



DEAN'S MESSAGE: What's On My Mind

What's on my mind this month is the roadmap that the School of Medicine will need to employ to achieve the goals set forth by our ambitious strategic vision plan, **Vision 2020**, in the next four years.

The School of Medicine's current strategic plan, "Taking a Quantum Leap Forward," ends this year.

That plan was launched in 2011 and set a number of important goals for the School in our four mission areas: Education, Research, Clinical Care and Community Outreach & Service.

I'm happy to report that we reached some of the objectives set forth by the Quantum Leap plan. For example:

- In **Education**, we set a goal to "establish research education as a fundamental component of the medical education curriculum." We accomplished this goal in 2013 with the launch of the Foundations of Research and Critical Thinking Course, which requires all medical students to take a course in research education.
- In **Clinical Care**, we aimed to "explore new global opportunities for clinical programs." Our Institute of Human Virology continues to be an international leader in fighting infectious diseases, such as HIV/AIDS and now the new Zika virus, and we established a new Institute for Global Health to expand upon the incredible global health mission of the Center for Vaccine Development.
- In **Community Outreach & Service**, we planned to "enhance the role of the school as a voice in policymaking." We did this through our intimate involvement with the Maryland Health Disparities Workgroup, the passing of the Maryland Health Improvement and Disparities Reduction Act of 2012, and the establishment of Health Enterprise Zones across the state. Collectively, these initiatives aim to reduce health disparities by increasing access to high-quality, culturally-sensitive, patient-centered care to vulnerable communities.
- In **Research**, we strove to "increase emphasis on the key components of the research spectrum from fundamental to translational/clinical research." We've reached this goal by stimulating collaborations between faculty across academic units using new funding mechanisms, such as the Dean's Challenge Awards and the UMB/UMCP and UMB/UMBC seed grants, and creation of multidisciplinary research groups, including the Brain Science Research Consortium Unit, Lung Healing Program, and new Center for Sports Medicine, Health & Human Performance. We're also supporting these endeavors through the work of the Center for Innovative Biomedical Resources (CIBR).

These examples are only a handful of what we've achieved over the past five years, despite many challenges. I am pleased and proud of the faculty, staff, trainees and students who have worked so diligently. However, it's time for us to develop a new strategic plan that will carry the School forward into the next five years.

A motivating factor for developing a new plan is our desire to respond to the recommendations of our esteemed Scientific Advisory Council, who last visited us during the 2015 Festival of Science. The Council advised that we assemble a group of key faculty members and other leaders to conduct a "deep dive" of our programs and to identify a few "moonshot" ideas to help us achieve our **Vision 2020** goals.

Although **Vision 2020** serves as a starting point for a new plan, it is not a strategic plan, but a top-level vision of where we're striving to be by the year 2020. It is bold and ambitious, but it does not provide a roadmap of what we'll need to do to achieve the goals we've set. **Vision 2020** was also conceived of by the School of Medicine and Medical System leadership. However, a true strategic plan requires input from our entire community to become a living document to which everyone can ascribe.

Therefore, I am calling on each of you to help us develop a new strategic plan for the School of Medicine. We want the plan to be both aspirational and inspirational, but we need your help to make it so. On June 6, 2016, we will be holding an all-hands meeting which will be your opportunity to participate in the plan's development. My hope is that everyone will contribute to making the strategic plan better than the previous one.

A visionary strategic plan will help the School of Medicine become an even more exceptional enterprise than it has been in the past. I am confident that, as a unified academic community, we can accomplish this, and I strongly encourage you to be part of this historic process.

In the relentless pursuit of excellence, I am

Sincerely yours,

E. Albert Reece, MD, PhD, MBA

Vice President for Medical Affairs, University of Maryland

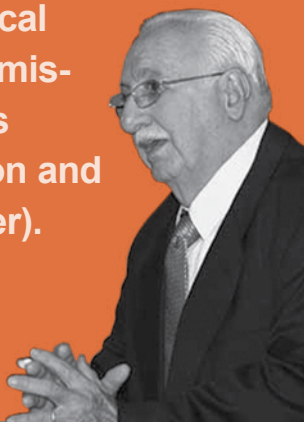
John Z. and Akiko K. Bowers Distinguished Professor and Dean, University of Maryland School of Medicine



Point of Pride

Dr. Mario Garcia-Palmieri, Class of 1951, was the School of Medicine's first Hispanic graduate to receive the distinguished title of "Master" from the American College of Cardiology. After medical school, he returned to his native Puerto Rico and later became Secretary of Health for Puerto Rico. He served on two Presidential Medical Commissions (Nixon and Carter).

