A Strategic Action Plan for 2006-2011

Table of Contents

Letter from President Irvin D. Reid........................................Pages 1-7

Preamble................................................................................Pages 8-9

Strategic Action Plan..............................................................Pages 10-16
Dear Friend of Wayne State University,

I am honored to present Wayne State University’s 2006-2011 Strategic Plan, a comprehensive blueprint for the orderly development of this institution over the next five years.

Since Wayne State University was founded 138 years ago as Detroit Medical College, it has done many things very well. Research conducted here has led to discoveries and innovations that have enriched the world. Through its long and distinguished history, Wayne State has provided Michigan with physicians, nurses, lawyers, social workers, scientists, engineers, entrepreneurs, teachers, politicians, dancers, actors, writers and many, many other responsible and productive citizens.

We have achieved a great deal, but we aspire to much more. We believe that by continuing to refine the quality of our scholarship, teaching and research, and by improving our service to Detroit, Michigan and the world, we can secure a place among this nation’s finest urban, public universities.

Wayne State is Michigan’s only urban research university and is ranked by the National Science Foundation among the nation’s top 50 public universities for research expenditures. The university also is classified by the Carnegie Foundation for the Advancement of Teaching as a “Doctoral/Research University – Extensive (very high research activity),” a distinction held by fewer than 100 U.S. universities.

Located in the heart of Detroit’s University Cultural Center, Wayne State offers students and faculty a culturally diverse and vibrant urban setting. The campus includes more than 100 buildings on 203 acres of landscaped green space. Looking to the future, our campus will become an increasingly attractive place to study, work and conduct research. In the next five years, major additions will be made to the College of Engineering, the School of Business Administration and to our medical and law schools.

In 2001, after many months of dialogue and discussion among administration, students, faculty, staff, alumni and other stakeholders, Wayne State adopted its first five-year comprehensive strategic plan. The shared vision that became our 2001-2006 Strategic Plan energized our campus and guided an unprecedented transformation of student life, research, teaching and community outreach.

With this first plan as our guide, we improved the undergraduate experience at Wayne State by enhancing competence in core academic skills and the expansion of our Honors Program. We refined a thriving research enterprise with the proven ability to translate scientific breakthroughs into practical applications. Wayne State’s professional and graduate programs con-
continue to grow in stature; many are ranked among the nation’s best. The campus has been transformed with new facilities tailored to the needs of students, faculty and staff. Wayne State also has played a pivotal role in reinvigorating its neighborhood and is increasingly influential in the economic and cultural development of Southeast Michigan.

We take great pride in our accomplishments under the 2001-2006 strategic plan, particularly during an era of economic uncertainty in higher education. But the environment in which we teach, discover and serve continues to change, and the needs of the people who come to us are changing as well. To meet its many and myriad responsibilities, a great university must be prepared to respond wisely to change, and so even before our first plan was completed we had begun work on a second.

The process of shaping the new plan followed the lead of its predecessor, so this finished product reflects input from across the university as well as from many friends and constituents beyond our campus. As the new plan developed, I was truly impressed by the level of commitment to Wayne State University’s future by everyone involved.

Some recommendations in the 2006-2011 plan refine our present directions, while others break new ground. It is just as important to reaffirm our traditions as to explore different ways of doing things. In the main, the 2006-2011 strategic blueprint is built around goals that we believe will continue to strengthen the university in all phases of its operations.

Our Strategic Vision

Strategic planning naturally reflects and supports our fundamental values. These values necessarily are refined over time, but their essential meaning and intent does not change. They provide a common sense of purpose for the university community, shaping our future while keeping us focused on the unique attributes and characteristics that make Wayne State special.

The foundations of our strategic vision are our urban mission, our global presence, our use of innovative technology and our commitment to diversity.

