2012 - 2017

STRATEGIC PLAN

WAYNE STATE UNIVERSITY
Introduction
Wayne State University is a premier research university located in Detroit, Michigan.

It traces its origins to 1868, when five doctors—one a Civil War veteran—opened the Detroit Medical College at Harper Hospital. Harper, established to care for sick and wounded soldiers during the war, had only recently opened to the public, and these doctors were determined to advance medicine beyond the crude care of the battlefield.

The college was part of a surge of development that led to the city’s becoming a center of culture and manufacturing by the mid-20th century. Now nearly 150 years later, the single classroom of budding physicians has grown into Wayne State University, Michigan’s only comprehensive metropolitan research university.

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 other responsible and productive graduates.

Wayne State is known for its research. It is ranked by the National Science Foundation among the nation’s top public universities for research expenditures. The Carnegie Foundation for the Advancement of Teaching classifies Wayne State as a “Research University (Very High research
activity),” a distinction held by only 2.3 percent of colleges and universities in the United States.

Located in the heart of Detroit’s University Cultural Center, Wayne State offers students and faculty a lively, culturally diverse urban setting. The campus includes more than 100 buildings on 188 acres in the heart of Midtown Detroit. In the past five years, major additions have been made to the College of Engineering, the Chemistry Building, the School of Medicine and the Law School.

Throughout its history, the University has been deeply engaged with its community through education, research, service and economic development. The diversity of its students, faculty and staff mirrors the real world, providing a unique experience for students that better prepares them to succeed upon graduation. At Wayne State, students and faculty don’t just study concepts—they live them.

From its humble beginnings as a single-classroom medical college to today’s urban university, Wayne State has pursued a mission that can be summarized in two words: opportunity and excellence.

Opportunity is embodied in the chance for a diverse array of students from down the street and around the world to study at a major research university and prepare for a lifetime of success. Opportunity is found in the
cultural and community experiences that are unique to a Wayne State education. Opportunity is evident in the wide spectrum of academic programs at undergraduate, graduate and professional levels. Students can learn from professors at the forefront of their disciplines, and participate in the creation of new knowledge. Most of all, opportunity means a chance for students with desire and talent to achieve their dreams, no matter what their backgrounds.

At Wayne State University, excellence guides all endeavors, and fuels a relentless pursuit of improvement—from buildings and classrooms to faculty and teaching to the systems and processes that drive operations. The University’s pursuit of excellence is most evident in the quality of its research and in the increasingly rigorous academic expectations of its students. It is with this in mind that we establish this plan for the future of Wayne State University.

Guiding principles
Strategic planning is founded on the University’s core values. These values are refined over time, but their essential meaning does not change. They provide a common sense of purpose for the University community, shaping its future directions while reinforcing the characteristics that make Wayne State special.
Several recognized areas of responsibility are fundamental to our strategic planning process:

• We are committed to providing our students accessibility to an excellent and affordable higher education, led by superior faculty, with opportunities to participate in research, in an environment in which academic achievement is accompanied by personal growth.

• We are committed to respecting and learning from people with differing perspectives and ideas. The University’s demographics reflect the multicultural makeup of the surrounding community and the broader world beyond. We value mutual respect among all persons; the promotion of understanding among peoples of different heritages and beliefs; and the University’s role as a forum for the free exchange of ideas.

• We are committed to serving as ethical and pragmatic stewards of our resources and those we manage for the benefit of others, and holding ourselves accountable to students, their families and the taxpayers of Michigan.

• As a University community, we are responsible for:
  
  o  *Sharing knowledge* through established and innovative educational programs that promote student involvement and
effective learning while supporting academic and career success.

- Advancing knowledge in ways that beneficially transform society through creative research, responsible scholarship and the commercialization of new technology.

- Investing knowledge that we create in the interest of economic renewal, cultural enrichment and an improved quality of life for all.

**Progress under prior plans**

This update to Wayne’s strategic plan builds upon the University’s history of opportunity and excellence and the foundation established in its two previous comprehensive strategic plans, adopted in 2001 and 2006. With the guidance of those plans, the University experienced significant progress in a number of important areas, including:

- Established the Irvin D. Reid Honors College;
- Increased research expenditures from $176 million in 2001 to $260 million in 2011;
- Improved freshman-to-sophomore retention from 69 percent for the 2006 cohort to 78 percent for the 2010 cohort;
- Increased hiring of tenured/tenure-track faculty, adding nearly 160 individuals over the past two years;
• Increased student residency on campus.
• Enrolled 95 National Merit Scholars since 2002, with 18 –the most ever-- in academic year 2011-2012;
• Successfully completed $500 million Wayne First campaign.
• Increased campus/neighborhood development, including the successful launching of TechTown; the opening of new buildings, including the Richard J. Mazurek, M.D., Medical Education Commons, the Marvin I. Danto Engineering Development Center, the Damon J. Keith Center for Civil Rights and the A. Paul Schaap Chemistry Building and Lecture Hall; planning for a Multidisciplinary Biomedical Research Building; and expanding incentives to encourage new faculty to settle in Detroit proper;
• Economic/business development initiatives including support of TechTown, participation in entrepreneurial training programs, increased emphasis on technology commercialization, participation with other anchor institutions in the Buy in Detroit initiative, and membership in the URC, among others;
• Improved operational effectiveness, efficiency and cost containment through such measures as:
  o Re-organizing and consolidating administrative functions;
  o Eliminating and/or consolidating departments;
  o Eliminating permanent positions;
  o Implementing hiring freezes;
  o Improving business processes;
  o Developing and implementing more efficient purchasing operation, including an e-procurement system and shifting to strategic sourcing;
  o Permanently reducing travel and supply budgets;
Implementing strategies to decrease utilities expenditures;
- Negotiating favorable rate adjustments with health-care providers and implementing a wellness program to reduce medical plan claims; and
- Auditing benefit programs to ensure all listed dependents are eligible for coverage.

Since 2002, Wayne State has reduced annual operating expenses by nearly $80 million.

With this progress in mind, this next iteration of the University’s strategic plan begins with a situational analysis, comprehending the current environment as well as the University’s strengths, weaknesses, opportunities and challenges.

**Current environment**

The University has made progress in many areas. As we look toward the future, however, the strategic plan must be able to adapt to an environment characterized by constant change, new challenges and new opportunities. Continued effort is required both in areas where progress has been made and in areas where existing and anticipated challenges require a greater focus. Factors considered in the development of this updated strategic plan include those endemic to higher education overall and those specific to Wayne State University. Among them are:

- Continuing trend of globalization;
- Increasing pace of technological innovation, both in the creation and in the sharing of knowledge;
• Increasing competition among universities for a shrinking pool of high school graduates;
• Increasing scrutiny of higher education because of economic pressures and concerns regarding rising tuition, perceptions of poor management and outmoded systems, perceptions of resistance to change/collaboration, and general challenges regarding the role of higher education in economic development;
• Declining or stagnant state appropriations;
• Inadequate preparation of some students for work at a research university; and
• A high percentage of non-traditional students, including many part-time and commuting students who take longer than the customary time to attain a degree.

Summary of the University’s strengths and opportunities:
• Research ranking and reputation;
• History of community engagement;
• Strong reputations and rankings for several schools and colleges, e.g., the School of Medicine, the School of Social Work, the College of Nursing;
• Comprehensive academic offerings;
• Diversity among students, faculty and staff;
• Location in a culturally rich metropolitan environment; and
• Successful participation in economic development through initiatives like TechTown and Midtown partnerships; membership in the University Research Corridor (URC).

Summary of the University’s weaknesses/challenges:
• Low student retention and graduation rates;
• Lack of significant cross-disciplinary program project grants;
• Deficiencies in research infrastructure;
• Reputation for providing poor student service;
• Outdated systems/processes;
• Budget pressures from stagnant state investment;
• Pell eligibility changes;
• Non-traditional students who take longer to graduate; and
• Growing skepticism, especially among legislators, about the value of higher education.

**Strategic focus**
Continued progress in today’s environment requires that the University maintain ongoing efforts on current plans and place strategic focus on areas of greatest importance and potential.

The following have been identified as areas of primary strategic focus:
1. Anticipating, understanding and preparing for the future of higher education.

To be successful, it is critical that we understand the environment within which we operate. We must also anticipate the future direction of higher education so we can adequately prepare for it. This is particularly true given the mounting criticism of higher education institutions and increasing demands for accountability within a context of declining budgets and ongoing technological change. It appears likely that the University should prepare for major changes in teaching and learning methodology, curricula, resource availability, accountability, collaboration, student profiles and more.

To help Wayne State better anticipate and prepare for the future, the President will convene a committee to study the present situation and trends and develop recommendations for future implementation. The committee will draw upon analyses of existing data, new research and recognized experts and leaders in the field. The committee’s goal will be to position Wayne State to make good choices about change in higher education, rather than simply adapt to prevailing methodologies adopted at other universities.

2. Promoting student success throughout the University.

The success of our students, as measured by retention and graduation, is the primary focus of our efforts. This success results from many factors, from student services to campus life to the unique academic experience...
provided by a comprehensive metropolitan research university. Of primary importance to student success is the recruitment, retention and development of tenured and tenure-track faculty engaged in research and teaching.