Rico and later became Secretary of Health for Puerto Rico.



This makes us proud!

FOCUS ON SERVICE EXCELLENCE

On April 13, eight University of Maryland faculty physicians and two members of the Service Excellence/Patient Experience Team successfully completed the learning goals and assignments necessary to be qualified by the American Academy on Communication in Healthcare (AACH) to deliver its evidence-based communication curriculum without an AACH Faculty co-facilitator or observer.

The AACH's evidence-based curriculum is the foundation for UM SOM's Program for Excellence in Patient-Centered Communication (PEP). PEP is part of the UM SOM Initiative:

"Making a Top Priority Patient Care and Service Excellence." The PEP course is an interactive workshop that utilizes instruction and participant practice of specific communication skills that ensure patient engagement and a more effective patient-clinician partnership. Get more information about PEP online at <http://intranet.fpi.umaryland.edu/pep.htm>.

UM SOM's AACH-Qualified Trainers with Representatives from UM SOM Leadership and AACH Leadership

1st Row (L-R): Dr. David Schwartz, Dr. Samra Blanchard, Dr. Connie Lacap, Ms. Rukiya Wongus; **2nd Row (L-R):** Dr. Anthony Lehman (Senior Associate Dean for Clinical Affairs), Mrs. Joyce Phillip; **3rd Row (L-R):** Dr. Sally Cheston, Dr. Sharon Feinstein, Dr. Auguste Fortin (President, AACH); **4th Row (L-R):** Dr. Ada Ibe Offurum, Dr. Donald Thompson, Dr. Joseph Martinez



Moving Forward

Save the date!

School of Medicine Strategic Plan All-Hands Meeting

On June 6, 2016, the School of Medicine is hosting an all-hands retreat of the entire academic community to help shape the five-year strategic plan for our enterprise.

During this town hall-style meeting, faculty representatives from each of the School's mission areas—Education, Research, Clinical Care, and Community Outreach & Service—will present a set of draft goals that will be incorporated into the new strategic plan. Everyone is expected to attend, and all are encouraged to actively participate in providing feedback on the draft goals. The retreat will be your opportunity to share the priorities which you believe the School should focus on over the next five years.

The School of Medicine's strategic plan, "Taking a Quantum Leap Forward," comes to a close at the end of 2016 (see sidebar for the executive summary). Therefore, it is time for us to begin on a new plan that will carry the School forward into the next five years. This will be a massive undertaking with many moving parts, but, most importantly, everyone's involvement will be essential to creating our new strategic plan.

To help guide the plan development process, Dean Reece established four workgroups focused on the mission areas of the School of Medicine: Education, Research, Clinical Care and Community Outreach & Service. The workgroups are composed of a mixture of senior and junior faculty, key academic administrative staff, trainees, and students. Dean Reece has appointed the following faculty members as chairs and co-chairs of the workgroups:

- Education: **James Kaper, PhD** (chair), and **Donna Parker, MD** (co-chair)
- Research: **Richard Eckert, PhD** (chair), and **Kathleen Neuzil, MD, MPH** (co-chair)
- Clinical Care: **Anthony Lehman, MD** (chair), and **Steven Czinn, MD** (co-chair)



- Community Outreach & Service: **Jay Magaziner, PhD, MSHyg** (chair), and **Gregory Carey, PhD** (co-chair)

In addition, members from the School's Finance, Philanthropy, Information Technology and Public Affairs & Communications Offices will serve on each of the workgroups and will be intimately involved in the entire process.

"The proposed goals and strategies of each of the workgroups should reference the objectives set forth by Shared Vision 2020, as well as the previous strategic plan," says Dean Reece. "Because collaboration is vital to the future of the School of Medicine, our plan will also be informed by the objectives of UMB's strategic plan, currently being developed, as well as the vision of College Park."

Part of the impetus behind this project is a practical one. At the beginning of March, representatives from the Liaison Committee on Medical Education (LCME) concluded a site visit to determine whether the School of Medicine will receive reaccreditation for the next eight years. Our report to the LCME prior to the site visit included our current strategic plan, with the understanding that we would develop a new plan this year.

