Distinctively Wayne State University
Strategic Plan 2014-2019

WAYNE STATE
UNIVERSITY

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An Overview</h1>

Who We Are: A Historical Perspective

Wayne State University is a premier, public, urban research university located in the heart of Detroit. Founded in 1868 by five doctors who were determined to advance medicine beyond the crude care they had witnessed on the battlefields of the Civil War, Wayne State today pursues scholarship at the highest levels, and serves a diverse body of nearly 28,000 students through a broad array of nearly 400 academic programs and a faculty and staff of high caliber.

Wayne State's impact and success are evident in many ways throughout our campus and far beyond. With more than 1,000 students, we have the largest single-campus medical school in the United States, and our contributions to the medical field have been immense. About 30% of Michigan's practicing physicians (and more than 40% in the metropolitan counties of Wayne, Oakland, and Macomb) have received all or part of their medical training at Wayne State University. We are home to the only National Institutes of Health branch (not in or near the D.C. area) dedicated to the study of premature birth and infant mortality. Since 2002, the Perinatology Research Branch has produced life-saving research, cared for more than 20,000 at-risk mothers, contributed more than $350 million to Michigan's economy, and employed more than 130 physicians, researchers, and staff members.

We are one of only six public, urban universities in the Unites States that have received the highest Carnegie Foundation ratings for both research intensiveness and community engagement. Since our inception, faculty and staff have provided a transformative educational experience for hundreds of thousands of students who have made outstanding contributions to our region and our nation in every field of endeavor, including as corporate CEOs, government leaders, judges, teachers, policy makers, university presidents, astronauts, scientists, physicians and educated, engaged citizens. Our economic impact has been estimated at $2 billion annually.

Since its founding, Wayne State has been inextricably linked to Detroit, a city that has been a symbol of the American Dream, and a kaleidoscope of cultures, ambition, inspiration, contradictions, and challenges. Following a long period of steady and, at times, explosive growth and development, Detroit suffered through a period of urban decline unprecedented in American history. In recent years, the spirit and resilience that once made Detroit great has re-emerged in full. There is a new vision, new leadership, willing participation, growing investment, economic growth, and most of all, palpable optimism. Though it stands at a crossroads, Detroit is poised for success, and the world is watching.

An Unwavering Commitment

Throughout Detroit's changing fortunes, Wayne State has remained a steadfast partner, playing a leading role in Detroit's recent resurgence while maintaining the University's historical commitment to opportunity and excellence. Opportunity is embodied in the chance for a diverse array of students from across the community and around the world to study with world-class faculty at a major research university and prepare for a lifetime of success. It is found in the cultural and community experiences that are unique to a Wayne State education. It is evident in

the wide spectrum of academic programs at the undergraduate, graduate, and professional levels. At Wayne State, students can learn from professors recognized nationally and internationally as being 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 is evident in the quality of its faculty, the caliber of its research, and the rigorous academic expectations of its students. It undergirds and guides our endeavors both in and out of the classrooms and labs, and fuels a relentless pursuit of improvement.

It is the opportunity for every student to be valued, to learn in an environment which is focused on student success, to be enriched not only academically, but also by learning from others who are ethnically and racially diverse, to participate in research which impacts not only Detroit, but also the world, to learn from and give back to the community, to be encouraged to think outside of the box, and to be innovative and entrepreneurial which, collectively, we call the "Distinctively Wayne State University" student experience.

This experience springs both from our proud heritage, and will shape our vision for the future.

Where We Stand Today

Like the city it resides in, Wayne State University stands at a crossroads. Its success as a comprehensive, public, urban, research university provides a strong foundation on which to build. Its history and location provide the University with unique advantages including: a rich multicultural environment, its strong research ranking, a consistent commitment to academic excellence, a large and successful alumni base, and Detroit's revitalization that is gaining momentum and attention. However, the University, not unlike higher education in general, faces an uncertain future characterized by increasing competition, technological upheaval, disruptions to the existing model for higher education, growing demands for accountability, and economic uncertainty. To prepare for a bright, yet challenging, future Wayne State must prepare a plan to capitalize on its unique opportunities, while managing its evolving and significant challenges.

