

# ECONOMIC IMPACT STRATEGY

2022–2027



WAYNE STATE  
UNIVERSITY

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Established in 2011, **Wayne State's Office of Economic Development (OED)** is charged with creating an economic development strategy to guide, elevate and communicate the university's annual economic impact. Our 2022-2027 Economic Impact Strategy is informed by and responds directly to Wayne State's 2022-2027 Strategic Plan "Our Moment in Time", as well as national and university best practices and local needs—including those articulated in Detroit Future City's recently released "The State of Economic Equity in Detroit" report.

Our **2022-2027 Economic Impact Strategy** consists of high-level goals and objectives, as well as sample strategies for how Wayne State can achieve these goals and objectives and key performance indicators (KPIs). Working closely with Marketing, Development and Government and Community Affairs, among others, OED will identify, advance and share additional strategies reflective of the work being done across schools, colleges and divisions to achieve these goals and objectives, and in doing so, drive inclusive and sustainable growth in our city and state.



## WAYNE STATE UNIVERSITY

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**W**ith a nearly \$2.5 billion annual economic impact, Wayne State is a powerful economic driver. In addition to educating Michigan's workforce, the university is one of the largest employers in the city of Detroit. Our campus is a bustling hub of research, innovation and entrepreneurship—where ideas are developed into new ventures and jobs—and we make big investments in our neighborhood and city. Our economic impact is considerable and our commitment to our city and state should be too. **We envision and will contribute to an increasingly vibrant Detroit and Michigan with equitable access to opportunity and lasting prosperity for all.**

### ////// STRATEGIC GOALS

1. Prepare a diverse student body for and connect them to good, household-supporting jobs.
  2. Ensure all Wayne State jobs are household-supporting jobs and accessible to a diverse workforce.
  3. Leverage our purchasing power, research enterprise and entrepreneurship programs to create more household-supporting jobs and wealth-building opportunities, especially for Detroiters and people of color.
  4. Retain and attract talent through investments and programs that improve quality of life in our neighborhood, city and region.
  5. Be a thought leader and active partner in equitable economic development.
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# Prepare a diverse student body for and connect them to good, household-supporting jobs.

Educating a diverse student body is at the heart of both our academic mission and our economic impact. Walk into any large business in Michigan and chances are you'll meet a Wayne State alum. That's because more than 70 percent of our 295,000 alumni live here and contribute to the local economy. **But Wayne State does more than prepare Michigan's workforce, we provide our students with economic opportunity and social mobility.** Earning a degree remains the most assured way to earn a household-supporting wage and build wealth (the median wage for a worker with a degree in metro Detroit is nearly double the wage for a worker without a degree, but only 17% of Detroiters have a bachelor's degree; 38 of the 'hot 50' careers in Michigan require a four-year degree), which are essential to both our individual and collective economic prosperity.

## OBJECTIVES

- Develop a diverse pipeline of students through K-12 engagement.
- Expand access and success programs to increase enrollment and improve graduation rates.
- Develop and promote career-ready and financially-responsible graduates.
- Develop and promote diverse and culturally competent leaders.
- Align academic offerings with city, regional and state workforce needs and opportunities.
- Strengthen alumni and corporate partnerships around internships, jobs and ongoing education.

## SAMPLE STRATEGIES

The College of Engineering's **K-12 partnerships** are great examples of the many ways Wayne State is engaging in the K-12 system and developing a diverse pipeline of students. Major initiatives in this area include engineering and computer summer camps, Future Society of Women Engineers events, the Detroit Area Pre-College Engineering Program (DAPCEP) and the high school dual enrollment program.

Wayne State waives past due balances of up to \$1,500 through our **Warrior Way Back** program and allows students enrolled at Wayne State to transfer credits back to a community college in order to earn their associate's degree retroactively, while working toward their bachelors. Warrior Way Back and **reverse transfers** are two examples of the many ways Wayne State is advancing student success and improving graduation rates.

