

Strategic Plan Overall Assessment

After 2 years into implementation of the Division of Pharmacy Strategic Plan substantive progress has been made towards achieving the objectives identified under 5 major Critical Issues outlined. The Program has been particularly successful at achieving the objectives outlined in Critical Issue 1: How do we ensure our curricula advance our mission and vision, address and adapt to evolving health care needs of patients in society, and enable our graduates to be competitive?; and those outlined in Critical Issue 2: How do we advance our research agenda and increase our recognition and prominence?

The Doctor of Pharmacy Program has developed a revised curriculum that will be implemented in 2016. The work associated with the Academic Program Review and Higher Learning Commission (HLC) accreditation has strengthened the graduate programs. Movement towards identifying scholarly areas of strength and progress towards multi-investigative research programs in the areas of diabetes/metabolic disease and infectious diseases is noteworthy. While improvements have been made with infrastructure and support, there is still much to be accomplished regarding Critical Issue 4. Finally, there remains much work to be done to achieve the development goals outlined in Critical Issue 5. In summary, the Division of Pharmacy has much to be proud of in terms of the accomplishments they have made over the past 2 years.

Overall there are 79 objectives distributed among the 5 Critical Issues. The Division has either met or made progress towards achieving 56 (71%) of these objectives. A summary table by Critical Issue is below, followed by a detailed analysis provided by each Critical Issue.

	No Progress	Progress Made	Completed
CRITICAL ISSUE 1: How do we ensure our curricula advance our mission and vision, address and adapt to evolving health care needs of patients in society, and enable our graduates to be competitive?	2 (14%)	6 (43%)	6 43%
CRITICAL ISSUE 2: How do we advance our research agenda and increase our recognition and prominence?	3 (12%)	20 (80%)	2 (8%)
CRITICAL ISSUE 3: How does the Pharmacy Program advance innovative practice models?	3 (33%)	6 (67%)	
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?	1 (11%)	7 (78%)	1 (11%)
CRITICAL ISSUE 5: How do we continue growth and success in a climate of reduced resources, increasing competition, and dynamic changes in education and healthcare?	14 (64%)	7 (32%)	1 (4%)
Overall	23 (29%)	46 (58%)	10 (13%)

CRITICAL ISSUE 1: How do we ensure our curricula advance our mission and vision, address and adapt to evolving health care needs of patients in society, and enable our graduates to be competitive?

Key Facts:

In Fall 2015 we will meet the following enrollment targets:

- PharmD Program: 390
- MS Program in Pharmaceutical Sciences 20 (?)
- PhD Program in Pharmaceutical Sciences: 15 (?)

In 2015 the following degrees were awarded:

- BHS with concentration in Pharmaceutical Sciences: 46
- PharmD: 96
- MS: 2
- PhD: 0

SD1.1 Transform the curricula to ensure they are contemporary, relevant, and financially sound.

Objective	Target Completion Date	Status
Obj 1.1.1 Complete a feasibility analysis to offer a BS in the area of healthcare science as a standalone curriculum	2015	No progress
Obj 1.1.2 Complete a feasibility analysis to offer a degree of BS in the area of pharmaceutical sciences as a milestone on the way to the PharmD degree	2014	Completed
Obj 1.1.3 Complete a feasibility analysis of offering a degree of BS in the area of pharmaceutical sciences	2014	In progress
Obj 1.1.4 Complete a feasibility analysis of offering an MS degree in the Department of Pharmacy Practice	2014	Completed
Obj 1.1.5 Conduct a graduate curricular map and implement strategies to ensure that the graduate program is innovative, contemporary, and meets the needs of the marketplace	2015	Completed
Obj 1.1.6 complete a feasibility analysis of requiring for admission into the PharmD program a Bachelor of Science degree.	2016	No progress

Comment regarding Obj 1.1.2:

This is the second year this degree has been awarded to Doctor of Pharmacy students with 46 students receiving the degree while in the PharmD program. A total of 138 students have received this degree in the past 2 years.