Mapping the Future: Our Strategic Plan

All Successful Plans Begin with the End in Mind

Vision

WSU will be recognized nationally and globally as a preeminent, public, urban research university known for academic and research excellence, success across a diverse student body, and successful engagement in its urban community.

Mission

Wayne State's mission is to create and advance knowledge, prepare a diverse student body to thrive, and positively impact local and global communities.

Values
While our vision and mission provide a destination and a purpose, our values guide us in our approach to work, our expectations of performance and behavior, our assessment of results, and, most importantly, our approach to working together. Our values cut across organizational activities, bind us culturally, and permeate our strategic and tactical initiatives:

Collaboration

- When we work together, drawing upon various talents and perspectives, we achieve better results.

Innovation

- We are unafraid to try new things, to test, and to learn by both failure and success. We are relentlessly curious about the evolving world and how we can do things better.

Integrity

- We keep our word. We live up to our commitments, and are accountable regarding our responsibilities, and to each other. Ours is a greater calling, and we do what is right for our students, each other, our community, and the quest for knowledge.

Diversity and Inclusion

- We value all people and understand that their unique experiences, talents, and perspectives make us a stronger organization and better people. We seek and are strengthened by diverse points of view. We actively recruit students, faculty, and staff from different backgrounds, locally, regionally, and globally. We strive for an inclusive and welcoming campus for all people regardless of race, ethnicity, creed, gender, sexual orientation, socioeconomic background, or place of origin.

Excellence

- We strive for the highest quality outcomes in our work, no matter what we do.

During our planning certain themes emerged:

- The importance of focusing on student success
- The distinctive educational advantage that our rich multicultural environment provides
- The opportunity for leadership and service which our participation in the revitalization of Detroit provides
- The necessity of encouraging innovation to compete in the 21st century higher education environment
- The key role entrepreneurship will play in Detroit's revitalization and its synergies with an innovative culture on our campus
- The continuous need to expand our research
- The need for financial sustainability in a continually changing fiscal environment.

Our discussions led us to focus our planning around six interdependent Strategic Focus Areas which are permeated by our values. They have served as guideposts in our planning.

Strategic Planning Process

For approximately six months, we have engaged in a strategic planning process that involved dozens of stakeholders. Our consultants, The Barthwell Group, launched the process with a thought-provoking presentation on the future of higher education. Our Strategic Planning Committee, comprised of faculty, administrators, and a student representative, and co-chaired by the President's Chief of Staff, the Provost, the Vice President for Finance and Business Operations, and the Vice President for Research, met monthly to develop the basic goals, objectives, and metrics for each of the Strategic Focus Areas. Subgroups of the Strategic Planning Committee augmented by additional faculty and staff participants also met intermittently to continue analyzing each of the Strategic Focus Areas. Throughout our process, five Focus Groups, representing our alumni, administrators, faculty, staff, and students, met periodically to provide feedback. In addition, meetings were held with the President's Community Advisory Group, and with key members of the University and the community, and a group of external stakeholders (corporate executives, policy makers, retired faculty, and administrators) to obtain their ideas about the Strategic Plan. The President briefed the Board of Governors.

In the final stages of the Strategic Planning Process, meetings were held with the President's Cabinet and the Council of the Deans. During a Town Hall meeting led by the President, the University community was updated regarding the Strategic Plan. Throughout the Strategic Planning Process, the Provost and the President of the Academic Senate gave briefings on the Strategic Plan to every College.

In addition, a Strategic Planning Website was launched at the beginning of the process to enable input from the University community.

Overall, we believe that we have successfully listened to a wide array of University and community opinions which have helped to shape our Strategic Plan.

