VISION OF WAYNE STATE UNIVERSITY PHARMACY PROGRAM
To cultivate intellectual innovation and leadership and advance the practice and science of pharmacy, to transform health care and enhance the lives of people and communities.

Indicators:
- Our PharmD graduates are differentiated* and sought after because of their clinical skills and ability to provide interprofessional, evidenced-based care that ensures optimal health of the patient and of the public.
  *Qualitative differentiation: practice-ready, eager, willing to work, willing to do whatever it takes, prepared to work with diverse populations.
- Our research is internationally recognized for scientific and leadership contributions, and our trainees are highly sought after.
- Our education and research are recognized for the impact on metro Detroit’s health care environment and diverse population.
- Our alumni and students are actively engaged with the College and satisfied with that relationship.
- Our recruits are the highest quality students annually to fill our programs and ensure we’re meeting the growing health care needs.
- Our graduates are involved in innovative practices and research that advance science, improve patient care and expand the scope of practice.
- Our environment supports excellence in research.

Tagline: Transforming lives, communities, and the practice and science of pharmacy.

MISSION STATEMENT

The mission of the Wayne State University Pharmacy Program is to advance pharmacy education, practice, research, and public service, to improve health outcomes.

We will accomplish this by:
- Developing our graduates and pharmacy practitioners to practice at the top of their degree and lead the profession.
- Strengthening our research programs, and promoting the dissemination and application of scholarship.
- Strengthening and establishing key partnerships, collaborations, and strategic alliances.
- Attracting and retaining outstanding faculty, staff, and students.
- Supporting an infrastructure that optimizes operational efficiency.
- Creating a culture that promotes faculty and staff success, and fosters ongoing career development.
- Increasing the effectiveness of the Program by advancing internal and external awareness of the Program's strengths and unique attributes.
STRATEGIC PLAN

Preamble:

Historically the Eugene Applebaum College of Pharmacy and Health Sciences has been the primary institution that educates students to practice pharmacy in Southeastern Michigan. In recent years 2/3rds of our graduates have practiced in Southeastern Michigan immediately after graduation. A major strength of the Wayne State University Pharmacy program is the long standing relationships we have enjoyed with every major health care institution in the area. These include Detroit Receiving Hospital (>30 years), Harper University Hospital (>30 years), Henry Ford Hospital (>30 years), Wm Beaumont Hospital (>30 years), St John Hospital and Medical Center (>20 years), Oakwood Hospital (> 10 years). In recent years the program has extended collaborations into ambulatory care (Health Centers of Detroit) and community pharmacy (Kroger) environments. Our graduates are known to be practice-ready and are readily sought after by area employers.

Our research enterprise has grown in recent years. Among 130 pharmacy schools we are ranked 39th by US News and World Report and in 2012 we ranked 33rd in NIH funding ($3.2M) and in total research funding ($4.2). From 2002 through 2008 we averaged about $1.6 M per year in federal funding which has increased steadily through 2012. Our Pharmacy Program, has recognized research expertise in antimicrobials, diabetes/metabolic disorders, oncology and neurologic disorders.

We aim to utilize the strategic planning process to advance our visibility as a practice intensive/research focused pharmacy program. Our strategic planning initiatives have been designed to have broad based support with input obtained from all important stakeholders. The strategic plan was directed by a Steering Committee with representation from practice and research partners, students and alumni. We had 100% participation of our faculty in the process. Our strategic plan is based upon the identification of critical issues that we need to address to move forward as a premier Pharmacy Program that values education, research, practice and service. Each critical issue has several strategic initiatives that are supported by objectives that provide action steps that guide completion. Each objective has an accountable champion and deadline date for completion which will support successful execution of the plan. The critical issues for our success focus on curricula development, developing and marketing our research initiatives, advancement of innovative models of pharmacy practice, improving our operational efficiencies and strategizing how to continue to grow in a climate of reduced resources.

Each of our stakeholders should see a component of our strategic plan that they are attracted to and will help support. This plan will shape the future of the Pharmacy Program at Wayne State University and impact the advancement of the practice of pharmacy. It aligns our resource priorities. It is our intent that this plan will allow students, faculty, staff, alumni and all other important stakeholders an opportunity to see our goals and aspirations to advance Wayne State University into a top tiered Pharmacy Program.
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?