Our Urban Mission. Wayne State University is dedicated to the renewal, prosperity and well-being of Detroit and Michigan. We are a powerful catalyst for the local economy, improving the quality of life in the region and across the state. Economically, socially and culturally, no other university in Michigan has the ability to benefit so many people so directly and immediately. We work diligently to create productive partnerships with business, industry, government and cultural institutions, and Wayne State has been a driving force in the renewal of Midtown Detroit.
Our Global Presence. Just as we call ourselves an urban research institution, we are committed to global education and international partnerships. Every day, cultures worldwide are becoming more and more interconnected. Politically, economically, socially and culturally, what happens in Bangalore, Tokyo, Beijing or Sao Paolo affects what happens in Detroit.

We especially owe it to our students to expand their understanding of international affairs and other peoples through study-abroad programs and classroom experiences that stress diversity and cross-cultural understanding. No student, regardless of his or her major, should leave Wayne State University without a familiarity with the international forces and influences with which this nation interacts every day.

Our Use of Innovative Technology. Technology has become an essential component of higher education. It infuses daily life at the university, from a prospective student’s first visit to our Web site to the supercomputers used by researchers to send data around the globe. Responding to the university’s evolving needs for technology will help achieve our academic objectives, provide exceptional student services and advance our capacity for research.

Our Commitment to Diversity. We pride ourselves on being Michigan’s most diverse public university, and regard this as a significant strength of the educational experience we provide. Diversity in our faculty, students and staff is a major source of the university’s intellectual vitality. A broad spectrum of informed perspectives encourages tolerance and mutual understanding while preparing our students for success in an increasingly complex and interconnected society. The university plays a critical role in encouraging responsible dialogue on the racial, ethnic, religious and cultural issues that face our world.

Strategic Goals

Five specific goals emerged from our strategic vision for the university. These goals articulate our aspirations and provide a framework for the way in which our new plan will be translated into action over the next five years.

We have pledged to promote an exceptional learning experience; improve the university’s stature as a nationally ranked research university; nurture a strong and dynamic campus community; sustain our role as an engaged university in an urban environment; and diversify and broaden the university’s funding base.

We intend to make Wayne State University one of the nation’s most respected public research universities, and feel that these goals provide a way to make that happen. But national recogni-
tion is not an end in itself; what matters most is how our progress as shaped by these goals will position the university to benefit our students and ultimately our city, our state, our nation and the world.

Our Planning Philosophy

Wayne State University’s strategic planning has been based on a detailed analysis of our evolving environment. Recognizing and understanding the challenges and opportunities we face has helped us determine the best use of available resources and assist our decision-making.

Accessibility and Value. We consider that Wayne State University’s special challenge is to promote research in its most productive forms while excelling at teaching a diverse student body.

Historically, we have been a “university of opportunity.” Our students vary widely in economic status, age and education. They include first-generation college students, adults and persons from economically disadvantaged school districts, as well as National Merit Scholars, honor students and mid-career graduate and professional students. All possess unique talents, abilities and needs. We have sought to develop for them the kind of opportunities through which they may achieve their highest potential for academic and personal growth.

Exceptional Programs and Student Performance. Concomitant with our pledge to be a university of opportunity, we admit at-risk students more readily than many of our peer institutions. We believe every student must be offered the tools necessary to succeed and consider ourselves obligated to provide incentives and programs that will empower students to graduate in a timely fashion. Retention and graduation rates are a reliable measure of a university’s effectiveness, and we are making a sustained effort to improve the kind of student services that will help us reach and ultimately exceed the objectives we have set in this area.

Shifting Demographics. The region’s changing demographic picture presents the university with significant challenges over the next decade. An analysis of research by the Wayne State University Center for Urban Studies indicates that Southeast Michigan’s population will steadily migrate from Detroit’s traditional urban center outward into Oakland, Macomb, Livingston and western Wayne counties.
While the number of high school graduates in Southeastern Michigan is expected to grow by 25 percent by 2013, a subsequent sharp decline in the birth rate will result in substantially fewer graduates in the following decade. Conversely, the number of people ages 65 and older will begin to climb significantly in several Southeast Michigan counties.
In anticipation of a changing population of learners, the new strategic plan seeks to address long-term trends while identifying new ways to serve students with non-traditional needs.