The workgroups have been tasked with drafting 4–5 goals and suggesting approaches to reach those goals. The draft goals will be presented by the workgroup chairs or co-chairs at the all-hands retreat on June 6, for discussion and recommendations from the School of Medicine faculty, staff, trainees and students. Using the feedback from the retreat, each workgroup will revise its goals to incorporate that input into the final document. The target release for the new strategic plan is the fall of 2016.

Check your email for invitations to the all-hands retreat on June 6th, and visit the School of Medicine's Strategic Plan website for more information: <http://bit.ly/1NXPVo>



Focus on CIBR

New iLabs Portal Provides SOM Researchers

Building on its momentum in supporting the growth of biomedical research activity throughout the University of Maryland School of Medicine (UMSOM), the Center for Innovative Biomedical Resources (CIBR) has introduced iLabs, an online portal designed to give researchers easier and more reliable access to UMSOM's high-tech research core labs.

For investigators, the portal standardizes and improves the ease of scheduling equipment and requesting services. Core Directors benefit by iLabs directly interfacing with the University's financial system to simplify management of billing and financial records while facilitating the tracking of resource usage. This feature allows core lab directors and staff to focus less on being administrators and more on supporting the research of their investigator "customers."

"This is a critical management tool for accelerating the pace and scope of our clinical and basic science research," said UM SOM Dean **E. Albert Reece, MD, PhD, MBA**. "Given what CIBR has accomplished thus far, it will be critical for our investigators to utilize the iLabs portal to access the core research labs so that we can continue to make further advances in our ACCEL-Med Initiative (Accelerating Innovation and Discovery in Medicine)."

CIBR, launched in November 2013, was initially established to serve as an administrative umbrella for UM SOM's biomedical core labs ("cores"). Under the leadership of **Nick Ambulos, PhD**, Associate Professor of Microbiology & Immunology, the Center secured \$7.3M in NIH funding to renovate space and centrally locate most of the cores and resource technologies on the 7th floor of Bressler Hall and the 6th floor of Health Sciences Facility I and Howard Hall.

For Dr. Ambulos and CIBR's management team, the next natural step following renovation and physical co-location was to provide direct online access to cores for researchers. According to CIBR Program Administrator **Tom McHugh**, "We began investigating ways in which we could standardize the experience for our investigators who wanted to use the cores, so that they could reserve time on equipment or order specialized services in the same easy, predictable manner for every core we have. Also, we wanted to provide core managers with the ability to spend less time worrying about managing scheduling, billing and reporting and more time to focus on supporting the science of their users."

CIBR's iLabs portal provides this solution for core administrators and their researcher "customers" alike. Any investigator—PI, post-doc, or student—can log in instantly using their global myUMB credentials. Registration takes less than a minute. Using a dynamic calendar, users can select a date range and time to reserve the use of equipment and complete a short form to place service orders or request experiment consultations. "Think of our portal as the Amazon.com for core facility equipment and services," said McHugh.

As iLabs is linked to the University's eUMB financial system, CIBR's core portal provides a daily updated list of all funds available to investigators and their associated lab members to ensure the correct funding sources are used.



Executive Summary: Taking a Quantum Leap Forward

The following were the overarching goals of "Taking a Quantum Leap Forward."

Education



Education

- Strengthen joint degree programs, achieving about one-third of the class
- Establish research education as a fundamental component of the medical education curriculum
- Expand medical education programs to meet regional and current needs
- Review and revise the curriculum to allow increased individual learning opportunities

Research



Research

- Double NIH research funding in 5 years
- Quadruple program projects/center grants as evidence for multi-disciplinary collaborations
- Increase emphasis on the key components of the research spectrum from fundamental to translational/clinical research
- Explore new global opportunities for research programs
- Expand SOM research engine into the I-270 biotechnology corridor
- Build and/or expand Centers of Research Excellence
- Increase our ranking to Top 5 among public medical schools and Top 10 among all schools, based on AAMC reports

