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Title III SHBGIP Grant Application 2007-2012

Morehouse School of Medicine's new Grant Application under the Title III, Part B, Historically Black Graduate Institutions Program for the period of October 1, 2007 through September 30, 2012.

**Title III Administration Office
May 25, 2007**

**Title III SHBGI Application
October 2007 – September 2012**

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COMPREHENSIVE DEVELOPMENT PLAN (CDP)

Introduction/Institutional Overview

Morehouse School of Medicine (MSM) is a private, freestanding medical school that was established in 1975 as The School of Medicine at Morehouse College. Development of the medical school was prompted by the results of a feasibility study that revealed a marked shortage of minority physicians in the United States, and particularly in Georgia. The study also highlighted a general shortage of physicians for rural areas and inner cities of the nation. The medical school was developed with a mission to recruit and train minority and other students to address critical healthcare needs of the citizens of Georgia and of individuals who reside in medically underserved areas of the nation. Dr. Louis Sullivan was recruited by Morehouse College to become Dean of the Basic Medical Sciences Program. In 1978, the charter class was admitted to a two-year educational program in basic medical sciences. In 1981, the Liaison Committee on Medical Education (LCME) gave provisional accreditation for MSM to offer all four years of medical education and to award the doctor of medicine degree. The institution became independent from Morehouse College, and the Morehouse School of Medicine, Inc. was chartered as a nonprofit, educational corporation. Dr. Sullivan was named the first president and dean of the newly independent medical school. During that same year, Morehouse School of Medicine joined the consortium of six institutions that comprise the Atlanta University Center.

In April, 1985, the LCME granted the school full accreditation to award the M.D. degree. MSM awarded its first MD degrees to the class of students graduating on May 17, 1985 (students entering in 1978, 1979, 1980 transferred to other medical schools at the end of year two to

complete clinical training and receive the M.D. degree). In 1991 and 1998, the school received continued seven-year terms of accreditation of the MD program by the LCME. MSM is also accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097, 404-679-4501) to award the degrees; Doctor of Medicine, Doctor of Philosophy in Biomedical Science, Master of Public Health and Master of Science in Clinical Research. The Master of Public Health Program has a separate accreditation by the Council on Education for Public Health, an independent agency recognized by the Department of Education to accredit public health degree programs. Residency programs in family practice, preventive medicine, psychiatry, internal medicine, surgery, obstetrics and gynecology, and pediatrics are fully accredited by the Accreditation Council for Graduate Medical Education. Morehouse School of Medicine is also accredited by the Accrediting Council on Continuing Medical Education to offer programs in continuing medical education for healthcare professionals. In the 2001-02 Commission on Colleges for the Southern Association of Colleges and Schools' (SACS) review, several strengths were noted to include MSM's success in achieving its core mission of training students to provide primary care and meet the health care needs of underserved areas; our focus on addressing health care disparities; and the growth and productivity of our research enterprise and educational emphasis on community health and population medicine. The LCME continued accreditation of MSM most recently in 2005 for the maximum of eight years.

Student Services

Each year, MSM has a sufficient pool of applicants to fill its first year MD class. Over the past few years, we have seen an increase in the numbers of students holding multiple acceptances, a standard which can be used to determine the competitiveness of each applicant.

There has also been an increase in available merit scholarship support to be awarded at the point of admission, which has greatly influenced the number of competitive candidates who choose MSM over other institutions. The mean MCAT and GPAs of the entering class have also improved over the past few years. This reflects an improvement in the overall quality of the candidates entering the first year. Over the last five years, the quality of the students can be described as solid, with an average GPA in Science measuring 3.2, and an overall GPA of 3.35 in 2006.

**Table 1: Academic Profile Statistics: Five Year Trend
Medical Education Program**

	2002	2003	2004	2005	2006
Average MCAT	8.29	8.72	8.60	8.53	8.57
Average GPA	3.36	3.46	3.28	3.40	3.35
Average Science GPA	3.14	3.15	3.13	3.28	3.20

BCPM = Biology, Chemistry, Physics, Math GPA Average (Science GPA)

Students preparing and applying for entry into the Morehouse School of Medicine (MSM) undergraduate medical education program are encouraged to have a broad educational background, yet no specific major is deemed superior to another. Prospective students must complete specific premedical courses in their undergraduate studies. A candidate for the MD degree at MSM must meet these technical standards indicating that they have aptitude and abilities in five areas: observation, communication, motor coordination, intellectual/conceptual/integrative, and behavioral/social.

The Morehouse School of Medicine is committed to providing middle and high school students with opportunities to prepare for health care professions. Outreach programs for students in Metro Atlanta include among others, the Ben Carson Science Academy, the

Neuroscience Summer Research Program, and the Space Medicine and Life Science Research Center.

Our students continue to perform well on the USMLE Steps I and II, with a first sitter pass rate over 90%. Also, our students continue to serve the community through a variety of venues. This past year (2006-07), MSM welcomed 53 new MD students, four (4) PhD students, two (2) MSCR students and 14 MPH students. As of January 2007, there were more than 3,600 applications for the MD program, the highest number to-date. Table 2 below shows the trend of admissions statistics over the past five years.

With the graduation of the class of 2007, there are 956 alumni of the Morehouse School of Medicine (802 from the MD program, 18 from the PhD. Program, 121 from the MPH program and 15 from the MSCR program).

**Table 2: Admissions Statistics
Medical Education Program**

	2002	2003	2004	2005	2006
Total Applications	1978	2047	2164	2144	2973
URM Applications	1120	1155	1182	1282	1413
Total Black Applicants	1140	1158	1173	1168	1368
Total GA Applicants	281	311	367	373	394
Total GA Black Applicants	157	170	178	171	183

*URM= Underrepresented Minorities (African American, Native American, Mexican, Hispanic, Native Hawaiian and Native Alaskan). NOTE: Women and Asian/Pacific Islanders are not considered underrepresented minorities.

Research

Morehouse School of Medicine educational programs are conducted in an environment that fosters the intellectual challenge and spirit of inquiry appropriate to a community of scholars. An essential component of the schools' educational mission is providing students and

clinical trainees with exposure to and interactions with faculty role models pursuing state-of-the-art research and community outreach and educational programs. Approximately a third of MD students who entered the program have engaged in a research project with a MSM faculty member the following summer. All MSM students (medical, Ph.D. and MPH) are encouraged to make scientific presentations and to compete for prizes at annual symposiums and other major events. An important goal of the undergraduate program is to have the majority of graduates choose residency training in primary care specialties. The achievement of this objective is evaluated by tracking the number of graduates who enter primary care residencies, and monitoring the number who self-report practicing in historically underserved communities.

Of the four medical schools in Georgia, MSM is second only to Emory University School of Medicine in NIH funding support. MSM faculty work collaboratively in teaching, research, and health care delivery to provide the optimum learning environment for the students. In addition to individual research programs, faculty research activities have allowed the establishment of several major research centers and institutes, headed by well-respected and nationally-renowned scientists. Faculty members have also developed numerous initiatives to improve the health of members of the local community, state and nation, including cancer screening programs, establishment of the Health Promotion Resource Center, the Cork Institute on Alcohol and Other Addictive Disorders, the Prevention Research Center, and the National Center for Primary Care (NCPC).

Service

The mission of the NCPC is to promote excellence in community-oriented primary health care for all Americans with a special focus on underserved populations and on the elimination of health disparities. The NCPC also serves as a national resource for encouraging doctors to pursue

primary care concerns for making primary care practice more effective and for supporting primary care professionals serving in underserved areas through training, practice-based research and policy analysis.

Through the efforts of the National Center for Primary Care as well as the Department of Community Health and Preventive Medicine, MSM engages the faculty and students in various community outreach efforts. There is a focus on conducting research on diseases that disproportionately affect minority communities as well as medical treatment effectiveness and health policy related to improving the delivery of health services to underserved communities. In 1999 MSM was the recipient of the AAMC National Award for Community Service.

Clinical Affiliations

MSM does not own a hospital, but it maintains strong affiliations with community hospitals and other health care organizations in the Atlanta health care market. At each affiliate medical education site each participating department assigns a faculty member to direct the educational activities at that location. Additionally, community preceptors, adjunct faculty and house staff contribute to medical student education. A written agreement that details terms and conditions of the clinical affiliation is executed for each affiliate.

Grady Health System continues to serve as the major teaching hospital for clinical rotations in Surgery, Obstetrics and Gynecology, Internal Medicine and Pediatrics (Hughes Spalding at Grady). Residents on these services are actively involved in teaching medical students on their rotations. These clinical services serve as the core for MSM clinical education for medical students and residents. MSM cares for 25% of the patients on these services at Grady Health System. This proportion of patients has been sufficient to meet the educational needs for medical students and residents.

Because of the increasing numbers of people without insurance in its market and because of downward pressure on reimbursement, Grady Health System (GHS) will continue to experience financial challenges. Last fall the Fulton DeKalb Hospital Authority (FDHA) engaged a healthcare industry group to assess GHS operations, systems and processes with an objective to improve the financial performance. Plans to restructure GHS are underway. MSM's leadership is working with GHS and the Georgia Department of Community Health to develop strategies to limit the impact of these changes on MSM. MSM and GHS initiated discussions to explore an expanded role for MSM related to the Neighborhood Health Centers.

