REDEFINING EXCELLENCE

A STRATEGIC PLAN FOR MEDICAL EDUCATION, WAYNE STATE UNIVERSITY SCHOOL OF MEDICINE

Office of Medical Education
Every journey begins with one step. Improving medical education will be a journey worth taking, so that we are able to address the changing health care needs of individuals and society, achieving health and wellness to live long and productive lives. The future of medical education must stress and embrace inter-professional education, innovation in health care delivery, high quality care with safe practices, and medical education that is competency-based and integrated across the medical education continuum.”

Maryjean Schenk, M.D., M.P.H., M.S.
Vice Dean for Medical Education
Wayne State University School of Medicine
<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>04</td>
<td>Letter from the Vice Dean</td>
</tr>
<tr>
<td>06</td>
<td>Executive Summary</td>
</tr>
<tr>
<td>08</td>
<td>Introduction, Context and History</td>
</tr>
<tr>
<td>10</td>
<td>Mission and Vision Statement</td>
</tr>
<tr>
<td>12</td>
<td>Richard J. Mazurek, M.D., Medical Education Commons</td>
</tr>
<tr>
<td>14</td>
<td>Strategic Planning Process</td>
</tr>
<tr>
<td>16</td>
<td>Office of Medical Education Mission and Vision</td>
</tr>
<tr>
<td>18</td>
<td>Medical Education Strategic Goals and Objectives</td>
</tr>
<tr>
<td>19</td>
<td>Emerging Themes</td>
</tr>
<tr>
<td>20</td>
<td>Strategic Planning Prioritization</td>
</tr>
<tr>
<td>20</td>
<td>Medical Education Strategic Goals and Objectives</td>
</tr>
<tr>
<td>22</td>
<td>Organizational Excellence</td>
</tr>
<tr>
<td>22</td>
<td>Organizational Excellence Priority Ranking</td>
</tr>
<tr>
<td>24</td>
<td>Operational Performance Excellence</td>
</tr>
<tr>
<td>25</td>
<td>Operational Performance Priority Ranking</td>
</tr>
<tr>
<td>26</td>
<td>Partnership Excellence</td>
</tr>
<tr>
<td>27</td>
<td>Partnership Excellence Priority Ranking</td>
</tr>
<tr>
<td>28</td>
<td>Conclusion</td>
</tr>
<tr>
<td>30</td>
<td>Contributors</td>
</tr>
</tbody>
</table>
Letter from the Vice Dean for Medical Education
Our mission is our mantra and our core values our guiding light. Through the honest and forthright engagement of everyone who touches our learners in our medical education programs, we will achieve our shared vision. I am truly excited about advancing our medical education programs to meet the needs of the physicians of tomorrow and the diverse communities they will serve.

Through the alignment of our goals and objectives for undergraduate, graduate and continuing medical education, we will address the needs of our learners and ensure their readiness to progress along the continuum of training. We are committed to educational excellence, organizational excellence, operational excellence and to our clinical and community partners.

It is upon this firm foundation that we will create a new curriculum that will achieve our goal for an integrated medical education program delivered through state-of-the-art technologies and innovative methods of teaching and learner assessment. I am ready to enjoy the process and learn new things, and I hope you will join in this important journey and uniquely exciting times.

Maryjean Schenk, M.D., M.P.H., M.S.
Vice Dean for Medical Education
Wayne State University
School of Medicine
Executive Summary

In 2012-2013, the Wayne State University School of Medicine’s Office of Medical Education convened a group of administrators, faculty, alumni, staff, students and hospital partners to develop a road map for the future of medical education at the school. During the planning process, several major themes surfaced that will lay the foundation for an outstanding medical education program and that will direct our strategic planning activities for the future.
The Medical Education Program is recognized for its multi-disciplined approach to teaching patient care in a premier urban research institute that promotes diversity among its students, staff and faculty. Leading-edge technologies are at the forefront of our state-of-the-science Kado Clinical Skills Center. Our strong hospital partnerships provide a wide range of unmatched clinical opportunities for students to learn and grow during their medical training. Additionally, our students consistently tell us about the high value these clinical partnership opportunities have played in their success in securing a residency training program contract and in their professional success as a next-generation physician. The strong academic foundation of our students and the rigors of the academic program are equally matched by the opportunities in medical research, especially in the fields of cancer, pediatrics, biomedical engineering, women’s health and population health.