The Mike Ilitch School of Business added **new concentrations** in healthcare supply chain management and digital/business analytics available to new and current students in the Master of Business Administration program as of September 2020. These new concentrations are one example of the many ways Wayne State is aligning its academic offerings with city, regional and state workforce needs.

## IMMEDIATE OPPORTUNITIES

- Increase internal collaboration, including among Alumni Affairs, Business Innovation, Career Services, Corporate Relations and Economic Development.
- Increase external collaboration with alumni employers, corporate partners, Business Leaders for Michigan and chambers of commerce.
- Implement related Wayne State Strategic Plan recommendations, including the development of new programs for upskilling and reskilling.

## UNIVERSITY STRATEGIC PLAN CONNECTIONS

TEACHING Goals 1, 3 & 5

OUTREACH Goals 2 & 3

DEI Goals 2 & 3

FINANCIAL SUSTAINABILITY Goals 3, 4 & 6

\*See page 14.

**24,931**  
students

**15%** Black or  
African American  
& **8%** Detroiters

**55.8%**  
6-year  
graduation rate

**34.6%** for Black  
or African American students  
& **38%** for Detroiters

**83%**

of prior-year graduates  
are employed within  
one year

**Median salary of  
recent graduates**  
(new)

**295,000**  
alumni

More than **70%** live and  
work in Michigan

**1st**

in Michigan and  
**66th** in the nation  
for social mobility

\*See pages 15-17.

# Ensure all Wayne State jobs are household-supporting jobs and accessible to a diverse workforce.

With approximately 6,000 part- and full-time employees, Wayne State is the 12th largest employer in the city of Detroit. The university offers a range of opportunities—low-, middle- and high-wage positions with varying skill and degree requirements—and good benefits, including an Employee Tuition Assistance program and generous retirement match to help employees advance in their careers and build wealth. All this to say, **Wayne State has the opportunity to be both an employer of choice for top talent from across the globe and a vehicle for economic opportunity and social mobility in Detroit**, which has the lowest labor force participation rate of any city in the U.S. and an annual median income of approximately \$34,000 (less than half-that of our region).

## OBJECTIVES

- Recruit and hire diverse candidates and Detroiters.
- Provide all employees with training and opportunities for advancement within Wayne State.
- Offer benefits that attract talent and support existing employees.
- Provide students with meaningful on-campus work experiences that advance their careers.
- Strengthen connections to Detroit and Michigan workforce agencies and initiatives.

## SAMPLE STRATEGIES

Wayne State established a **Social Justice Action Committee (SJAC)** in 2020, including two working groups focused on hiring and retention of diverse faculty and staff, which recommended using diverse resources to recruit candidates from underrepresented groups. This recommendation is one example of the many ways Wayne State is working to recruit and hire diverse candidates and Detroiters.

Housed in the Office of the Provost, the **Academic Leadership Academy (ALA)** supports the development of the leadership skills and capacity of Wayne State faculty and academic staff. ALA aspires to increase the number and broaden the impact of skilled leaders at Wayne State and is one example of the many ways Wayne State is providing employees with training and opportunities for advancement.

Wayne State offers an **Employee Tuition Assistance** program through which it pays 100% of the cost of tuition for eligible full- and part-time employees, allowing them to earn a degree and advance their careers at little to no cost. The Employee Tuition Assistance program is one example of the many ways Wayne State offers benefits that attract talent and support existing employees.

## IMMEDIATE OPPORTUNITIES

- Raise the campus minimum wage for full-time employees to \$15/hour.
- Implement related Wayne State Strategic Plan, SJAC and DEI Council recommendations.
- Increase university (e.g. Human Resources) partnerships with workforce agencies, including Detroit at Work and Michigan Works!

## UNIVERSITY STRATEGIC PLAN CONNECTIONS

TEACHING Goal 4

OUTREACH Goal 1

DEI Goal 1

\*See page 14.

