

2016-2021 Strategic Plan Update

Board Executive Committee Meeting
June 24, 2016

Agenda

1. Communications Roll Out
2. Cascading the Plan
3. Tactical Action Planning Progress
4. Next Steps/Considerations

➤ 2016-2021 WSU Strategic Plan

What's different?

- Full participation in development
- New mission, vision, and values
- Greater focus and differentiation
- Full communication launch and management cascade
- Disciplined process of development **and** implementation
- Development of supporting tactical plans
- Implementation committee to analyze, measure progress, report, and recommend adjustments
- Integration with budget and master plan processes

Communications Roll Out

Objectives:

1. Inform the university community and beyond about the vision, mission and values.
2. Inspire the university community to embrace and participate in the execution of the plan and adoption the cultural values.
3. Help prepare for HLC accreditation site visits.

Communications Roll Out

Target Audiences:

Faculty, Staff, Administration

Students

Key donors/alumni

Community members

News media

Communications Tactics: Presidential Address

WAYNE STATE UNIVERSITY

Academics | Directorates | Contact WSU | A-Z Index

AIM HIGHER

Public Relations

Media Resources | WSU Publications | Search Experts | WSU Calendar | Meet the Staff


Search

News and Announcements Archive

Pres. Wilson unveils 'Distinctively Wayne State University' during annual address

September 15, 2015

Return to News List



During last year's annual University Address, Wayne State President M. Roy Wilson cited the need for a strategic plan. On Sept. 15, before a capacity crowd in the Student Center Ballroom, he unveiled "Distinctively Wayne State University," a five-year strategic plan laying the foundation for strategic focus areas and core values for 2016-21.

Adopted last month by the Board of Governors, the plan includes vision and mission statements based on the following core values: collaboration, innovation, excellence, diversity and inclusion, and integrity.

"These (core values) are our North Star," Wilson said. "They guide our way, and they cannot be compromised."

WSU's mission statement includes three major areas and challenges: "To create and advance knowledge, prepare a diverse student body to thrive, and positively impact local and global communities."

In reference to "preparing a diverse student body to thrive," Wilson offered a challenge. "That Wayne State will do its part to commit to a four-year graduation — the pathway will be there for whomever major the student decides upon; the advising will be there to help guide the way; the required classes will be available for the students to take. Students do their part, and Wayne State does its part.

"One student at a time, we must do everything we can to assist them to thrive and become productive members of our society," he added.

News Releases

- Nov. 2015
- Oct. 2015
- Sep. 2015
- Aug. 2015
- Release Archive

WSU In The News

- Nov. 2015
- Oct. 2015
- Sep. 2015
- Aug. 2015
- Release Archive

Connect with WSU

- Facebook
- Twitter
- YouTube
- Flickr
- Delicious
- FriendFeed

Other Useful Links

- South End
- School of Medicine
- Athletics
- Office of the President
- Board of Governors
- WDET

RSS Feed

[Read this email on the Web](#)



Wayne State University Town Hall Meeting

Join Wayne State University President M. Roy Wilson for a town hall meeting, 9 a.m. Tuesday, Nov. 11 in Bernath Auditorium in the David Adamany Undergraduate Library, 5155 Gullen Mall.

President Wilson will update the Wayne State community on the university's strategic planning process and provide an overview of its vision, mission and strategic focus areas. The president will be joined by members of the strategic planning committee.

Reserve your place at the town hall or submit a question in advance.

[RSVP](#)

This event will be streamed live at wayne.edu/live and will feature a discussion area to share your feedback.

WAYNE STATE UNIVERSITY

AIM HIGHER

Communications Tactics: Media

CRAIN'S DETROIT BUSINESS NEWS AWARDS EXTRAS DATA BLOGS / OPINION EVENTS MULTIMEDIA Login

TOP STORIES | Accio Energy gets \$4.5 million DOE grant for wind generation systems

ENTERTAIN WITH A HOLIDAY SUITE PACKAGE
 INCLUDES AN ON-FIELD PHOTO
 31.3-262-2121 PREMIUM.SUITES@LIONS.NFL.NET

September 15, 2015 10:00 a.m. UPDATED 9/16/2015

Wayne State president: Increase enrollment, retention, graduation rates

Detroit university's strategic plan for 2016-21 also lays framework for new Council of Entrepreneurship

By KIRK PINHO

SHARE Detroit Education Entrepreneurship More +



M. Roy Wilson

Wayne State University plans to increase enrollment to more than 30,000 students and its six-year graduation rate to at least 50 percent by 2021.

