

University Economic Impact

The University Research Corridor (URC) released its annual [economic impact report](#) at the Mackinaw Policy Conference in May. The report quantifies the combined economic contributions of Wayne State, the University of Michigan and Michigan State to the state of Michigan. During the last 15 years – a time that has seen a major recession and a global pandemic – our combined economic contribution has grown by 60%. Wayne State’s economic impact has also increased: from \$2.4 billion in fiscal year 2019 to \$2.6 billion in fiscal year 2021, with \$1.3 billion (half) of our economic impact accruing in Wayne County and nearly 90% accruing in Wayne, Oakland and Macomb Counties.

Assistant Vice President for Economic Development Kelly Kozlowski and Director of Economic and Community Development Emily Thompson spoke about that impact – and all of the efforts behind it including our [2022-2027 economic impact strategy](#) – at the Association of Public and Land-grant Universities (APLU) Commission on Economic and Community Engagement (CECE) meeting in August. Wayne State co-hosted the meeting along with Michigan State University, Michigan Technological University, Oakland University and the University of Michigan. The theme of the meeting was “inclusive community and economic engagement: the path to social mobility.”

To stay up-to-date on our economic impact work, [sign up](#) for our new quarterly e-newsletter! You can view the first edition [here](#), which highlights examples of how Wayne State is contributing to equitable and lasting prosperity in our home city and state.

Place-Based Economic Development

Campus Re-Activation

University leadership would like to see the return of a vibrant Wayne State and Midtown over the next two years. OED – in partnership with the Provost – convened academic and administrative leaders in August to better understand the challenges and opportunities associated with re-activating campus and develop a plan for fall of 2022 with the overarching goal of making sure that Warriors who want to engage on campus have ample opportunities to do. To that end, OED is working with the Dean of Students Office, Facilities, Marketing and others to:

- Activate the front of the UGL with green bistro sets and Keast Commons with colorful Adirondack chairs and lawn games.
- Revive the chalkboard wall on the ground floor of Towers with a Candy Chang-inspired prompt: what I love most about campus is...
- Organize outdoor musical performances by Wayne State students as part of a larger programming push on Wayne/Warrior Wednesdays.
- Curate a Today@Wayne feature called Open for Lunch! that highlights nearby businesses that offer discounts through Show Your One Card & Save.

- Arrange and promote a series of City Institute (formerly Detroit Experience Factory) tours of campus and Midtown in October.
- Work with university and community partners to identify and pursue external opportunities to activate campus spaces. Ex. Noel Night.

Industry Innovation Center (I2C)

OED and TechTown have been leading efforts to re-imagine and activate the Industry Innovation Center (I2C) since Wayne State purchased the building from NextEnergy in 2018.

In 2019, we engaged the Detroit Collaborative Design Center (DCDC) to facilitate a participatory design process to reimagine both the building and site. The resulting conceptual design seeks to better serve university and industry needs, and encourage collaboration between these groups, by upgrading existing building amenities and adding much-needed meeting space and an open kitchen. Suggested exterior improvements included new, more-inviting building entrances and outdoor spaces.

We initially shared the conceptual design in fall of 2019, just months before the Covid-19 pandemic began, and have re-revealing it to key stakeholders in recent months via conceptual design displays in I2C, high-profile events like the “Hatch Off” and Association of Public and Land-grant Universities (APLU) Commission on Economic and Community Engagement (CECE) meeting, and new building tenants including Wayne State Corporate and Foundation Relations and Tech Commercialization.

Mobility

Wayne State continues to subsidize four-hour Dart and annual MoGo passes for all enrolled students, as well as full- and part-time employees, allowing them to ride DDOT and SMART buses, the QLINE streetcar, and MoGo bikes for free. To participate, Warriors need to download the Dart app and enter a semester-specific eligibility code, or sign up using their Wayne State email address on a customized MoGo webpage, and follow the instructions provided. Students without smartphones or who prefer a paper pass can pick up a 31-Day Dart pass at The W Food Pantry and Wardrobe.