**6,035**  
employees

**23%** Black or African American and  
**22%** Detroiters

**12th**

largest employer  
in Detroit

**99.9%**

of FTEs earn above the  
ALICE wage for a single adult

**83%**

of employees without and  
**58%** with a degree and earn  
above DFC's median wage

**9.4%**

of employees are enrolled in  
our Tuition Assistance Program

An additional **5%** of employees'  
dependents are enrolled

**81%**

of eligible employees  
contribute to a university-  
sponsored 403(b)

\*See pages 15-17.

# Leverage our purchasing power, research enterprise and entrepreneurship programs to create more household-supporting jobs and wealth-building opportunities, especially for Detroiters and people of color.

Wayne State spends hundreds of millions of dollars on supplies and services, including from local and diverse businesses, and in research and development (R&D) each year. We offer coursework in entrepreneurship, labs and an Innovation Studio to support student ventures, and a suite of community-facing entrepreneurship programs in partnership with TechTown Detroit, a nonprofit business incubator and accelerator closely aligned with Wayne State. **We are both an economic driver—with an impact that is felt state-wide—and a vehicle for economic opportunity and social mobility in Detroit**, which ranks 99th in entrepreneurship rate among the top 100 cities in the U.S. (and is also low compared to our region and state).

## OBJECTIVES

- Engage the entire campus in supporting Detroit, Michigan and diverse businesses.
- Proactively engage businesses, both large and small, ensuring they're aware of and ready to take advantage of Wayne State opportunities.
- Expand industry partnerships around R&D, tech commercialization and experiential learning, strengthening Wayne State's reputation—including around mobility and health.
- Connect students to entrepreneurial opportunities at Wayne State, TechTown and across Detroit's entrepreneurial ecosystem.
- Promote innovative entrepreneurship, including social entrepreneurship and inclusive tech.



## SAMPLE STRATEGIES

Approximately 100 local businesses offer special discounts or promotions to Wayne State students and employees through our **Show Your OneCard & Save** program. The program is designed to encourage Warriors to explore our neighborhood and buy local, and one example of the many ways Wayne State is engaging the entire campus in supporting Detroit, Michigan and diverse businesses.

The **WSU Innovation Studio**, located in Wayne State's new Industry Innovation Center (I2C), helps students develop projects and business ventures. Led by the Office of Business Innovation, the WSU Innovation Studio is one example of the many ways Wayne State is connecting students to entrepreneurial opportunities within Wayne, at TechTown and across Detroit's entrepreneurial ecosystem.

The School of Social Work is a leader in the emerging field of **social entrepreneurship**, offering coursework, campus-based interdisciplinary collaborations, and an annual conference that brings together Wayne State, Detroit and national stakeholders. Social Work's initiatives around social entrepreneurship are one of the many ways Wayne State is promoting innovative entrepreneurship and, in doing so, advancing solutions to other social challenges.

## IMMEDIATE OPPORTUNITIES

- Launch a campus-wide buy local campaign.
- Improve the university's technology commercialization process.
- Continue building Wayne State's reputation as a leader in mobility and health.
- Strengthen connections between Wayne State (including Business, Engineering, and Social Work) and TechTown.

## UNIVERSITY STRATEGIC PLAN CONNECTIONS

**RESEARCH** Goal 3  
**OUTREACH** Goals 1, 2 & 3  
**FINANCIAL SUSTAINABILITY** Goal 4

\*See page 14.

# \$123M

in annual PO spend

**10%** Detroit, **61%** Michigan  
and **14%** Diverse

# \$320M

in annual research  
awards and sponsorship  
agreements

# 58

IP disclosures per year  
on average since 2011

# 749

patent applications  
since 2011

# 263

patents issued  
since 2011

# 17

start-up companies  
since 2011

# 200

revenue-generating student  
businesses since 2011

# 650

GS10kSB Detroit graduates

# 1,731

businesses served by  
TechTown annually

**68%** Black or African American

\*See pages 15-17.

# Retain and attract talent through investments and programs that improve quality of life in our neighborhood, city and region.

