Solving the Generational Health Challenges of Our Time

Strategic Plan 2025-2030

GENMD
The University of Maryland School of Medicine is a place of discovery, caring, and learning.

Our focus is on the innovations that advance medicine and science, the health and well-being of the citizens of Maryland and West Baltimore, and the education of future health care leaders.

We find ourselves in the right place at the right time with the right people.
Strategic Plan
2025-2030
The Right Place

We sit amidst a rich ecosystem of powerhouse institutions focused on advancing knowledge and improving humanity.

As Maryland’s largest public medical school, we have an obligation to partner, to collaborate, and to facilitate. We will move in new directions, and we will pull others along with us. We seek scientific breakthroughs and aim to multiply the breakthroughs of our peers. We embrace the dizzying pace of biomedical discoveries.

It is our space.
Wes Moore spoke about accountability and so much more at UMB’s Core Values Speaker Series on Feb. 14.

Moore said we are “products of our expectations, not of our environments. We can change our structures and our laws but we also must change our psychology. Because frankly there are those born into lower expectations than ours. Because of how they look. Because of what their sex is. Because of their family image. We cannot continue to let people be defined by (a) the things they’re not responsible for or (b) the things they should not be ashamed of. … When people say what exactly do you do, my answer is simple: I teach freedom.”

Implementation
Communications
Tool Kits and Metrics
Branding Tools
Leaders
Core Values Speaker Series
Recommend a Speaker
Core Values Awards
Core Values Commitment Pledge

Facilities Work Request
IT Help Desk
Jobs
Parking & Transportation
UMB Housing
URecFit and Wellness

The University of Maryland, Baltimore is the founding campus of the University System of Maryland.

620 W. Lexington St., Baltimore, MD 21201 | 410-706-3100
The Right Time

Today, more than ever, our innovative skills are needed to solve the complex individual and global health diseases and health disparities faced by millions across the nation. We are also needed to tackle the generational health challenges of our time: obesity and metabolic syndrome, an aging population, emerging pathogens and climate medicine, mental health and addiction, health inequity and disparities, brain diseases and neurodegeneration, and big data computation.

We see what lies ahead if nothing changes. We recognize our good fortune to practice our science and healing at this moment in time. A time when transformations in artificial intelligence and big data allow us to make therapeutic quantum leaps forward.

This is a destiny we cannot waste nor ignore.

Our time is now.
We are Primed to Lead in Biomedical Research

$1.3B
ANNUAL OPERATING BUDGET
RESEARCH GRANTS & CONTRACTS
School of Medicine $530M
UMB
Pharmacy $36M
Nursing $24M
Graduate $3M
Dentistry $21M
Law $10M

Throughout Our History, We Have Been World Leaders in Academic Medicine

1807
First public medical school founded

First teaching hospital built and first residency program started
First to prove surgery could be performed on the heart
First to establish shock trauma as a medical field; we are the best in the world
World leader in transplantation; first comprehensive face transplant performed
First to use a drone to deliver a donor kidney for transplant
First U.S. clinical trials for Pfizer and Moderna COVID-19 vaccines

2022

First to discover the insect/disease relationship
Developed groundbreaking treatment for breast cancer using aromatase inhibitors
First successful genetically modified pig heart transplant into a patient

Three New Institutes Increase Our Pace of Discovery

MEDICINE INSTITUTE FOR NEUROSCIENCE DISCOVERY
• Accelerates translational brain research
• Collaboration between basic and clinical scientists and practicing physicians
• Founded 2023

INSTITUTE FOR HEALTH COMPUTING
• Leverages AI, big data, and precision medicine to transform patient care
• MPower partnership between UMB, UMMS, and UM College Park
• Founded 2023

KAHLERT INSTITUTE FOR ADDICTION MEDICINE
• Transforms addiction prevention, treatment, education, and research
• Unites addiction leaders across UMB campus
• Founded 2023
The Right People

We are a diverse community of nearly 16,000 faculty, students, trainees, staff, alumni, and volunteers all dedicated to our vision and mission.

We are the epidemiologists who uncovered stealth pathogens in long-term care facilities; the psychiatrists who linked inflammation to autism and schizophrenia risk factors; and the global health experts who showed just a single dose of a vaccine can prevent typhoid in Malawi’s most vulnerable children.

We are the medical educators who teach rehabilitation engineering; the community scientists who lead the national conversation about social determinants of health; and the physicians who encourage other physicians to improve their probabilistic skills to ensure AI clinical algorithms get it right.

Our people have the talent.

7,500 WORKFORCE
3,150 FACULTY
2,100 STAFF
1,250 STUDENTS
1,000 TRAINEES
Now and for the Future

WE ARE

GENMD

Now and for the Future

Solving the generational health challenges of our time
The Generational Health Challenges of Our Time

**Obesity and Metabolic Syndrome**
*Approximately one in four Maryland youth is overweight or obese.*

**An Aging Population**
*By 2040, nearly one-quarter of Maryland’s population will be age 60 or older.*

**Emerging Pathogens and Climate Medicine**
*Three out of four emerging infectious diseases are zoonotic.*

**Mental Health and Addiction**
*Maryland’s overdose death rate is 50% higher than the national average.*

**Health Inequity and Health Disparities**
*A black baby born in Maryland is 2.5 times more likely to die than a white baby.*

**Brain Diseases and Neurodegeneration**
*Over 100,000 Marylanders age 65 or older have Alzheimer’s disease.*

**Big Data Computation**
*AI tools can level the playing field to help highlight and erase inequities in health.*
Our immediate task is to change the course of these challenges impacting our communities.

We Have a Plan

Our future success, as envisioned in this strategic plan, relies on you, our faculty and staff members, our students and trainees, and our leadership teams.

We asked for your input and ideas. You responded with overwhelming enthusiasm to be heard during grassroots brainstorming sessions, and to volunteer for meetings and working groups. You delivered insightful observations, suggestions, and critiques to make the School of Medicine a stronger institution.

In the following pages, the plan identifies key priorities; forges a path forward for our missions of Education, Research, Clinical Care, and Community; and compels us to remain focused. It is built upon your collaborative efforts and reflects your aspirations for our School.

Thank you all.

With enthusiasm and commitment,

Mark T. Gladwin, MD
Dean, University of Maryland School of Medicine
Vice President for Medical Affairs, University of Maryland, Baltimore
John Z. and Akiko K. Bowers Distinguished Professor and Dean
Our Vision
To stand as one of the nation’s leading public medical schools, distinguished by an unwavering commitment to fostering vibrant and healthy communities through bold discovery science, transformative education, and personalized, equitable patient care.

