In 2012, Valerie M. Parisi, M.D., M.P.H., M.B.A., dean of the Wayne State University School of Medicine, asked the vice deans of Research and Medical Education, and the Wayne State University Physician Group, to develop discrete strategic plans. These were each completed in 2012, 2013 and 2014, respectively. Key elements of each plan are reproduced in this document (excerpts from the research strategic plan begin on p. 13). The full text of each can be found online as follows:

- **Research**: [http://deansoffice.med.wayne.edu/pdfs/reports_and_recommendation_feb_15.pdf](http://deansoffice.med.wayne.edu/pdfs/reports_and_recommendation_feb_15.pdf)
- **Medical Education**: [http://stratplanning.med.wayne.edu/med_ed_strategicplan.pdf](http://stratplanning.med.wayne.edu/med_ed_strategicplan.pdf)
- **WSUPG**: [http://online.flipbuilder.com/xqpe/bwtd](http://online.flipbuilder.com/xqpe/bwtd)

In concert with the university’s strategic planning initiative inaugurated by President M. Roy Wilson in late 2014, Dean Parisi charged a cross-functional committee to develop an overarching articulation of the three discrete strategic plans established by the divisions. (The specific objectives by which the Wayne State University School of Medicine will enact this strategic plan and achieve its goals are set forth in the aforementioned plans.)

This committee, whose members are listed at the end of this document, included representatives from the faculty, undergraduate and graduate students, clinical affiliates (including the Detroit Medical Center, Henry Ford Health System, and the John D. Dingell Veterans Administration Medical Center), departmental chairs, staff, and administration. The committee met eight times over five months and solicited feedback in two rounds from approximately 60 members of the broad School of Medicine community, including the Executive Committee of the Faculty Senate, the Offices of the President and Provost, and the dean of the school of medicine.

Consistent with our commitment to develop outstanding physicians, scientists and members of our community, this unified strategic plan reinforces the clear core themes of the three strategic plans:

1. To achieve excellence in our research, educational and clinical endeavors and to promote innovation;
2. To foster an institutional environment that cultivates a strong sense of pride and quality to drive organizational culture excellence;
3. To enhance operational performance excellence through effective processes;
4. To strengthen and enhance the diverse partnerships that support our collective efforts and afford us opportunities to share our knowledge and resources; and
5. To improve and augment our institution’s reputation locally, regionally and nationally.

The following strategic goals apply across the Wayne State University School of Medicine, and the specific objectives to accomplish their aims are set forth in each of the three strategic plans.
is the hallmark of the Wayne State University School of Medicine. New challenges to the delivery of medical education, research, and clinical services have recently emerged, calling for a systematic review of our programs, resources, and future initiatives.

**STRATEGIC GOAL:** Adjust to the dynamic environment in which we operate, harness the opportunities before us, and achieve educational, research, and clinical excellence across the Wayne State University School of Medicine.

We will achieve educational, research, and clinical excellence by addressing the following strategic objectives:

- Create and deliver innovative solutions to adapt to the dynamic health care, research and educational landscape.
- Deliver the highest standards of excellence in educational, research, and clinical outcomes.
- Identify and meet the needs of our distinctive community through our educational, research, clinical and public health programs.
- Collaborate with our many clinical partners to advance our common educational, research and clinical objectives.

Educational, research and clinical excellence progress will be evidenced by:

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<tr>
<th><strong>MedEd</strong></th>
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<th><strong>WSUPG</strong></th>
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<tbody>
<tr>
<td><strong>Student outcome metrics:</strong></td>
<td><strong>Collaborate with the graduate school in maintaining an individual development plan required by the National Institutes of Health for training grants and fellowships</strong></td>
<td><strong>Use of innovative technologies (e.g. expanded telemedicine presence, increasing both number of telemedicine programs and services offered)</strong></td>
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<tr>
<td>- First attempt United States Medical Licensing Examination Step 1 Pass Rate</td>
<td>- Facilitate and encourage submissions of T32 institutional training grants</td>
<td>- Results of quality scores (e.g. Healthcare Effectiveness Data and Information Set and clinical outcome measures)</td>
</tr>
<tr>
<td>- First attempt USMLE Step 2 clinical knowledge and clinical skills pass rates</td>
<td>- Develop “exit strategies” for PhD candidates choosing career paths not requiring a PhD</td>
<td>- Data from newly initiated sexually transmitted disease and tuberculosis programs</td>
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<tr>
<td>- Aggregate match rate (e.g. National Resident Matching Program, Canadian, Military, San Francisco)</td>
<td>- Foster team science through incentives and processes, promotion and tenure consideration, organizational structures, and a clinical scholar track</td>
<td>- Results of our Michigan accountable care organization partnership between Wayne State University Physicians Group and the Detroit Medical Center</td>
</tr>
<tr>
<td>- Professionalism</td>
<td>- Use of innovative technologies (e.g. expanded telemedicine presence, increasing both number of telemedicine programs and services offered)</td>
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<tr>
<td><strong>Community engagement:</strong></td>
<td><strong>Collaborate with the graduate school in maintaining an individual development plan required by the National Institutes of Health for training grants and fellowships</strong></td>
<td><strong>Use of innovative technologies (e.g. expanded telemedicine presence, increasing both number of telemedicine programs and services offered)</strong></td>
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<tr>
<td>- Proportion of students who participate in co-curricular programs and student organizations</td>
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<tr>
<td>- Relevant student survey metrics on the graduate questionnaire and annual survey</td>
<td>- Develop “exit strategies” for PhD candidates choosing career paths not requiring a PhD</td>
<td>- Results of quality scores (e.g. Healthcare Effectiveness Data and Information Set and clinical outcome measures)</td>
</tr>
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<td>- Foster team science through incentives and processes, promotion and tenure consideration, organizational structures, and a clinical scholar track</td>
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Wayne State University Physician Group

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 continuous quality improvement.

   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.

We will continue to meet and exceed our current standards of clinical excellence by:

- Advancing high standards of quality and safety in the delivery of health care.
- Improving clinical communications and coordinated care within Wayne State University Physician Group and our partner organizations.
- Promoting a vision of wellness in health care that is adaptable to the diverse and ever-changing needs of our community.
- Creating competitive facilities that are easily accessible to our patients.
- Fostering innovation in health care and its delivery methods.
- Attracting and retaining the best health care providers.
**ORGANIZATIONAL CULTURE EXCELLENCE . . .**

is achieved through our pursuit of excellence, not only for the individuals we serve, but also for the development and advancement of our students, faculty, and staff. To succeed, organizational leadership must produce and maintain a positive climate, while providing opportunity for all stakeholders to develop the skills and initiative necessary to achieve our common goals. The Wayne State University School of Medicine strives for the involvement and engagement of our stakeholders, since strong and open communication is essential to the continued improvement of our organization.

**STRATEGIC GOAL:** Create an institutional environment that cultivates a sense of pride and quality by (i) promoting teamwork, collaboration and accountability; (ii) recognizing service excellence; (iii) encouraging professional growth and creative thinking; and (iv) providing a diverse and inclusive learning environment.

We will achieve organizational culture excellence by addressing the following strategic objectives:

- Embrace and cultivate diversity in all its forms.
- Attract, support, develop and retain outstanding physicians and scientists.
- Promote the continued professional development and advancement of all Wayne State University School of Medicine stakeholders through our contributions to the community.
- Expect and encourage communication, transparency, accountability, collaboration, and a healthy level of risk taking to achieve innovation.