**F**ounded in Detroit more than 150 years ago, Wayne State has been and continues to be an anchor and active partner in its community. Experiential learning and community service are vital to our academic mission, and Wayne State encourages students, faculty and staff to participate in mutually-beneficial relationships that respond to the needs of our community. Beyond that, we're expanding housing, retail and mobility options in our neighborhood and improving public health and safety city-wide, and our campus is a hub of arts and culture with performances and exhibits drawing visitors from across our region. **The bottom line is, Wayne State is leveraging its assets—including our more than 30,000 students, faculty and staff—to improve quality of life in Detroit and ensure southeast Michigan is a place where people want to live and are able to thrive.**

## OBJECTIVES

- Improve physical connectivity between our campus, neighborhood and city.
- Leverage our real estate to add amenities (businesses, housing, services) to our neighborhood and city.
- Actively engage in neighborhood, city-wide and regional planning initiatives.
- Encourage service learning, community-engaged research and volunteerism across Wayne State.
- Deepen and increase the visibility of our institutional engagement in our community.

## SAMPLE STRATEGIES

Several Wayne State departments, including Facilities Planning and Management, Economic Development and Computer and Information Technology, are engaged in the **Cultural Center Planning Initiative (CCPI)**, a multi-year planning effort to re-imagine Detroit's arts and cultural center, and complimentary Student Design Summit. The CCPI is one example of the many ways Wayne State is actively engaged in neighborhood, city-wide and regional planning initiatives.

**CommunityEngagement@Wayne**, a program of the Irvin D. Reid Honors College, strives to make academic knowledge, skills, and debates meaningful by relating them directly to real-world issues and challenges. This college-wide push for service-learning is one of the many ways Wayne State encourages service learning, community-engaged research and volunteerism.

**The Wayne Framework**, Wayne State's campus-master plan adopted in 2019, recommends repurposing Prentis as a community-oriented space and campus gateway, a first-stop or headquarters for community engagement at Wayne. Bringing this recommendation to fruition is one example of how Wayne State could deepen and increase the visibility of our institutional engagement in our community.

## IMMEDIATE OPPORTUNITIES

- Implement The Wayne Framework, including making Cass Avenue a civic corridor and repurposing Prentis into a community-oriented space.
- Promote Wayne State's Community Engagement Registry and Volunteer Hub in order to better understand our academic and institutional engagement.
- Increase storytelling around our academic and institutional engagement in and value to our city, region and state (populated via The Registry and Volunteer Hub).

## UNIVERSITY STRATEGIC PLAN CONNECTIONS

**RESEARCH** Goal 1  
**OUTREACH** Goals 1 & 3  
**FINANCIAL SUSTAINABILITY** Goal 3 & 6

\*See page 14.

**\$44M**  
 on capital projects annually

**72%**  
 reduction in crime  
 in our neighborhood since  
 2009

**\$27M**  
 in uncompensated medical  
 care annually

**300+**  
 public performances, exhibits  
 and culture events annually

**Non-academic  
 volunteer hours**  
 by students (new)

**Academic  
 service-learning &  
 community-engaged  
 research projects**  
 (new)

**Carnegie  
 Community  
 Engagement  
 Classification**  
 since 2015

\*See pages 15-17.

# Be a thought leader and active partner in equitable economic development.

**W**ayne State is a premier, public, urban-serving research university located in the heart of Detroit—the 24th largest city in the U.S. known world-wide for its contributions to art, architecture and engineering, as well as its dramatic decline in population and 2013 bankruptcy. **We pride ourselves on deep engagement with our Detroit community, including through research and scholarship on a wide array of urban issues, from mobility to education and public health, as well as leadership and participation in civic, community and economic development initiatives.** And our faculty expertise, research capacity and impact extend beyond our home city and state and across the globe.

**In addition to leading by example, embedding equitable economic development best practices across Wayne State, we aim to:**

## OBJECTIVES

- Play a leadership role in local, state-wide and national economic development initiatives (i.e. on boards, in working groups or through research partnerships).
- Actively participate in national and global economic development research collaboratives, competitions or conferences.
- Provide support for community-facing programs and projects that advance equitable economic and community development.
- Increase coordination, awareness and recognition (internal and external) for this work.

