



WAYNE STATE
UNIVERSITY

FY2025-2029 Five-Year Capital Outlay Plan

Prepared for the State of Michigan Department of Technology,
Budget and Management



WARRIOR STRONG



WAYNE STATE UNIVERSITY

5-Year Capital Outlay Plan

Submitted to the Office of the State Budget

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I. Mission Statement

Wayne State University's mission, as stated in the *Wayne State University 2022-2027 Strategic Plan: Our Moment in Time*, is the creation and advancement of knowledge that results from preparing a diverse student body to thrive and positively impact local and global communities. To achieve this vitally important mission, it is critical that we modernize and improve our physical infrastructure environment to support our strategic focus on research and discovery; teaching, learning, and student success; outreach and engagement; diversity, equity, and inclusion; and financial sustainability and operational excellence.

Diversity and Inclusion

Diversity and inclusion are integral to the mission, vision, values, and strategic focus areas of Wayne State's strategic plan. This commitment was actualized with the establishment of the Office of Diversity and Inclusion (ODI) and the Office of Multicultural Student Engagement (OMSE) under the Associate Provost for Diversity and Inclusion/Chief Diversity Officer in winter of 2015 and was enhanced with the addition of an Intercultural Training Director in 2022. Wayne State offers an immersive educational experience where students work alongside people from different countries, cultures, and socioeconomic backgrounds, reflective of the city of Detroit, the region and state, and the world. With the most diverse student body in Michigan, Wayne State students gain a distinct advantage as they prepare to build successful careers in the complex global marketplace.

II. Instructional Programming

Wayne State University is a comprehensive research university with 13 schools and colleges administering approximately 350 academic programs including bachelor's, master's and doctoral degrees, as well as professional programs and postbaccalaureate, graduate and specialist certificates, many of which rank in the top tier nationally. The university currently enrolls 23,702 students. Seven extension centers across southeastern Michigan provide access for residents to a wide selection of off-campus courses. The university is a significant and influential force in metropolitan Detroit's educational and cultural landscape, and TechTown, the 43-acre research and technology park that the university supports, has made it a major player in Michigan's economic turnaround.

Wayne State University ranks #1 in student social mobility and serves the highest proportion of students from families with the lowest income levels among Michigan public universities.

The university educates a significant number of Michigan's youth and prepares them for productive careers in the state. In fall 2023, 86% (13,991 out of 16,266) of our undergraduates are from the Wayne, Oakland, and Macomb tri-county area, while 60% of our graduate students and 55% of our professional students are from the tri-county area. Overall, 77.6% of our fall 2023 students were from the tri-county area, and 89% of our students are from Michigan.

Three quarters of Wayne State graduates remain as residents in Michigan to provide the highly educated workforce necessary to transform and power Michigan's economy in the 21st century. These Wayne State University graduates serving the citizens of Michigan have advanced professional training in business; engineering; education; law; pharmacy and health sciences;

medicine; nursing; social work; fine, performing and communication arts; liberal arts; and the basic sciences. Every day, our graduates play a critical role in Michigan life, from local physicians, teachers and attorneys to scientists and engineers working in the latest high-tech spin-off companies.

Figure 1 illustrates the University’s fall 2022 and 2023 enrollment by headcount and degrees awarded from July 1, 2021, to June 30, 2022.

Figure 1: Degrees Awarded and Enrollment by College

School/College	Degrees Awarded		Enrollment	
	2020-2021	2021-2022	Fall 2022	Fall 2023
School of Business	1,321	1,309	3,725	3,642
College of Education	652	674	2,003	2,050
College of Engineering	867	705	3,368	3,446
College of Fine, Performing, & Comm. Arts	442	439	1,574	1,558
Graduate School	-	-	18	15
Law School	127	125	440	484
Liberal Arts & Sciences	1,828	1,803	8,244	8,061
School of Information Sciences	176	158	384	376
School of Medicine	417	466	1,480	1,499
College of Nursing	265	301	837	819
Pharmacy and Health Sciences	469	405	952	906
School of Social Work	474	374	781	846
TOTAL	7,038	6,759	23,788	23,702

