



CENTER
FOR Aging &
Translational
Research

2013-2018 Strategic Plan

Table of Contents

- Vision..... 1
- Mission 1
- Strategic Directive 1: Enhance facilities and administration for aging research, education, training, and community outreach..... 2
 - Goal 1: Formulate the Center for Aging and Translational Research 2
 - Objective 1: 2
 - Objective 2: 2
 - Objective 3: 2
 - Objective 4: 3
 - Objective 5: 3
 - Goal 2: Develop and improve the infrastructure for the CATR to support future growth and sustainability. 4
 - Objective 1: 4
 - Objective 2: 4
- Strategic Directive 2: Enhancing Aging Research Excellence..... 5
 - Goal 1: The CATR Scientists will exhibit excellence in aging scholarship..... 5
 - Objective 1: 5
 - Objective 2: 5
 - Objective 3: 5
 - Objective 4: 5
 - Goal 2: To increase research success, CATR Center Scientists will implement CATR policies and practices to escalate research productivity. 6
 - Objective 1: 6
 - Objective 2: 6
 - Objective 3: 6
 - Objective 4: 6
- Strategic Directive 3: Enhancing Aging Education and Training. 7
 - Goal 1: To evaluate, nurture, and grow the Graduate Certificate in Applied Gerontology (GCAG)..... 7
 - Objective 1: 7
 - Objective 2: 7
 - Objective 3: 7
 - Objective 4: 7
 - Goal 2: Develop and implement an Undergraduate Certificate in Successful Aging (UCSA). 8
 - Objective 1: 8
 - Objective 2: 8
 - Objective 3: 8
 - Goal 3: The CATR will develop and implement a series of continuing education (CE) opportunities for professionals and community members. 9
 - Objective 1: 9
 - Objective 2: 9
 - Objective 3: 9
 - Goal 4: Evaluate the need for a new Gerontology degree on the UWM campus. 10
 - Objective 1: 10
- Strategic Directive 4: Enhancing Community Interaction and Translation..... 11

Goal 1: Develop a Community Registry comprised of members of the Southeastern Wisconsin community	11
Objective 1:	11
Objective 2:	11
Goal 2: Develop a CATR Community Network.....	12
Objective 1:	12
Objective 2:	12
Goal 3: Provide-aging related education and training to the local community.	13
Objective 1:	13
Strategic Directive 5: Engaging New Scientists and Promoting Multidisciplinary Research	14
Goal 1: Increase the number of Center and Affiliated Scientists.....	14
Objective 1:	14
Objective 2:	14
Goal 2: Promote multidisciplinary aging research for Center and Affiliated Scientists.....	15
Objective 1:	15

Vision

To establish the Center for Aging and Translational Research (CATR) as a prominent Center on the University of Wisconsin-Milwaukee (UWM) campus focused on research, education, training, and community outreach. Implementation of the strategic directives as outlined in this plan will augment the Center's role as a distinguished nucleus of gerontological excellence.

Mission

To foster and pioneer innovative multidisciplinary research, education, and training that promotes successful aging with impactful community effect.

The Center staff, Center scientists and trainees will carry out the vision and mission by:

- Developing, nurturing, growing, and sustaining a research program with a focus on aging and health;
- Teaching and training students and professionals working with older adults;
- Forming collaborative partnerships within UWM, Wisconsin, and the national and international community to foster research and training specific to older adults;
- Engaging the community to guide meaningful translation for older adult research, training, and education relevance;
- Strengthening financial support for the CATR.

Strategic Directive 1: Enhance facilities and administration for aging research, education, training, and community outreach.

Goal 1: Formulate the Center for Aging and Translational Research

Objective 1: Solidify space on campus for the office operations of the Center.

Measureable Outcome for Goal 1, Objective 1:

- Between July 1, 2013 and December 31, 2013, work with campus planning to identify space, approve use of the space, and move into the space.