Student Success

Students are our top priority, and we provide them with the tools and experiences that they need to succeed. Academic excellence, innovative pedagogies, collaborative and interdisciplinary research, career preparation, global experiences, and deep engagement in cultural diversity within a dynamic, urban environment all create a "Distinctively Wayne State" student experience within the context of (1) our connection with the City of Detroit; (2) our commitment to diversity and inclusive excellence; (3) translation of research excellence into the student experience; (4) a commitment to address urban challenges; and (5) innovation and entrepreneurial perspectives.

Goal 1: Cultivate a Culture of Student Success

We believe that students should be treated as individuals, with their own distinctive life circumstances, attitudes, and beliefs about learning. We strive to ensure that every student feels valued and supported. We recognize the importance of supportive relationships on student learning and ultimately student success. These include instructional experiences in a setting where student needs are understood and proactive and engaged academic advising that helps students understand how to succeed in college and in their careers. Our culture also promotes the "Distinctively Wayne State" student experience, which results in our campus being a hub of cultural, intellectual, and athletic activities. Our campus is deeply linked to our urban community.

Objectives

- Promote relationships between students and other members of the campus community who support student learning and student success
- Tailor our educational support systems to the differentiated needs of our students
- Use strengths-based approaches to recognize the potential of all students
- Create the Office of Multicultural Student Success within the newly created Office of Diversity and Inclusion to ensure an inclusive environment
- Create a "Distinctively Wayne State" experience that leverages our Detroit location, diversity, and academic and research excellence to better prepare students for success
- Enhance the vibrant campus environment, building upon and increasing cultural, intellectual, entertainment, and athletic activities
- Increase student residential housing options

Goal 2: Create Clear Academic Pathways that Support Progressive Student Success

By "progressive student success," we mean that students gain knowledge and intellectual skills that build upon previous learning, apply knowledge and skills in new and challenging contexts, and progress through academic and developmental milestones, leading to timely degree attainment. We support all students (first time, transfers, graduate, professional, domestic and international) through the creation of appropriate pathways.

- Restructure the General Education Program, Gateway, and First-Year Courses to ensure student success
- Develop clear curricular pathways and learning outcomes leading to timely degree attainment
- Develop curricula aligned with the "Distinctively Wayne State" student experience
- Provide materials for each program and major combining curricular plans with institutional support mechanisms, student engagement, and co-curricular development opportunities, all leading to timely degree attainment
- Improve and implement data-based alert systems which trigger advising interventions and other appropriate, coordinated institutional responses to risk factors identified for individual students

Goal 3: Increase Retention, Progress to Degree, and Graduation Rates for All Students

We believe that better retention, improved learning outcomes, greater academic progress, timely degree attainment, and successful career placement will result from our focus on student success and ensuring a "Distinctively Wayne" student experience. We are committed to enabling every student to succeed and to eliminating the academic achievement gaps which too often challenge students from underrepresented populations.

Objectives

- Assess programs to determine their relevance to: (1) student success; (2) the "Distinctively Wayne State" experience; (3) 21st century workforce demands; and (4) enhancing learning outcomes, retention, and graduation rates
- Develop a "Student Success Pipeline" – an institutional monitoring practice which focuses on student retention and degree attainment, academic progress, milestone attainment, reasons for student attrition, and career placement. The Pipeline will permit monitoring by subgroups such as: college, demographic subpopulations, and key educational groupings such as STEM.
- Eliminate achievement gaps between underrepresented students and other groups of students
- Develop a financial aid policy that recognizes the importance of affordability to student retention and degree attainment

Teaching Excellence

We will use both proven and thoughtfully innovative evidence-based, high impact practices and culturally responsive and reflective pedagogies to increase levels of student engagement and learning outcomes, as well as to promote greater academic performance and achievement.

Goal 1: Enhance a Culture that Values Teaching Excellence
We value excellence in teaching throughout the University, where teaching is most fundamentally based on a series of relationships.