**Developing New Resources.** In Michigan and across the nation, state spending on higher education has declined substantially in the past decade. The need to provide excellent educational experiences and perform first-quality research in an era of tight budgets presents all universities with a crisis of major proportions.

We face a particularly trying dilemma: With resource-intensive programs such as nursing and medicine and a largely commuter-based, part-time student body, our expenses per student are higher compared to Michigan’s other public universities.

As in the past, we will raise tuition only when such action is unavoidable to avoid a compromise in the quality of the education we provide. We prefer to educate and influence the state legislature to the end that our funding needs are better met. We also will continue to broaden
the university’s funding base by increasing private philanthropic support and creating mutually beneficial partnerships with business, industry and the community.

As you can see, our Strategic Plan is complex and ambitious. But it is attainable. Though we have set high standards for ourselves, they are not outside our reach. Everyone who worked on this plan believes that Wayne State is a great university, but one that can be better in all respects. Our next five years may prove to be even more exciting than the five just past.

We remain committed to academic success and personal growth for our students; to diversity among our students, faculty and staff; to superior teaching and research; to a strong relationship with our alumni; and to community enrichment in all its forms. We recognize the promise of interdisciplinary education and faculty collaboration; of service learning; and of a curriculum that stresses the rapidly changing character of our world. Our 2006-2011 Strategic Plan reveals that we know our strengths and our potential very well, and that we are confident in both the promise of our future and our ability to fulfill that promise.

Sincerely,

Irvin D. Reid
President
Preamble

In 2001, Wayne State University adopted its 2001-2006 Strategic Action Plan to provide guidance essential to the University’s development as a model urban, public research university. The planning process resulted in identification of five core strategic directions: the learning experience, pre-eminence in research and scholarship, quality of campus life, an engaged university, and educational opportunities for renewal and advancement.

Wayne State University has made great strides during the five years in which that plan has been implemented. A culture of shared governance has been developed which has greatly facilitated these achievements. The undergraduate experience has been fundamentally changed by increased emphasis on and support of an honors program, construction of residence halls and other facilities that have created a more residential campus community, and recruitment of students with exceptional credential levels. Wayne State’s professional schools and graduate programs are thriving, and the University is firmly established as one of the Carnegie-rated academic institutions with “very high research activity.” Wayne State has been an integral part of the reinvigoration of Detroit—culturally, intellectually, and commercially. At the same time, the University has been building bridges across the globe.

Wayne State needs to redouble its efforts to help all of Michigan better appreciate its singular role, while also working creatively to increase revenues from sources other than state appropriations and bolster financial assistance to keep education affordable and accessible. Significant progress is evident; however, challenges clearly remain: to sustain forward momentum in our scholarly accomplishments; to solidify and enhance our role outside Wayne County; to ensure that all students enjoy academic success; and, most fundamentally, to acquire sufficient resources to fund the thriving urban university that Michigan needs. This new strategic plan is designed to surmount these substantial challenges, and guide Wayne State University forward in fulfilling its great mission.

This strategic plan was developed using strategies that address these challenges and relies on a set of planning principles that demonstrate a dedication to our core values. Identified as the premier planning principle is a commitment to maintain the University’s excellence in both teaching and scholarly activity. The second planning principle reflects the distinct advantages, opportunities, and responsibilities that arise from the University’s urban environment and the experiences it affords. The third principle involves recognizing and responding to the challenges of the global environment and establishing a global presence. The fourth focuses on the importance of engaging new technologies to ensure the currency and reach of the University’s
instructional programs and to enrich the educational experiences of our students. The fifth stresses the importance of diversity and the centrality of the University’s commitment to diversity as part of our urban mission.

At Wayne State University, diversity and excellence go hand-in-hand, and our diversity is a significant strength of the educational experience we provide. As an inclusive community of students and scholars from different cultural, national and academic backgrounds, the University offers access and educational opportunities to all. This commitment to access, however, is challenging in the context of diminishing resources for higher education. In Michigan and across the nation, state spending on higher education has declined substantially, requiring innovative approaches to funding quality academic programs. Wayne State makes special contributions to the state of Michigan—by attracting federal research dollars, by spinning off commercial ventures, and by educating engineers, scientists, and professionals, the large majority of whom remain in Michigan, to stimulate the economy and meet the needs of Michigan residents.