SD1.2 Identify and implement innovative practice and educational methods into our curricula.

Objective	Target Completion Date	Status
Obj 1.2.1 Establish benchmarks to ensure we are meeting current and future practice needs of the marketplace	2014	Completed
Obj 1.2.2 Develop and implement a plan that incorporates an innovative and student-centered educational curriculum.	2015	Completed
Obj 1.2.3 Explore and create classroom layouts and spaces to accommodate and facilitate planned changes in teaching and learning methodologies	2015	Completed
Obj 1.2.4 Develop and implement a hands-on skills assessment to be administered to P3 students prior to entry to APPE's in order to enhance student summative and curricular assessment	2017	In progress

Comment:

All of the objectives have either been met or specific plans are in place to meet the objective within the context of the renewed curriculum approved at the Faculty of Pharmacy Meeting on January 28, 2015. This renewed curriculum addresses the CAPE Outcomes 2013 and the ACPE Standards 2016. Part of the curricular philosophy requires the inclusion of active learning in all courses with a minimum average of 10-15 minutes/hour of contact time in the classroom. The Pharmacotherapeutic Problem Solving Course sequence has been increased by 3 credit hours and a capstone course added. The first year students will be admitted into this curriculum will be Fall 2016.

The conversion of Rm 4545 to a Team Based Learning Classroom began in May 2015 with the goal of having this classroom available for use by F 2015.

The renewed curriculum has a required capstone course in the Winter Semester of the P3 year. This course will provide a venue for pre-APPE skills assessments to be performed that will be designed to test APPE readiness. The first semester this will be taught will be WTR 2019.

SD1.3 Foster an environment that encourages innovative teaching practices, educational programs, and inter-professional activities.

Objective	Target Completion Date	Status
Obj 1.3.1 Implement strategies that contribute to a culture that values and encourages innovations that improve teaching and learning	2018	In progress
Obj 1.3.2 Develop the infrastructure to support, encourage, and disseminate innovations that improve teaching and learning.	2016	In progress

Obj 1.3.3 Create a faculty development plan that enables faculty to adopt innovative pedagogy and teaching methods	2014	In progress
Obj 1.3.4 Expand and formalize interprofessional education to improve skills in the area of interprofessional healthcare delivery.	2016	In progress

Comment:

The Pharmacotherapeutic Problem Solving Sequence has been implemented as a separate course threading through the second and third year of the current curriculum. Faculty development has been completed to improve facilitation skills for all faculty who have participated in the course and is ongoing for faculty who will be facilitating each semester. This has been completed through videos and in person role playing and discussion. All faculty who write cases for the courses are provided with training and feedback and guidance throughout the process.

A team-based learning workshop sequence was provided during the summer of 2015. This sequence included active learning and workshops for faculty to get feedback and practice skills of team based learning session development and facilitation. Along with this process, faculty created consensus around a systematic approach to delivering team-based learning.

Inter professional education has increased in the Doctor of Pharmacy Program starting in the P2 year with inter professional team visits (IPTV) which are repeated in the P3 year. In the Hospital-IPPE an activity with M3 students in a patient safety day; continuation/expansion is being considered. This past year a pilot program with the University of Detroit Mercy PA Program was started with P4 Pharmacy and PA students. One day they are at the pharmacy site participating together in assisting patients with OTC selection, MTM, and prescription processing; the other day they are at clinic where the PA is rotating and jointly providing care.

CRITICAL ISSUE 2: How do we advance our research agenda and increase our recognition and prominence?

Key Facts:

2014 NIH Funding: \$ \$2,586,413

2014 R01 funding: \$1,755,551

2014 Other Federal Funding: \$325,000 [VA; MERRIT and SRCS award for 2014]

2014 Non-federal funding: \$586,654

163 peer review publications by faculty in the period 2013 - 2014

Over 4800 citations of faculty work in 2014 with 100% of the faculty in the department of Pharmaceutical Sciences being cited

SD2.1 Establish the Pharmacy Program's research identity that includes Pharmaceutical Sciences and Pharmacy Practice.

