

Pursuing the Mission at All Levels

“We are not simply located in the city; we are inextricably bound to Detroit and share in its destiny.”

Irvin D. Reid, President,
Wayne State University, June 2006
(www.urbanimpact.wayne.edu)

The notion of engagement is woven throughout WSU’s mission statement and Strategic Plan and is emphasized in the University statements to the public. Wayne State defines engagement as the core of its urban mission by explicitly identifying it as one of the strategic directions of the University’s Strategic Plan:

To develop mutually beneficial partnerships with our community as catalysts for the social, cultural, economic, and educational enrichment of the region.

Within this framework, the University identifies core goals, which include the development of new partnerships similar to the Research and Technology Park (TechTown), and the continuation and enhancement of key partnerships such as those with the City of Detroit, the Michigan Economic Development Corporation, various medical centers and institutes such as the Detroit Medical Center, and pre-K through 12 school systems and community colleges in the Detroit metropolitan area. Wayne State has also set as a core goal the expansion of the University’s capacity as a prime venue for “diverse cultures to interact in an urban environment.” As a member of the Urban 13 (now 23), Wayne State embraces its obligation to improve the vitality and well-being of urban communities through engaged research, discovery, and application while at the same time growing through these experiences.

Engagement is not isolated within a single direction. It appears as a subtext throughout the Strategic Plan in the form of goals tied to the other strategic directions. Engagement with the community directly connects to quality of learning and academic experience in the form of experiential and service learning opportunities. Wayne State’s leadership role in the Michigan Campus Compact, its new Office for Community-Based Research, Teaching and Learning, and

Project Volunteer exemplify this commitment to promoting student civic engagement and service initiatives. Further, pre-eminence in research and scholarship is directly linked to enhancement of economic growth and quality of life, and such achievement is viewed as possible only in collaboration with government, industry and other institutions. The Research and Technology Park (TechTown) as well as research that focuses on pressing social issues such as poverty, homelessness, urban health care, and pre-K through 12 education initiatives are some examples of WSU’s commitment to promoting the public good. There is recognition that facilitating the quality of campus life involves partnering with retail and other community partners and collaboration on physical structures and renovations in the surrounding community, as evidenced in the 20-year Campus Master Plan. Finally, the provision of quality educational opportunities for renewal and advancement speaks directly to WSU’s role in the continued growth and development of members of various communities. This effort is illustrated by continuing education programs for health care, social welfare, and other professions as well as professional degrees constructed in collaboration with partners such as Ford Motor Company and Focus: HOPE. Thus, in its mission and Strategic Plan, WSU recognizes that its existence, activities, and achievements are a direct result of its relationship with other community members and of being a fully participating citizen.

The themes of “partnership,” “participation,” and “diversity of constituency” also run through the mission statements and plans of the colleges and schools of the University. The mission of the School of Medicine pledges to “provide the Michigan community with medical and biotechnical resources ... so as to improve the overall health of the community” (www.med.wayne.edu/about_the_school/mission_statement.asp). The School of Business Administration speaks of “contributing our expertise to professional organizations, the community, and the University.” The College of Engineering “seeks balance among the three missions (outreach, research, and teaching) through a partnership built among students, faculty, staff, alumni, government, and private industry.” And the College of Fine, Performing, and Communication Arts fully embraces engagement. For example, the Department

of Music collaborates with Michigan's finest professional musical institutions, including the Detroit Symphony Orchestra, Michigan Opera Theatre and the Chamber Music Society of Detroit. As a result of these partnerships, students perform with professionals, take workshops from internationally acclaimed musicians and enjoy programs of the highest quality. Clearly, the units of the University embrace the commitment to engagement as mutually beneficial partnerships.



5a. The organization learns from the constituencies it serves and analyzes its capacity to serve their needs and expectations.

Our Constituencies and Activities

Our constituents include prospective students and their families, alumni, professional colleagues, community practitioners, companies, community organizations, and people living in the surrounding communities. Service and engagement activities are diverse and numerous, ranging from professional development and technical assistance (e.g., Education, Business Administration, Social Work, and Engineering), to providing services to underserved populations (e.g., Wayne State University Physician Group, Pharmacy clinic, and Law clinics), to utilizing partnerships for identifying research problems (e.g., Nursing and Social Work), to providing a forum for community discussion on important political and social issues (e.g., Fine, Performing, and Communication Arts, which sponsored Debate Watch for the 2004 presidential election and hosted the Detroit Mayoral Debate in 2005). The University is also engaged through cultural, athletic, and artistic events (Warrior sports teams, WSU theatres, Music and Dance departments, film festivals, poetry and book readings, and art exhibits).

The diversity of programs, activities, and respective constituents is testament to the extent to which WSU's vision of itself as an engaged and socially conscious institution is fully justified. Activities occur across all levels of the institution, from the President (e.g., TechTown), to the Provost (e.g., Children's Bridge), to academic and administrative units, to the efforts of individual

students, faculty, and staff. Indeed, responsibility and authority for engagement is often delegated to the more local level of individual departments, centers, institutes and schools who are believed to be in the best position to know their constituents and how best to serve and engage them.

Learning about Needs

Just as the approaches of working with fellow community members are numerous and diverse, so are the methods of learning what the needs are within the community. At various institutional levels, important external constituencies influence the agenda of the University and its constituent units. Through coordinating offices (discussed below), institutional mechanisms have been developed to nurture long-standing relationships with constituents around particular issues. Members of the Board of Governors bring a wealth of experience and knowledge from business, nonprofit organizations, education, and social welfare institutions. Each school, college, center, and institute has a Board of Visitors or Advisory Board comprised of key figures within their own constituencies who advise them on strategic directions and activities and bring to their attention unmet needs in the community.

In addition to these regularized formal mechanisms, the University also invites fellow community leaders into discussions on key issues of mutual interest. A recent example involved the revision of the University's Strategic Plan. An urban retreat involving community leaders was held in September 2005 for the purpose of gaining input from the community regarding the nature of University-community relationships. They also identified roles that the University could undertake in the next 10 years to facilitate the growth and development of the region. The success of this effort fed into the decision to develop a permanent WSU Community Advisory Board. Another example involves master site planning for TechTown, in which a number of community and corporate partners, as well as planning experts from across the country, are participating in the overall long-term planning for the research park.

A survey of current programs and activities (N=92) revealed active dialogue between University members and the community in terms of initiating a discussion of needs, with 81% of

programs indicating some form of active contact. In 29% of the cases, the University initiated the discussion, 12% were initiated by the community, and 40% were jointly initiated by the University and the community. Once the idea that there were unaddressed needs was identified, 89% of programs reported engaging in some form of needs assessment and goal development. The most frequently utilized methods were discussions with key stakeholders (64%) and consultation with external advisory groups (30%). Very few programs appeared to utilize more formal needs assessment protocols including surveys (9%) and focus groups of constituents (13%). The notion of partnership was also present in the design of programs to address community needs. Fifty percent of the programs indicated that their community partners were involved in designing and monitoring programs to address specific needs.

Coordination

WSU recognizes that coordination of efforts is crucial to making efficient use of its resources in serving and engaging its constituents. Hence, we have a number of units specifically created to interface with outside constituencies in mutually beneficial ways. These units have long-standing relationships with a variety of different constituencies, providing a mechanism for connecting University needs and interests with those of our community. Further, they represent a variety of conduits through which WSU learns of community needs and interests on an ongoing, proactive basis. Some examples of these units are provided below:

Office of Community Affairs

“As a conscientious partner in the Detroit metropolitan area, we encourage community engagement and volunteerism to develop a socially conscious campus. We are committed to the pursuit and expansion of outreach endeavors enacted by our schools, colleges, and divisions.”
[www.govaffairs.wayne.edu/
community/urban.php](http://www.govaffairs.wayne.edu/community/urban.php)

The recent revival of the Office of Community Affairs (OCA) (www.govaffairs.wayne.edu/index.php?page=community) within the Office of Government Affairs signaled explicit

recognition by the University of the need for an office at a high level to develop and nurture relationships with our constituents in surrounding communities. This office “promotes the urban mission of the University through building, developing, and sustaining partnerships by extending University resources to the community so that Wayne State will have a significant impact on the economic, social, and cultural life of southeastern Michigan.”

OCA has worked with various constituencies to develop avenues for needs assessment and project development. In June 2006, discussions with community members began on the structure and functions of the WSU Community Advisory Board in recognition of the fact that University representatives who engage the community were spread across the campus at various levels. It became clear that an overarching representative advisory board of community partners and WSU people would be necessary to advise the University regarding its various engagements and outreach activities.

Professional Development Division

The School of Business Administration offers this program that “is committed to providing fully customized, fully integrated, in-depth programs to address specific organizational needs and improve individual and organizational capabilities and performance.” The Professional Development Division provides a vital connection for WSU with various professional communities. Such links help identify the educational needs of these professions and facilitate the design and delivery of relevant training and education by WSU units.
(www.pdd.wayne.edu)

Career Services

This unit offers career awareness and education to WSU students and alumni through a variety of resources, programs, and services geared toward successful short and long-term career planning, preparation, and development. This office assists employers in identifying talented potential employees through internships, cooperative education, and student professional employment. Resume referral and on-campus interviewing are important avenues for employer-employee contact. Career Services also coordinates its services with offices in other institutions to create

a more powerful resource for students, alumni and potential employers. Maintaining close and mutually beneficial ties with employers allows WSU to stay up to date on trends and careers and to feed this information into curriculum planning and development across the campus. (www.stuaffrs.wayne.edu)

Dean of Students Office (DOSO)

The Dean of Students Office coordinates service and engagement activities for student organizations and involves both residential and commuter students. The DOSO provides a bridge between student groups and external communities, as illustrated by Urban Volunteers, a coalition of student organizations whose focus is community service. The DOSO also works with fraternities and sororities to assist them in fulfilling their missions of community service. These programs promote volunteering and service throughout the entire WSU community and create opportunities for joint efforts such as Alternative Spring Break, developed in collaboration with the Detroit Orientation Institute. The DOSO, like Career Services, is another WSU mechanism for linking community engagement with the training and interests of students. (www.doso.wayne.edu)

Office of Corporate/Foundation Relations

Located in the Office of University Development, the mandate of corporate/foundation relations is to build and strengthen partnerships with corporations and foundations in order to maximize charitable contributions to the University. The office also works with faculty and staff to coordinate and submit requests for private funding of key research, teaching and service initiatives. In this office, the University recognizes that the institutional mission to enhance the economic, social, and political life of the community is shared and best accomplished by working with corporations and foundations. Thus, this office acts as a bridge connecting the life enhancement missions of various corporations and foundations with the skills, talents, and commitment of university faculty, staff, and students who can help make these shared visions a reality. The relationships developed in this context of charitable giving are another mechanism through which the

University learns about critical needs and issues that should be addressed. (www.giving.wayne.edu/corpfound.php)

This relationship is dynamic in terms of who identifies the need or issue to be addressed. For example, the Hudson-Webber Foundation approached the School of Social Work for information on the state of prisoner re-entry support systems in Detroit. The Foundation conducts this type of assessment before offering grants in any new area. Drawing on their extensive research and experience, the Social Work faculty developed a thorough report for the Foundation trustees. As a result, the Foundation's future grants in this area will address the specific needs identified in this report.