The University also recognizes that we are accountable to the citizens of Michigan to fulfill our commitments. We need to set spending priorities in light of the University’s strategic goals. To demonstrate both to ourselves and to others that we are meeting the needs of our students we must define and quantify our objectives. We will only know when we have achieved our goals, when we have fallen short, and when we must redirect our efforts if we can measure the outcomes of our plans. We will also need to set priorities and create a timetable for accomplishing all that we have asked of ourselves. To achieve both will require continued dialogue and continuous review of our progress. Finally, we acknowledge that any strategic plan is incomplete and imperfect; there is always more that needs to be accomplished and our aspirations may extend beyond our ability to reach all of our goals. This strategic plan, however, guides us and challenges us to continue to develop as a premier urban research university.
Strategic Action Plan

Goal 1. Promote an exceptional learning experience that builds upon the unique character of Wayne State University and leads to student success.

1.1 Achieve excellence in the teaching of undergraduate, graduate, and professional students.

1.1.1 Recruit faculty who demonstrate the potential for excellence in teaching as well as excellence in research.

1.1.2 Maintain and encourage a scholarly teaching culture by creating a mentoring system for junior faculty and by adequately funding and staffing teaching support services.

1.1.3 Promote faculty development and excellence among all faculty by providing rewards for excellent teaching and promoting the effective use of recent technology and research in teaching methods.

1.2 Improve delivery of programs and services designed to enhance student retention and graduation rates.

1.2.1 Develop and implement effective systems to identify and monitor at-risk and under-prepared students. Develop comprehensive programs to increase retention and graduation rates.

1.2.2 Implement strategies to reduce time-to-degree such as early development of plans of work, early completion of competency and qualifying exams, enforcing prerequisites and taking courses in sequence, and flexibility in course scheduling and instructional delivery.

1.2.3 Enhance mentoring opportunities and learning communities for undergraduate, graduate, and professional students.

1.2.4 Develop more effective academic services in key areas such as registration, advising, financial aid, and career services and expand use of technology when appropriate.

1.2.5 Improve assessment of learning outcomes for general education.
1.2.6 Upgrade classrooms and classroom buildings to improve the educational experiences of students.

1.2.7 Create a plan for an Honors College.

Goal 2. Improve Wayne State University’s stature as a premier research university.

2.1 Raise Wayne State University’s overall national ranking in research, scholarship, and creative activity.

2.1.1 Improve Wayne State’s total research ranking according to national measures, including those generated by the National Science Foundation, National Institutes of Health, and National Research Council.

2.1.2 Improve Wayne State’s stature in all disciplines in terms of scholarly publications and creative performance, degrees granted, and national recognition.

2.2 Assure that Wayne State’s highest ranked disciplinary units strengthen their national standings, and that other units achieve national ranking.

2.2.1 Increase university support for select PhD programs.

2.2.2 Aggressively seek private funding to increase the number of endowed chairs and professorships.

2.3 Increase the number of nationally competitive graduate programs and increase the involvement of undergraduate students in research and scholarship.

2.3.1 Increase graduate student stipends to levels sufficient to attract students nationally.

2.3.2 Increase the number of graduate student fellowships and research assistantships.

2.3.3 Continue to support excellence in the social sciences, arts, humanities, as well as the professional schools.

2.3.4 Provide additional opportunities for undergraduate students to participate in research.
2.4 Seek opportunities for multi-disciplinary and translational research, while acknowledging the enduring and fundamental role of single-investigator research by faculty members.

2.4.1 Develop effective ways to increase research funding based on federal, state, and private initiatives that identify and prioritize compelling areas of multi-disciplinary research.

2.4.2 Pursue a clinical translational science award (CTSA) as part of the NIH Road Map; and construct a multi-disciplinary biomedical research building to support the program.