OED has been working with Parking and Transportation to promote these benefits since this program launched in the fall of 2021. Our student Transportation Ambassadors participated in 20 new and transfer student orientations over the summer and had tables at FestiFall and the Mike Ilitch School of Business Open House and Back-To-School-Bash. They also organized eight (8) group rides during the month of September including from Parking Structure 1 and the Anthony Wayne Drive Apartments to the Mike Ilitch School of Business and from Science Hall to the School of Medicine.

Early Stage Business Support

TECH

Capital

TechTown has administered \$122,812.50 to 13 founders thus far in 2022 in Business Accelerator Fund grants and Tech Startup Fund money made possible primarily from the Gilbert Family Foundation. **The TechTown Catalyst Angel Program**, funded by the US Economic Development Administration, has now recruited 19 (with 7 in the pipeline) emerging angel investors, one step closer to its goal of 200 in three years.

Start Studio Discovery

We are opening applications for the Start Studio Discovery Fall 2022 cohort on August 29, 2022. We will hold an info session on Monday, September 12 at 6 pm and close applications on Friday, September 16. Sessions will begin on Wednesday, September 28.

Customer Discovery Specialist Strategy Sessions

To provide needed expertise in the realm of customer discovery, we will provide year-round FREE TechTown Strategy Sessions focused on customer discovery starting in September 2022. These sessions will be offered by our Customer Discovery Specialists, trained anthropologists who will help our clients to gain expertise in gleaning key insights from potential customers.

ENTREPRENEURIAL EDUCATION

Tech Town Strategy Sessions

Aspiring and existing entrepreneurs continue to seek the expertise of our internal strategists. We held 189 Tech Town Strategy Sessions during the period from May 21, 2022, to August 16, 2022.

Ask An Expert

The Ask an Expert program utilizes volunteers who are entrepreneurs and members of the business service organizations in the entrepreneurial ecosystem. Our experts provide free consultations to entrepreneurs in the areas of Accounting, Marketing, Public Relations, Technology, Law, and Business Operations. We recorded forty-three (43) appointments during the period of May 21, and August 16, 2022.

Professional Services Network

The Professional Services Network provides subject matter experts who volunteer their services through the Ask an Expert program as well as conducting workshops for the Training Series. We are accepting new members. In July and August, we held twelve interviews for subject matter experts in Finance, Bookkeeping, E-commerce, Digital Marketing, IT and Software development, and Product Development.

Tech Town Training Series

We held the last session for E-mail Marketing Strategies on June 7th with eighteen (18) attendees. We had 104 attendees for the three workshops. The last session covered data analytics of email marketing campaigns. On August 25th, we are hosting the Understanding Financial Statements workshop featuring, Palwinder Kalsi and Hassan Elsayed of Bank of America. The hybrid workshop has 203 completed registrations with 160 attending online and forty-three for in-person.

Building Business Podcast

A series of interviews to provide Business Builders with insight from entrepreneurs, business service professionals, and industry leaders. Episode downloads totaled forty-seven (47) the interviews we recorded during this review period. Our guests included the following:

- Paula Tuteman, Inventor of patent pending Bra-Less Bra
- Nate Talbot, Detroit Blockchain Center – Blockchain and NFTs
- Donald T. Robinson, III – IT Developer, Use of Technology in Small Business

Duke Engage Fellows

The Entrepreneurial Education Department hosted Mick Tobin and Ellen Zhang, two Duke Engage Fellows from June 10 to July 28. Mick and Ellen evaluated the Ask an Expert and Strategy Session services and alumni engagement.

- Interviewed 26 Alumni and received seventy-one (71) survey responses
- Conducted twenty-one (21) interviews of entrepreneurs who used the Ask an Expert and Strategy Session services
- Interviewed thirteen staff members from Development, Technology-based and Small Business Services departments
- Validated the Tech Town email list of over 1,100 alumni

Recommendations

- Email follow-ups with newsletter link, meeting summary and recommendations, and TT social media
- Online community for those looking for cofounders, resources, program links, and more
- Guidelines for Strategists & Experts to ensure TT Staff suggests what program path fit the business owner best, set tangible goals and next steps, and is eager and friendly

TechTown Alumni Newsletter

Current news about resources and opportunities for TechTown Program Graduates.

