



OUR MOMENT IN TIME

2022-27 Strategic Plan





**THE WAYNE STATE UNIVERSITY BOARD OF GOVERNORS
ADOPTED THIS STRATEGIC PLAN ON JANUARY 28, 2022**



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WAYNE STATE UNIVERSITY: OUR MOMENT IN TIME

WHO WE ARE, AND WHAT WE STAND FOR

As Michigan's only public urban research university, Wayne State University has been dedicated to changing the world from the heart of Detroit for more than 150 years. Founded in 1868 as the Detroit Medical College, Wayne State is today a powerhouse of academic excellence, one of the nation's preeminent urban research institutions, and a thriving home to 13 schools and colleges that advance knowledge across a broad array of disciplines reflected in a diverse range of academic programs. Nearly 25,000 students from down the street and around the world call themselves Wayne State Warriors. They join nearly 285,000 alumni who, as citizens, leaders and doers, live the Warrior spirit in every conceivable vocation.

Our primary focus has always been, and will remain, the success of our students. Our student body represents a diversity of races, cultures and beliefs, and we feel a deep responsibility to ensure every student has access to the opportunities a world-class college education offers.

Through decades of growth and change, we have been guided by an unwavering commitment to academic excellence. Wayne State's faculty experts bring lifetimes of scholarly and professional success into classrooms and labs each day, sharing knowledge with our students and preparing them to excel in their chosen careers.

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**Our primary focus has
always been the success
of our students.**

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We are renowned for our research excellence. As one of only six public, urban universities in the United States to hold the highest Carnegie Foundation ratings for both research intensiveness and community engagement, we never lose sight of the fact that the work done on campus has implications in our own community and in communities worldwide.

OUR HOME, OUR CAMPUS

The Wayne State of today looks much different than the one of 153 years ago. What started in a single building in Detroit now encompasses a dynamic 200-acre campus that is home to state-of-the-art laboratories, theatres, galleries, collaborative learning areas, green spaces, restaurants, shops and more. Campus life bustles with activity and opportunity, anchored by more than 500 student organizations, NCAA sports teams, art installations and a thriving social scene. Students from 70 different countries live in our residence halls and apartments, creating a diverse community that helps create engaged global citizens.

Wayne State is Michigan's only major public urban research university, and we have since our founding been inextricably linked to a city that paradoxically has symbolized both the American dream and urban decline. No matter the city's challenges or opportunities, Wayne State has remained a present and steadfast partner, engaging with the community and its people in ways that leave a lasting

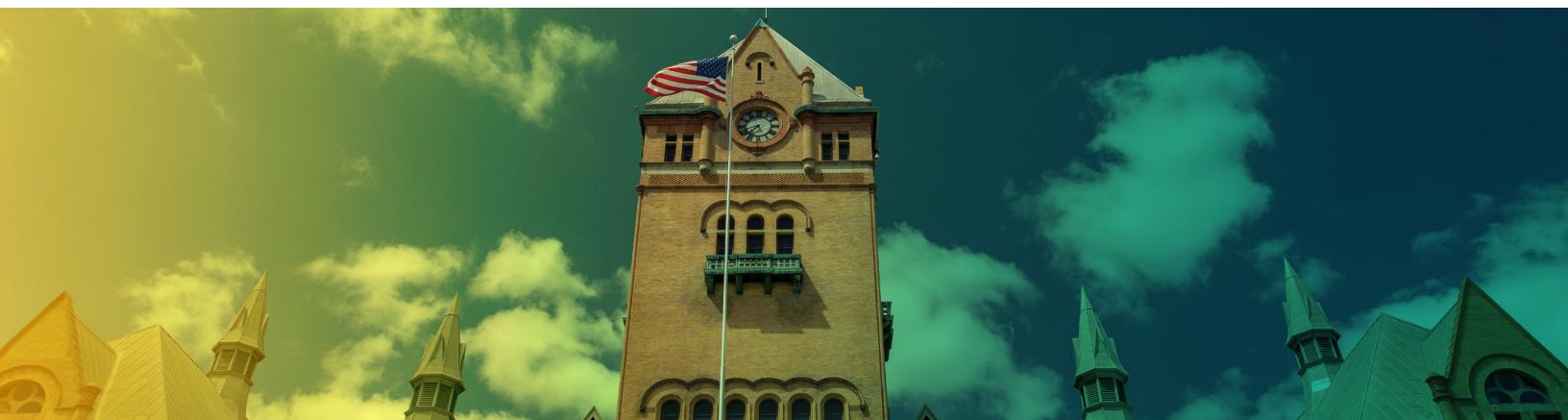
positive impact — from educational access to research that solves real-world problems; from neighborhood service to workforce development; from economic innovation to public safety and social mobility.

