

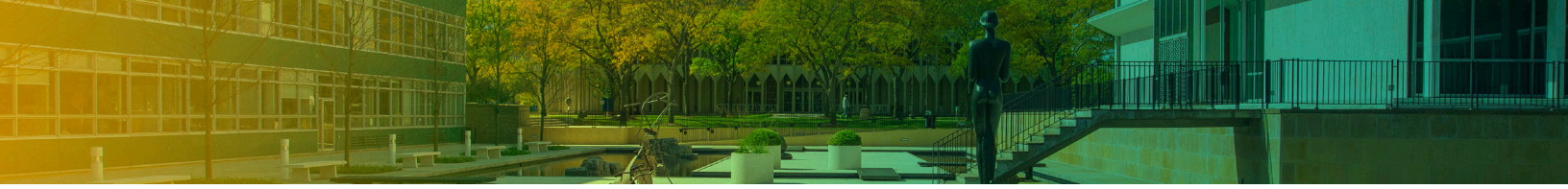
**EXECUTIVE SUMMARY**



# OUR MOMENT IN TIME

**2022-27 Strategic Plan**





**LEVERAGING OUR STRENGTHS  
AND THE LESSONS WE'VE LEARNED  
OVER THE PAST 153 YEARS,  
WAYNE STATE UNIVERSITY  
WILL BUILD UPON ITS 2016-21 STRATEGIC PLAN  
AND REDOUBLE ITS COMMITMENT TO BEING  
A WORLD-RENOWNED RESEARCH INSTITUTION  
DEDICATED TO STUDENT SUCCESS,  
FURTHERING KNOWLEDGE  
AND CONTRIBUTING TO OUR COMMUNITY.**





## 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 AREAS

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

We also include our aspirations for each focus area, and the goals we have committed to over the next five years.

## RESEARCH AND DISCOVERY: AN UNRELENTING QUEST



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.

### GOALS:

- Expand research initiatives to address local, regional and global societal challenges.
- Further develop enabling technologies, infrastructure and workflow systems to support scholarly activity.
- Increase research awards and expenditures.
- Expand recognition of scholarly and creative activity.

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



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.

### **GOALS:**

- Educate the next generation for a rapidly changing and increasingly connected world.
- Continue world-class professional and Ph.D. education.
- Provide lifelong educational opportunities to support career changes, advancement, social mobility and workforce development.
- Increase investment in teaching and learning.
- Invest in student success beyond the classroom.



## **OUTREACH AND ENGAGEMENT: OUR INEXTRICABLE TIES WITH OUR COMMUNITY**



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.

### **GOALS:**

- Lead and participate in the economic growth and prosperity of Detroit and Michigan.
- Deepen our engagement with Detroit and Michigan business partners to address challenges of discovery, innovation, talent and workforce pipeline development.
- Strengthen our efforts as an engine of social mobility.

## **DIVERSITY, EQUITY AND INCLUSION: AN UNWAVERING COMMITMENT**



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.

### **GOALS:**

- **Recruit, support, retain and empower a more diverse faculty and staff.**
- **Build a more inclusive curriculum for the 21st century**
- **Recruit, support and retain a diverse student body that better reflects and serves the greater Detroit community.**



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



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.

### **GOALS:**

- **Strengthen and improve financial and budgetary management policies, procedures and practices.**
- **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.**
- **Grow enrollment at all levels, with an overall goal of 28,000.**
- **Optimize existing and develop new revenue streams.**
- **Enhance the culture of philanthropy across Wayne State.**
- **Grow Wayne State's reputation as Detroit's premier public urban research university, known for academic excellence, community service and impact, and inclusivity.**
- **Promote and support sustainability throughout the university.**





**WAYNE STATE**  
**UNIVERSITY**

**Wayne State University Board of Governors**

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