Objectives
- Recognize teaching excellence through awards, approval, and frequent acknowledgements
- Transform teaching from an individual endeavor to a shared experience
- Encourage "team teaching" and "collaborative ownership" of courses
- Increase resources to enhance teaching laboratories and facilities that enable innovative teaching practices in every school and college

Goal 2: Identify and Encourage the Adoption of Best Teaching Practices and the Improved Delivery of Learning Outcomes Campus-Wide through the Use of Data
While we recognize that excellent teaching takes many forms depending on the nature of the material, the learning styles of the students in the class, and the style of instruction with which the instructor is most comfortable, we believe that data-based decisions on these matters strengthen all teaching. Although we do not discount the importance of the instructor's judgment as to what is best under given circumstances, wide-ranging data are proving to enhance most planning for courses as is on-going analysis during the instructional period.

Objectives
- Use data and research to analyze and encourage the adoption of successful teaching methodologies which expedite progress to degree
- Implement University-wide training among faculty to increase the use of data in developing better pedagogies which enhance learning outcomes
- Develop and enhance innovative pedagogies
- Use on-going evaluation during the course of a semester to adjust pedagogies
- Remove barriers to delivery such as overlapping course times

Goal 3: Improve the Quality of Faculty-Student Relationships, within the Classroom and Beyond

We commit to valuing time spent with students (in the classroom, lab, field, or clinical placement, or in formal and informal meetings which go beyond instruction).

Objectives

- Ensure that faculty are accessible and engaging students
- Encourage faculty to conduct small group and individual meetings with students
- Incentivize faculty to develop innovative, collaborative experiential learning experiences with students
- Increase global student academic experiences led by faculty
- Increase effective, proactive, faculty mentoring of students

Goal 4: Improve Graduate Student Training and Mentoring

We recognize that the ability of graduate students to interact on a regular basis with their faculty advisors in pursuit of a research-oriented Master's or Ph.D. degree or during field training, practicums, or clinical instruction is extremely important. We commit to ensuring that these relationships will be very strong so that these students will receive the guidance and training that will prepare them for productive careers.

Objectives

- Ensure that faculty are accessible and deeply involved in each student's mentoring, training, and research
- Encourage faculty to motivate students to complete their research or training in a timely fashion
- Develop degree or certificate programs that are responsive to the economic and business needs of employers who hire our graduates

Research

During the next five years, we are committed to ensuring that Wayne State University becomes a world leader in discovery and knowledge application. We will increase strategic integrative research and nurture the broad ecosystem for scholarly inquiry, discovery, creativity, and knowledge application by leveraging our academic strengths, community engagement mission, and urban location. We believe that the research ecosystem is a key driver for economic growth and the revitalization of Detroit and addresses real world challenges in a rapidly evolving urban environment. We further believe that engaging students at all levels enhances our research mission as well as their engagement in the University and preparation for careers.

Goal 1: Nurture and Expand the Research and Discovery Mission

While we value the multiplicity of research and creative activities produced throughout the University, we will strategically enhance our research emphasizing thematic thrusts such as urban health challenges by recruiting appropriate faculty, ensuring the highest quality infrastructure, and diversifying our funding.

Objectives

- Prioritize areas for targeted programmatic growth and facilitate the development of self-sustaining, integrative thematic thrusts
- Become a leader in research and development programs addressing challenges in evolving urban environments
- Take all necessary steps so that the Integrative BioSciences Center ("IBio") becomes a global model of integrative research focusing on urban health challenges
- Build research collaborations with local organizations and develop tools to facilitate community-based participatory research initiatives
- Maintain and increase top-ranked research programs
- Diversify the research funding portfolio and increase extramural research funding
- Increase targeted faculty recruitment

Goal 2: Develop the Infrastructure and Processes Necessary to Support Research, Knowledge Application, and Broad Programmatic Initiatives

Through the Office of Research Development we will provide greater coordination and funding support which will enable us to enhance the scale of our research.

Objectives

- Establish an Office of Research Development to support broad programmatic initiatives and funding application success
- Optimize workflow processes impacting research operations
- Maintain high quality core facilities that serve the research mission
- Establish strong strategic partnerships with external entities
- Translate discoveries into applied knowledge for the benefit of society

Goal 3: Enhance Our "Distinctively Wayne State" Pipeline of Student Researchers

We pride ourselves on engaging not only graduate but also undergraduate students in substantive research. As the only University with both BUILD and BEST grants, we will increase opportunities for student research and their participation in publications.