In a wide-ranging strategic plan for 2016-21 developed over more than a year with a variety of university stakeholders, President M. Roy Wilson also calls for increasing WSU's retention rates by 3 percent each year.

Wilson, who became Wayne State president two years ago, outlined his five-year vision for the university this morning.

About 27,600 undergraduate, graduate and professional students enrolled in the fall 2014 semester, meaning that hitting the 30,000-student goal would represent at least an 8.7 percent enrollment increase.

University-provided data show that six-year graduation rates have fluctuated between 26 percent and 34 percent since 2007.

WSU data also show that the first-year student retention rate has risen from 69 percent in 2007 to 76 percent last year, reaching a high of 77 percent in 2010, 2011 and 2013. That's below the statewide average for publicly funded universities as well as below its research-intensive peers, the **University of Michigan** and **Michigan State University**, according to WSU data.

MICHIGAN MORNING NEWSLETTER

Get a roundup of important news that happens each day.

email address

Say "Hello" to HAP.

Get Custom Pricing



UP YOUR GIVING GAME >>

Detroit's superstars of community service and philanthropy

Detroit Free Press SEARCH Subscribe Now For Home Delivery

Wayne State seeks to build on momentum of success

Wayne State president outlines strategic plan, calls for 8% growth

Wayne State University is beginning and growing in nearly every measurement, but it can't let up now, its president said Tuesday morning.

That includes enrollment, where 2,561 freshmen made up this year's class, a 16.9% increase over last year. Retention is at the highest level in the past 14 years. Funding for research is up \$20 million over last year.

"Let's keep the momentum going," Wayne State President M. Roy Wilson said as he gave his third state of the university speech. "Our vision is to be a preeminent urban, research university."

He said after Wayne State became "a president at a research university, he wants to be become "the" preeminent research university.

The university's new strategic plan calls for enrollment to climb to 30,000 students, in the fall of 2016. Wayne State had 27,670 students. That means to meet the growth goal, the enrollment would have to increase by 8%.

The strategic plan calls for the six-year graduation rate to increase to 50%, the university at 32%, according to federal data.

ANY PROMO

Run South, Detroit athletes, class at 58

More August stories

The Detroit News SEARCH

WSU leader sets goal of graduating students in 4 years

Kim Rozkowski, The Detroit News

Editor — Wayne State University President M. Roy Wilson called Tuesday for the school and students to commit to a goal of graduating in four years, despite historically having one of the worst six-year graduation rates in Michigan.

Calling the six-year graduation rate improving but still "unacceptable" at 52 percent, Wilson said the aim is not to achieve better national rankings or more state funding but to prepare a diverse student body to thrive.

"We do this because every student deserves the opportunity to obtain the best of a college education," Wilson said. "Every student deserves the opportunity to aspire and to achieve excellence — the type of excellence that is part of the value system of Wayne State. Every student deserves the opportunity to thrive, regardless of their family wealth or the circumstances in which they were born."

Wilson made the call during his third annual university address, where he touched on the university's 2016-21 strategic plan, which included themes of collaboration, innovation, excellence, diversity and inclusion, and integrity.

He pointed to numerous signs of progress at the university, including a 16.9 percent increase in freshman enrollment over the previous year and a rise in research funding to \$150.3 million. In addition, student housing is at capacity with waiting lists for dorm beds and retention rates are at their highest levels in 16 years.

