



WAYNE STATE School of Medicine

Wayne State University School of Medicine

2023 - 2030 STRATEGIC PLAN

January 2023

Table Of Contents	2
Dean’s Letter	3
Introduction	5
Vision and Mission	5
Background	5
Environmental Consideration	6
Strategic Planning Process and Content Generation	8
Six “Themes” as Pillars of the Strategic Plan	9
Pillar 1: Provide Transformative Medical and Graduate Education.....	9
Pillar 2: Ensure a Diverse and Inclusive Culture and Community.....	13
Pillar 3: Enhance Leadership in Basic, Applied and Community Research..	15
Pillar 4: Become a National Model for Excellence in Urban Health Care and Social Accountability	18
Pillar 5: Achieve Mission-Aligned Clinical Excellence	19
Pillar 6: Become a High-Performing Organization	21
Appendix.....	25

Dean's Letter of Introduction

It is my privilege and pleasure as the dean of the Wayne State University School of Medicine to introduce the school's *Strategic Plan*, outlined in this packet and its appendices.

For 155 years, our school has charted a long and proud journey with determination and a sense of mission and purpose. The school continues to enjoy distinguished and seminal successes at every level and stage of its history. We have proudly served the Detroit community, the state of Michigan and indeed the nation as we prepared and trained tens of thousands of highly-qualified physicians and expert health scientists across multiple generations. What began as the Detroit Medical College and a nucleus of Wayne State University in the mid-1800s has transformed into the largest single-campus medical school in the nation, taking special pride in being the school of medicine that provides the state of Michigan with the largest number of physicians.

Our school evolved into an enterprise that meaningfully balances outstanding medical education, innovative basic and clinical research, and extensive and growing community engagement, partnerships and services. Over the decades, the school emerged as a talented and resilient institution leading barrier-breaking advances in health education and increasingly so in our community wellness-based mission and social accountability. Our longstanding commitment to diversity, inclusion and support of our students, faculty and staff continues to be an unwavering drive toward achieving our aspiration to be a top leader in this domain among our national peers.

The rich and robust history of the school taught us to adapt to ever-changing social and financial dynamics. The increasing complexity of our internal and external environments, and the changing nature and expanding scope of our partnerships, helped us to evolve into a highly-adaptive school. We became more flexible and innovative in responding to emerging challenges while continuing to serve our constituencies and keeping a watchful eye on enhancing our missions, sharpening our skills and planning for the future.

Armed with rich experiences and successes, often achieved in the face of enormous challenges, we embrace our future with confidence, receptive minds, innovation and resolution. We learned to build on our strengths to advance our missions while being aware of and vigilant about potential barriers and challenges. We have also learned that one of our particular strengths has been our ability and commitment to operate as integrated teams with shared visions and coordinated work strategies, an approach that continues to prove highly effective and productive.

While not entirely inclusive, the aforementioned considerations represent the main themes deliberated among the school's constituencies during multiple sessions devoted to discussion and debate about our strategic plan and our vision for the next seven years. The plan is centered around our shared aspiration to be leaders in i) transformative medical and graduate education, ii) basic, clinical and community wellness-based research, iii) diversity, inclusion, access and support for all as our commitment to social accountability, iv) community engagement and partnership building, v) solidifying secure and sustainable financial support for the school's missions and vi) embodying a continuous drive to be a high-performing organization.

We are at a critical juncture in the history of our school of medicine, one defined by an exhilarating combination of an established track record of achievements and successes, along

with outstanding talent at the student, trainee, faculty and staff level. These strengths are countered by the pressure of financial constraints and the constantly changing landscape of health care, including the effects on our partners within the health care systems in Michigan. Our *Strategic Plan* addresses these challenges through well-thought out and defined strategies as we are determined to leverage the unique strengths and values our school offers. Our students, faculty, staff, partners and the largest alumni body of any medical school in the country strongly believe that we are exceptionally well-positioned to harvest the energy and the talents we gained toward the betterment of our school and all those we serve. We are the Wayne State University Medical School Warriors!

Wael Sakr

Wael Sakr, M.D.
Dean
Wayne State University School of Medicine

INTRODUCTION

Wayne State University Medical School Mission and Vision:

Our Vision: We will realize our commitment to equal health care services and wellness for all through transformative education, innovative research and clinical excellence integrated with comprehensive community partnership programs that foreground diversity, inclusiveness and social accountability.

Our Mission: We will educate a diverse student body in an urban setting and within a culture of inclusion, through high quality education, clinical excellence, pioneering research, local investment in our community and innovative technology, to prepare physician and biomedical scientific leaders to achieve health and wellness for our society.

Background

Throughout its long and storied history, dating to its founding in 1868 as the Detroit Medical College, the Wayne State University School of Medicine has been defined by its unwavering commitment to educational excellence, scholarship and biomedical discovery, and service to Detroit and the broader state, nation and world. The magnitude of the impact flowing from these commitments is illustrated in the educational arena by the fact that 40% of Michigan's practicing physicians received some or all of their training in programs offered by or affiliated with the Wayne State University School of Medicine. In the research realm, the School of Medicine generates more than \$200 million annually and has been responsible for medical breakthroughs such as the first use of a mechanical heart pump in open-heart surgery and the discovery of AZT as a treatment for AIDS.

Furthermore, for the past three decades, Wayne State University and the School of Medicine have been selected by the National Institutes of Health's National Institute of Child Health and Human Development to be the sole institution in the country to house its Perinatology Research Branch. This unique intramural program is devoted to research, education and collaboration to address the morbidity, mortality and racial/ethnic disparities of pregnant mothers and infants. The 30-year tenure of the PRB at Wayne State University and the School of Medicine has been marked by groundbreaking medical research, with more than 800 publications reporting original data and novel findings published by our investigators and scientists in collaboration with the PRB, representing the largest body of world scientific literature in this critical field. The university will continue to house, maintain and utilize the largest perinatal biobank repositories, furthering the potential for the scientific community at large for new and impactful discoveries.