Organizational culture excellence progress will be evidenced by:

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<tr>
<td><strong>Admissions metrics:</strong></td>
<td>• Expand marketing of graduate programs nationally</td>
<td>HR data on:</td>
</tr>
<tr>
<td>• Ratio of matriculating v. offered top applicants</td>
<td>• Establish a community engagement core</td>
<td>• Diversity</td>
</tr>
<tr>
<td>• Admission rate of School of Medicine identified groups who add value to the learning environment and meet the health care needs of diverse communities</td>
<td>• Develop the process by which faculty are aligned with research themes</td>
<td>• Recruitment and retention</td>
</tr>
<tr>
<td><strong>Teamwork metric</strong></td>
<td></td>
<td>• Professional development</td>
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<tr>
<td><strong>Satisfaction metrics:</strong></td>
<td></td>
<td>First-year performance of enterprise-wide project management office</td>
</tr>
<tr>
<td>• Student</td>
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<td>• Faculty</td>
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<tr>
<td>• Staff</td>
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</table>
Wayne State University Physician Group

We will achieve organizational culture excellence by:

- Developing an environment that attracts and retains the best possible talent across all levels of our organization.
- Creating a values system that promotes and rewards a healthy level of risk-taking to achieve innovation.
- Improving communication, transparency and accountability throughout our organization.
- Providing compensation that is transparent, fair and performance-based.
- Developing and building a culture focused on reducing waste to improve overall value for our patients.

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 method 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, faculty and clinical partners that is mindful and respectful of human difference 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, admission, Graduate Medical Education, and Continuing Medical Education areas.
   b. Enhance marketing as a top community-engaged medical education and research institution.
is critical as our organization continues to face challenges. We therefore see a need to accelerate and strengthen our efforts to run our organization more efficiently. Throughout this transformation, our compassion, commitment and attentiveness to our students, faculty, staff and patients will persist.

Each Wayne State University School of Medicine stakeholder — faculty, staff, student, and affiliate — plays a vital role in the way we operate. For example, each makes a difference when providing medical education, research breakthroughs, or improved health outcomes. Through this strategic process we will review existing practices, standardize those that work best and improve or remove those that hinder the delivery of excellence.

STRATEGIC GOAL: Enhance operational performance excellence through effective processes, with a focus on our internal and external stakeholders.

We will achieve operational performance excellence by addressing the following strategic objectives:

• Optimize our resources to deliver greater value.
• Deploy technology and innovation.
• Strive for role clarity and alignment.
• Utilize data (e.g. standards and benchmarking).
• Replicate best practices.

Operational performance excellence progress will be evidenced by:

**MedEd**

- Percent of students who rate student services highly on the graduate questionnaire and annual survey
- Annual cost savings
- Optimization of information technology implementation

**Research**

- Establish uniform proposal policies
- Annual use of core facilities reported through iLabs software
- Select and fund School of Medicine program project-like grants within the research priorities of the university
- Implement the OnCore system for managing research programs
- Emphasize team science in mentoring, match mentees across related departments

**WSUPG**

- First year performance of enterprise wide project management office
- Patient satisfaction scores
Wayne State University Physician Group

We will achieve operational excellence by:

- Promoting the smart use of resources to enhance business performance.
- Transforming and enhancing business services to meet and exceed patient expectations.
- Utilizing industry best practices to achieve higher levels of performance.
- Finding innovative ways to achieve operational excellence at the point of care.

MedEd

We will achieve Operational 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. Develop business processes supported by technology and training programs that enhance the relationship between departments and among staff and faculty.
4. Develop 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. Enhance 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.
advances each aspect of the Wayne State University School of Medicine’s mission: medical education, research and clinical practice. Collaborations developed within the university, the community, the region and internationally strengthen the knowledge and resource bases from which we draw and provide outlets to pass along our findings and service more effectively.

**STRATEGIC GOAL:** Explore and enhance partnerships that support unique opportunities for education, research and clinical service. We will achieve partnership excellence by addressing the following strategic objectives:

- Invest in mutually valuable affiliations with government, educational, not-for-profit and for-profit partners.
- Maximize our diverse partnership and community opportunities to superbly train our students, residents and life long learners.
- Stimulate Detroit’s renewal through health care education and research, improved health outcomes and investment in the community.