WSU's Developmental Disabilities Institute (DDI) provides an example of WSU faculty seeking out a foundation partner. The DDI Director approached The Ethel and James Flinn Foundation for support of a project eventually titled "Implementation of Diagnostic Method for Persons with Co-occurring Mental Retardation and Mental Illness." The project provides an evidence-based, cost-effective method for identifying mental illness in persons with mental retardation, and will evaluate the impact of mental illness on self-advocacy skills.

Children's Bridge

This is an excellent example of coordination and cross-disciplinary sharing of ideas and resources in order to address the many interrelated challenges facing today's children. This initiative builds on President Reid's strategic vision to establish WSU as a leader in the area of children's health, education, and development (www.president.wayne.edu/universityaddress.pdf). The goal of Children's Bridge is to bring together many disciplines and fields from across the University to establish research priorities and develop outreach programs for improving children's development and well-being. The research-to-practice link is fundamental to this initiative and was highlighted in the WSU Children's Bridge and Children's Hospital of Michigan's Children's Conference in September 2006. This interactive conference focused on evidence-based interventions for improving the health, education, and development of urban children and their families. (www.childrensbridge.wayne.edu/)

Center for Community-Based Education (CCBE)

Created in 2005, CCBE coordinates and facilitates university service/learning opportunities. Located in the University Honors Program, CCBE provides an interesting example of effective interfacing between unit activities and upper administration. In this situation, community-based research and teaching activities of a few faculty in different departments were so successful in addressing the University's mission of enhancing the quality of student learning that a campus-wide initiative was put in place to develop capacity in other units for these activities. The center fosters student learning through experiential opportunities in community settings. Through long-term relationships with community partners, the center contributes to jointly developed service/learning and research projects. The center draws on University resources to bring expertise and research into communities and in turn brings knowledge and experience from the community back to the University.

The effectiveness of coordinating these activities relies on a delicate balance between unit/faculty/staff autonomy and consistency with University vision and resources. WSU's approach to coordinating the work of units is to focus on providing support and building capacity for activities rather than controlling them.

Summary and Evaluation

WSU's mission to be an engaged university is not only an institutional statement but a way of life for its faculty, staff, and students. WSU is a socially conscious institution that connects with its diverse and numerous constituents in a variety of ways and on a number of different levels. Through a combination of individual contacts, local unit interfaces, unit and university-level advisory boards and institutional offices, the University develops and strengthens its relationships with its constituents.

One of the challenges of this distributed approach to engagement is the difficulty of developing a comprehensive view of the extent of our activities. A comprehensive and dynamic picture of the University's engagement activities is important for ensuring the identification of important constituencies and shared needs that

will, in turn, influence successful development of relevant programs.

While many programs and units engage in some form of needs assessment, the predominant approach appears to be informal. Increased development and sharing of evidence-based needs assessment tools and procedures are needed. Units such as the Center for Urban Studies, Skillman Center for Children, and the School of Social Work have demonstrated expertise in these areas and could take leadership in developing toolkits that would be easily accessible to units and individual faculty and staff. The Division of Research posts additional information on its website. (www.research.wayne.edu/idre/tools_evaluation.htm)

5b. The organization has the capacity and commitment to engage with its identified constituencies and communities.

Wayne State's engagement with its stakeholders and communities is demonstrated through a comprehensive set of activities and initiatives that span the University's schools, colleges, and divisions. The following section highlights how the University's units address the needs of their stakeholders and support its mission of engagement and connection to the community.

Connecting with the City

- A history major spends her spring break volunteering in the city of Detroit, and talking with community leaders about urban renewal.
- An interdisciplinary team of Peace and Conflict, Theatre, and Education faculty and staff teach violence prevention and conflict resolution in schools.
- An Urban Planning professor consults with the City of Detroit's Department of Planning regarding neighborhood revitalization.
- An Interdisciplinary Studies faculty member co-produces a documentary on a Detroit political activist.

- A medical student volunteers at a homeless shelter offering medical exams.
- A law student provides local residents with free tax advice.
- A Social Work student offers counseling support or children's services.
- Medical faculty and students provide care to uninsured people in Detroit.
- A Political Science professor goes to El Salvador as an elections monitor.
- An English faculty member offers creative writing workshops to urban youths.
- Urban Families program staff provides parenting training and support to the community.

These are the lives of Wayne State students, faculty and staff, and they exemplify the mission of service and engagement in the community. As an urban institution, Wayne State is embedded in the fabric of the metropolitan Detroit community and the state of Michigan while at the same time extending its reach and impact far beyond.

WSU's engagement is multi-faceted and extensive. WSU is a socially conscious campus. WSU faculty and staff show strong personal and professional commitment to engaging with and serving the community. WSU is a children's campus. We are extensively involved in grades pre-K through 12 across academic and administrative units. Through a number of units, we support parents and families through training and education. WSU is a health-care campus. There is heavy involvement in health-care delivery to underserved populations, and we are actively engaged in providing cutting-edge treatment and health-related research. WSU provides a rich arts and culture environment, as evidenced by extensive offerings from the College of Fine, Performing and Communication Arts. In addition, WSU has partnerships with the University Cultural Association and various cultural institutions, such as The Detroit Institute of Arts and the Charles H. Wright Museum of African American History. WSU is an experiential learning campus. Students have an incredible range of opportunities both within and alongside the academic curriculum to actively engage

with external constituents while learning their disciplines or professions.

Educational Opportunities

Wayne State's commitment to education goes beyond graduate and undergraduate degree programs. Through several of its units, WSU offers a variety of programs to support the development and continuing education needs of the community. These programs range from pre-K through 12 students and go all the way to post-degree opportunities for continuing education and professional development. Examples of some of these programs are provided below.

Continuing Education/Professional Development Activities

Professional Development Division (PDD)

Within the School of Business Administration, the PDD provides proven, practical solutions to business challenges through executive education, business training and consulting. This group is committed to providing fully customized, fully integrated, in-depth programs to address specific organizational needs and improve individual and organizational capabilities and performance. Every year more than 1,000 professionals, executives, and entrepreneurs participate in PDD programs. From quality certification, to customer service training, to small business programs, the PDD has served organizations as diverse as the City of Detroit, Ford Motor Company, Detroit Medical Center, and the Detroit Lions/Ford Field organization. (www.pdd.wayne.edu)

Continuing Medical Education Program (CME)

The Wayne State University School of Medicine plans and delivers high-quality education activities for practicing physicians in order to reinforce their past learning and to disseminate new concepts and practices in medicine that may improve patient care for all medical specialties. The School is the accredited sponsor for all CME activities of the Detroit Medical Center and its constituent institutions. Since September 2004, the School of Medicine has offered more than 200 CME activities and approximately 6,000 continuing medical education credits to more than 6,500 doctors and other health-care professionals. Programs have included almost

every specialty and subspecialty of medicine, and have featured regularly scheduled conferences, journal clubs, and journal-based CME. (www.med.wayne.edu/cme/newCMEwebpages/Medical_License_new.htm)

Library and Information Science (LIS) Continuing Education

The LIS Program offers an ongoing Continuing Education (CE) series to further educate librarians, archivists, alumni, students, and others who may be interested in specific professional topics. The CE programs have covered such topics as Archivists and Technology, Book Repair, Storytelling, and Cataloging for School Librarians. (www.lisp.wayne.edu/ce.html)

The School of Social Work

This academic unit also offers continuing education workshops for its constituents. Offerings in 2005 included two workshops: Social Work Services in the Schools, and Psychosocial Assessment of Children and Youth. Both workshops provide basic content needed for an initial recommendation for school social work approval in Michigan and are noncredit versions of curriculum content taught in required advanced courses. The workshops are intended for persons who have already earned the M.S.W. degree as well as M.S.W. students at Wayne State.

Other colleges offering continuing education and development opportunities include the College of Education with its K-12 Educators programs, the College of Nursing, Eugene Applebaum College of Pharmacy and Health Sciences, and the Law School.

K-12 Educational Programs

In addition to continuing education and professional development programs, WSU offers many other educational opportunities for its stakeholders. Notable are K-12 School/University partnership programs. Every WSU School and College participates in at least one of the almost 200 K-12 School/University partnership programs. Funding for these programs originates from internal Wayne State budgets (approximately 35% of total program costs). The remainder is paid by local school districts, state and federal agencies, and private/corporate entities. A catalogue describing these programs is available in the NCA Resource Library.

WSU partnership programs involve students of all ages from elementary school through high school graduates, including those with special needs, others from low-income families, and also gifted students. Partnership programs also involve K-12 school personnel, parents and families of K-12 students. Functioning as partnerships between WSU faculty, K-12 teachers, local and national corporations, and consortiums, these programs offer a wide variety of experiences to which these students might never be exposed otherwise. Partnership programs include but are not limited to the fine arts, health and fitness, job preparedness, drug and alcohol abuse prevention, and other vital community services that affect not only the participants, but the community at large.

