




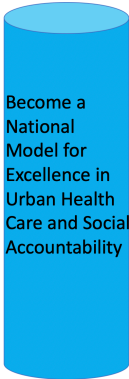
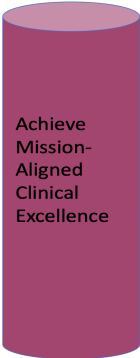
**WAYNE STATE UNIVERSITY SCHOOL OF MEDICINE  
2023 – 2030 STRATEGIC PLAN**

***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.***

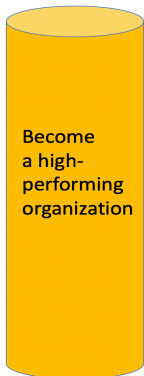
**For measurable outcomes for each pillar, the following parameters will be in place by June 1, 2023**

- Who would be the implementation team, leader(s) and partners?
- How will measurable outcomes be achieved?
- What are the resources needed?
- What are the milestones of progress and how will they be monitored?
- How often will the leadership team update the school’s family on progress?

<b>PILLARS</b>	<b>GOALS</b>	<b>MEASURABLE OUTCOMES</b>
<p><b>1</b></p>  <p>Provide Transformative Medical and Graduate Education</p>	<ol style="list-style-type: none"> <li>1. Adopt a multifaceted and comprehensive approach to educational workforce development.</li> <li>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.</li> <li>3. Optimize the learning and living environment for medical and graduate students.</li> <li>4. Explore organizational vehicles for creating an integrative and collaborative education system aimed at producing and supporting life-long Master Adaptive Learners.</li> <li>5. Promote excellence across the full continuum of medical education by strengthening the linkage between medical student education and Graduate Medical Education at all clinical sites.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement development programs for faculty and administrators involved with all aspects of educational activities, starting in June 2024</li> <li>2. Improve pass rates of USMLE steps I, II and III to 95% - 2025</li> <li>3. Maintain match rate <math>\geq</math> 98%</li> <li>4. Student satisfaction with quality of Medical Education greater than 75<sup>th</sup> percentile</li> <li>5. Greater than 75<sup>th</sup> percentile measures of SOM Environment Scale (Emotional Climate, Student-Student and Student-Faculty interaction) - 2026</li> <li>6. Define measurable outcomes for students' involvement in community service by January 2024</li> <li>7. Provide research opportunities to all students by 2025</li> <li>8. Increase the number of graduate fellowships by 2025</li> <li>9. Increase publications by students by 25% annually, starting in 2025</li> </ol>
<p><b>2</b></p>  <p>Ensure a Diverse and Inclusive Culture and Community</p>	<ol style="list-style-type: none"> <li>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).</li> <li>2. Implement a standardized review of applications to increase the pool of URIM candidates, and ultimately URIM enrollment, across all School of Medicine academic programs.</li> <li>3. Develop comprehensive strategies to ensure an inclusive, supportive and welcoming environment for URIM.</li> </ol>	<ol style="list-style-type: none"> <li>1. Become among the top 5% in the country in terms of diversity, equity, inclusion and access</li> <li>2. Increase URIM and low SES students by 25% by 2026 and another 25% by 2030</li> <li>3. Ensure adequate resources to support URIM and low SES students for national exams, the SOM journey and residencies</li> <li>4. Guide URIM and low SES students, aiming for comparable success across all student groups, (inclusive excellence) by 2026</li> <li>5. Increase URIM and low SES student involvement in research projects</li> <li>6. Increase the number of URIM and female clinical and basic science faculty by 30% by 2026 and 50% by 2030</li> </ol>