Source: Office of Institutional Research and Data Analytics

Unique Characteristics of Wayne State’s Academic Mission

Wayne State University prides itself on its excellent faculty who reach students through their classroom and online teaching, practical training, and mentoring; engage in pioneering research; and participate in numerous activities within the broader community. Academic excellence and innovative research are central to our mission and a primary reason why graduate and undergraduate students alike choose to attend the university. We have received the Carnegie Foundation's highest classifications for research and community engagement, with annual research expenditures of more than \$242 million. We participate in the University Research Corridor, which has an annual economic impact in Michigan of \$20.6 billion that reaches every single county in Michigan. Wayne State is also one of Detroit's largest employers: with a nearly \$2.6 billion economic impact in the metro Detroit area, the university is a driving force behind the city's resurgence.

From medicine and mechanical engineering to graphic design and geology, the university’s faculty members are renowned for innovation and expertise in their fields, crafting hands-on curricula to

take students out of the classroom and into the real world. Wayne State University is increasingly known for interdisciplinary research in areas such as urban health sciences and disparities, the environment, entrepreneurship and data analytics, human services and education, manufacturing, public policy, and the law, language, and the arts. Whether in the lab or on the stage, the faculty has a measurable impact locally in our own neighborhood, regionally and within the state, and around the world.

Commitment to academic excellence:

- School of Medicine boasts a **100% match rate**
- College of Nursing BSN program ranked in the **top 5% nationally** by *U.S. News & World Report*
- Wayne Law ranked 56th **best law school** in the nation by *U.S. News & World Report*
- This spring, **76 of WSU's student-athletes** maintained a **4.0 GPA** — a school record
- The National Jurist and preLaw magazines have recognized Wayne Law as a **Best Value Law School** for the past 10 years
- Clinical Laboratory Science graduates in the Eugene Applebaum College of Pharmacy and Health Sciences have a **100% job placement rate**
- Wayne State's College of Engineering's undergraduate computer science program is ranked among the **top 26%** in the country by U.S. News & World Report

Research with an impact:

- Awarded **\$288 million** in research awards, grants, and contracts in 2022
- Highest Carnegie Foundation classification for research activity
- College of Engineering was home to the **nation's first** electric-drive vehicle engineering program
- **\$242 million** in annual research expenditures
- **Over 160 patents** awarded to WSU researchers since 2016
- The **Integrative Biosciences Center** leads the way in understanding and reducing health disparities facing Detroit and other urban areas

Ensuring opportunity for all:

- **Ranked #1** Michigan university for social mobility by *U.S. News & World Report*
- **\$184 million** in financial aid provided to students annually
- Michigan's most diverse campus, with over **1,300 students** coming from **71 countries** outside of the U.S.
- Lowest tuition of Michigan's three major research universities
- **Free tuition and fees** for Michigan students with family income below \$70,000 as part of the **Wayne State Guarantee**
- **Warrior Way Back** debt forgiveness program expanded to waive up to \$4,000 in prior debt for students who dropped out but return to complete their degrees
- **7 satellite campuses** bring WSU to communities throughout the state

Fueling Michigan's economy:

- **Three quarters** of Wayne State alumni remain and work in Michigan
- TechTown, WSU's business incubator, has created nearly **2,300 jobs**

- **\$385 million** raised in startup and growth capital through TechTown supporting over 5,000 businesses
- Part of the University Research Corridor’s **\$20.6 billion economic impact**
- Providing opportunities through WSU's Midtown location for **internships and careers** with renowned industry partners, including:
 - Ford Motor Company
 - General Motors
 - Stellantis
 - Corewell Health
 - Henry Ford Health System
 - Quicken Loans
 - DTE Energy
 - City of Detroit
 - Amazon
 - Microsoft
- Partnering with **800+** employers through the Mike Ilitch School of Business's Career Planning and Placement Office

Research Accomplishments

Wayne State University is a preeminent public research university in an urban setting with faculty who conduct innovative research resulting in groundbreaking discoveries that impact lives around the world. Through a multidisciplinary approach to research and education, and ongoing collaboration with government, industry and other institutions including our University Research Corridor partners and the TechTown research and technology park, the university seeks to expand knowledge, enhance economic growth, and improve the quality of life in the city of Detroit, state of Michigan, and throughout the world.

