Segment 2

We will bring UT to the top 150 in the NSF rankings of research expenditures.

Metric/Milestone: External research funding will exceed \$100 million annually by 2013.

College of Medicine - 8.2.1 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. (LCME F&S Section ER)

Complete : 80% (% Complete updated 10/25/2012 by amphillips)

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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
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	Frank Calzonetti	Vice Prv Res/AVP Economic Devl	frank.calzonetti@utoledo.edu	383-6964
	David Allison	Professor	david.allison@utoledo.edu	383-3970
	Robert Blumenthal	Professor	robert.blumenthal@utoledo.edu	383-5422
	Sonia Najjar	Professor	sonia.najjar@utoledo.edu	383-4059
Collaborative	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103
	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419-383-6960
	Bina Joe	Associate Professor	bina.joe@utoledo.edu	419-383-4415

College of Medicine - 8.2.2 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

(LCME F&S Section FA)

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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
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Collaborative	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4103
	Nader Abraham	Professor/chairperson	nader.abraham@utoledo.edu	
	Bryan Yamamoto	Professor/Chair	bryan.yamamoto@utoledo.edu	

➤ College of Medicine - 8.2.3 Expand grant funding through corporate sponsored research agreements

Narrative description : Expand Extramural Funding. (LCME F&S Section ER)**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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
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	Lawrence Elmer	Associate Professor	lawrence.elmer@utoledo.edu	419-383-3760
	Jeffrey Blumer	Professor/chairperson	jeffrey.blumer@utoledo.edu	419-291-1115
Collaborative	Keith Crist	Associate Professor	keith.crist@utoledo.edu	419-383-3992
	William Colyer	Assistant Professor	william.colyer@utoledo.edu	419-383-3925
	Roland Skeel	Professor	roland.skeel@utoledo.edu	419-383-3727
	Sara Wisniewski	Associate General Counsel	samara.wisniewski@utoledo.edu	419-383-6903



➤ College of Medicine - 8.2.4 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. (LCME F&S Section ER)

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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Collaborative	James Trempe	Professor	james_trempe@utoledo.edu	419-383-4103
	Debra Gmerek	Associate Professor	debra_gmerek@utoledo.edu	419-383-6960

➤ College of Medicine - 8.2.5 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. (LCME F&S Section IS)

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

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
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	Marthe Howard	Professor	marthe_howard@utoledo.edu	383-4110
	Sonia Najjar	Professor	sonia_najjar@utoledo.edu	383-4059
Collaborative	Robert Blumenthal	Professor	robert.blumenthal@utoledo.edu	383-5422
	James Trempe	Professor	james_trempe@utoledo.edu	419-383-4103
	Debra Gmerek	Associate Professor	debra_gmerek@utoledo.edu	419-383-6960

➤ College of Medicine - 8.2.6 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. (LCME F&S Section FA)

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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
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	David Allison	Professor	david.allison@utoledo.edu	383-3970
	Robert Mrak	Professor/Chairperson	robert.mrak@utoledo.edu	383-3469
	William Maltese	Chairperson	william.maltese@utoledo.edu	383-4161
	Gerald Zelenock	Chairperson	gerald.zelenock@utoledo.edu	419-383-6298
Collaborative	Gretchen Tietjen	Chairperson	gretchen.tietjen@utoledo.edu	419-383-6187
	Bryan Yamamoto	Professor/Chair	bryan.yamamoto@utoledo.edu	

➤ College of Medicine - 8.2.7 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. (LCME F&S Section FA)

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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Collaborative	Howard B Newman	Assoc VP, Development, HSC	howard.newman@utoledo.edu	

➤ College of Medicine - 8.2.8 Translational Research Stimulation Awards

Narrative description : Award four or more new translational research stimulation grants for UT collaborations across colleges/campuses or UT collaborations with ProMedica clinical professionals for translational health related research. (LCME F&S Section ER)

Complete : 80% (% Complete updated 7/7/2011 by dgmerek)

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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Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383 - 4243
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Segment 3

We will build collaborations with federal research and development (R&D) agency.

Metric/Milestone: We will visit or host visits from two national Federal agencies annually.

College of Medicine - 8.3.1 Collaborative Relationships with the Wright Patterson Air Force Base Human Performance Wing

Narrative description : Development of collaborative relationships with the Human Performance Wing of the Wright Patterson Air Force Base. (LCME F&S Section ER)

Complete : 25% (% Complete updated 10/26/2012 by amphillips)

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

Metric : Grant funding and collaborative relationships with WBAFB.

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	Chancellor	jeffrey.gold@utoledo.edu	419 - 383 - 4243
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	Bryan Yamamoto	Professor/Chair	bryan.yamamoto@utoledo.edu	
Collaborative	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419 - 383 - 6960

Segment 4

We will build and develop research connections and collaborations with leading universities and centers and private corporations.

Metric/Milestone: We will develop at least one new research collaboration annually.

Segment 5

We will provide high-quality research centers and institutes.

Metric/Milestone: Every "institute" and most "centers" will be externally funded by 2013.

College of Medicine - 8.5.1 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. (LCME F&S Section ER)

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, 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
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	Christopher Cooper	Professor	christopher_cooper@utoledo.edu	419-383-3697
	Paul W. Erhardt	Director, Center For Drug Desi	paul.erhardt@utoledo.edu	419-530-2167
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	Nader Abraham	Professor/chairperson	nader.abraham@utoledo.edu	
	James Willey	Professor	james.willey2@utoledo.edu	419-383-3543

➤ College of Medicine - 8.5.2 Name departments and centers

Narrative description : Seek family estate or foundation support. Public Engagement, Regional Economic Revitalization and Global Competitiveness. (LCME F&S Section ER)

Complete : 60% (% Complete updated 9/30/2011 by jgold)

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
Primary	Howard B Newman	Assoc VP, Development, HSC	howard_newman@utoledo.edu	
	Vern Snyder	VP Institutional Advancement	vern_snyder@utoledo.edu	530-4249
Collaborative	Akira Takashima	Professor/Chairperson	akira_takashima@utoledo.edu	383-5423
	Joseph Shapiro	Chairperson	joseph_shapiro@utoledo.edu	383-6030

➤ College of Medicine - 8.5.3 Targeted fundraising done by top administration, including departmental chairs and center directors

Narrative description : Greater coordination with the UT Foundation. Public Engagement, Regional Economic Revitalization and Global Competitiveness. (LCME F&S Section ER)

Complete : 85% (% Complete updated 9/30/2011 by jgold)

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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Segment 6

We provide nationally recognized technology transfer and technology and incubation programs that assist in local business development.