Current Situation: In the present healthcare climate, today’s PharmD and PhD graduates need to have the capacity for continuous learning and to be competitively positioned for entry into current and future health related careers. Currently we have 371 fulltime PharmD students, 35 PhD/MS students and 51 fulltime Faculty from both the Pharmacy Practice and Pharmaceutical Science Departments. To maintain a full complement of faculty in the current budgetary climate, we will be increasing enrollment to a projected cap of 400 PharmD students by 2015-16. With the evolving health care employability, institutions need to be cognizant of the knowledge and skills needed for the future market. This realization has driven us to assess our curriculum and plan for major curricular revisions. We have recently realigned the prerequisite coursework to allow for specialized courses within our program and approve changes to advance student-centered approaches to learning through the separation of our pharmacotherapeutics problem solving course.

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

Obj 1.1.1 By 2015, complete a feasibility analysis to offer a BS in the area of healthcare science as a standalone curriculum in collaboration with the Division of Health Sciences within the College.

Obj 1.1.2 By 2014, 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.

Obj 1.1.3 By 2014, complete a feasibility analysis of offering a degree of BS in the area of pharmaceutical sciences.

Obj 1.1.4 By 2014, complete a feasibility analysis of offering an MS degree in the Department of Pharmacy Practice. Accountable: Chair of Pharmacy Practice

Potential Strategies and Actions:
- Courses specified on the books at least 6 months in advance of enrollment. That would mean all approvals are in place by end of fall semester of 2014 if we want to enroll in 2015.

Obj 1.1.5 By 2015, conduct a graduate curricular map and implement strategies to ensure that the graduate program is innovative, contemporary, and meets the needs of the marketplace.

Obj 1.1.6 By 2016, complete a feasibility analysis of requiring for admission into the PharmD program a Bachelor of Science degree.
SD1.2 Identify and implement innovative practice and educational methods into our curricula.

Obj 1.2.1 By 2014, establish benchmarks to ensure we are meeting current and future practice needs of the marketplace.

Obj 1.2.2 By 2015, develop and implement a plan that incorporates an innovative and student-centered educational curriculum.

Obj 1.2.3 By 2015, explore and create classroom layouts and spaces to accommodate and facilitate planned changes in teaching and learning methodologies. Accountable:

Obj 1.2.4 By 2017, 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.

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

Obj 1.3.1 By 2018, implement strategies that contribute to a culture that values and encourages innovations that improve teaching and learning.

Obj 1.3.2 By 2016, develop the infrastructure to support, encourage, and disseminate innovations that improve teaching and learning.

Obj 1.3.3 By 2014, create a faculty development plan that enables faculty to adopt innovative pedagogy and teaching methods.

Obj 1.3.4 By 2016, expand and formalize interprofessional education to improve skills in the area of interprofessional healthcare delivery.

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

Current Situation:

The pharmacy program has maintained its commitment to the central role played by research in its vision and mission. Since 1997, external research funding has grown ten-fold from $428,000 to nearly $4,200,000 in 2012. Occupying a new building with state-of-the-art research facilities and a location on the medical center campus in 2002, coupled with the vision of the college and support of university leadership, have played major roles in supporting our growth in scholarship. A key objective of this strategic plan is to obtain multi-investigator grant funding in areas where our strongest programs can become recognized as centers of national excellence. For this to occur, the research faculty must expand to provide for critical mass and to demonstrate productive collaborations in areas of our greatest strengths. This requires significant investments by the college and university in growing the faculty and the research infrastructure needed to create competitive multi-investigator proposals.
The reputational standing of the Wayne State pharmacy research programs appears to lag below its actual achievements and trajectory. There are many possible explanations for this challenge. Some include the lack of national recognition for university excellence in areas outside scholarship (such as athletics), the relative successes and reputations of the University of Michigan and Michigan State University, and the comparatively small size of the pharmacy faculty, particularly in its PhD ranks (i.e. lower third in terms of faculty size when compared to similar Carnegie Foundation Universities). While pharmacy faculty are actively engaged in the highest levels of scholarship service, including NIH Study Sections, federal panels, and leading journal editorial boards, the absolute level of this activity does not yet meet our desire levels of awareness and recognition.

