

CRITICAL ISSUE 4: How do we strengthen and streamline the infrastructure, systems, and processes to achieve operational efficiency and effectiveness that enables success, minimizes conflict, and supports our mission and the strategic plan?

SD4.1 Evaluate the current situation to identify the most critical challenges and obstacles to operational efficiency and effectiveness within the College.

Objective	Target Completion Date	Status
Obj 4.1.1 Establish an ongoing CPI (continuous process improvement) Committee within the College to oversee continuous process improvement.	2014	Completed
Obj 4.1.2 Complete an assessment of the sources of conflict within the College relating to operational issues	2014	In Progress

Comment:

The CPI Committee has met regularly in 2014/15 and has worked to improve efficiencies within our operations. Both departments have improved oversight of operations and have implemented strategies to improve accountability at the department level,. In the past year there has been a noticeable decline in operational issues being surfaced at the Dean's Office level.

SD4.2 Identify best practices for operational efficiency from targeted organizations.

Objective	Target Completion Date	Status
Obj 4.2.1 Identify 3 internal academic units within the University and evaluate (e.g., survey, or site visit) their business practices and processes to determine best practices.	2015	In Progress
Obj 4.2.2 Identify 3 external "stretch" Universities and evaluate (e.g., survey, or site visit) their business practices and processes to determine best practices.	2015	In Progress

Comment:

We have had discussions with the University of North Carolina and have modeled internal survey instruments from those used at the college of pharmacy. In 2015/16 the department of Pharmaceutical Sciences is undergoing an Academic Program Review and that review will include a comparison to peer and stretch universities. This review will provide insight into the level and quality of staff support in that department.

SD4.3 Based on the results of the assessment above, implement optimized policies, procedures, and strategies to improve operational efficiencies and effectiveness.

Objective	Target Completion Date	Status
Obj 4.3.1 Develop a set of standardized, step-by-step policies to the most commonly conducted business activities within the College to reduce the number of times a given document has to be reviewed by the business office.	2015	In Progress
Obj 4.3.2 In collaboration with the Departmental and College Central Business Offices, develop a plan of action that will ensure targeted priority processes can be completed within an agreed upon timeframe.	2015	In Progress

Comment:

Hiring checklists are available at: <http://www.cphs.wayne.edu/personnel/> which can be used as guides for faculty and post-doctoral fellow hiring.

In the 2014/15 academic year the Department of Pharmacy Practice has implemented an internal tracking process for all transactions involving departmental staff.

SD4.4 Establish and implement formal processes for faculty and staff training to optimize operational efficiency and effectiveness.

Objective	Target Completion Date	Status
Obj 4.41 In new hire orientation, and for all faculty and staff annually, inform and educate faculty and staff on operational policies, processes, resources, and successful outcomes of CPI (continuous process improvement)..	2014	In Progress
Obj 4.4.2 Update the Faculty Handbook to include the standard methods to accomplish the necessary items and accountabilities	2014	In Progress
Obj 4.4.3 create a CPI dashboard accessible to everyone within or affected by the College's operations	2015	No progress

Comment:

In both departments detailed faculty orientation programs are used to expose faculty to all operations of the college. Research intensive faculty are encouraged to establish regular meeting scheduled with the college's Grant Manager and Business Office to help insure business transactions and hiring practices are done timely and in accord with university policy.

The Faculty Handbook is published at: <http://cphs.wayne.edu/pdf/academic-handbook-april-2014.pdf>.