Finally, in the area of community engagement, more than 500 medical students annually serve at more than 70 clinical and 100 outreach locations. Taken together, the historical accomplishments and ongoing activities of the Wayne State University School of Medicine paint a picture of achievement and societal contributions that constitutes an irreplaceable resource to Detroit and the broader region, and the State of Michigan.

This *Strategic Plan* embodies and reflects the collective wisdom, insights, thoughts, ideas and recommendations of multiple stakeholders and constituent groups, including School of Medicine faculty, staff and leadership; medical and graduate students in School of Medicine educational programs; Wayne State University officials; Board of Visitors and Board of Governors representatives; and community health systems and other partners. Their shared work,

summarized in this plan, is intended to serve as a roadmap that builds on the School of Medicine's distinguished history; reaffirms its mission, vision and values; and articulates a clear direction and set of strategic initiatives that are intended to position the Wayne State University School of Medicine as a high-performing asset across its multiple functions -- and an enduring resource to the communities it serves -- for years to come.

Environmental Considerations

While the Wayne State University School of Medicine has maintained admirable consistency in the fulfillment of its mission and vision in recent years, it has done so in the face of considerable challenges in its environment. The challenges are both internal and external in nature.

Among the internal challenges are:

- Limited financial resources, combined with a suboptimal management/accountability framework and lack of a comprehensive funds flow analysis that provides all stakeholders with clarity on the sources, distribution and use of funds, primarily between the parent university and the medical school, and to a lesser extent among units within the School of Medicine. These concerns are addressed in the plan through steps for open dialogue among all involved and affected parties, and with defined strategies for creating accountable and transparent funds flow and distribution methodologies.
- A heightened concern arose when the School of Medicine's accreditation status was threatened in 2015 secondary to a Liaison Committee for Medical Education site visit that identified an outdated (20th century) curriculum, lack of organizational clarity, and the absence of a culture of assessment, data-driven decision-making and continuous process improvement as grounds for a preliminary finding of "warning of probation." Although immediate LCME concerns were addressed by new leadership, resulting in a full eight-year accreditation, this sanction identified the need for fundamental changes in structure and functions in order for the school to continue to move forward with its successful journey.
- A restructuring move in 2019 aimed at addressing the unfavorable financial status and practices of the School of Medicine's faculty practice plan. The process included filing for bankruptcy, which was perceived as a major concern by faculty and others within the School of Medicine and the practice plan. In reality, the financial restructuring led to significant reforms within the practice plan. The reforms, backed by the university, implemented an accountable, consistent and transparent compensation model and short- and long-term plans to reduce overhead and improve the performance of the plan's management and services, leading to emergence from bankruptcy in less than one year. These reforms were enhanced in 2022 with a team of experienced faculty-physician leaders assuming responsibility for the practice plan and working in close coordination with the School of Medicine.
- The above change in the leadership team responsible for the practice plan paralleled changes in the leadership of the School of Medicine at the level of the dean, two vice deans and several department chairs. While these changes can give the impression of substantial turnover indicative of instability, the reality is the teams now in place in both organizations, including the newly-appointed chairs, are working in a coordinated fashion with defined common goals and strategies.

- The relatively lower stipends the school offers to our Ph.D. and M.D.-Ph.D. students poses a threat to our competitiveness and ability to recruit the high-quality graduate students we have been able to attract over the years. The school took the first step to address the issue with a preliminary modest adjustment and is in the process of identifying sources for a longer-term competitive compensation scale.

The external challenges have also been significant and include:

- The constrained contractual and financial relationship between the School of Medicine and its practice plan on one side, and its principle clinical affiliate, the Detroit Medical Center, on the other, has been a challenge for many years. There continues to be heightened tension around the time of negotiating/renewing the contract that governs the relationship, especially in light of the fact that the value of the contract has declined steadily over the last two decades and with the changing management and ownership of the Detroit Medical Center. Despite these challenges, the School of Medicine and its practice plan have managed to continue to represent the consistent variable in the relationship with the hospital system. The faculty shoulder the responsibility for training medical students and residents, as well as for providing outstanding clinical and medical administrative services across the spectrum of specialties.
- Almost two decades ago, the School of Medicine and the practice plan sustained losses of key income-generating practices/specialties as faculty and leadership of several departments faced difficulties in continuing their practice at the Detroit Medical Center. Some specialties managed to establish partnerships for clinical practice and resident education at other hospital affiliates while maintaining faculty appointments at the medical school. Some departments, such as Otolaryngology and Urology, succeeded to a reasonable extent in restoring their clinical revenues. Others, such as Anesthesia and Orthopedics, have the academic component of their departments represented by the chair at the School of Medicine, while the clinicians in the specialty represent a mixture of individuals with or without faculty appointments, whose compensation is derived from the hospital(s) at which they practice. Such problematic arrangements may represent opportunities for expanding the medical school and practice plan clinical footprint with additional health system partners, or possibly even with the Detroit Medical Center if conditions are favorable.
- In recent years, the phenomenon of escalating competition for clinical education sites from other medical schools has been a growing challenge for the School of Medicine. The competing schools are both Michigan-based (Michigan State University, Central Michigan University, Oakland-Beaumont) and out-of-state (Caribbean schools and others). We have consistently managed to successfully place all our students in highly-qualified clinical sites through a comprehensive network of relationships with all the major health systems in southeast Michigan. We remain in constant dialogue with the leadership of these systems, with whom we have developed excellent working relationships, to maintain, and with some, to increase, the number of our rotating students.
- At present, the National Institutes of Health is reconsidering its longstanding structural approach to perinatology research, which will likely lead to the termination of the unique NIH partnership for operation of the Wayne State-based Perinatology Research Branch. The School of Medicine awaits an anticipated federal Request for Proposals that will define the new approach to continue NIH support for perinatology research and will seek

to sustain its leadership role in this area under whatever future approach is adopted by NIH.