Partnership excellence progress will be evidenced by:

**MedEd**

- Increased number and scope of
  - Interprofessional education programs
  - Clinical experiences
  - Community engagement
- Increased funding for scholarships

**Research**

- Explore translational research opportunities with the John D. Dingell Veterans Administration Medical Center and Henry Ford Health System
- Develop “exit strategies” for PhD candidates choosing career paths not requiring a PhD
- Select and fund School of Medicine program project-like grants within the research priorities of the university

**WSUPG**

- Increased number and scope of collaborative programs with government, hospitals and clinical partners
- Data from newly initiated sexually transmitted disease and tuberculosis programs
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 Wayne State University School of Medicine 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 Wayne State University School of Medicine medical education mission.
3. Support strategic partner relationships with other Wayne State University schools and colleges (e.g., College of Nursing, College of Pharmacy and Health Sciences, School of Social Work, Law School, College of Engineering, College of Education, School of Business Administration, 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.

Wayne State University Physician Group

We will achieve improved partnership excellence by:

- Becoming the regional specialists of choice for physicians, payors and hospital systems.
- Developing new relationships and growth opportunities in all aspects of leadership, research and teaching.
- Strategically aligning our primary care and specialty services to enhance current partnerships and create new ones.
is critical to the Wayne State University School of Medicine’s ability to attract and retain outstanding students, faculty, staff and external partners.

**STRATEGIC GOAL:** Develop a Wayne State University School of Medicine identity that is locally, regionally and nationally synonymous with excellence in medical education, research and clinical practice.

We will achieve reputational excellence by addressing the following strategic objectives:

- Leverage our clinical centers of excellence.
- Promote the excellence of our students, trainees and faculty, as well as our research and clinical outcomes to impact Detroit and beyond.

Operational performance excellence progress will be evidenced by:

**MedEd**

- Admissions selectivity
- Number of:
  - Student conference awards and publications
  - Graduates’ prestigious placements
  - Outstanding clinical faculty hires
- Increased alumni contributions to co-curricular activities

**Research**

- Develop a complementary clinical research agenda with Detroit Medical Center, a part of Tenet Health Systems
- Expand the interdisciplinary biomedical sciences core curriculum to include competencies including biostatistics, research methodology, grant writing

**WSUPG**

- Media report statistics
- Data and results from our brand positioning campaign
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.

Wayne State University Physician Group

We will achieve excellence in promotion and marketing by:

• Building and promoting a unique Wayne State University Physician Group brand.
• Enhancing our new media presence.
• Expanding our regional market penetration.
### Core Facility Workgroup

- Define Core Facilities and develop an evaluation algorithm based on cost/revenue and utilization. Benchmarking standards should be established for core services to monitor university use, to anticipate new core service needs and to review fiscal status.
- To provide funding and promote sustainability, establish a Centralized Core Facilities Budget (combining funding from the University, School of Medicine, departments and external sources) to provide for annual service contracts, systems upgrades and funding of support personnel.
- To promote accessibility and pilot studies, create a voucher system for investigators to conduct translational feasibility studies. These vouchers should be particularly targeted to recent recruits and junior faculty.
- Charge the Core Committee to review requests for system upgrades and review applicants for vouchers.
- The availability and accessibility of cores should be enhanced through a web-based central listing of services with a common format for describing scope of services, availability, and service fees. Complementing this initiative, cores should initiate workshops, courses, open houses and grand rounds to clinical departments to describe their services and research initiatives they support.
- Karmanos Cancer Institute cores to be available to all of the university will require additional funding from a Core Facilities Budget and promotion of their services to the university community.
- Establish a bio-statistics, bio-informatics, bio-computing and behavioral studies (B4) Core; assess the extent of present expertise in the faculty; identify strategic directions for School of Medicine research, inform B4 of support requirements, and establish an academic program such as a center or institute.
- Implement iLab Solutions for scheduling and invoicing of services.