Objective	Target Completion Date	Status
Obj 2.1.1 Reach consensus within Pharmaceutical Sciences and Pharmacy Practice on establishing the following as our positioning statement. "Translating drug discovery and clinical and educational research into practice."	2014	Completed
Obj 2.1.2 On average over a 3-year period, each research-intensive faculty member will publish at least two peer-reviewed papers per year in a citable database.	2016	In progress
Obj 1.2.3 On average over a 3-year period, each practice- or teaching-intensive faculty member will publish at least one peer-reviewed publication.	2016	In progress

Comment:

Over 85% of faculty in Pharmacy Practice and almost 90% of faculty in Pharmaceutical Sciences have published in the past 3 years. The percentage of faculty publishing and those cited has gone up in 2014 compared to 2013. In 2014 we averaged just under 2 publications per faculty. Over a 3 year period faculty average the average publication per year by faculty is over 2 (2.2 for PPR and 2.4 for PSC faculty). The average Impact Factor for the top 15 journals published by PPR faculty in 2014 is 3.556 and 4.765 for PSC faculty. The Table below shows the current 3 year publication record by department and faculty category.

Faculty Category	Average #/year	Median #/year	Number at or above goal
PPR – Research	4.76	3.33	5/7 (71%)
PPR – Teaching	1.49	1.00	14/24 (58%)
PSC - Research	3.28	3.00	10/13 (77%)
PSC - Teaching	0.33	0.33	0/4 (0%)

SD2.2 Establish Pharmacy Program-based Centers of Research Excellence.

Objective	Target Completion Date	Status
Obj 2.2.1 Establish externally-funded, focused highly desirable multi-investigator grants (centers, R24s, very large RO1s, etc) in the areas of infectious disease, neuroscience, diabetes, and oncology	2016	In progress
Obj 2.2.2 Establish research areas of excellence in the scholarship of teaching and learning, pharmacy practice based research, health outcomes, and health policy.	2016	In progress
Obj 2.2.3 Create a scientific advisory board external to the University and College to provide guidance on establishing a center of excellence for each of the above areas.	2014	Completed
Obj 2.2.4 develop multi-investigator, interdisciplinary programs in research within the Program.	2016	In progress

Comment:

As a result of input from the Scientific Advisory Board and with the arrival of Dr. Stephen Lanier as Vice President for Research, several strategic planning sessions occurred to assess our program research strengths. These were particularly targeted to 2 major consultant reports (Batelle Report and FaegreBD report) done evaluating the research enterprise at Wayne State University. It is noteworthy that we have 10 faculty members involved on 14 funded multi-investigator grants across campus. The following general areas were evaluated as program strengths on which we have the ability to build:

- Prevalence and prevention of cardiovascular disease
- Metabolic diseases, obesity and diabetes
- Genes, environment, ethnicity and health
- Brain science and neurological health
- Cancer
- Infectious diseases and ID management

The following has been accomplished

Steve Firestine was funded on a large multi-investigator R01 with a total funded amount of over \$3M. In addition to Dr. Firestine the co-PIs are Dr. Ernesto V. Abel-Santos of the University of Nevada Las Vegas and Dr. Nigel P. Minton of the University of Nottingham, UK. Funding for work being led by Dr. Firestine and his research group in the Eugene Applebaum College of Pharmacy and Health Sciences totals approximately \$1.1 million. The goal of their grant is to prove the effectiveness of a new treatment for *Clostridium difficile* Infection (CDI).