## //// SAMPLE STRATEGIES

Wayne State is a key partner in the **Detroit Regional Talent Compact**, a collective effort led by the Detroit Regional Chamber in partnership with for-profit businesses, colleges and universities, K-12 systems, nonprofits, state leaders and foundations to increase degree attainment in southeast Michigan and reduce the racial equity gap in half. By doing so, the Compact hopes to increase individual and collective prosperity in our region for all.

Wayne State is actively engaged in the Association of Public and Land-Grant Universities' (APLU) Committee on Community and Economic Engagement and was one of the first universities to be recognized by the APLU as an **Innovation and Economic Prosperity (IEP) university**—a designation honoring higher education institutions that have demonstrated a commitment to economic engagement.

**Detroit Revitalization Fellows (DRF)** launched its first cohort of talented, emerging leaders from Detroit and around the U.S. in 2011. A decade later, DRF is reorienting to support and connect leaders who work to build the capacity of Detroit's communities and neighborhoods, while ensuring a commitment to equity in the face of a rapidly transforming city and region. DRF is one example of the many programs at Wayne State that advance equitable economic and community development.

## //// IMMEDIATE OPPORTUNITIES

- Increase internal collaboration, including among Economic Development, Government and Community Affairs, academic departments and individual faculty, and the SJAC.
- Promote Wayne State's Community Engagement Registry and Volunteer Hub in order to better understand university-wide engagement around this topic.
- Establish Wayne State's reputation externally as a go-to partner in and thought leader on the topic via increased engagement and storytelling.

## UNIVERSITY STRATEGIC PLAN CONNECTIONS

**RESEARCH** Goals 1 & 4  
**OUTREACH** Goals 1 & 3  
**FINANCIAL SUSTAINABILITY** Goals 3 & 6

\*See page 14.

**Local, state  
and national  
appointments**

(new)

**National and global  
engagements**

(new)

**80**

Detroit Revitalization  
Fellows

**174**

Detroit Equity Action  
Lab (DEAL) Fellows

**APLU-Innovation  
& Economic  
Prosperity  
University  
designation**

since 2014

\*See pages 15-17.

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## DEFINITIONS

**Equitable Economic Development:** “Equitable economic development unlocks the full potential of the local economy by dismantling barriers and expanding opportunities for low-income people and communities of color. Through accountable public action and investment, it grows quality jobs and increases entrepreneurship, ownership, and wealth.” - LISC

**Diverse:** Wayne State’s Strategic Plan states that “DEI is a moral imperative, but it is also a strength upon which to build, as Wayne State is recognized and celebrated as Michigan’s most diverse college campus” and we agree—Wayne State should be an inclusive place that invites and supports individuals with diverse backgrounds and ideologies to learn and work.

**Household-Supporting:** Borrowing from Detroit Future City, we define a household-supporting job as one that allows an individual to “meet their unique needs” and begin to build wealth, and use Detroit Future City’s median wages (\$32/hour with a college degree and \$17/hour without) and the United Way’s ALICE wage (\$12/hour for an individual and \$32/hour for a family of four) as starting points for discussion.

**Talent:** Too often, economic developers focus on attracting large corporations and high-skilled or credentialed individuals. We recognize that there is already a lot of talent in our city and state—including hundreds of thousands of Wayne State alumni and future Warriors—and any good equitable economic development strategy should include investing in existing businesses and residents.

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## WAYNE STATE STRATEGIC PLAN CONNECTIONS

Our 2022-2027 Economic Impact Strategy is informed by and responds directly to Wayne State’s 2022-2027 Strategic Plan entitled “Our Moment in Time”, which is organized around five focus areas:

- Research and discovery: An unrelenting quest (**Research**)
- Teaching, learning, and student success: The heart of our university (**Teaching**)
- Outreach and engagement: Our inextricable ties with our community (**Outreach**)
- Diversity, equity, and inclusion: An unwavering commitment (**DEI**)
- Financial sustainability and operational excellence: The building blocks for a strong future (**Financial Sustainability**)

Each focus area includes three to seven high-level goals and ten or more specific objectives. In an effort to help our audiences understand the connections between these two documents, we have referenced related goals from “Our Moment in Time” in the sections labeled “University Strategic Plan Connections”. These lists are not meant to be comprehensive, but instead highlight the most-relevant connections.