Research at Wayne State University continues to gain momentum with total extramural research funding totaling \$288 million in FY2022. Research expenditures have followed this upward trend totaling \$242 million in FY2022.

According to the NSF’s 2021 Higher Education Research and Development Survey (the most recent published ranking) Wayne State University ranked 108th out of more than 3,500 U.S. colleges and universities.

The innovative research conducted by our faculty and research staff illustrate Wayne State’s successful research enterprise. The following highlights are examples of the important work our faculty are doing in the research arena.

The National Institute on Minority Health and Health Disparities has awarded Wayne State University \$18.2 million over five years to establish a Center for Multiple Chronic Diseases Associated with Health Disparities: Prevention, Treatment, and Management that will use community-based interventions deployed from three research institutions to fight hypertension, heart failure and coronary heart disease in the Black population. The “Addressing Cardiometabolic Health Inequities by Early PreVENtion in the GREAT LakEs Region”

(ACHIEVE GREATER) Center is a proactive rather than reactive approach to reducing overwhelming cardiometabolic health disparities and downstream Black-White lifespan inequality in Detroit and Cleveland, two uniquely comparable cities. The program will be led by Phillip Levy, M.D., M.P.H., the Edward S. Thomas Endowed Professor of Emergency Medicine, and associate vice president for Translational Science.

The National Institute of Environmental Health Sciences of the National Institutes of Health awarded Wayne State \$11.3 million to create a new Superfund Research Program, the “Center for Leadership in Environmental Awareness and Research (CLEAR).” The Center will be dedicated to understanding and mitigating adverse birth outcomes and serious developmental health problems that have been associated with urban environmental exposure to volatile organic chemicals (VOCs), a special class of pollutant found in the subsurface of post-industrial cities like Detroit. CLEAR will focus on Detroit as the principal study site. The CLEAR research team is led by Melissa Runge-Morris, M.D., and Carol Miller, Ph.D. Runge-Morris is the director of the Institute of Environmental Health Sciences/Center for Urban Responses to Environmental Stressors (IEHS/CURES) at Wayne State University. Miller is a professor in the Department of Civil and Environmental Engineering at Wayne State University and director of the Healthy Urban Waters program.

The Biopsychosocial Health lab from Wayne State University has been awarded \$3.6 million from the National Heart, Lung, and Blood Institute of the National Institutes of Health to conduct a project titled “Stress and Cardiovascular Risk Among Urban African American adults: A Multilevel, Mixed Methods Approach.” The project, led by Samuele Zilioli, Ph.D., assistant professor in the Department of Psychology and the Department of Family Medicine and Public Health Sciences at Wayne State University, aims to provide a fine-grained characterization of the psychosocial factors associated with cardiovascular disease (CVD) risk and inflammation among urban middle-aged and older African American adults.

The Office of the Director of the National Institutes of Health awarded Wayne State \$2 million to acquire a 3T Prisma for neuroscience research. The modern 3T human magnetic resonance imaging (MRI) system by Siemens Prisma offers significant hardware and software upgrades including state-of-the-art features that will enable discoveries into brain structure and function to help understand the workings of the brain and etiology of disease. The system will replace a 12-year-old Siemens VERIO which has reached the end of its useful life and is no longer supported by the manufacturer. E. Haacke, Ph.D., professor of radiology in the School of Medicine, is principal investigator of the grant.

A multidisciplinary team of researchers at Wayne State was awarded a \$3.1 million grant from the U.S. Army Corps of Engineers ERDC program to seek alternative sources of rare earth elements critical to advanced military and consumer technologies. The project, Rare Earths from U.S. Extractions (REUSE) will focus on both basic and related applied research in science and engineering with the goal of developing a U.S. rare earth element (REE) supply chain as well as a process of handling waste streams. REUSE is led by two principal investigators, Matthew J. Allen, Ph.D., chair, and professor of chemistry in the College of Liberal Arts and Sciences, and Timothy M. Dittrich, Ph.D., assistant professor of civil and environmental engineering in the College of Engineering at Wayne State University.