Zhengping Yi is expected to be funded (score 4th %tile) on an RO1 titled: Serine/Threonine Protein Phosphatase 1 in Insulin Resistance and Type 2 diabetes. This grant approaches \$3M and involves investigators from the College of Pharmacy, the Wayne State University School of Medicine and the University of Michigan School of Kinesiology.

Linda Jaber scored well on a multi-institutional RO1 submitted to NIDDK titled The SALAAM study: Self-mAnagement and cuLture in Arab Americans. This was resubmitted July 2015.

An R24 was submitted by Zhengping Yi titled “Molecular Signatures of Type 2 Diabetes Progression and Prevention”. The co-PIs were: Co-PI Jeffrey Horowitz, Ph.D. (University of Michigan), and Johanna K. DiStefano, Ph.D. (Translational Genomics Research Institute). The grant was scored but not funded and recommended for seed funding.

The Urban Center for Antimicrobial Resistance, Discovery, Education and Stewardship (UCARDES) was funded at \$892,296 over 3 years (\$292,432 in each year). Dr. Keith Kaye in the Department of Internal Medicine is the principal investigator with substantial support from the Pharmacy Program from the following faculty: Drs. Paul Kilgore and Michael Rybak in the Department of Pharmacy Practice and Dr. Steve Firestone in the department of Pharmaceutical Sciences.

A MERIT review application led by Dr. Anjan Kowluru was funded through 2019 [\$650,000] for studies involving mechanisms of beta cell dysfunction in diabetes. These studies will be conducted in collaboration with faculty in Wayne State University School of Medicine.

A group of faculty (Drs. Kowluru, Chen, Yi, Iyer and Timothy Stemmler) have been working towards a multi-investigator grant that relates to cell signaling processes involved in cell death as occurs in diabetes and metabolic syndrome. The targeted submission date is November 2015. A subcommittee from the Scientific Advisor Board will be assisting this group on formulating the submission over the summer of 2015.

In terms of collaborations with major university efforts the following exists:

- Drs Bhalla, Chen, Corcoran, Kilgore, Kowluru and Chen are members of the CURES Center
- Drs. Yi and Kowluru are members of the Diabetes and Obesity Team Science (DOTS) program
- Drs. Yi and Kowluru are members of the NIDDK-funded T32 training grant in WSU School of Medicine. Dr. Kowluru is member of the Executive Committee of this training grant, which funds and provides training to clinicians interested in endocrine research
- Drs. Yi and Kowluru are mentors in the graduate student training award given by the DOTS initiative at Wayne State University
- Dr. Pitts is Co-Director Urban Watershed Environmental Research Group

Faculty in the department of Pharmacy Practice have advanced the Scholarship of Teaching and Learning (SOTL). In the past 3 years faculty have had 4 manuscripts published in the American Journal of Pharmaceutical Education. At the 2015 AACP Annual Meeting faculty will be participating in 3 platform presentations related to SOTL.

SD2.3 Increase the local, national and international level of awareness and recognition for research at Wayne State EACPHS.

Objective	Target Completion Date	Status
Obj 2.3.1 Develop and conduct at least one symposium at the College annually.	2015	In progress
Obj 2.3.2 Enhance the pharmacy website to include appropriate emphasis on research and scholarship accomplishments.	2014	In progress

Obj 2.3.3 Identify a promotional relations (PR) person for pharmacy to be accountable to work in conjunction with the College PR person to implement our objectives.	2014	In progress
Obj 2.3.4 Start our own college <i>New Science</i> publication.	2015	No Progress

Comment: The College hired a new informational officer (Ms. Tracy Walker) this past academic year. Under her direction the College website is being redesigned for 2015 and improved methods of communicating to our constituencies is being pursued. The Doctor of Pharmacy program uses social media as a source of communication with the Twitter account having 935 followers. Plans are in progress to have a Diabetes Symposium in Detroit in 2016.