Our Mission
We pursue excellence across biomedical research, education, and patient care to advance health equity and wellness for people in Baltimore, the State of Maryland, and around the world. Together, we work to solve generational health challenges and make lasting contributions to the betterment of our diverse and interconnected communities.
EDUCATION
We teach and train the next generation of health and science professionals

CLINICAL CARE
We use precision medicine to improve health for generations to come

COMMUNITY
We collaborate with generations in our West Baltimore neighborhood and beyond

RESEARCH
We build on generations of discoveries to advance therapies and cures

Framework

GOAL 1
Develop, recruit, and educate academically talented medical, physical therapy, allied health, and graduate students, as well as residents, trainees, and post-doctoral fellows who are representative of the Maryland population.

GOAL 2
Prepare for the future of health care by creating innovative and collaborative new programs that educate and position students and trainees to serve, lead, and impact Maryland’s health care and science enterprises.

GOAL 3
Prioritize educator career development and increase retention, advancement, and job satisfaction.

GOAL 4
Ensure the academic environment caters to the physical, emotional and mental well-being, and resilience of students, faculty, and staff.

GOAL 1
Lead research on generational health challenges as well as other emergent health priorities.

GOAL 2
Create a broad collaborative culture to encourage new research endeavors and entrepreneurship.

GOAL 3
Accelerate innovation and discovery by creating a culture of efficiency and service.

GOAL 4
Develop, recruit, and retain rising star investigators and complementary high-impact biomedical researchers and mentors.

GOAL 1
Grow the faculty practice by expanding and optimizing ambulatory and telehealth services and leveraging the entrepreneurial capabilities of the group practices to deliver high-quality clinical care and positive patient experiences.

GOAL 2
Ensure timely and apt patient flow leading to the ‘right patient is in the right place’ within the academic medical system and community network resulting in patient-centered care, increase in capacity, and optimal resource utilization.

GOAL 3
Establish a learning health system — in collaboration with UMMS, UMB, and UM College Park — that uses data science to accelerate clinical innovations, hasten implementation of evidence-based care, eliminate health disparities, and reduce health care costs.

GOAL 4
Develop cohesive, data-driven administrative structures to deliver efficient and effective clinical care operations.

GOAL 1
Provide accessible and equitable health care via long-term partnerships with FQHCS, UMMC/Midtown, and UMB schools that result in improved health and well-being for the West Baltimore and Eastern Shore communities.

GOAL 2
Foster a culture of sustainable collaboration and shared leadership with the community to address their health priorities while aligning with the efforts of UMB and UMMC.

GOAL 3
Create employment opportunities for West Baltimore residents within UMB, UMMC, and the local community that lead to improved individual economic vitality.

GOAL 4
Lead the city, state, and national conversation on mitigating health disparities and improving health equity.

Solving the generational health challenges of our time
We teach and train the next generation of health and science professionals
GOAL 1:
Develop, recruit, and educate academically talented medical, physical therapy, allied health, and graduate students, as well as residents, trainees, and post-doctoral fellows who are representative of the Maryland population.

OBJECTIVES

Increase student scholarly productivity and knowledge dissemination through participation in research, symposia, seminars, and annual meetings.

- Provide transparent and consistent financial support for student attendance, participation, and membership in local, state, and national research organizations.
- Enhance opportunities for participatory basic and clinical investigation.
- Bolster physician-scientist training pathways — medical school to fellowship — through progressive NIH grant phases.
- Increase extramural funding for graduate training including T32s, F awards, and other fellowships.

- Foster relationships with Choptank Community Health System and UM Shore Regional Health to create training opportunities for medical students and residents.

Build brand awareness and philanthropy funding to recruit the most highly qualified students.

- Increase means-based and merit-based competitive scholarships for partial and full tuition and stipend support.
- Partner with the Office of Development to create scholarship campaigns.
- Increase marketing and communications efforts to create affinity among potential students.

Increase opportunities for student rotations, electives, and experiences at all UMMS hospital sites as well as rural and underserved communities.

- Expand the number of preceptors at UMMS hospitals and rural communities.
- Create student experiences at faculty-supervised health clinics at the Mondawmin Mall Health Village and other faculty clinics.
- Partner with UM Eastern Shore (UMES) to prepare their students for medical and health science advanced education.
- Collaborate with UMES for student education in rural settings.

Foster student academic success, personal growth, and satisfaction.

- Increase awareness and quality of student support services — including academic advising, counseling, mentoring, career planning, and tutoring — to address individual needs.
- Encourage participation in student groups, community engagement, extracurricular activities, and leadership and research opportunities.
- Embed our value-based culture of service, humanism, and integrity into curricula.

OUR PRIORITIES

- Student recruitment and retention
- Enhancement of all training pathways
- Development of faculty educators
- Development of clinical training sites for medical students and residents
- Educational technology and space
- Student research
- Student support
- Interprofessional education and experiences
- Advanced training in precision medicine
- Philanthropy for education
- Marketing
**GOAL 2:**
Prepare for the future of health care by creating innovative and collaborative new programs that educate and position students and trainees to serve, lead, and impact Maryland’s health care and science enterprises.

**OBJECTIVES**

Launch complementary new dual degree programs in collaboration with School of Medicine departments as well as UMB and UM College Park.

- These programs may include: Master’s in AI/ML, BS-MD, and BS-DPT.
- Align health sciences leadership for all dual degree programs around a culture of education innovation.

Ensure student productivity and academic success with training to build expertise in:

- EPIC tools for panel-based population health care,
- Virtual reality/augmented reality modalities and AI,
- Interdisciplinary team dynamics,
- Value-based care models,
- Multi-omic technologies to advance precision medicine and population health management.

Proactively update curricula to align with evidence-based clinical care and community health needs.

- Integrate digital health platforms into curricula.
- Develop training for educators to incorporate telemedicine practices into teaching methodologies.
- Enhance or incorporate social determinants of health and DEI/JEDI into course content.

Update and modify infrastructure for adaptability to educational technology advances.

- Develop a comprehensive infrastructure upgrade plan that prioritizes classrooms, laboratories, simulation centers, and relaxation spaces.
GOAL 3:
Prioritize educator career development to increase retention, advancement, and job satisfaction.

OBJECTIVES

Increase professional development opportunities to expand educators’ instructional skill sets.
- Create collaborative learning communities to support longitudinal, interprofessional education goals and projects.
- Boost the personnel and support for the Medical Education Leadership Academy to expand the scope and availability of instructional programming.
- Develop a mentoring program for faculty support during their first year as an educator.
- Add education interests to the faculty profile searchable database system.
- Partner with the Faculty Center for Teaching and Learning Education to support educational scholarship and publication.

Recognize and value faculty educational excellence.
- Establish appointments, promotions, and tenure metrics and incentives for teaching, mentorship, and educational service.
- Standardize the teaching portfolio and training for promotion packets.
- Create an annual recognition program for outstanding educators.
- Account for work Relative Value Unit (RVU) requirements and grant expectations for faculty engaged in significant teaching, mentorship, and educational activities.

Partner with UMB to align education programs with the University Strategic Plan.