Objective 2: Hire and train staff for the Center.

Measureable Outcome for Goal 1, Objective 2:

- Between July 1, 2013 and June 30, 2015, the Center will facilitate and complete the process to hire the following personnel:
 - Center Administrative Assistant
 - Center Budget Manager
 - Center Research Director
 - Center Web/IT Data manager
 - Center Statistician
 - Center Director for Education and Programming

Objective 3: Create policies and procedures for all Center operations.

Measureable Outcome for Goal 1, Objective 3:

- Between July 1, 2013 and June 30, 2015, the Administrative Core will have policies and procedures developed and approved for:
 - Pre-Award Services
 - Post-Award Services
- Between July 1, 2013 and June 30, 2015, the Research Core will have policies and procedures developed and approved for:
 - Research Planning Services
 - Pre-Award Services
 - Post-Award Services
- Between July 1, 2013 and June 30, 2015, the Education and Programming Core will have policies and procedures developed and approved for:
 - Graduate Certificate in Applied Gerontology including policies and procedures related to admission, student support, activity tracking, and program completion.
 - Continuing education opportunities including policies and procedures related to enrollment, payments and refunds, instructor contracts, and issuing of continuing education units.

Objective 4: Solicit and form an internal and external group of advisors to guide the vision and mission of the Center.

Measureable Outcome for Goal 1, Objective 4:

- Between July 1, 2013 and June 30, 2015, the Center will appoint an internal advisory committee to serve for a 3 year term.
- Between July 1, 2013 and June 30, 2015, the Center will appoint an external advisory committee to serve for a 3 year term.

Objective 5: Develop a plan for communicating the purpose of the Center, its accomplishments, and long term benefits to the community.

Measureable Outcome for Goal 1, Objective 5:

- Between July 1, 2013 and December 31, 2014, meet with the communications staff from HBSSW and CHS to discuss the process for developing a plan.
- Between January 1, 2015 and June 30, 2015, articulate a written plan and seek approval for implementation
- Between July 1, 2015 and June 30, 2018, implement the communication plan.

Goal 2: Develop and improve the infrastructure for the CATR to support future growth and sustainability.

Objective 1: Work with campus, schools and colleges to identify funds and donors to support the vision and mission of the CATR.

Measureable Outcome for Goal 2, Objective 1:

- Between July 1, 2013 and June 30, 2014, meet and work with founding schools/colleges development directors to educate all parties on CATR vision and mission.
- Between July 1, 2013 and June 30, 2015, work through founding schools/colleges and the UWM Foundation to identify one funding agency to solicit CATR infrastructure support.
- Between July 1, 2014 and June 30, 2018, work with founding schools/colleges and the UWM Foundation to identify donor(s) to support the growth of the CATR, with a goal to raise \$50,000.

Objective 2: Perform a semi-annual overview and 3 year projection of all Center costs, research, education, training and community outreach targets.

Measureable Outcome for Goal 2, Objective 2:

- Between July 1, 2013 and June 30, 2014 to develop a reporting infrastructure to track and project Center costs and revenue.

Strategic Directive 2: Enhancing Aging Research Excellence

Goal 1: The CATR Scientists will exhibit excellence in aging scholarship

Objective 1: Each Center Scientist will be a Principal Investigator (PI) on an extramurally funded grant, with a goal of each Scientist minimally being PI on yearly grants totaling \$50,000 or more.

Measurable Outcomes for Goal 1, Objective 1:

- Between July 1, 2014 and June 30, 2018, each Center Scientist will have been awarded a minimum of one extramurally funded grant.
- Between July 1, 2014 and June 30, 2018, each Center Scientist will have obtained a minimum of \$50,000 in funding per year from any source- internal, external, federal, or non-Federal.

Objective 2: 25% of Center Scientists will serve as grant reviewers for federal or foundation granting agencies

Measurable Outcomes for Goal 1, Objective 2:

- Between July 1, 2013 and June 30, 2018, at least 25% of the total number of Center Scientists will serve as grant reviewers at least once for either a federal or a foundation granting agency.