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...dynamic 200-acre campus that is home to state-of-the-art laboratories, theatres, collaborative learning areas, green spaces, restaurants, shops and more.

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The dazzling diversity of people and cultures — and the spirit and grit that animate them — are mirrored in our university community. We are in and of Detroit, and we are here to stay. Detroit is our home.



RELENTLESS PROGRESS AND DEDICATED PEOPLE

In 2016, Wayne State launched its five-year strategic plan, “Distinctively Wayne State,” a product of participation and input from across the campus and community, and a plan that still resonates. The campus community’s embrace of the plan resulted in notable successes over the past five years, including:

- Achieving unprecedented and award-winning improvements in our six-year graduation rates, exceeding our overall goal of 50% by more than six percentage points and more than tripling our African American graduation rate.
- Exceeding our Pivotal Moments fundraising campaign goal of \$750 million.
- Increasing our research grants and expenditures.
- Increasing freshman enrollment, including attracting the three largest freshman enrollments in Wayne State’s history.
- Receiving record applications for the School of Medicine, leading to some of the most diverse and inclusive classes of medical students in the country.
- Completing the new Mike Ilitch School of Business in the heart of Detroit, made possible by the largest funding gift in Wayne State’s history.

These achievements, and many more, were the result of the dedication and commitment of Wayne State’s faculty and staff.

UNDAUNTED

A global pandemic in early 2020 tested – but did not break – the Warrior spirit. Wayne State mobilized a cross-campus team to steer the university through this unprecedented challenge, guided by concern for the safety of our campus community and faithful adherence to our mission.



**We are Warrior Strong –
and we are stronger than
ever.**



Our faculty adjusted to new methods of teaching overnight. Our students persevered and advanced. Our research activities continued to expand. Our staff learned to work remotely while balancing new technology with new household challenges. Everywhere, Wayne State’s people were heroic: from critical employees who worked on campus and never missed a day throughout the pandemic to students, faculty and staff who found new ways to serve a community beset by illness, fear and anxiety.

We were tested, but emerged wiser, smarter, undaunted. We are Warrior Strong – and we are stronger than ever.

OUR MOMENT IN TIME

Now it is time to look forward. Like the city of our founding, Wayne State has weathered profound challenges, seized opportunities, learned from difficulties, shown remarkable resilience, and demonstrated a flair for renewal and reinvention. From the recent challenges, we emerged with renewed spirit, renewed ambition and a renewed commitment to excellence, our mission, our community, our state and each other. Building upon the success and strong foundation of our “Distinctively Wayne State” plan, we began the process of creating our next strategic plan in early 2021 with our Board of Governors, who affirmed our mission,

broadened our vision and emphasized in our values the importance of Wayne State’s leadership in Detroit’s resurgence. Led by a steering committee representing diverse backgrounds, perspectives, positions and experiences, we invited participation from across the campus and community, collecting input and insights that form the basis of a new roadmap to our future: our 2022-27 strategic plan entitled “Our Moment in Time.”

**We are Wayne State University.
This is our moment.**





OUR MISSION: WHAT WE DO

We create and advance knowledge, prepare a diverse student body to thrive, and positively impact local and global communities.

OUR VISION: WHAT WE ASPIRE TO

We will be a preeminent, public, urban research university known for academic and research excellence, success across a diverse student body, and meaningful engagement in its urban community and around the world.