The College and Pharmacy Program both offer signature lecture series that are tied to highly visible events such as the College Research Day and Rho Chi Initiation Ceremony. In 2014 the college initiated the "Health Sciences Lecture Series). Two lectures were given this year:

- Understanding the Multi-Gen Workforce and The Coming Leadership Deficit on October 17, 2014
- Trauma: Understanding the causes and symptoms of trauma and how to address as professionals working with a variety of patients and clients on June 3, 2015.

On October 29, 2014 the College held the 2014 Martin Barr-Stephen Wilson Lecture presented by Kenneth J. Ottenbacher, PhD, OTR, a nationally acclaimed expert in rehabilitation outcomes for older adults. Dr. Ottenbacher is the Russell Shearn Moody Distinguished Chair in Neurological Rehabilitation; Professor & Director, Division of Rehabilitation Science; Director, Center for Rehabilitation Sciences Senior and Associate Dean for Graduate Education and Research (SHP) at the University of Texas Medical Branch.

The College Research Day was held on October 1, 2014 with almost 100 posters presented. George C. Prendegast, Ph.D., CEO of the Lankenau Institute for Medical Research was the keynote speaker.

Each year the Lakey Award lecture is held in association with the Rho Chi Induction Ceremony. This past year Dr. Philip Low, R.C. Corley Distinguished Professor of Chemistry and Director Purdue University Center for Drug Discovery was the recipient. His lecture titled "Ligand-Targeted Imaging and Therapeutic Agents for Cancer, Autoimmune and Infectious Diseases was presented on April 8, 2015.

SD2.4 Increase our presence in leadership roles in scientific and professional organizations.

Objective	Target Completion Date	Status
Obj 2.4.1 75% of faculty members will hold committee memberships, chairs, or elected office.	2018	In progress

Comment: In the 2014/15 academic year 17 faculty held 47 editorial board positions which included positions as Editor, Scientific Editor and Editor-in-Chief. Faculty have a high level of leadership roles in professional and scientific societies.

SD2.5 Create a culture of expectation for students to participate in research.

Objective	Target Completion Date	Status
Obj 2.5.1 Review current <i>PSC Intro To Research and Medical Informatics</i> courses to determine the ability to expand or create a concurrent course for PHA designation	2014	In progress
Obj 2.5.2 Complete a feasibility analysis of innovative approaches to enhance student engagement in research.	2014	In progress
Obj 2.5.3 By 2014, increase student participation in internal and external research seminars and conferences.	2014	In progress

Comment: The recommendations of a Curriculum Committee Task Force on enhancing the research experience in the Doctor of Pharmacy Program led to a 'Research Scholars' tract in the renewed Curriculum which will be implemented in Fall 2016. As part of the curriculum Renewal the Medical Informatics course was also redesigned to include research design and methods and moved to the Fall Semester of the P1 year.

SD2.6 Create a research core support infrastructure within the College.

Objective	Target Completion Date	Status
Obj 2.6.1 Complete a needs assessment of instruments and personnel to support our research agenda.	2014	In progress
Obj 2.6.2 Develop a plan to acquire funds to support major core facilities.	2015	In progress

Comment:

A plan for the service contract on the 4th Floors LC/MS has been arranged to be split in thirds by the principle investigator/PSC/College Research Office

The College is installing an uninterruptible power source (UPS) and backup generator in 2015. This will insure continuous power supply to essential equipment and freezers.

A new research support staff position has been created to provide accounting support for internal grants and post-award support. This position was filled June 2015.

SD2.7 Increase funding for our research.