A number of programs stand out in terms of their community-wide involvement and their potential impact on metropolitan Detroit.

Math Corps Super Saturdays

An extension of the Math Corps Summer Camp and funded by the Detroit Public Schools for 6-12th graders, this program is a combination of four modules which aim to advance the math skills of students who have previously participated in the Summer Camp. These four modules are 1) preparation for the Michigan Math Prize Competition, which awards scholarships; 2) a school-year continuation of algebra taught in the WSU Math Corps High School Bridge Program; 3) a sponsored workshop designed to refresh and advance the math skills of parents and guardians of participating students; and 4) a program that develops ninth graders to be mentors and teachers-in-training for middle school students, which enhances the skills of all students involved. In 2005, a creative writing workshop was added to Super Saturdays with resounding success.

Gaining Options: Girls Investigate Real Life (GO-GIRL)

This mathematics enrichment program (www.gogirls.wayne.edu) is coordinated through the College of Education. Its objective is to build girls' mathematical confidence and competence through a project-based curriculum that integrates mathematics and social science research in a technologically rich environment supported by University student mentors. Originally funded by a National Science

Foundation grant, and collaboratively developed by faculty and staff from the University of Michigan Institute for Research on Women and Gender and Wayne State's College of Education, GO-GIRL was developed in response to research findings suggesting a decline in interest in mathematics among middle school girls and minority youths. More than 200 seventh-grade girls from public and private schools in the metro Detroit area have participated since its inception in fall 2002. Funding for the continuation of the WSU program was recently received from the Michigan Department of Education. National Science Foundation dissemination grants supported the implementation of sister programs at four other universities across the nation during the 2005-2006 school year.

The Ralph Bunche Summer Institute

This program is offered annually by the Center for Peace and Conflict Studies in the College of Liberal Arts and Sciences. It began in June 2004 to educate diverse high school students ages 15-17 from the Detroit metropolitan area about the life and legacy of Detroit native, Dr. Ralph J. Bunche, and about means of handling conflicts today, both locally and globally. Summer Institutes focus on topics that exemplify Dr. Bunche's character and career: conflict resolution and negotiation, diversity, and international affairs. Training units included video presentations, diversity dialogue and activities, negotiation and bargaining skills training, an introduction to the African Union, Peace Through the Arts activities, museum tours, and formulating U.N. resolutions. In these institutes, each student represents an African country and debates political, economic, environmental, and health issues relating to the African continent. They then formulate resolutions to address these problems. In addition, students spend the night in the Wayne State residence halls, thus fostering their intercultural skills and familiarity with campus life. Approximately 80-100 students have attended each of these institutes.

FIRST Robotics Competition

This annual, regional competition for high school teams in southeastern Michigan is sponsored by Wayne State through the College of Engineering. Engineering faculty mentor and judge the competition, and scholarships are made available to participating students who are interested in furthering their engineering education at Wayne

State. FIRST Robotics is a national organization designed to challenge students in the fields of engineering and science. Each year, more than 30 Metro Detroit high schools participate in the event, with some moving on to the national competition in Atlanta, Georgia.

Sexual Assault/Dating Violence Prevention Program

Organized through the School of Social Work, this program for Detroit Public Schools seventh and eighth graders assists in the prevention of sexual assault and dating violence among urban students by focusing on their knowledge, attitudes and behaviors. Funded by the Michigan Department of Community Health, the 10-12 week program, which began in winter 1998, includes a parent seminar, teacher training, and peer counseling sessions for a holistic approach to this problem. More than 500 students from Detroit middle schools have participated in the program.

Non-Degree Training

Word Processing Training Center

The Computer Science Department in the College of Liberal Arts and Sciences offers the Word Processing Training Center for unemployed, low-income Detroit residents 19-21 years of age who have graduated from Detroit Public Schools. This is a 13-week training course on the use of computers for clerical related jobs. Approximately 150 residents are trained each year. Over the 24-year life of the program, more than 3,600 young people have been trained in critical job skills. This program is a result of a long-standing partnership between WSU and the Department of Labor through the City of Detroit Employment and Training Department and has an outstanding placement record of approximately 85%.

Metropolitan Programs Visitor Program

Through the Visitor Program of the University's Metropolitan Programs and Summer Sessions, individuals can attend a wide range of selected University courses, both on and off campus (www.mpss.wayne.edu/visitor.php). Students taking courses through this program earn neither a grade nor academic credit, but can use the coursework to build their own skills and knowledge base.

Outreach to Prospective College Students

The offices of Undergraduate Admissions and Student Financial Aid at Wayne State are not just about enrolling new students. As part of their urban mission, the offices develop and implement numerous programs for the community. From partnerships with Detroit Public Schools and Wayne County Community College District to college planning workshops and financial aid outreach, the offices work diligently to serve the city of Detroit and the metropolitan area. Because of Wayne State's location in the state's largest city, the offices are frequently called upon to provide information and services to businesses, schools, media, social service agencies, and other entities.

Admissions Outreach to the Community

Latino Community Outreach

College planning workshops are held in southwest Detroit's social service agency, LaSed. Parents and high school students from the area meet and learn how to approach college selection and financial aid. Sessions are held in Spanish and English. The Center for Chicano-Boricua Studies in the College of Liberal Arts and Sciences is a partner in this effort. The program has been held for three years with a steady increase from eight students to 35 students, plus family, attending. Both the audience and the staff at LaSed give positive evaluations of the workshops. Bringing the program to the community removes many barriers, especially for the non-English-speaking parents and grandparents who attend. (www.clas.wayne.edu/cbs)

Advocates for Latino Student Advancement in Michigan Education (ALSAME)

Wayne State is a member of this advocacy organization for education of Latino students in Michigan. Conferences are held each year at various universities throughout Michigan. In 2005, the Office of Undergraduate Admissions sponsored the state conference on campus, bringing 200 Latino students and advocates together from throughout Michigan for a day to engage in dialogue and create plans for the future as well as to enhance the importance of higher education for this growing segment of Michigan's population. There is also a strong concern in the Detroit community regarding the education of undocumented students, and Wayne State continues to pursue avenues of support for this group.

College Planning Workshops in the Community

Similar to those mentioned above in southwest Detroit, these community receptions/workshops are held annually in various parts of Detroit and the tri-county metro area. Examples during 2005-2006 include Breithaupt Education Center in Detroit, Warren Community Center in Warren, and Southfield Library in Oakland County. These programs were initially offered in 2006 to meet the needs of the community. Approximately 35 parents and students typically attend each session. Ninety percent of the students from this group are admitted to WSU, which is a positive assessment of this initiative. These workshops will become a regular part of the annual recruitment calendar.

College Board Collaborative

In an effort to increase the college-readiness of students in Detroit Public Schools, the Office of Admissions has been the leader in developing an urban partnership with the College Board. Efforts include bringing Detroit Public Schools counselors and faculty together, along with staff from the College Board, to promote Advanced Placement course training for teachers, test preparation for students, and other much needed academic collaboration.

College Goal Sunday

Wayne State hosts this financial aid information program annually as part of a state-wide effort to inform college-bound student communities around the state about the financial aid process. One Sunday during February is designated by the State of Michigan for this purpose. Financial aid staff from Wayne State and other local colleges and universities gather to engage several hundred students and parents in the financial aid application process. This event helps make the transition to college easier. Successful enrollment and retention at a Michigan university or college is the goal statewide.

Alternative Admission Programs

Division of Community Education (DCE)

A long-standing program at Wayne State, DCE serves students who are not eligible for regular admission. As a service to the community, the DCE staff works with several hundred new students each year (approximately 600 in 2005-2006) through two years of college, using supplemental instruction, individual tutoring, and mentoring. The Office of Undergraduate

Admissions helps recruit and support the new DCE students. Students who demonstrate success are allowed to continue their education in one of the traditional undergraduate programs. (www.dce.wayne.edu)

Project 350

Another alternative education program that supports first generation college-bound students with financial need is Project 350 (<http://es.wayne.edu/access/p350.htm>). A summer residential program is the first step in providing supplemental instruction, tutoring, and advising for approximately 100 new freshmen each year. The program length is two years, through the students' sophomore year at Wayne State.

Migrant Farm Worker Program

Every year, Undergraduate Admissions and the College of Education collaborate to bring to campus migrant farm workers who have children in Detroit Public Schools. Again, the focus is higher education and the opportunities for migrant farm workers and their children in Michigan. Approximately 55 parents and students attend each year. The program is well known in the Hispanic community and Detroit Public Schools, especially because of the growing number of Hispanic families, many of them migrant farm workers, throughout the metropolitan Detroit area.

Scholarship Services

Wayne State University makes numerous scholarships available to qualified students in order to bring a college education within reach. These programs are administered through the Office of Student Financial Aid (www.scholarships.wayne.edu) as well as individual schools and colleges. The following are just a sampling of the scholarship programs, focusing on those that reach out to the community and involve them with the campus.

Scholars Day on Campus

Yearly since 2004, the Honors Program and Undergraduate Admissions have collaborated in hosting Scholars Day. This invitational forum brings together 700 to 1,000 students and parents for a scholarship competition. The awards range from \$1,500/year to full tuition for four years, with a guaranteed Wayne State scholarship

for everyone attending. Invitations to join the Honors Program are extended to those who enroll at Wayne State. Not only is the Honors Program a place for academically talented students, it also provides a forum for undergraduate research and service to the community of Detroit. This program has opened up the University and its programs to a greater part of the metropolitan Detroit community, bringing families to campus who may not have been aware of the programs that the University has to offer.

Other Scholarships for the Community

Detroit Compact and Wade McCree Scholars are chosen from Detroit Public Schools each year as part of a state program. Participating universities identify and support these students from middle school through high school graduation. Approximately 50 new students who meet the program criteria are funded each year by Wayne State with full tuition and mentoring for four years.