Small Business Services**313 Strong**

313 STRONG continues supports the sustainability of neighborhood, brick and mortar businesses in Detroit, Highland Park, and Hamtramck by providing customized, focused, business support, with an emphasis on capital, finances, operations, and marketing.

Jaunice Keller, Capital Strategist, is attending LISC’s Train the Trainer: Financial Education for Entrepreneurs training, an 8-week, national cohort including fellow Detroit partner organizations ProsperUS and Cody Rouge. The program runs August-September.

Mayte Penman, Bilingual Business Strategist, wrote a [blog on cyber security for small businesses](#), using the recent real-life example of current 313 client 27th Letter Books to illustrate the importance of the topic. The blog features insights from TechTown PSN member Marvin Williams, owner of Logical Owl. Three 313 Strong clients (one current, two past) have been chosen to receive murals on the exterior of their buildings in a city-wide program funded by the Gilbert Family Foundation. The program is in the planning stage currently, with painting occurring in September.

Retail Services

The Spring 2022 Retail Boot Camp cohort has completed 12-weeks of sessions and moved into the coaching phase. Each alum will be partnered with an RBC team member for 6 months to create an actionable milestone plan to help them move toward the goal of opening a brick and mortar storefront.

The Fall 2022 cohort of RBC has been selected and sessions started August 18, running through November 10.

RBC 2022 Spring alum MG Studio was awarded \$10,000 through the Comcast Rise grant in July. RBC 2017 alum Naturally Illustrated won first place at the Grandmont-Rosedale Neighborhood Detroit SOUP competition, earning \$2,000 to invest in her business. RBC 2020 alum Ken Walker was named “Outstanding Entrepreneur” by the Michigan Diversity Council. Ken has signed a lease in midtown and is looking to open in the fall. Ken was one of the Top 10 Finalists for this year’s Hatch competition.

The SHOP continues to run in person at TechTown on the last Wednesday of the month. June and July both featured five Detroit-based small businesses. This was the first pop-up experience for three of these businesses. Strategists Carrie Vestrand and Christina Devlin provide in-the-moment coaching to all participants at the event.

TechTown Operations

Coworking/Office Space

Office space occupancy is at 95% (a minor dip from the previous 2 quarters holding at 100%), though we anticipate a quick rebound because multiple existing tenants have expressed interest in expanding their footprint when space becomes available. The team is also working on strategies to proactively identify prospective tenants and cultivate relationships to strengthen the tenant pipeline.

We currently have 873 members (an increase of 5% from the previous report to the WSU Board of Governors) that represent 33 industries. The total member number includes both tenants and coworking space users. Our monthly building visitor numbers continue to increase – by anywhere from 700 to 1,800 per month.

Event bookings at both TechTown and the Industry Innovation Center have increased steadily and significantly throughout the year:

		<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>
--	--	------------	------------	------------	------------	------------	------------

# Events hosted at TT	Number of room bookings in TT meeting rooms and event spaces	48	70	126	143	179	236
# Events hosted at I2C	Number of room bookings in I2C meeting rooms and event spaces	5	12	10	11	12	30
Total Events Booked/Managed by TT	Number of room bookings in TT + I2C meetings rooms and event spaces	53	82	136	154	191	266

TechTown's Covid protocols will be updated Sept. 6 to no longer require masking inside the building. Our policies continue to be informed by specific data points (citywide and county-wide case numbers, hospitalization numbers, and number of Covid-related deaths), which we will continue to monitor.