Objective	Target Completion Date	Status
Obj 2.7.1 Evaluate current participation, success rate, and outcomes of available seed funding (e.g., FRAP).	2014	In progress
Obj 2.7.2 Create and incentivize a structured mentoring program.	2015	In progress
Obj 2.7.3 Create a think-tank forum for group collaboration targeted at specific funding opportunities.	2014	In progress
Obj 2.7.4 Increase the number of PhD faculty in the Pharmacy Division to the equivalent of our stretch ranking in the mid-30's.	2018	No progress
Obj 2.7.5, Increase the number and ratio of funded graduate students to post-doctoral fellows.	2016	No progress
Obj 2.7.6 Increase the Division of Pharmacy's federal funding to a minimum of \$5 million.	2018	In progress
Obj 2.7.7 Increase the Division of Pharmacy's total external funding to a minimum of \$6 million.	2018	In progress
Obj 2.7.8 To be in the top 25 schools of pharmacy in terms of total external funding.	2018	In progress

Comment: The faculty in the program have been successful in obtaining seed money from the university with a total of almost \$400,000 obtained over the past 2 years. Noteworthy is the support from CURES for Fei Chen and the support for Alope Dutta from the President's BRAIN Initiative program. The table below outlines support provided from the department, college and university for faculty research activity in 2014/15.

Faculty	Year	Program Title	Department	College	University	Total
Chen F	2014	CURES			\$100,000	\$100,000
Dutta A	2014	President Research Enhancement			\$100,000	\$100,000
Firestine S	2014	Bridge Funding			\$35,000	\$35,000
Rybak M	2014	Equipment Grant	\$10,000		\$10,000	\$20,000
Merkel O	2014	Bridge Funding			\$35,000	\$35,000
Merkel O	2014	Equipment Grant	\$3,000		\$3,000	\$6,000
Separovic D	2014	Bridge funding			\$35,000	
Yi Z	2014	Bridge Funding		\$7,500	\$7,500	\$15,000

Yi Z	2014	Equipment Grant	\$5,000		\$8,500	\$13,500
2014 Total						\$324,500
Ashour H	2015	University Research Award			\$10,000	\$10,000
Burghardt K	2015	AACP Grant		\$5,000		\$5,000
Dutta A	2015	LC/MS Service	\$2,265	\$2,265		\$4,530
Firestine	2015	Equipment Grant				\$50,000
Firestine	2015	Equipment Grant		\$3,000	\$3,000	\$6,000
Rybak M	2015	Equipment	\$20,000		\$30,000	\$50,000
Kilgore, Rybak, Firestine	2015	UCARDES, President Research Enhancement (Total 3 year: \$892,296)				\$297,432
2015 Total						\$362,962

Dr. Anjan Kowluru has led an incubator group (Drs. Chen, Stemmler, Yi) that meets to move forward with a multi-investigator R-24 application involving the role of cell signaling process in cell death.

In addition faculty(Drs. Cha and Burghardt) have been supported to attend the ACCP Focused Investigator Training program, the ASHP Research Boot Camp (Drs. Giuliano and Lipari), and to attend grant workshops (Drs. Millisor, Burghardt and Separovic).

Faculty mentoring programs have been implemented in both departments. An "Assistant Professor" Learning Community has been established in the Department of Pharmacy Practice.

CRITICAL ISSUE 3: How does the Pharmacy Program advance innovative practice models?

Key Stats:

Institutions with jointly funded faculty:

Detroit Receiving Hospital
Harper University Hospital
Health Centers for Detroit
Henry Ford Health System
Meijer
Oakwood Health System
St. John Medical Center and Health System
Wm Beaumont Hospital

The program utilizes 394 preceptors in 301 sites. In the year 2014/15 251 preceptors were used to provide 670 APPEs. Sites used include almost every health system in Southeastern Michigan, all of the major providers of community pharmacy services (CVS, Kroger, Meijer, RiteAid, Target, Walgreens, Walmart), insurance providers (Blue Cross and Shield of Michigan, HAP). Elective rotations are available in Canada at the Hotel Dieu, Windsor Regional Hospital and Shoppers Drug Mart.

Student rating of experiential rotation as very good or excellent:

2012/13: 89.6%
2013/14: 90.5%
2014/15: 86.7%

SD3.1 Conceptualize, evaluate, and disseminate alternative models of pharmacy practice.

