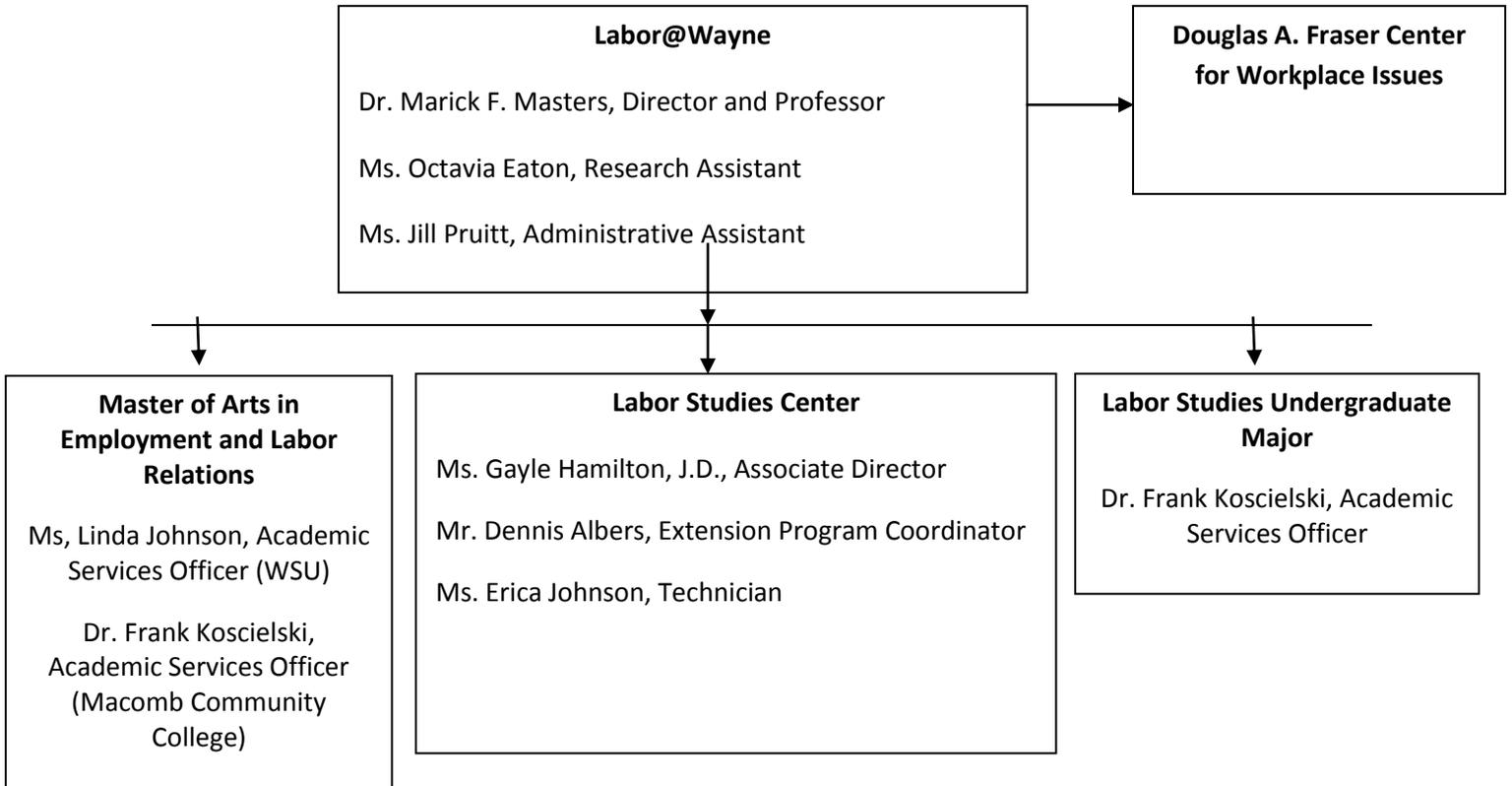


STRATEGIC PLAN FOR LABOR@WAYNE 2013-2016

Started in January 2009, Labor@Wayne, which is housed in the College of Liberal Arts and Sciences (CLAS), includes the various academic and non-credit labor-related units within Wayne State University (WSU). Specifically, it includes the Douglas A. Fraser Center for Workplace Issues (Fraser Center), the Labor Studies Center (LSC), the undergraduate Labor Studies major (LS), and the Master of Arts in Employment and Labor Relations (MAELR), which was formerly the Master of Arts in Industrial Relations (MAIR). These four sub-units report to Marick F. Masters, who was appointed as the inaugural director of Labor@Wayne in January 2009. The organizational structure and staff of Labor@Wayne are depicted below:

LABOR@WAYNE ORGANIZATION AND STAFF



During its first three years of operation, Labor@Wayne devoted its time to establishing internal and external advisory boards and building relationships within and outside the WSU community; organizing and staffing its operations; initiating conferences and events; developing promotional materials; benchmarking its units to equivalent entities in other universities; revising the MAIR program; hiring a new Associate Director for the LSC; integrating the units into a cohesive mission; and developing and implementing a strategic plan. It also attempted to pursue joint faculty hires, four of which were originally promised under the previous provost, but these attempts met with recurring and changing budget circumstances. [Fortunately, under new CLAS leadership, we have received the green light to make one hire and are working on the possibility of another in the near future.] During this period, our LSC budget and staff have been significantly reduced, falling from four to two full-time labor

extension coordinators, including the Associate Director, and losing the clerical staff person assigned to that unit.