Run Photo

EMU's police dog Nitro

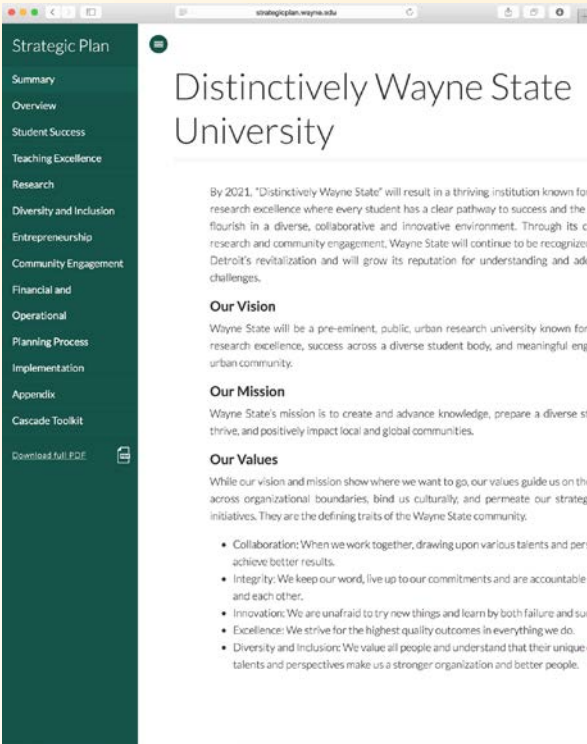
WSU faculty members women in Bloomfield Hills

Ohio Gov. John Kasich in Sterling Heights

Coyotes say they'll run again

Communications Tactics:

wayne.edu/strategicplan

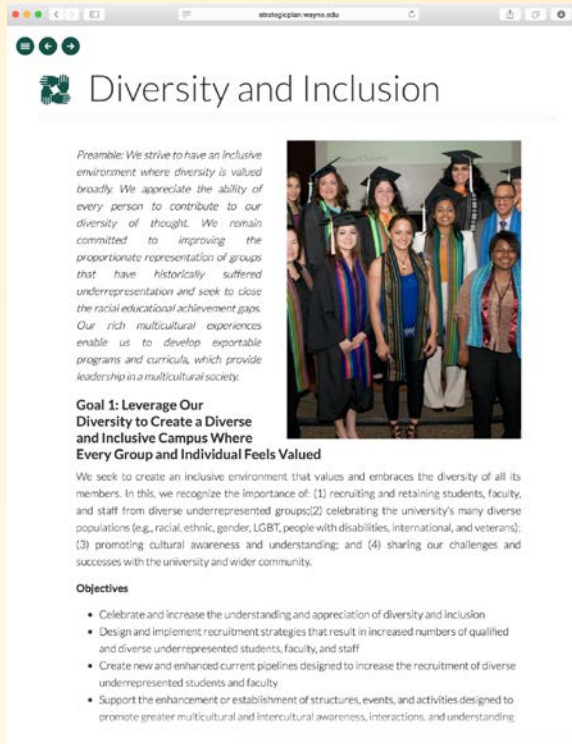


Strategic Plan

- Summary
- Overview
- Student Success
- Teaching Excellence
- Research
- Diversity and Inclusion
- Entrepreneurship
- Community Engagement
- Financial and
- Operational
- Planning Process
- Implementation
- Appendix
- Cascade Toolkit


Download full PDF

Distinctively Wayne State University



Diversity and Inclusion

Preamble: We strive to have an Inclusive environment where diversity is valued broadly. We appreciate the ability of every person to contribute to our diversity of thought. We remain committed to improving the proportionate representation of groups that have historically suffered underrepresentation and seek to close the racial/educational achievement gaps. Our rich multicultural experiences enable us to develop exportable programs and curricula, which provide leadership in a multicultural society.