Strategy

TechTown recently completed its 3-year org-wide strategic plan, with 313 Creative supporting the design and facilitation of the process. Staff at all levels participated in multiple sessions to contribute to a framework focused on 5 goals/themes that will steer work at the department level in 2023, 2024, and 2025. They include:

1. **EXPAND EQUITABLE IMPACT:** Broaden the impact of programming, services and networks through increased access for entrepreneurs who reflect the communities we engage.
2. **ENHANCE ORGANIZATIONAL EXCELLENCE:** Elevate our ability to meet mission by implementing best practices, deepening collaboration and enhancing systems and technologies.
3. **SUSTAIN INTENTIONAL GROWTH:** Identify future opportunities for advancement and build capacity to support and sustain intentional growth.
4. **CULTIVATE MISSION-BASED CULTURE:** Cultivate and promote a consistent, mission-oriented culture based on shared values and an inclusive identity across the entire organization.
5. **AMPLIFY COLLECTIVE VOICE:** Share stories and learnings to demonstrate the impact of our equity-driven approach to economic development on a local, regional and national scale.

The TechTown Board has established a working group to focus on board-level support of the plan – that group will convene in Fall 2022. And TechTown director-level staff recently met with WSU Office of Economic Development director-level staff to identify areas of alignment between the TechTown strategic framework and the OED economic impact strategy.

Nonprofit Capacity-Building & Innovation

Co.act Detroit

Background: In December of 2017, TechTown Detroit was awarded a three-year grant from the Ralph C. Wilson, Jr. Foundation to launch the Center for Nonprofit Support at 6568 Woodward Avenue, just five blocks from the current TechTown building. Partners in the launch of the Center include the Michigan

Nonprofit Association and Michigan Community Resources locally, as well as Community Wealth Partners nationally. Detroit's nonprofit community is both diverse and expansive, addressing the myriad needs and opportunities across southeast Michigan with relevant and impactful programming. However, many of these nonprofit organizations struggle to sustain themselves and fight a constant uphill battle to keep their doors open and invest in their staffs' long-term development. At the same time, countless opportunities for nonprofits in our region to collaborate, leverage efforts and deepen their impact go unrealized, either for lack of knowledge of one another's work or lack of capacity to solidify connections. Through the establishment of Co.act Detroit (formerly known as the Nonprofit Center for Support), the Foundation, TechTown and our community partners will meet these challenges of our nonprofit sector head-on.

Brand Identity and Communications: A key focus is continuing to increase awareness about Co.act Detroit programming through local and national digital and media platforms. We have finalized a multi-tiered 2022 communications plan supported by Earlyworks LLC. Co.act Detroit continues to partner with Issue Media and the Michigan Nonprofit Association to produce the Nonprofit Journal, which uplifts nonprofit storytelling across Southeast Michigan. Co.act is in the process of recording new episodes of our [Natural Collisions podcast](#).

Programming: Co.act Detroit continues to offer all of our programming virtually due to the COVID-19 pandemic. We are exploring a soft relaunch of our space and a hybrid program model of virtual and in person offerings. We continue to host the Collaborative Leaders Learning Circle program, a 10-month cohort for leaders of nonprofit collaborative groups to learn from and with each other.

Co.act has concluded our Nonprofit Funder dialogue series. We are finalizing a report on the series to share lessons learned and recommendations with the philanthropic and nonprofit community. In August, Co.act hosted a live virtual conversation on Activating a Culture of Wellbeing in the Workplace. We will host our final Nonprofit Wellbeing of the year in October. Grantees have been selected for round 7 of the KIPD+ program, which includes \$1.3 million in grants to support 28 transformative projects across Detroit, Highland Park and Hamtramck neighborhoods over the next two years. Co.act Detroit has been invited to serve as the administrator for round 8 of the KIPD+ program and is currently working with our partners at the Kresge Foundation and Michigan Community Resources to revise the program for the next round.

Strategy & Fund Development:

Co.act has finalized our 2022-2024 strategic framework plan. Our team will begin planning our 2023 priority initiatives next month. We also recently completed a case for investment and will kick off a multi-year fund development campaign in early 2023. Co.act received a \$600,000 grant from the Skillman Foundation to facilitate a participatory grant-making process that includes youth and community partners in the design execution, and evaluation of the grant making process. The grant making will focus on youth-serving nonprofits with revenues of less than \$300,000.