Metric/Milestone: We will continue to be ranked among the top ten University Technology Transfer systems. We will see an 8% annual increase in number of invention disclosures.

College of Medicine - 8.6.1 Enhance IP and Tech Transfer Policy & Procedures

Narrative description : Review and enhance institutional policies and timelines for IP sharing and for tech transfer. (LCME F&S Section FA)

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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
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	Akira Takashima	Professor/Chairperson	akira.takashima@utoledo.edu	383-5423

College of Medicine - 8.6.2 HSC Tech Transfer Leadership Structure (UTIE)

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

(LCME F&S Section FA)

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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	Akira Takashima	Professor/Chairperson	akira_takashima@utoledo.edu	383-5423
Collaborative	James Trempe	Professor	james.trempe@utoledo.edu	419-383-4252

▶ College of Medicine - 8.6.3 Name the College of Medicine

Narrative description : Seek family estate or foundation support. Public Engagement, Regional Economic Revitalization and Global Competitiveness. (LCME F&S Section ER)

Complete : 30% (% Complete updated 9/30/2011 by jgold)

Aligns with State Plan : Affordability and Efficiency

Metric : Have College, Simulation Center, Hospital or other major element 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
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▣ Segment 7

We provide quality infrastructure and support for faculty research and scholarship.

Metric/Milestone: We will benchmark against peer universities regarding number and square footage of laboratories.

▶ College of Medicine - 8.7.1 Initiate and distribute concept design of the campus-wide laboratory renovation plan

Narrative description : Laboratory Facility Renovation. (LCME F&S Section ER)

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

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	Daniel Klett	Director, Facilities Planning	daniel.klett@utoledo.edu	419-530-1453

➤ College of Medicine - 8.7.2 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). (LCME F&S Section FA)

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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	Susan Batten	Associate Professor	susan.batten@utoledo.edu	419-383-5859

➤ College of Medicine - 8.7.3 Joan and Julius Jacobson Center for Clinical and Translational Research

Narrative description : Continued successful expansion of the activities of the Jacobson Center for Clinical and Translational Research, including the number and scope of the clinical trials of the University of Toledo and the relationships with community and regional programs. (LCME F&S Section ER)

Complete : 90% (% Complete updated 11/20/2012 by amphillips)

Aligns with State Plan : Access, Quality

Metric : Number of trials, patients enrolled, trials completed, time to contractual completion

Time : Two to three years

Type : Maintain or grow existing program

Resource : New resources necessary - operating budget, capital budget

Responsibility	Name	Title	Email	Phone
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	Gretchen Tietjen	Chairperson	gretchen.tietjen@utoledo.edu	419-383-6187
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Jeffrey Blumer

Professor/chairperson

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1115**Segment 8**

Please add any additional related outcome goals.

Segment 9

Items pending removal.

IV. Learning Environment

We will be distinguished for our learner-centered environment and for our relevant programs in a vibrant, safe and healthy environment that enhance the engagement of our UT community with our stakeholders.

Segment 1

We will ensure high quality programs and multi-dimensional experiences.

Metric/Milestone: We will experience a 15% annual increase in number of online degrees awarded, a 10% annual increase in number of number of courses offering online tutoring, and a 5% annual increase in number of adults taking blended or hybrid courses.

College of Medicine - 9.1.1 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. (LCME F&S Section MS)

Complete : 60% (% Complete updated 10/25/2012 by amphillips)

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
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	Dianne Wisniewski	Administrative Coordinator	dianne.wisniewski@utoledo.edu	530-4103
	Wafaa Hanna	Director Of Faculty Affairs	wafaa.hanna@utoledo.edu	383-4457
	Collaborative	Maurice Manning	Professor	maurice.manning@utoledo.edu

419-383-

Della Croci	Dir Student Affairs/student Lf	della.croci@utoledo.edu	4240
Vicki L Riddick	Dir Comm Wellness/hlth Promo	vicki.riddick@utoledo.edu	419-383-6406

➤ College of Medicine - 9.1.2 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. (LCME F&S Section MS)

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
	Della Croci	Dir Student Affairs/Student Lf	della.croci@utoledo.edu	383-4240
Collaborative	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 - 9.1.3 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. (LCME F&S Section ER)

Complete : 20% (% Complete updated 10/25/2012 by amphillips)

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

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

Segment 2

We will build on the strength and distinction to be derived from diversity.

Metric/Milestone: First to second year retention of first time full time underrepresented minority students will reach 55% by 2013.

College of Medicine - 9.2.1 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 UTOLEDO. 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. (LCME F&S Section MS)

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

College of Medicine - 9.2.2 Survey of Cultural Issues in a Medical Education Environment

Narrative description : As the United States becomes an increasingly multicultural society, cross-cultural issues are becoming more apparent in medical education and in the delivery of health care. The College of Medicine has developed and implemented a customized and comprehensive internally developed survey for assessing cultural sensitivity and competence among students, faculty, and staff. The internal Survey of Cultural Issues in a Medical Education Environment is designed to help identify current attitudes and knowledge related to cultural issues in the medical education environment and among health care providers. The survey statements reflect the College of Medicine goals, the medical school curriculum learning objectives, and elements of the Association of American Medical College's (AAMC) Tool for Assessing Cultural Competence Training (TACCT). curricular instrument specifically The results will be interpreted and used to have

an impact on the delivery of the components influence and modify elements of our the curriculum and educational environment that deal address with cultural competency and help guide us on ways of enhancing or modifying the curriculum.. The information obtained from the survey will be used to better promote a culturally diverse and competent environment in the University of Toledo College of Medicine and The University of Toledo Medical Center. (LCME F&S Section IS)

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

Aligns with State Plan : Access, Quality

Metric : Improved ratings of cultural senitivity 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
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	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	383-3780
	Constance Shriner	Assistant Professor	constance.shriner@utoledo.edu	383-4249
Collaborative	Sheryl Milz	Associate Professor	sheryl.milz@utoledo.edu	419-383- 3976
	Christopher Bork	Prof & Dir, Homeland Security	christopher.bork@utoledo.edu	419-383- 6301
	Mary Kay Smith	Assistant Professor	marykay.smith@utoledo.edu	419-383- 5694

Segment 3

We will integrate academic and residential life.

Metric/Milestone: Every College will be involved in a Cluster Floor or Living Learning Community by Fall 2012.