3. Strengthening the research enterprise.
Wayne State’s research serves the community in many ways—from advancing the frontiers of knowledge to creation of products and practices that build economies and save lives. The University’s research reputation and ranking also are key competitive differentiators that are critical to attracting top faculty.

4. Developing a sustainable revenue model to allow continued growth and improvement.
Amid declining state revenues and pressure to contain tuition increases, Wayne State must develop a revenue model that comprehends today’s realities but allows for the University’s continued improvement.

5. Improving community engagement.
Wayne State has a long history of community engagement through education, community service, service learning, research and economic development. This, too, differentiates Wayne State from other Michigan universities. It benefits the community and the University including students, who receive an educational experience rooted in the real world. It
is critical that this relationship between the University and the external community be strengthened and nurtured.
Strategic Plan

Goal #1: Improve student success

Specific actions:

1. Implementation and evaluation of programs designed to improve retention and graduation rates.
   a. Enhanced admissions guidelines to maximize potential of academic success for admitted students;
   b. Alternative Pathways to Excellence (APEX) program to enhance student preparation, provide appropriate plans of study and monitor progress;
   c. Recruitment efforts aimed at top students;
   d. Continued implementation of successful retention programs, e.g., Learning Communities; and
   e. Enhanced orientation programming for freshmen and transfer students.

2. Enhance teaching and learning.
   a. Promote best-practice teaching methods, whether in class or online, with the support of up-to-date facilities and the latest classroom and teaching technology;
   b. Simplify general education requirements while preserving a diverse core curriculum that prepares students for informed, responsible citizenship;
c. Ensure proper training and development of graduate assistants for teaching responsibilities;
d. Actively recruit tenured and tenure-track faculty;
e. Develop or enhance programs designed to improve faculty retention, e.g., training/development, mentoring, recognition; and
f. Engage tenured and tenure-track faculty throughout the University in curriculum development and consideration of appropriate methods to deliver instruction.

3. Extend educational programs and experiences beyond campus.
   a. Increase the University’s visibility beyond the metropolitan Detroit area;
   b. Expand online course offerings for degree, certificate and continuing education programs, where appropriate as determined through faculty consultation;
   c. Develop programs to respond to workforce training needs;
   d. Continue to partner with community colleges to develop multiple transfer pathways to Wayne State, including the continued development of articulation agreements;
   e. Seek appropriate opportunities for joint programs with international universities;
   f. Broaden engagement of students and faculty in international studies, study-abroad and exchange programs; and
g. Enhance undergraduate and graduate service-learning and internships.

4. Implement/improve services and systems that support students’ academic success.
   a. Continue implementation and evaluation of Student Service Center;
   b. Implement Sales Force communications;
   c. Recruit, hire and train 45 additional academic advisors over the next three years;
   d. Provide appropriate opportunities to faculty throughout the University to encourage participation in advising, mentoring, and other activities critical to student success; and
   e. Enhance services and streamline processes that affect students, such as online degree audits, class scheduling and the declaration of major process.

5. Enhance the quality of campus life.
   a. Continue to build student programming (e.g., Thursdays in the D) to complement students’ academic experiences and build enthusiasm for the Detroit metropolitan region;
   b. Continue to enhance student services (e.g., library hours, late-night dining, on-campus retail, entertainment, IT, etc.);
   c. Continue to support and communicate public safety efforts;
d. Expand residential opportunities on or near campus;

e. Renovate Student Center;

f. Continue to integrate the University’s athletics programs into student life as a way to build identity with Wayne State;

g. Renew campus outdoor signage;

h. Create a culture of service throughout the University, especially in those offices in frequent contact with faculty and students; and

i. Expand internal communications and promotions to celebrate University achievements.

Key metrics:

• Six-year graduation rate
• Retention rates for each successive year
• Upward trend in job placement of students upon graduation
• Increased employer satisfaction with graduates they have hired
• Increased alumni satisfaction with the University
• Satisfaction ratings of student service operations
• Number of academic advisors hired
• Number of tenured and tenure-track faculty hired (as opposed to part-time faculty and lecturers)
• Upward trend in faculty retention
• Increased student participation in campus organizations and events
Goal #2: Preserve Wayne State University’s stature and ranking as a premier research university

Specific actions

1. Increase the number of nationally competitive graduate programs and the involvement of undergraduate students in research.
   a. Increase support for select doctoral programs;
   b. Ensure competitive graduate stipends to attract students from across the nation;
   c. Continue to increase graduate student fellowships and research assistantships, and develop an appropriate methodology for allocation of such positions among departments and schools;
   d. Improve the quality of doctoral programs through targeted graduate-student recruitment and greater support of teaching assistants; and
   e. Target faculty hiring in disciplines that will have a high impact on both scholarship and research funding.