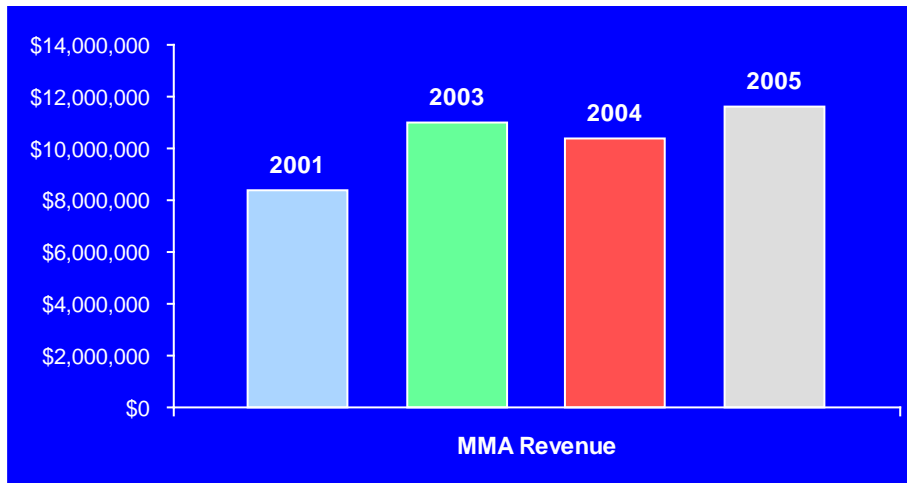
In October 2006, MSM and South Fulton Medical Center (SFMC) signed a new affiliation agreement. SFMC acquired five additional resident FTEs in the redistribution of unused resident positions. These positions are included in the new agreement and will add support for MSM's GME programs at SFMC. After Southwest Hospital and Medical Center closed in January 2005, the MSM Family Medicine Department shifted its GME and other clinical education programs to SFMC. SFMC serves as the primary teaching affiliate for the MSM Family Medicine GME program; however, this affiliation may change in the future.

The Morehouse School of Medicine operates accredited residency programs in Surgery, Psychiatry, Obstetrics and Gynecology, Family Medicine, Pediatrics, Internal Medicine and Preventive Medicine. Students interact with MSM residents on the majority of clinical rotations.

Over the last few years, the school's faculty practice plan (MMA) has experienced a modest increase in revenue (see Table 3 below). However, our ability to manage the revenue cycle from the physician to the payer remains challenged. Chairs and administrators in the clinical program are aggressively addressing the training needs of physicians and staff to

improve the revenue cycle and increase revenue. Recent efforts to address the efficiency of the revenue cycle are beginning to pay off with reductions in claim lag days, accounts receivables, and days in accounts receivables.

Table 3: Clinical Revenue



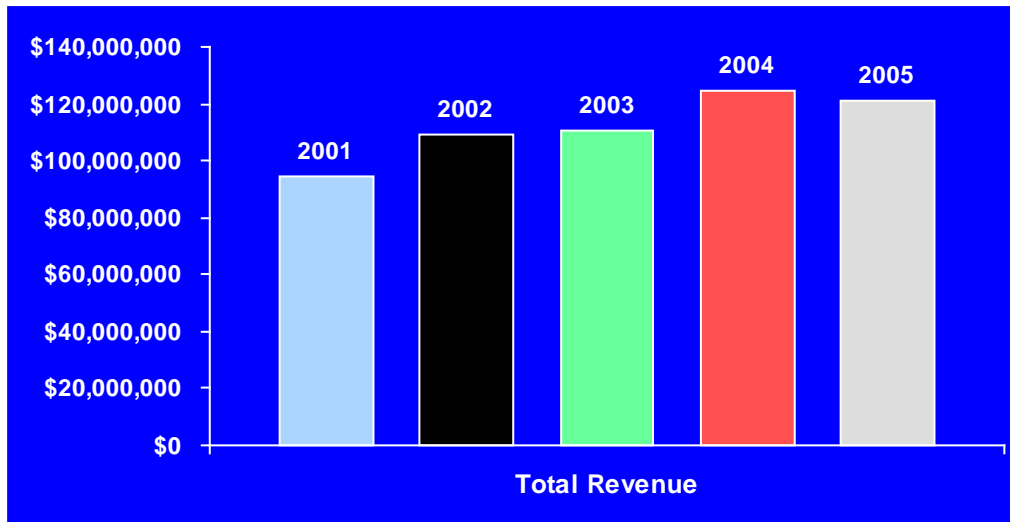
Financial Resources

The Morehouse School of Medicine continues its history of finishing each fiscal year without a deficit. Financial support comes from state appropriations, federal and private grants and contracts, endowments, tuition income and faculty practice plan income. The school faces financial challenges similar to other medical schools. However, it maintains financial viability and sustainability and continues to have adequate resources to support the educational programs and related support functions and services.

The majority of our support is from federal grants and contracts to support research and research infrastructure. Increases in tuition and fees have been kept to a minimum in an effort to be sensitive to the financial circumstances of our student population. Clinical revenues have been consistent over the years and seem appropriate to support our educational programs. The

prospect of our continuing receipt of funds from these sources for the foreseeable future is quite good.

Table 4: Total Institutional Revenue



Current Status

In April 2006, Dr. Eve J. Higginbotham was appointed Dean and Senior Vice President for Academic Affairs. In July 2006, Dr. John E. Maupin, Jr. became the fifth President of the Morehouse School of Medicine. Together they have initiated a strategic planning process that will better position MSM to strengthen problem-solving and other essential processes, reinvest in faculty, enhance education programs, foster collaboration, and focus on technology transfer.

Overview of the Strategic Planning Process

Beginning in 2005, MSM engaged in two major initiatives to update its strategic plan. In late 2005, the Planning Advisory Council was created to lead the institutional strategic planning process. Its focus in the first few months was to develop institutional operating priorities to drive the process for development of the school's FY '07 budget. In early 2006 the Planning Advisory Council turned its attention to the process of developing an institutional strategic plan. In 2006,

Dr. Higginbotham chaired a Transition Team commissioned by the in-coming president to facilitate the transfer of power and minimize the disruption in operations that any transition naturally imposes.

Transition Team Recommendations (CDP Focus)

Five (5) cross-cutting issues were identified for review and analysis, i.e., internal and external communications, corporate compliance, capacity for effective decision-making, and managing external partnerships and affairs. Each is discussed below and will be addressed over the 2007-2012 development cycle.

Internal Communication: Effective internal communication is critical to the success of any organization and is viewed as a high priority. Poor communication across units results in unnecessary duplication of effort, poor culture, and low morale. An internal communication plan was developed that employs all modes of communication to facilitate effective internal working relationships across units.

External Communication: The external image of the organization needs focused attention. There is a need to combat the confusion with Morehouse College, and to increase the visibility of faculty and staff that have made notable scholarly and substantive contributions to science and the community. The Office of Institutional Advancement/Strategic Communications is being reorganized to enhance the Institution's external "persona."

Corporate Compliance: In the last (10) ten years, the corporate and academic environment has been transformed by federal mandates and state regulations. Legal liability exposure is consistent with the growth of the institution and must be reduced across all dimensions of the organization. Thus, it is imperative that policies and procedures are developed and appropriate governance and monitoring functions are installed to ensure ongoing compliance with policies. The General

Counsel's Office and an internal auditing function are being expanded to address corporate compliance, risk management, and policy development.

Capacity for Effective Decision-making: Efficient decision-making correlates highly with institutional effectiveness. The Transition Team considered this a cross-cutting issue and recommended an educational initiative designed to remind key stakeholders of the fundamentals of decision-making, e.g. effective use of data and inclusion of the appropriate individuals when issues need to be resolved.

Managing External Partnerships and Affairs: The institution must first define its external customers and determine strategies to develop and nurture relationships with these customers. It is essential that the components of the organization that are formally responsible for these relationships effectively communicate. The President is reorganizing the offices of Institutional Advancement, Governmental Affairs, and Community Affairs to address this issue.

Strategic Planning Initiative

In 2005-06, the Planning Advisory Council and the Executive Management Team engaged in a review of external issues that affect MSM, the internal environment, and our mission and core values. Using these assessments, the combined group also conducted exercises to develop updated mission and vision statements that would drive the planning for the future of our institution. MSM's relative youth, its mission focus on primary care and health disparities, dedicated students, faculty and staff, strong leadership, growth in quality education, research and service programs and well-located facilities were identified as strengths on which to build. In the future, the school will need to address the complexities of organization and administration attendant to its success and growth, continue to attract strong academic leadership, develop new

models and partners for the clinical enterprise, and continue to expand and strengthen the programs and services the school offers to its internal and external constituents.

The mission, vision, values and focus areas were updated. Following is the updated mission statement.

Morehouse School of Medicine is dedicated to improving the health and well-being of individuals and communities; increasing the diversity of the health professional and scientific workforce; and addressing primary healthcare needs through programs in education, research, and service, with emphasis on people of color and the underserved urban and rural populations in Georgia and the nation.