Segment 4

We will provide quality classrooms, laboratories, and learning spaces.

Metric/Milestone: We will achieve 85% satisfaction scores with Campus technology by respondents to the Student Centeredness Survey by 2013.

College of Medicine - 9.4.1 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. (LCME F&S Section ER)

Complete : 50% (% Complete updated 11/20/2012 by amphillips)

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 - 9.4.2 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. (LCME F&S Section IS)

Complete : 70% (% Complete updated 9/8/2011 by ial)

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 : 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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	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
Catherine Marco		Professor	catherine.marco@utoledo.edu	383-6343
Linda French		Professor/Chairperson	linda.french@utoledo.edu	383-5572
Mary Kay Smith		Assistant Professor	marykay.smith@utoledo.edu	383-5694
Joan R Griffith		Assoc Prof, Chief	joan.griffith@utoledo.edu	

➤ College of Medicine - 9.4.3 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. (LCME F&S Section IS)

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
Collaborative	Patricia Metting	Professor	patricia.metting@utoledo.edu	383-5452
	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	383-3780
	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
	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

➤ College of Medicine - 9.4.4 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. (LCME F&S Section ER)

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
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	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

Collaborative	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

Segment 5

We will provide full spectrum of innovative services to promote recruitment, retention, graduation, and career success.

Metric/Milestone: 90% of UT students will be using a course management system in their courses by 2014.

College of Medicine - 9.5.1 COM Website Redesign and Maintenance

Narrative description : Initial redesign of the UT COM website has been completed, including college, department and program-specific content deemed relevant and important for recruitment efforts by program faculty. Maintenance needs to be done continually by designated owners of each section. (LCME F&S Section ER)

Complete : 70% (% Complete updated 9/21/2011 by sandrews)

Aligns with State Plan : Access

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

Time : Four to five years

Type : Maintain or grow existing program

Resource : Self-sustaining

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Sherry Andrews	Dir, Ctr Creative Instruction	sherry.andrews@utoledo.edu	383-7466
	John Cavins	Director Of Academic Computing	john.cavins@utoledo.edu	383-3986
Collaborative	Robert Blumenthal	Professor	robert.blumenthal@utoledo.edu	383-5422
	Carlos Baptista	Associate Professor	carlos.baptista@utoledo.edu	383-4283
	Patricia Metting	Professor	patricia.metting@utoledo.edu	419-383-5452

College of Medicine - 9.5.2 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. (LCME F&S Section ER)

Complete : 85% (% Complete updated 9/21/2011 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
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Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
Primary	Sherry Andrews	Dir, Ctr Creative Instruction	sherry_andrews@utoledo.edu	383-7466
Collaborative	John Cavins	Director Of Academic Computing	john.cavins@utoledo.edu	419-383-3986

➤ College of Medicine - 9.5.3 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. (LCME F&S Section FA)

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

➤ College of Medicine - 9.5.4 Alumni-COM Relations Initiative

Narrative description : Enhance alumni relations by inviting alumni to be an integral part of COM instruction and extracurricular programming. (LCME F&S Section MS)

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	Howard B Newman	Assoc VP, Development, HSC	howard_newman@utoledo.edu	419-383-6840
	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
Collaborative	Imran Ali	Professor	imran.ali@utoledo.edu	383-3544
	Carol Bennett-Clarke	Associate Professor	carol.bennett-clarke@utoledo.edu	383-4115
	Daniel J. Saevig	Associate Vice President	daniel.saevig@utoledo.edu	530-4008

Collaborative	Dianne Wisniewski	Administrative Coordinator	dianne.wisniewski@utoledo.edu	530-4103
	Sherri Armstrong	Dir, Student Serv & Registrar	sherri.armstrong@utoledo.edu	419-383-4176
	John Cavins	Director Of Academic Computing	john.cavins@utoledo.edu	419-383-3986

➤ College of Medicine - 9.5.5 Communication Vehicles for Calendar Events

Narrative description : 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. calendar.utoledo.edu is available for COM to publicize events and other calendar items. myUT provides institutional news as well as blogs and other social media tools. Daily email message provides institutional news. Blackboard and portal also offer opportunities for communication to COM audience. (LCME F&S Section ER)

Complete : 85% (% Complete updated 9/21/2011 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
Collaborative	Patricia Metting	Professor	patricia.metting@utoledo.edu	383-5452
	Charles Lehnert	Assoc VP For Fac/Construction	charles.lehnert@utoledo.edu	530-1447

➤ College of Medicine - 9.5.6 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. (LCME F&S Section MS)

Complete : 95% (% Complete updated 10/25/2012 by amphillips)

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	Sherry Andrews	Dir, Ctr Creative Instruction	sherry.andrews@utoledo.edu	419-383-7466

➤ College of Medicine - 9.5.7 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. (LCME F&S Section MS)

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	Patricia Metting	Professor	patricia.metting@utoledo.edu	419-383-5452
		Medical Student Council		
Collaborative	Vicki L Riddick	Dir Comm Wellness/hlth Promo	vicki_riddick@utoledo.edu	419-383-6406
	Cynthia Kenmuir	Predocutorial Fellowship	cynthia.kenmuir@utoledo.edu	

➤ College of Medicine - 9.5.8 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. (LCME F&S Section FA)

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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Segment 6

We will create a quality learning environment on and surrounding our campuses.

Metric/Milestone: We will continue to work with the UT Foundation to achieve the "Gateway Project" at the Dorr/Secor/Byrne intersection.

College of Medicine - 9.6.1 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 for managing surveys. (LCME F&S Section IS)

Complete : 90% (% Complete updated 10/25/2012 by amphillips)

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	Imran Ali	Professor	imran.ali@utoledo.edu	419-383-3544

College of Medicine - 9.6.2 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. (LCME F&S Section MS)

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
				419-383-

Primary	Patricia Metting	Professor	patricia.metting@utoledo.edu	5452
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	Sherri Armstrong	Dir, Student Serv & Registrar	sherri.armstrong@utoledo.edu	530-4864
	James Kleshinski	Associate Professor	james.kleshinski@utoledo.edu	383-3780
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	Dorothea Sawicki	Professor, Associate Dean, Vice-Chancellor, Grad Health Science Studies	dorothea.sawicki@utoledo.edu	419-383-4437

➤ College of Medicine - 9.6.3 Meditation Room Expansion/Furnishing

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 not well set up to accommodate student needs on the HSC. (LCME F&S Section ER)

Complete : 75% (% Complete updated 10/25/2012 by amphillips)

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
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➤ College of Medicine - 9.6.4 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. (LCME F&S Section ER)

Complete : 90% (% Complete updated 10/25/2012 by amphillips)

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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➤ College of Medicine - 9.6.5 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. (LCME F&S Section MS)

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
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▣ Segment 7

Please add any additional related outcome goals.