Strategic Planning Process and Content Generation

The content of the *Strategic Plan* was developed through a highly collaborative, engagement-oriented process, organized and led by consultant-facilitators David Bright and Jackie Stavros, both of whom are business professors and experienced leaders in the use of Appreciative Inquiry, a positive approach to strategic thinking and planning that includes a framework called SOAR (Strengths, Opportunities, Aspirations and Results). The planning process was chartered by the dean of the School of Medicine and launched in early September 2022 with two Community Dialogue sessions designed to give participating stakeholders an opportunity to identify the School of Medicine's strengths and participate in the development of "vision and mission" that is a forward-looking planning principal intended to embody what the School of Medicine can be when it is performing "at its best" and thus serves as both an aspirational statement and a focusing mechanism for the subsequent identification and organization of potential strategic opportunities.

After organizing the voluminous material generated by the Community Dialogue sessions, a two-day Strategic Planning Summit was held in late October 2022 with goals of 1) refining the aforementioned strengths and vision-mission; 2) identifying strategic opportunities (six pillars of the strategic plan) that support attainment of the vision-mission; and 3) delineating desired results, goals/objectives and action commitments, all while building consensus and a sense of community among the participating stakeholders.

Our strategic plan is built around six pillars that capture the commitment and passion of the faculty, students, staff and partners of the School of Medicine

Pillar 1: Provide Transformative Medical and Graduate Education

Pillar 2: Ensure a Diverse and Inclusive Culture and Community

Pillar 3: Enhance Our Leadership in Basic, Applied and Community Research

Pillar 4: Become a National Model for Excellence in Urban Health Care and Social Accountability

Pillar 5: Achieve Mission-Aligned Clinical Excellence

Pillar 6: Become a High-Performing Organization

Strategic Goals and Our Action Plans



Pillar 1: Provide Transformative Medical and Graduate Education

The School of Medicine cherishes the national reputation it has earned in graduating outstanding young physicians who are coveted for their leadership, expertise and ability to transform and serve communities, organizations and society as a whole, and who are prepared for all the potentials a career in health care offers. The School of Medicine has long been an exemplar of mission-driven social accountability and is the State of Michigan's number one medical education asset. The school matriculates more legal residents from the State of Michigan into its M.D. program; graduates more physicians into Michigan Residency Training Programs; and has more alumni practicing in the State of Michigan than any medical school in the nation. Our graduates provide exceptional clinical care, assume leadership roles in the field, and are continually focused on medical education and research. We equally value our graduate programs that offer outstanding training for advanced degrees (master's and doctoral) to aspiring health science professionals in a wide variety of basic science disciplines and public health science.

Wayne State University School of Medicine graduates are nationally recognized for urban clinical excellence due to the uniquely rich and diverse clinical experiences available to its students in caring for the Detroit community. The school has been successful in this endeavor both because of, and in spite of, the fact that it is one of the most operationally complex medical education programs in the nation. This complexity and richness of experience derive from the fact that it is the largest single-campus medical school in the nation, and that it simultaneously and actively engages in robust clinical education partnerships with six major health systems serving southeast Michigan.

Over the past decade, medical education in the United States has undergone a major transformation that has radically redefined the Flexner medical education paradigm of the previous century (Flexner II). Successful implementation of the new post-reform, 21st century medical education paradigm must address three major challenges. First, it must address the order of magnitude increase in faculty and educational personnel required to shift from passive lecture-based instruction to small-group learning and active-learning strategies. Second, it must address the greatly increased cognitive demands associated with both the three-fold expansion of content areas deemed critically important to the modern practice of medicine and the



concomitant exponential increase in relevant scientific information that is experienced by the modern learner. Finally, it must address the challenge of an increasingly demanding, high-stakes, high-stress living and learning environment that makes students, faculty and staff vulnerable to workforce burnout, organizational inefficiency, and sub-optimal learning and instruction.

Despite the documented success of the last century, the ability of the School of Medicine to demonstrate continued educational excellence and to transition into a high-performing, 21st century medical education program is constrained by three distinct challenges. First is our limited capacity to expand and engage faculty and educational staff workforce beyond what is currently in place. Second is the substantially increased competition for students in both the national and the local medical education marketplace. Third is the significantly increased competition for educational sites that exist in the southeast Michigan region.

To thrive educationally in a resource-constrained environment, the School of Medicine has "done more with less" by focusing intense efforts on the essential elements of educational excellence and curtailing any work that does not contribute to the desired outcomes. That approach will be even more essential to our continuing success in the future, and we will need to strengthen our laser-like focus on the essentials of educational excellence as we move forward.

To that end, and to assure that our educational activities continue to reflect contemporary best practices, we have adopted the following goals and supporting strategies/strategic objectives that will further build on our strengths as we educate future generations of superior graduates who are resilient, adaptive, inquisitive, principled and professional as they enter a career characterized by rapidly evolving medical knowledge and clinical practice, all of which will be applied within the context of equally fast-evolving, complex, diverse and challenging environments.

- Goal #1: Adopt a multifaceted and comprehensive approach to educational workforce development.
 - Strategic Objective 1: Establish training modules for the full spectrum of instructional activities required for the delivery of an effective, coherent and coordinated 21st century medical and graduate curriculum.
 - Strategic Objective 2: Develop an internal micro-credentialing program and advanced educational certificate tracks to recognize and document both requisite and advanced medical education expertise on the part of all of those delivering curricular content.
 - Strategic Objective 3: Develop and implement formal Near Peer (SAT/RAT) training and teaching programs for medical students and residents, and implement a similar program for graduate students.
 - Strategic Objective 4: Establish a state-of-the-art advanced Professional Skills Center to standardize and enhance comprehensive professional development in clinical skills, clinical reasoning, patient communication, team practice and professional identity formation.