> ### Objectives
>
> - Ensure that every program provides a platform for student research within its curricula
> - Establish the President's Student Research Fellows to encourage and reward outstanding student researchers with greater recognition and stipends
> - Provide funding to encourage students to engage in enhanced research projects

Goal 4: Communicate and Expand Awareness of Excellence in Research, Discovery, and Knowledge Application

We will work to enhance the awareness of our research contributions.

> ### Objectives
>
> - Host scholarly forums focusing on Wayne State's targeted programs with global participation
> - Enhance the recognition of the University's leading researchers and scholars
> - Encourage faculty to become leaders in national and global scholarly organization
> - Continue to publicize research success internally and externally

Entrepreneurship

We commit to enabling our University to become a bustling hub of innovation, where new ideas are constantly developed into new ventures, where students and faculty collaborate through TechTown to mentor community entrepreneurs, and where industry leaders and start-up CEOs seek innovative resources. Our lively exchange of new ideas and our innovative collaborations both on and off campus will enable the translation of research and development into entrepreneurship which will permeate our campus culture and increase the growth and vitality of the University, Detroit, and the region.

Goal 1: Create a Thriving Culture Where New Ideas and New Ventures Are Consistently Developed and Rewarded

We will permeate an entrepreneurial spirit throughout the University through its strategic integration into our curricula and increased collaborations with entrepreneurs, TechTown, the Anderson Engineering Ventures Institute, and other organizations promoting entrepreneurship.

Objectives

- Create a Council of Entrepreneurship to coordinate and accelerate entrepreneurial activities
- Develop signature forums where new ideas and new ventures are discussed , synergies between innovators and entrepreneurs are discovered and expanded, and which champion the University's role as a center of innovation and entrepreneurship
- Create measurable goals with accountability for each stakeholder group which demonstrably drives entrepreneurship and awards the achievement of their goals
- Increase opportunities for entrepreneurial and start-up CEOs to contribute to the academic life of the University through lectures and seminars, executive in residence positions, and on advisory boards
- Increase opportunities for corporate executives
- Become a thought leader in innovation and entrepreneurship (particularly through collaborations with organizations promoting entrepreneurship and impacting Detroit's revitalization)
- Increase the number of our students exposed to the challenges of entrepreneurship through internships and co-op programs
- Increase collaborations with TechTown to enhance education, training, and opportunities for community entrepreneurs to enhance their capacity
- Leverage the Anderson Engineering Ventures Institute to build connections with businesses and organizations
- Simplify the process of tech transfer and business startups
- Through TechTown, the Anderson Enginering Ventures Institutne, and other entrepreneurial organizations, activities, education, and training, create entrepreneurial courses and programs throughout the University

Goal 2: Simplify / Coordinate / Enhance the Process of Innovation and Entrepreneurship
We will coordinate and enhance innovation and entrepreneurship by enhancing the Office of Technology Commercialization and the Office of Entrepreneurship, respectively.

Objectives

- Coordinate and scale current innovation programs across the University through the Office of Technology Commercialization
- Develop a coordinated approach to the engagement of faculty, staff, and students in the creation of a comprehensive entrepreneurship educational and training program (the "Office of Entrepreneurship") which will include non-degree options, learning delivery options, and social entrepreneurship
- Facilitate collaborations and partnerships with industry / foundations and the venture community to drive innovation and commercialization, both domestically and globally
- Ensure that the University leadership takes actionable steps to remove institutional impediments to driving innovation and entrepreneurship

Community Engagement

We encourage every faculty member, administrator, and student to participate in mutually-beneficial relationships with our community. We believe that experiential learning and community service are vital to our academic mission.

Goal 1: Continue to Enhance Our Leadership in the Economic Revitalization of Detroit

By aligning our community engagement with our academic mission, we will increase our focus on developing innovative solutions to urban challenges and enhance our visibility as a thought leader.