Objective	Target Completion Date	Status
Obj 3.1.1 Identify current pharmacy practice model initiatives in all practice settings (e.g., ambulatory care, in-patient, community practice).	2015	In Progress
Obj 3.1.2 Establish an electronically accessed repository of current practice model initiatives being implemented to serve as a resource internally and externally.	2015	In Progress
Obj 3.1.3 Identify gaps and create practice models to address them.	2015	In Progress
Obj 3.1.4 Evaluate the new models of care, and disseminate information on their effectiveness.	2018	No Progress
Obj 3.1.5 Identify current interprofessional initiatives with greater potential for pharmacy involvement.	2015	In Progress

Comment:

Two faculty positions in the department of Pharmacy Practice have been structured to advance changes in community pharmacy practice. One of these positions is a realignment with Meijer and the other position is with the Detroit Medical Center that focuses on transitions in care.

Programmatic initiatives currently under way are the interprofessional team home visits, which are embedded in the IPPE sequence, and the recently implemented collaboration between our program and the UDM PA program. Both have been assessed as well received and successful, even if on a limited scale. The PA interaction is being expanded in the coming year. IPE engagement outside the formal curriculum is probably best indicated by the Cathedral Homeless Interprofessional Program (CHIP).

SD3.2 Continue to educate pharmacists as post-graduates.

Objective	Target Completion Date	Status
Obj 3.2.1 Perform a gap analysis to direct development of educational programs that assist pharmacy practitioners in implementing new and innovative models of care (contents and method delivery for certificate programs)	2017	No Progress
Obj 3.2.2 Disseminate information regarding the economic and patient care benefits of PGY1 and PGY2 residents to health care organizations within southeastern Michigan in an attempt to increase the number of PGY1 and PGY2 residencies available to our graduates.	2016	No Progress

SD3.3 Promote the inclusion of student and resident training to embed the trainee into innovative practice models.

Objective	Target Completion Date	Status
Obj 3.3.1 Identify and provide models of successful integration of students and residents to enhance or expand services.	2016	In Progress
Obj 3.3.2 Explore opportunities to create more formalized relationships between area residencies and the College.	2016	In Progress

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 will undergo 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>.

CRITICAL ISSUE 5: How do we continue growth and success in a climate of reduced resources, increasing competition, and dynamic changes in education and healthcare?

Key Facts:

Over \$400,000 was received in gifts provided to the Pharmacy Program in 2014.

82 pharmacy students received a total of \$112,900 in scholarship funds at the May 2015 Donors and Scholars lunch (\$1,376 per student), which compares to \$101,900 in scholarship funds received by 79 students in 2014 (\$1,290 per student).

SD5.1 Develop a culture that promotes entrepreneurship.

Objective	Target Completion Date	Status
Obj 5.1.1 Identify and remove the major barriers to entrepreneurship.	2016	No Progress
Obj 5.1.2 Create and implement incentives to encourage entrepreneurship	2018	No Progress
Obj 5.1.3 Establish pharmacy services that generate revenue	2018	No progress
Obj 5.1.4 Offer curricular-based, continuing professional education, including certificate programs, to pharmacists in a variety of media formats.	2015	No Progress

SD5.2 Increase fundraising revenue for the Pharmacy Program.

Objective	Target Completion Date	Status
Obj 5.2.1 Work with University Development Office to identify potential non-traditional, strategic philanthropists (not necessarily health-related) to explore funding opportunities, and initiate outreach to the top 3-5 opportunities.	2014	No Progress
Obj 5.2.2 Contact graduating PharmD students who have received scholarships while in the program and ask for a commitment to “pay it forward” upon graduation.	2014	In Progress
Obj 5.2.3 Identify 2-3 capital campaign/endowed chair opportunities	2014	No progress
Obj 5.2.4 Identify former faculty for estate planning.	2014	No Progress

Comment:

Limited progress has been made on this Strategic Direction with the changes in our development team and college leadership. This year we will be inviting back to the college 2015 graduates who received

more than \$7500 of scholarship support while in the program to specifically ask them to give back to the program.