- Strategic Objective 5: Expand and enhance faculty development expertise in support of undergraduate medical education and graduate medical education partners.
- Strategic Objective 6: Develop and adopt an educational metric system to establish a relative value scale for educational activities and to measure and acknowledge faculty contributions to education.
 - Goal #2: Embrace translational education (Theory to Practice), including advanced learning theory, best practices and institution-specific empirical evidence, as a means of translating the evolving science of learning and instruction into all facets of the School of Medicine's educational processes.
- Strategic Objective 1: Adopt and fully implement the Master Adaptive Learner framework.
- Strategic Objective 2: Implement a coherent and coordinated curriculum through structural alignment of curriculum specialist, student-facing educational specialist, faculty-facing educational specialist and assessment specialist as a unified team.
- Strategic Objective 3: Establish a Center for Educational Scholarship to promote innovation, transformational initiatives, enhanced communication/collaboration and a stronger environment of inquiry among those with responsibilities for educational excellence.
- Strategic Objective 4: Establish a "best evidence library" as a resource for faculty, students and others.
- Goal #3: Optimize the learning and living environment for medical and graduate students.
 - Strategic Objective 1: Establish and/or enhance URIM, first-generation and SES support systems.
 - Strategic Objective 2: Enhance medical education-graduate education collaboration and coordination, and provide strategic support for collaborative projects at the research and community level.
 - Strategic Objective 3: Establish "Wayne Houses" as student communities and as student-centric vehicles for student engagement, peer support, student wellness, quality of life enhancement and the delivery of wrap-around student support services.
 - Strategic Objective 4: Develop an advanced mission-focused enrollment management capacity that supports achievement of institutional priorities and optimizes the student experience from pre-matriculation through graduation.



- Strategic Objective 5: Apply Baldrige Quality framework as a continuous improvement methodology to drive organizational competitive advantage through optimization of structural alignment, core processes, and living and working environment experienced by students, faculty and staff.
- Goal #4: Explore organizational vehicles for creating an integrative and collaborative education system aimed at producing and supporting life-long Master Adaptive Learners.
- Strategic Objective 1: Explore the feasibility and institutional value of establishing an Institute of Medical and Graduate Education within the School of Medicine as a means of aligning educational resources (curriculum development, evaluation, tools, etc.) and creating a "one-stop shop" for those seeking to implement innovative educational initiatives.
- Strategic Objective 2: Explore the feasibility and institutional value of establishing a formal Department of Medical Education within the School of Medicine as a means of providing structure, academic recognition, professional development and advancement opportunities, and other forms of organized support for faculty educators.
- Goal #5: Promote excellence across the full continuum of medical education by strengthening the linkage between medical student education and GME at all clinical sites.
 - Strategic Objective 1: Define the Wayne State University School of Medicine GME Program to be comprised of not only those community-based programs sponsored by the School of Medicine, but also the much larger set of GME programs based within clinical partner health systems for which the School of Medicine provides the program director and much of the clinical teaching faculty.
 - Strategic Objective 2: Undertake an information-gathering process to determine the areas in which enhanced communication/collaboration between GME programs and the School of Medicine could be mutually beneficial.
 - Strategic Objective 3: Establish formal mechanisms for maintaining ongoing communication and collaboration between the Office of GME in the School of Medicine and each clinical partner sponsoring Wayne-affiliated GME programs.

Measurable Outcomes for Pillar 1

- Implement well-established development programs for faculty and administrators involved with all aspects of educational activities within the school, with an Outline of the plan and identifying resources completed by October 2023.
- Ensure the school has a highly-trained educational workforce with lifelong learning outlook. This will be an ongoing drive with time-oriented milestones and annual reports starting December 2023. Define specific timelines for the development of a modernized, well-integrated curriculum responsive to the evolving needs of graduating physicians and graduate trainees.

For the above three outcomes, we will establish specific targets to be achieved in stages, (2024, 2026 and 2028).

- 95th percentile or greater for USMLE Step I, II and III to be achieved by 2025.
- Residency match rate 98% or better.
- Overall student satisfaction with quality of medical education greater than 75th percentile.
- Greater than 75th percentile on all measures of Medical School Environment Scale (Emotional Climate, Student-Student interaction, Student-Faculty interaction).
- Define measurable outcomes for student involvement in community service by January 2024.
- Increase the number of graduates in leadership positions.
- Increase the number of medical, graduate and master's student engagement in research.
- Increase the number of student publications by 25% each year.
- Comparable graduation, retention, Alpha Omega Alpha and match rates across all groups (including URIM, first-generation and low socioeconomic groups).
- Increase percent of students with adequate financial support (100% goal).
- Increase the number of competitive graduate fellowships.
- Development of a feasibility report and implementation plan for the Department of Medical Education.
- Establish formal mechanism for communication and collaboration between the Office of Graduate Medical Education and each clinical partner sponsoring Wayne-affiliated GME programs.
- Top tier ratings as assessed by Baldrige Program External Review.



Pillar 2: Ensure a Diverse and Inclusive Culture and Community

The Wayne State University School of Medicine is proud of its longstanding commitment to diversity, equity and inclusion among its faculty, staff and learners, as well as within its curriculum and academic programs. In 2022, the School of Medicine ranked an impressive 28th of 181 U.S. medical schools (top 15%) in diversity. We seek to build on the strong foundation provided by our existing strengths, commitments and performance by rededicating ourselves to diversity, equity and inclusion principles and goals as we strive to be recognized, both locally and nationally, as a shining example of academic excellence built on a DEI-centric foundation. Specifically, by 2030, we aspire to be among the top 5% most diverse medical schools in the nation.