OUR VALUES: HOW WE WORK

- **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.
- **LEADERSHIP:** We are proud of our long history as an anchor institution in Detroit and will continue to serve our community while playing a lead role in the city's resurgence.



STRATEGIC FOCUS

Based on insight from our Board of Governors and input from internal and external stakeholders, the following were identified as strategic focus areas.

RESEARCH AND DISCOVERY:
AN UNRELENTING QUEST

TEACHING, LEARNING AND STUDENT SUCCESS:
THE HEART OF OUR UNIVERSITY

OUTREACH AND ENGAGEMENT:
OUR INEXTRICABLE TIES WITH OUR COMMUNITY

DIVERSITY, EQUITY AND INCLUSION:
AN UNWAVERING COMMITMENT

FINANCIAL SUSTAINABILITY AND OPERATIONAL EXCELLENCE:
THE BUILDING BLOCKS FOR A STRONG FUTURE

RESEARCH AND DISCOVERY: AN UNRELENTING QUEST



Wayne State is dedicated to advancing knowledge and understanding through academic research, scholarship, and creative and cultural expression. This commitment is woven through our teaching and learning, with opportunities for participation for all undergraduate, graduate and professional students.

Our research culture supports the discovery of new and unexpected advances, and also the targeted development of solutions to current human challenges — many of which are endemic to urban populations — from improving health outcomes to clean air and water; the evolving opportunities of modern mobility; and deeper understanding of our humanness through the arts, humanities, and social sciences. This problem-solving ethos has always been at the heart of Wayne State's research activities. As a public urban research university in the heart of Detroit, we are committed to advancing knowledge and solutions in areas that directly benefit the people of our urban community as well as the people of all communities.

OUR ASPIRATION: We will expand and nurture initiatives that address local, regional and global societal challenges and real-world problems. We will do this by leveraging strengths and talent across disciplines, schools and colleges, and centers and institutes as a platform for university identity, community impact, educational access, research advancement and faculty development.

GOAL 1: Expand research initiatives to address local, regional and global societal challenges.

Objectives:

- Advance and lead research that addresses challenges in urban and multicultural environments.
- Support synergies across the health-related, STEM and social science research fields that support connections between basic and applied research, thematic-based research initiatives, and interprofessional education and practice.
- Enhance mechanisms for real-world research applications through investment in community-based research initiatives.
- Support scholarship in the arts, humanities and social sciences as foundational to an educated and just citizenry and the development of critical thinking skills necessary for today's fast-changing world.
- Develop new facilities to support leading-edge health sciences education and research.
- Lay the foundation for a National Institutes of Health Specialized Center of Research Excellence in Minority Health and Health Disparities.

GOAL 2: Further develop enabling technologies, infrastructure and workflow systems to support scholarly activity.

Objectives:

- Develop best-in-class data integration and research informatics platform.
- Support faculty in developing larger externally funded program grants.
- Promote artistic and creative work and nurture linkages between art collections and historic-designated buildings on campus for research, education and scholarly activity.
- Develop space to publicly display portions of the university art collection while supporting collection growth in areas that relate to our core mission.

GOAL 3: Increase research awards and expenditures.

Objectives:

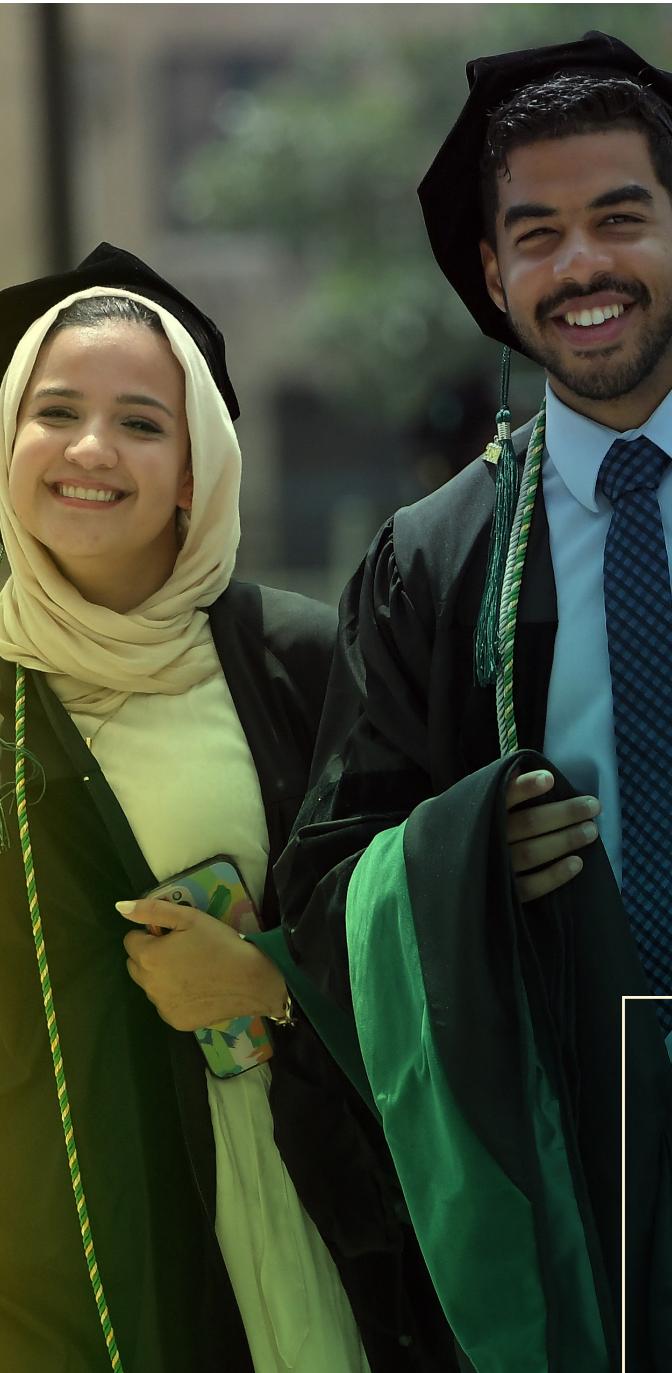
- Increase interdisciplinary research and leverage strengths across schools and colleges.
- Recruit and retain externally funded research teams in strategic focus areas.
- Increase the number of training grants to support graduate students and postdoctoral fellows.
- Integrate focused technology transfer efforts with research and discovery activities within a business/operational process grounded in best practices.
- Advance two to three places in ranking for research expenditures.

GOAL 4: Expand recognition of scholarly and creative activity.

Objectives:

- Promote and support faculty and students as thought leaders recognized by their peers and the communities served.
- Expand fellowship opportunities.
- Increase the number of faculty recognized by disciplinary societies and national academic bodies.
- Increase the number of faculty recognized by the university with endowed or supported faculty titles.

TEACHING, LEARNING AND STUDENT SUCCESS: THE HEART OF OUR UNIVERSITY



Academic excellence is our reason for being and the core of our mission, best expressed in the exchange of knowledge among committed professors and students. Wayne State's academic mission is unique in the diversity of students it welcomes and serves; the breadth, talent and diversity of its faculty; its focus on scholarship and creative and performing arts; and its status as an R1 institution (i.e., an institution with Carnegie Foundation's highest research activity designation). Throughout the pandemic, Wayne State has remained true to its academic mission and has emerged with a greater diversity of teaching and learning tools. At Wayne State, teaching and learning are supported by a culture of continuous faculty development, respect for each student's unique purpose and goals, and a shared understanding of student success as the responsibility of every member of the campus community.

We are committed to ensuring that Wayne State is a doorway to lifelong success and social mobility for our students, and we support the success of each and every student regardless of background, socioeconomic status, culture and orientation. Our goal is to ensure that all Wayne State students have a global education that prepares them for an increasingly interconnected world.

OUR ASPIRATION: We will build upon our remarkable and acclaimed improvements in student success, made possible by our strategic commitment to support every student, no matter their background. This commitment is centered in our dedicated and accomplished faculty, woven into our culture, and present at every level of the university. We recognize that many members of our society need the opportunity to finish or expand their education, and we will be the university that best facilitates their needs. We will build on all we have learned during the pandemic to be nimbler and more flexible in order to meet the diverse needs of students at all levels.