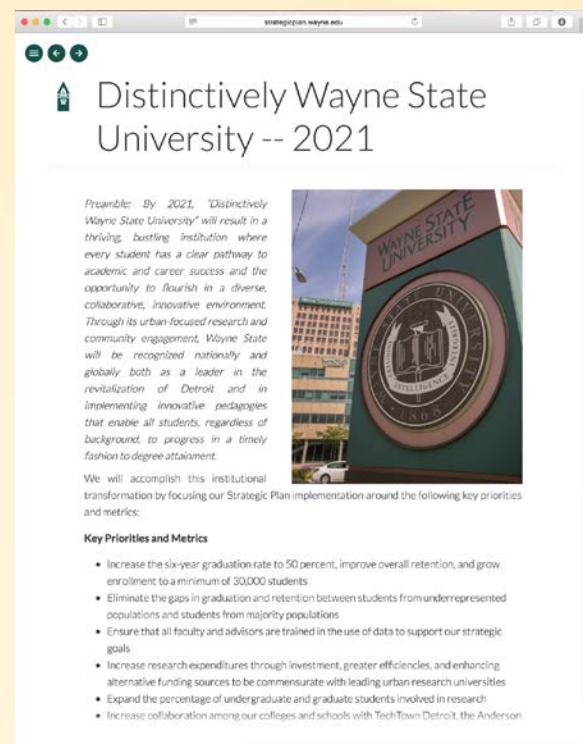


Goal 1: Leverage Our Diversity to Create a Diverse and Inclusive Campus Where Every Group and Individual Feels Valued


We seek to create an Inclusive environment that values and embraces the diversity of all its members. In this, we recognize the importance of: (1) recruiting and retaining students, faculty, and staff from diverse underrepresented groups;(2) celebrating the university's many diverse populations (e.g., racial, ethnic, gender, LGBT, people with disabilities, international, and veterans); (3) promoting cultural awareness and understanding; and (4) sharing our challenges and successes with the university and wider community.

Objectives

- Celebrate and increase the understanding and appreciation of diversity and inclusion
- Design and implement recruitment strategies that result in increased numbers of qualified and diverse underrepresented students, faculty, and staff
- Create new and enhanced current pipelines designed to increase the recruitment of diverse underrepresented students and faculty
- Support the enhancement or establishment of structures, events, and activities designed to promote greater multicultural and intercultural awareness, interactions, and understanding



Distinctively Wayne State University -- 2021



Preamble: By 2021, "Distinctively Wayne State University" will result in a thriving, bustling institution where every student has a clear pathway to academic and career success and the opportunity to flourish in a diverse, collaborative, innovative environment. Through its urban-focused research and community engagement, Wayne State will be recognized nationally and globally both as a leader in the revitalization of Detroit and in implementing innovative pedagogies that enable all students, regardless of background, to progress in a timely fashion to degree attainment.

We will accomplish this institutional transformation by focusing our Strategic Plan implementation around the following key priorities and metrics:

Key Priorities and Metrics

- Increase the six-year graduation rate to 50 percent, improve overall retention, and grow enrollment to a minimum of 30,000 students
- Eliminate the gaps in graduation and retention between students from underrepresented populations and students from majority populations
- Ensure that all faculty and advisors are trained in the use of data to support our strategic goals
- Increase research expenditures through investment, greater efficiencies, and enhancing alternative funding sources to be commensurate with leading urban research universities
- Expand the percentage of undergraduate and graduate students involved in research
- Increase collaboration among our colleges and schools with Tech Town Detroit, the Anderson

Communications Tactics:

Executive Summary



By 2021, "Distinctively Wayne State" will result in a thriving institution known for academic and research excellence where every student has a clear pathway to success and the opportunity to flourish in a diverse, collaborative and innovative environment. Through its commitment to research and community engagement, Wayne State will continue to be recognized as a leader in Detroit's revitalization and will grow its reputation for understanding and addressing urban challenges.

VISION

WSU will be a pre-eminent, public, urban research university known for academic excellence, success across a diverse student body and meaningful engagement in its urban community.

MISSION

Wayne State's mission is to create and advance knowledge, prepare a diverse student body to thrive, and positively impact local and global communities.

OUR VALUES

While our vision and mission show where we want to go, our values guide us on the way. They cut across organizational boundaries, bind us culturally, and permeate our strategic and tactical initiatives. They are the defining traits of the Wayne State community.