EDUCATION PROGRAMS
- MD
- MD/PhD
- MD/MBA
- MD/MPH
- MD/Masters
- MD/MS in Bioengineering
- MPH
- DPT
- DPT/PhD
- DPT/MPH
- Genetic Counseling Masters
- Pathologists’ Assistant Masters
- MS Laboratory Management
- BS Medical Laboratory Science
- Graduate Program in Life Sciences PhDs and Masters:
  - Biochemistry and Molecular Biology
  - Cellular and Molecular Biomedical Science
  - Epidemiology
  - Gerontology
  - Human Genetics and Genomic Medicine
  - Molecular Medicine
  - Molecular Microbiology and Immunology
  - Neuroscience
  - Physical Rehabilitation Science
GOAL 4:
Ensure the academic environment caters to the physical, emotional and mental well-being, and resilience of students, faculty, and staff.

OBJECTIVES

Enhance support services to ensure accessibility for all students, faculty, and staff.

- Partner with community-based mental health providers and expand on-campus mental health options.
- Integrate student-faculty communities to establish a mutually supportive and collaborative learning environment.

Bolster the awareness, use, and caliber of interprofessional wellness programming.

- Appoint a wellness director to curate and disseminate wellness programming, initiatives, events information, and curricular wellness content.
- Integrate resilience training into curricula.
- Encourage the development and growth of student-led, interprofessional affinity groups that provide peer support and mentorship.
- Develop a school-wide health habit challenge in conjunction with UMB URecFit and Wellness.
- Enhance financial literacy programming for students to effectively manage education-related expenses.
We must excite our students around areas of unmet need and help them embrace the staggering pace of discovery and the potential of big data.”

Dean Mark T. Gladwin
Town Hall, May 2022
We build on generations of discoveries to advance therapies and cures
GOAL 1:
Lead research on generational health challenges as well as other emergent health priorities.

OBJECTIVES

Recruit world-class leaders with a passion to solve generational health challenges and a track record of programmatic research accomplishments.
- Ensure focused recruitment of faculty who will build synergy with existing expertise.
- Target leaders with translational research perspectives and develop and retain internal leaders.

Diversify research support across multiple funding domains.
- Form collaborative teams to attract large programmatic grants from federal, foundation, and other sources across the entire translational research spectrum.
- Obtain state and local funding most relevant to the generational health challenges faced by the Maryland and the West Baltimore communities.
- Target philanthropy based on the lived experiences of philanthropists.
- Develop seed funding with partner institutions.

Build and continuously strive for excellence across all institutes and centers addressing generational health challenges.
- Continue support for existing centers and institutes and close the gap between current research strengths and capabilities and those needed to address generational health challenges.
- Partner with UMMS to ensure research is relevant to the current practice of medicine and embedded in a learning health system.
- Prepare to respond with resources to create new institutes and centers for emergent generational health challenges.

Commit resources to become a national leader in health equity research.
- Examine all current and emergent generational health challenges through the lens of health equity.
- Engage the community in research via outreach and education.
- Expand community-based clinical research sites across the state to increase access and engagement and generate systemwide informatics relevant to health equity.

OUR PRIORITIES

- Generational health challenges research
- High-impact recruitment
- Entrepreneurism
- Internal and external collaboration
- Minority investigators and under-resourced populations
- Community involvement in research
- UMMC Joint Strategic Plan
- Research regulatory/compliance systems and space
GOAL 2:
Create a broad collaborative culture to encourage new research endeavors and entrepreneurship.

OBJECTIVES

Stimulate translational research by increasing engagement among investigators.
• Encourage bilateral collaboration among investigators in basic science departments, institutes, and centers and their counterparts in clinical departments to pursue fundamental discovery through partnerships.
• Situate basic scientists and clinical investigators in physical proximity, wherever possible, based on their fields of interest.
• Pursue programmatic funding and training focused on translational research.

Seek partnerships with the rich array of academic and health care institutions located in the DC-Maryland-Virginia region.
• Integrate research efforts across UM campuses to synergize new programs (e.g., Bioengineering, Health Computing, and AI).
• Align with the Baltimore VA Medical Center (VA) on recruitment and research growth.
• Expand partnerships with the NIH for targeted research opportunities and reciprocal trainee research experiences.
• Create a Center for Defense Medicine to support investigators who pursue Department of Defense funding.

Cultivate an entrepreneurial mindset among investigators while decreasing barriers to innovation.
• Advance research that explicitly includes entrepreneurship in its mission and objectives.
• Improve processes for technology transfer and conflict of interest management for faculty pursuing entrepreneurship.
• Expand relationships and build awareness of industry partners and the UM BioPark.
• Develop a network of CEOs and entrepreneurs to serve as mentors and provide venture support to faculty start-ups.
GOAL 3:
Accelerate innovation and discovery by creating a culture of efficiency and service.

OBJECTIVES

Maximize efficiency of space utilization for research.
• Create policies and develop processes for space allocation based on investigator need and productivity.
• Provide state-of-the-art laboratory space for new rising star investigators and high-impact recruits.

Partner with UMB to streamline regulatory and compliance systems to increase research productivity.
• Optimize timelines for approval of protocols and amendments in animal and human research.
• Educate investigators about the operations and timelines of the Office of Research Administration, Sponsored Programs Administration (SPA), and Sponsored Projects Accounting and Compliance (SPAC) to ensure aligned expectations.
• Encourage faculty participation on internal and external committees focused on research policy, funding allocation, and administration; include this service in the APT promotion and tenure process.

Increase the efficiency of the clinical trials activation process and expand patient and investigator participation in clinical research, in partnership with UMMS/UMMC.
• Prioritize research that contributes to a learning health system.
• Increase collaboration between the Center for Clinical Trials and UMMS/UMMC Research Integrity Office to reduce time to activation.
• Improve technology and adopt enterprise systems to support clinical research.
• Build capacity to support and scale investigator-initiated clinical research.
• Build a new community partnership that establishes infrastructure and processes for conducting clinical research.

Refine and adapt the Core Services to provide a sustainable, efficient, and evolving array of state-of-the-art instrumentation and specialized research expertise.
• Enhance the annual review process to assess the performance of each Core, avoid duplication of technologies and services, and evaluate financial support requests.
• Continually communicate and build awareness of the Core Services resources.
GOAL 4: Develop, recruit, and retain rising star investigators and complementary high-impact biomedical researchers and mentors.

OBJECTIVES

Create a supportive environment with a defined academic-success pathway for rising star early-career investigators.

- Identify exceptional current trainees and recruit external early-career faculty scientists and physician-scientists with a passion for research and develop them as independent investigators.
- Provide resources and develop robust, personalized mentoring programs to foster success as independent investigators.

Identify priority areas for strategic recruitment of high-impact investigators.

- Target and recruit investigators, whose research complements our institutional strengths and who have the pedigree to develop large programmatic research initiatives.
- Recruit scientists and physician-scientists into clinical departments to enhance the departmental research and academic stature.
- Identify investigators with the potential to develop research in emergent areas of science and medicine.