- **Goal #1:** Promote, internally and externally, the uniquely diverse culture of the School of Medicine and apply intentional plans with specific targets of increasing Under-Represented in Medicine (URIM) candidates across all constituencies (students, trainees, faculty and staff):
 - Strategic Objective 1: Establish a task force of internal and external experts, working in collaboration with the vice dean of Diversity and Inclusion, to assess and enhance the School of Medicine's K-12, undergraduate and graduate outreach and pipeline programs to improve recruitment of URIM candidates across all facets of the School of Medicine.



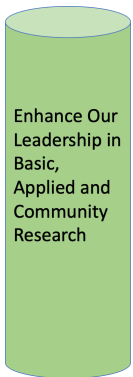
- Strategic Objective 2: In coordination with the School of Medicine's development team, design and implement philanthropic strategies targeted toward raising funds to support and enhance the school's ability to recruit URIM applicants and support successful URIM matriculants throughout the course of their education.
 - Strategic Objective 3: Implement a standardized review of applications to increase the pool of URIM candidates, and ultimately URIM enrollment, across all School of Medicine academic programs.
 - Strategic Objective 4: Initiate a dialogue with residency program directors, faculty and department chairs to implement a comprehensive process for increasing URIM trainees in Wayne-sponsored and Wayne-affiliated residency and fellowship programs.
 - Strategic Objective 5: In coordination with clinical affiliates, clerkship directors and department chairs, develop opportunities, and create scholarships, to enable URIM students to undertake fourth-year rotations in Wayne-affiliated clinical settings.
- Goal #2: Improve review, interview and recruitment processes:
- Strategic Objective 1: Utilize statements referencing the School of Medicine's commitment to equity in job postings and on job applications rather than merely relying upon standard Equal Employment Opportunity Commission language.
 - Strategic Objective 2: Ensure that interview and selection processes include people of color and that candidates are exposed to local culture and the School of Medicine's pride in its mission and diverse community during on-campus recruitment visits.
- Goal #3: Develop comprehensive strategies to ensure having an inclusive, supportive and welcoming environment for URIM:
- Strategic Objective 1: Build faculty development programming in diversity, equity and inclusion.
 - Strategic Objective 2: Require diversity, equity and inclusion activity as part of the Promotion and Tenure process.
 - Strategic Objective 3: Identify resources to support diversity, equity and inclusion-related activities and assure alignment of resources with School of Medicine DEI priorities.

Measurable Outcomes for Pillar 2

- Become among the top 5% in the country in terms of diversity, equity, inclusion and access by the end of this strategic plan (top 10% by 2026 and top 5% by 2030).
- Increase our URIM and low SES students by 25% by 2026 and another 25% by 2030.
- Secure resources to support recruited students during their study years and guide them through training programs. The plan is to increase current resources by 50% by 2025.



- Raise the percentage of URIM students who successfully pass national exams by 30% by 2026 and 75% by 2030.
- Increase funding and resources for URIM and SES student recruitment and support by 50% by 2026 and 100% by 2030.
- Improve our anonymous satisfaction survey results that assess our success in enhancing the school’s ability to provide a friendly, equitable, inclusive and supportive environment.
- Implement a comprehensive process for increasing URIM trainees in residency and fellowship programs through both School of Medicine-sponsored and affiliated institutions, in coordination with department training program directors, faculty and chairs.
- Increase the number of URIM trainees by 25% by 2026 and 50% by 2030, and ensure an environment of inclusion and respect.
- Further diversify our clinical faculty in all specialties and increase the number of URIM and female faculty 30% by 2026 and 50% by 2030, facilitated by a commitment from the university Office of the Provost, who will be supporting five tenure lines for the recruitment of URIM faculty.

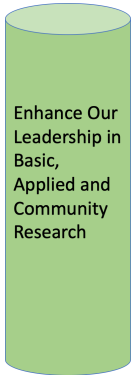


Pillar 3: Enhance Our Leadership in Basic, Applied and Community Research

Wayne State is a research-intensive university as reflected by the School of Medicine, which throughout its 155-year history has been a leader in clinical, basic and translational research. Looking forward, the School of Medicine aspires to be nationally known in the clinical, basic and translational sciences as the home of scientific curiosity and the producer of innovation and scholarship that changes the world for the better. We further seek to enhance our research programs across the spectrum of basic/laboratory-based, clinically-applied and community wellness-oriented research, while promoting an inquisitive culture that emphasizes scientific curiosity among our students, trainees and faculty, thereby enabling us to attract, recruit and retain gifted researchers into this supportive environment.

➤ Goal #1: Expand our clinical, basic science and translational research support portfolio.

- Strategic Objective 1: Enhance grant opportunity identification and application by increasing the operational activities of the Research Administrative Services Office.
- Strategic Objective 2: Provide seed funding for research that aligns with our community’s needs and our areas of research excellence.
- Strategic Objective 3: Identify and pursue philanthropic activities to establish endowed chairs based on specific research themes.