<p style="text-align: center;"><b>3</b></p>  <p style="text-align: center;">Enhance Our Leadership in Basic, Applied and Community Research</p>	<ol style="list-style-type: none"> <li>1. Expand our clinical, basic science and translational research support portfolio.</li> <li>2. Enhance collaboration among clinical, basic science and translational researchers and clinicians within the School of Medicine and beyond.</li> <li>3. Stimulate professional and research skill development of postdoctoral trainees and research staff to enhance the adaptation of cutting-edge concepts and technical approaches.</li> <li>4. Enhance student engagement in research activities and success.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide seed funding in the SOM research office, starting in October 2023</li> <li>2. Enhance departmental and school-wide mentoring, starting in January 2024</li> <li>3. Increase peer-reviewed publications by 10% annually, starting in 2024</li> <li>4. Increase extramural funding by 5% annually, starting in 2024</li> <li>5. Enhance thematic and cross-departmental research. Plan to be completed by December 2023</li> <li>6. Establish faculty/staff retention program</li> <li>7. Conduct annual review for effectiveness of research support starting in December 2024</li> </ol>
<p style="text-align: center;"><b>4</b></p>  <p style="text-align: center;">Become a National Model for Excellence in Urban Health Care and Social Accountability</p>	<ol style="list-style-type: none"> <li>1. Work in partnership with Wayne State University resources and community-based organizations to identify and address specific community needs.</li> <li>2. Promote health disparity research by facilitating collaborations between faculty/staff/student and community organization/diversity office/epidemiology core.</li> <li>3. Assist faculty in obtaining research supplements from the National Institutes of Health to promote diversity in health-related research (Diversity Supplements)</li> <li>4. Provide mentoring for high school and undergraduate students in underserved areas to support their career development in the biomedical field.</li> <li>5. Increase the number of graduates working in underserved areas.</li> </ol>	<ol style="list-style-type: none"> <li>1. In September 2023, the SOM will introduce a plan to establish a program with community leaders through churches, schools and service centers for health care education, screening programs, and facilitating access to affiliated clinics and hospitals. Monitor results annually</li> <li>2. In October 2023, the school will facilitate a conference focusing on primary care in the city of Detroit. Engage multiple stakeholders to participate, with the aim of producing a white paper and a two-, five- and seven-year action plan with measurable outcome metrics. Resources and accountability will also be defined</li> <li>3. Launch an initiative to increase health literacy within the SOM's communities through schools, churches and community centers. Plans underway with senior students, faculty and community leaders to start in January 2024</li> </ol>
<p style="text-align: center;"><b>5</b></p>  <p style="text-align: center;">Achieve Mission-Aligned Clinical Excellence</p>	<ol style="list-style-type: none"> <li>1. Plan and execute academic and clinical partnerships with health care systems with shared commitments and values.</li> <li>2. Build Wayne Health into a viable faculty practice plan that contributes positively to the overall performance of the School of Medicine.</li> <li>3. Work on achieving financial sustainability.</li> </ol>	<ol style="list-style-type: none"> <li>1. Construct a comprehensive communication plan completed by December 2023. Resources and implementation by March 2024. Launching in June 2024</li> <li>2. Clinical faculty development programs</li> <li>3. Training for SOM-sponsored and affiliated training programs, both to be completed by October 2023.</li> <li>4. Promote translational research - initiate in October 2023, outcome measures starting in January 2024</li> <li>5. Increase clinical trials. Taskforce to be formed by September 2023 to assess status.</li> <li>6. In 2022, SOM launched a drive to realign operating costs to maximize efficiency</li> <li>7. By October 2023, monthly reports to all SOM departments and units</li> <li>8. PEPPAP and FMRE revenues to maintain positive annual balance</li> </ol>

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1. Promote and expect a culture of accountability, collegiality, openness and transparency.
2. Develop and adopt a continuous quality improvement culture that incorporates follow-up and monitoring of ongoing performance.
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.
4. Enhance the culture and vehicles for communication within the School of Medicine and between its multiple constituencies.
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.

SOM retreat scheduled early November 2023 with key building blocks:

- a. Effective, reliable and timely communications
- b. Lean and clear processes, governed by regularly-updated and modified policies and procedures
- c. Accountability and transparency

The retreat will be charged with

- a. Developing outcome targets and metrics
- b. Assembling a monitoring committee representative of the school and outside members.

First two weeks of December 2023 plan to be shared and publicized through multiple venues to achieve awareness, "buy in" and enthusiasm to adopt and support the plan

Starting January 2024, defined metrics of improvement will be monitored and reported to the leadership at six-month intervals and to the whole SOM annually