Scholarships are also available through the Math Corps. Several years ago, the Office of Undergraduate Admissions set aside eight Math Corps scholarships to be used to fund under-represented students through their years of education at Wayne State. The Math Corps is an outreach component of the College of Liberal Arts and Sciences, involving high school youths in Detroit through weekly workshops and summer camps. This college readiness program produces strong candidates for admission to higher education, with a 98% graduation rate. (www.mathcorps.org/Default.asp?bhcp=1)

Admissions Outreach in Partnership with the Alumni Association

The Alumni Association and the Office of Undergraduate Admissions have developed partnerships during the past years to inform and engage prospective students and the community regarding Wayne State University. Examples include:

- The Grand Traverse alumni group hosted a reception in 2005 for students interested in Wayne State and for those interested in higher education in general. Alumni in this Northern Michigan community volunteer for college fairs and phone calling to encourage local students to enroll.

- The Kalamazoo alumni group has helped by calling and working with students who are eligible for the Kalamazoo Promise, a privately funded program to help every graduating senior from Kalamazoo public high schools receive financial aid while enrolled in a Michigan public college or university.

Alumni from around the state have also served as volunteers for Scholars Day on campus by working as interviewers and essay-readers for the 1,000-student competition for Presidential and Wayne State Scholarships. The Alumni Association also hosted, in conjunction with Admissions and the Honors Program, several scholar receptions in the Dearborn and Birmingham communities.

Programming for Incoming Students

Dual Enrollments

Wayne State has a very liberal dual enrollment policy. In order for high school students to experience the rigor of college work, junior and senior high school students are encouraged to enroll in courses at the main campus or at off-site locations that may be close to their homes and schools. Each fall, the dual enrollment numbers are approximately 25 to 30. Wayne State also accepts college courses in transfer from high school students enrolled at community colleges. (www.admissions.wayne.edu/grade_911/grades9_11.php)

Transfer Students: 2+2 Agreements

Wayne State enrolls approximately 2,000 transfer students each year; over half are from community colleges. In the last year, Wayne State has realized a 28% increase in community college transfers, bringing the fall 2005 enrollment numbers to 1,080. In response to the needs of transfer students for accurate information and faster service, transfer credit equivalency tables and plans of work are articulated for many of the major feeder schools including Macomb Community College, Wayne County Community College, Henry Ford Community College, and Oakland Community College. These transfer tables include 65 majors at each college and are developed by the articulation coordinator in the Office of Undergraduate Admissions. Each major

plan is approved by the department at Wayne State and by the community college department for which it is written.

Outreach to Alumni

Alumni are one of our links to the real world and provide the University with important feedback regarding how we are preparing students for the world beyond the university. The Wayne State University Alumni Association (www.alumni.wayne.edu/index.php) helps alumni advance personally and professionally through many special events, publications, and benefits. Alumni can maintain membership in their school, college, or program association when they join the national alumni association.

Alumni influence the life and direction of the University through involvement in fundraising and recruitment, as advisory board members for schools, colleges, centers, and academic programs, and as evaluators of academic programs and student achievements. For example, the College of Education involves alumni in evaluating portfolios of graduating seniors. This arrangement gives students relevant feedback on their qualifications for the workplace, and it provides alumni with an opportunity to observe the skills of students who will soon begin teaching.

Sharing Expertise

Examples of Wayne State's capacity and commitment to engage the community can be observed by examining some of our Centers and Institutes that are most strongly linked to the community. WSU adheres to the belief and practice that the knowledge and skills that exist within the campus community should be shared with our fellow community members. Following are some examples of mutually beneficial shared expertise.

The Center for Arts and Public Policy (CAPP)

This group (www.capp-wsu.org) was conceived in 1994 as a non-partisan center designed to conduct research, aid in investigating arts issues, study the effects of policies, and consult on strengthening arts and cultural organizations. CAPP is a partner with the Michigan Council of

Arts and Cultural Associations (MCACA). The Center provides economic impact studies, focus groups, strategic planning, audience analysis, creative consulting, intercultural analysis, project assessment evaluation, conference planning, political campaign design, and new product and service design. The Center produces newsletters and reports on specific topics ranging from the arts and culture industry to the economic impact of non-profit arts and culture organizations in Michigan. (www.capp-wsu.org/Media/EDocs/Rebirth14pdf.pdf)

Barbara Ann Karmanos Cancer Institute (KCI)

The Karmanos Cancer Institute includes the programs of the former Michigan Cancer Foundation, the Meyer L. Prentis Comprehensive Cancer Center of Metropolitan Detroit, and the cancer programs of the Detroit Medical Center and Wayne State University. The Institute operates one of the premier, nationally recognized cancer research, treatment, education, and outreach centers in the United States. It is also home to one of the 11 national registries of SEER (Surveillance, Epidemiology, End Result) programs.

KCI manages 96,000 outpatient visits and 5,700 patient discharges annually; conducts more than 350 clinical research studies; and answers 154,000 calls to its cancer information phone lines.

Physicians and researchers, community education staff members, and trained volunteers present education and awareness programs to the community. The programs are offered to businesses, religious congregations and social/community groups in southeastern Michigan. (www.karmanos.org)

The Skillman Center for Children (SCC)

Created in 1991 by a Skillman Foundation Endowment of \$2.5 million and chartered in May 1994, the SCC supports the work of existing agencies, citizen/parent groups, organizations, and governmental units concerned with issues facing urban children and their families. The SCC acts as a catalyst for change on behalf of urban children, youths and families while contributing

significantly to the preparation of professionals, the capacity of community organizations, and the generation and dissemination of research-based information and analyses that inform both practice and public policy. The Center focuses primarily on three areas: 1) violence against, by, and between children and youths; 2) welfare reform/poverty; and 3) education. The target audience includes policy makers and administrators, service providers, faith-based organizations, individuals, corporations, foundations, and the general public, as well as students, faculty and researchers at the University. (www.skillmancenter.wayne.edu) and (www.detroitkids.org)

The primary ways SCC disseminates such information is through conferences, forums (consisting of a series of eight workshops), trainings, video previews (featuring new materials from the Center Resource Center), and other interactions such as hosting University classes. A review of attendance data for these events show a 29% increase in participation from 2004 (1,055) to 2005 (1,361). In the first six months of 2006, participation was already at the same level as for the entire year of 2004. In 2006, agency visits became a new outreach program. Staff members take the Skillman Center “on the road” and meet with representatives of agencies/organizations to discuss the resources available from the Center. This has extended SCC’s impact by 15 agencies and over 450 individual participants, bringing their six-month participation rate beyond the participation rate in calendar year 2005. Conferences, forums, and video previews are generally offered for no fee. Workshop fees range from \$10 to \$15. Training sessions will cost between \$30 and \$150 (although the majority are offered for the lower fees).

Merrill-Palmer Institute for Child and Family Development

A pioneer in the field of child development and early education, the Merrill-Palmer Institute partnered with Wayne State in 1982. The mission of the Institute is to promote the optimal development of children and families in urban and large metropolitan areas by stimulating and facilitating interdisciplinary research, education, and engagement with communities. The Institute has encouraged collaborations among faculty from many University departments,

with more than three dozen Wayne State faculty members affiliated with the Institute. The service programs of the Institute are an outgrowth of its research mission. An example of the connection between service provision and research and professional development is the Child Development Laboratory (CDL), which offers developmental education for children from 2 1/2 up to kindergarten age and provides a setting for Wayne State students and faculty to study human development. Other aspects of evidence-based programming and service involve the training of mental health workers who serve very young children in the care of public and non-profit agencies, a field-based teacher development program for preschool teachers, consultations for education and child care organizations, workshops for teachers, parents, and the public, and the annual Metropolitan Detroit Teen Conference (MDTC). In its 23rd year, the MDTC represents a partnership of over 50 different local and state, public and private organizations bringing together 9th and 10th graders from around metropolitan Detroit to discuss current issues of pressing importance to area young people. In November 2005, the 22nd annual conference was titled "Take a Giant Step." It helped teens discover their commonalities and focus on positive goals. It helped reinforce awareness that they are empowered to make personal choices in their everyday lives that will steer them in a positive direction. As of summer 2006, the Skillman Center and Merrill-Palmer Institute were combined into one unit. (www.mpi.wayne.edu)

Developmental Disabilities Institute (DDI)

The DDI provides state-wide programs designed to enhance the lives of persons with disabilities. Services are provided in both English and Spanish. One DDI project is the Detroit Family Support 360 Degrees designed as a one-stop support center to assist underserved families who have a member with a disability. Detroit 360 assists families in obtaining the support and services they need to preserve, strengthen, and maintain their well-being. (www.wayne.edu/DDI)

School of Social Work

The School of Social Work is heavily engaged in research and service initiatives that focus on addressing issues related to the social welfare of the community (www.socialwork.wayne.edu/research.php). The School's faculty continue to build a very impressive record of successful implementation of research studies with direct impact on the community. The Sexual Assault/Dating Violence Prevention program was mentioned earlier in this document; other examples include:

- Detroit Public Schools (DPS) Homeless Project has the overall purpose of assessing the educational functioning level of homeless students in the Detroit Public Schools system and to assist in building the district's capacity to identify and meet the needs of homeless students and families.
- Strengthening Community Organizations to Promote Effectiveness (SCOPE) offers a planned approach to strengthen the human and organizational capacities of grassroots organizations in the city of Detroit. This interdisciplinary, interagency initiative provides evaluation, training, and consultation to help assess the effectiveness of the project as well as determine strategies to improve the quality of services.