While the primary mission areas are education, research and service, the Planning Advisory Council identified eight (8) focus areas to engage in the strategic planning process. They are as follows:

- Education Excellence
- Research Excellence
- Operations Excellence
- Patient Care
- Employee Satisfaction
- Financial Excellence
- Development
- Community Service

This information was shared with faculty and key staff members at a mini-retreat held in October 2006. Eight (8) focus groups were formed and charged with development of goals and strategies. The following table (5) provides a recapitulation of goals and strategies that are applicable to the Title III Grant Project:

Table 5: Morehouse School of Medicine Strategic Goals and Strategies – 2007-2012 Adopted March 2007		
Focus Area	Goals	Strategies
I. Educational Excellence	Continue progress toward reaching MD entering class size of 64 students.	Enhance educational resources and infrastructure to support more medical students.
		Increase variety and quality of training opportunities for MD students.
	Increase the PhD class size to 10 per year to reach a student body size of 50 by 2012.	Enhance and expand attractive course offerings in concert with “areas of research concentration” development.
	Ensure MPH program quality, accreditation for a targeted enrollment of 50 students.	Enhance and expand areas of specialization.
	Ensure the quality and accreditation of the residency education (GME) programs.	Improve the quality of clinical teaching in the residency programs.
	Optimize funding, accreditation and sponsorship for Continuing Medical Education (CME).	Establish and maintain liaisons with MSM departments providing CME activities consistent with MSM’s mission.
III. Operations Excellence	Improve services to internal and external stakeholders.	Establish and maintain liaisons
		Establish a program of continual quality improvement throughout the institution.
	Enhance the technology infrastructure to promote state-of-the-art information flow and facilitate high quality, data-driven strategic planning and execution.	Establish operations policies and procedures for each department/unit.
		Enhance communication by deploying Associated Voice, Video and Integrated Data.
	Improve data quality by insuring	

**Table 5: Morehouse School of Medicine
Strategic Goals and Strategies – 2007-2012
Adopted March 2007**

Focus Area	Goals	Strategies
		that any software within DITS library meets customer’s need and is the first choice for end-users.
		To move toward paperless operations by developing a digital data warehouse that will store information from all key academic and institutional administrative processes.
		Ensure reliable service by maintaining a disaster recovery plan for business continuity.
	Enhance and maintain the physical plant infrastructure to ensure optimal operations and promote a safe, accessible and aesthetic environment.	Implement quarterly inspections of security and life safety systems and maintain or upgrade to ensure perimeter security is functional as well as attractive.
	Review accessibility of campus to all visitors and employees by monitoring internal and external customer needs and satisfaction.	
	Enhance data management and integrated financial systems to promote accountability and efficient operations.	Update and improve Finance Department’s web page and customer communication.
	Invest in a Document Imaging system.	
	Provide training on Budget Planning, Review and Change Requirements, Document Flow, compliance, Title III approval, on-time payments, etc.	
	Implement electronic purchasing system.	
	V. Employee Satisfaction and Development	Improve employee retention and decrease turnover rate at MSM to below the national benchmark
Establish a faculty compensation system based on national/regional benchmarks.		
Develop a non-subjective uniform		

**Table 5: Morehouse School of Medicine
Strategic Goals and Strategies – 2007-2012
Adopted March 2007**

Focus Area	Goals	Strategies
		<p>methodology for a true bonus award policy for exemplary performance.</p> <p>Institute mandatory managerial training for all academic and administrative supervisors and managers.</p> <p>Develop a communication plan that links employees across all institutional sectors within a year.</p> <p>Require departmental orientation for all new employees that includes instruction on policies and operations of all units with whom interactions occur.</p> <p>Establish a uniform methodology for evaluating/promoting employee performance that includes a clear development plan.</p> <p>Require mandatory training for all supervisors and managers (including chairmen and directors) on the proper use of MSM-HR evaluation and development plan process.</p>
VII. Development	<p>Develop a balanced portfolio of donors including individuals, communities, corporations and foundations, reducing dependency on any single sector of funding.</p> <p>Establish a unique and clear identify within the philanthropic communities to define the value proposition in which they might invest.</p>	<p>Establish a donor base of individuals unaffiliated with MSM to support future growth in giving.</p> <p>Increase the donor base by identifying community partners, such as churches, faith-based organizations, social organizations, corporations, foundations, etc. to diversity the sectors of givers.</p> <p>Enhance the alumni donor base expanding the support and involvement of alumni giving and fundraising efforts to increase unrestricted operating funds.</p> <p>Promote a niche for MSM that emphasizes our commitment to the MSM mission.</p>

The planning process will continue and the updated institutional strategic plan is slated for completion by October 2007. The work of the focus groups will be reviewed and refined by the

Planning Advisory Council and the Executive Management team, after which the next level of administrators (chairs, directors, etc.) will develop unit operating plans that identify responsibility, baseline data and performance indicators.

Institutionalization of Goals and Objectives in the Title III Grant

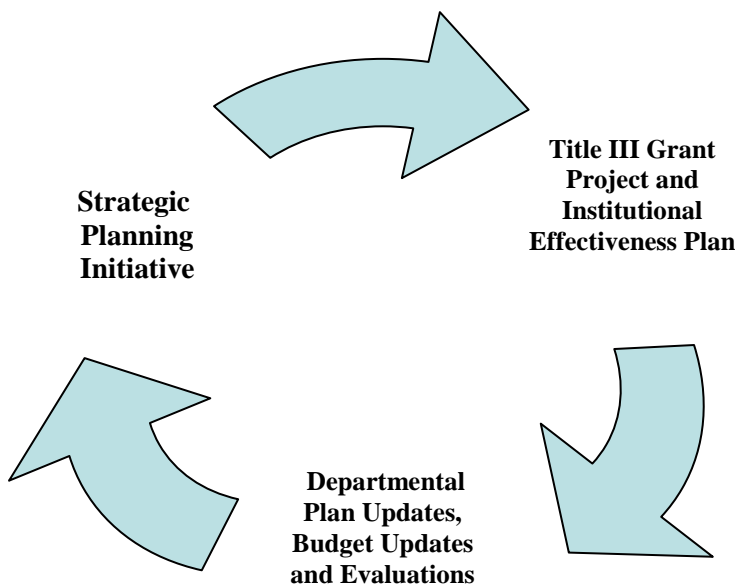
Historically, Title III Grant funds have been used as a major resource for development of the School's academic and administrative departments. A large percentage of the Title III funds are personnel-related and all of the match dollars are personnel-related. Salary allocations to specific positions have fluctuated as a result of the new fund sources. However, departments have generally maintained the same level of Title III funding and experienced direct and indirect benefits. This has been a historical pattern that is not subject to change during this grant period as this process has afforded an opportunity to leverage resources. However, we do expect to conduct detailed reviews of all positions, faculty and staff, in conjunction with newly developed institutional effectiveness procedures to confirm the value and function of each. Market assessments will be conducted and staff salaries realigned to meet the market standards. National and regional AAMC benchmarks will be used to improve the faculty compensation program.

The planning model adopted in the 2002-2007 Strategic Plan Update, which calls for more decentralized planning and budget preparation to involve senior officers, chairs, managers and unit heads, has not changed. Planning and evaluation processes will be strengthened with placement of the Title III Office under the planning and institutional research function. The strategic plan will be used for development of departmental operating plans so that the Title III review and approval process is transparent. Stand-alone management systems will be integrated to produce data-based management reports to improve the effectiveness and efficiency of our

decision-making capacity. All fund sources will be reviewed to ensure that funds are allocated in accordance with the strategic plan.

Table 6 below provides an illustration of how the Title III Grant Project will be institutionalized.

Table 6: Institutionalization the Title III Grant Project



Implementation of the Title III Grant Project will involve key departments in academic affairs, student services, institutional advancement and administration in the development of selected goals and objectives in the 2007-2012 strategic planning initiative. These same departments will be involved with development of the remaining goals and objectives in an Institutional Effectiveness Plan. On an annual basis, all departments will update their plans and budgets, which will be folded into group plans for each division. These plans and budgets will be used to update the goals and objectives in the Title III Grant and the Institutional Effectiveness Plan. Annual summaries of accomplishments and expenditure reports will

be forwarded to the Institutional Effectiveness Committee and the Financial Advisory Committee. The Committees will evaluate departmental progress, establish budget priorities, and prepare summary recommendations for review by senior administrators.

Activity Narratives and Budgets

Five activities, including Project Management, are planned for development under the Title III Grant for the period beginning October 1, 2007 through September 30, 2012. They are Academic Instruction, Student Services and Outcomes, Development, Funds and Administrative Management and Project Management and Evaluation. The following table (7) shows the applicable legislative allowable activity under which each activity is developed.

Title III Activity	Legislative Allowable Activity
I: Academic Instruction	4) Scholarships, fellowships, and other financial assistance for needy graduate and professional students to permit the enrollment of the students in and completion of the doctoral degree in medicine, dentistry, pharmacy, veterinary medicine, law, and the doctorate degree in the physical or natural sciences, engineering, mathematics, or other scientific disciplines in which African Americans are underrepresented.
II. Student Services and Outcomes	4) Scholarships, fellowships, and other financial assistance for needy graduate and professional students to permit the enrollment of the students in and completion of the doctoral degree in medicine, dentistry, pharmacy, veterinary medicine, law, and the doctorate degree in the physical or natural sciences, engineering, mathematics, or other scientific disciplines in which African Americans are underrepresented.
III. Development	5) Establish or improve a development office to strengthen and increase contributions from alumni and the private sector.
IV. Funds and Administrative Management	7) Funds and administrative management, and the acquisition of equipment, including software, for use in strengthening funds management and management information systems.
V. Project Management and Evaluation	7) Funds and administrative management, and the acquisition of equipment, including software, for use in strengthening funds management and management information systems.

A review of activity narratives, implementation tables and budgets follows:

INDIVIDUAL ACTIVITY NARRATIVE

1. Name of Applicant Institution: Morehouse School of Medicine	2. Activity Number and Title: I – Academic Instruction
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The Academic Instruction Activity addresses the need to continue expanding and strengthening our educational programs and services to maintain accreditation status. It is under this objective that all development will take place. The tasks are designed to address major initiatives to include the undergraduate (MD) and graduate (GME) medical education programs, the PhD program, MPH program, CME program, faculty development program and the medical school library. Each task will be supervised by a Project Manager, who has institutional responsibility for the function.

Two overarching themes in the educational enterprise require attention over the next five year period: accreditation and administration. All educational programs are currently accredited for the full terms. Major and specialty reaffirmation reviews started in 2006 and will continue through 2013. Thus, over the next five year period, we will continue to strengthen and expand development of the academic and clinical enterprise to meet new LCME accreditation standards and develop a quality enhancement plan to meet SACS requirements. We will also address the need to realign and streamline resources to provide greater oversight and operational efficiency.