Objective 3: Center Scientists will average a minimum of three peer-reviewed publications per year, with total Center publications surpassing 90 for the duration of this strategic plan

Measurable Outcomes for Goal 1, Objective 3:

- Between July 1, 2013 and June 30, 2018, the total number of Center Scientists will have averaged three peer-reviewed publications.
- Between July 1, 2013 and June 30, 2018, the total number of publications submitted by the Center Scientists will total over 90 publications.

Objective 4: Twenty-five percent of tenured Center Scientists will serve on either an editorial board, or as an associate editor, of a scientific journal.

Measurable Outcomes for Goal 1, Objective 4:

- Between July 1, 2013 and June 30, 2018, 25% of the total number of Center Scientists who joined the Center will have served at least once on an editorial board, or as an associate editor, of a scientific journal by June 30, 2018.

Goal 2: To increase research success, CATR Center Scientists will implement CATR policies and practices to escalate research productivity.

Objective 1: Center Scientists will submit an annual individualized development plan (IDP) for grant submissions, and work directly with the CATR Research Director on timeline sequences for optimal submissions.

Measureable Outcomes for Goal 2, Objective 1:

- Between July 1, 2014 and June 30, 2018, each Center Scientist will submit one IDP to the CATR Research Director at least one time per year.
- Between July 1, 2014 and June 30, 2018, each Center Scientist will meet with the Research Director to review their IDP mid-year and update as required.

Objective 2: Seventy-five percent of IDP grant submission projections will be met each year.

Measureable Outcomes for Goal 2, Objective 2:

- Between July 1, 2014 and June 30, 2018, 75% of the total number of grant submission projections noted on the IDPs will be met on a yearly basis. Grant submission projections include internal and external grants, and Federal and non-Federal grant.

Objective 3: Seventy-five percent of CATR Center scientists will submit both federal and foundation/local funding requests for their main research focus on a yearly basis.

Measureable Outcomes for Goal 2, Objective 3:

- Between July 1, 2014 and June 30, 2018, 75% of the CATR Scientists will start to submit both Federal and foundation/local funding requests for their main research ideas, promoting diversity in agency requests.

Objective 4: All Center Scientists will target one main federal/foundation grant application per year, and work with a specialized and identified consultant and/or a professional scientific editor prior to submission.

Measureable Outcomes for Goal 2, Objective 4:

- Between July 1, 2014 and June 30, 2018, each Center Scientist will choose one main grant application that will be submitted that year, and complete the application draft on time to send the draft to a content and/or technical reviewer prior to submission.

Strategic Directive 3: Enhancing Aging Education and Training.

Goal 1: To evaluate, nurture, and grow the Graduate Certificate in Applied Gerontology (GCAG).

Objective 1: Conduct a historical review of all GCAG activities.

Measurable Outcomes for Goal 1, Objective 1:

- Between July 1, 2013 and December 31, 2013, complete a summary of the GCAG activities and enrollment data from fall 2004 to summer 2013 and by September 1 of each year, update the summary to reflect the previous year's activities.
- Between September 1, 2013 and October 31, 2014, complete a mid-cycle review of the program as required by the University.

Objective 2: Evaluate and modify the GCAG as needed.

Measurable Outcomes for Goal 1, Objective 2:

- Between July 1, 2013 and October 31, 2014, determine core competencies for the graduate certificate program.
- Between July 1, 2013 and October 31, 2014, determine core competencies met by each of the core and choice courses currently required in the program.
- Between November 1, 2014 and October 31, 2015, determine and seek approvals for changes needed to the program to ensure core competencies are being met.

Objective 3: Enroll 50 graduate students in the GCAG.