The Labor Studies Center

This Center provides planning and consulting services that speak to the many issues confronting union leadership. Assistance can range from technical consulting on a single issue to the development of a contract campaign or a comprehensive Strategic Plan for a local union chapter. The Center serves over 4,000 students/participants a year in a variety of formats, ranging from half-day workshops to two-week long programs union chapter. Examples of activities include: 1) working with the UAW-GM Center for Human Resources in delivering the UAW-GM local and national paid educational leave programs; and 2) assisting the American Postal Workers Union in the development of an executive leadership program to strengthen the capacity of APWU local and state presidents to lead their unions in an era of accelerating change. (www.laborstudies.wayne.edu/consult/ConsultUnion.html)

Center for Urban Studies

For more than 30 years, the Center for Urban Studies has been engaged in cutting-edge social science research and service. Often, the Center collaborates with WSU faculty to combine their expertise with the methodological skills of Center staff. The faculty also works closely with community organizations and local governments to answer key questions about the metropolitan area and policy or organizational issues. The Center's staff is skilled in techniques of demographic analysis, mapping, evaluation, sample surveys, qualitative data collection, and policy analysis. An example of their work is the Lead Elimination Action Program (LEAP) (www.leapdetroit.org). The mission of LEAP Detroit is to enhance efforts to create a lead-safe Detroit by mobilizing the community, leveraging resources to create lead-safe homes, conducting education and outreach programs, and by creating a web-based, user-friendly database on lead issues. (www.cus.wayne.edu/capabilities/intro.asp)

Center for Peace and Conflict Studies

The Center was established in 1965 to provide programs devoted to the resolution of conflict in all contexts, from local to international. In addition to research and educational programming, the Center engages in community outreach in two ways. First, the Center houses the Detroit Council for World Affairs, which is concerned with education in U.S. foreign policy and international politics. Second, it provides services for educators relative to conflict resolution and violence prevention. The Center also provides diversity education for school administrators, teachers, related school staff, students, and parents across the Midwest and Canada. In addition, the Center provides intervention services to assist in diffusing potentially disruptive situations, and often through mediation, to work toward better problem solving skills. (www.pcs.wayne.edu/about/educator_services.htm)

The Healthier Black Elders Center (HBEC)

This diverse group consists of educators, community members, national advisors, and researchers whose purpose is to improve the health of older adults living in the metropolitan

Detroit area. The Center is funded by the Michigan Center for Urban African American Aging Research (MCUAAAR), which is funded by the National Institute on Aging. The Center's primary goal is to reduce differences in the health status of elderly minorities by focusing research on health promotion as well as disease and disability prevention activities. Its mission is to contribute to the creation of a healthier Detroit and connect with older adults throughout the city to create a participant resource pool of 1,000 adults ages 55 and older. (www.mcuaaar.iog.wayne.edu) and (www.iog.wayne.edu)

FASStar (Fetal Alcohol Syndrome Treatment and Assessment)

This program of the Department of Obstetrics and Gynecology, in collaboration with the C.S. Mott Center for Human Growth and Development, the departments of Psychology and Pediatrics, and other WSU institutes, conducts research on Fetal Alcohol Spectrum Disorders (FASD). FASStar was developed to formalize ongoing activities of several faculty members into a systematic way of meeting two goals: to help families with FASD deal effectively with the unique cognitive, emotional, physical, medical, and social challenges through education, community outreach, and access to available professional expertise and services; and to increase awareness and expertise of medical, psychological, social, and educational agencies in Greater Detroit regarding FASD by giving in-service and continuing education training.

Constituent Involvement in Learning Activities

External constituents are invited into the classroom to participate in a number of ways. Outstanding professionals in a variety of fields are brought in as experts for varying periods of time. Their presence on campus and in classes permits students to learn from and work with highly talented artists and professionals. In addition, the community is often treated to performances and presentations by these exceptional people. These individuals in turn are exposed to the energies and creativity of developing young artists and professionals-in-training and can be involved in the future development of the field at the ground floor.

The College of Fine, Performing and Communication Arts has very active guest artist and artist-in-residence programs. For example:

- The Maggie Allesee Department of Dance, through the Allesee Artists-in-Residence Program, provides dance students with intense periods of study with nationally and internationally renowned choreographers and master teachers. Each March, the Dance Department's Annual Spring Gala Concert showcases a WSU premiere by the Allesee Artist-in-Residence. The artists in residence for 2005-2006 were the world-renowned tap dancer Joshua Hilberman and choreographer Jan Van Dyke.
- The Department of Art and Art History has a Visiting Artists program that brings visual artists from the metropolitan area to campus. These artists provide graduate students with objective evaluations of their creative work, and introduce students, colleagues, and the public to innovative ideas and artistic concepts.

The College of Liberal Arts and Sciences offers active Writers-in-Residence programs. The Detroit Urban Women Writer-in-Residence program in the Department of Interdisciplinary Studies, in collaboration with the Detroit Chapter of the International Women's Writing Guild, is designed to promote critical and reflective writing by Detroit's urban residents about their lives and the development of the social fabric of the city of Detroit. Grace Lee Boggs, a well-known Detroit writer and activist, was the writer-in-residence for 2005.

The School of Business Administration has an Executive-in-Residence program that brings business leaders into the school to work with faculty and staff on specific initiatives and to lecture in undergraduate and graduate classes. Terry Cross is the current Executive-in-Residence for Entrepreneurial Studies.

The College of Engineering seeks out exceptional doctoral-level engineers from local industry to serve as instructors in undergraduate and graduate-level courses. These individuals bring an industrial perspective to the classroom, allowing students to directly connect the theory that they are learning to engineering practice. Many of these individuals have been teaching courses consistently over 10 years or more, due to

their dedication to education and the students' response to these courses.

In addition to these more structured programs, 42% of respondents to the faculty-staff survey indicated that they invited community members to their courses and course-related activities as guest speakers, panelists, and judges. Thus, through formal and informal arrangements, our external constituents are an active part of the learning experiences of our students.

Direct Services to Individuals and Groups

Wayne State University School of Medicine

Faculty from the School of Medicine formed the Wayne State University Physician Group, a non-profit organization that includes the area's top doctors in 19 specialties. The WSU Physician Group is one of the largest practice plans in the metropolitan Detroit area. It represents more than 750 doctors and enhances faculty efforts to provide patients with easy access to advanced, comprehensive care.

WSU physicians see about 1 million patients a year. In 2005, the School of Medicine provided over \$150 million in non-compensated health care.

WSU faculty members at the Detroit Medical Center hospitals provide 59% of the care for newborns with the most complicated health conditions. At Children's Hospital of Michigan, the WSU pediatric faculty cares for 62% of the pediatric patients in the Detroit area.

Eugene Applebaum College of Pharmacy and Health Sciences

Faculty and staff provide a variety of services, including the Highland Park pharmacy clinic and the Cabrini Clinic. The goals of the Highland Park clinic are to identify people at risk of hypertension, diabetes, and high cholesterol and refer them to medical care. For those

diagnosed with these conditions, the focus is on improving their health status through education and monitoring. The clinic also seeks to decrease smoking rates through the use of brief motivational interventions. Over 400 people have received care in the past 12 months.

Law School

Faculty and student expertise is provided to no-cost or low-cost legal clinics, including the Free Legal Aid Clinic, the Disabilities Law Clinic, the Civil Rights Litigation Clinic, the Nonprofit Corporations and Urban Development Law Clinic, and the Criminal Appellate Practice Clinic. Evaluations of clinic services from students, clients, and external partners indicate that these clinics are addressing important educational and service needs. For example, the Free Legal Aid Clinic has operated since 1965 with students supervised by the Legal Aid and Defender Association of Detroit.

The Law School clinics are the primary source of free legal assistance in family law cases for indigent Wayne County residents (i.e., 125% of federal poverty level or below) and assist several thousand people each year.

Entertainment, Cultural, and Sports Activities and Programs

Wayne State provides and participates in cultural and entertainment activities organized by WSU's Department of Athletics, the College of Fine, Performing and Communication Arts, and other units on campus. Ranging from lectures to art exhibits, concerts to sporting events, these activities provide a venue that highlight not only the University and the diversity of its people and programs, but also the rich cultural diversity of its setting, thus making the University a natural extension of the community. Examples of these activities include:

- The University Cultural Center Association, of which WSU is a member, produces two annual cultural fairs on and around the main campus. Each of the events is free of charge to the community. The Detroit Festival of the Arts, the second weekend in June, is three days of five musical stages, a professional

artists market, street performers, a reading garden, and a children's fair. WSU sponsors one of the international music stages and the children's fair with the Youth Artist Market. The 60 to 70 youth artists, three youth performance stages, and 40 to 50 regional cultural institutions utilize the Gullen Mall area of the main campus. WSU also participates in Noel Night, the first Saturday in December, with international holiday performances, astronomy shows at WSU's Old Main planetarium, and student art exhibitions.

- The College of Fine, Performing and Communication Arts celebrated its 20th anniversary in 2005-2006 with 25 different cultural/artistic events. A sampling of the range of programs and events created by this talented group of faculty and staff can be seen at www.events.wayne.edu/cfpca/?view=all.
- WSU's Department of Athletics sponsors activities and events that promote health and fitness, such as the annual Fun Run/Walk for Women's Athletics and Health Expo. This event is organized jointly with the Henry Ford Health System.
- WSU also has a number of cultural facilities on campus that are open to the public, including the Community Arts Gallery, the Elaine L. Jacob Gallery, the planetarium, the Museum of Anthropology, and the Museum of Natural History.

Technology Development and Transfer

TechTown (www.techtownwsu.org) is an example of the University's engagement in the economic development of the community. TechTown, Detroit's only research and technology park, is a community of entrepreneurs, investors, mentors, service providers, and corporate partners creating an internationally recognized entrepreneurial village in the city of Detroit, adjacent to the WSU campus.

A neighborhood encompassing 12 city blocks in the heart of the city, TechTown is fast becoming an exciting place to live, work, and play.

TechTown is a 501(c)(3) nonprofit organization founded by Wayne State and two strong strategic partners, General Motors Corporation and Henry Ford Health System. TechTown provides support and access to capital needed to build high-tech companies and empowers entrepreneurs, through its business incubator, to build successful technology businesses that improve the quality of life for people across the country and around the world. The TechTown organization also serves as a developer, facilitating commercial and residential projects.

WSU President Irvin D. Reid was recently named Entrepreneur of the Year by Ernst & Young as reported in *Crain's Detroit Business* (Detroit's major business publication) for his accomplishments related to TechTown.