Following is an overview of the current status of each program and some challenges that each program expects to overcome over the next five-year period as a result of Title III assistance.

Undergraduate (MD) and Graduate (GME) Medical Education and Residency Programs

A follow-up accreditation report to the LCME was submitted in September 2006 with a plan to increase faculty in key areas as well as to increase exposure to the subspecialty rotations. Additionally, plans are underway to enhance the integration of the curriculum in the first two years. To facilitate effective management of mission-critical components of the academic organizational structure, the Dean’s Office has been restructured to focus on problem solving. The leadership of the educational, research, and clinical enterprises has been centralized under four administrative deans and administrative advisory committees.

The institutional budget process has been redesigned to more closely align budgeting with planning. A process for external reviews of academic departments has been initiated. Clinical Affairs operational improvement strategies have been developed to include a new budget process to improve financial performance. There will be a concerted effort to reinvest in faculty and programs. Clinical research will be strengthened to encourage the collaboration of epidemiologists, biostatisticians, and clinical coordinators across departmental lines. Faculty recruitment for Grady Health Services will increase faculty in cardiovascular surgery, cardiology, gastroenterology, pulmonary medicine, and Neighborhood Health Centers. We will foster collaboration across departments, centers, institutes, and disciplines.

External reviews of our academic departments are being conducted to improve the MD program and fill key positions. To date, three external reviews have been completed in departments with senior administrative vacancies. The chair search for the Department of Physiology is progressing, and chair searches for the Department of Pharmacology and Toxicology and the Department of Medicine are set to begin in the spring of 2008.

Faculty recruitment in specialty areas is another need. There are small numbers of faculty in key areas such as pulmonary, GI, cardiology, trauma, critical care, and general surgery. Pediatrics needs an additional physician at one of the local hospitals. The Departments of Medicine and Surgery are actively recruiting physicians for service at Grady Hospital.

There is a need to improve adherence to established timelines and monitoring processes for internal reviews of residency (GME) programs. Also, succession planning in the administration of GME is important. The disparity in resident compensation at Grady [GHS] needs to be addressed as well as the limited number of funded resident FTEs at South Fulton Medical Center.

Another initiative that will impact all educational programs is the institution's plan to foster and facilitate interdisciplinary translational research and research training (bench to clinic, clinic to community). MSM has pooled the best and brightest talent in our pursuit of eliminating obstacles to equal healthcare access and reducing the burden of disease. We have remained focused on producing physicians, public health leaders, and researchers committed to excellence in biomedical research and primary care.

Clinical compliance is essential because of the complex regulatory issues related to clinical practice. Failure to comply with all regulations carries significant consequences and often very high monetary penalties. Under the leadership of the Clinical Compliance Officer and with the strong support from the Dean, a Clinical Compliance Committee will guide implementation and monitor compliance initiatives.

Graduate Education in the Biomedical Sciences (PhD) Program

Additional institutional support of the graduate program is needed to achieve a critical mass of graduate students. There is also a need to enhance the facilities needed for the Ph.D. program. This program is essential to the continued success and growth of the MSM research enterprise. Our research faculty relies on Ph.D. students to assist in the conduct of their research. There is a need to recruit more students into the program to meet the growing needs of the faculty, many of whom are able to provide financial support from their research grants. To support faculty demands for more Ph.D. students the program will target faculty research interest in the curriculum and increase stipends to be more competitive with other programs.

Masters Program in Public Health (MPH)

New CEPH requirements will require reassignment of faculty and hiring of new faculty to maintain accreditation of the MPH program. The initial faculty members of our MPH program were qualified faculty in the department of Community Health and Preventive Medicine and adjunct faculty from the community who are actively engaged in the public health profession in local health departments and the Centers for Disease Control. To meet CCPH accreditation requirements and support the increased enrollment in the program, additional dedicated faculty are needed.

In the past two years the institution has funded additional faculty, for the MPH program. There is a need for current faculty to obtain funding for research projects in which the students can participate. This will improve the overall quality of the program and provide release funds for additional faculty. The MPH program needs to take advantage of other faculty and programs at MSM that have a public/community health focus to enrich the exposure and experiences provided to our students.

Faculty Development Program

A campus-wide faculty development program to continuously improve and enhance the collective academic, research and teaching skills of the faculty is being implemented. The Faculty Affairs Advisory Committee has completed an extensive survey of the faculty with the ultimate goal of developing programs to support faculty recruitment, development, and retention. An educational program to educate scientists regarding the patent process is being developed, and there will be greater interface with industry to enhance the possibility of licensing patents.

Medical School Library

The Morehouse School of Medicine library (Multi Media Center or MMC) services are provided by a team of 13 competent and cooperative professional librarians and library assistants. An annual survey of the faculty is conducted for input on preferred journal titles and a library committee consisting of faculty, students, and members of the library staff, participates in development of library priorities, policies and procedures. The Library provides access to 250 electronic books and over 5,000 electronic journals. It houses an electronic laboratory with 20 workstations, four group study rooms which may also be used as multi-media viewing rooms, of course videos, nine public workstations, a copy room with a print management station, archives, CD ROMs, and three 24 hour accessible study spaces.

A major challenge in recent years has been expanding library holdings in the face of the rising cost of journal subscriptions and decreasing institutional funding allocations. In order to continue to support the educational, research, and health information needs of its users, the library must look to the future and the seamless blending of technology with information resources and lifelong learning. New resources have exploded, particularly electronic ones leading to a need to balance space for physical resources, electronic access workstations, and collaborative research and study.

Continuing Medical Education

There is a need to assess the program needs of this area in the strategic planning process. There is a need to continue coordination among the clinical departments to offer continuing education credits. A physician director for CME should also be identified.

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ACTIVITY OBJECTIVES AND PERFORMANCE INDICATORS FORM		
NAME OF APPLICANT INSTITUTION: Morehouse School of Medicine	ACTIVITY TITLE: Academic Instruction - I	
OBJECTIVES IN MEASURABLE TERMS	PERFORMANCE INDICATORS	
<p>1. Maintain full accreditation status for the maximum periods and enhance the quality of all educational programs.</p>	<p>By September 30, 2008, the basic science curriculum will have been realigned to support curriculum integration, improve the balance of faculty efforts in teaching and research, and facilitate interdisciplinary research efforts. External reviews of all programs will be complete. Class expansion plans for all educational programs will have been developed. Expansion plans for the faculty development and CME programs will be complete. The Library will have expanded user-friendly technology, document delivery, reference and education services, bibliographic instruction, enhanced library archives, and special collections.</p> <p>By September 30, 2009, the academic computing infrastructure and web-based academic information and enrichment resources will have been enhanced campus-wide. Implementation of program reviews and expansion plan developed will have begun. The Library will have continued expansion activities to include library outreach.</p> <p>By September 30, 2010, the teacher evaluation and quality improvement processes will have been strengthened. Academic leadership will have been strengthened by filling vacant chairs, center directors and senior faculty positions. The Library will have continued expansion activities.</p>	

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ACTIVITY OBJECTIVES AND PERFORMANCE INDICATORS FORM		
NAME OF APPLICANT INSTITUTION: Morehouse School of Medicine	ACTIVITY TITLE: Academic Instruction - I	
OBJECTIVES IN MEASURABLE TERMS	PERFORMANCE INDICATORS	
1. Maintain full accreditation status for the maximum periods and enhance the quality of all educational programs. (Cont'd)	<p>By September 30, 2011, implementation of reviews and assessments will be well underway. The Library will have continued expansionary activities.</p> <p>By September 30, 2012, the entering class of MD students will have reached 64. The PhD program size of 50 will have been reached. The MPH program quality, accreditation and student body capacity of a total of 50 students will have been achieved. All residency (GME) programs will have been updated to meet new accreditation requirements. Applicable residency (GME) programs will have been re-accredited. The continuing Medical Education (CME) Program will have obtained six-year accreditation. The Library will have continued expansion activities.</p>	

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FORM APPROVED:
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IMPLEMENTATION STRATEGY AND TIMETABLE FORM

1. NAME OF APPLICANT INSTITUTION:
Morehouse School of Medicine

2. ACTIVITY TITLE:
Academic Instruction - I

3. SPECIFIC TASKS TO BE COMPLETED	4. PRIMARY PARTICIPANTS	5. METHODS INVOLVED	6. TANGIBLE RESULTS	7. TIMEFRAME FROM/TO	
1. Enhance the educational infrastructure to support more students in the MD and GME Programs.	DME, Admissions/Student Affairs	1.1. Review and update plan to increase MD student class size.	Annual increases in the size of the entering class of MD student	10/01/07	09/30/12
	DME, DITS, and Physical Plant	1.2. Expand and improve instructional and study space.	State-of-the-art instructional labs in the Gloster Building Improved campus-wide wireless capacity	10/01/07	09/30/08 10/01/07 09/30/11
	Academic departments	1.3. Increase number of faculty devoted to teaching in both the clinical and preclinical years.	All vacant positions filled Assessment of faculty needs Realignment of institutional resources	10/01/07	09/30/09 10/01/07 09/30/09 10/01/07 06/30/12
	Academic departments	1.4. Enhance the quality of the clinical and preclinical teaching programs.	Integrated curriculum with a variety of media	10/01/07	09/30/12
	DITS, academic departments	1.5. Continue to enhance the use of technology in all aspects of the teaching and learning experiences.	Digital lectures	10/01/07	09/30/12
	2. Increase variety and	Dean's Office,	2.1. Increase clinical	Variety of clerkship	10/01/07