As one of the early medical school programs in the United States, launched in 1868, we have a long and proud history of medical education with roots firmly planted in our community. However, the nature of scientific exploration continues to evolve as once separate scientific disciplines begin to merge, making it necessary to adapt our curriculum, which has followed a traditional model, to one that is integrated and competency-based, addressing the most pressing needs of our patients and our communities. Curriculum renewal and reform will be a key focus of the strategic plan.

As one of the largest medical schools in the nation with more than 1,160 medical students, our size allows us to leverage economies of scale and centralize many of our educational resources. In addition, with our more recent expansion of our Graduate Medical Education programming that now spans more than 90 specialties, 3,500 residents/fellows and multiple hospital systems we must integrate our medical education programs to optimize training for our learners. This also creates many challenges to effectively coordinate and communicate our efforts and strategies with our many clinical partners/hospital networks. What we could historically accomplish independently has now become a collaborative effort to utilize the strengths within each of our organizations to provide unique opportunities and a top-tier education to our learners. Strengthening our clinical partnerships through better organizational and management systems will be a central theme of the strategic plan as we prepare to realize our overarching goal of providing medical education programs that span the continuum of training.

We recognize that the efficiency of our internal business processes and systems and our focus on serving the educational needs of our learners must be improved to achieve success in implementing a new progressive curriculum. We also know that improving our communication strategy with our clinical partners will enhance those partnerships to the benefit of our learners. Part of the strategic plan will include a comprehensive review of our business operations and implementation of the changes necessary to prepare us for long-term success.

Communication and inclusiveness can be challenging in an organization with many departments and a large student population. It can be easy for students, staff and faculty to lose sight of the larger organizational objectives. The success of our organization is dependent upon a culture that is pursuing excellence, not only for the students it serves, but for the development and advancement of employees. To succeed, an organization must provide the leadership to produce and maintain a positive organizational culture, while providing opportunities for employees to develop necessary skills and adopting initiatives to achieve common goals. This strategic plan will address these organizational issues and build a culture that is based on teamwork, serving its employees and attracting top talent to the school for education, research and clinical care.

We are aware there are many challenges ahead. The changing health care system, competitiveness for residency program positions and technological advances makes strategic planning challenging. It is the continued effort of our faculty, staff, students and our clinical partners that will make us successful and a school that continues to provide excellence in medical education.
History of the Wayne State University School of Medicine

The Wayne State University School of Medicine has a distinguished history of producing the nation’s finest physicians, researchers and educators. That reputation continues to be built upon today, making the school not only a center for medical education, but the source of groundbreaking clinical research put into practice around the world.
Originally founded as the Detroit Medical College in 1868, the School of Medicine was formed when five Detroit physicians ages 29 to 35 believed the growing city required and deserved its own medical teaching institution.

To speed the school’s development, Harper University Hospital donated land and two buildings to the fledgling institution. The first 12 faculty members and 48 students began classes in 1868. Those first students came from Michigan, 11 other states and Ontario, Canada. Most were laborers and farmers. Tuition, including room and board, was $140 a year.

At the time, no license was required to practice medicine and no regulations guided medical school curricula. Students could complete coursework in a single year, followed by a clinical apprenticeship.

Today, with more than 1,160 medical students, the Wayne State University School of Medicine is the largest single-campus allopathic medical school in the nation. More than one-half of our medical school graduates remain in Michigan to practice medicine. Nearly 40 percent of all practicing physicians in southeast Michigan received all or part of their training at the Wayne State University School of Medicine. Graduates who leave the state to practice share the preeminent knowledge and skills they acquired at the school with patients throughout the nation and around the world.

As a testament to the expertise of the WSU School of Medicine’s educators and healers, one of every three “Best Doctors in America” in the metropolitan Detroit area is a faculty member. One in five is a graduate of the Wayne State University School of Medicine.