Collaboration: When we work together, drawing upon various talents and perspectives, we achieve better results.

Integrity: We keep our word, live up to our commitments and are accountable to ourselves and each other.

Innovation: We are unafraid to try new things and learn by both failure and success.

Excellence: We strive for the highest quality outcomes in everything we do.

Diversity and Inclusion: We value all people and understand that their unique experiences, talents and perspectives make us a stronger organization and better people.

STRATEGIC FOCUS AREAS

Seven strategic focus areas guided our planning. In each of these areas, we've identified essential goals to achieving the "Distinctively Wayne State" student experience.

Student Success

Students are our top priority, and we provide them with the tools and experiences that they need to learn and to succeed. Academic excellence, innovative pedagogies, collaborative and interdisciplinary research, career preparation, global experiences, and deep engagement in cultural diversity within a dynamic urban environment all create a "Distinctively Wayne State" student experience. Our goals for this strategic focus area are:

- Goals
- Cultivate a culture of student success
 - Create clear academic pathways that support progressive student success
 - Increase retention, progress to degree and graduation rates for all students
 - Enhance academic and career training for all graduate students

Teaching Excellence

We will use proven and innovative, evidence-based, high-impact practices and culturally responsive and reflective pedagogies to increase levels of student engagement and learning outcomes. Our goals for this strategic focus area are:

- Goals
- Enhance a culture that values teaching excellence
 - Identify and encourage the adoption of best teaching practices and the improved delivery of learning outcomes campuswide through the use of data
 - Improve the quality of faculty-student relationships within the classroom and beyond
 - Improve graduate student training and mentoring

Diversity and Inclusion

We strive to have an inclusive environment where diversity is valued broadly and every person has the opportunity to contribute and succeed. Our rich multicultural experiences reflect the real world and help develop leadership in a global society. Our goals in this strategic focus area are:

- Goals
- Leverage our diversity to create an inclusive campus where every group and individual feels valued
 - Implement and enhance academic programs focused on cultural, language and global competencies

Community Engagement

We encourage every faculty member, administrator and student to participate in meaningful, sustainable and mutually beneficial relationships with our community. We believe that experiential learning and community service are vital to our academic mission. Our goals in this strategic focus area are:

- Goals
- Continue to enhance our leadership in the revitalization of Detroit
 - Develop innovative, meaningful, sustainable and mutually beneficial community-based service-learning experiences
 - Maintain and enhance the university's institutional reputation of high-quality community engagement

Research

We are committed to ensuring that Wayne State University becomes a world leader in discovery and knowledge application. We will increase strategic, integrative research and nurture the broad ecosystem for scholarly inquiry, discovery, creativity and knowledge application by leveraging our academic strengths, community engagement mission and urban location. Our goals in this strategic focus area are:

- Goals
- Nurture and expand the research and discovery mission
 - Develop the infrastructure and processes necessary to support research, knowledge application and broad programmatic initiatives
 - Grow research based revenue
 - Enhance our "Distinctively Wayne State" pipeline of student researchers
 - Commensurate and expand awareness of excellence in research, discovery and knowledge application

Entrepreneurship

Our university will become a bustling hub of innovation, where new ideas are constantly developed into new ventures; students and faculty collaborate through TechTown Detroit to mentor entrepreneurs, urban, and minority entrepreneurs; and industry leaders and startup CEOs seek innovative resources. Our strategic goals in this area are:

- Goals
- Create a thriving culture where new ideas and new ventures are consistently developed and rewarded
 - Simplify, coordinate and enhance the process of innovation and entrepreneurship