Economic Development Group Fundraising

Fundraising @ TechTown

Gifts received/pledged in 2022 from all contributed sources including individual, federal, corporate and foundation were very strong totaling \$6,963,631 with pending requests of \$4,135,000 with a more than 80% likelihood of closing. This is in addition to the Back Better Regional Challenge, for which we expect a decision on the \$12M request at any time.

Fundraising efforts in this period have centered around two large efforts: TechTown's annual fundraiser on October 6 and the opportunities for more federal capital to support our work. After submitting a Concept Outline that was accepted to the final round, the NSF Engines program represents the most significant opportunity. WSU's Office of Economic Development, TechTown, the College of Engineering and the School of Medicine are working collaborative to develop a winning proposal.

Fundraising @ Office of Economic Development

Key stakeholders for the Industry Innovation Center are being re-activated after the design plans were paused through the pandemic.

Detroit Revitalization Fellows is likely to be invited to apply for funding to realize the goal of fifth cohort.

Talent-based Economic Development**Detroit Revitalization Fellows, a program of Wayne State University**

Launched at Wayne State University in 2011, the Detroit Revitalization Fellows (DRF) program has placed talented, mid-career professionals at local organizations at the forefront of the city and region's civic, community, and economic development. This select group of doers engaged in a rigorous two-year leadership development program while serving full-time at their host organizations. DRF has been generously funded by the Kresge Foundation, Ford Foundation, Hudson-Webber Foundation, Fred A. and Barbara M. Erb Family Foundation, Ralph C. Wilson, Jr. Foundation, Skillman Foundation, DTE Energy Foundation, the Max M. & Marjorie S. Fisher Foundation, the John S. and James L. Knight Foundation, the PwC Charitable Foundation, Rock Ventures, and Wayne State University.

Acknowledging the changes occurring across the city since 2011, in April 2019 the program embarked on a strategic assessment. DRF partnered with The Work Department and Public Sector Consultants to engage nearly 100 diverse stakeholders including current and alumni Fellows, funders, Advisory Council members, current and previous employers, coaches, other sector leaders, and residents via phone interviews, surveys, focus groups, and strategic planning sessions. The goal was to understand and develop a vision for how the fellowship could make a greater impact while continuing to nurture and promote the leaders Detroit needs now. The assessment is complete and the executive summary and five-year strategic plan has been publicly shared and DRF leadership is working to fund the execution of the plan's top priorities.

In May of 2020, DRF staff along with OED leadership made a significant strategic shift in line with prospective funding priorities to solely support increased alumni programming. Since then and most recently in August of 2021, DRF obtained funding to support ongoing alumni programming for the 2022 year and while the nation grapples with navigating both a health and social pandemic, DRF's current programming will support its network of 80 Alumni fellows during these times via a hybrid model through

both virtual and in-person programming where appropriate. DRF will continue to pursue ongoing funding to support 2022 - 2023 Alumni programming.

Alumni Engagement:

To honor the implications posed by COVID 19, the DRF program began hosting a series of virtual Alumni check-ins in late May of 2020. Since then, Alumni fellows from all four cohorts have had the opportunity to connect with each other on a weekly basis. Over the past two years, Alumni Fellows have been enjoying and taking advantage of the flexibility that surrounds these meaningful check-ins and have found the opportunity to connect to one other and discuss topics of their choosing, share much needed resources and simply embrace their network to be essential in facilitating community building which has been especially valuable during this time of the COVID19 pandemic.

Based on data taken from ongoing Alumni COVID-19 surveys along with feedback from DRF's Alumni council, formal and informal Alumni Engagement curriculums are developed, with respect to funding, to further support the leadership/professional development journeys of the Alumni network throughout the 2022 programming year. DRF Staff will conduct a 2022 – 2023 Alumni Needs Assessment by October of 2022 to gauge the current yet evolved needs of the Alumni Network.