Develop strong MD and PhD scientist training pathways.

- Establish programs to support success through progressive NIH grant phases, including increasing the number of T32 training programs across the School of Medicine.
- Improve support infrastructure for graduate student and post-doctoral programs.
- Develop external-partner programs to create synergies for post-doctoral fellow training.
“We must work to advance and nurture fundamental and translational science addressing generational challenges. Most importantly, we must collaborate and break down silos with innovative institutes and centers of excellence.”

Dean Mark T. Gladwin
Town Hall, May 2022
We use precision medicine to improve health for generations to come
GOAL 1:
Grow the faculty practice by expanding and optimizing ambulatory and telehealth services and leveraging the entrepreneurial capabilities of the group practices to deliver high-quality clinical care and positive patient experiences.

OBJECTIVES

Develop and launch new clinical outpatient programs and sites to further expand care to our patients in the community.

- Establish brick-and-mortar locations through joint ventures with ambulatory surgical centers and for-profit specialty care networks.
- Promote the growth of contractual agreements with aligned ambulatory partners.
- Partner with UMMS/UMMC in enabling EPIC teams to respond more rapidly to the prioritized needs of clinical programs.
- Develop an infusion therapy program across Maryland.

Expand our patient-centered capabilities to perform efficiently and effectively in value-based care incentive programs.

- Complete an assessment of current participation and new opportunities in value-based care programs.
- Engage departmental leaders and staff in value-based care programs and establish participation in new contracts.
- Include cost-savings programs across UMMS as part of an initiative led by UM Faculty Physicians, Inc. (FPI).
- Disseminate an annual report based on outcomes and impact.

Enhance patient access and convenience to ambulatory services and programs.

- Launch focused telehealth options that include virtual visits for non-urgent clinical communications and teleconsult capabilities between targeted academic clinical services and community physician sites, such as primary care, OB-GYN, and cancer.
- Enhance delivery of services at UMMC University Imaging Center and/or explore private radiology partnerships to expedite imaging access within the network.

OUR PRIORITIES

- Optimize bed and clinic utilizations
- Administrative support staff and nursing staff
- Right patient in the right place
- Outpatient/ambulatory network
- Quality and efficiency of inpatient services
- Optimize revenue cycle and revenue streams
- Data analytics to improve clinical performance
- Service lines
- Align with UMMC Joint Strategic Plan
GOAL 2:
Ensure timely and apt patient flow leading to the 'right patient is in the right place' within the academic medical system and community network resulting in patient-centered care, increase in capacity, and optimal resource utilization.

OBJECTIVES

Improve access to care to ensure timeliness and favorable proximity for patients.
- Increase telehealth opportunities, especially to improve access for West Baltimore patients.
- Bolster service line capacity and optimize operational efficiency, in particular for the priority disciplines of anesthesiology, emergency medicine, pathology, and radiology, as well as UMMS-focused programs and solutions.
- Develop advanced practice provider/physician partnerships to increase capacity.
- Enhance access to preventative radiology screenings.

Promote patient retention and referrals across the UMMC/FPI network.
- Incentivize providers to enhance patient access, 'keepage,' and high-quality clinical care.
- Establish strong relationships between departmental leadership, the academic medical center, and community locations to foster retention.
- Evaluate patient satisfaction with call center and website interactions.

Partner with UMMC to implement the Joint Strategic Plan.
GOAL 3:
Establish a learning health system — in collaboration with UMMS, UMB, and UM College Park — that uses data science to accelerate clinical innovations, hasten implementation of evidence-based care, eliminate health disparities, and reduce health care costs.

OBJECTIVES

Ensure that clinical data are accessible, reliable, usable, and timely.
- Map EPIC data to a research-friendly data model.
- Recruit clinical faculty with expertise in big data and applied clinical research.
- Build out the honest broker-analyst team to meet demand for academic data use.
- Adopt framework agreements that enable clinical, data-focused external collaborations.

Create an ethos that probes the clinical care status quo, values data-driven decision making, and promotes systemwide prospective testing of novel treatment strategies and interventions.
- Establish care networks within specialties to connect providers across UMMS.
- Educate trainees to understand data modeling and integration of research into clinical practice.
- Raise awareness among clinicians about the role of data analysis and prospective testing in continuous quality improvement and about the benefits of pragmatic and adaptive clinical trials.

Optimize operational processes to facilitate prospective testing and quality improvement.
- Liaise with the Institutional Review Board to increase knowledge about pragmatic research methods and to develop rapid consent models.
- Partner with the UMMS EPIC team to ensure capacity to build out pragmatic and adaptive clinical trials.
- Identify and adopt models for operations and compensation — for clinicians and/or clinics — that support and encourage research participation across our partner institutions, UMMS, and the VA.
- Test new care interventions across UMMS and the VA.
GOAL 4: Develop cohesive, data-driven administrative structures to deliver efficient and effective clinical care operations.

OBJECTIVES

Assess existing supportive infrastructure to determine needs for FPI resources and programs.

- Evaluate and optimize revenue cycle management to capture potential missed opportunities.
- Create staff retention programs.
- Improve administrative resource sharing centrally and across clinical departments.
- Establish precise and robust data management, tracking, and personnel with IT and EPIC expertise.

Use data to establish effective communication channels across the service lines to ensure appropriate allocation of care.

- Capitalize on IT strengths to build a data-sharing infrastructure.
- Create real-time data visibility on bed capacity and operating room block usage.
- Commit to partnering across service lines using efficient staffing models.
- Initiate regular data review forums to inform future action.
- Leverage informatics to identify impediments for patients to access care.

Foster an interrelated academic health system funds flow model across FPI, UMMC, and School of Medicine.

- Implement the four core funds flow priorities and processes for purchased services, structural deficits and supports, coordination of payments, and establishment of incentive alignment.
"We have great potential for powerhouse collaborations; through teamwork and creative sparks, we can make these happen."

Dean Mark T. Gladwin
Executive Committee, September 2022
We collaborate with generations in our West Baltimore neighborhood and beyond
GOAL 1:
Provide accessible and equitable health care via long-term partnerships with Federally Qualified Health Centers (FQHC), UMMC/Midtown, and UMB schools that results in improved health and well-being for the West Baltimore and Eastern Shore communities.

OBJECTIVES
Engage with community leaders to identify their health care priorities and build a two-way communication framework that fosters a strong collaborative partnership.
- Identify and name clinical/health care contacts to liaise with the community.
- Use existing community structures, such as schools and faith-based organizations, for two-way communication with the community.
- Establish health care initiatives that feature bricks-and-mortar and/or mobile interdisciplinary care clinics and early detection, screening and prevention programs, such as:
  - Care coordination after discharge from ER or inpatient care,
  - Lung cancer and heart diseases,
  - Substance abuse disorder,
  - Mother/baby health,
  - Culturally competent LGBTQIA+ care,
  - Youth ‘safe space’ drop-in health care and wellness activities.