The core infrastructure needed to advance the research agenda and to create national recognition and prominence is not yet completely in place. The gains in pharmacy program and university external funding over the past 12 years have outpaced the infrastructure in both the college and the university. Programs we are competing against for external funding have dedicated personnel to support their equipment, personnel, publication, institutional, and other research needs. Increasing our investment in cultivating a culture of research and expanding our commitment to research infrastructure are important components of this strategic plan.

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

Obj 2.1.1 By 2014, reach consensus within Pharmaceutical Sciences and Pharmacy Practice on establishing the following as our positioning statement. Consensus reached on September 25, 2013.

  Positioning Statement: Translating drug discovery and clinical and educational research into practice.

Obj 2.1.2 By 2016, 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.

Obj 2.1.3 By 2016, on average over a 3-year period, each practice- or teaching-intensive faculty member will publish at least one peer-reviewed publication.

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

Obj 2.2.1 By 2016, 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 that include two or more of the following or other areas:

- chemical synthesis
- clinical therapeutics
- drug delivery and nanoscience, pharmacology, and target validation
- drug target discovery
- drug disposition
Obj 2.2.2 By 2016, establish research areas of excellence in the scholarship of teaching and learning, pharmacy practice based research, health outcomes, and health policy.

Obj 2.2.3 By 2014, 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.

Obj 2.2.4 By 2016, develop multi-investigator, interdisciplinary programs in research within the Program.

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

- Obj 2.3.1 Beginning 2015 and ongoing, develop and conduct at least one symposium at the College annually.
- Obj 2.3.2 By 2014, enhance the pharmacy website to include appropriate emphasis on research and scholarship accomplishments.
- Obj 2.3.3 By 2014, identify a promotional relations (PR) person for pharmacy to be accountable to work in conjunction with the College PR person to implement our objectives.
- Obj 2.3.4 By 2015, start our own college *New Science* publication.

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

- Obj 2.4.1 By 2018, 75% of faculty members will hold committee memberships, chairs, or elected office.

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

- Obj 2.5.1 By 2014, review current *PSC Intro To Research* and *Medical Informatics* courses to determine the ability to expand or create a concurrent course for PHA designation.
- Obj 2.5.2 By 2014, complete a feasibility analysis of innovative approaches to enhance student engagement in research.
- Obj 2.5.3 By 2014, increase student participation in internal and external research seminars and conferences.

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

- Obj 2.6.1 By 2014, complete a needs assessment of instruments and personnel to support our research agenda.
- Obj 2.6.2 By 2015, develop a plan to acquire funds to support major core facilities.

**SD2.7 Increase funding for our research.**
Obj 2.7.1 By 2014, evaluate current participation, success rate, and outcomes of available seed funding (e.g., FRAP). Obj 2.7.2 On or before 2015, create and incentivize a structured mentoring program.

Obj 2.7.3 By 2014, create a think-tank forum for group collaboration targeted at specific funding opportunities.

Obj 2.7.4 By 2018, increase the number of PhD faculty in the Pharmacy Division to the equivalent of our stretch ranking in the mid-30's.

Obj 2.7.5 By 2016, increase the number and ratio of funded graduate students to post-doctoral fellows.

Obj 2.7.6 By 2018, increase the Division of Pharmacy's federal funding to a minimum of $5 million.
Obj 2.7.7 By 2018, increase the Division of Pharmacy's total external funding to a minimum of $6 million.

Obj 2.7.8 By 2018, we will be in the top 25 schools of pharmacy in terms of total external funding.

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

Current Situation:

The current situation of health care reform has lead the profession and the program to reflect on the other opportunities that are available to ensure that our practice models are current and relevant for the future of the profession. Affordable Care Act highlights opportunities where pharmacists may play a key role in the success of the models of healthcare that are being proposed, and Center for Medicare and Medicaid Services (CMS) offers the opportunity for innovative practice model grants. Based on the current climate of joint faculty positions, WSU has the ability to create models of care in health systems, transitions of care, and community based practices. We have the opportunity to foster collaborations within the institutions and with other health care providers based on the integration of the embedded shared faculty positions. The faculty are in a prime position to collaborate with others internally and externally to advance the profession and emerge as leaders in the pharmacy practice model initiatives.