▣ Segment 8

Items pending removal.

V. Health Care Access and Delivery

We will be a top-tier academic health care delivery system.

▣ Segment 1

We will expand our vision of university quality personalized health care.

Metric/Milestone: The number of employees and families enrolled in our Consumer Driven Health Plan (CDHP) programs will double from its 2010 rate by 2013.

➤ College of Medicine - 10.1.1 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. (LCME F&S Section MS)

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
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	Marijo Tamburrino	Chairperson	marijo.tamburrino@utoledo.edu	383-5695

▶ College of Medicine - 10.1.2 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. (LCME F&S Section ER)

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
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	Norine Wasielewski	Adm Quality & Clinical Safety	norine.wasielewski@utoledo.edu	419-383- 3968

▶ College of Medicine - 10.1.3 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. (LCME F&S Section ER)

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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Collaborative	Esther Fabian	Director Health Care Marketing	esther.fabian2@utoledo.edu	383-4402

➤ College of Medicine - 10.1.4 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. (LCME F&S Section ER)

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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Collaborative	Stephen M. Roberts	Associate Professor	stephen.roberts@utoledo.edu	419-383-6702

➤ College of Medicine - 10.1.5 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. (LCME F&S Section ED)

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

Complete : 20% (% Complete updated 9/3/2011 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
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Science

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

Segment 2

We will increase academic and clinical affiliations.

Metric/Milestone: 15% of UT College of Medicine students will stay in Northwest Ohio/Southeast Michigan for Resident training by 2013 and 17% by 2015.

College of Medicine - 10.2.1 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. (LCME F&S Section ER)

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

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	William Davis	Professor	william.davis@utoledo.edu	419-383-4547

College of Medicine - 10.2.2 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. (LCME F&S Section FA)

Complete : 70% (% Complete updated 10/25/2012 by amphillips)

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
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	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
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	William Davis	Professor	william.davis@utoledo.edu	419-383-4547
	Wafaa Hanna	Director Of Faculty Affairs	wafaa.hanna@utoledo.edu	419-383-4457

➤ College of Medicine - 10.2.3 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. (LCME F&S Section MS)

The initiative aligns with goal II, subgoal III-ensuring accessibility to a diverse student body.

Complete : 95% (% Complete updated 10/25/2012 by amphillips)

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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	Debra Gmerek	Associate Professor	debra.gmerek@utoledo.edu	419-383-6960

➤ College of Medicine - 10.2.4 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. (LCME F&S Section MS)

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
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Segment 3

We will expand our emphasis on wellness, disease prevention, and early diagnosis.

Metric/Milestone: The overall health status index of Lucas County will increase by 10% by 2015.

College of Medicine - 10.3.1 University of Toledo Medical Center Stroke Network

Narrative description : The establishment of a Stroke Network serving Northwest Ohio and Southeast Michigan that provides comprehensive stroke services, including early diagnosis and preventive care up through interventional clot extraction and other cutting edge techniques. (LCME F&S Section ER)

Complete : 95% (% Complete updated 11/20/2012 by amphillips)

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

Metric : Enrollment in multiple community hospital systems in the Stroke Network providing a high quality resource for Northwest Ohio and Southeast Michigan for comprehensive stroke services.

Time : One to two years

Type : Develop new program

Resource : New resources necessary - operating budget, capital budget

Responsibility	Name	Title	Email	Phone
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Segment 4

We will continue to utilize state-of-the-art information technology.

Metric/Milestone: We will comply with Federal "Meaningful Use Guidelines" by 2013.

We will achieve a paperless inpatient and outpatient care delivery system by 2011.

College of Medicine - 10.4.1 Integrate EMR with Clinical Research

Narrative description : Integrate EMR with other research and clinical data systems (e.g., Study Manager in CCR). (LCME F&S Section ER)

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

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College of Medicine - 10.4.2 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. UTMCM must meet qualifications and implementation timelines to insure maximum governmental support for the digital campus initiative. (LCME F&S Section ER)

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

Responsibility	Name	Title	Email	Phone
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➤ College of Medicine - 10.4.3 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. (LCME F&S Section ER)

Complete : 100% (% Complete updated 10/25/2012 by amphillips)

Aligns with State Plan : Quality, Economic Leadership

Metric : Recruit and hire a CMIO during 2011

Time : One to two years

Type : Develop new program

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

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➤ College of Medicine - 10.4.4 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. (LCME F&S Section ER)

Complete : 80% (% Complete updated 10/25/2012 by amphillips)

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

Responsibility	Name	Title	Email	Phone
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	Bryan Thomas Hinch	Information Officer/Assoc Dir	bryan.hinch@utoledo.edu	419-383-4909

➤ College of Medicine - 10.4.5 Horizon Computerized Physician Order Entry (CPOE) Implementation

Narrative description : Provides clinical decision-making support for physician order entering. Order sets provide clinically relevant knowledge that assist physicians in making the best patient care decisions. CPOE delivers real time alerts and reminders. This will improve patient safety and foster a relationship with other academic health centers at Duke and Vanderbilt Universities. (LCME F&S Section ER)

Complete : 95% (% Complete updated 10/25/2012 by amphillips)

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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Collaborative	Mary R. Smith	Professor	maryr.smith@utoledo.edu	383-4411
	Nabil Ebraheim	Chairperson	nabil.ebraheim@utoledo.edu	383-3761
	Bryan Thomas Hinch	Assistant Professor	bryan.hinch@utoledo.edu	

➤ College of Medicine - 10.4.6 Horizon Expert Documentation

Narrative description : Allows the clinician to document patient care at the point of care, which is integrated into a single patient record. This allows up to date patient information by any clinician from any location. This also includes reminders and alerts which support regulatory compliance. This also captures data directly from medical equipment. (LCME F&S Section ER)

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 - 10.4.7 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. (LCME F&S Section ER)

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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➤ College of Medicine - 10.4.8 Portal access for referring physicians

Narrative description : Provide clinical portal access for referring physicians for lab, radiology, and inpatient medical records. (LCME F&S Section ER)

Complete : 95% (% Complete updated 10/25/2012 by amphillips)

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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➤ College of Medicine - 10.4.9 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. (LCME F&S Section ER)

Complete : 75% (% Complete updated 10/25/2012 by amphillips)

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

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■ Segment 5

We will expand our in-patient and ambulatory clinical base.