The school continues to thrive and expand, bringing academic medical expertise to the 7 million people in southeast Michigan and beyond with highly skilled physicians, and serves as a regional and international center of scientific and medical exploration.
Wayne State University School of Medicine Mission

The mission of the Wayne State University School of Medicine is to provide the Michigan community with medical and biotechnical resources, in the form of scientific knowledge and trained professionals, so as to improve the overall health of the community.
With respect to education, the school is committed to:

- Serving as a comprehensive education resource by providing high-quality educational programs for undergraduate medical students, post-graduate medical students, graduate students in the medical sciences, and physicians and other health care providers.
- Preparing individuals for the M.D. degree who will be well equipped both scientifically and in the humanistic aspects of health care to enter the next phase of their professional education.
- Graduating residents and fellows who are properly prepared to be effective practitioners and to fulfill their professional roles in the context of people’s needs.
- Increasing substantially the number of physicians from the under-represented in medicine groups.
- Providing education in medical and health-related areas for students enrolled in other WSU programs and for members of the community at large.

The school’s research endeavors are aimed at contributing to the development of new health-related knowledge in a variety of areas, including:

- Preventive and health maintenance approaches.
- Normal growth, function and development.
- The nature of disease.
- Diagnostic techniques.
- Therapeutic strategies.
- Rehabilitative methods.
- Efficient, cost-effective health service delivery systems.
- Educational methodologies for professionals and consumers.
- Recruitment, motivation and retention techniques for under-represented in medicine groups.

In the service arena, the school, through its faculty, strives to:

- Make available highly specialized medical care for the community.
- Deliver comprehensive high quality primary care for all.
- Provide expert consultation to industry, governmental agencies, health care providers, consumer groups, the media and others on health-related issues.

“\nThe School of Medicine continues to thrive and expand, bringing academic medical expertise to the 7 million people in southeast Michigan.\n"
Richard J. Mazurek, M.D., Medical Education Commons

The Medical Education Commons is the nucleus for all programs at the School of Medicine and serves as the center for undergraduate, graduate and continuing medical education. The Mazurek building optimizes the on-campus educational experience for students and clinicians at every career stage and provides spaces and services that enhance campus life and convenience for students, faculty, alums, health professionals and guests.
The Commons, named for 1961 School of Medicine graduate, Richard James Mazurek, M.D., plays a key role in enriching medical education for our students. In uniting expertise, technologies and services in a common space with shared resources, the Commons is the central hub for our students and faculty.

The Medical Education Commons includes the Shiffman Medical Library, the Margherio Family Conference Center, flexible classrooms, computer labs, the medical student organizations center and the state-of-the-art Kado Clinical Skills Center, which includes 22 “exam rooms” and high-fidelity and surgical training labs.

The $35 million facility was built entirely with philanthropic gifts from alumni, faculty, staff and friends of the School of Medicine, with the help of a challenge grant from the Kresge Foundation.

The Richard J. Mazurek, M.D., Medical Education Commons has revolutionized the educational environment of the school and elevated the educational opportunities for our students.
Strategic Planning Process

In the fall of 2012, the Vice Dean for Medical Education initiated a strategic planning process. The primary goal was to assess the strengths and weakness of the medical education program, including the continuum of Undergraduate Medical Education, Graduate Medical Education and Continuing Medical Education, while leveraging its outstanding qualities to advance the program to a higher level of excellence and performance.
The first step in the process began with the formulation of a new mission and vision statement, as well as a set of guiding principles or core values that would provide the foundation and serve as our road map for executing the strategic plan. From the mission and vision statement, overarching goals and objectives were developed with specific measurable targets that will help gauge the progress as the plan is implemented. No plan can be implemented all at once, so the goals and objectives were prioritized through a carefully constructed comparison methodology to evaluate and judge objectively the relative value and importance of each goal and objective to the strategic mission and vision.