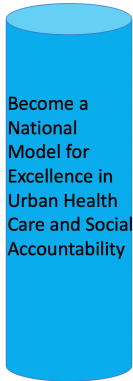
- Strategic Objective 4: Improve research infrastructure by optimizing current space and building new environments.
- Strategic Objective 5: Incentivize new grant submissions by apportioning salary savings back to faculty.
- Goal #2: Enhance collaboration among clinical, basic science and translational researchers and clinicians within the School of Medicine and beyond.
 - Strategic Objective 1: Organize theme-based research activities across departments that align with our current areas of scientific excellence.
 - Strategic Objective 2: Incentivize collaborative grant applications from M.D. and Ph.D. faculty by providing seed funds.
 - Strategic Objective 3: Facilitate interactions among people across colleges to generate innovative interdisciplinary research ideas and facilitate the application for large-scale funding opportunities.
 - Strategic Objective 4: Convene multidisciplinary research groups with shared interests in public and community-based health to build a centralized "institute" that will expand and enhance research initiatives focusing on health disparities.
- Goal #3: Stimulate the professional and research skill development of postdoctoral trainees and research staff to enhance the adaptation of cutting-edge concepts and technical approaches.
 - Strategic Objective 1: Support the participation of postdoctoral trainees and research staff in extramural activities directed toward professional and technical development.
 - Strategic Objective 2: Organize cyclical, intramural events to assist with postdoctoral trainee and research staff progress and promotion.
 - Strategic Objective 3: Provide new, intramural funding opportunities for postdoctoral trainees and research staff to adapt cutting-edge techniques and approaches.
- Goal #4: Enhance student engagement in research activities and success.
 - Strategic Objective 1: Stimulate the engagement of medical students in research activities by facilitating interactions with research-intensive individuals at the School of Medicine and beyond.



- Strategic Objective 2: Assist graduate student training in cutting-edge research by supporting their training at other colleges/schools at WSU and beyond.
- Strategic Objective 3: Incentivize training grant applications by providing seed funds for thematic, highly collaborative research projects that rely on interdisciplinary education.

Measurable Outcomes for Pillar 3

- Enhance the role of the Research Office within the School of Medicine with a clear mandate and with authority over an annual budget to provide seed funds within defined criteria (Implementation by October 2023).
- Conduct an annual review of the effectiveness of research support and the status of core facilities and shared resources in coordination with the Office of the Vice President for Research starting in October 2023.
- Enhance departmental and school-wide mentoring resources along flexible models in consultation with senior and mid-level research faculty. Assessment to start in July 2023 by a cross section of faculty committees, aided by the School of Medicine Research Office, with a report and recommendations ready by December 2023. Allocating resources for the implementation of recommendations by March 2024, with annual updates.
- Regular assessment and documentation of the effectiveness of School of Medicine and OVPR investments with respect to:
 - Increase peer-reviewed publication (by 10% annually for the duration of the plan).
 - Enhance interdisciplinary research collaborations (develop metrics during 2023).
 - Submit highly competitive grant applications (decrease “triaged” and unreviewed grants by 10% annually for the duration of the plan).
 - Increase extramural funding by 5% annually for the duration of the plan.
(With the resources made available by October 2023, the first assessment will take place no later than June 2024. The data will be made available during the annual updates on the progress of the strategic plan).
- Outline a program by October 2023 for new faculty recruitment with emphasis on:
 - Enhancing thematic and cross-departmental collaborative research
 - Fulfilling the School of Medicine’s commitment to recruit tenure-track faculty whose research focuses on health equity, developing community awareness and intervention programs to address disparities in health outcomes.
 - Leverage the expertise and established models within the university and the cancer institute to incorporate a strong component addressing diversity, equity and inclusion.
 - Increase the administrative flexibility of joint recruitments among departments, centers and institutes.
- Establish faculty/staff retention programs that adopt a proactive approach to identify “at-risk” faculty and staff, and be nimble in addressing their concerns and/or ensure opportunities for them to advance. We also plan to be prepared to counter offers extended by other institutions for valuable faculty (plans to be completed by end of 2023).



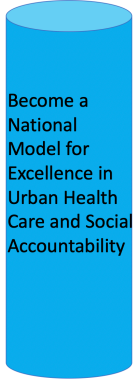
Pillar 4: Become a National Model for Excellence in Urban Health Care and Social Accountability

The faculty, students and staff of the School of Medicine are proud of the privilege we have being in the heart of the City of Detroit and Wayne County. Our location within historically underserved communities means that we must serve our communities in every aspect of academic medicine. This includes a dedication to enhance population health, address health care inequities and mitigate health disparities. Achieving these goals will require community-based research, addressing underpinnings of health care disparities and developing community wellness-based research and interventions. Looking forward, the School of Medicine strives to be the “North Star” of community engagement and social accountability, and a recognized model for producing transformational community change that has a positive impact and makes a measurable difference.

- **Goal #1:** Work in partnership with Wayne State University resources and community-based organizations to identify and address specific community needs.
 - Strategic Objective 1: Develop an inventory of programs and individuals across the Wayne State University campus who have interest and expertise in content areas that lend themselves to community engagement.
 - Strategic Objective 2: Conduct a similar inventory of community organizations to identify those that are current or prospective future partners of Wayne State University and the School of Medicine.
 - Strategic Objective 3: Match the latter with the former and engage the appropriate community stakeholders in identifying specific needs or challenges that can be addressed collaboratively.
 - Strategic Objective 4: Design focused initiatives for implementation in community settings, including up-front development of metrics to quantify the tangible benefit of the community initiatives.
 - Strategic Objective 5: Identify and implement steps to assure that the School of Medicine (and the new medical school building) is viewed by the community as a multifaceted resource that meets needs identified by the community (e.g., free clinic, garden, community kitchen, social work support, etc.).

Measurable Outcomes for Pillar 4

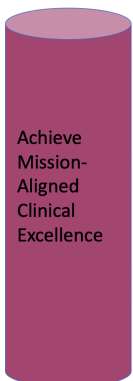
- Starting September 2023, the School of Medicine will introduce a plan to organize meetings with community leaders through churches, schools and service centers to design plans for health care education, screening programs, and facilitating access to affiliated clinics and hospitals, and will monitor results annually based on number of encounters and satisfaction surveys.
- In October 2023, the school will facilitate a conference focusing on primary care in the City of Detroit. We have engaged multiple stakeholders to participate in this event, with



Become a National Model for Excellence in Urban Health Care and Social Accountability

the aim of producing a white paper and two-, five- and seven-year action plans with measurable outcome metrics. Resources and accountability will also be defined.