### Technology Transfer Workgroup (TT)

- Multiple university/School of Medicine (SOM) administrative offices supportive of TT should be better coordinated through strategic changes in infrastructure and targeted personnel changes to facilitate information flow, to respond to new initiatives and to enhance commercialization of new discoveries.
- TT at the SOM should coordinate fully with Wayne State University initiatives especially Tech Town in development of incubator space in a well equipped flexible research facility.
- Establish a TT public website highlighting commercial value to the community and opportunities for investment.
- TT to better attract investors should develop an effective marketing campaign to promote its core research capacities and IP assets including organizing seminars and industry networking events.
- TT to better engage its faculty and students should recognize in its promotion and tenure considerations success in technology development, intellectual property patenting and licensing of biomedical discoveries.
- To advance the TT interests and skills of its faculty and students should continue/initiate new educational opportunities (Business of Biotechnology, certificate in biomedical innovation, graduate and post-doctoral innovation fellowships) and participate in team science mentoring programs.
- Access to TT support would be enhanced by departmental liaisons to counsel faculty on innovation/commercial activities and a transparent and expedient process of reviewing submissions for TT support.
- A unified university and SOM TT budget should be developed to establish a biotechnology development fund, to create dedicated incubator space, to develop a business mentor program and to decrease fees for research agreements.
School of Medicine Research Strategic Plan: Recommendations

**Technology Transfer Workgroup cont.**

- The distribution of funds from successful TT initiatives developed by faculty in the SOM should be revised to allow for a portion of revenue to support the TT activities of the SOM Research Office including a biotechnology development fund and to expand the SOM TT staff.

**Program Project-like Grants (PPG) Workgroup**

- Strong individually-funded research will be advanced by funded time for clinical faculty to spend on research, university commitment to graduate student stipends, and assisted preparation of F and K awards.
- Facilitate and encourage submissions of institutional training grants (T32).
- Significant and unique research foci for PPG’s are likely to include elements of basic science, clinical application and public health benefit. Proposed PPG’s should be asked the incidence of a clinical condition, the antecedents of this condition and sequelae of this condition. SOM PPG foci should be selected and funded.
- Leadership of PPG’s should be enabled by significant University support for faculty release time for team leaders, dedicated administrative support and budgets to support seed funding ($100,000 to $300,000 annually for three years) and $10,000 annually for a complimentary seminar series. Leadership for PPG’s should also be evidenced at senior administrative levels to promote strategic cross departmental recruitments and retention of key faculty and expertise.
- Academic administrative structure should develop rewards, incentives and appropriate processes for cross departmental and school cost allocation, effort and indirect splits. P&T considerations should value team science as should funding preferences for intramural funding. Current departmental, center and institute structures should be reviewed in terms of their fostering of team science building and engagement of faculty throughout their research careers. A clinical scholar track and career development program should be implemented.

**Translational Research (TR) Workgroup**

- Define the scope and resources of Department of Clinical and Translational Sciences (DCaTS) and its relationship to the SOM Research Office.
- Include the Masters of Public Health and Masters of Medical Research programs into a TR focus within the SOM Research Office.
- Sponsor a grant writing workshop/service for faculty interested in TR.
- Explore opportunities for translational research collaboration of Wayne State University School of Medicine with the Veteran’s Administration and Henry Ford Health System.
- Develop a complimentary clinical research agenda with the Tenet Healthcare Corporation building upon our shared clinical priorities and clinical material and clinical information systems.
- Explore funding opportunities to support TR through collaboration with the Tenet Healthcare Corporation and the Veteran’s Administration and by a marketing campaign describing the community benefit of TR targeting local philanthropies and governmental agencies.
- Establish a community engagement core and a behavioral core to support TR.