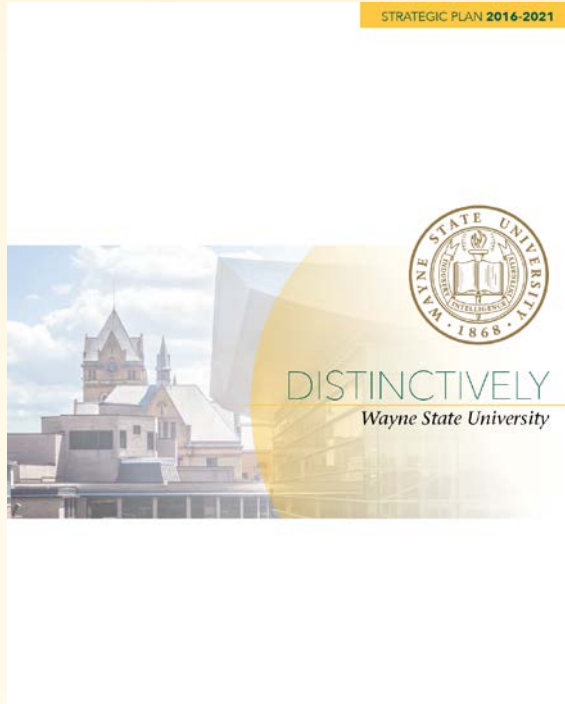
Financial Sustainability and Operational Excellence

We commit to growing revenue and increasing the efficiency and effectiveness of business processes in order to provide adequate resources to support the university's mission. Our strategic goals in this area are:

- Goals
- Increase enrollment
 - Develop a culture of philanthropy throughout the university community
 - Diversify and enhance sources of revenue
 - Achieve operational excellence in all processes
 - Ensure environmental sustainability

Communications Tactics:

Plan Booklet



Communications Tactics:

Signage (Banners, Posters)



DISTINCTIVELY

Wayne State University

STRATEGIC PLAN **2016-2021**

VISION

Wayne State University will be a pre-eminent, public, urban research university known for academic and research excellence, success across a diverse student body, and meaningful engagement in its urban community.

MISSION

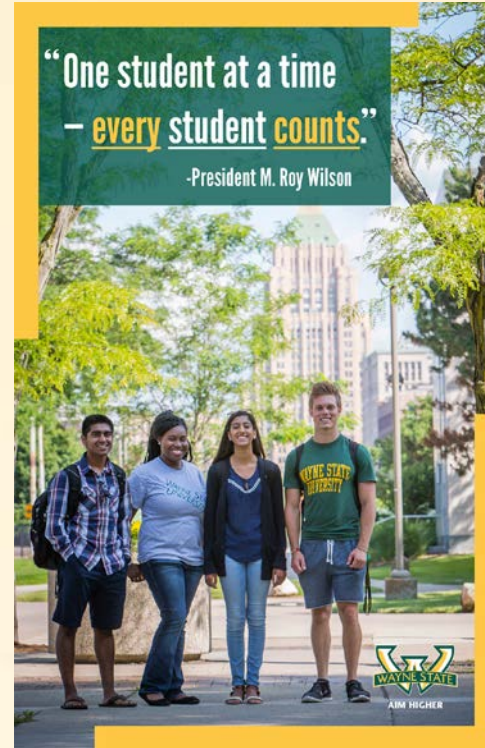
Wayne State's mission is to create and advance knowledge, prepare a diverse student body to thrive, and positively impact local and global communities.

VALUES

Collaboration • Integrity • Innovation
Excellence • Diversity and Inclusion

Communications Tactics:

Presidential Posters



Communications Tactics:

Today@Wayne

Academia | Directories | Contact Us

WAYNE STATE UNIVERSITY

TODAY @ WAYNE


Home
In the News
University News
Featured Stories
Events
Professors Who Do

Research
Press Releases
Newsletters
Medical Campus News
All News

Blogs
Videos
Photos

Subscribe

\$3 MILLION NSF GRANT TO TRANSFORM STEM TEACHING APPROACHES AT WAYNE STATE UNIVERSITY



DISTINCTIVELY
Wayne State University

The National Science Foundation (NSF) has awarded a \$3 million grant to Wayne State University for an institutional transformation project aimed at reformulating teaching approaches in STEM courses.


The grant, Student Success Through Evidence-based Pedagogies (SSTEP), will be divided into competitive awards of up to \$100,000 and allocated to STEM departments. Successful departments will work to transform their classes from a lecture-based curriculum to incorporate more evidence-based instructional practices. Through this program, students will experience engaged learning while faculty, postdoctoral fellows and graduate students will be trained in modern, evidence-based teaching methods.