2.4.3 Invest resources and provide incentives for units and individual investigators to increase external funding.

2.4.4 Facilitate the commercialization of faculty innovations and intellectual property.

2.5 Strengthen human and physical resources in support of research.

2.5.1 Provide increased levels of start-up funding for nationally competitive recruitment of new faculty members.

2.5.2 Aggressively seek to retain top scholars who are being recruited by other universities.

2.5.3 Renovate and expand research facilities to support state-of-the-art research programs.

2.5.4 Increase involvement of the offices of Development and State and Federal Affairs in support of research.

2.5.5 Strengthen research grant administration and human resource services to sustain high quality research.

Goal 3. Enhance the quality of campus life by nurturing a strong and dynamic community.

3.1 Expand campus activities for students, faculty, and staff, taking advantage of the University’s unique location.
3.1.1 Provide additional weekend and evening hours for study rooms and computer areas, retail outlets, and other services.

3.1.2 Strengthen programs in residence halls for all students.

3.1.3 Improve the perception of campus safety to foster a vibrant campus.

3.1.4 Continue to enhance athletics programs.

3.1.5 Strengthen the sense of the campus community at the extension centers.

3.2 Upgrade the physical environment and infrastructure of the campus.

3.2.1 Update the campus master plan, prioritizing facilities that support the academic mission.

3.2.2 Develop a funding plan that provides resources to expand investments in facilities to accommodate growth and reduce deferred maintenance.

3.2.3 Establish an energy conservation strategy.

3.2.4 Develop more residential opportunities for faculty, staff, and students.

3.2.5 Expand self-supporting conference space on campus.

3.2.6 Improve information technology and support its use.

3.3 Create a culture committed to service, enhancing service through improved efficiency.

3.3.1 Streamline business practices.

3.3.2 Strengthen training at all levels of the organization.

Goal 4. Promote University engagement in an urban environment.

4.1 Foster collaborations with government, business, cultural, and other external organizations.
4.1.1 Enhance relationships with government entities and expand connections with the business community, demonstrating that Wayne State serves as a resource for the region, nation, and the world.

4.1.2 Complete the next phases of the Wayne State University Research and Technology Park (TechTown) and better integrate park development with both the campus and the outside community.

4.1.3 Promote Wayne State University as the intellectual hub of the Cultural Center, support a public/private redevelopment area for Midtown Detroit, and strengthen relationships with nearby cultural institutions.

4.2 Extend educational programs and experiences beyond campus boundaries and promote Wayne State University’s visibility as an international, national, state, and local presence.

4.2.1 Strengthen articulation agreements with community colleges and expand University programs in Macomb County and elsewhere in the tri-county area.

4.2.2 Develop expanded on-line course offerings for degree, certificate, and continuing education programs, and develop a program to respond to workforce retraining needs.

4.2.3 Forge stronger relationships with K-12 schools.

4.2.4 Seek opportunities for joint programs with international universities and encourage collaboration of Wayne State scholars with international scholars.

4.2.5 Engage students and faculty in international studies, study abroad and exchange programs.

4.2.6 Enhance undergraduate and graduate service learning and internships.

Goal 5. Diversify financial resources to support the University’s spending priorities.

5.1 Be entrepreneurial in seeking new revenue sources.

5.1.1 Build a culture of philanthropy through capital campaigns and alumni giving.
5.1.2 Expand self-supporting auxiliary enterprises on campus as a source of both services and revenues.

5.1.3 Forge national and international industry partnerships to increase support for research and learning opportunities.

5.1.4 Offer creative educational programs that can generate substantial revenues and that do not compete with the University’s traditional degree programs.

5.2 Position Wayne State University as a premier destination and university of opportunity.

5.2.1 Expand opportunities by increasing student enrollment up to 40,000, including an expanded residential population.

5.2.2 Enrollment growth should be accompanied by an increase in the number of full-time faculty and teaching assistants and should be achieved by maintaining admission standards and improving retention.

5.2.3 Tuition should be set to balance the needs of excellent programs with access to them.

5.2.4 Develop additional student financial aid to ensure broad access for additional student enrollment.

5.2.5 Increase marketing efforts to improve the University’s image and reputation.