

WAYNE STATE 2022-2027 ECONOMIC IMPACT STRATEGY



BOARD OF GOVERNORS MEETING
JANUARY 28, 2022

CHARGE

The Office of Economic Development is charged with creating an economic development strategy to guide, elevate and communicate Wayne State's substantial — \$2.4B in 2019 — economic impact.



Given Covid-19, we decided to revisit our 2019 strategy in 2021. After a series of conversations with key stakeholders, we realized this moment in time called for something new.

PROCESS



INTERVIEWS

MARCH-APRIL



MEETINGS

JULY & AUGUST



RESEARCH

MAY



REFINE

SEPTEMBER-DECEMBER

The resulting 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.



PREAMBLE

"...We envision and will contribute to an increasingly vibrant Detroit and Michigan with equitable access to opportunity and lasting prosperity for all."



GOAL 1

Prepare a diverse student body for and connect them to good, household-supporting jobs.

GOAL 2

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

GOAL 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.

GOAL 4

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

GOAL 5

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



WE DEFINE THE TERMS DIVERSE, HOUSEHOLD-SUPPORTING, TALENT AND EQUITABLE ECONOMIC DEVELOPMENT ON PAGE 14.

GOALS

GOAL 1

Prepare a diverse student body for and connect them to good, household-supporting jobs.

OBJECTIVES

- Develop a diverse pipeline of students through K-12 engagement.
- Expand access and success programs; 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 and state workforce needs and opportunities.
- Strengthen alumni and corporate partnerships around internships, jobs and ongoing education.

"Educating a diverse student body is at the heart of both our academic mission and our economic impact... But Wayne State does more than prepare Michigan's workforce, we provide our students with economic opportunity and social mobility."



SAMPLE STRATEGIES

STEM Programs, Warrior Way Back & Reverse Transfers, New Concentrations

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.



OUR MOMENT IN TIME CONNECTIONS

STUDENT SUCCESS GOALS 1, 3 & 5

ENGAGEMENT GOALS 2 & 3

DEI GOALS 2 & 3

OPERATIONAL EXCELLENCE GOALS 3 & 4

GOAL 2

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

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.

"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."



SAMPLE STRATEGIES

Social Justice Action Committee, Academic Leadership Academy, Employee Tuition Assistance

IMMEDIATE OPPORTUNITIES

- Ensure all full-time employees earn at least \$15/hour.
- Implement related "Our Moment in Time", Social Justice Action Committee and DEI Council recommendations.
- Increase university (e.g. Human Resources) partnerships with workforce agencies, including Detroit at Work and Michigan Works!



OUR MOMENT IN TIME
CONNECTIONS

STUDENT SUCCESS GOAL 4
ENGAGEMENT GOAL 1
DEI GOALS 1

GOAL 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.

OBJECTIVES

- Engage the entire campus in supporting Detroit, Michigan and diverse businesses.
- Proactively engage businesses, 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 beyond.
- Promote innovative entrepreneurship, including social entrepreneurship and inclusive tech.

"Wayne State is 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."



SAMPLE STRATEGIES

Show Your OneCard & Save, WSU Innovation Studio, Social Entrepreneurship Conference

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.



OUR MOMENT IN TIME
CONNECTIONS

RESEARCH GOAL 3
ENGAGEMENT GOALS 1, 2 & 3
OPERATIONAL EXCELLENCE GOAL 4

GOAL 4

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

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.

"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."



SAMPLE STRATEGIES

Cultural Center Planning Initiative, CommunityEngagement@Wayne, The Wayne Framework

IMMEDIATE OPPORTUNITIES

- Implement The Wayne Framework, including making Cass Avenue a civic corridor and repurposing Prentis into a community-oriented building.
- 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).



OUR MOMENT IN TIME
CONNECTIONS

RESEARCH GOAL 1
ENGAGEMENT GOALS 1 & 3
OPERATIONAL EXCELLENCE GOAL 3

GOAL 5

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

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.

"We pride ourselves on deep engagement with our Detroit community, including through research and scholarship on a wide array of urban issues...as well as leadership and participation in civic, community and economic development initiatives.



SAMPLE STRATEGIES

Detroit Regional Talent Compact, APLU-IEP University, Detroit Revitalization Fellows

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.



OUR MOMENT IN TIME
CONNECTIONS

RESEARCH GOALS 1 & 4
ENGAGEMENT GOALS 1 & 4
OPERATIONAL EXCELLENCE GOAL 3

METRICS

INTERNAL KPIS

GRADUATION RATES

RESEARCH EXPENDITURES

U.S. NEWS & WORLD REPORT RANKING FOR SOCIAL MOBILITY

TUITION
ASSISTANCE
PARTICIPATION

SPEND
(DETROIT, MICHIGAN &
DIVERSE)

APLU-IEP
DESIGNATION &
AWARDS

CARNEGIE COMMUNITY ENGAGEMENT CLASSIFICATION

EXTERNAL METRICS

DEGREE
ATTAINMENT

WAGES

LABOR FORCE PARTICIPATION RATE



NEXT STEPS



ADOPT

JANUARY



IMPLEMENT

2022-2027

In 2022, OED will...

- Share our 2022-2027 Economic Impact Strategy with internal and external stakeholders;
- Track and communicate university-wide progress on our high-level goals and objectives; and
- Continue building Wayne State's reputation as a vehicle for economic opportunity and social mobility.



QUESTIONS



EMILY THOMPSON
eh6896@wayne.edu



NED STAEBLER
ew6660@wayne.edu