2. Seek opportunities for multidisciplinary and translational research, while acknowledging the enduring and fundamental role of single-investor research by faculty members.
   a. Pursue a Clinical and Translational Science Award as part of the National Institutes of Health Roadmap for Medical Research.
b. Improve the support that the Sponsored Program Administration Office within the Division of Research provides to facilitate and intermediate grant writing;
c. Renew the Perinatology Research Branch (PRB) contract;
d. Construct a multidisciplinary biomedical research building;
e. Invest resources and provide incentives for units and individual investigators to increase external funding;
f. Facilitate the commercialization of faculty innovations and intellectual property;
g. Expand collaborative research efforts with URC partners and other universities; and
h. Increase the number of multi-investigator and training grants.

3. Strengthen human and physical resources in support of research.
   a. Provide increased levels of start-up funding for nationally competitive recruitment of new tenured and tenure-track faculty;
b. Aggressively seek private funding to increase endowed chairs and professorships;
c. Develop and implement top-scholar retention programs;
d. Renovate and expand research facilities to support state-of-the-art research activity;
e. Strengthen research grant administration and human resource services to sustain high quality research;
f. Simplify the grant process;
g. Provide enhanced support for proposal preparation, including consideration of pre-grant facilitation support and post-grant accountability teams; and
h. Promote research achievements internally and externally.

Key metrics:

• Carnegie designation
• NSF national rankings
• Research expenditures
• Number of endowed chairs and professorships
• Undergraduate research funding (through Honors)
• Grant awards, in particular multi-investigator grants
• Collaborative research expenditures
• PRB contract extension or renewal
• Number of patents and licenses

**Goal #3: Strengthen community engagement**

Specific actions:

1. Continue to foster collaborative efforts with government, business, cultural organizations and community constituencies.

2. Enhance efforts to foster diversity and inclusion among students, faculty and staff.
a. Explore creation of an Office of Diversity and Inclusion to ensure that Wayne State incorporates the principles of diversity across the entire range of its activities.

3. Enhance Wayne State’s website to communicate the University’s achievements and programs to internal and external constituencies.
   a. Provide a consolidated list of the University’s educational, outreach, service, research and economic efforts with the community;
   b. Create a searchable database of community activities; and
   c. Include opportunities for online community input, feedback and volunteering.

4. Continue strong economic development efforts.
   a. Continue Midtown collaboration with anchor institutions and others to increase residential and retail occupancy, ensure safety, attract business, focus on procurement, develop property and assist business growth;
   b. Continue TechTown growth and expansion;
      i. Continue to train and support entrepreneurs; and
      ii. Continue to foster collaboration between TechTown and related campus activities (e.g., research, tech commercialization, communications, etc.).

Key metrics:
• External funding support for development efforts
• Midtown business metrics
• Community feedback based on perceptions of engagement, accessibility, ease of collaboration, etc.
• TechTown client growth
• Residential incentive programs
• Website page views

Goal #4: Develop a financial model to support the University’s priorities

Specific actions:

1. Develop a budgeting system that better aligns responsibility and accountability, encourages transparency, and promotes entrepreneurial thinking where appropriate.
2. Publicly announce and conduct a new capital campaign.
3. Consider ways to increase annual giving outside the capital campaign.
4. Continue efforts to improve internal processes, systems and organizational structure to achieve greater efficiency and effectiveness.
5. Explore alternative tuition models.
6. Expand recruitment efforts beyond Southeast Michigan, including out-of-state and international.
Key metrics:
- Savings from process improvements
- Outstate, out-of-state and international recruitment
- Funds raised

**Goal #5: Build pride and advocacy among members of the Wayne State University community**

Specific actions:
1. Expand communications and engagement efforts with alumni.
2. Expand internal communications and two-way dialog opportunities.
3. Celebrate good news and achievements.
4. Maintain and upgrade facilities to ensure optimum function and attractiveness.
5. Provide opportunities for students, faculty, staff and alumni to communicate, collaborate and advocate.
6. Nurture a culture of pride among University students, faculty and staff.
7. Continue promotional efforts to enhance Wayne State’s image and reputation.
   a. Involve members of the Wayne State community in promotional efforts.

Key metrics:
- Number of alumni voluntarily engaged with the University
• Social network participation
• Reputational research
• Feedback from Wayne State community
• Status of facilities
• Website feedback