In March of 2022, DRF staff along with Alumni Council members began to make plans for hosting an in-person Biennial Alumni Homecoming to be scheduled towards the summer/fall of 2022, however; as we all continue to navigate the implications posed by both the global and national pandemic and with respect to funding priorities, DRF leadership has postponed an in-person celebration for the 2022 programming year. DRF staff will continue to maintain a nimble programming curriculum that optimally meets the Alumni network's ongoing peer networking and leadership/professional development needs while prioritizing everyone's health.

In June/August of 2022 DRF Staff began the design and installation of a virtual Community Engagement & Networking Platform for the Alumni Network. This virtual platform will foster and facilitate increased engagement in various areas as programming, peer networking, cross-collaboration, cohort building and program to end user visibility. The fellowship program has partnered with Higher Logic to power the online platform and will look to launch its full capability by the end of Q3, 2022.

Ongoing collaboration/receptiveness towards the Alumni programming curriculum will be achieved through the partnership and ambassadorship of the Alumni Council which has convened 3 times during the 2022 programming year and will reconvene bi-monthly throughout the remainder of the 2022 programming year.

Funding: In the Spring of 2021, the fellowship submitted a \$180k Alumni grant proposal to the Ford Foundation and was successfully awarded respective funding in August of 2021, fully supporting the program's 2021 - 2022 Alumni programming budget.

In the Fall of 2021, the fellowship finalized its first iteration of concept plans for the 2022 - 2023 DRF Hybrid Program Model – a program model that proposes continued, increased investment in the DRF Alumni Network and a Community/Resident Leader program structure that pilots investment in Community and Resident leaders throughout Detroit's neighborhoods. DRF Staff, WSU Foundation Relations, and OED's development team submitted concept plans for the 2022 - 2023 DRF Hybrid Program Model to the Rocket Community Fund, the Ballmer, Kresge, Ford and Ralph C. Wilson

Foundations as early as March of 2022. DRF and its fundraising team have most recently been successful in successfully engaging the Ralph C. Wilson Foundation, The Kresge Foundation and The Ballmer Foundation to potentially support the launch of the Community/Resident Leader Pilot and ongoing Alumni Engagement. Further discussion around the foundations' interest in supporting the proposed model in Q1 2023 will convene in October 2022 during a collective funder's roundtable hosted by DRF leadership. DRF will continue to engage The Ford Foundation, Rocket Community Fund and The Hudson Webber Foundation to garner funding support for the 2022-2023 DRF Hybrid Program Model.

Partnerships: In 2020, DRF began convening five local talent/leadership development programs/organizations to explore possible connections across our work. The group continued to convene virtually throughout 2021 and has served useful in thinking through the shifts talent/leadership programs/organizations need to consider as we all work to navigate the impacts of COVID-19 on our organizations and program participants. Most recently, the group convened in June of 2022.

As part of DRF's 2019 Five-Year Strategic Plan, DRF staff has worked to develop and introduce a pilot cohort model that focuses on attracting, retaining and developing Community and Resident Leader talent in Detroit through a proposed Community/Resident Leader Pilot. The Community/Resident Leader Pilot will maintain core components of DRF's traditional mid-career talent model but will also seek to build neighborhood capacity and create a talent/leadership pipeline that doesn't currently exist for this specific demographic. To achieve this, DRF is looking to partner with various organizations like the City of Detroit, Mayor's Office and/or Department of Neighborhoods, Wayne State University Department of Urban Studies and Planning and/or Office of Executive and Professional Development and Community Development Advocates of Detroit (CDAD) and/or Building the Engine of Community Development in Detroit. As of March 2022, DRF has been successful at acquiring the partnership of WSU's Department of Urban Studies and Planning as well as the University's Office of Executive and Professional Development to develop a credentialed certificate in community development for individuals who complete the Community/Resident Leader Pilot Fellowship. Planning and development of the pilot certificate curriculum will continue with such partners to ensure program goals and priorities are reached. Partnership conversations with Community Development Advocates of Detroit (CDAD) around program recruitment and structure occurred in March and August of 2022 while conversations around potential job placement partnership with the City of Detroit, Mayor's Office and/or Department of Neighborhoods and or Detroit at Work, Detroit Employment Solution Corporation occurred in May of 2022 and will continue throughout 2022.