This is the time for the profession to position itself as a leader in this effort and for WSU pharmacy program to distinguish itself from other programs in Michigan.

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

Obj 3.1.1 By 2015, identify current pharmacy practice model initiatives in all practice settings (e.g., ambulatory care, in-patient, community practice).

Obj 3.1.2 By 2015, establish an electronically accessed repository of current practice model initiatives being implemented to serve as a resource internally and externally.
Obj 3.1.3 By 2016, identify gaps and create practice models to address them. Obj 3.1.4 By 2018, evaluate the new models of care, and disseminate information on their effectiveness. Obj 3.1.5 By 2015, identify current interprofessional initiatives with greater potential for pharmacy involvement.

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

Obj 3.2.1 By 2017 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).

Obj 3.2.2 By 2016, 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.

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

Obj 3.3.1 By 2016, identify and provide models of successful integration of students and residents to enhance or expand services.

Obj 3.3.2 By 2016, explore opportunities to create more formalized relationships between area residencies and the College.

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?

Current Situation:
Wayne State University has experienced over a decade of continuous decreases in its support from the State. This decrease has resulted in the realignment of positions, the reduction of support staff and an increased focus on efficiency to minimize the effects of these declines. There has been an increased focus on the corporate model of higher education which has resulted in increased tensions between Administration and Faculty over numerous operational items. Globally, there is a perception that policies are preventing the efficient, autonomous operation of the Departments, the Pharmacy Program and Faculty research programs. Anecdotal evidence of long delays in hiring and purchasing as well as the perceived aversion to finding a way to circumvent a problem are often repeated. Communication between all involved parties appears to be challenging and the lack of clear, demonstrated paper-trails have created an environment in which the responsibility for a problem always lies with someone else; who that is, is always a matter of debate. These challenges have created significant faculty and staff morale problems and have been cited as a reason for some faculty departures. The faculty, however, have not been good at adapting to the administrative changes and have often contributed to the problem rather than helped to minimize the challenge. It is clear that these issues must be addressed in order for the Pharmacy Program to achieve its strategic mission and capture the success that is within its grasp.
SD4.1 Evaluate the current situation to identify the most critical challenges and obstacles to operational efficiency and effectiveness within the College.

Obj 4.1.1 By 2014, establish an ongoing CPI (continuous process improvement) Committee within the College to oversee continuous process improvement. Committee formed as a Faculty of Pharmacy standing committee September 25, 2013.

Obj 4.1.2 By 2014, complete an assessment of the sources of conflict within the College relating to operational issues.

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

Obj 4.2.1 By 2015, 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.

Obj 4.2.2 By 2015, identify 3 external “stretch” Universities and evaluate (e.g., survey, or site visit) their business practices and processes to determine best practices.

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

Obj 4.3.1 By 2015, 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.

Obj 4.3.2 By 2015, 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.

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

Obj 4.4.1 Beginning 2014, 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).

Obj 4.4.2 By 2014, update the Faculty Handbook to include the standard methods to accomplish the necessary items and accountabilities.

Obj 4.4.3 By 2015, create a CPI dashboard accessible to everyone within or affected by the College’s operations.

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?

Current Situation: The percentage of our budget that depends on state appropriations has been declining over the last decade. In the past ten years the percentage of the Wayne State Budget
that comes from state appropriations has decreased from about 60% to 30%. This decline in state support has been offset by tuition increases. Projections indicate that the dependence on state funding will continue to decrease. In the 2014 fiscal year the College’s budget was reduced by 3.5% (about $475,000). A comparison of key budget categories with 5 peer schools of pharmacy (University of New Mexico, University of Buffalo, University of Kentucky, University of Georgia and University of Missouri-Kansas City) is shown in the table below.