Clinical



Clinical Care

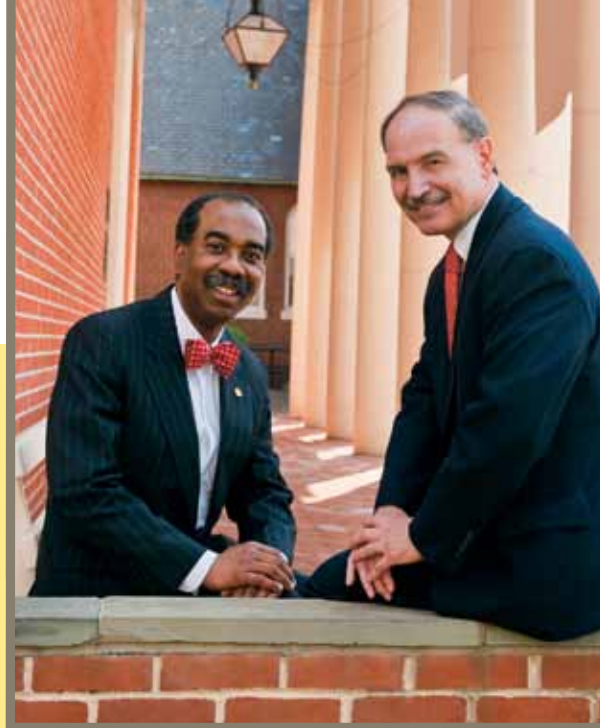
- Make a transforming difference in the top five causes of death in the U.S.
- Work with UMMS to integrate, collaborate and coordinate clinical services across system and satellite practices
- Build and/or expand Centers of Clinical Excellence
- Explore new global opportunities for clinical programs
- Work with our UMMS partners to provide our patients with the highest quality and safest care
- Achieve national destination site for five clinical programs based on our superlative clinical expertise

Outreach



Community Outreach & Service

- Enhance the role of the school as a voice in policymaking locally, nationally and internationally
- Strengthen and enhance educational, research, clinical and service partnerships between the school and its constituents locally, regionally, nationally and internationally



Highlights from Shared Vision 2020 for UM Medicine

Within each School of Medicine key mission area, Shared Vision 2020 for UM Medicine set forth bold, strategic approaches to achieve the following:

Vision 2020 for Education

- A new teaching philosophy and educational "products" focused on training innovators and discoverers
- Strengthened internal mentorship programs

Vision 2020 for Research

- An accelerated pace of scientific discoveries and innovations that impact human health
- Increased funding, as well as the number of faculty engaged in federally funded research

Vision 2020 for Clinical Care

- Recognition as Maryland and the Region's premier clinical healthcare system
- Service excellence and patient-friendly, patient-centered, high-quality, safe care

Vision 2020 for Community Outreach & Service

- Improve health and wellbeing of all citizens
- Study and combat diseases in local and global "hot spots"

with Easy Online Access to Core Labs



The portal also boasts a robust set of reporting tools that provides timely and accurate utilization data to better meet the reporting needs of core directors, investigators, departments and the School.

"In short, we've come up with a solution that makes access to our cores easier for investigators, while creating a more automated

“ This is a critical management tool for accelerating the pace and scope of our clinical and basic science research. ”

management system for core administrators,” explained **Sanjay Uchil**, co-manager of CIBR's iLabs system and a member of the CIBR management team.

“Building on the BIORESKO Research Supply Store's successful one-stop shopping model, we've applied those same principles of convenience and dependability to the iLabs portal,” added **Carol McKissick**, Program Administrator for BIORESKO and a CIBR management team member. “Investigators now can gain easy access to the specialized equipment and services needed to fuel their research.”

Tom Blanpied, PhD, a Professor in the Department of Physiology and Director of the Confocal Microscopy Core, believes that iLab offers a range of benefits. “Any time there is talk about a newer and better way to do things, you are always a little skeptical at first,” he said. “But I am very pleased to say that the users of our core have found scheduling equipment time through CIBR's iLab portal to be very easy. The staff at CIBR has worked with us to make the transition to iLabs pretty smooth. The other upside is it has made billing and usage reporting much easier.”

To log on to iLabs, visit <https://cibr.umaryland.edu>.

CORES AVAILABLE THROUGH iLABS

A total of eight cores are now available online through iLabs, including;

- Center for Translation Research in Imaging
- Confocal Microscopy Core
- Electron Microscopy Core
- Flow Cytometry Core
- Genomics Research Core (formerly Biopolymer)
- NMR Core
- Pathology Biorepository Shared Services Core
- Translational Core Laboratory Shared Services Core

An additional 3–5 cores will be added to iLabs by the end of calendar year 2016.