Metric/Milestone: UT Medical Center will achieve a market share of 15% by 2014.

➤ College of Medicine - 10.5.1 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. (LCME F&S Section ER)

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

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➤ College of Medicine - 10.5.2 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 Plastic Surgery and support services. The committee obviously needs senior administrative representation. Participation should be sought by our basic science faculty who can facilitate translational research. (LCME F&S Section ER)

Complete : 60% (% Complete updated 10/25/2012 by amphillips)

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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➤ College of Medicine - 10.5.3 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. (LCME F&S Section ER)

Complete : 50% (% Complete updated 10/25/2012 by amphilips)

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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➤ College of Medicine - 10.5.4 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 : 70% (% Complete updated 10/25/2012 by amphilips)

Aligns with State Plan : Affordability and Efficiency, Economic Leadership

Metric : Development of business plan, complete building plan and securing financing for the project. (LCME F&S Section ER)

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 - 10.5.5 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. (LCME F&S Section ER)

Complete : 50% (% Complete updated 10/25/2012 by amphillips)

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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➤ College of Medicine - 10.5.6 Center for Parkinson Disease

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. (LCME F&S Section ER)

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

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➤ College of Medicine - 10.5.7 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. (LCME F&S Section ER)

Complete : 99% (% Complete updated 10/25/2012 by amphillips)

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

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➤ College of Medicine - 10.5.8 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. (LCME F&S Section ER)

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

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Segment 6

We will align critical academic health system components with changes brought by Health Care Reform.

Metric/Milestone: We will be continuously compliant with all laws and regulations as they develop.

College of Medicine - 10.6.1 University of Toledo Clinical Faculty/The Toledo Clinic Accountable Care Organization

Narrative description : The finalization of planning and execution of a new Accountable Care Organization known as the "Northwest Ohio Accountable Care Organization" bringing together the healthcare providers of the University of Toledo clinical faculty and the Toledo Clinic to provide high quality efficient care to a cohort of Medicare beneficiaries as described in the Accountable Care Act under the section of Accountable Care Organizations. (LCME F&S Section ER)

Complete : 25% (% Complete updated 10/26/2012 by amphillips)

Aligns with State Plan : Quality, Affordability and Efficiency

Metric : Enrollment of 5,000 or more patients in the Northwest Ohio Accountable Care Organization structure, implementation of information technology systems, implementation of patient services systems.

Time : One to two years

Type : Develop new program

Resource : New resources necessary - operating budget, capital budget

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Segment 7

We will enhance ease of access and quality of health care.

Metric/Milestone: Out migration of health care from northwest Ohio will decrease by 10% by 2014.

College of Medicine - 10.7.1 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. (LCME F&S Section MS)

Complete : 90% (% Complete updated 10/25/2012 by amphillips)

Aligns with State Plan : Affordability and Efficiency

Metric : Improved resident satisfaction, increased numbers of UTOCOM 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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College of Medicine - 10.7.2 Expansion of Radiation Oncology Services

Narrative description : The expansion of University of Toledo Medical Center Radiation Oncology services to enhance the academic programming and research in the areas of cancer care and specifically radiation oncology. This will include the recruitment of a new Chair of the Department of Radiation Oncology and markedly expanding the facilities and technology in this area. (LCME F&S Section ER)

Complete : 75% (% Complete updated 10/26/2012 by amphillips)

Aligns with State Plan : Access, Quality

Metric : Chair recruitment, facilities development, equipment selection, academic/educational/research programs.

Time : Two to three years

Type : Maintain or grow existing program

Resource : New resources necessary - operating budget, capital budget

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▶ College of Medicine - 10.7.3 Hospital In-Patient Bed Restoration

Narrative description : The Graduate Medical Education Residency and Fellowship Program Directors and Coordinators will serve as career counselors to advise clinical medical students of career options and preparatory strategies for applying to specific residency and fellowship program electives and ultimately career choices. (LCME F&S Section ER)

Complete : 75% (% Complete updated 10/26/2012 by amphillips)

Aligns with State Plan : Quality, Affordability and Efficiency

Metric : All residency program directors and coordinators are accessible to medical students for career advising and counseling regarding specific specialty preparation in their field.

Time : One to two years

Type : Maintain or grow existing program

Resource : New resources necessary - capital budget

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▶ College of Medicine - 10.7.4 Eleanor J. Dana Cancer Center

Narrative description : The development of final plans and completion of construction of the Eleanor J. Dana Cancer Center on the University of Toledo Health Science Campus. This Cancer Center will be an integrated approach to the delivery of high quality, broad spectrum care to all patients with a current or potential diagnosis of malignancy serving as a single site for all aspects of their ambulatory care. (LCME F&S Section ER)

Complete : 50% (% Complete updated 10/26/2012 by amphillips)

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

Metric : Completion of operational plan, management of administrative leadership structure, and completion of all aspects of construction with installation and testing of all equipment

Time : One to two years

Type : Maintain or grow existing program

Resource : New resources necessary - operating budget, capital budget

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Segment 8

We will increase graduate health care education breadth, quality, and numbers.

Metric/Milestone: The total number of allopathic residency positions in northwest Ohio will increase by 20% by 2014.

College of Medicine - 10.8.1 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 UTMC. (LCME F&S Section MS)

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

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▶ College of Medicine - 10.8.2 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
(LCME F&S Section ED)

Complete : 90% (% Complete updated 10/25/2012 by amphillips)

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

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▶ College of Medicine - 10.8.3 Increased Internal Promotion of UT GME Programs

Narrative description : Expand strategies to promote UT GME residency programs to UT COM graduates. (LCME F&S Section MS)

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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
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	Gerald Zelenock	Chairperson	gerald.zelenock@utoledo.edu	383-6298

➤ College of Medicine - 10.8.4 GME Expansion

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. (LCME F&S Section MS)

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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey_gold@utoledo.edu	383-4243
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Collaborative	Bryan Pyles	Assoc Vp Financ/strategic Plan	bryan.pyles@utoledo.edu	419-383-4246

➤ College of Medicine - 10.8.5 University of Toledo/ProMedica Health System Academic Health Center Collaborative Programs

Narrative description : The University of Toledo will participate fully in the ProMedica Health System Academic Health Center Program to enhance health professions education and health professions research in the region creating an academic health center-like model using the resources of the University to grow the quality and services associated with world class educational programs and clinical research. (LCME F&S Section ER)

Complete : 50% (% Complete updated 10/26/2012 by amphillips)

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

Metric : Number of learner positions in the ProMedica Health System, number of clinical research contracts, number of patients enrolled, retention of students and residents in the Northwest Ohio Southeast Michigan practice communities.