SD5.3 Enhance pharmacy alumni engagement.

Objective	Target Completion Date	Status
Obj 5.3.1 Create a database structure which will identify and track pharmacy alumni by program (i.e. BS, PharmD, MS, and PhD), when they graduated, how to get in touch with them, where they practice, and which of their businesses provide matching funds for donations.	2015	In Progress
Obj 5.3.2 Create a formal Alumni Recognition program: e.g., 'hall of fame', Synergy alumni updates corner, distinguished alumni award(s).	2015	In Progress
Obj 5.3.3 Invite the Alumni Association to use the facilities of the College of Pharmacy and Health Sciences as part of regular social/professional gatherings, e.g., baseball/CE outing.	2015	No progress
Obj 5.3.4 Develop an alumni engagement plan with the new Alumni Officer for the purpose of building our alumni relations and increasing alumni giving..	2014	Completed

Comment:

Continued efforts have been made to increase the reliability of contact information of alumni. This year we obtained alumni email addresses from the Michigan Pharmacist Association. We have started to use social media as a means to capture address information which include Facebook, Linked-In and Twitter.

We have been working with the Pharmacy Alumni Association to create an annual Alumni Award which is tied to P4 Reunion/Alumni Day (e.g. Alumni of the Year) as well as resurrecting the Distinguished Alumni Award.

We have worked with eth Alumni Officer and Alumni Board on establishing annual plans for the Alumni Associate that maintains a focus on mentoring, engagement and networking. Annual events supported by the Alumni are: White Coat Ceremony, Alumni Speed-networking events in the Fall and Winter Semester, Alumni Reception at the MPA Annual Meeting and participation in the P4 Reunion/Alumni Day.

SD5.4 Explore and leverage opportunities for academic/practice interface.

Objective	Target Completion Date	Status
Obj 5.4.1 Conduct an environmental scan related to academic/practice interface relationships to identify options and alternatives being employed and the methods to evaluate them.	2014	In Progress
Obj 5.4.2 Disseminate successful practices, including measured outcomes, that are specific to the WSU/practice community relationship.	2015	In Progress

SD5.5 In addition to revenue enhancements, consider cost savings opportunities.

Objective	Target Completion Date	Status
Obj 5.5.1 Explore feasibility of shared faculty positions with other universities.	2017	No Progress
Obj 5.5.2 Explore opportunities to expand alliances with healthcare sites.	2015	In Progress
Obj 5.5.3 Develop proposals to leverage existing technologies for course delivery in areas of critical shortages	2017	No progress

SD5.6 Increase the level of awareness and recognition of the Pharmacy Program.

Objective	Target Completion Date	Status
Obj 5.6.1 Establish an Advisory Board for the Pharmacy Program to assist with media and community outreach, potential resources to bring into the Program, etc.	2014	No Progress
Obj 5.6.2 Develop a plan to aggressively build our relationship with elected leaders and decision-makers (e.g., legislators, congressional staff, etc.)..	2016	No Progress
Obj 5.6.3 Identify and invite at least one member of state legislature to come and visit the Eugene Applebaum College of Pharmacy and Health Sciences.	2014	No Progress
Obj 5.6.4 Increase the level of our community outreach to raise awareness and support for our program	2016	In Progress
Obj. 5.6.5 Offer an open online course (MOOC) on at least one topic related to an area of strength in the WSU curriculum.	2016	No Progress

Comment:

Community outreach programs provided by the College are highlighted at: <http://www.cphs.wayne.edu/outreach.php>. A process to obtain enhanced detail concerning community engagement projects/events held by Pharmacy Student Organizations has started in 2015. A survey evaluating students involvement in student professional organizations was started in 2014.