The strategic planning process was developed to be broad and inclusive, with the intention of ensuring the mission and vision of the Office of Medical Education remained central to all its stakeholders and reflected the overall goals of the school. Additionally, a Steering Committee comprised of the vice dean for Medical Education, the associate dean for Undergraduate Medical Education, the associate dean for Graduate Medical Education and the assistant dean for Continuing Medical Education was created and met regularly to oversee and provide guidance during the planning process. A Strategic Planning Advisory Committee also was assembled and brought together administrators, faculty, alumni, staff, students and clinical partners from across the school to assess and integrate ideas and proposals for the Strategic Plan.

Through the work of the Advisory Committee and the participation of many others, we have a solid foundation to move forward with prioritized efforts of our resources and initiate conversation with our entire medical school community and clinical partners. The Steering Committee will continue as we transition into the implementation phase. Some will be engaged with developing new solutions or improving aspects of the Medical Education Program driven by this plan. This process has engaged key stakeholders and generated a new sense of excitement for the future of medical education in the Wayne State University School of Medicine.

“A Strategic Planning Advisory Committee was assembled that brought together administrators, faculty, alumni, staff, students and clinical partners from across the School to assess and integrate ideas and proposals for the Strategic Plan.”
MEDICAL EDUCATION
MISSION AND VISION
MISSION

Our mission is to provide a premier integrated medical education program for the physicians of tomorrow, who will be prepared to serve the health care needs of a diverse community with compassion and professionalism.

VISION

A globally recognized leader for its world-class integrated medical education programs delivered through state-of-the-art technologies and innovative methods.

HOW

Through educational innovation, research and clinical opportunities, we will create a robust learning environment that is learner-centered, that is adaptable to diverse student and partner needs, that inspires lifelong learning and that is supported by leadership that empowers faculty and staff to meet measurable organizational and program goals and objectives.

OUR VALUES

The achievement of our vision and mission is strengthened by our core values and principles. We will always aim to:

- Provide the highest quality medical education and service to our students and physician learners.
- Demonstrate continuous improvement based on inclusiveness, respect for new ideas and welcoming constructive feedback.
- Be accountable for our actions with integrity, professionalism, honesty and fairness.
- Consistently maintain a patient- and learner-centric focus in all that we do.
- Be mindful and respectful of all aspects of human differences such as socioeconomic status, race, ethnicity, language, nationality, sex, gender identity, sexual orientation, religion, geography, disability and age.
Medical Education Strategic Goals and Objectives
STRAATEGIC PLAN

EMERGING THEMES

Several major themes became apparent during the initial phase of the strategic planning process. Focus areas were identified that the Office of Medical Education could capitalize to fully unleash the enormous talents and resources of the school. Throughout this process these themes continued to receive wide support after much deliberations and retrospective analysis of the committee and stakeholders. The four major strategic themes or overarching goals listed in order of priority are:

I. Achieve educational excellence and promote innovation in the school’s education programs.
II. Foster an institutional environment that cultivates a strong sense of pride and quality to drive organizational excellence.
III. Enhance operational performance excellence through effective business processes.
IV. Strengthen and enhance the diverse clinical partnerships that support our unique learning opportunities.

Through the committee, several important strategic objectives were identified as necessary components in achieving each of these goals through a group consensus decision process to rank order each goal and objective that will be outlined next. This rank-ordering assisted us with the implementation activities of the strategic plan and helped allocate resources to achieve the goals and objectives.

- Integrated competency-based curriculum
- Comprehensive academic and personal support systems
- International education experiences
- Culture of teaching excellence
- Top-tier medical school

- Creating a customer-focused environment
- Business processes supporting learners, staff, faculty and clinical partners

- Enhanced relationships through:
  - Clinical and community-based partnerships
  - Targeted international engagements

- Work environment promoting:
  - Teamwork
  - Service excellence
  - Professional growth
  - Creative thinking
  - Diversity and inclusive learning
STRATEGIC PLANNING PRIORITIZATION

As with all strategic planning activities, goals and objectives of the plan cannot be implemented all at one time. A priority must be placed to allocate resources to address the goals and establish a relative ranking of how each goal and objective meets the mission and vision statement. To introduce some objectivity and consensus among the Advisory Committee, we conducted a workshop to debate the merits of each goal and objective relative to others in a pair-wise comparison methodology. Each goal was compared to its companion goals, and each objective was compared to its companion objectives within each strategic goal. The graph above summarizes the relative ranking of the strategic goals. A priority score is calculated based on the weight or level of importance the group applied to one strategic goal versus another. The pair-wise differences are calculated for all possible combinations and a priority score calculated. Priority scores are then normalized and assigned values. In the priority ranking of the strategic goals above, education received the highest priority score of .62 and received a normalized score of 100, followed by organizational excellence (.19, 30), partnerships (.12, 20) and operations excellence (.06, 10). The following section will describe each of these strategic goals, the priority rankings of the strategic objectives and the supporting data for the ranking of the objectives.

