

University Economic Impact

The Office of Economic Development (OED) released its [2022-2027 economic impact strategy](#) in April 2022. The strategy is inclusive of work happening across schools, colleges and divisions and is intended to guide the university's \$2.4 billion annual economic impact over the next five years. Since April, OED has been sharing the strategy with internal and external stakeholders, including city and state leadership and potential funders.

The strategy is organized around five high-level goals. Each goal is accompanied a set of objectives, sample strategies—things Wayne State has done or is doing to achieve these objectives, and key performance indicators (KPIs). OED is currently working with schools, colleges and divisions to update the KPIs (an annual practice for the life of the strategy) and identify additional sample strategies on an ongoing basis. We plan to highlight both on a new dashboard on our website, anticipated later this year.

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, in September and October, OED partnered with the Dean of Students Office, Facilities, Marketing and others to:

- Activate the front of the UGL with green Fermob bistro sets and Keast Commons with colorful Adirondack chairs.
- 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.
- Work with university and community partners to identify and pursue external opportunities to activate campus spaces.

Noel Night returned for its 48th annual winter celebration on December 3. OED worked with Midtown Detroit, Inc. to support participation from several university departments and facilities. According to initial data from Midtown Detroit Inc., Noel Night attracted 30,000 unique visitors over a 5-hour period in the Midtown district and Cultural Center.

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. Rider survey responses have been positive:

“I’m a fairly new employee with Wayne and I do not drive! The second I received the email for free bus passes it change everything! I live pretty far and pay quite a bit to get to and from work! so these pass few months with the Wayne Health passes were great! thank you!”

“It has made commuting and transportation very easy for me being a new international student.”

“THIS IS AWESOME. THANK YOU THANK YOU THANK YOU. I set myself the goal of taking the bus to work every day for a semester. The challenge is done but I am not going back to taking the car. You have transformed my habits in a way that is good for me and the environment. Thank you!”

“I really appreciate having the DART pass because I was not sure how I was going to get to the Mike Ilitch Business this Fall Semester. I not only attend classes but also work at the business school so it was essential that I have a reliable mode of transportation there and back.”

Early Stage Business Support

Goldman Sachs 10,000 Small Businesses Program

The Goldman Sachs 10,000 Small Businesses Program continues normal operations. Cohort #26 was launched on January 12th, 2023 with 32 scholars. We are in the midst of closing out the part 1 application cycle for cohort #27 on February 10th, with 94 part 1 applications.

- **Cohort 26 (January – April 2023):** We accepted 43 scholars for the cohort with an initial count of 10 deferrals into Cohort 27; this is our 3rd in- person cohort since May of 2022, and our first cohort of 30 or more since 2019.
- **Outreach & Recruitment:** We are closing the recruiting cycle for Cohort #27, with the initial part 1 application due date of Friday, 2/10/23. We currently have 94 applicants for the cohort. As we continue to return to in-person events, we are building out our 2023 Calendar to include a mix of online information session, in-person events with our community college partners, and attendance at events sponsored by local and regional partners in the eco-system.
- **Alumni Support:** We kicked off our 2023 Alumni activity with a required event – the One Year Later gathering for Cohort 22. We have continued our quarterly resource calls for Michigan Alumni, and this year many of the calls will be hosted by Alumni Ambassadors (2 from each cohort).
- **Program Support** – Cohort 25 gave us the chance to rebuild the staff and get ready for larger cohorts in 2023. We anticipate that all 3 cohorts in 2023 will have 30+ scholars.

TechTown Operations

Coworking/Office Space

Immediately following the announcement of WeWork closing its Midtown location at 6001 Cass, TechTown reached out to The Platform (the building owner for 6001 Cass) to establish a short-term arrangement whereby TechTown would manage the remaining coworking and office tenant community for a fee. That arrangement is scheduled to expire at the end of March, and we are currently in discussions with The Platform to determine what a more permanent agreement could entail.

Office space occupancy at TechTown is at 88% (representing a slight decrease from the most recent report to the WSU Board of Governors). We are working with multiple existing tenants who have expressed a desire to expand their footprint at TechTown, now that additional space is available.

We currently have 872 members (an 8% increase from the previous report). The total member number includes both tenants and coworking space users. Our monthly building visitor numbers held steady from Q3 to Q4 – averaging over 8,000 per month.

Event bookings at both TechTown and the Industry Innovation Center totaled 2,244 for 2023:

		<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>July</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>TOTAL</u>
# Events hosted at TT	Number of room bookings in TT meeting rooms and event spaces	48	70	126	143	179	236	183	156	294	196	254	129	2,014
# Events hosted at I2C	Number of room bookings in I2C meeting rooms and event spaces	5	12	10	11	12	30	42	10	45	18	29	7	231
Total Events Booked/Managed by TT	Number of room bookings in TT + I2C meetings rooms and event spaces	53	82	136	154	191	266	225	166	339	214	283	136	2,244

TechTown's Covid protocols were updated in September 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.

Org-wide Culture Audit

The TechTown team (including Co.act) and the WSU Office of Economic Development team participate in a culture audit survey every two years to inform org-wide culture goals and surface areas of organizational culture that are strong and those that require improvement.