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IMPLEMENTATION STRATEGY AND TIMETABLE FORM

**1. NAME OF APPLICANT INSTITUTION:
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**2. ACTIVITY TITLE:
Academic Instruction - I**

3. SPECIFIC TASKS TO BE COMPLETED	4. PRIMARY PARTICIPANTS	5. METHODS INVOLVED	6. TANGIBLE RESULTS	7. TIMEFRAME FROM/TO	
quality of training opportunities for students in the MD and GME Programs.	Office of Clinical Affairs, Clinical departments	affiliations that serve as sites for the medical education (MD Program).	experiences Evidence of cultural competency training experiences.		
	Academic departments, Office of Clinical Affairs	2.2. Make curricular adjustments in the MD and GME programs.	Compliance with LCME accreditation requirements Updated learning environments Updated service learning techniques Updated clinical and translational research techniques	10/01/07	09/30/12
	Academic departments	2.3. Enhance graduate (GME) training programs.	Fully accredited residency programs (7) Annual increases in the number of residency slots filled with U.S. graduates	10/01/07	09/30/12
3. Enhance and expand course offerings in the	PhD Program, GEBS Committee,	3.1. Expand curriculum to include courses in areas of	Revised and expanded curriculum	10/01/07	09/30/12

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**1. NAME OF APPLICANT INSTITUTION:
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**2. ACTIVITY TITLE:
Academic Instruction - I**

3. SPECIFIC TASKS TO BE COMPLETED	4. PRIMARY PARTICIPANTS	5. METHODS INVOLVED	6. TANGIBLE RESULTS	7. TIMEFRAME FROM/TO	
PhD Program in “areas of research concentration.”	Research Advisory Council	research concentration.			
	PhD Program Staff DITS, Plant operation	3.2. Expand instructional laboratory space dedicated to the Ph.D. program.	State-of-the-art instructional lab for the Ph.D. program Improved campus-wide wireless capacity	10/01/07	09/30/08
	PhD Program Staff	3.3. Develop a plan for increasing student body size.	Recruitment/growth plan Annual increase in number of PhD students	10/01/07	09/30/09
	Academic departments and PhD Program Staff	3.4. Increase number of graduate faculty needed to expand course of offerings.	Annual increase in the number of student research opportunities	10/01/07	09/30/12
	Academic departments and PhD Program Staff	3.5. Increase the number of post-doctoral fellows participating in the PhD program.	Annual increase in the number of post-doctoral fellows	10/01/07	09/30/12
4. Enhance the MPH Program.	MPH Faculty	4.1. Expand curriculum to include courses in areas of research concentration.	Plan showing areas of concentration and resources	10/01/07	09/30/12

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Academic Instruction - I

3. SPECIFIC TASKS TO BE COMPLETED	4. PRIMARY PARTICIPANTS	5. METHODS INVOLVED	6. TANGIBLE RESULTS	7. TIMEFRAME FROM/TO	
			Annual increase in the number of research opportunities		
	Academic departments and the MPH Staff	4.2. Involve other MSM faculty in the MPH teaching program.	Faculty from other departments participating in MPH instruction Enhancements in existing course offerings	10/01/07	09/30/12
5. Increase the number of programs that provide MSM/CME credits.	Dean’s Office, Academic departments and the CME Staff	5.1. Establish and maintain liaisons with MSM departments and programs that provide activities consistent with MSM’s CME mission.	Increased number of CME Programs presented by MSM departments and faculty Grand rounds in each clinical department	10/01/07	09/30/12
	CME Staff	5.2. Obtain accreditation to offer CEU Program.	Expanded CME program offerings to other healthcare providers	10/01/07	09/30/12
6. Enhance the Faculty Development Program	Dean’s Office	6.1. Develop cultural competency in-service training programs for all faculty, residents and staff.	Annual increase in the number of training programs for faculty, residents and staff	10/01/07	09/30/12
	Dean’s Office, academic departments	6.2. Implement on-going faculty development programs and customer service training programs.	Annual Training programs Annual increase in the number of faculty participating	10/01/07	09/30/12

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**2. ACTIVITY TITLE:
Academic Instruction - I**

3. SPECIFIC TASKS TO BE COMPLETED	4. PRIMARY PARTICIPANTS	5. METHODS INVOLVED	6. TANGIBLE RESULTS	7. TIMEFRAME FROM/TO	
7. Enhance Library operations and develop archival programs.	Library Staff	7.1. Maintain and expand library collections to meet accreditation standards.	Core collection of no more than 200 journals maintained in print and electronic formats, expanded electronic collection	10/01/07	09/30/12
	Library Staff	7.2. Expand Library services	Expanded printed services, seamless Document Delivery operations, Library Archive and Special Collections and Internet Commons areas	10/01/07	09/30/12
	Library Staff	7.3. Plan for expansion of physical space and technological access in the library.	Modernized Library operations to include personnel additions, a new Library server, enhanced on-line public access system, online search tutorials, and replacement computers	10/01/07	09/30/12

INDIVIDUAL ACTIVITY NARRATIVE

1. Name of Applicant Institution: Morehouse School of Medicine	2. Activity Number and Title: II – Student Services and Outcomes
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The Student Services and Outcomes Activity is designed to continue monitoring student records, student performance and alumni activities under one long-term objective, which is to “enhance academic and student support services to accommodate a larger, more competitive student enrollment.” Project managers, who are the directors of the three units discussed below, will supervise development of the five tasks in this Activity. Information regarding our alumni will be filtered to the Project Managers via the Alumni Director in Institutional Advancement.

Following is an overview of the current status of each unit and a preview of the major challenges that each expects to overcome over the next five year period as a result of Title III assistance:

Student Affairs/Admissions/Registrar

The incumbent Vice Dean and Associate Vice President for Academic and Student Affairs will vacate the position effective June 30, 2007. An internal search for an interim dean of student affairs has been launched. Both external and internal searches for the position of Senior Associate Dean of Education (which was formerly referred to as Vice Dean) will be launched soon.

The vacancy has presented an opportunity to conduct an overall assessment of this division relative to coordination of the admissions process among all educational programs. All educational programs are expected to expand the class size to target enrollment. The division will continue to provide student support services and monitor the quality of the applicant pool and student performance as well as track MSM alumni. Additionally, the need for a full-time academic support professional to address coordination of the admissions programs in all educational programs is needed. Programs and services to maintain and/or improve the performance of our students will be strengthened. Scholarship dollars are needed early in the admissions cycle to facilitate the recruitment of students.

Student Fiscal Affairs

The Student Fiscal Affairs office offers pre-entrance counseling to prospective applicants during the admissions interview process. Debt management, default, and financial planning are discussed during these sessions. Entrance interviews are also conducted with all students receiving financial aid. Loan counseling, financial planning and debt management, along with computer printouts of debt and estimated repayment amounts are also presented. A financial aid prospectus is available to all students each academic year, which outlines financial aid policies and procedures and lists alternative sources of financial assistance. Students receive an annual loan summary outlining their current indebtedness. AAMC representatives, lenders, and/or financial planners are selected each year to conduct counseling sessions with students.

Counseling Services

Counseling Services offers a variety of services designed to help students maximize their potential while at MSM. The center is staffed by the director, a licensed clinical psychologist, and a master's level counselor. A consulting psychiatrist in the community is available as needed. In addition, referrals can be made to practitioners in the community with the MSM Student Health Insurance plan providing adequate mental health coverage (outpatient as well as inpatient). All entering students participate in an assessment by Counseling Services, which serves to flag students who may have difficulties that may interfere with their academic and personal goals. The assessment is conducted during orientation with personal feedback provided by the end of the summer session. The results of this assessment may lead to further review and evaluation by the Counseling Service staff and/or a prescribed plan for tutorial support. Tutorial support by upper level students is also coordinated by Counseling Services. Personal counseling is also available to all students through Counseling Services.

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ACTIVITY OBJECTIVES AND PERFORMANCE INDICATORS FORM		
NAME OF APPLICANT INSTITUTION: Morehouse School of Medicine	ACTIVITY TITLE: Student Services and Outcomes – II	
OBJECTIVES IN MEASURABLE TERMS	PERFORMANCE INDICATORS	
1. Enhance academic and student support services to accommodate a larger, more competitive student enrollment.	Our MD student indebtedness upon graduation will not exceed national average The performance of MD students and residents on standardized tests will meet or exceed national standards. Our Alumni will continue to perform in areas of training. Each educational program will meet its targeted enrollment annually	

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IMPLEMENTATION STRATEGY AND TIMETABLE FORM

1. NAME OF APPLICANT INSTITUTION:
Morehouse School of Medicine

2. ACTIVITY TITLE:
Student Services and Outcomes – II

3. SPECIFIC TASKS TO BE COMPLETED	4. PRIMARY PARTICIPANTS	5. METHODS INVOLVED	6. TANGIBLE RESULTS	7. TIMEFRAME FROM/TO	
1. Continue to educate students on the basic principles of financial planning and debt management.	Student Fiscal Affairs	1.1. Continue entrance and exit exams for all students	Annual assessment of students financial needs Annual updates to student profiles Number of students completing entrance interviews consistent with entering class size	10/01/07	09/30/12
		1.2. Conduct debt management and financial planning workshops	Enhanced student financial management skills	10/01/07	09/30/12
	Admissions, Student Fiscal Affairs and Development Office Staff	1.3. Increase the number of scholarships available	Annual increase in the number and amount of student scholarships Decreased reliance on student loans.	10/01/07	09/30/12

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IMPLEMENTATION STRATEGY AND TIMETABLE FORM

1. NAME OF APPLICANT INSTITUTION:
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2. ACTIVITY TITLE:
Student Services and Outcomes – II