GOAL 1: Educate the next generation for a rapidly changing and increasingly connected world.

Objectives:

- Provide rich and varied educational experiences to promote critical thinking, lifelong discovery, creativity, civic engagement and full participation in society.
- Ensure clear academic pathways that lead to timely degree attainment for all students.
- Expand access for all undergraduates to opportunities beyond the classroom, including internships, service learning, co-ops, study away and study abroad opportunities, community engagement, and research.
- Continue to increase both the six-year and the four-year graduation rates for entering freshmen, with a six-year graduation rate goal of 60%.
- Continue to increase the six-year graduation rate of both historically marginalized and first-generation college students to 50%.
- Increase retention at all levels, in part by addressing the unique student challenges that arise from the pandemic.
- Expand partnerships with community colleges throughout Michigan with a goal of a 60% two-year graduation rate for students entering with associate degrees.

GOAL 2: Continue world-class professional and Ph.D. education.

Objectives:

- Strengthen and promote a broad range of professional programs that are essential to preparing students to enter, advance or lead in Michigan's educated workforce.
- Strategically focus and strengthen our Ph.D. programs with attention to Wayne State's unique role as an urban R1 university, including pursuing training grants and centers of excellence.
- Build interdisciplinary connections in doctoral training.
- Expand broad and creative career development programs for all Ph.D. and professional students.

GOAL 3: Provide lifelong educational opportunities to support career changes, advancement, social mobility and workforce development.

Objectives:

- Build robust support for adult degree completion programs throughout Michigan.
- Develop stackable credentials that support workforce development.
- Expand post-graduate opportunities, including certificates and master's programs that serve career needs, with at least 30 new online certificates and 15 new online master's programs.
- Create new forms of career planning and support that highlight innovative connections between student academic work and career opportunities.

GOAL 4: Increase investment in teaching and learning.

Objectives:

- Continuously improve our teaching methodologies and course and program offerings to align with our changing demographics, lessons learned from the pandemic and evolving workforce needs.
- Build robust interprofessional educational experiences for all students.
- Expand professional development in teaching and learning for faculty members and graduate teaching assistants.
- Increase recognition and rewards for excellence in teaching and academic student services.

GOAL 5: Invest in student success beyond the classroom.

Objectives:

- Support students through robust academic and career advising and other student academic support.
- Provide diverse and inclusive extracurricular opportunities to enhance student life, including opportunities for community engagement.
- Enhance connections between residential living, student activities and academics.
- Reduce nonacademic barriers to student success.
- Increase scholarship funds through philanthropy to better support student financial needs.
- Expand support for first-year experience programs to help students connect their work inside and outside of the classroom.

OUTREACH AND ENGAGEMENT: OUR INEXTRICABLE TIES WITH OUR COMMUNITY



Wayne State is inextricably tied to Detroit, the city of our founding, and this connection is critical to the success of both the university and the city. Our Carnegie classification in the highest research category is matched by the highest classification for community engagement, a testament to our positive impact on our community, state and beyond. Our history of outreach and engagement touches all levels of the community, from the neighborhoods to the halls of government and from the churches to the boardrooms. Our dual Carnegie classifications — and our national recognition for promoting social mobility — speak to our dedication to helping solve the challenges our community and state face. This starts with offering access for students with the will and talent to succeed — regardless of their means — to an excellent education from a top-ranked university with outstanding faculty.

OUR ASPIRATION: We will expand and build upon our 153 years of community engagement, development and impact by leveraging the combined power of our faculty expertise, student interest, business engagement and entrepreneurial activities. In this way, we will continue to foster growth and opportunity, partnerships and solutions, entrepreneurship, and business development that distinguish Wayne State as an institution of opportunity and access for our city, our state and the world.

GOAL 1: Lead and participate in the economic growth and prosperity of Detroit and Michigan.

