



A Strategic Action Plan for 2006-2011

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.



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- 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.



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- 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.



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- 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.



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- 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 work-force 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.



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- 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.