Time : Four to five years

Type : Maintain or grow existing program

Resource : New resources necessary - operating budget, capital budget

Responsibility	Name	Title	Email	Phone
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	Steven J. Martin	Professor/Chair	smartin2@utoledo.edu	419-383-1964

➤ College of Medicine - 10.8.6 Medical Student Career Counseling by Graduate Medical Education Program Directors and Coordinators

Narrative description : The Graduate Medical Education Residency and Fellowship Program Directors and Coordinators will serve as career counselors to advise clinical medical students of career options and preparatory strategies for applying to specific residency and fellowship program electives and ultimately career choices. (LCME F&S Section MS)

Complete : 50% (% Complete updated 10/26/2012 by amphillips)

Aligns with State Plan : Access, Quality

Metric : All residency program directors and coordinators are accessible to medical students for career advising and counseling regarding specific specialty preparation in their field.

Time : One to two years

Type : Develop new program

Resource : No new resources

Responsibility	Name	Title	Email	Phone
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			4053
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Segment 9

We will enhance and expand our clinical and simulation center educational programs.

Metric/Milestone: 50% of students in the College of Medicine and the College of Nursing will have outcome assessment of a formal simulation center experience by 2013.

College of Medicine - 10.9.1 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. (LCME F&S Section ED)

Complete : 75% (% Complete updated 10/25/2012 by amphillips)

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, 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
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	Gerald Zelenock	Chairperson	gerald.zelenock@utoledo.edu	419-383-6298
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College of Medicine - 10.9.2 The Interprofessional Immersive Simulation Center Pilot Programs

Narrative description : The creation of a phase I Interprofessional Immersive Simulation Center to test the basic concepts of curriculum, pedagogy, assessment and interprofessional education as well as the technology associated with the use of immersive virtual reality for the education of healthcare professions, the reduction of healthcare errors and the interprofessional growth of engineering and technology

interface with medical education. (LCME F&S Section ED)

Complete : 75% (% Complete updated 10/26/2012 by amphilips)

Aligns with State Plan : Access, Quality

Metric : Number of learners benefiting from the IISC.

Time : Two to three years

Type : Maintain or grow existing program

Resource : New resources necessary - operating budget, capital budget

Responsibility	Name	Title	Email	Phone
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	Tim Gaspar	Professor & Dean	timothy.gaspar@utoledo.edu	419-383-5858
Collaborative	Johnnie L - Dean, Univ of Toledo College of Pharmacy Early	Dean, College of Pharmacy	johnnie.early@utoledo.edu	419-383-1931
	Nagi - Dean, Univ of Toledo College of Engineering Naganathan	Dean/Professor	gnagana@utoledo.edu	419-530-8000
	Stansley, Richard	the Stansley Group	rstansley@thestansleygroup.com	419-530-6165

➤ College of Medicine - 10.9.3 University of Toledo Capital Campaign

Narrative description : The College of Medicine will actively participate in the University of Toledo Capital Campaign focusing on the Interprofessional Immersive Simulation Center as well as student scholarships, professorships, research programs and clinical facility updates. (LCME F&S Section ER)

Complete : 10% (% Complete updated 10/26/2012 by amphilips)

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

Metric : Completion of capital campaign goals of the College of Medicine.

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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Collaborative				

➤ College of Medicine - 10.9.4 Development of the School of Interprofessional Education and Enhanced Human Performance

Narrative description : The establishment of a new Interprofessional/Interdisciplinary School focusing on Interprofessional Education and the Enhancement of Human Performance. The school will grant multiple academic degrees and form a nidus for collaborative education and research across all of the areas of human performance and interprofessional education. (LCME F&S Section ED)

Complete : 50% (% Complete updated 11/20/2012 by amphillips)

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

Metric : Recruitment of the director and implementation of the first educational and Collaborative Research Program.

Time : Two to three years

Type : Develop new program

Resource : New resources necessary - operating budget, capital budget

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Chancellor	jeffrey.gold@utoledo.edu	419-383-4243
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	Johnnie L - Dean, Univ of Toledo College of Pharmacy Early	Dean, College of Pharmacy	johnnie.early@utoledo.edu	419-383-1931
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Segment 10

Please add any additional related outcome goals.

Segment 11

Items pending removal.

VI. Outreach and Global Engagement

We will be distinguished for our community outreach and global engagement. We will be a key driver in the revitalization of the region's economy and quality of life.

Segment 1

We will create a culture that promotes and rewards community outreach and global engagement as a form of scholarship.

Metric/Milestone: Every UT student will experience a service learning activity by 2014, and faculty performance evaluation requirements will be revised to recognize the scholarship of engagement.

College of Medicine - 11.1.1 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. (LCME F&S Section ER)

Complete : 90% (% Complete updated 10/25/2012 by amphillips)

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
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	Jolene Miller	Instructor	jolene.miller@utoledo.edu	383-4959
	Marlene Porter	Instructor	marlene.porter@utoledo.edu	383-4220
	Laura E Halpin	Predoctoral Fellowship	laura.halpin@utoledo.edu	
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Vicki L Riddick		Dir Comm Wellness/hlth Promo	vicki.riddick@utoledo.edu	419-383-6406

College of Medicine - 11.1.2 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. (LCME F&S Section ER)

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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Collaborative	William Davis	Professor	william.davis@utoledo.edu	383-4547
	Kathy Vasquez	Assoc VP Govt Rel/Dir Ahec Rh	kathy.vasquez@utoledo.edu	383-4880

➤ College of Medicine - 11.1.3 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. (LCME F&S Section FA)

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

Responsibility	Name	Title	Email	Phone
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Collaborative	Ronald McGinnis	Associate Professor	ronald.mcginnis@utoledo.edu	383-3712
	John Cavins	Director Of Academic Computing	john.cavins@utoledo.edu	419-383-3986

➤ College of Medicine - 11.1.4 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. (LCME F&S Section ER)

Complete : 20% (% Complete updated 11/20/2012 by amphillips)

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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	Alexis Golesh	Registered Dietitian		

➤ College of Medicine - 11.1.5 Service learning - UGME

Narrative description : Design and implement a Service Learning elective for UME program. (LCME F&S Section ED)

Complete : 90% (% Complete updated 10/25/2012 by amphillips)

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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Segment 2

We will provide a portal for all University outreach and engagement activities.

