



A Strategic Action Plan for 2006-2011

Preamble

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

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

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

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



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instructional programs and to enrich the educational experiences of our students. The fifth stresses the importance of diversity and the centrality of the University's commitment to diversity as part of our urban mission.

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

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