- Promote and support the Biomedical Career Advancement Programs for high school students in underserved communities.
- Promote mentoring for undergraduate students in underserved communities for their career development in the biomedical field.
- Launch an initiative to increase health literacy within the school's communities. The dean has worked with students of the graduating senior Class of 2024 and a cross segment of the faculty to organize community-based seminars starting in January 2024 with a focus on familiarizing community members with the definitions, implications, care requirements, etc. of the more common diseases in the community, including hypertension, kidney diseases and diabetes, and simplify medical terminologies to practical and day-to-day applicable terms. We are in final discussions with community partners to allocate resources and define venues for the fall events.
- Promote health disparity research by facilitating collaboration between our faculty and the community office/diversity office/epidemiology core.
- Assist faculty in obtaining research supplements from the National Institutes of Health to promote diversity in health-related research (Diversity Supplements).

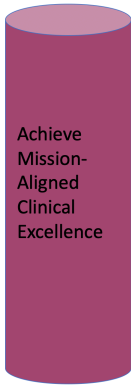


Achieve Mission-Aligned Clinical Excellence

Pillar 5: Achieve Mission-Aligned Clinical Excellence

The School of Medicine recognizes that fulfillment of its multiple missions requires long-term partnerships with other community organizations, including private and sometimes competing health systems, that share the school's vision and values in the areas of academic excellence and social accountability. Wherever possible, the school seeks to build and maintain collaborative and value-adding relationships with clinical and non-clinical community partners in order to enrich the quality of medical education while supporting the associated faculty clinical practices that make fulfillment of its academic mission possible.

- Goal #1: Plan and execute academic and clinical partnerships with health care systems with shared commitments and values.
 - Strategic Objective 1: Enhance engagement with current clinical partners and academic affiliates to improve medical education and research collaboration.
 - Strategic Objective 2: Undertake a comprehensive assessment of the changing dynamics of the major health systems in southeast Michigan and across the state and partnership with the City of Detroit, Wayne County and State of Michigan to ensure the ability of the school and its associated practice plans to continue and enhance the mission of educating future physicians for the state as well as ensuring the ability of health providers affiliated with the school to provide the high-quality primary and specialized care for all our patients, including those on the state Medicaid program.
- Goal #2: Build Wayne Health into a viable faculty practice plan that contributes positively to the overall performance of the School of Medicine.



- Strategic Objective 1: Develop an updated clinical business plan for Wayne Health that is based on current and anticipated future market realities and that includes:
 - a) A comprehensive assessment of the size, specialty mix and geographic footprint of the faculty practice group to identify strengths, weaknesses and opportunities;
 - b) An assessment of the referral base supporting the faculty practice group, particularly the adequacy of the primary care base, both within the group and across the immediate service area;
 - c) A review of the size and structure of the non-provider overhead supporting the faculty practice group to identify opportunities for improved efficiency and performance;
 - d) An assessment of existing provider productivity and performance metrics to assure their appropriateness and effectiveness; and
 - e) Identification of strategies to optimize downstream revenues from the faculty practice, particularly in diagnostic testing, ambulatory surgery and imaging.

➤ Goal #3: Work on achieving financial sustainability

- Strategic Objective 1: Define School of Medicine revenue streams and expenses in terms of track record, most recent trends and, more importantly, future projections. The latter will streamline operating costs and maximize the efficiency of the management of all academic and non-academic unit operating budgets.
- Strategic Objective 2: Develop and implement monthly reporting that will document budgeted to actual sums in major expenditures for all units in the school.

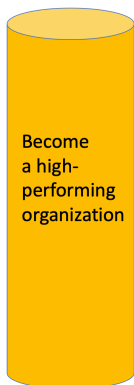
Strategic objectives 1 and 2 will be materialized within the School of Medicine and Wayne State University.

- Strategic Objective 3: Build Wayne Health into a viable faculty practice plan that contributes positively to the overall performance of the School of Medicine. This includes strategies to optimize downstream revenues from faculty practice in diagnostic testing, ambulatory surgery and imaging.
 - Plan and execute academic and clinical partnerships with health care systems with shared commitments and values.
 - Maintain a positive annual balance with a specific design to invest a portion of funds to support operating budget, strategic initiatives and recruitment/retention through the revenues of the State of Michigan Public Entity Physician Payment Adjustment Program and the “Dean’s Tax” representing the Fund for Medical Research and Education.

Strategic Objective 3 will be achieved in partnership with Wayne Health, other affiliated practice plans and health system partners.

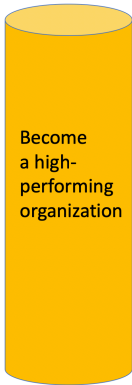
Measurable Outcomes for Pillar 5

- Design a comprehensive communication plan with regular highlights of the activities and achievements within the school, the university, the community and beyond. Details of the plan are to be completed by December 2023. Resources and implementation steps are to be completed by March 2024 and the plan launched by June of 2024.
- Establish clinical faculty development programs by October 2023 and ensure adequate time commitment and resources.
- Provide training and guidance for the school's sponsored and affiliated residency and fellowship programs.
(For items 2 and 3, the needs assessments and metrics for improvements will be completed by October 2023)
- Promote translational research through collaboration between clinical and basic science faculty. Initiate regular meetings with data presentation and ideas for collaborations starting October 2023. The outcome measures and metrics will focus on the number of new projects resulting in joint publications and grant submissions.
- Increase the number of clinical trials. By September 2023, the School of Medicine will assemble a taskforce with representations from clinical departments, the major centers and institutes of the school and the Office of Vice President for Research to assess the status of our clinical trials and academic and commercial partnerships. Specific targets will include improving the infrastructures and logistics to enhance our ability to maximize the number of clinical trials in all domains of university expertise.
- Starting in the spring of 2022, we launched an initiative to refine and realign the operating budget to streamline operating costs and maximize the efficiency of the management of all academic and non-academic unit operating budgets.
Beginning October 2023, all academic and non-academic units will have access to a monthly operating budget report and be required to address any positive or negative variances larger than 10%. All academic and non-academic units with endowed funds will provide the Dean's Office a financial forecast to best leverage these donor funds.
- Through the revenues of the State of Michigan Public Entity Physician Payment Adjustment Program and the "Dean's Tax" representing the Fund for Medical Research and Education, the school will maintain a positive annual balance with a specific design to invest a portion of these funds to support operating budget, strategic initiatives and recruitment/retention. The remainder of the funds will be added to the strategic reserve of the school.