Capitalize on and include the expertise and skills of faculty and the volunteerism of students from all UMB schools to provide multidisciplinary services at community-based clinical sites.
- Leverage the UM Greenebaum Comprehensive Cancer Center and new institutes, such as the UM-MIND, the Institute for Health Computing, and the Kahlert Institute for Addiction Medicine, to advance health equity in clinical care and research.

OUR PRIORITIES
- Physical footprint/infrastructure for ‘visible’ clinical care in West Baltimore
- Clearing house and/or database of resources and current activities
- Affinity groups for projects
- Partnership with community leaders
- Priorities determined by community members
- Emphasis on interdisciplinary programs at UMB schools
- Sustainable engagement
- Resources from the State
- Research programs to address unique needs of vulnerable populations
GOAL 2:
Foster a culture of sustainable collaboration and shared leadership with the community to address their health priorities while aligning with the efforts of UMB and UMMC.

OBJECTIVES

Seek community insight and input to identify priorities for vital conditions for health and well-being, and leverage the resources and strengths of the community.
- Form a community advisory board for which members are compensated.
- Include community representation on UMB decision-making bodies.
- Hold regular public meetings/town halls with community organizations.
- Develop a data-sharing mechanism with community leaders.

Facilitate coordinated and cohesive engagement between community leaders, UMB, and UMMC.
- Grow the partnership with the UMB Community Engagement Office to increase the impact of programs and clinical services.
- Develop a comprehensive and inclusive database of current UMB programs, activities, and community partners.
- Establish affinity groups to create awareness and unite efforts.

- Emphasize sustainability of research programs and volunteer activities to maintain consistent engagement and organized transition to new initiatives.
- Use the new UMB Center for Community Health as the coordinating entity for cross-discipline community endeavors with UMB schools.

Acknowledge, value, and expand the community endeavors of faculty and the volunteerism of students and staff.
- Incorporate humanism and community impact in the faculty APT promotions and tenure process.
- Mentor early-career faculty to ensure the legacy of established community programs.
- Matriculate students and residents, who are interested in population and community health, into the School of Medicine, training programs, and faculty practices.
- Develop a Certificate in Community Engagement credential.
GOAL 3:
Create employment opportunities for West Baltimore residents within UMB, UMMC, and the local community that lead to improved individual economic vitality.

OBJECTIVES

Partner with UMMC to enhance the Career Academy for recruitment, retention, and career advancement in targeted health care positions.
• Identify in-demand jobs to expand career training opportunities.
• Create mentoring programs for employees.
• Expand training opportunities for research- and academic-related positions (e.g., research coordinators and lab technicians).

Enhance biomedical programming for K-12 students in Baltimore City and other under-resourced areas of Maryland to build interest in and awareness of medical, science, and allied health career opportunities.
• Partner with community leaders to identify priority programming (e.g., literacy, mentoring, and volunteer training programs).

• Create paid internships and job opportunities within UMB and UMMS/UMMC for high school and college students.
• Seek philanthropic support to offer scholarships and expand K-12 programming and Mini-Med School.
• Collaborate with UMB schools and programs to increase student and faculty participation in youth programming.
• Partner with existing School of Medicine summer research programs to expand participation of students from local historically black colleges and universities.

Collaborate, by engaging existing UMB and UMMC efforts, with local companies and state agencies to identify workforce and business development opportunities and means of promoting local businesses.
GOAL 4:  
Lead the city, state, and national conversation on mitigating health disparities and improving health equity.

OBJECTIVES

Establish a cohort of faculty who are recognized as experts and opinion leaders on health equity and health disparities.

• Develop a media relations program and training for faculty experts.
• Identify and nominate faculty for positions on city, state, and national boards, panels, committees, and agencies.
• Seek opportunities to inform state and local policy.
• Create an annual national-level symposium for our experts and community leaders to present research, programs, and case studies.

Collaborate with the community to tell the West Baltimore story.

• Engage with community leaders, Baltimore City Fire Department, and the UMB Community Engagement Office to identify community priorities and barriers to care.
• Create documentaries, educational videos, and media toolboxes in partnership with Baltimore’s emergent Black film makers to highlight the needs and successes, as well as to amplify the voices of the West Baltimore community.

Foster and grow a cohort of students, faculty, and staff committed to restorative justice and motivated to ensure health equity.

• Involve students in purposeful community outreach, clinical care, and partnered programs.

• Integrate concepts of health equity, anti-racism, population health, community care, and social determinants of health into curricula.
• Deliver training modules on anti-racism, health equity, and social determinants of health to educate any UMB faculty, student, or staff member involved in a community project.

Obtain extramural research support from NIH, Health Resources & Services Administration (HRSA), state and local government, the business community, and UMB/UMMC to conduct research and scholarly activity.

• Develop an internal database of social determinants of health, health equity, and community-partnered research projects and goals.
• Increase community participation in research projects (e.g., as co-investigators, research staff, advisory boards).
• Encourage and prepare faculty/teams to be competitive for program- and center-level grants.
• Collaboratively engage the Central Maryland Area Health Education Center, Inc. to support and expand its portfolio of activities funded by the HRSA.
We have an opportunity and a responsibility to make sure that we are participating and correcting any race bias built into modern AI tools. That’s our service to the citizens of Maryland.”

Dean Mark T. Gladwin  
State of the School, September 2023
Implementation Starts Now

We have two levels of accountability

LEVEL I
Dean’s Mission Area Working Group Leaders

Education
Donna Parker, MD
Senior Associate Dean for Undergraduate Medical Education

Research
Chris O’Donnell, PhD
Vice Dean, Research Development & Operations

Clinical Care
William Regine, MD, FACP, FACRO
Isadore & Fannie Schneider Foxman Chair of Radiation Oncology
Senior Associate Dean for Clinical Affairs
President, UM Faculty Physicians, Inc.