As a whole, our 2022-2027 Economic Impact Strategy also supports the University’s desire to better measure and communicate Wayne State’s value to our city, region and state, including as a vehicle for economic opportunity and social mobility for all Michiganders.

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## EXTERNAL METRICS

In addition to the internal KPIs we have identified, Wayne State is hoping its efforts will move the needle on external metrics, including the percentage of individuals with a post-secondary credential or degree in our city and state, our labor force participation rates, and the percentage of individuals earning above ALICE and Detroit Future City median wages, and decrease racial and geographic gaps, including between Black and white Detroiters and Detroit and the region. In doing so, we hope to contribute to an increasingly vibrant Detroit and Michigan, one that invests in, retains and attracts talent by offering opportunity and lasting prosperity for all.

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## KPI DETAILS

**Enrollment:** There were 24,931 full- and part-time students enrolled at Wayne State in Fall 2021. 3,679 of these students (14.75%) identified as Black or African American. 8% of all students in Fall 2021 and 16.6% of FTIAC (first-time in any college or university) students graduated from a high school located in Detroit, which is how we have chosen to define “Detroiters”. Source: Office of Institutional Research & Analysis.

**Graduation Rate:** Wayne State’s 6-year graduation rate for full-time students was 55.8% as of Fall 2021, 34.6% for students who identify as Black or African American and 38% for students who graduated from a high school located in Detroit (“Detroiters”). Source: Office of Institutional Research & Analysis. *Note: Wayne State’s Strategic Plan seeks to increase the overall six-year graduation rate to at least 60% by 2027 and the graduation rate for historically marginalized students to at least 50% by 2027.*

**Alumni Data:** Wayne State had 294,474 alumni as of summer 2021, 71% of whom live and work in Michigan. Wayne State surveys graduates approximately six and nine months after graduation (“recent graduates”). The survey is sent to graduates from *all* schools and colleges. 361 December 2019 and April 2020 graduates responded. 59% of respondents had earned a bachelor’s degree. 83% reported being currently employed. Of those, 71% indicated that their position is related to their academic program of study. Beginning in 2021-22, Career Services plans to include a question about income. Source: Alumni Affairs and Career Services.

**Social Mobility:** U.S. News & World Reports named Wayne State 1st in Michigan and 66th in the nation for social mobility in September 2021. This indicator measures the success of schools in graduating students who received federal Pell Grants. Students receiving these grants typically come from households whose family incomes are less than \$50,000 annually, with most money going to students with total family incomes below \$20,000. Source: U.S. News and World Reports (external).

**Employees:** Wayne State was the 12th largest employer in the city of Detroit as of July 2021 according to Crain’s Detroit Business. The university had 6,035 employees as of Fall 2021 with 23% of employees identifying as Black or African American. 21.8% employees reside in Detroit as of January 2022, which is how we have chosen to define “Detroiters”. Sources: Crain’s Detroit Business (external), Office of Institutional Research & Analysis and Human Resources.

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**Wages:** As of January 2022, 99.9% of full-time employees (defined as an appointment percent equal to 100%) earned above \$12/hour (e.g. the ALICE Wage for Wayne County, which was \$11.70 for a single-adult in 2019). 82.8% of employees without and 57.6% of employees with a college degree earned above Detroit Future City's hourly median wages: \$17.58 and \$32.68 respectively. Source: Human Resources.

**Benefits:** As of January 2022, 81.2% of eligible employees were deferring contributions into the university's employer-sponsored 403(b) plan, with Wayne State matching their contributions up to 5% on a 2-for-1 basis. Additionally, 9.4% of employees were enrolled in Wayne State's Employee Tuition Assistance Program as of Fall 2021 and an additional 5% of employees had dependents enrolled in the program. Source: Human Resources.