Metric/Milestone: The service of the Office of Outreach and Engagement will become available to every UT student by 2013.

College of Medicine - 11.2.1 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. (LCME F&S Section ER)

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

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

Metric : attendance

postive 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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Segment 3

We will provide opportunities for professional development and continuing education.

Metric/Milestone: The number of students enrolled in Continuing Education/Lifelong Learning programs will increase by 200% by 2015.

➤ College of Medicine - 11.3.1 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. (LCME F&S Section ER)

Complete : 90% (% Complete updated 10/25/2012 by amphillips)

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
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➤ College of Medicine - 11.3.2 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. (LCME F&S Section ER)

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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	John Cavins	Director Of Academic Computing	john.cavins@utoledo.edu	383-3986
Collaborative	Brenda Lee	President - UT Foundation	brenda.lee@utoledo.edu	419-530-7730
	Lawrence Burns	Extra Comp - Instructor	lawrence.burns2@utoledo.edu	530-1228

➤ College of Medicine - 11.3.3 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 UTOLEDO 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. (LCME F&S Section ER)

Complete : 100% (% Complete updated 10/25/2012 by amphillips)

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
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	John Cavins	Director Of Academic Computing	john_cavins@utoledo.edu	419-383-3986

➤ College of Medicine - 11.3.4 Expansion of CME/MOC Conferences and Workshops

Narrative description : Try to expand College of Medicine Continuing Education conferences and combined conferences/workshops with the decreased staff of two employees in the CME office. Develop 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. (LCME F&S Section FA)

Complete : 75% (% Complete updated 10/25/2012 by amphillips)

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 : No new resources

Responsibility	Name	Title	Email	Phone
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	Gretchen Tietjen	Chairperson	gretchen.tietjen@utoledo.edu	419-383-6187
	Munier Nazzal	Professor	munier.nazzal@utoledo.edu	419-383-3576
	Blair Grubb	Professor	blair.grubb@utoledo.edu	419-383-3697
	Barbara Kopp Miller	Associate Professor	barbara.koppmiller@utoledo.edu	419-383-4289
	Patricia Hogue	Associate Professor	patricia.hogue@utoledo.edu	419-383-4807

Segment 4

We will partner with public and private entities to identify formal and informal educational opportunities.

Metric/Milestone: We will double the number of internships offered at Northwest Ohio public and private entities by 2013.

Segment 5

We will be an economic catalyst for the region.

Metric/Milestone: We will create or support two new spinoff businesses annually.

Segment 6

We will improve the region's quality of place and increase community access to UT.

Metric/Milestone: Toledo's unemployment rate will be continuously below 10% and its population decline will stabilize.

Segment 7

We will achieve recognition for attention to urban education and urban communities.

Metric/Milestone: We will assist the Toledo Public Schools (TPS) in achieving a sustainable business model.

College of Medicine - 11.7.1 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. (LCME F&S Section MS)

Complete : 90% (% Complete updated 10/25/2012 by amphillips)

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

Segment 8

We will encourage global engagement.

Metric/Milestone: Our number of exchange student programs will double from the 2010 level by 2014. Faculty exchanges will triple by 2014.

Segment 9

We will align University research, workforce development, and engagement efforts with the community.

Metric/Milestone: We will strategically apply resources to our designated Centers of Excellence: Solar and Renewable Energy; Transportation and Logistics and Supply Chain Management; and Genetically Driven Personalized Medicine.

College of Medicine - 11.9.1 Workforce Development In Biomedical Sciences

Narrative description : Develop new Graduate, undergraduate, continuing education Certificate Programs in Biomedical Sciences (and ultimately a focused STEM/Biomedical Sciences Master's degree) This would be directed at local/ NW OH biomedical science teachers (elementary and secondary) to increase number of local students interested in biomedical science graduate and professional programs. (LCME F&S Section ER)

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
Overall	Jeffrey Gold	Provost/Exec VP Hlth Affr/Dean	jeffrey.gold@utoledo.edu	383-4243
Primary	Nader Abraham	Professor/chairperson	nader.abraham@utoledo.edu	419-383-4183
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Collaborative	Mary Jo Smith Waldock	Special Asst to Pres/Econ Devt	maryjo.waldock@utoledo.edu	419-383-6976
				419-530-

➤ College of Medicine - 11.9.2 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. (LCME F&S Section MS)

Complete : 75% (% Complete updated 10/25/2012 by amphillips)

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
Primary	Kathy Vasquez	Assoc VP Govt Rel/Dir Ahec Rh	kathy.vasquez@utoledo.edu	383-4880
	Robert Crissman	Associate Professor	robert.crissman@utoledo.edu	383-4120
Collaborative	Christopher Bork	Prof & Dir, Homeland Security	christopher.bork@utoledo.edu	383-6301
	Howard B Newman	Assoc VP, Development, HSC	howard.newman@utoledo.edu	419-383-6840

➤ College of Medicine - 11.9.3 College of Medicine and Life Sciences Advisory Council

Narrative description : Continued growth of the College of Medicine Advisory Council. Activities to support the educational, research and clinical missions of the health sciences at the University of Toledo. (LCME F&S Section ER)

Complete : 80% (% Complete updated 10/26/2012 by amphillips)

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

Metric : Education, research and clinical activities of the College of Medicine Advisory Council

Time : Four to five years

Type : Maintain or grow existing program

Resource : No new resources

Responsibility	Name	Title	Email	Phone
Overall	Jeffrey Gold	Chancellor	jeffrey.gold@utoledo.edu	419-383-4243
Primary	Howard B Newman	Assoc VP, Development, HSC	howard.newman@utoledo.edu	419-383-6840
Collaborative				

▣ Segment 10

Please add any additional related outcome goals.

▣ Segment 11

Items pending removal.

Epilogue

An institution without a plan has little likelihood of success; indeed, it may not be able to know what constitutes success. Still, there is a state more harmful than being without a plan. To be slavishly, inflexibly, and formulaically bound to a plan may be worse than having no plan at all. An inchoate but oriented state of readiness may in some instances be the best plan, the best strategy. Most surely an inability to adjust, a failure to recognize secular changes in business conditions is an even more certain recipe for institutional failure. It is necessary, therefore, to see this strategic plan not as fixed, even for a short three year cycle, but to see it as a document and vision constantly under review. This is especially true as we embark into the second decade of the 21st century. Health care is changing rapidly, major changes in higher education are likely, and the current economic status of our city, region, state, and nation are fragile to say the least. Constant surveillance of the environment and continual recalibration of this plan will be necessary.