Raising DRF's Profile: The Detroit Revitalization Fellows is now regarded as the longest-standing mid-career urban fellowship program in the country. The staff is regularly looked to for guidance from other organizations that are considering launching their own fellowship programs, and to share its expertise. Fellows are consistently being recognized for their contributions to the future of Detroit and the region, and being given increasingly influential professional opportunities. Recent examples include:

In May of 2022, Cohort I Fellow, Erin Kelly was accepted as a part of the 2022-2023 Fellowship for Leadership and Innovation with the Landscape Architecture Foundation, a national program that will allow Erin to work on a project to connect the national inventory of publicly owned vacant land with climate adaptation finance.

In June, The City of Detroit's Green Taskforce honored Cohort IV Fellow, Nicole Brown and others working toward making Detroit a more equitable and climate resilient city at the 2022 Green Taskforce Earth Day

Celebration. Nicole was honored for her transformative work as Detroit Future City's Director of Strategic Partnerships, leading the Land + Water WORKS Coalition from 2017 to 2021. Nicole and the coalition engaged 47,593 city residents to become more active in land and water stewardship and green stormwater infrastructure (GSI) over the past five years.

In July, Landscape Architecture Magazine featured an article written by Cohort I Fellow Erin Kelly in the July 18th edition of the magazine. Erin's article was entitled "Banking on Borrowed Land: Balancing rural and urban needs, climate change, and chronic underfunding, the land trust industry is in a moment of reckoning".

Cohort III Fellow, Jeri Stroupe who works as Senior Associate at Nelson\Nygaard entered into additional roles as Portland Office Team Lead and Summer Internship Program Manager in July of 2022.

In July, and after almost a full decade at Bedrock pursuing design-forward, mission-driven real estate, Melissa Dittmer, Cohort II Fellow and Bedrock's SVP, of Office Urban Strategy + Innovation, accepted a senior leadership position at Ford Motor Company's Michigan Central District. Melissa will be working directly for the District's new CEO, Josh Sirefman, to create and grow the new Ford Motor Company organization and their Detroit real estate efforts. As Head of Place, Melissa will create a team that will oversee all aspects in the creation of place for their growing innovation district – strategy, planning, architecture, design, development, programming, etc.

Also, in July of 2022, Cohort I Fellow, Réna Bradley, who served as the Community Development Director for Bridge of Grace Community Development Corporation over the last seven years transitioned to a new role as neighborhood planner for the City of Fort Wayne's Department of Community Development, Neighborhood Planning & Activation. Under Rena's leadership, Bridge of Grace renovated more than 20 homes, decreased their crime rate by 65% (with a 94% reduction in the burglary rate), designed and built 3 pocket parks with the organization's Tired a Lot Youth, elevated community members voices through Enter Connect storytelling and banner project and raised millions of dollars that were invested into BOG's SE Quadrant. In Rena's new role with the City of Fort Wayne, she will continue working to strengthen the city's neighborhoods.

In July 2022, Cohort IV Fellow, Amy Rencher who has worked her way up through leadership roles at TechTown Detroit over the last seven years, most recently serving as Managing Director of Entrepreneurial Programs and Services, entered a new role as the Senior VP for Small Business Services at MEDC. While at TechTown, Amy developed strategic partnerships and programming that drove more than \$70 million in impact for more than 3,000 entrepreneurs, she was instrumental in the creation of the Stabilization Funds that helped 700 businesses weather the first few months of Covid-19, and she led TechTown's efforts in the creation of the Detroit Means Business program at the City of Detroit.

In August of 2022, Cohort IV Fellow Nick Allen was featured on WDET's broadcast of Detroit Today with Stephen Henderson. Nick joined the broadcast to discuss his recently proposed tax reform strategies that look to create a more inclusive taxing system for the City of Detroit. While in his fellowship role as strategy and policy manager for the Detroit Economic Growth Corporation, Nick worked to examine the city's current property tax structure and worked to propose a reformed structure that could create an "inclusive tax system that supports building and retaining wealth inside the community".