Community Co-leaders
David Stewart, MD
Chair, Department of Family & Community Medicine

Esa Davis, MD, MPH
Senior Associate Dean for Population & Community Medicine
Associate Vice President for Community Health

LEVEL II
Department Chairs, Institute & Center Directors, and Faculty Members
LEVEL II
- Department Chairs, Institute & Center Directors, and Faculty Members

- CHAIRS, DIRECTORS & FACULTY
  - Identify Goals & Objectives
  - Plan and Implement
  - Track Progress
  - Report Annually

LEVEL I
- WORKING GROUP LEADERS
  - Responsible for Mission Area
  - Implement Goals & Objectives
  - Track Progress
  - Report Annually

Implementation Dashboard
Engagement Highlights

- Community-focused Brainstorming Sessions: 2
- Working Groups: 4
- Prioritization Meetings: 9
- Months of Engagement in 2023: 9
- Grassroots Brainstorming Sessions with Departments, Institutes, and Centers: 40
- Faculty Brainstorming Participation: 969 (66%)

University of Maryland School of Medicine
Acknowledgements

COMMUNITY BRAINSTORMING SESSIONS

Carla Alexander, MD
Department of Medicine, Institute of Human Virology

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Dana Farrakhan, DrPH, MHS
University of Maryland Medical Center

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Department of Pathology

C. Monica Gellene, CRA, MBA
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Dean, School of Nursing

Christian Pollock
Department of Neurology

Belinda Rodriguez
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Lisa Schocket, MD
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Walker Weinstein, RN
Institute of Human Virology

Lauren Wright
Office of Public Affairs & Communications
PRIORITIZATION MEETINGS

Clinical Care Prioritization Meeting

Anthony Amoroso, MD
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Megan Anders, MD, MS
Department of Anesthesiology

Brian Barr, MD
Department of Medicine

Brent Bauer, MD
Department of Orthopaedic Surgery

Samra Blanchard, MD
Department of Pediatrics

Michael Bond, MD
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Dara Farber, MD
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Jennifer Hopp, MD
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Adam Kaufman, MD, PhD
Department of Otorhinolaryngology

Natalia Kubicki, MD
Department of Surgery

Matthew Laurens, MD, MPH
Department of Pediatrics, Center for Vaccine Development & Global Health

Ranee Mehra, MD
Department of Medicine

Kashif Munir, MD
Department of Medicine

Faria Nasim, MBBS
Department of Medicine

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Songul Onder, MD
Department of Medicine

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Gary Schwartzbauer, MD, PhD
Department of Neurosurgery

Paul Staats, MD
Department of Pathology

Ozhan Turan, MD, PhD
Department of Obstetrics, Gynecology & Reproductive Sciences

Eric Weintraub, MD
Department of Psychiatry, Kahlert Institute for Addiction Medicine

Education Prioritization Meeting

Idris Amin, MD
Department of Neurology

Toni Antalis, PhD
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Nicholas Carbonetti, PhD
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Gregory Carey, PhD
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Wendy Citron, MD
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Jaclyn Clark, MD
Department of Surgery

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Department of Medicine

Sarasijhaa Desikan, MD
Department of Surgery

Alexander Drohat, PhD
Department of Biochemistry & Molecular Biology

Sarah Dubbs, MD
Department of Emergency Medicine

Mark Ehrenreich, MD
Department of Psychiatry

David Eisenman, MD
Department of Otorhinolaryngology

Kyle Fletke, MD
Department of Family & Community Medicine

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Department of Medicine, Institute for Genome Sciences

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Department of Pediatrics

Van Holden, MD
Department of Medicine

Olga Ioffe, MD
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William Jackson, PhD
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Kelby Kaplan, PT, DPT, EdD
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D. Rick Matteson, PhD
Department of Physiology, Undergraduate Medical Education

Amal Mattu, MD
Department of Emergency Medicine

Lilia Mijares, PhD, MLT
Department of Medical & Research Technology
Jessica Mong, PhD
Department of Pharmacology, Graduate Program in Life Sciences

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Rachel Nathan, MD
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Stacy Schwartz, MD
Department of Medicine

Mukta Srivastava, MD
Department of Medicine

Diane Marie St. George, PhD
Department of Epidemiology & Public Health

Shannon Takala Harrison, PhD
Department of Medicine, Center for Vaccine Development & Global Health

Research Prioritization Meeting

Odessa Addison, DPT, PhD
Department of Physical Therapy & Rehabilitation Science

Zubair Ahmed, PhD
Department of Otorhinolaryngology

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Department of Physiology

Allan Doctor, MD
Department of Pediatrics

Stephen Gottlieb, MD
Department of Medicine

Daniel Harrison, MD
Department of Neurology

Feng Jiang, MD, PhD
Department of Pathology

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Department of Family & Community Medicine

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Department of Orthopaedics

Sarah Sunshine, MD
Department of Ophthalmology & Visual Sciences

Marcelo Sztein, MD
Department of Pediatrics

William Teeter, MD
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Phuoc Tran, MD, PhD
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Department of Medicine

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Department of Medicine

Gentry Wilkerson, MD
Department of Emergency Medicine

Peixin Yang, PhD
Department of Obstetrics, Gynecology & Reproductive Sciences
WORKING GROUPS

Clinical Care Working Group

LEADER
William Regine, MD, FACR, FACRO
Department of Radiation Oncology,
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Irina Burd, MD, PhD
Department of Obstetrics, Gynecology & Reproductive Sciences

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CO-LEADER
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ENGAGEMENT, PLAN DEVELOPMENT & WRITING
Wendy O’Donnell, MS
Director of Strategic Projects & Communications
Office of the Dean

CREATIVE, DESIGN & PRODUCTION
Krissy Rifkin
Director of Design & Creative Strategy
Office of the Dean
You have chosen a life of service that really matters. You will be characterized by your grit, your resilience, and your humanistic qualities. You will dedicate yourselves to health equity and social justice. This is a calling.

Dean Mark T. Gladwin
White Coat Ceremony, August 2022
Appendix 1 | Our School

7,539 Workforce | 2023
3,157 Faculty
2,133 Staff
1,248 Students
1,001 Trainees

1,248 Student Enrollment | 2023
558 PhD & Graduate (MS)
303 MD/PhD
222 Physical Therapy (DPT)
63 MD/MPhD
44 Public Health (MPH)
31 Medical & Research Technology (MS & BS)
20 Genetic Counseling (MGC)
4 Clinical Research Certificate
3 DPT/PhD

6,519 Medical Student Applications
Class of 2028
165 Matriculants
5% Acceptance Rate

8 Graduate Programs in Biomedical Science | 2023
Biochemistry and Molecular Biology
Cellular & Molecular Biomedical Science
Epidemiology & Human Genetics
Gerontology
Molecular Medicine
Molecular Microbiology & Immunology
Neuroscience
Physical Rehabilitation Science
580 Applications
78 Matriculants
13.4 % Acceptance Rate

Bioengineering | UM College Park
Joint Degree Programs
Fischell Department of Bioengineering will co-locate to UMB in fall 2024, to be housed in new 4MLK building at the UM BioPark
7-10 Jointly Appointed Faculty
20-40 Graduate Students

Community Education
8,000 Adult Participants in Mini-Med School (2002-2023)
400 Children Participants in Mini-Med School for Kids (2008-2023)
200 School Children in Pipeline STEM Programs
144 6th Grade Students in CURE Scholars

School Mental Health Program | 2023
6,000 Child Participants
1,220 Prevention Activities
124 Teachers
22 Baltimore City Schools

STAR TRACK Adolescent Health Service | 2023
1,425 Youth and Young Adults Received Health Education
556 Youth Screened for HIV
501 Youth and Young Adults Screened for STIs
258 Youth and Young Adults Connected with Medical Care