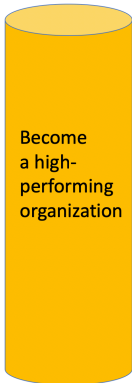


Pillar 6: Become a High-Performing Organization

There are many lists of the characteristics of high-performing organizations, but a few of the items included on most of these lists are a) clarity of vision and purpose, b) trust and mutual respect, c) transparency -- open and clear communication, d) clear performance expectations and accountability mechanisms, e) a bias toward action, f) adaptability and an openness to change, and g) sound and standardized management processes in areas including finance, human resources, etc. The School of Medicine strives to be a high-performing organization, both in its leadership/management culture and in its operational processes and ability to execute important strategic initiatives, thereby embodying Baldrige Award levels of performance excellence.



- Goal #1: Promote and expect a culture of accountability, collegiality, openness and transparency.
 - Strategic Objective 1: Improve the leadership of the School of Medicine that serves as the role model in guarding and practicing these values.
 - Strategic Objective 2: Adopt behaviors that assure the School of Medicine is recognized as an engaged and committed part of the larger Wayne State University community and recognizes that the school and university bring added stature, value and capabilities to one another.
- Goal #2: Develop and adopt a continuous quality improvement culture that incorporates follow-up and monitoring of ongoing performance.
 - Strategic Objective 1: Design and implement an organized management framework that assigns responsibility/accountability for specific initiatives, aligns resources with desired outcomes, articulates timelines for key activities and establishes outcome measures.
 - Strategic Objective 2: Shift from a reactive to proactive culture by creating standardized processes in operations and communications.
- Goal #3: Develop clear and transparent financial management tools, including but not limited to, unit-specific budgets and funds-flow information as a necessary prerequisite to addressing resource limitations.
 - Strategic Objective 1: Initiate a structured annual budgeting process for School of Medicine operational units that improves alignment of resources with activities, includes a quarterly review of actual expenditures vs. budget and assures unit-level accountability for financial performance.
 - Strategic Objective 2: Undertake a funds-flow audit, with external consultative support where necessary, to document precisely how a tuition dollar, a research dollar (including indirect cost returns) and a state-appropriated dollar, either earned, billed by or intended to support the School of Medicine, flows from its original source through Wayne State University to the appropriate School of Medicine budgetary unit and what adjustments, if any, occur during that process.
 - Strategic Objective 3: Develop a series of tutorial sessions designed to educate all individuals with financial management responsibilities within the School of Medicine on budgeting processes, funds-flow realities and financial accountability expectations.
- Goal #4: Enhance the culture and vehicles for communications within the School of Medicine between its multiple constituencies (medical and graduate students, faculty, and staff), while building awareness and enhancing the reputation of the School of Medicine across the Wayne State campus, with our clinical and community partners, throughout southeast Michigan, and around the world.



- Strategic Objective 1: Refine key messages and enhance communications channels to effectively target internal and external audiences.
- Strategic Objective 2: Leverage current and former UME, GME and graduate students as champions for the School of Medicine brand.
- Strategic Objective 3: Create a culture that celebrates the school's achievements as well as the achievements of our students, alumni, faculty and staff.
- Strategic Objective 4: Create a culture of frequent and proactive communication between faculty and students.

➤ **Goal #5:** Create a fundraising campaign to build a new medical school building that provides an enhanced community presence and serves as a home for many of the Wayne State University School of Medicine's innovative programs for research, clinical care and education that reach into the community.

- Strategic Objective 1: Establish a high-level steering committee, comprised of members of the business community, philanthropic leaders, and visionary faculty and leaders of the School of Medicine, to provide ongoing leadership and support for this effort.
- Strategic Objective 2: Develop a compelling vision for the philanthropic initiative, articulate clear and defensible financial needs, and set specific fundraising goals.

Measurable Outcomes for Pillar 6

- A School of Medicine retreat will be scheduled in early November 2023. In consultation with members of the administrative team at all levels, faculty, students, staff and partners, we will define specific criteria for being a high-performing organization, with specific emphasis on key building blocks:

- i- Effective, reliable and timely communications
- ii- Lean and clear processes, governed by regularly-updated and modified policies and procedures
- iii- Accountability and transparency

- The retreat group will be charged with:

Developing outcome targets and metrics for the above-mentioned building blocks and a methodology to monitor them.

Assembling a monitoring committee representative of the school's constituencies and to include outside members with established expertise in effective management.

- During the first two weeks of December 2023, the principles of the driver toward becoming a high-performing organization, along with the methods of monitoring and measurable metrics, will be shared and publicized through several venues to achieve awareness, “buy in” and enthusiasm to adopt and support the plan. Within the administrative leadership teams, meetings on the entity and unit levels will be conducted by the leader(s) of each unit.

Starting January 2024, the defined metrics of improvement will be monitored by the committee and reported to the leadership of the constituencies of the School of Medicine at six-month intervals. The report will include both results and recommendations. An annual report will be presented to the entire School of Medicine family.