Inviting the Public to the Campus

Every public facility at WSU is involved at some level in community programs. The facilities are provided free of charge to University-sponsored programs, with events that require technical services incurring nominal operational charges. Parking is available throughout campus, and valet parking is available for an additional fee. Catering is available for all events through our on-campus catering service. Some of the more frequently used facilities are identified below:

- The Welcome Center has a bright, spacious lobby with plasma screen capabilities and reception space that holds up to 600 people. The center also has a multimedia auditorium with permanent seating for 200.
- Community Arts Auditorium has theater-style seating for 560 along with multiple dressing rooms in the backstage area, a projection booth, and updated audio, lighting and acoustical systems. Adjacent to the Auditorium is the 3,400-square-foot Community Arts Gallery used for receptions, seminars and other events. In partnership with WDIV Local Channel 4 and Clear Channel Communication's radio station WMXD-FM 92.3, WSU hosted a live Mayoral Debate on campus in the Community Arts Auditorium in fall 2005. The one-hour debate aired live during prime time on WDIV/TV 4 and was broadcasted simultaneously on WMXD-FM 92.3 and streamed to a WSU website. The debate allowed students, faculty, staff, and the citizens of Detroit to hear Mayor Kwame Kilpatrick and Mr. Freman Hendrix speak of their visions for the future of the city. The event filled Community Arts Auditorium to capacity with more than 560 citizens from the University, the community, and supporters from each candidate's party. TV ratings indicated that 21 percent of the households in the viewing area watched the debate. In addition, a panel of Wayne State experts participated in a post-debate discussion in the Gallery of the Community Arts Building located across the hall from the auditorium. Panelists included Ronald Brown, Associate Professor of Political Science; Ben Burns, Professor of Journalism; and George Ziegelmueller, Distinguished Professor of Communication.
- McGregor Memorial Conference Center is a two-story, multifaceted facility with 12 conference rooms and full catering service to accommodate groups from 10 to 600. Rooms range from 550 square feet to 3,100 square feet with Internet, videoconferencing and web casting capabilities. The Center is a favorite venue for many formal banquets and ceremonies for schools and organizations throughout Detroit. State of Michigan and federal government agencies conduct community seminars and training conferences on a regular basis at McGregor Center.
- The Student Center has numerous rooms including a 350-seat banquet room, which accommodates 150 in workshop-style setup, and an additional 4,700 square feet of meeting rooms throughout the building. The Student Center hosts community functions such as the Detroit Public Schools Business Development Division's DECA Competition, the YMCA Teen Success Fest, the Metro Teen Conference, and the Regional Community Health Seminar. Debate Watch 2005 was hosted in the Student Center Building (SCB) following the mayoral debate in Community Arts. More than 200 WSU students participated. The event was such a success that both candidates walked over from Community Arts to SCB to engage in

conversation with students and to answer questions. Participants were encouraged to engage in the political discussions and express their own opinions and views about the debate.

- General Lectures has two lecture halls and an ethnic-themed room called the Italian Heritage Room. One lecture hall holds up to 250 people and the other holds up to 750. Each hall has a stage and is designed for lecture-style seating. The Italian Heritage Room has a reception area for 60 and an attached kitchenette. The Student Council Program Board holds its Special Guest Lecture Series one to two times a year in this facility with approximately 750 people in attendance. These no-charge public lectures have brought speakers such as Maya Angelou, Robert Kennedy, Jr., Cornel West, Shimon Peres, and Spike Lee to the campus.
- DeRoy Auditorium also has two separate meeting rooms: one with a lecture-style capacity of 300 and the other with similar seating for 400.
- St. Andrew's Hall, a former church with beautiful stone structure and attractive stained glass windows, is used for receptions, weddings, banquets, and other formal occasions. This facility can hold up to 160 people.
- Science Hall has five fixed lecture-style rooms with seating capacities ranging from 50 to 75 people.
- The Undergraduate Library Community Room and Bernath Seminar rooms are used extensively for community group meetings.

Individuals and Community Outreach Activities

Results of the faculty-staff survey confirmed our belief that the University community extends itself in a very personal way throughout Southeastern Michigan. WSU volunteer efforts extend throughout the region and include participation in Alternative Spring Break projects, animal shelters, Big Brothers Big Sisters and other children's organizations, the Detroit Race for the Cure for breast cancer, environmental organizations, faith-based centers and functions,

Habitat for Humanity, homeless shelters, health care initiatives, the Motor City Makeover in Midtown, ministries for the needy, technology support for social service organizations, victim services/police responders, women's health and heart disease awareness, and Detroit Zoo activities. The faculty and staff of Wayne State give of their time and their talent to a multitude of external constituents.

Summary and Evaluation

As illustrated in the examples above, WSU's decentralized approach has allowed us to develop an extensive array of programs, activities, and facilities designed to address the needs of a wide range of constituents. It is clear that many of the programs are targeted directly toward members of the Detroit community, particularly children and families and those who are under-represented or underserved. This is consistent with the University's mission to be a catalyst for social, economic, and cultural enhancement. Whether through direct connection to academic programs with field education programming or through work opportunities, the programs and services offered involve students in the development and delivery of services, enhancing the quality of their learning experiences and contributing to their development as socially conscious and engaged citizens.

The engagement and service mission of the University is also evident at the individual level in the work of WSU's faculty and staff. A survey of all employees in winter 2006 (N=1,028 completed responses) revealed that WSU faculty and staff are actively engaged in a range of activities beyond teaching, research and service to the University. At least half the respondents were involved in some form of service to the broader community within the previous three years, including:

- Community presentations or performances (57%);
- Workshop design and delivery (49%);
- Board memberships (42%);
- Consultations (40%);
- Service to national, state or local task forces (34%);

- Media resource (25%); and
- Expert witness testimony (10%).

In addition, 69% indicated they had volunteered in the community within the previous 12 months with over half of those volunteering 10 hours or more a month. The most common reasons stated for volunteering their time and expertise were a sense of responsibility to the community (73%) and helping people (74%). Through this kind of survey, we are gaining a greater appreciation for the extent of our engagement as an institution, and developing a valuable resource for informing the public.



5c. The organization demonstrates its responsiveness to those constituencies that depend on it for service.

Providing Critical Community Services

Wayne State’s commitment to involvement with the community is evident in all of the University’s schools and colleges and their constituent departments. Classroom learning is designed with the community in mind. Highlights of this community engagement include:

- The University Library System is clearly a cornerstone of the academic experience at Wayne State. The libraries are also a vital source of information and programming for the community through a number of different modalities. To promote artistic appreciation of the written word, the Chapbook Information Literacy initiative was launched in fall 2005 with Murray Wright High School and Howe Elementary School in Detroit, with plans to add additional schools. The program, partially funded by the UPS Community Foundation, involves three sessions located at the schools and two sessions at the University. The goal of the program is to use Chapbook development as a means of bridging the digital divide and to foster an appreciation of the creative arts in K-12 students.

- Extension centers are located in northwest Detroit, Oakland County, and Macomb County. Residents can enroll in courses and work on their degrees at a self-planned pace, without having to travel to the main campus on a regular basis. Recognizing the needs of the community in which they reside, these centers open their facilities for community use. A large number of civic and business activities take place at the extension centers, allowing Wayne State to enhance its presence in the metropolitan area and respond to community needs for higher education in specific areas.

- The College of Engineering joined The Greenfield Coalition, a National Science Foundation-supported partnership of universities, manufacturing companies, the Society of Manufacturing Engineers, and the non-profit organization Focus: HOPE. The coalition is establishing a new paradigm for manufacturing engineering education that centers on daily, real-world manufacturing experience. This program grew out of local industry’s identification of a gap in the education and training of engineers and engineering technologists who were entering the manufacturing arena. In the course of its ongoing research and development work, Greenfield has also become the nation’s largest producer of minority graduates in the manufacturing engineering field. (www.iitc.wayne.edu/research_projects/index.asp?ID=2&itemID=3)

- In 1998, the College of Engineering began the Women in Engineering Training Program, designed to provide a stimulating science and mathematical experience to increase the number of females who pursue academic careers after high school. This program takes place each summer for a four-week period, allowing girls in the sixth through ninth grades the opportunity to consistently advance their interest in these subjects. Programs such as this are needed to counter the trend of girls dropping out of math and science classes during their middle school years.
- The Law School’s Disability Clinic is a free service in which students assist community members in need of legal assistance. This learning experience is conducted under the

leadership of a Law School professor. As one student commented about his experience, “I believe I am still learning about functioning/communicating like a lawyer and realizing how resourceful you have to be to help your client.”

- The Physician Assistant, Occupational Therapy, and Physical Therapy programs offer pre-sport health appraisals for the Special Olympics in Detroit.
- The Detroit Public Schools Violence Prevention Program, coordinated by the College of Education and delivered in concert with the Center for Peace and Conflict Studies and the M.A. in Dispute Resolution Program, has provided violence prevention training and education to youth in grades K-8 in 15 elementary and middle schools since September 2000. In addition, the program provides professional development opportunities for teachers, and outreach education to parents and guardians. In 2005-2006, 2,200 K-12 students participated in the program.
- Detroit Community AIDS Library (DCAL), in operation since 1994, provides a gateway to HIV/AIDS information for members of the Southeast Michigan community. Services include a website (www.lib.wayne.edu/dcal) as well as instructional programming for community-based organizations and individuals. Library services such as document delivery reference and support for community grant proposals related to HIV/AIDS is also provided. In 2005-2006, over 2,000 inquiries were received.
- Shiffman Community Health Information Services (CHIS) (www.lib.wayne.edu/shiffman/chis/chis.php) provides health information, education, and resource awareness. Operated through the Vera P. Shiffman Medical Library, CHIS provides a number of health information services, including personalized health information packets, reference/research services, and access to the library’s community-designated computers. The Quality of Health Care website (www.lib.wayne.edu/shiffman/chis/qualityhealthcare/index.php) under the auspices of CHIS is a special collaborative project with the College of Nursing to provide

useful information on understanding quality health care, evaluating health care services, and making informed health decisions.