Not rendered explicit in the forgoing documents are certain planning principles. It seems wise to make them explicit now that the recalibration of our plan reaches this point. First, we seek distinction, as an institution and for the components within The University of Toledo. We will not attain distinction without focusing; narrower and deeper focus is the only reasonable strategy for an institution of our size and resources. Secondly, we must build on our strengths as they have historically evolved assuming those strengths are congruent with our other planning principles and values. We will, therefore, concentrate our resources behind our state approved centers of excellence and consider application for an additional centers of excellence. We cannot be all things to all people. Institutions like The University of Toledo frequently founder by spreading their resources too evenly and thinly. We must not make that mistake.

Other planning principles come close to constituting statements of values. We are an institution with an altruistic base. We are mission and value driven. We must therefore focus on customer need whether those customers are students, patients, or community individuals or institutions. We take market demand to be a measure and legitimate surrogate for such customer need. We must survive and thrive in the marketplace of the second decade of the 21st century. In general, we have used a "core business" strategy for several years. Subject to markets and secular trends, we must continue to focus on our core business and resist the temptation to splinter our focus into other arenas.

An institution's culture is not an inert thing, though admittedly difficult to change. It belongs to the people of the institution; an institution's culture is constituted of the sum total of the utterances and writings of the people who comprise the institution. We are responsible for it. We create it with our utterances. We change it with our physiognomy, demeanor, and speech. This strategic planning document is about institutional culture, not about a list of specifics. It enumerates a commitment to a culture of altruism, a culture of excellence, and a culture of service. Corollaries include a commitment to building a **meritocracy** at The University of Toledo. The document speaks to a culture of pragmatism and utilitarianism, signified most clearly by a commitment to measurement. Ultimately, the culture we seek at The University of Toledo embodies our values and urges their daily practice.

Finally, a planning effort has a nearly mystical efficacy about it. It creates a future. What cannot be envisioned cannot be attained; a good strategic plan leads an institution to goals which would otherwise have remained invisible.

This principle applies also to individual lives where the mind functions as a stage manager so that much of what seems to be given is in fact the work product of the individual himself or herself. Thus the famous dictum: "there are no accidents." We create our external world much more than we commonly realize. This conceptualization is even more powerful in the life of an institution. A strategic plan creates opportunity. In itself it has the power to lead us to a new state, a new future. The University of Toledo subscribes to altruism, service, distinction, and world impact. The purpose of this plan is to create that future state for this great institution.

Glossary

Admission Standards: College-specific GPA and ACT or SAT minimum thresholds for admission to major program.

Allopathy: System of conventional medical practices using remedies that produce effects different from the disease.

CDHP: Consumer Driven Health Plan concentrating on individualized health care and focusing on wellness, disease prevention, access, early detection, and successful aging.

Centers of Excellence: U.T. designated Centers of Excellence include Solar and Renewable Energy, Transportation and Logistics and Supply Chain Management, and Genetically Driven Personalized Medicine.

Continuing Education/Lifelong Learning: The College of Adult and Lifelong Learning (CALL) provides access, career and life coaching, degree completion, and academic support to new, continuing, and reentering adult learners.

Course Management Systems: Used for delivery of virtual learning environments such as distance learning and blended learning. These systems (e.g., Blackboard, WebCT, Epsilon) provide instructors with a set of tools and a framework that allows creation of online course content and the teaching and management of the courses.

Federal R&D Agencies: Research and Development Agencies, for example, Department of Defense (DOD), Department of Energy (DOE), Environmental Protection Agency (EPA), National Aeronautics and Space Administration (NASA), National Space Biomedical Research Institute (NSBRI), National Institute of Health (NIH), National Science Foundation (NSF), Small Business Administration (SBA) Technology Resource Network, Transportation Research Board (TRB), U.S. Department of Agriculture (USDA).

Learner Centered: Focus on student learning environment and assessment of learning outcomes.

Living Learning Communities/Cluster Floors: Living Learning Communities are comprised of communities of students who share similar academic or special interests and who live together in residence halls. Living Learning Communities extend learning outside of the classroom and promote intellectual, social, and personal growth. Examples of current U.T. Living Learning Communities include Arts Living Learning Community, College of Engineering Living Learning Community, Entrepreneurship Through Innovation Living Learning Community, Environmental Sustainability Living Learning Community, Health Professions Living Learning Community, Honors Living Learning Community, Leadership Through Service Living Learning Community. Living learning cluster floors in U.T. on-campus housing units include the College of Business and Innovation; Politics, Law and Society; and Alcohol and Substance Free Floors.

Multidimensional Experiences: Blending academic and complementary co-curricular experiences, such as athletics, recreation, service learning, study abroad, study away, health and wellness programs, community engagement, and student governance.

NSF: National Science Foundation.

Out Migration: Departure of health care professional from northwest Ohio.

Scholarship of Engagement: Scholarly activity engaging faculty in academically relevant work that meets community needs, as well as the campus mission and goals. As a scholarly agenda, it incorporates "reciprocal practices of civic engagement in the production of knowledge" and may be integrated across teaching, research, and service.

Simulation Center: Multidiscipline and multifunctional teaching and learning laboratories that simulate clinical environments where medical and nursing students practice procedures, utilize educational technology, and develop skills.

Student Centered: Focus on student experience.

Student-Centeredness Survey: Annually collects student feedback on areas that may directly impact student learning and campus life. The survey covers satisfaction with facilities and services, staff helpfulness, educational experience, co-curricular (outside classroom) experience, and sense of community.

Study Abroad: The U.T. Office of Academic Engagement collaborates with departments and colleges to create and administer study-abroad opportunities for undergraduate and graduate students. Activities range from short-term summer or faculty-led inter-term study programs to semester- or year-long (exchange) programs in a host of countries. U.T. is a member institution in the University Studies Abroad Consortium (USAC), which allows student placement in more than 20 study-abroad programs around the world.

Study Away: Student experiential learning outside the classroom and off campus, for example, study abroad, exchange programs, field trips, field work, internships, co-ops, the Washington Center, community awareness and engagement, volunteer activities, service learning, service in cross-cultural settings, leadership experience, disaster relief efforts, faculty-led specialized independent studies.

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