The 2023 audit survey was distributed on Feb. 7, and anonymous responses will be compiled throughout the month. Questions address six categories:

- **Collective Leadership** (10 questions)
- **Culture + Staff Communications** (10 questions)
- **Your Role Within This Organization** (11 questions)
- **Your Relationship With Your Immediate Supervisor** (10 questions)
- **Training, Development, Time + Resources** (9 questions)
- **Overall Employee Experience** (10 questions)

Based on the culture goals and action plan that resulted from the 2021 Culture Audit, we hope to see improvement in four specific rating areas:

- *Improve "I understand the long-term strategy of this organization" from 62% to 80%.*
- *Reduce the percentage of employees who feel burned out from work by 10%.*
- *Improve overall rankings of Training, Development, Time + Resources category from 62% to 80%.*
- *Improve overall rankings of Culture and Staff Communications category from 70% to 80%.*

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.

Evolution:

After leading the charge for driving mid-career talent in the city of Detroit for eight years (4 cohorts) and acknowledging the changes occurring across the city since 2011, the program embarked on a strategic assessment resulting in DRF's 2020 - 2024 five-year Strategic Plan. As part of the 2020 - 2024 Five-Year Strategic Plan and in the wake of COVID-19 and the widening of social and racial inequities in our country, DRF has evolved to make a deliberate shift towards disrupting the current leadership culture that exists in the City of Detroit through the proposal of the DRF 2023 Hybrid Program Model.

DRF 2023 Hybrid Program Model:

The Detroit Revitalization Fellows (DRF) is committed to actively addressing talent-pipeline needs in the city and expanding the impact and network of diverse leaders who drive positive systemic change within Detroit's civic, community, and economic development landscape. DRF staff has worked to develop a 2023 Hybrid Program Model which is designed to facilitate greater access to leadership for Community & Resident Leaders and capacity-building resources for neighborhood-based organizations in Detroit while enhancing our support of DRF Alumni.

Community & Resident Leader Pipeline (18mo. Pilot)

DRF's proposed Community/Resident Leader Pilot is designed to facilitate greater access to leadership for Community & Resident Leaders and capacity-building resources for neighborhood-based organizations. 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.

In 2023, DRF will launch an 18-month fellowship pilot poised for grassroots resident leaders who have, for years, demonstrated leadership in their neighborhood and community (no degree requirement). The DRF Community & Resident Leader (C&RL) pipeline will connect community and resident leaders to an ecosystem focused on equitable and sustainable access to leadership and neighborhood-based revitalization in Detroit.

Enhanced Alumni Engagement

DRF will continue to support its current network of 79 Alumni Fellows, three-fourths of which live and work in the Detroit Region, through the Enhanced Alumni Engagement Model. Fellows will have continued access to executive coaching, training stipends, monthly leadership and professional development, and a network that fosters collaboration and continuously promotes diversity, equity, and inclusion. DRF Alumni will directly engage community through peer mentorship and integrated monthly programming over the 18-month C&RL pilot.

And, to honor the implications posed by COVID-19, the DRF program continues to offer virtual alumni programming that is informed by Alumni surveys and feedback from DRF's Alumni council.

Based on the 2022 – 2023 Alumni Needs Assessment (conducted October – November 2022), Alumni engagement will continue to be facilitated virtually Q1 – Q2 2023 but now alongside in-person cohort building/social activities.

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 is on scheduled to launch the platform for full use by the end of Q1 2023.

Funding:

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 (legacy and new funders) as early as March of 2022. DRF and its fundraising team have most recently been successful in engaging all five funders at the DRF 2022 Funders Roundtable. Discussions around funding to support the September 2023 launch of the Community/Resident Leader Pilot and ongoing Alumni Engagement were had along with ways to expand the model's impact across Detroit's leadership landscape.

DRF is confident it has identified about 80% of the budget will be supported by legacy and other new funders and is expecting to receive preliminary funding to support the launch of the 2023 Hybrid Program Model as early as Feb – May of 2023.

Partnerships: Since 2020, DRF has convened five local talent/leadership development programs/organizations to explore possible connections across our work. The Detroit Talent/Leadership Group continues to convene virtually 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 December 2022.

DRF is partnering with 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 for the pilot certificate curriculum will continue throughout 2023 to ensure program goals and priorities are reached.

As of January 2023, department leadership from the University of Detroit Mercy's Master in Community Development program has joined in on the development of the credentialed certificate in community development.

Partnership conversations with Community Development Advocates of Detroit (CDAD) around program recruitment and structure are ongoing while DRF continues to work towards landing solid partnerships

with the City of Detroit, Mayor's Office and/or Department of Neighborhoods, Building the Engine of Community Development in Detroit and Enterprise Community Partners.

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 December of 2022, Cohort IV Fellow Alaina Jackson accepted the position of Managing Director at Global Detroit. With a focus on immigrants and global talent, Global Detroit develops and implements inclusive strategies to drive the growth, revitalization and broadly shared prosperity of Detroit and Southeast Michigan. In addition to advancing Global Detroit's local efforts, Alaina will be overseeing ongoing operations in Detroit and Southeastern Michigan, managing the organization's finances and supporting local fundraising.