MEDICAL EDUCATION STRATEGIC GOALS AND OBJECTIVES

Educational Excellence:
Over the past 100 years there have been many advances in medical technology and shifts in our health care system. Yet until recently, the approach to medical education has remained unchanged, resulting in new challenges in the development and delivery of curriculum through the continuum of medical education. To address this need, we conducted a systematic review of our medical education programs. This review identified additional opportunities for horizontal and vertical integration of curriculum, bridging undergraduate medical education with graduate medical education and promoting teaching excellence.
**Strategic Goal:** Achieve educational excellence and promote innovation in all Wayne State University School of Medicine education programs.

We will achieve Educational Excellence by addressing the following strategic objectives:

1. Develop an innovative medical education curriculum to meet the challenges of today’s physicians and needs of our community.
   a. Develop an integrated competency-based curriculum.
   b. Improve the current and develop new methods of assessment.
   c. Strengthen the education infrastructure to promote innovation.
   d. Integrate a seamless medical education program leading to clinical excellence across the continuum.
   e. Ensure the practice of humanism and professionalism in clinical practice and patient-centered care.
   f. Instill the values and attributes of a life-long learner across the continuum of medical education.
   g. Promote a culture of team building and leadership development.
   h. Advocate for a culture of scientific inquiry and scholarship.
   i. Develop a culture of continuous quality improvement.
   j. Utilize technological advancement to optimize learning.
2. Develop a program to distinguish the Wayne State University School of Medicine as a top-tier medical school.
   a. Effectively meet and exceed all accreditation requirements.
   b. Develop and enhance programs to increase enrollment of groups that are under-represented in medicine.
   c. Attract, recruit and retain top-tier students, residents and faculty.
3. Create and sustain a culture that supports teaching excellence.
   a. Provide the formal preparation and training of faculty, residents and other educators.
   b. Enhance programs recognizing teaching excellence.

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**Educational Excellence Objectives**

**Priority Ranking**

- Curriculum Development: 100
- Enhance Learner Support Systems: 17
- Expand Learner local/global Opportunities: 7
- Culture of Teaching Excellence: 41
- Development Education Programs to Distinguish School: 76
Organizational Excellence:
Organizational Excellence is dependent upon a culture that is pursuing excellence, not only for the individuals it serves, but also for the development and advancement of employees. To succeed, an organization must provide the leadership to produce and maintain a positive organizational climate, while providing the opportunity for employees to develop the skills and initiative to achieve common goals.

Strategic Goal:
Create an institutional environment that cultivates a sense of pride and quality by promoting teamwork, recognizing service excellence, encouraging professional growth and creative thinking, and is committed to a diverse and inclusive learning environment.

We will achieve Organizational Excellence by addressing the following strategic objectives:

1. Establish a culture in which everyone is responsible for the organization’s success and failures.
   a. Enhance employee locus of control to better enhance and monitor service delivery.
   b. Enhance employees’ ability to analyze and solve problems through improved application of established guidelines and innovative methods of service delivery.
   c. Develop an incentive-based program that is linked to both individual and program performance.
2. Develop and implement a process to break down barriers within and between departments.
   a. Develop methods to improve internal and external communication methods and processes among staff and leadership.
   b. Create an atmosphere of trust with management and leadership that supports a positive work environment.
   c. Enhance the level of trust and cooperation among staff and management within and between departments.
3. Enhance internal processes and programs to assist faculty and staff in continued professional development and advancement, and continued improvement of leadership skills.
4. Develop a sense of community for students, staff, faculty and clinical partners that is mindful and respectful of human differences such as race, ethnicity, sex, gender identity, religion, disability and age.