38th Annual UMB Graduate Research Conference a Success

On March 23, 2016, approximately 150 University of Maryland, Baltimore (UMB) graduate and professional students and postdoctoral fellows gathered to share their scientific research at the 38th Annual Graduate Research Conference (GRC). This conference featured work in a variety of fields, including basic science, nursing, and social and applied sciences, highlighting the interdisciplinary nature of the UMB campus.

Presenters showcased a range of scientific topics—from research on the underlying molecular mechanisms involved in skin cancer, to applied research on risk-assessing behavior in Baltimore teens. The UMB Graduate Student Association (GSA) was proud to host this conference, which allowed UMB researchers, graduate students, professional students, and postdoctoral fellows the opportunity to present their work and discoveries to their colleagues and professors.

This year, scientific abstracts were presented by over sixty UMB students and postdoctoral fellows during four oral and six poster presentation sessions. The keynote address was delivered by Dr. Quincy Samus, Director of the Translational Aging Services Core and Associate Professor of Psychiatry and Behavioral Sciences at the Johns Hopkins University School of Medicine, who is a 2007 alumna of the UMB Program in Gerontology. She focused on the importance of effective communication as a means of progressing the scientific field, which is one of the goals of the conference.

Photo by Taylor Richter



Presenter L. Latéy Bradford

At the conference, UMB held its inaugural Three Minute Thesis (3MT) competition. The 3MT competition is an international contest aimed to help graduate students in the sciences communicate their research in a concise, understandable way. This is achieved by giving each presenter only three minutes and one slide to effectively convey their research to a lay audience. The 3MT finalist from UMB was L. Latéy Bradford, who spoke about her research on what constitutes a healthy vaginal microbial environment.

The GSA gave Outstanding Presentation awards to one person in each of the ten sessions. Two special awards were also presented: one from the UMB Office of Technology Transfer (OTT), and another from the Geriatrics and Gerontology Education and Research (GGEAR) Program. The OTT's Graduate Translational Research Award recognizes translational research performed by a UMB

graduate student or postdoctoral fellow that highlights the importance of translating outcomes of basic science research into real-world applications. The GGEAR Program partnered with the School of Medicine's Center for Research on Aging to recognize research in the field of aging. Congratulations to the winners from the School of Medicine!

Outstanding Poster Presentation

L. Latéy Bradford: "Dynamics in the Vaginal Ecosystem and Development of Vulvovaginal Candidiasis"

William Hedrich (Pharmaceutical Sciences): "Activation of the Constitutive Androstane Receptor Improves the Therapeutic Index of CHOP in Lymphoma Treatment"

Jeffrey Kleinberger (Molecular Medicine): "Implementation of Genetic Sequencing into Clinical Practice: The Personalized Diabetes Medicine Program"

Maggie Matern (Epidemiology and Human Genetics): "Hair Cell-Specific Analyses using the Gfi1-cre Mouse"

Amber Mueller (Molecular Medicine): "A Humanized Mouse Model of Facioscapulohumeral Muscular Dystrophy"

Christina Young (Biochemistry & Molecular Biology): "AP1 Factors are Required for Normal Skin Development During Embryogenesis"

Outstanding Oral Presentation

Lisa Leung (Microbiology & Immunology): "Mass Spectrometry of Membrane Glycolipids Permits Microbial Typing of ESKAPE Pathogens"

Carlo Mercado (Epidemiology & Human Genetics): "Post-Transcriptional Regulation of SLC12A3 by Alternative Splicing and Nonsense-Mediated mRNA Decay"

Amol Shetty (Epidemiology & Human Genetics): "Deciphering Cryptic Relatedness in Peruvian Populations with Native American Admixture using Whole Genome Sequencing"

Elizabeth Weingartner (Microbiology & Immunology): "Direct Suppression of Antibody Secretion by Human T-regulatory Cells"

UMB Office of Technology Transfer Graduate Translational Research Award

James Lyons (Molecular Medicine): "Microtubule Network (MT), TRPV4, and Sclerostin: Novel Insights into Bone Mechanotransduction"

Geriatrics and Gerontology Education and Research Award

Sarah Holmes (Gerontology): "Factors That Influence Physical Activity Among Residents in Assisted Living"

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