Administrative Engagements with the Community

While the faculty engage their students in community needs-based academic programs, the administrative offices of Wayne State are also committed to working in partnership with community members to address the needs of and provide services for the greater Detroit community. WSU maintains a website with up-to-date information and links regarding various events and activities that may be of interest to the community. (www.wayne.edu/arts.html) and (www.events.wayne.edu/cfpca/index.php?view=all)

Testing, Evaluation, and Research Services (TE&RS)

TE&RS, currently assigned within the Division of Academic Affairs, Office of Institutional Research, Assessment and Data Resources, has a long history of providing measurement services to external constituents. This may take the form of general community-based research and/or revenue-generating initiatives. As an open testing center, external constituents may choose Wayne State as their testing center of choice for many national exams used for admission to undergraduate and graduate programs, as well as national examination programs required for professional licensing, certification, and registration purposes.

The testing office website (www.testing.wayne.edu) is open to the public and is the central location for information related to the University’s official testing programs on both the undergraduate and graduate levels for internal and external constituents. Listed below are some examples of measurement services provided to external constituents.

Skilled Trades Testing for Selection to Apprenticeship Training Programs

This program, originally researched and designed to contribute to selection of apprenticeship trainees for the Detroit Plumber Industry Training Center, was undertaken in 1988 and was expanded in the late 1990s to include the Heat

and Frost Insulators, (formerly Asbestos Workers); Pipe Fitters Training Center; and Sprinkler Fitters. TE&RS services include test administration, score report coordination, reporting, data manipulation, and archiving. At the request of the skilled trades, TE&RS developed a practice test to help candidates prepare. This practice test is available to all skilled trades involved in the testing for \$5, which basically covers royalty fees per the agreement and TE&R's overhead costs. Existing materials for test preparation can cost as much as \$30 or more and often provide practice in areas not assessed. This practice test was constructed in 1999 and is still in use as of 2006.

International Conference of Symphony and Opera Musicians (ICSOM) Conductor Evaluation

This project, which began in the early 1980s and continues through 2006, provides measurement and information technology (IT) database services to this professional organization on national and international (Canadian) levels. The Conductor Evaluation presents a comprehensive set of questions designed by musicians to evaluate conductors on their abilities to help them achieve excellent performances. The results of this research, including peer review of the ICSOM Conductor Evaluation instrument, will be found at [www.soi.org/index.shtml](http://www soi.org/index.shtml) and in the Symphony Orchestra Institute journal *Harmony* under the title of the Conductor Evaluation Data Analysis Project (CEDAP).

The Detroit Orientation Institute

The Detroit Orientation Institute (DOI) is designed to provide media, business, non-profit and other professionals who are new to metropolitan Detroit, and others who want to know more about the area, with an understanding of the issues, personalities and events affecting the region. The DOI was created as a result of a recommendation from the 1987 Detroit Strategic Plan, a major project of Detroit Renaissance. The Institute provides both a historical and regional perspective on the subjects that make up its curriculum. The primary purpose of the DOI is to offer a realistic view of the area's issues and to introduce newcomers to a diverse group of area decision-makers. The ultimate goal is to provide accurate information on both the promising aspects and the serious challenges in the region. The DOI conducts customized

programs for a particular organization, company or industry. In addition, there are two annual programs: a one-day faculty DOI in August for new Wayne State faculty, and a special weeklong WSU student program in March called Leadership, Learning and Service — Alternative Spring Break Detroit. The Institute's programs help community leaders identify pressing needs and organize collaborative efforts to respond to critical social service issues. (www.doi.wayne.edu)

University Campus Development Efforts

Together with Barnes & Noble College Bookstores, Wayne State opened the first-ever Barnes & Noble in the city of Detroit. This two-story facility includes popular reading, music, a convenience store, and a coffee shop, and offers community programming including author signings and story time for children. This business partnership has brought a much-needed resource to the local community.

Contributions of University-Affiliated Units

WDET-FM 101.9

Located on the University's main campus, WDET-FM 101.9 is one of the country's largest public radio stations with an audience of over 161,000 weekly listeners (www.wdetfm.org). The station was honored in 2003 with three Michigan Association of Broadcasters Awards, seven Michigan AP Broadcast Awards, five awards from the Society of Professional Journalists (Detroit Chapter), *The Detroit News* "Best of Detroit" (Best Radio Station) and *The Detroit Free Press* "Best of Detroit" (Best Addition Tavis Smiley). In 2004, the station was honored by *Hour Detroit Magazine* with three awards in "The Best of Detroit" category. Programming changes in 2005 resulted in an 8% increase in listening audience, according to Arbitron, which measures radio audiences.

Wayne State University Press

A distinctive urban publisher, Wayne State University Press is committed to supporting the University's core research, teaching, and service mission by generating high-quality scholarly and general interest works of global importance (www.wsupress.wayne.edu/index.html). Celebrating its 65th anniversary in 2006, the Press, through

its publishing program, disseminates research, advances education, and serves the local community while expanding the international reputation of the Press and the University.

The Press' website is one of the most accessed of all the University's sites, with over 30,000 visits logged each month, and with several books purchased through the site daily.
(<http://wsupress.wayne.edu/information/aboutwsup2.html/>)

The Detroit Area Library Network (DALNET)

Housed at Wayne State, DALNET is a multi-library consortium located in Southeast Michigan (www.dalnet.lib.mi.us/about.php). The consortium, incorporated in 1985, is open to academic, public, school and special libraries as well as information organizations in the seven-county metropolitan Detroit region (Wayne, Oakland, Macomb, St. Clair, Monroe, Livingston and Washtenaw counties). As a result of this network, DALNET librarians play a leadership role in the delivery of information that serves the research, professional, cultural, and recreational needs of their users. The DALNET Information Gateway (www.dalnet.lib.mi.us/gateways) includes public online access to DALNET Digital Projects such as WSU's Community Health Information Services (CHIS) and Virtual Motor City Project, The Detroit Institute of Arts Exhibition Catalogues, databases and guides, research and staff links, and other member Library Catalogs.

The Commitment of Students

From first-year orientation to the point of graduation, students are reminded of and participate in the commitment WSU has made to be a strong community partner with the city of Detroit and the surrounding metropolitan area. Wayne State students are our greatest ambassadors to the city, region, and state.

Wayne State is deeply committed to promoting student civic engagement and service initiatives. To this end, through the Dean of Students

Office, WSU is integrally involved in the Michigan Campus Compact (MCC), a statewide organization whose mission is to foster civic engagement and service activities on its member campuses across the state.

Student-focused programs at Wayne State include MCC's Service Leadership Camp, Student Community Action Network, Day at the State Capitol, and Outstanding Student Service Awards. Other programs at WSU include monthly Community Service Director (CSD) meetings, the Institute on Service Learning, and the Faculty/Staff Community Service-Learning Awards. WSU has been integrally involved in MCC since its inception.

Recognizing the need to engage in our city, Wayne State students began participating in Alternative Spring Break Detroit in 2004. Through this program, a collaboration of the Dean of Students Office and the Detroit Orientation Institute, Wayne State students embrace the value of being part of an urban university, which gives back to its city. They participate in programs where they live, learn and volunteer in Detroit to develop themselves as the city's future change agents and leaders. They spend mornings learning about the issues and challenges in the city. In the afternoons they volunteer and learn more about the people of the city and their needs. During the evenings, they discover the rich cultural life of the city. Our motto: Why go out of state to do service when we can make such a big impact in our own community?

The Urban Volunteers Program engages all community-service-based student organizations in a coalition in which organizations involve each other in their events. This has resulted in activities such as the American Cancer Society's Relay for Life by the Colleges Against Cancer student organization, an expanded blood drive program by the Red Cross Club, and a 24-hour student-led Dr. Martin Luther King, Jr. civil rights vigil and read-a-thon.

The Project Volunteer-Students of Service (PVSOS) is a student community service organization. Its primary focus is to identify and encourage students to participate in volunteer projects to help improve the Detroit area. Working with local organizations such as Habitat for Humanity, Gleaners Food Bank, Greening of Detroit, St. Pat's

Senior Center, Detroit Rescue Mission, Southwest Detroit Environmental Vision, Motor City Blight Busters, and Volunteer Impact, PVSOS helps make a positive difference in the community at large. In addition, PVSOS helps educate students about the issues affecting the community and encourages them to take further steps toward helping to address these issues.

The 22 social fraternities and sororities provide thousands of hours in community service, and thousands of dollars in philanthropic endeavors, all in the city of Detroit. Whether it is Delta Zeta sorority hosting a holiday party at Detroit Receiving Hospital, Children's Hospital of Michigan, or Ronald McDonald House, or Phi Beta Sigma fraternity taking part in a Thanksgiving Day dinner for the homeless, the WSU fraternities and sororities are a positive presence in the Detroit community.

Other programs include The Detroit Fellows Tutoring Project, which provides opportunities for WSU honors students to teach reading skills to kindergarten through fourth-grade children in the Detroit Public Schools. Through this program, students receive academic credit for community volunteering. The University's campus ministries engage students in the local community.

Through community service projects, students can connect their religious beliefs with helping others. The student athletes of Wayne State's 17 intercollegiate sports teams volunteer thousands of hours of their time. Student athletes have participated in the Motor City Makeover clean-up project and volunteered at Super Bowl XL, Habitat for Humanity, and St. Leo's Soup Kitchen. The message to and from students is clear — embrace the urban mission, engage in the urban mission, and learn and grow from the urban mission of Wayne State.

St. Dominic's Outreach Center Association is a vibrant organization that serves families and the working poor, as well as students who live in the area, by providing emergency food supplies, clothing, hygiene kits, and counseling and referral to social service agencies, meeting many needs of the entire community bordering the University. Students, faculty, staff, and the administration are all involved in a variety of ways to support the work of the center. Student volunteering involves "work details" of cleaning, painting and doing minor maintenance, as well as sorting donated clothes and stocking shelves

with food. Faculty serve on the Advisory Board that oversees the operations of the Center since the closing of the parish. WSU staff are involved in providing materials for food storage, designing accessibility ramps, and identifying sources of funding needed to support the center's programs. The Office of Community Affairs is now working with the Advisory Board to develop new ways for WSU and the Center to cooperate in meeting the needs of the community in the neighborhood they share.