Objectives:

- Strengthen collaboration with neighborhoods, the business community, local and regional government, and local workforce initiatives to better capitalize on shared opportunities for economic growth and prosperity.
- Expand partnerships with local and regional government, NGOs, community organizations, and other thought leaders to address issues specific to urban communities.
- Deepen collaboration with businesses to expand entrepreneurial opportunities, innovation and business development within the community.
- Advance community-engaged research and service learning that promote sustainable urban development.
- Leverage Wayne State's national and global networks to advance community needs and interests.
- Leverage university purchasing power to positively impact economic development in Detroit and throughout Michigan.

GOAL 2: Deepen our engagement with Detroit and Michigan business partners to address challenges of discovery, innovation, talent and workforce pipeline development.

Objectives:

- Partner with employers to expand the number of internships and employment opportunities for students.
- Expand strategic partnerships with employers to provide lifelong learning opportunities for their employees.
- Reduce barriers and provide support for individuals with existing college credit to complete their degrees and expand their career opportunities.
- Increase innovation and entrepreneurship in the community by leveraging the combined resources of the university's business engagement, TechTown and faculty research.
- Integrate the various business engagement activities of the university.

GOAL 3: Strengthen our efforts as an engine of social mobility.

Objectives:

- Support and expand efforts to help economically disadvantaged students earn college degrees and prepare them for prosperous careers, lifelong learning and wealth-building opportunities.
- Strengthen institutional infrastructure to support faculty, staff and student engagement in community-based programming, services and research.
- Expand entrepreneurship education.
- Build a new community-based childcare facility that is integrated into the teaching and research mission of the university.
- Expand student community service and volunteer opportunities.
- Enhance the visibility of existing outreach and community support services provided by faculty, staff and students.

DIVERSITY, EQUITY AND INCLUSION: AN UNWAVERING COMMITMENT



Diversity, equity and inclusion (DEI) are integral to Wayne State's mission and vision, and codified in our values and strategic focus. Today, and throughout its rich history, Wayne State has welcomed and supported a wide diversity of students — first-generation and historically marginalized students; students from diverse backgrounds, races, cultures and creeds; students with the will, if not the wherewithal, to attend college; and students from our local neighborhoods and from around the globe — in achieving their academic goals and becoming active and successful citizens. DEI is a moral imperative, but it is also a strength upon which to build, as Wayne State is recognized and celebrated as Michigan's most diverse college campus. We will continue to enhance our strategic focus on building an inclusive community where every person is valued, welcomed and given opportunities to thrive.

OUR ASPIRATION: We are proud to be Michigan's most diverse campus, but we will not be satisfied until every student feels welcomed, supported and included, and every member of our campus community shares and lives our commitment to diversity, equity and inclusion. This requires that we ensure that the diversity of our students is mirrored in the faculty and staff who serve them.

GOAL 1: Recruit, support, retain and empower a more diverse faculty and staff.

Objectives:

- Undertake a large-scale cluster hire of faculty from diverse backgrounds whose expertise will enhance research, education and engagement in ways that address the problems and needs of our diverse, urban community.
- Launch a future faculty program to build faculty diversity at the department/disciplinary level.
- Build robust support structures within departments and colleges and across campus to ensure the inclusion and success of diverse faculty and staff at Wayne State.

GOAL 2: Build a more inclusive curriculum for the 21st century.

Objectives:

- Broaden academic programs and class offerings that focus on intercultural and global engagement and the diverse histories, contributions and cultures of diverse peoples.
- Remove barriers to interdisciplinary and intercollegiate curriculum development.
- Support a program-by-program review in order to build more inclusive curricula.

GOAL 3: Recruit, support and retain a diverse student body that better reflects and serves the greater Detroit community.

Objectives:

- Ensure a campus that is safe, welcoming and just for all members of the university and surrounding community.
- Enhance engagement with the city and K-12 schools to develop diverse pipelines of students prepared for success at Wayne State.
- Increase the enrollment of students of color at Wayne State at all levels.
- Expand the Office of Multicultural Student Engagement to include campus development of spaces and initiatives that support the wide diversity of races, cultures, creeds and orientations.
- Develop a Black cultural center to support the academic, cultural and social engagement of Black students.