3. SPECIFIC TASKS TO BE COMPLETED	4. PRIMARY PARTICIPANTS	5. METHODS INVOLVED	6. TANGIBLE RESULTS	7. TIMEFRAME FROM/TO	
2. Centralize Student Support Services for all educational programs.	Admissions/Student Affairs, GEBS Committee, MPH Program, MSCR Program	2.1. Monitor the quality of the applicant pools.	Annual increase in number of admissions applications in all educational programs Annual increase in the size of the entering classes Annual increase in the average GPA and MCAT scores of entering students	10/01/07	09/30/12
	Admissions/Student Affairs, GEBS Committee, MPH Program, MSCR Program	2.2. Coordinate activities of the Admissions Committees	Centralized database	10/01/07	09/30/12
	Admissions/Student Affairs	2.3. Provide support to all students in securing summer educational enrichment activities.	Annual increases in the number of opportunities made available to students consistent with enrollment	10/01/07	09/30/12

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1. NAME OF APPLICANT INSTITUTION:
Morehouse School of Medicine

2. ACTIVITY TITLE:
Student Services and Outcomes – II

3. SPECIFIC TASKS TO BE COMPLETED	4. PRIMARY PARTICIPANTS	5. METHODS INVOLVED	6. TANGIBLE RESULTS	7. TIMEFRAME FROM/TO	
3. Continue to monitor student performance and compare grades and board scores with national averages.	Admissions/Student Affairs	3.1. Continue to analyze the results of students participating in the Kaplan Review programs to determine benefits to students	Database for use in predicting student success is established Annual increase in the number of students participating consistent with enrollment	10/01/07	09/30/12
	Admissions/Student Affairs	3.2. Track students and their performance on national exams and compare with national averages.	Annual USMLE scores on Step I and II and III meet or exceed national averages	10/01/07	09/30/12
4. Provide assessments and services that support improved student performance.	Counseling	4.1. Conduct annual assessments of student's needs.	Annual supportive services provided to students Annual improvement in student performance	10/01/07	09/30/12

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IMPLEMENTATION STRATEGY AND TIMETABLE FORM					
1. NAME OF APPLICANT INSTITUTION: Morehouse School of Medicine			2. ACTIVITY TITLE: Student Services and Outcomes – II		
3. SPECIFIC TASKS TO BE COMPLETED	4. PRIMARY PARTICIPANTS	5. METHODS INVOLVED	6. TANGIBLE RESULTS	7. TIMEFRAME FROM/TO	
5. Maintain informational database on graduates in all educational programs.	Admissions/Student Affairs, Alumni Affairs, GEBS Committee, MPH Program Staff, and DME	5.1. Conduct periodic alumni surveys	Comparison of alumni outcomes to program admissions Current alumni information	10/01/07	09/30/12

INDIVIDUAL ACTIVITY NARRATIVE

1. Name of Applicant Institution: Morehouse School of Medicine	2. Activity Number and Title: III – Development Office
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This Title III Activity is designed to address the need for a larger financial base to support institutional growth and development. There is one long-term objective, which is to “strengthen and expand systems and procedures in the Office of Institutional Advancement to provide a larger base of financial support.” Development will take place under three tasks that will be supervised by program managers, who have institutional responsibility for major programs.

The Office of Institutional Advancement is being reorganized to address the need to increase MSM’s visibility as well as to strengthen and expand systems, processes and procedures to increase the availability of unrestricted operational and endowment funds. Currently, the division is under review through June 30, 2007 by a consultant (Ms. Sally M. Davis) who is acting in the capacity of Vice President for Institutional Advancement. The initial plan is to reorganize, and strengthen current systems and procedures relative to enhancing our fund raising capability.

The President will provide leadership in developing the MSM branding and marketing strategy, improved internal and external communications, and strengthening and expanding our volunteer leadership to increase the financial base. Staff in his office will provide essential administrative support and coordination among the Office of the President, the Office of Marketing and Communications and Institutional Advancement for these initiatives.

Following is an overview of the current status of each department and an overview of the major challenges that each expects to overcome over the next five year period.

Institutional Advancement

The enhancement of our fundraising capacity is of paramount importance. The school’s trustees and alumni will be fully engaged in the process and annual goals for their involvement will be set. National and local volunteers will be recruited and individual donors need to be cultivated.

Community Relations

The Office of Community Relations and Development will work more collaboratively with the Office of Institutional Advancement and the Office of Marketing and Communications to better leverage our relationships with local individuals and corporations.

Strategic Communications

The Office of Strategic Communications, formerly is being fully integrated under the Office of Institutional Advancement. Ms. Cherie A. Richardson, executive director, will analyze and enhance written and electronic communications about MSM to internal and external constituents.

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ACTIVITY OBJECTIVES AND PERFORMANCE INDICATORS FORM		
NAME OF APPLICANT INSTITUTION: Morehouse School of Medicine	ACTIVITY TITLE: Development - III	
OBJECTIVES IN MEASURABLE TERMS	PERFORMANCE INDICATORS	
<p>1. Strengthen and expand systems and procedures in Office of Institutional Advancement to provide a larger base of financial support.</p>	<p>By September 30, 2008, restructure the Office of Institutional Advancement and fill key positions. Finalize a review of the effectiveness of current systems and procedures and develop a marketing and communications plan to improve internal and external communications.</p> <p>By September 30, 2009, strengthen national pool of volunteer leadership. Establish a unique and clear identity within the philanthropic communities.</p> <p>By September 30, 2010, expand alumni participation in the volunteer leadership to create a larger donor base.</p> <p>By September 30, 2011, implementation of systems and procedures will be well underway. A variety of management reports will be available.</p> <p>By September 30, 2012, establish a balanced portfolio of donors including individuals, communities, corporations and foundations, reducing dependency on any single sector of funding.</p>	

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IMPLEMENTATION STRATEGY AND TIMETABLE FORM

1. NAME OF APPLICANT INSTITUTION:
Morehouse School of Medicine

2. ACTIVITY TITLE:
Development - III

3. SPECIFIC TASKS TO BE COMPLETED	4. PRIMARY PARTICIPANTS	5. METHODS INVOLVED	6. TANGIBLE RESULTS	7. TIMEFRAME FROM/TO	
1. Establish a donor and prospect base of individuals and organizations unaffiliated with MSM to support future growth in giving.	Institutional Advancement, Community Relations	1.1. Restructure gift recording, reporting and stewardship operations	Assessment Plan and reorganized department Upgraded infrastructure for fundraising activities	10/01/07	09/30/08
		1.2. Conduct seminars across the country to educate and cultivate targeted volunteer leadership	Volunteers throughout the country to the advancement activities of MSM.	10/01/07	09/30/12
2. Enhance the alumni donor base and expand the levels of support and involvement in fund raising.	Alumni Affairs, Institutional Advancement	2.1. Coordinate participation of MSM alumni in MSM sponsored activities, workshops, seminars, conferences, etc.	Annual increase in alumni giving Annual increase in alumni involvement in educational activities	10/01/07	09/30/12

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1. NAME OF APPLICANT INSTITUTION:
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2. ACTIVITY TITLE:
Development - III

3. SPECIFIC TASKS TO BE COMPLETED	4. PRIMARY PARTICIPANTS	5. METHODS INVOLVED	6. TANGIBLE RESULTS	7. TIMEFRAME FROM/TO	
3. Improve internal and external communications of MSM's mission and strengths	Office of Strategic Communications	3.1. Enhance MSM's Internet and Intranet Websites.	Clearer presentation of MSM information to public Standardized internal and external communications	10/01/07	09/30/08
	Office of Strategic Communications	3.2. Review and standardize all MSM documents for publication.	Improved and consistent image of MSM to volunteer leadership	10/01/07	09/30/08
	President's Office, Office of Strategic Communications	3.3. Conduct regularly scheduled President's Hours	Regular institutional information updates Better informed faculty, staff and students	10/01/07	09/30/12
		3.4. Produce periodic written and electronic publications of School's issues and events.	Written and electronic publications Better informed faculty, staff and students	10/01/07	09/30/12
		3.5. Establish institutional-wide standards for print and electronic communications.	Standardized format for written and electronic publications	10/01/07	09/30/08

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IMPLEMENTATION STRATEGY AND TIMETABLE FORM					
1. NAME OF APPLICANT INSTITUTION: Morehouse School of Medicine			2. ACTIVITY TITLE: Development - III		
3. SPECIFIC TASKS TO BE COMPLETED	4. PRIMARY PARTICIPANTS	5. METHODS INVOLVED	6. TANGIBLE RESULTS	7. TIMEFRAME FROM/TO	
	Office of Strategic Communications	3.6. Position senior leadership and key faculty as health and health policy experts in local and national health venues.	National recognition of MSM faculty and senior leadership as health and health policy experts Written and electronic publications Seminar series	10/01/07	09/30/12

INDIVIDUAL ACTIVITY NARRATIVE

1. Name of Applicant Institution:

Morehouse School of Medicine

2. Activity Number and Title:

IV – Funds and Administrative Management

The President will provide oversight and guidance for the Office of Administration and Strategic Management in the design a model planning and evaluation and reporting program, and to the Office of the General Counsel in promoting and monitoring regulatory compliance in all facets of the institution’s operations. His staff will support his leadership by maintaining and distributing appropriate written and electronic documents and schedules.

This Title III Activity is designed to continue to address the needs of the administrative management infrastructure over the next five-year period under two major objectives. They are as follows: 1) Continue to strengthen and enhance development of the administrative management infrastructure; and 2) Improve the efficiency and effectiveness of operations and maintenance of the growing MSM physical plant. Major initiatives s under each are addressed as tasks. Each task will be supervised by a program manager who has institutional responsibility for the function.