ARISE! Detroit Coalition (www.arisedetroit.org) is the acronym for Activating Resources Inspiring Service and Empowerment and is an effort inspired in part by Bill Cosby's nationwide appeal for residents in urban communities to make a greater personal commitment to address issues of family dysfunction, high school dropout rates, neighborhood blight, and other ills. WSU is an active member in this coalition of more than 25 community groups, as well as representatives from the religious, business, and media communities. In the inaugural events in the last week of June 2006, WSU sponsored a Peace Day that provided conflict resolution workshops for teenagers and parents and also featured a Peace Caravan through Detroit neighborhoods.

Campus-Wide Initiatives

One example of collaboration among numerous WSU units to meet a community need is WSU's involvement when the city of Detroit hosted Super Bowl XL in January 2006. This effort involved more than 11 University offices with the Office of Government and Community Affairs serving as the University's central coordinating point. More than 200 WSU student athletes served as volunteer ambassadors for events throughout the city. In addition, over 150 students from the Honors Program and local student organizations volunteered during the pre-game and halftime shows as ticket-takers and security personnel on Super Bowl Sunday.

Response to Crisis: Hurricane Katrina

Hurricane Katrina presented an unexpected and unusual opportunity for Wayne State to exemplify the true meaning of engagement and service. WSU was one of the first universities in the nation to extend the hand of friendship and support to more than 70 undergraduates, graduate and law students as well as a few faculty

members displaced in the wake of Katrina. Not only did WSU provide tuition waivers and housing, the University community came forward with clothing, school supplies, personal care items, a book loan program, and most importantly, emotional support.

The Warrior Friends, comprised of faculty and staff from throughout the campus, stepped forward to “adopt” students displaced by Katrina. This one-to-one contact and genuine care and concern played a major role in the students’ quick inclusion and adjustment to the WSU environment, and resulted in a notable reduction in stress for these young people so traumatically displaced by nature. In providing assistance, from help with registration, admissions, housing, and academic scheduling, to gifts of clothing, meals, and understanding and sympathy, many of the Warrior Friends became surrogate families for these displaced students. The contacts were meaningful and many remain long after our adoptees returned to their campuses. The Warrior Friends are an example of the strong sense of commitment to the community by faculty and staff.

Summary and Evaluation

The programs, services, and student activities presented here are a sample of the commitment to the mission that the university community embraces. These exemplify the service we provide to the constituencies that depend on us, and upon whom we depend as well. Clearly, WSU has demonstrated that it is responsive to its constituents.



5d. Internal and external constituencies value the services the organization provides.

Wayne State is helping to shape the landscape as well as the future of the Detroit metropolitan area in numerous ways. WSU has undertaken a major renewal of University-owned properties. We have also strengthened the city’s economic base through workforce and labor relations initiatives and through partnerships with business, industry, government, and other institutions.

Wayne State University — The Billion-Dollar Advantage

In 2004, the University commissioned The Anderson Consulting Group to prepare a comprehensive analysis of the net economic and fiscal benefits that Wayne State provides the regional economy. The region consists of seven counties in the surrounding area and the three categories of benefits from the University are defined as expenditure and income, cultural and knowledge endowments, and human capital. The analysis cites both direct and indirect economic impacts on the region that together indicate that Wayne State is a \$1 billion advantage to our region. The detailed report estimating the net additional income and tax revenue the University brings to Southeastern Michigan can be found in the study by Anderson, Geckil and Watkins. (www.wayne.edu/docs/eirwsu.pdf)

A powerful example of constituents valuing the University is the naming of WSU President Irvin D. Reid as Entrepreneur of the Year by Ernst & Young. This honor is a reflection of the University’s vision and utilization of resources to create and incubate spin-off industry from research and for nurturing businesses existing in the community. The University’s physical growth over the past 10 years is significant, with more than \$650 million in completed and planned improvements to the campus infrastructure.

Wayne First: The Capital Campaign

Wayne State’s vitality as an educational and research institution is inextricably linked to mutually beneficial partnerships with its various constituencies. The University and its constituent partners recognize in their missions, plans and activities that each partner benefits from the participation of its constituents in defining and working on areas of mutual interest. With the first anniversary of the Capital Campaign being celebrated May 25, 2006, the University announced the realization of \$320 million in cash, pledges and planned gifts of the \$500 million total it is seeking to raise over five years. This willingness to support the University financially is a significant indication that the community values the services Wayne State provides.

Program-Specific Evidence of Value

In addition to charitable giving, our external constituents also show their support for WSU's efforts and mission by joining as partners with faculty and staff in the development and delivery of key programs. The value of these programs to participants and our program partners is illustrated in a number of ways.

Based on the survey of current engagement and service programs, 77% of programs had evidence of participation numbers remaining stable or growing, 71% report positive comments by participants, and 40% indicate receiving unsolicited letters of thanks. In terms of our community partners, 63% of program directors indicated that their community partners requested new or continued collaborations, 47% indicated increased referrals to the program, and 31% indicated that their partners increased their resource contributions.

TechTown Tenants

The TechTown Research and Technology Park is a major community engagement initiative of Wayne State's. There has been substantive feedback from a variety of sources that the community values this resource. As of April 2006, there were 22 tenants in TechTown. They were unanimous in their level of satisfaction with the incubator environment and support extended to them. A complete list of these tenants can be found at www.techtownwsu.org/cm/attach/5EBB681F-E2D6-45BE-BC22-58366DC58ACE/TechTown-Fact%20SheetTenants.pdf.

TechTown has developed a track record of propelling entrepreneurs to greater success. Comments from TechTown tenants and clients are provided below.

"I had the authority to choose anywhere in the world for our headquarters and I chose TechTown. When European companies come here, they're in the heart of America; rent is about one-fourth of what it is on the East and West coasts; employees can be well compensated and they cost the companies at least 25% less because of the lower cost of living."

— Randal Charlton, Founder and Chief Executive Officer, Asterand, a human tissue bank serving medical researchers, and TechTown's first tenant in August 2004. Since that time, the company has experienced ongoing staff expansion and continual growth in revenue.

"TechTown is a really innovative incubator for IT start-ups. There are some unique services here that are not available anywhere in the country. We know because we looked. Incubator space with IT support from the Wayne State University computer science department, access to the GRID Computing Lab and Internet 2 — these are things you can't duplicate in a commercial space anywhere in the country."

— James Hare, President, Academic Computing Environments. Hare intends to bridge the digital divide with Academic Computing Environments, an information technology company that has developed tools and services that dramatically reduce the cost schools pay to acquire and maintain computers for students.

"TechTown helped me formalize my vision into a business plan. The second thing it provided is an environment where I could network with other people who were of a similar mind. The third thing was that it provided mentoring from other tenants and also from the staff. It epitomizes everything that a business incubator is supposed to be."

— Mark Lemko, Senior Vice President, Neocutis. In January 2005, TechTown client DaVinci Pharmaceuticals merged with a Swiss firm to form Neocutis, a biotech company specializing in cellular technology. Lemko, founder of DaVinci, credits the mentoring and other services he received at TechTown with accelerating his company's development.

Use of University Facilities — Community Outreach Events

One indication that a university's services and facilities are valued is the degree to which the community uses them. As noted in 5b, every

public facility at WSU is involved at some level with community programs. The Student Center, Gullen Mall, the General Lectures Building, the McGregor Memorial Conference Center, and the Community Arts Auditorium are the primary facilities used by outside sponsors.

The Student Center hosts the Detroit Public School Business Development Division's DECA Competition and the YMCA Teen Success Fest. These programs begin in February or March and run throughout the summer, with the heaviest volume in May and June. The University Activities Committee promotes Red Cross Blood Drives throughout the academic year. The Department of Public Safety performs alcohol awareness activities such as the Drunken Goggle Tricycle Race, as well as displaying vehicles on Gullen Mall that were involved in fatal drunken-driving accidents.

The Mort Harris Recreation and Fitness Center (www.rfc.wayne.edu/camps.php) provides a variety of summer camp options for community children ages 5-12.

Community Arts Auditorium hosts between five and 10 high school and eighth-grade graduations and convocations each year in June. Smaller Detroit Public Schools academies, such as Davis Aerospace Academy and the High School for Fine and Performing Arts; private charter schools such as the Aisha Shule-W.E.B. DuBois Preparatory Academy, and the Michigan University President's Council Wade McCree Convocation, use the facility on an annual basis. The second debate of the 2005 City of Detroit Mayoral Election was also held at Community Arts.

The Matthaei Physical Education Center hosts the regional National Youth Sports program and the regional FIRST Robotics high school competition (www.eng.wayne.edu/page.php?id=2201).

Diversity in Community Outreach

Supplier Diversity

The University Supplier Diversity Policy issued in April 2004 codified the practices in place to support minority, women, and physically challenged business owners. To this end, the University monitors and records all expenditures with these companies as well as provides referral, mentoring and business opportunities by and

between these business enterprises. With more than 1,600 minority, women and physically challenged vendors listed in our approved database, we succeeded in spending more than \$34 million during fiscal year 2005 with members of these groups. This is indeed a testimony to the sincere efforts of Wayne State to develop, support and enhance these valued external constituents. External awards and formal recognition of the University's efforts in this area include but are not limited to the:

- National Excellence in Procurement Award for 2004 and 2006;
- Michigan Minority Business Development Council (MMBDC) Corporation of the Year Award — Education Sector for 1999, 2001, 2003, 2005, and 2006; and
- Michigan Minority Business Development Council Corporate ONE Award for 2000, 2001, 2002, 2003, 2004, 2005 and 2006.

Project ONE (Operation Network Enhancement)

This statewide effort connects corporate members with minority business partners to produce viable and sustainable business opportunities. The Wayne State University team is the largest (14 minority partners and seven corporate members) and most active among the 19 teams and is widely recognized for outstanding effort/results. Each team is ranked based on attendance/participation in scheduled networking meetings and events; referrals within the team and with other Project ONE teams; and the resulting business contracts as a result of this effort.

The Wayne State University Project ONE Team exceeds the monthly goals in all categories with an 87% participation rate, more than 21 referrals and business contracts in excess of \$500,000 each month.

Summary and Evaluation

The evidence is strong that Wayne State University's programs, activities, and facilities are utilized and valued by our fellow community members.