"This grant will have a remarkable impact on our teaching approaches across campus and will ultimately improve the academic success of our students," said Andrew Feig, principal investigator and WSU professor of chemistry. "The NSF is investing in us to demonstrate that these types of institutional grants can help us provide better outcomes for our students and serve as a model for improving STEM education nationwide."

Other College of Liberal Arts and Sciences (CLAS) faculty members leading the SSTEP grant include Robert Bruner, professor of mathematics; Karen Myhr, professor of biology; and Peter Hoffmann, CLAS associate dean and professor of physics. Mathew Ouellet, director of WSU's Office of Teaching and Learning, also served as a co-principal investigator on the

gradschool | WSU Engineer urges graduate students to 2016 Energy Innovation Su Dec 4th 5:04 AM Dec 2

WAYNE STATE DEEPENS COMMITMENT TO A MORE DIVERSE, INCLUSIVE CAMPUS



DISTINCTIVELY
Wayne State University

Diversity is essential to Wayne State's urban mission of preparing students from varied backgrounds and experiences to excel in an increasingly complex and global society. In fact, it's so vital that it – along with inclusion

WAYNE STATE PROFESSORS COLLABORATE TO TRAIN SOCIAL WORKERS, NURSES IN SUBSTANCE ABUSE SCREENING



DISTINCTIVELY
Wayne State University

The federal government has given Wayne State University nearly \$1 million to train social work and nursing students to assess patients in primary care settings for substance abuse behaviors.

Communications Tactics:

Alumni Magazine



THE PRESIDENT'S MESSAGE

A STRATEGIC PLAN THAT IS 'DISTINCTIVELY WAYNE STATE UNIVERSITY'

Since my arrival at Wayne State University, I have often discussed the combination of attributes that makes WSD unique. It is an urban, public research university that is deeply connected with the community and historically a place of opportunity for a broad range of students. Just as often, I have shared our collective vision: becoming a pre-eminent, urban, public research university. This is a bold vision, and we will get there, but to do so we need a plan.

Last year during a retreat, the Board of Governors tasked me with developing a strategic planning process to create a road map for our vision. Led by a committee of leaders across the campus, and facilitated by The Barthwell Group, a Certified Woman-Owned, Minority, Small Business Enterprise and strategic management consulting firm based in Detroit, we spent many months gathering input from all of WSD's stakeholder groups, including students, faculty, administration and staff, alumni and the community.

We listened a great deal from focus groups, a town hall meeting, individual interviews, community group meetings and via the strategic plan website. With guidance from the Board of Governors, the plan was completed recently and approved by them on July 30. I will share the plan with the campus community during my annual university address on Sept. 15.

The plan, titled "Distinctively Wayne State University," both differentiates Wayne State from other universities and sets forth a clear vision and mission. Guiding us as we work together to execute the plan are five values: Collaboration, Excellence, Diversity and Inclusion, Innovation and Integrity. These values guide us in our approach to work, our expectations of performance and behavior, our assessment of results, and most importantly, our approach to working together.

And, working together, we saw that certain themes emerged, leading to discussions that allowed us to focus on seven interdependent Strategic Focus Areas that have served as guideposts in our planning. They are:

- Student Success
- Teaching Excellence
- Research
- Diversity and Inclusion
- Entrepreneurship
- Community Engagement
- Financial Sustainability and Operational Excellence

Each school, college and unit will create the tactical and budgetary plans necessary to achieve goals specific to these focus areas and necessary for the success of the strategic plan. We are engaged in this important activity now and will continue to be for the next few months.

Yet there is a sense of urgency; the world continues its trend of globalization and the pace of technological innovation – both in the creation and sharing of knowledge – and will not wait for us to "catch up." As we look toward that future, the university must continue to adapt to an environment characterized by change, new challenges and new opportunities. This strategic plan will allow Wayne State to do that by focusing on these areas of greatest importance and potential.