**Spend:** In fiscal year 2016, the university's total spend—defined as Requisitions processed via Procurement, either as supply requisitions (punchout and regular) or as Procurement Card purchases—was \$122,726,116. 14% of all invoices paid were paid to diverse suppliers. 10% were paid to Detroit-based suppliers. 61% were paid to Michigan-based suppliers (largely in Southeast Michigan defined as Livingston, Macomb, Oakland, Washtenaw and Wayne Counties). Source: Procurement.

**Research:** The university received \$320 million in research awards and sponsored research agreements in fiscal year 2021. Sources: Division of Research and National Science Foundation (external). *Note: Wayne State's Strategic Plan seeks to advance 2-3 places in rankings for research expenditures by 2027. The university ranked 99th overall in 2019, the most recent year that National Science Foundation rankings are available.*

**Technology Commercialization:** Since 2011, Wayne State has had an average of 58 disclosures per year. The university filed 749 international and U.S. patent applications during this time period. 263 patents were issued and 17 start-up companies were formed. These metrics will also be available broken down by fiscal year beginning in 2022. Source: Technology Commercialization.

**Entrepreneurship:** Wayne State has helped students launch nearly 200 revenue-generating businesses since 2011. The Goldman Sachs 10,000 Small Businesses program has graduated 650 second-stage small businesses from across Michigan as of December 2021. TechTown served 1,731 businesses between March 2020 and March 2021. 68% of businesses/entrepreneurs TechTown served during this period identified as Black or African American. Sources: OED, GS10kSB and TechTown.

**Neighborhood Investments:** Wayne State spent \$221 million on 1,226 capital projects between 2017 and 2021, i.e. an average of \$44 million per year. University investments in public safety, including CompStat, have led to a 72% reduction in crime in our neighborhood since 2009. In 2021, Wayne State provided \$26,780,800 in uncompensated medical care. And pre-pandemic, Wayne State's College of Fine, Performing and Communication Arts (CFPCA) hosted more than 300 public performances, exhibits and culture events annually. Sources: Facilities Planning and Management, Center for Urban Studies, Medical School and CFPCA.



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**Volunteer Hours:** Beginning in Winter 2022, Wayne State will measure the number of non-academic volunteer hours logged by students. Data will be made available by the Dean of Students Office (DOSO) on a semester basis. We anticipate this data will primarily capture volunteerism by members of student organizations that require service hours, but Wayne State is also encouraging individual reporting via its new Volunteer Hub. Source: DOSO

**Community Engagement:** Wayne State recently launched a Community Engagement Registry with the goal of capturing all academic service-learning & community-engaged research projects. As of January 2022, 73 programs have been logged. Recognizing this is a low estimate of university projects and Wayne State will more-actively promote participation in the registry moving forward, we have categorized this as a new metric. Wayne State received Carnegie Community Engagement Classification in 2015 and will need to reclassify in 2024 or 2026. Source: Community Engagement, Educational Outreach.

**Thought Leadership:** Beginning in 2022, Wayne State will ask faculty and staff to self-report local, state and national appointments via its Community Engagement Registry. OED will review all reported appointments and compile a list specific to equitable economic development. We will also start tracking national and global engagements (i.e. research collaboratives, competitions or conferences) on this topic. Source: OED.

**Programs:** Wayne State supports equitable economic development through both academic and non-academic programs and projects, including the Detroit Revitalization Fellows (DRF) program and Detroit Equity Action Lab (DEAL). 80 Fellows have engaged in DRF programming since 2011. 174 Fellows have gone through DEAL since 2014. Sources: DRF and DEAL.

**Recognition:** The Association of Public and Land-Grant Universities (APLU) named Wayne State an Innovation and Economic Prosperity (IEP) university in 2014—a designation honoring higher education institutions that have demonstrated a commitment to economic engagement. In order to maintain our designation, Wayne State provides the APLU with regular updates on our work. Source: APLU (external).