Measurable Outcomes for Goal 1, Objective 3:

- Between July 1, 2013 and May 30, 2015, develop a recruitment and retention plan.
- Between May 30, 2015 and December 30, 2015, implement the recruitment and retention plan.

Objective 4: Develop and implement a financial sustainability plan to grow the GCAG.

Measurable Outcomes for Goal 1, Objective 4:

- Meet annually with development staff to discuss and seek funding sources to increase scholarships for those interested in increasing their knowledge in gerontology.
- Between July 1, 2013 and December 31, 2014, develop and discuss a cost sharing infrastructure with schools/colleges with courses taught within the GCAG.
- Between January 1, 2015 and March 31, 2015, approve and implement a cost sharing infrastructure across schools/colleges with courses taught within the GCAG.

Goal 2: Develop and implement an Undergraduate Certificate in Successful Aging (UCSA).

Objective 1: Develop an UCSA.

Measurable Outcomes for Goal 2, Objective 1:

- Between July 1, 2013 and May 31, 2015, articulate a written needs statement.
- Between June 1, 2015 and May 31, 2016, determine competencies needed for an undergraduate certificate program focused on successful aging.
- Between June 1, 2016 and September 30, 2016, determine, and if needed, develop and seek approval for courses needed to address competencies.
- Between November 30, 2016 and May 30, 2017, seek approval for Fall 2017 implementation of certificate program.

Objective 2: Implement and enroll a cohort of undergraduate students into the UCSA.

Measurable Outcomes for Goal 2, Objective 2:

- Between June 1, 2016 and September 30, 2016, develop a recruitment and retention plan.
- Between November 30, 2016 and April 2, 2017, implement the recruitment and retention plan.
- Between April 30, 2017 and August 30, 2017, enroll the first cohort of students into the UCSA.

Objective 3: Develop and implement a financial sustainability plan to grow the UCSA.

Measurable Outcomes for Goal 2, Objective 3:

- Meet annually with development staff to seek funding to increase scholarships for those interested in increasing their knowledge in gerontology.
- Between June 1, 2016 and September 30, 2016, develop and discuss a cost sharing infrastructure with schools/colleges with courses taught within the UCSA.
- Between October 1, 2016 and March 31, 2017, approve and implement a cost sharing infrastructure across schools/colleges with courses taught within the UCSA.

Goal 3: The CATR will develop and implement a series of continuing education (CE) opportunities for professionals and community members.

Objective 1: Develop topics of relevance and need.

Measurable Outcomes for Goal 3, Objective 1:

- Between October 1, 2014 and December 31, 2014, compile contact information for organizations serving older adults and/or their families.
- Between January 1, 2015 and May 30, 2015, complete a workforce needs assessment of organizations serving older adults and/or their families.

Objective 2: Implement CE opportunities.

Measurable Outcomes for Goal 3, Objective 2:

- Between June 1, 2015 and September 30, 2015, develop a marketing plan for promoting CE.
- Between October 1, 2015 and December 31, 2015, implement marketing plan for promoting CE.
- Between January 1, 2016 and December 31, 2016, conduct a cost-benefit analysis of each marketing activity to determine effectiveness.
- Between January 1, 2015 and December 31, 2018, offer at least three CE opportunities each year based on workforce needs.

Objective 3: Develop a financial structure to manage and grow all CE offerings.

Measurable Outcomes for Goal 3, Objective 3:

- Between September 1, 2014 and December 31, 2014, develop and discuss a cost sharing infrastructure with schools/colleges with CE courses organized by the CATR.
- Between January 1, 2015 and May 30, 2015, seek approval and implement a cost sharing infrastructure across schools/colleges with CE courses organized by the CATR.

Goal 4: Evaluate the need for a new Gerontology degree on the UWM campus.

Objective 1: Conduct a marketability analysis for the need of a Gerontology degree.