**Research Administration Workgroup**

- Establish an advisory panel in pre- and post-award administrative and fiscal management drawn from the SOM and the Sponsored Program Administration (SPA) representing expertise in the requirements of key funding agencies.
- This advisory panel would delineate roles and responsibilities of all parties in research submission, monitor performance of research administrators in SOM departments and develop remediation plans were necessary, create a research administrative
• Document and adhere to a uniform set of SOM policies at the proposal stage including salary commensurate with effort, cost sharing and in-kind matches and indirect cost distribution.
• Implement OnCore System to manage research programs.
• Reluctantly accepting the limitations of the Banner system, the advisory panel would increase training including online tutorials on navigating Banner and Dashboard and initiate yearly audits of grants so that reallocation/dispute resolution can occur.
• Expand the charge and membership of the existing Wayne State University Physician Group Data User/Data Design Workgroup to address research management and promotion:
  - Identify research reports routinely requested.
  - Identify both reliable in-house and external data bases to generate research reports.
  - Identify reports available or needed to facilitate collaboration among investigators and to support team science projects in areas of anticipated research growth.
  - Develop processes to verify data integrity periodically and to discuss and resolve data entry problems.

Research Faculty Development Workgroup

• Each department should establish a mentor program within the context of the SOM mentoring program, especially for new faculty but also for faculty at later stages of their careers.
• The mentoring program should be evaluated each year and reported as part of the chair’s review with the dean.
• The SOM should more widely disseminate its formal mentor training program and a system for rewards for departments and individuals who have successfully employed a mentoring program as evidenced by research productivity.
• Each mentee will develop annual and five-year goals, a plan to achieve these goals and expected outcomes.

• Mentoring should include an emphasis on team science and actively promote participation in collaborative research. Mentees should be matched to one or more research clusters, likely to bridge departments.
• To further promote team science, the Vice Dean for Research will include in the SOM New Faculty Orientation a formal orientation program for faculty on research resources for grant preparation, access to and availability of core facilities, and annual updates of faculty profiles in the Community of Science database.
• Educate those who evaluate faculty for career advancement (Promotion and Tenure committees, chairs, etc.) to favorably weigh collaborative research.
• To advance clinicians’ participation in research, the committee supported the proposed Clinical Scholar Track with more time for research for non-funded clinical educators. This research time would be supported initially by SOM and departmental funds, reviewed annually, and likely be available for a limited time.
• Establish a Clinical Scientist Career Development Track in which a newly recruited assistant professor with demonstrated research potential would receive a three year 40 percent protected time award (reviewed annually) to develop a research program.
• Establish semiannual “check-ups” of faculty >40 percent research.
• The workgroup also recommended contracting with a grant writing agency to assist faculty with grant submission. Participation in this program would be limited and tied to the mentoring program.
COMMITTEE MEMBERS

Ms. Leann Arcori  
M.D. candidate (2017)

Dr. Alana Conti  
Assistant Professor of Neurosurgery

Dr. David Edelman  
Associate Professor of Surgery

Mr. John Elliott  
Administrator, Physical Medicine and Rehabilitation and Orthopaedics

Dr. Robert Frank  
Vice Dean of Clinical Affairs and Chief Medical Officer of the Wayne State University Physician Group

Dr. J.P. Jin  
Professor and Chair of Physiology

Mr. Ken Lee  
Vice Dean of Business Affairs

Dr. Henry Lim  
Associate Dean of Henry Ford Health System

Dr. Kathy Meert  
Professor of Pediatrics and Vice President/President Elect (2017) of the Faculty Senate

Mr. Christian Reynolds  
Ph.D. candidate

Dr. David Rosenberg  
Chair of the Department of Psychiatry and Behavioral Neurosciences

Dr. Bella Schanzer  
Professor of Psychiatry and affiliate of the John D. Dingell VA Medical Center

Dr. Maryjean Schenk  
Vice Dean of Medical Education

Mr. John Schiavone  
Senior Director of Strategy and Innovation

Dr. Assia Shisheva  
Professor of Physiology

Ms. Anna Spiroff  
Administrator, Office of Research

Dr. Bonnie Stanton  
Vice Dean of Research

Dr. Suzanne White  
Executive Vice President and Chief Medical Officer, Detroit Medical Center