As Wayne State alumni, you, too, play a part in reaching the strategic plan goals. The idea of our alumni taking advantage of opportunities to communicate, collaborate and advocate is an important one. You are the product of a Wayne State education. You are shining examples of what the university is all about. Connecting with you and engaging you in the larger conversation about what lies ahead for Wayne State will be crucial to the success of the strategic plan and, indeed, to the success of the university long into the future.

Cascading the Plan

Objectives:

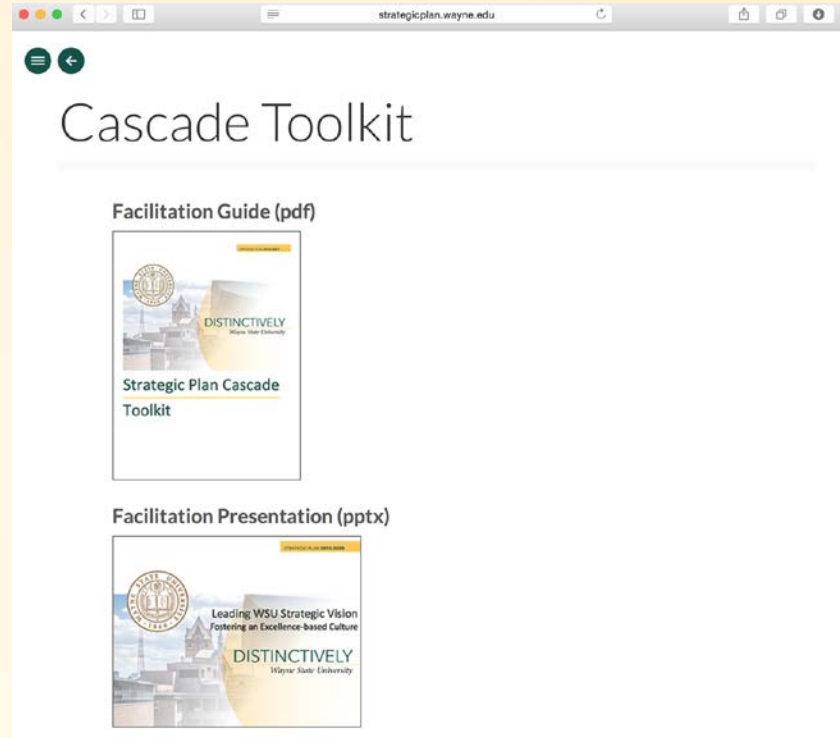
1. Inspire ownership of the plan by university leadership.
2. Ensure all units and members of the organization have seen the plan and understand their specific roles/responsibilities.
3. Inspire people to embrace the values/culture discussed in the plan.
4. Generate discussion and input on the plan, tactics, etc.

Cascade Tactics:

- HR Toolkit to facilitate plan cascade and discussion of values.
- School/college and unit meetings to:
 - Share overall plan
 - Identify s/c/unit role within plan
 - Begin tactical action planning
 - Budget and costing
 - Prioritization
 - Metrics

Cascade Tactics:

Toolkit to Cascade the Message



Cascade Progress:

- 10 cascade meetings facilitated through HR.
- Remaining cascades completed without HR.

Tactical Action Planning (TAP) Update

- TAPs completed.
- TAPs informed 2017 budget process.
- TAPs are available for BOG review on Board website.

2016-2021 WSU Strategic Plan

Key measures of success:

	Today	2021
Enrollment	27,272	30,000
Six year graduation rate	36 Percent	50 percent
Pivotal Moments Campaign	\$540 million	\$750 million
Endowment	\$295 million	\$500 million
Budget Model	Incremental with limited incentives	Incentivize and reward desired performance and outcomes

Next Steps/Considerations:

- More intrusive and extensive communications regarding plan/mission (HLC accreditation)
- Tactical implementation team activity:
 - Horizontal and vertical review of areas of tactical plans
 - Reconciliation of overlapping/competing initiatives; identification of opportunities for collaboration, economies of scale, etc.
 - Ongoing monitoring and review of progress toward goals/objectives