Administration and Strategic Management

On April 25, 2007, President John E. Maupin announced the appointment of William A. Alexander, M.D. as Vice President of Administration and Strategic Management. The departments of human resources, information technology, and Planning and Institutional Research are centralized under this division. Following is a review of each department and issues that need to be addressed.

Human Resources

The current vacancy in the Associate Vice President for Human Resources position is viewed as an opportunity to realign this administrative division with the institution’s current needs, regulatory requirements, and the realities of the marketplace. New leadership for this unit is being aggressively pursued to implement needed changes in the design and delivery of core HR services, such as recruitment, performance management, compensation and benefits, employee relation, policy administration, and knowledge management and training. There is a need to maintain and enhance compliance with federal and state labor requirements and for further development of conflict resolution and mediation functions. As the institution implements a more accountable environment through its institutional effectiveness program, quality HR services and management become essential.

Information Technology and Systems

Information technology infrastructure and services provide support for key academic and administrative functions and services as well as for the major communications systems used throughout the institution. Under the leadership of the previous Chief Information Officer, the schools developed and expanded its electronic network infrastructure. E-mail is the most frequently used means of communication and a modest level of wireless Internet connectivity is available throughout much of the campus. Information technology and systems will play an even greater role in the institution's ability to meet its security and compliance requirements, including development and implementation of a disaster recovery and business continuity program. More leadership and support are needed in the area of application software selection, management and support. To support the school's new emphasis on accountability and data driven decision making, it will be necessary to replace the current array of stand-alone applications with an enterprise-wide information systems solution. A comprehensive review and analysis of our current information technology systems, services and staffing is needed.

Planning and Institutional Research

The Offices of Planning and Institutional Research (PAIR) is charged with development of an institutional effectiveness Program that provide management with information needed to evaluate the schools progress and to make will represent an operational version of the School's Strategic Plan. The director is on the new Fiscal Advisory Committee and the Budget Committee. Departmental Plans will be aligned with Budgets to assure maximum use of all available resources. The unit will continue to compile a research database of vital information and produce data-based management reports to improve decision-making. The Title III Administration Office has been placed under this unit to assure coordination of a comprehensive planning and evaluation process. However, the PAIR director will report to the President on Title III matters.

Division of Finance

The Finance Division is at the center of the institution's academic and administrative activities. It is responsible for implementing and recording all financial transactions and conducting those activities normally deemed to be within the purview of the financial operations of any organization. In addition, it must provide those functions and services that are peculiar to not-for-profit organizations with special emphasis on grants accounting and management, and budgeting. All of its operations must be conducted in compliance with the guidelines of governmental and professional regulatory bodies. Currently, the effectiveness of the school's financial operations is hindered by inadequate, separate information systems applications that are incapable of cross-communication. Improvement of the financial applications in an enterprise-wide information system and in operating policies and procedures will be a priority. The Finance Division will also assess staffing needs, develop greater opportunities for staff training and address inequities in compensation.

Campus Operations

This unit consists of plant operations, capital resources, public safety, and administrative services. Reorganization of this unit is likely after June 30, 2007, when the current Vice President for Campus Operations retires. Following are overviews of each and the issues that they will address over the next five year period under Objective 2.

Plant, Operations and Public Safety

Budget allocations have not kept pace with expansion of the physical plant over the last 15 years. This has led to inadequate staffing, an erosion in the level of service, deferred maintenance items, compensation inequities, and an infrastructure that has failed to keep up with the growth of the campus. The challenge for plant operations in the future will be to improve budgeting, management and planning practices and incorporate the use of industry standards and benchmarks in its operations to take full advantage of resource allocations.

Capital Resources

The space management utilization process needs to be upgraded and the disposition of key property holdings must be determined in the next fiscal year. Storage needs must be assessed and off-site storage considered as an option. Additional space utilization studies are needed.

Administrative Services

This unit is still under review relative to continuation and/or expansion. Additional equipment and in-service training for staff are required in order to continue to deliver the quality of service the Institution needs. A comprehensive document management process is needed to include policies on records retention. The need for satellite copy centers is also being discussed.

Office of the General Counsel

The current risk management unit has been centralized under the office of the general counsel. The internal auditing unit will also report under this division. Institutional policies, compliance issues and risk management processes are being reviewed and upgraded.

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ACTIVITY OBJECTIVES AND PERFORMANCE INDICATORS FORM		
NAME OF APPLICANT INSTITUTION: Morehouse School of Medicine	ACTIVITY TITLE: Funds and Administrative Management - IV	
OBJECTIVES IN MEASURABLE TERMS	PERFORMANCE INDICATORS	
1. Continue to strengthen and enhance development of the administrative management infrastructure.	<p>By September 30, 2008, a comprehensive review of all administrative units and positions will be complete.</p> <p>By September 30, 2009, a review of all management information systems will be complete. Implementation of a plan for a comprehensive, integrated information management system will have been completed, to include purchase of new equipment and software licenses. An institutional planning and evaluation system will be developed.</p> <p>By September 30, 2010, the Institutional Research function will have been enhanced to include a data warehouse for key academic, administrative and financial data.</p> <p>By September 30, 2011, the Information Technology division will have been reorganized and centralized, to include greater emphasis on application support and training and continued network management and systems support.</p>	

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NAME OF APPLICANT INSTITUTION: Morehouse School of Medicine	ACTIVITY TITLE: Funds and Administrative Management - IV	
OBJECTIVES IN MEASURABLE TERMS	PERFORMANCE INDICATORS	
1. Continue to strengthen and enhance development of the administrative management infrastructure (Cont'd).	By September 30, 2012, an electronic document management system will have been developed. Campus-wide wireless Internet capacity will have been improved to support activities of increased faculty, students and staff. The job classification system for staff positions will have been revised. The faculty compensation system will be revised; performance evaluations will be tied to the institutional planning and effectiveness programs; employment development programs will be operational; personnel/payroll applications will be managed in-house.	
2. Improve the efficiency and effectiveness of operation and maintenance of the growing MSM physical plant.	By September 30, 2008, the facilities master plan will have been updated and the space utilization management process reviewed and upgraded. A comprehensive disaster recovery plan will have been developed to include an institution-wide review of electronic access system and other accessibility issues. By September 30, 2009, and each year thereafter, training programs will have been conducted.	
2. Improve the efficiency and effectiveness of operation and maintenance of the growing MSM physical plant (cont'd).	By September 30, 2012, campus-wide electronic access and monitoring systems will have been upgraded and expanded; a disaster recovery plan and training programs will have been implemented to minimize risk to personnel, property and records in the event of disaster; space utilization systems and industry standards will have been implemented to improve space management and facility operations; and an annual institutional capital projects budgeting process will have been developed.	

GRANT APPLICATION FOR THE
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FORM APPROVED:
OMB No. : 1840 – 0113
Exp. Date: 05/31/07

IMPLEMENTATION STRATEGY AND TIMETABLE FORM

1. NAME OF APPLICANT INSTITUTION:
Morehouse School of Medicine

2. ACTIVITY TITLE:
Funds and Administrative Management – IV

3. SPECIFIC TASKS TO BE COMPLETED	4. PRIMARY PARTICIPANTS	5. METHODS INVOLVED	6. TANGIBLE RESULTS	7. TIMEFRAME FROM/TO	
1. Continue to strengthen and integrate Management Information Systems.	DITS, HRD, Finance, PAIR, Administrative Services	1.1. Enhance the technology infrastructure to promote state-of-the-art information flow.	Integrated Information Management Systems Data Warehouse Network Management Improved campus-wide Wireless Internet capacity Electronic Document Management Systems	10/01/07	09/30/12
	General Counsel's Office	1.2. Establish institutional policies that support regulatory compliance, minimize risk and improve administrative practices.	Operations and Policy Manuals in all departments Written and electronic updates to the Institutional Policy Manual. Improved corporate compliance with applicable regulatory requirements	10/01/07	09/30/12

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Exp. Date: 05/31/07

IMPLEMENTATION STRATEGY AND TIMETABLE FORM

1. NAME OF APPLICANT INSTITUTION:
Morehouse School of Medicine

2. ACTIVITY TITLE:
Funds and Administrative Management – IV

3. SPECIFIC TASKS TO BE COMPLETED	4. PRIMARY PARTICIPANTS	5. METHODS INVOLVED	6. TANGIBLE RESULTS	7. TIMEFRAME FROM/TO	
1. Continue to strengthen and integrate Management Information Systems (cont'd)	HRD, PAIR, Finance, Dean's Office	1.3. Establish mandatory policies and training programs to strengthen the departmental infrastructure.	<p>Improved recruitment and hiring processes</p> <p>Performance Evaluation System tied to Institutional Planning and Budgeting Personnel/Payroll Applications</p> <p>100% participation in Supervisor and Managerial Training Programs,</p> <p>Job Reclassification and Compensation System for Faculty and Staff</p>	10/01/07	09/30/08
				10/01/07	09/30/09
				10/01/07	09/30/12
				10/01/07	09/30/12

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IMPLEMENTATION STRATEGY AND TIMETABLE FORM						
1. NAME OF APPLICANT INSTITUTION: Morehouse School of Medicine			2. ACTIVITY TITLE: Funds and Administrative Management – IV			
3. SPECIFIC TASKS TO BE COMPLETED	4. PRIMARY PARTICIPANTS	5. METHODS INVOLVED	6. TANGIBLE RESULTS	7. TIMEFRAME FROM/TO		
2. Enhance and maintain the physical plant infrastructure.	Maintenance/Physical Plant, Public Safety/Security Operations, Capital Resources, General Counsel’s Office	2.1. Enhance security and life safety systems	Improved campus-wide electronic access systems	10/01/07	09/30/08	
			Comprehensive Disaster Recovery Plan	10/01/07	09/30/08	
			Annual capital projects and budgeting process	10/01/07	09/30/12	
			Quarterly inspections on all capital equipment	10/01/07	09/30/12	
			Upgraded systems and procedures	10/01/07	09/30/12	
			Annual Risk Management Training Programs	10/01/07	09/30/12	