FINANCIAL SUSTAINABILITY AND OPERATIONAL EXCELLENCE: THE BUILDING BLOCKS FOR A STRONG FUTURE



The realization of Wayne State University's mission and vision requires solid financial footing and operational excellence. Our commitment to increasing revenue through multiple avenues while continuing to enhance the efficiency and effectiveness of operations will build the momentum necessary to fulfill our mission and vision for the long term. Financial sustainability and operational excellence are more imperative than ever given the current challenges our world is facing, from the ongoing economic challenges of a lingering pandemic to changing national demographics that foreshadow a shrinking pool of traditional college students and a rising skepticism about the value of higher education, all of which add to the risk and difficulty of maintaining a sustainable financial model.

OUR ASPIRATION: The time is now to build the financial strength necessary to realize our strategic ambitions. We will establish a new culture of financial excellence, undergirded by improved acumen, better tools, and common understanding of costs and revenues. Financial decisions will be guided by strategic need and financial soundness. Most of all, we will redouble our efforts to recruit students at all educational levels and stages of life, from near and far, who will benefit from an education provided by excellent faculty at a top research university in the heart of Detroit.

GOAL 1: Strengthen and improve financial and budgetary management policies, procedures and practices.

Objectives:

- Develop a culture of continuous process improvement and operational excellence.
- Develop a long-term strategic budgeting plan to reflect the university's strategic priorities.
- Establish criteria by which new and existing initiatives, programs, projects and ideas are evaluated for costs and benefits, including alignment with the five-year strategic plan.
- Implement a new budget model that allocates financial resources, taking into account incentives to increase revenue while promoting a responsible and effective administrative support cost structure.
- Develop an incentive program for faculty and staff to promote cost reduction idea generation and implementation.
- Implement staff training programs to address critical skill needs and knowledge gaps.

GOAL 2: Align facilities, land and space to the needs, scale and resources of the university, incorporating work from the Campus Master Plan, learning from the pandemic and a realistic appraisal of resources available for deferred maintenance.

Objectives:

- Consolidate common teaching space into modernized, pedagogically appropriate buildings.
- Reduce facility expenses and generate resources by repurposing or selling unnecessary buildings.
- Enhance student life by consolidating central office space to create more student-centered spaces.
- Build a state-of-the-art education and research facility for the School of Medicine.

GOAL 3: Grow enrollment at all levels, with an overall goal of 28,000.

Objectives:

- Leverage K-12 summer programs and K-12 school partnerships to build a pipeline for future Wayne State students.
- Engage students, alumni and faculty in outreach, reputation building, recruitment and yield efforts.
- Expand recruitment efforts to increase out-of-state and international students.
- Build programs and partnerships to enroll "completers," students who have earned some or substantial college credits but were not able to complete degree requirements.
- Increase retention of students at all levels.
- Increase number of community college partnerships.
- Partner with four-year colleges to create "3+2" agreements.
- Grow public support by communicating our role as a vehicle for economic opportunity and social mobility for all Michiganders, particularly through student, faculty, staff and alumni engagement with the State of Michigan.

GOAL 4: Optimize existing and develop new revenue streams.

Objectives:

- Optimize the annual allocation from the State of Michigan through a collaborative, metrics-driven and reputation-enhancement approach.
- Increase revenue from business partnerships.
- Partner with businesses to develop and enhance learning opportunities for, and effectiveness of, their employees.

GOAL 5: Enhance the culture of philanthropy across Wayne State.

Objectives:

- Inspire and engage donors to successfully launch the university's next comprehensive fundraising campaign.
- Build endowment to \$750 million.
- Raise \$100 million in endowment and spendable funds to support student financial need.
- Increase the number of endowed chairs, professorships, fellowships, and endowed or funded faculty titles.
- Empower faculty, staff and students to partner in philanthropy efforts.

GOAL 6: Grow Wayne State's reputation as Detroit's premier public urban research university, known for academic excellence, community service and impact, and inclusivity.