$1.3B Operating Budget | FY23
$529.6M Total Grants & Contracts
$405.1M Medical Service Plan
$218.5M Services to Affiliated Hospitals
$71.3M State Appropriation
$33.1M Tuition and Fees
$17.9M Gifts, Endowments, and Other Income

$529.6M Research Grants & Contracts | 2023
838 Faculty Members with Research Grants or Contracts
$210.2M NIH
$86.2M Other Federal
$68.6M Corporate
$63.5M State and Local Government
$37.2M Nonprofit
$34.4M Other
$23.7M UMB Fund
$4.7M Core Services (external)

981 Entrepreneurial Endeavors
FY20-FY23 Totals
391 Scientific Disclosures (pre-patent)
245 Foreign Patents Issued
162 Technology Inventions Licensed
154 U.S. Patents Issued
29 Start-up Companies Formed

Faculty Physicians, Inc. (FPI)
1,127 Physicians & Clinicians
1,402 Staff Employees

25 Departments
Anesthesiology
Samuel M. Galvagno, DO, PhD
Interim Chair

Biochemistry and Molecular Biology
Gerald M. Wilson, PhD
Interim Chair

Dermatology
Shawn Kwatra, MD
Chair and Dr. Joseph W. Burnett
Distinguished Professor in Dermatology

Diagnostic Radiology and Nuclear Medicine
Elias R. Melhem, MD
Dean John M. Dennis Chair of Radiology

Emergency Medicine
Brian J. Browne, MD
Chair

Epidemiology and Public Health
Jay S. Magaziner, PhD, MSHyg
Chair

Family and Community Medicine
David L. Stewart, MD
Chair

Medical and Research Technology
Paul N. Staats, MD
Interim Chair

Medicine
Stephen M. Davis, MBBS, FRCP, FACE, MACP
Theodore E. Woodward Chair of Medicine

Microbiology and Immunology
James B. Kaper, PhD
Chair and James and Carolyn Frenkil Distinguished Dean’s Professor
Vice Dean for Academic Affairs
Neurobiology
Asaf Keller, PhD
Donald E. Wilson, MD, MACP Distinguished Professor and Chair of Neurobiology

Neurology
Peter B. Crino, MD, PhD
Chair and Dr. Richard and Kathryn Taylor Endowed Professor of Neurology

Neurosurgery
Graeme F. Woodworth, MD
Chair and Howard M. Eisenberg, MD Distinguished Professor of Neurosurgery

Obstetrics, Gynecology & Reproductive Sciences
Irina Burd, MD, PhD
Chair and Sylvan Frieman, MD Endowed Professor of Obstetrics, Gynecology & Reproductive Sciences

Ophthalmology and Visual Sciences
Lisa S. Schocket, MD
Interim Chair

Orthopaedics
R. Frank Henn, MD
Interim Chair

Otorhinolaryngology
Rodney J. Taylor, MD, MPH
Bruce and Isobel Cleland Chair of Otorhinolaryngology-Head & Neck Surgery

Pathology
Paul N. Staats, MD
Interim Chair

Pediatrics
Steven J. Czinn, MD
Chair and Drs. Rouben and Violet Jiji Endowed Professor

Pharmacology
Margaret M. McCarthy, PhD
Chair and James and Carolyn Frenkil Dean’s Professor

Physical Therapy & Rehabilitation Science
Victoria G. Marchese, PhD, PT
Chair and Jane Kroh Satterfield Endowed Professor of Physical Therapy and Rehabilitation Science

Physiology
J. Marc Simard, MD, PhD
Interim Chair

Psychiatry
Jill RachBeisel, MD
Dr. Irving J. Taylor Professor and Chair

Radiation Oncology
William F. Regine, MD, FACR, FACRO
Isadore & Fannie Schneider Foxman Chair of Radiation Oncology
Senior Associate Dean for Clinical Affairs President, UM Faculty Physicians, Inc.

Surgery
Christine L. Lau, MD, MBA
Dr. Robert W. Buxton Chair of Surgery
Surgeon-in-Chief, University of Maryland Medical Center

5 Institutes
Institute of Genome Sciences
Jacques Ravel, PhD
Interim Director

Institute for Health Computing
Bradley A. Maron, MD
Co-Director
Senior Associate Dean for Precision Medicine

Institute of Human Virology
Shyamasundaran Kottlill, MBBS, PhD
Interim Director

Kahlert Institute for Addiction Medicine
Asaf Keller, PhD
Sarah Kattakuzhy, MD, MPH
Eric Weintraub, MD
Associate Directors

University of Maryland Medicine Institute for Neuroscience Discovery
Margaret M. McCarthy, PhD
Director

21 Research Centers
R Adams Cowley Shock Trauma Center
Thomas M. Scalea, MD, FACS, MCCM
The Honorable Francis X. Kelly Distinguished Professor of Trauma Surgery
Physician-in-Chief

University of Maryland Marlene & Stewart Greenebaum Comprehensive Cancer Center
Taofeek K. Owonikoko, MD, PhD
Director

Center for Vaccine Development and Global Health
Kathleen M. Neuzil, MD, MPH, FIDSA
Myron M. Levine, MD, DTPH Professor of Vaccinology
Director

Baltimore Polycystic Kidney Disease Research and Clinical Care Center
Terry J. Watnick, MD
Joan B. and John H. Sadler, MD Professor of Nephrology
Director

Center for Advanced Imaging Research
Thomas Ernst, PhD
Director

Center for Advanced Research Training & Innovation
E. Albert Reece, MD, PhD, MBA
CARTI Endowed Professor
Director

Center for Biomedical Engineering and Technology
W. Jonathan Lederer, MD, PhD
Director

Center for Biomolecular Therapeutics
David J. Weber, PhD
Director

Center for Blood Oxygen Transport & Hemostasis
Allan Doctor, MD
Director

Claude D. Pepper Older Americans Independence Center
Jay S. Magaziner, PhD, MSHyg
Leslie I. Katzel, MD, PhD
Alice S. Ryan, PhD
Co-Directors

Clinical and Translational Research Informatics Center
Jessica P. Brown, PhD
Director

General Clinical Research Center
Stephen N. Davis, MBBS, FCRP, FACP, FACE
Theodore E. Woodward Chair of Medicine
Director

Center for Innovative Biomedical Resources
Nicholas P. Ambulos, PhD
Director

Center for Integrative Medicine
Christopher R. D’Adamo, PhD
Director

Center for International Health, Education, and Biosecurity
Man E. Charurat, PhD, MHS
Global Director
Maryland Psychiatric Research Center
Deanna L. Kelly, PharmD, BCPP
Dr. William and Carol Carpenter Professor of Psychiatry for Mental Illness Research
Acting Director