Objectives

- Become a thought leader in understanding and addressing urban and regional challenges
- Encourage and facilitate faculty and student research, dedicated to solving Detroit's and the region's most pressing challenges, and increase funding for this research
- Align the University's community engagement with its academic mission
- Collaborate with local and national media to enhance the visibility of the University's involvement in the revitalization of the city and the region
- Develop mission-aligned, community-based programs involving students, faculty, staff, and local residents to achieve economic growth in Detroit
- Increase the number and strength of collaborations with industry and the business community
- Coordinate the collaboration of higher education institutions participating in the revitalization of Detroit

Goal 2: Develop Innovative Mutually-Beneficial Community-Based Service Learning Experiences

We will strategically enhance our community engagement through its infusion in our curricula, a greater on campus presence of community leaders, and the encouragement of volunteerism and service learning. We will increase the effectiveness through data-driven coordination and collaboration.

Objectives

- Integrate community service and volunteerism into the curriculum, and provide more opportunities for faculty, students, and staff to participate
- Encourage all undergraduate and graduate students to complete a community service project
- Establish academic programs / courses focused around Detroit and Southeast Michigan's urban challenges (bankruptcy, urban health issues, etc.)
- Invite local community leaders and groups, aligned with our mission, to the University to raise awareness, host on-campus events, etc.
- Create a coordinated system/ database/ to track and synthesize community engagement efforts

Financial Sustainability

We commit to growing revenue and increasing the efficiency and effectiveness of business processes in order to provide adequate resources to support the University's mission while maintaining a value-based tuition structure.

Goal 1: Increase Enrollment
We will focus on increasing our enrollment and retention which are critical to our financial sustainability.

Objectives
- Increase overall enrollment to at least 30,000 with specific goals for graduate, international, out of state, and spring / summer student populations
- Increase year-to-year retention rates by three percentage points annually and the six-year graduation rate to at least 50%
- Improve the reputation and level of awareness of Wayne State University

Goal 2: Develop a Culture of Philanthropy throughout the University Community
We recognize the great potential of our thousands of students and hundreds of thousands of alumni to contribute to our financial stability.

Objectives
- Achieve the $750 million capital campaign goal
  - Raise $275 million to INSPIRE and support student success
  - Raise $250 million to support DISCOVERY through academic excellence and research
  - Raise $75 million to CREATE and update University facilities
  - Raise $150 million for Community Engagement and partnerships
- Increase involvement of students, faculty, administrators, and alumni in philanthropy
- Steward the investments that are made by donors
- Increase the number and amount of gifts to the endowment

Goal 3: Grow Research-Based Revenue to Increase Indirect Cost Recovery ("ICR")
We will focus on enhancing the revenue potential of our extensive research capabilities.

Objectives
- Increase overall research awards and expenditures and maximize negotiated ICR rate
- Hire faculty research groups to promote multi-investigator, large core, and center grants

Goal 4: Diversify and Enhance Sources of Revenue

As we strive to increase our State revenues, we will also diversify our revenues, particularly by expanding our relationships with industry, leveraging our intellectual property, and increasing income from our auxiliary services.

Objectives

- Increase performance-based annual allocation from the State of Michigan
- Increase revenues from training / academic non-degree programs, contracts, tech commercialization, patents, industry R&D, and auxiliaries

Goal 5: Achieve Operational Excellence in All Processes

We will focus on increasing efficiency and productivity throughout the University.

Objectives

- Continue to implement the remaining recommendations from the 2011 and subsequent business process reviews
- Streamline University policies, procedures, and practices which impact student success as well as the overall University community
- Improve the budgeting process and the transparency of financial reporting by implementing new tools and budget models
- Assess the quality and return on investment of programs and initiatives
- Review classroom and course scheduling to ensure optimal utilization of facilities
- Develop a culture of collaboration to break down organizational silos

"Distinctively Wayne State University"-2019

By 2019, "Distinctively Wayne State University" will result in a thriving, bustling, institution where every student has a clear pathway to academic and career success and has the opportunity to flourish in a diverse, collaborative, innovative environment. Through its urban-focused research and community engagement, Wayne State will be recognized nationally and globally as both as a leader in the revitalization of Detroit and in implementing innovative pedagogies enabling all students, regardless of background, to progress timely to degree attainment.