Measurable Outcomes for Goal 4, Objective 1:

- Between January 1, 2015 and December 31, 2015, determine prospective student interest in a gerontology degree.
- Between January 1, 2016 and June 30, 2016, determine regional and national job trends.
- Between July 1, 2016 and December 31, 2016, determine level of program competition.
- Between January 1, 2017 and June 30, 2017, determine inter-departmental/school/college interest in a joint degree program.

Strategic Directive 4: Enhancing Community Interaction and Translation.

Goal 1: Develop a Community Registry comprised of members of the Southeastern Wisconsin community

Objective 1: Recruit community members to join a Research Participant Registry and participate in future aging related research studies.

Measurable Outcomes for Goal 1, Objective 1:

- Between July 1, 2013 and June 30, 2018, the Center will have recruited over 1000 community members to join the Research Participant Registry.

Objective 2: Develop an Aging Facilities Registry to facilitate the development of the CATR Community Network (Goal 2) and the provision of aging related education and training to the local community (Goal 3).

Measurable Outcomes for Goal 1, Objective 2:

- Between July 1, 2013 and June 30, 2018, the Center will have contacted and provided information about the Center to 250 community agencies.
- Between July 1, 2013 and June 30, 2018, the Center will have added over 100 community agencies to the Aging Facilities Registry database.

Goal 2: Develop a CATR Community Network.

Objective 1: The CATR will identify community partners to foster bi-directional communication on need and resources available.

Measurable Outcomes for Goal 2, Objective 1:

- Between July 1, 2013 and June 30, 2015, the Center will have demonstrated research or community service partnership with a minimum of five community agencies.
- Between July 1, 2015 and June 30, 2018, the Center will have demonstrated research or community service partnership with a minimum of fifteen community agencies.

Objective 2: Identify opportunities for translational research and community based participatory research (CBPR) in partner community settings.

Measurable Outcomes for Goal 2, Objective 2:

- Between July 1, 2013 and June 30, 2018, the Center will have identified needs for translational and CBPR research within the community partners identified in Goal 2, Objective 1.

Goal 3: Provide-aging related education and training to the local community.

Objective 1: The CATR will develop an on campus and community colloquia series.

Measurable Outcomes for Goal 3, Objective 1:

- Between July 1, 2013 and June 30, 2018, all Center Scientists and their trainees will have delivered at least one research presentation or ask the expert session to community members or our community partners.

Strategic Directive 5: Engaging New Scientists and Promoting Multidisciplinary Research

Goal 1: Increase the number of Center and Affiliated Scientists.

Objective 1: The CATR will identify faculty across campus who have aging related research interests.

Measurable Outcomes for Goal 1, Objective 1:

- Between July 1, 2014 and June 30, 2018, the Center will meet with all Campus Deans, and identified departments to present the Center, and ascertain faculty interest in aging issues.
- Between July 1, 2014 and June 30, 2018, the Center will work with identified faculty and their department chairs and respective deans to have them join the center as full Center Scientists or Affiliated Scientists.

Objective 2: The CATR will identify faculty who have aging related research interests from local institutions outside of UWM.

Measurable Outcomes for Goal 1, Objective 2:

- Between July 1, 2014 and June 30, 2018, the Center will meet with faculty from outside of UWM to explain what the UWM Center has to offer to them.
- Between July 1, 2014 and June 30, 2018, the Center will work with identified outside faculty and attract three outside scientists for affiliated status.

Goal 2: Promote multidisciplinary aging research for Center and Affiliated Scientists.

Objective 1: CATR Center and Affiliated Scientists will engage in multidisciplinary aging research

Measurable Outcomes for Goal 2, Objective 1:

- Between July 1, 2014 and June 30, 2018, the Center will have demonstrated research partnerships across multiple disciplines via each Center Scientist submitting one cross disciplinary internal or external grant application per fiscal year.
- Between July 1, 2014 and June 30, 2018, the Center will have demonstrated research partnerships across multiple disciplines via each Center Scientist submitting one cross disciplinary journal manuscript per fiscal year.