Objectives:

- Broaden understanding of Wayne State's value in the development of Detroit's and Michigan's educated workforce.
- Communicate the positive impact of Wayne State's community engagement.
- Build recognition of Wayne State as a university of both academic/scholarly excellence and access to educational and career opportunities for a diverse student body.
- Grow public support by communicating Wayne State's role as a vehicle for economic opportunity and social mobility for all Michiganders, particularly through student, faculty, staff and alumni engagement with Detroit and throughout Michigan.

GOAL 7: Promote and support sustainability throughout the university.

Objectives:

- Implement new and expand existing initiatives that promote sustainable practices and responsible resource utilization.
- Identify opportunities for carbon reduction and implement initiatives that will reduce the university's carbon footprint.

KEY METRICS AND PRIORITIES

A strong strategic plan requires clear and measurable goals to track progress, measure success, or signal the need for a strategic or resource shift. Within the “Our Moment in Time” strategic plan are a number of key metrics and priorities related to our mission and vision.

- Become the top R1 university for social mobility.
- Increase undergraduate, master's, professional and certificate enrollments, with an overall enrollment goal of 28,000.
- Launch a campus-wide initiative to recruit, support and further educational attainment of people with partial college educations.
- Increase overall six-year graduation rate to 60%.
- Increase historically marginalized student six-year graduation rate to 50%.
- Increase graduation rates for community college transfers to 60%.
- Narrow the minority achievement gap.
- Launch the university's next comprehensive fundraising campaign.
- Increase endowment to \$750 million.
- Advance two to three places in rankings for overall research expenditures.
- Expand the Office of Multicultural Student Engagement to include campus development of spaces and initiatives that support the wide diversity of races, cultures, creeds and orientations.
- Develop new facilities to support leading-edge health sciences education and research.



STRATEGIC PLAN STEERING COMMITTEE

KARINDA BARRETT – Vice President of Solutions, Education Solutions Group, MGT Consulting

TAMAKA M. BUTLER – Interim Senior Associate Vice President, Finance, and Deputy CFO

LINDA BEALE – Professor, Law School/President of the Wayne State University Academic Senate

AMANDA BRYANT-FRIEDRICH – Dean, Graduate School

MARQUITA T. CHAMBLEE – Associate Provost for Diversity and Inclusion/Chief Diversity Officer

LAURIE LAUZON CLABO* – Dean, College of Nursing/WSU Chief Health and Wellness Officer

WALTER EDWARDS – Director, Academic Programs, Provost's Office

DARIN ELLIS – Associate Provost, Academic Programs, Provost's Office

AHMAD EZZEDDINE – Vice President for Academic Student Affairs and Global Engagement

INGRID GUERRA-LOPEZ – Interim Dean, College of Education

CAROLYN P. HAFNER – Associate Vice President and Chief Human Resources Officer

JENNIFER HART – Associate Professor, Department of History, College of Liberal Arts and Sciences

STEPHANIE HARTWELL – Dean, College of Liberal Arts and Sciences

MARISA HENDERSON – Academic Advisor II, Center for Excellence and Equity in Mathematics, College of Liberal Arts and Sciences

MARILYN KELLY – Chair, WSU Board of Governors

PAUL E. KILGORE – Associate Professor and Director of Research, Eugene Applebaum College of Pharmacy and Health Sciences

MARK KORNBLUH* – Provost and Senior Vice President for Academic Affairs

STEPHEN LANIER* – Vice President for Research

PATRICK O. LINDSEY – Vice President for Government and Community Affairs

ALLISON MARTIN – Assistant Vice President of Planning, Assessment and Innovation

DAVID MASSARON* – Vice President for Finance and Business Operations/Chief Financial Officer

KAREN MOURTZIKOS – Executive Vice Dean, School of Medicine

DAVID STRAUSS – Dean of Students

ROB THOMPSON – Interim Chief Information Officer and Associate Vice President, Computing and Information Technology

MICHAEL WRIGHT* – Chief of Staff, President's Office/Vice President of Marketing and Communications

YOUSRA ZOUANI – Parliamentarian, Student Senate

*Co-chairs



**WAYNE STATE
UNIVERSITY**

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