A variety of external and internal changes have occurred which necessitate developing a new strategic plan for Labor@Wayne, which is set forth in draft form in this document. This plan will be presented to the external and internal boards on meetings scheduled on January 25, 2013 and March 2013, respectively. This plan reflects input and discussions with Labor@Wayne staff, benchmarking of our units to other universities' equivalents, and consultation with labor, corporate, and neutral (dispute resolution specialists) leaders. Several relevant factors reflecting the changing external and internal environments guided the development of this plan:

- The changing nature of the labor movement nationally and in Michigan, which is becoming much more service, public sector, and knowledge-based in orientation; over one half of the union members in the U.S. today work for government at the state, local or federal level. Nearly 50 percent of the local governmental workforce is represented by unions. In Michigan, over 55 percent of the total public sector workforce at all levels of government belongs to unions;
- Labor institutions face enormous challenges to modernize and professionalize their operations in order to serve their members;
- Unionized organizations in the private and public sector, including the healthcare sector, face tremendous pressures to foster labor-management collaboration to promote cost-efficient and cost-effective operations;
- The legal environment facing labor organizations and governing labor-management relations is undergoing significant changes in both Michigan and nationally;
- The availability of labor education providers is shrinking nationally;
- Labor organizations face a growing need to educate a new generation of leaders on organizational skills and labor-related subjects;
- The delivery of education is becoming increasingly online in an asynchronous mode; and
- Universities like WSU face continuing budget challenges which require generating external sources of funding and finding ways to more cost efficiently provide services.

With these changes in mind, we have drafted a strategic plan to position Labor@Wayne to realize its vision and fulfill its mission. In this regard, we have modified the vision and mission statements to make them more relevant. Our strategic plan sets forth the major goals for Labor@Wayne and its sub-units and a strategy for meeting the goals over the next several years. These are "stretch" goals, particularly in light of our relatively small

operation, but we are committed to making the maximum effort to achieve them. As they say, nothing ventured, nothing gained.

LABOR@WAYNE VISION AND MISSION

VISION: To become a nationally and international recognized program that promotes high quality workplaces through more effective labor institutions and labor-management collaborative initiatives.

MISSION: To provide venues for labor, management, policymakers, educators, students, and community leaders to learn about how to make labor institutions more effective and to promote labor-management cooperation for the betterment of working life.

LABOR@WAYNE GOALS AND STRATEGY

Goals:

- To develop and disseminate relevant knowledge through conferences, research, and credit-based and non-credit educational programs
- To increase enrollment and promote higher levels of retention and graduation in degree programs
- To generate external funding to support operations, including research, curriculum development, and scholarships

Strategy:

- To focus conferences and research on the healthcare, public sector, and manufacturing industries
- To revamp promotional materials and web sites, upgrade curricula, build interest in careers in labor and employment relations, and promote online delivery of courses
- To launch a major capital fundraising campaign and leverage board and external relations to partner with organizations to generate foundation-based funding for research

DOUGLAS A. FRASER CENTER FOR WORKPLACE ISSUES

Goals:

- To promote research in the areas of labor-management relations and workplace initiatives as well as employee attitudes and employer practices
- To hold conferences and events to bring stakeholders together to learn from cutting edge research and current thinking on these topics
- To seek funding through donors and grants to support related activities, including the establishment of a public sector academy to educate and train in the areas of interest-based problem solving and labor-management collaboration

Strategy:

- To leverage the internal and external boards and other relationships to generate additional funding to expand support for relevant research through Fraser Fellowships and Fraser Scholars
- To hire two joint faculty to promote a nucleus of research- and teaching-based activities
- To expand the orbit of interest and support through forums, industry councils, and academic panels in the public sector, healthcare, and manufacturing sectors

MASTER OF ARTS IN EMPLOYMENT AND LABOR RELATIONS (MAELR) GOALS AND STRATEGY

Goals:

- To increase enrollment (to 70-plus enrollees per semester)
- To increase graduation rates
- To build a stronger sense of community among students

Strategy:

- To revise web site and promotional materials
- To dramatically expand external recruitment efforts through communications and events
- To provide a much boarder array of career services and involve students in a careers in labor and employment relations network supported by employers

LABOR STUDIES UNDERGRADUATE MAJOR GOALS AND STRATEGY

Goals:

- To increase enrollment to 75-100 majors
- To increase graduate rates
- To build a stronger sense of community among students

Strategy:

- To revise the curriculum, change the name to Labor and Employment Relations, establish a minor, revise web site and promotional materials, and expand recruitment efforts
- To foster interest in and commitment to careers in labor and employment relations through contacts with employers
- To establish a learning community

LABOR STUDIES CENTER (LSC) GOALS AND STRATEGY

Goals:

- To increase enrollment and revenues
- To expand union and nonunion involvement
- To establish stronger links to degreed programs

Strategy:

- To revise and update curriculum
- To offer courses online and develop more general skills-based courses for online delivery to nonunion workers and professionals
- To leverage union-tuition programs to increase enrollment in degreed programs