We will accomplish this institutional transformation by focusing our Strategic Plan implementation around the following Key Priorieties and Metrics:

Key Priorities and Metrics
- Increase the six-year graduation rate, improve overall retention, and grow enrollment to a minimum of 30,000 students
- Eliminate the gaps in graduation and retention between students from underrepresented populations and students from majority populations.
- Ensure that all faculty and advisers are trained in the use of data to improve student success and to implement innovative, effective pedagogies and are accountable for its use
- Increase research expenditures
- Expand the percentage of undergraduate and graduate students involved in research
- Increase the collaboration between, and integration with, TechTown, the Anderson Engineering Ventures Institute and the Office of Technology Commercialization
- Increase the number of substantive, mission-aligned community collaborations and the increased coordination of community engagement
- Complete the $750 million capital campaign
- Increase the endowment
- Increase the six-year graduation rate to 50% in the next five years
- Create the Office of Multicultural Student Success which will report to the Associate Provost for Diversity and Inclusion
- Create the Office of Research and Development
- Create the President's Council of Entrepreneurship and the Office of Entrepreneurship
- Establish a centralized community engagement database

Implementation

To ensure the efficient execution of Wayne State University's Strategic Plan, tactical action planning and implementation will be undertaken in each of the University's schools, colleges, and units. To begin the process, a series of meetings will be held throughout the University. The Barthwell Group and the Co-Chairs will meet with the Council of the Deans, the President's Cabinet, and operational as well as academic unit leaders to assist in drafting annual Tactical Action Plans. Each unit will be responsible to align its strategic plan with the University's goals and objectives. The template for the Tactical Action Plan requires that each unit specifies the actions, metrics, responsible person, resources, and financial impact to implement the University's strategic goals and objectives. The Tactical Action Plan template will further entail the specific measures, costs, potential trade-offs, and the equipment / technologies necessary for the implementation of each goal and objective. In addition, the Tactical Action Plans will be reviewed to ensure their consistency with the University's Strategic Plan.

Appendix

Strategic Planning Committee

Table 1: Strategic Planning Committee

Name	Title
Ethriam Brammer	Associate Director, Center for Latino/a and Latin American Studies
Monica Brockmeyer	Associate Provost, Student Success
Joseph Dunbar	Professor and Associate Vice President for Research
Ahmad Ezzeddine	Associate Vice President, Educational Outreach and International Programs
Farshad Fotouhi	Dean, College of Engineering
Stephen Lanier*	**Vice President for Research**
Patrick Lindsey	Vice President of Government and Community Affairs
Rick Nork*	**Vice President, Finance and Business Operations**
Wayne Raskind	Dean, College of Liberal Arts and Science
Louis Romano	Professor and President of the Academic Senate
Joseph Sawasky	Chief Information Officer and Associate Vice President, Computing and Information Technology
John Schiavone	Senior Director of Strategy and Innovation, School of Medicine
Naomi Shangle	Student, President of the Student Senate
Shijie Sheng	Professor, School of Medicine
Leslie Smith	President and CEO, TechTown Detroit
David Strauss	Dean of Students
Cheryl Waites	Dean, School of Social Work
Margaret E. Winters*	**Provost and Senior Vice President for Academic Affairs**
Michael Wright*	**Vice President for Marketing and Communications and Chief of Staff**
Lisa Shrader	Deputy Chief of Staff, Office of the President

* Co-Chairs

The Barthwell Group

The Barthwell Group is the consultant for Wayne State University's Strategic Planning Process. A Certified Women-Owned MBE based in Detroit, The Barthwell Group has advised higher education institutions, *Fortune 500* corporations, and the military throughout the United States.