<table>
<thead>
<tr>
<th>Category</th>
<th>WSU – Pharmacy</th>
<th>Peer Schools</th>
</tr>
</thead>
<tbody>
<tr>
<td>State, Campus Allowance</td>
<td>$9,596,465</td>
<td>$8,947,817</td>
</tr>
<tr>
<td>Endowment Income</td>
<td>$136,976</td>
<td>$184,399</td>
</tr>
<tr>
<td>Development/Gifts</td>
<td>$119,229</td>
<td>$743,526</td>
</tr>
<tr>
<td>Indirect Cost</td>
<td>$289,418</td>
<td>$242,371</td>
</tr>
<tr>
<td>Federal Research Expenditures</td>
<td>$3,615,649</td>
<td>$3,811,681</td>
</tr>
<tr>
<td>State Research Expenditures</td>
<td>$29,133</td>
<td>$718,022</td>
</tr>
<tr>
<td>Corp/Industry Research Expenditures</td>
<td>$1,630,809</td>
<td>$629,337</td>
</tr>
<tr>
<td>Foundation Research Expenditures</td>
<td>$8250</td>
<td>$398,412</td>
</tr>
</tbody>
</table>

We are comparable to this group of peer schools with respect to state appropriation, total research expenditures, indirect cost returns. We are below peer schools with respect to endowments, development/gifts and foundation support.

Recent changes in models used for funding higher education in Michigan place a high priority on enrollment growth, retention, and on-time graduation rates. The current environment in the Pharmacy Program shows modest enrollment growth, excellent program retention, and growth in grants and contracts. This budget environment requires us to be more strategic in the use of non-general fund sources of income, such as funds from indirect costs and salary offset. Additionally, the keys for our future growth and success will be to focus on managed enrollment growth, particularly in graduate programs, research growth in both federal and non-federal funding arenas, expanding of education/certificate opportunities, using educational and scientific innovations as revenue streams, expanding contractual relationships that benefit us strategically, and developing a culture of philanthropy. Marketing our program and program outreach will be critical to our future success.

**SD5.1 Develop a culture that promotes entrepreneurship.**

Obj 5.1.1 Beginning 2016 and ongoing, identify and remove the major barriers to entrepreneurship.

Obj 5.1.2 By 2018, create and implement incentives to encourage entrepreneurship.

Obj 5.1.3 By 2018, establish pharmacy services that generate revenue.

Obj 5.1.4 By 2015, offer curricular-based, continuing professional education, including certificate programs, to pharmacists in a variety of media formats.

**SD5.2 Increase fundraising revenue for the Pharmacy Program.**
Obj 5.2.1 By 2014, 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. Obj 5.2.2 By 2014, contact graduating PharmD students who have received scholarships while in the program and ask for a commitment to “pay it forward” upon graduation.

Obj 5.2.3 By 2014, identify 2-3 capital campaign/endowed chair opportunities.

Obj 5.2.4 By 2014, identify former faculty for estate planning

SD5.3 Enhance pharmacy alumni engagement.

Obj 5.3.1 By 2015 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.

Obj 5.3.2 By 2015, create a formal Alumni Recognition program: e.g., ‘hall of fame’, Synergy alumni updates corner, distinguished alumni award(s). Obj 5.3.3 By 2015, 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.

Obj 5.3.4 By 2014, develop an alumni engagement plan with the new Alumni Officer for the purpose of building our alumni relations and increasing alumni giving.

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

Obj 5.4.1 By 2014, conduct an environmental scan related to academic/practice interface relationships to identify options and alternatives being employed and the methods to evaluate them.

Obj 5.4.2 By 2015, disseminate successful practices, including measured outcomes, that are specific to the WSU/practice community relationship.

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

Obj 5.5.1 By 2017, explore feasibility of shared faculty positions with other universities.

Obj 5.5.2 By 2015, explore opportunities to expand alliances with healthcare sites.

Obj 5.5.3 By 2017, develop proposals to leverage existing technologies for course delivery in areas of critical shortages.

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

Obj 5.6.1 By 2014, establish an Advisory Board for the Pharmacy Program to assist with media and community outreach, potential resources to bring into the Program, etc.
Obj 5.6.2 By 2016, develop a plan to aggressively build our relationship with elected leaders and decision-makers (e.g., legislators, congressional staff, etc.).

Obj 5.6.3 By 2014, identify and invite at least one member of state legislature to come and visit the Eugene Applebaum College of Pharmacy and Health Sciences.

Obj 5.6.4 By 2016, increase the level of our community outreach to raise awareness and support for our program.

Obj 5.6.5 By 2016, offer an open online course (MOOC) on at least one topic related to an area of strength in the WSU curriculum.