Center for Precision Disease Modeling
Zhe Han, PhD
Director

Center for Research on Aging
Jay S. Magaziner, PhD, MSHyg
Director

Center for Shock, Trauma and Anesthesiology Research
Wei Chao, MD, PhD, FAHA
Anesthesiology Professor of Translational Research
Rosemary A. Kozar, MD, PhD
Co-Directors

Center for Stem Cell Biology & Regenerative Medicine
Curt I. Civin, MD
Philip A. Zaffere Distinguished Professor of Regenerative Medicine
Director

Center for Vascular & Inflammatory Diseases
Dudley K. Strickland, PhD
Director

6 Programs
Program for Aging, Trauma, & Emergency Care
Jay S. Magaziner, PhD, MSHyg
Interim Director

Program in Health Equity & Population Health
Laundette Jones, PhD, MPH
Timothy D. O’Connor, PhD
Co-Directors

Program in Oncology
Taofeek K. Owonikoko, MD, PhD
Director

Program for Personalized and Genomic Medicine
Alan R. Shuldiner, MD
John L. Whitehurst Professor of Medicine
Director

Program in Trauma
Thomas M. Scalea, MD, FACS, MCCM
The Honorable Francis X. Kelly Distinguished Professor of Trauma Surgery
Director

Program in Transplantation
Daniel G. Maluf, MD
Director

University of Maryland Medical System (UMMS) | Clinical Sites
13 Inpatient Hospitals
16 Outpatient Centers
3 Other Medical Facilities

UMMS | Patient Base 2023
2M Patients
49% Black | 39% White | 12% Other
17M Clinical Encounters

UMMC Joint Strategic Plan
Access here:

23 Residency Programs
Anesthesiology
Dentistry
Dermatology
Emergency Medicine
Family & Community Medicine
Internal Medicine/Pediatrics
Medicine
Neurology
Neurosurgery
Obstetrics & Gynecology
Ophthalmology
Orthopaedic Surgery
Otorhinolaryngology–Head & Neck Surgery
Pathology Anatomic & Clinical Pediatrics
Pharmacy Practice
Plastic Surgery
Preventive Medicine
Psychiatry
Radiation Oncology
Radiology
Surgery
Urology

64 Fellowship Programs
Anesthesiology
Anesthesiology-Critical Care Medicine
Anesthesiology-Pain Medicine
Adult Cardiothoracic Anesthesiology
Obstetric Anesthesiology
Regional Anesthesiology & Acute Care Pain Medicine
Trauma Anesthesiology

Dentistry
Oral and Maxillofacial Surgery/Oncology, Microvascular Surgery

Emergency Medicine
Advanced Emergency Medicine
Ultrasound

Maternal & Fetal Medicine
Medicine
Cardiovascular Disease
Clinical Cardiac Electrophysiology
Critical Care Medicine
Endocrinology, Diabetes, & Metabolism
Gastroenterology
Geriatric Medicine
Hematology and Medical Oncology
Infectious Diseases
Interventional Cardiology
Interventional Pulmonology
Nephrology
Pulmonary Disease/Critical Care Medicine
Rheumatology
Sleep Medicine
Transplant Hepatology

Neurology
Clinical Neurophysiology
- Neuromuscular and EMG
- Epilepsy and EEG
Epilepsy
Movement Disorders
Neurocritical Care
Neuroimmunology/Multiple Sclerosis
Vascular Neurology

Ophthalmology
Cornea & External Disease
Glaucoma

Orthopaedic Surgery
Hand Surgery
Limb Preservation & Deformity Correction
Orthopaedic Surgery of the Spine
Orthopaedic Trauma

Pathology
Cytopathology
Hematopathology

Pediatrics
Neonatal-Perinatal Medicine
Pediatric Critical Care Medicine
Pediatric Gastroenterology
Pediatric Infectious Diseases
Primary Care Sports Medicine

Psychiatry
Addiction Medicine
Addiction Psychiatry
Child and Adolescent Psychiatry
Consultation Liaison Psychiatry
Forensic Psychiatry
Appendix 2 | Sources

The Right People | Research Publications
(page 6)

Pathogens in long-term care facilities
JAMA, Prevalence of Acinetobacter baumannii and Candida auris in Patients Receiving Mechanical Ventilation
Oct. 12, 2023
https://jamanetwork.com/journals/jama/fullarticle/2810677?resultClick=1

Emerging Pathogens and Climate Medicine
Three out of four new emerging infectious diseases are zoonotic.
Centers for Disease Control and Prevention: Zoonotic Diseases

Autism and schizophrenia risk factors
Science Translational Medicine, A single-cell genomic atlas for maturation of the human cerebellum during early childhood
Oct. 12, 2023
https://www.science.org/doi/10.1126/scitransmed.ade1283

Vaccines for Malawi children
The Lancet, Efficacy of typhoid conjugate vaccine: final analysis of a 4-year, phase 3, randomised controlled trial in Malawian children
Jan. 25, 2024

Health Inequity and Health Disparities
A black baby born in Maryland is 2.5 times more likely to die than a white baby.
Maryland Department of Health: 2019 Maryland Rural Health Conference

Brain Diseases and Neurodegeneration
Over 100,000 Marylanders age 65 or older have Alzheimer’s disease.
Alzheimer’s Association: Maryland
https://www.alz.org/professionals/public-health/state-overview/maryland

Big Data Computation
AI tools can level the playing field to help highlight and erase inequities in health.
Nature Medicine, 13 January 2020: Treating health disparities with artificial intelligence.
https://www.nature.com/articles/s41591-019-0649-2
Appendix 3 | Aligning with UMB

**UMB Strategic Plan**

In keeping with the adoption of the UMB core values, which are consistent with the cultural spirit of the School of Medicine, our strategic plan also aligns with the themes, objectives, and outcomes in the UMB Strategic Plan.

**Understanding the Chart**

This chart shows how each GenMD goal correlates to a companion UMB theme and outcome. The number within the colored hexagon represents the four GenMD goals for each of Education (red), Research (blue), Clinical Care (gray), or Community (green).

Access the UMB Strategic Plan to learn more about the 25 outcomes.
Our Core Values

RESPECT and INTEGRITY
We value each other and hold ourselves accountable for acting ethically and transparently using compassion and empathy.

WELL-BEING and SUSTAINABILITY
We care about the welfare of our people, planet, communities, and University.

EQUITY and JUSTICE
We embrace and are committed to diversity, and we value inclusive and just communities. We oppose racism and oppression in all their forms.

INNOVATION and DISCOVERY
We imagine and explore new and improved ways to accomplish our mission through education, research, clinical care, and service.
GenMD is an aspiration we all have for a new, innovative era at the School of Medicine; born from the grassroots spirit of the strategic plan's development.

GenMD is the power to unite us around our common purpose, culture, and potential for the future.

GenMD is a concept that fuses the two meanings of ‘MD’ — medicine and Maryland — with the foundational role of the generational health challenges in the strategic plan.