5. Establish and project our identity as a top medical institution.
   a. Enhance the marketing plan aimed at our community at the pre-admissions, admissions, Graduate Medical Education and Continuing Medical Education areas.
   b. Enhance marketing as a top community-engaged medical education and research institution.
Operational Performance Excellence:
Our goal is to provide high quality service to our “customers,” including students, faculty, clinical and community partners. Aligning Operational Performance Excellence as a strategic goal for medical education will improve the reliability and efficiency of our business processes through continuous quality improvement. This will provide our employees a better understanding of the work flow between and within departments and identify potential breakdowns before they occur.

Strategic Goal: To enhance operational performance excellence though effective business processes with a focus on our internal and external stakeholders.

We will achieve Operational Performance Excellence by addressing the following strategic objectives:

1. Create and maintain a centralized Human Resources and Business Planning Office for Medical Education that will provide consistency and timeliness.
2. Align all educational activities and objectives with our partners in the areas of calendars/schedules, medical education resources and processes.
3. Development of business processes supported by technology and training programs that enhance the relationship between departments and among staff and faculty.
4. Development of customer service standards that demonstrate our commitment to service excellence.
5. Develop a strategic mapping of departments and functions to better align our resources with the needs of students, faculty and employees.
6. Conduct a needs assessment to identify facility and resource needs necessary to achieve our goal of a new curriculum to train the next generation of physicians.
7. Enhancement of student and employee access to information and resources through web-based/technology applications to enhance timely, accurate point-of-care service to our students and faculty.
Operational Excellence Objectives
Priority Ranking

Priority - Normalized

Customer Service Development 33
Business Process Improvement 81
Information Portal Enhancements 11
HR / Business Planning Office 100
Facility Resource Evaluation 17
Department Function Mapping 22
Stakeholder Alignment 98
**Partnership Excellence:**
Medical education in today’s society is dependent upon external partnerships that are developed within the university, community and internationally. Historically, what we could accomplish independently has now transitioned to a collaborative effort to utilize the strengths within each of our organizations to provide unique opportunities and a top-tier education for our learners.

**Strategic Goal:** Explore and enhance partnerships that support unique learning opportunities, including international sites and learner-centric clinical rotation experiences.

We will achieve Partnership Excellence by addressing the following strategic objectives:

1. Promote excellence in clinical education.
   a. Maintain and enhance clinical training opportunities that take advantage of shared strengths and emerging opportunities.
   b. Establish WSUSOM partnership standards (function and support) that ensure consistency of engagement with our partners and mindfulness of the special needs of our partners.
2. Form a strong community link by developing strategic community partners integral to the WSUSOM medical education mission.
3. Support strategic partner relationships with other WSU schools and colleges (e.g., College of Nursing, College of Pharmacy and Health Sciences, Social Work, Law School, Biomedical Engineering, College of Education, Business School, etc.) to implement integrated professional educational programs that meet the needs of patients and communities.
4. Develop partnerships for unique learning opportunities, including international programs that support and promote structured and supervised global health educational experiences.

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**Partnership Excellence Objectives Priority Ranking**

![Chart showing priority ranking of partnership objectives]

- Promote Clinical Excellence Experience: 100
- Build a Strong Community Link: 41
- Coordinate/Leverage with Other WSU School Partnerships: 17
- Create Unique Learning Partner Opportunities: 7
It is important to utilize the strengths of our partners to provide top-tier education for our learners.
Conclusion
It is our sincere and ambitious hope that through achieving these overarching goals and objectives a great school will rise to even greater heights. Organizational excellence, operational excellence and our partners are the foundation upon which educational excellence and an engaged, positive culture of learning are built.

The next phase of the strategic planning process, Phase II, is to delve deeper into the medical education domains of UME, GME and CME to identify training level-specific goals and objectives, identify overlapping goals and objectives, prioritize those that are specific to integration and innovation across the continuum of medical education, and then begin the process of curriculum renewal and reform.

“A culture based on teamwork and accountability is the foundation for success.”
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