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1. NAME OF APPLICANT INSTITUTION: Morehouse School of Medicine			2. ACTIVITY TITLE: Funds and Administrative Management – IV		
3. SPECIFIC TASKS TO BE COMPLETED	4. PRIMARY PARTICIPANTS	5. METHODS INVOLVED	6. TANGIBLE RESULTS	7. TIMEFRAME FROM/TO	
2. Enhance and maintain the physical plant infrastructure. (Cont'd)	Capital Resources, Dean's Office	2.2. Develop and implement new policies governing research space management and assignment.	Operational policies and procedures Space utilization management and review system Space assignment	10/01/07	09/30/12

INDIVIDUAL ACTIVITY NARRATIVE

1. Name of Applicant Institution:

Morehouse School of Medicine

2. Activity Number and Title:

V – Project Management and Evaluation

The Project Administration Activity is designed to monitor development of the Title III Grant Project and to work with the Office of Planning and Institutional Research to develop the Institutional Effectiveness Plan (IEP). The Title III Grant project will be a major component of the IEP. The key personnel in Title III Grant Project include the Project Director, Assistant Project Director, Project Managers and Departmental Chairs and Directors.

The President has delegated oversight of the Title III Grant project to Ms. Andrea Fox, MBA, Director of Planning and Institutional Research, who serves as the Title III Project Director. This administrative realignment marks a major step towards institutionalizing the monitoring and reporting processes developed by the MSM Title III program over the years. Ms. Fox reports to Dr. William Alexander, Vice President for Administration and Strategic Management and they will implement institution-wide planning, evaluation and reporting systems. Dr. Alexander reports to the President. Ms. Fox will report to the President on Title III issues and serves on the MSM Planning Advisory Council and the Fiscal Advisory Committee.

The Assistant Project Director will continue to supervise the Title III Administration Office and provide daily oversight of the Title III Grant. Staff includes a Program Coordinator and an Administrative Assistant. The Title III Web-based Reporting System, developed under the prior Title III Grant and maintained by an outside contractor, will be revised and managed in-house by a Database Administrator. The System will be used to maintain the comprehensive planning and evaluation process. New positions will be added to include the Database Administrator and an Office Assistant. Job descriptions will be reviewed and operational procedures revised. Planning Retreats are planned to implement new operational procedures and the in-house web-based Reporting system.

Evaluation

The Title III Grant is an integral part of the Institutional development process. Goals and objectives are designed to cover a broad spectrum of educational and administrative functions. There are 39 departments participating in development of the Grant project. The effectiveness of the Grant will be measured by the effectiveness of the Institution in achieving goals and objectives. The office of Planning and Institutional Research will document achievements of the strategic plan goals and departmental objectives through implementation of the effectiveness plan. Internal and external evaluations will be used to monitor progress of the Effectiveness Plan as well as the Title III Grant.

Internally, the Title III Grant will be evaluated in conjunction with the Institutional Plan based on results reported by participating departments. Directors and chairpersons will develop departmental Action Plans to show implementation of Institutional goals and objectives. Quantitative databases will be compiled and annual results monitored based on 2006-07 Year baseline data.

On a semi-annual basis, departmental directors and chairpersons will prepare progress reports to show the implementation status of development. The Title III Administration Office will collect the reports and prepare summaries that show the implementation status of the Title III Grant by Activity, Objectives, Tasks and Methodologies. Summary Reports will be submitted to Project Managers and the Office of Planning and Institutional Research. The departmental database will be used to compile quantitative and qualitative reports to show implementation status of Institutional goals and objectives and progress reports prepared to update the Institutional Effectiveness Plan, which will be forwarded for review by the Executive Management team. The Title III Administration Office will also be responsible for preparing the Annual Performance Reports for submission to the Grantor.

There are a variety of internal mechanisms in place to evaluate development of the educational programs. Internal performance standards established by the Dean provide evaluation measurements of both a qualitative and quantitative nature. Before a M.D. student can pass to the third year, the student must pass the United States Medical License Exam (USMLE), Step I exam. Before a student can receive medical licensure, the student must pass Step II of the USMLE. Physicians in residency training are required to pass Step III before completing the residency program. Prior to entering the MSM, M.D. students must take the Medical College Aptitude Test (MCAT). Ph.D. students must have a minimum score of 1200 on the Graduate Record Examination (GRE) while M.P.H. students must score greater than 100. These scores will be maintained and tracked for use in measuring our effectiveness in improving the quality of the applicant pool as well as teaching. The overall pass rates of our MD students on the USMLE exams, the number of MD graduates who place in their first or second choice residency program, and the number of MD graduates who select residency programs in primary care are major measures of our effectiveness in achieving our mission.

One of the most significant quantitative evaluation measures is the number of physicians, biomedical students and public health professionals produced by MSM. Tracking and monitoring the numbers of graduates from our academic, residency, and graduate educational programs will be part of the data collected by the Planning and Institutional Research Office.

External evaluations will continue to be conducted by our accrediting agencies. Self-study assessments will continue to provide critical reviews of progress. Development of the M.D., Ph.D. MPH and residency programs must be conducted in accordance with accreditation guidelines. The Dean has implemented the practice of conducting external reviews of basic and clinical science departments as a prelude to launching the search for chairs in those departments. Additionally, each residency program has to fulfill specific accreditation requirements and is monitored by a Residency Review Committee. Prior to accreditation reviews, each residency program is reviewed by the Office of Graduate Medical Education. Satisfactory fulfillment of applicable accreditation guidelines constitutes a qualitative evaluation measure.

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NAME OF APPLICANT INSTITUTION: Morehouse School of Medicine	ACTIVITY TITLE: Project Management and Evaluation- V	
OBJECTIVES IN MEASURABLE TERMS	PERFORMANCE INDICATORS	
<p>1. Monitor implementation of the Title III Grant Project and assist in development of an Institutional Effectiveness Plan with web-based reporting capability.</p>	<p>By September 30, 2008, and each year thereafter, orientation workshops will have been conducted, records will have been reconciled with Finance, and required reports and budgets filed with the Grantor by the established due date.</p> <p>By September 30, 2008, a new Web-based Reporting System will have been developed.</p> <p>By September 30, 2009, the Web-based Reporting System will be used to monitor the status of the Institutional Effectiveness Plan and the Title III Grant.</p> <p>By September 30, 2010, and each year thereafter, the web-based Reporting System will be used to produce Executive Management Reports for the Title III and Institutional Effectiveness Plans. The Plans will be evaluated and updated each year to assure quality improvement measures.</p>	

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IMPLEMENTATION STRATEGY AND TIMETABLE FORM

1. NAME OF APPLICANT INSTITUTION:
Morehouse School of Medicine

2. ACTIVITY TITLE:
Project Management and Evaluation - V

3. SPECIFIC TASKS TO BE COMPLETED	4. PRIMARY PARTICIPANTS	5. METHODS INVOLVED	6. TANGIBLE RESULTS	7. TIMEFRAME FROM/TO	
1. Provide daily oversight and supervision over the Title III Grant Project	Title III Admin. Staff	1. Maintain available balances by fiscal and award year, fund period and fund source	Daily monitoring of charge requests and updates to the Fiscal Posting Log Monthly review of account balances Quarterly reconciliations with Finance Annual updates of account numbers and budgets	10/01/07	09/30/12
	Title III Admin. Staff	2. Maintain a hard file system and records retention schedule to assure an effective audit.	Weekly updates of the hard file system. Quarterly updates to file guide	10/01/07	09/30/12

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2. ACTIVITY TITLE:
Project Management and Evaluation - V

3. SPECIFIC TASKS TO BE COMPLETED	4. PRIMARY PARTICIPANTS	5. METHODS INVOLVED	6. TANGIBLE RESULTS	7. TIMEFRAME FROM/TO	
1. Provide daily oversight and supervision over the Title III Grant Project. (cont'd)	Title III Admin. Staff	3. Prepare required and related reports.	Quarterly reports produced for internal review by the Activity Coordinators and the Project Director Semi-annual reports produced for review by the Institutional Effectiveness Committee Annual reports produced for review by the Title III Grantor	10/01/07	09/30/12
		4. Develop and present workshops and training sessions for program personnel.	Annual orientation workshops conducted for program personnel Planning retreats for key personnel	10/01/07	9/30/12
		5. Develop and implement a new web-based Reporting system for internal management	Web-based Reporting System Semi-annual Monitoring cycles conducted and Summary	10/01/07	9/30/08
				03/31/08	9/30/12

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1. NAME OF APPLICANT INSTITUTION: Morehouse School of Medicine			2. ACTIVITY TITLE: Project Management and Evaluation - V		
3. SPECIFIC TASKS TO BE COMPLETED	4. PRIMARY PARTICIPANTS	5. METHODS INVOLVED	6. TANGIBLE RESULTS	7. TIMEFRAME FROM/TO	
		and operations.	Reports compiled Annual Reports produced and Implementation Plans updated	10/01/07	9/30/12
1. Provide daily oversight and supervision over the Title III Grant Project. (cont'd)	Title III Admin and Institutional Research Office Staff	6. Assist in formatting the Institutional Effectiveness Plan for use on the Web-based Reporting System.	Operational version of the Strategic Plan Annual Reports	10/01/08	9/30/09
				10/01/09	9/30/12