The National Institute of Mental Health of the National Institutes of Health awarded Wayne State \$3.6 million over 5 years to identify potential psychobiological mechanisms underlying the strong link between peer victimization and anxiety and relevant therapeutic targets. Peer victimization is a developmentally salient stressor that affects over 5 million adolescents in the US every year and chronic victims are two to three times more likely to develop an anxiety disorder than their non-victimized peers. This project, led by Hilary D. Marusak, Ph.D., assistant professor of Psychiatry and Behavioral Neurosciences, School of Medicine, will be the first that examines prospective associations among peer victimization, physiological responses to threat, and adolescent anxiety. This project is the first in a series of studies that will lead to new preventive interventions which target threat sensitivity to interrupt developmental pathways from peer victimization to anxiety.

The National Institute on Minority Health and Health Disparities of the National Institutes of Health awarded Wayne State \$3.0 million to conduct a study titled “Family mHealth Intervention to Improve Health Outcomes in Black Youth with Type 1 Diabetes: A Multi-Center Randomized Controlled Trial”. Black adolescents with type 1 diabetes (T1D) face disparities in health outcomes, such as higher risk for elevated blood glucose levels, which can lead to diabetes complications. The study, led by Deborah A. Ellis, Ph.D., professor of Family Medicine and Public Health Sciences, School of Medicine, will test a brief, family intervention delivered through mobile health technology intended to optimize family interactions related to diabetes care. If successful, the intervention has the potential to improve health outcomes in a vulnerable population of youth as well as the health of their primary caregivers.

These are a small sampling of the impressive research projects Wayne State faculty are leading.

Economic Impact

Wayne State University’s economic impact in Michigan is substantial: \$2.6 billion in fiscal year 2021 according to the Anderson Economic Group (AEG), including \$507.7 million in payroll expenditures in fiscal year 2021 and \$407.9 million on non-payroll expenditures. Additionally, Wayne State students contributed \$495.4 million through spending in fiscal year 2021 and our alumni contributed \$1.18 billion in incremental earnings. And 90% of that economic impact accrued in southeast Michigan—specifically in Wayne, Oakland, and Macomb counties.

The university is committed to being a catalyst for growth in southeast Michigan. Economic development is a central feature of the university’s 2022-2027 strategic plan, *Our Moment in Time*, and the Office of Economic Development (OED) developed a complementary economic impact strategy to guide our economic impact over the next five years. Released in April, the strategy is inclusive of work happening across Wayne State and is organized around five high-level goals:

1. Preparing a diverse student body for and connecting them to good, household-supporting jobs.
2. Ensuring all Wayne State jobs are household-supporting jobs and accessible to a diverse workforce.

3. Leveraging Wayne State’s purchasing power, research enterprise and entrepreneurship programs to create more household-supporting jobs and wealth building opportunities, especially for Detroiters and people of color.
4. Retaining and attracting talent through investments and programs that improve quality of life in our neighborhood, city, and region.
5. Being a thought leader on and active partner in equitable economic development.

Through this consideration of economic strategies, the university’s goal is to significantly impact external metrics such as the percentage of individuals with a post-secondary credential or degree in Detroit and Michigan, labor force participation rates, and the percentage of individuals earning above United Way ALICE and DFC median wages. The university also seeks to decrease racial and geographic gaps, including those between Black and white Detroiters and between Detroit and its neighboring region.

Wayne State University Research and Technology Park (TechTown)

TechTown is Detroit’s entrepreneurship hub. As the city’s most established business accelerator and incubator, TechTown provides a powerful connection to a broad network of resources, catalyzing entire communities of entrepreneurs to energize the local economy. It offers both tech and place-based economic development programs, as well as coworking, office, meeting, and event space.

TechTown is a section 501(c)(3) nonprofit and is located within the Woodward Technology Corridor SmartZone, on the northern edge of the university’s main campus. The TechTown building is located one block from Wayne State University’s IBio Center and across the street from the NextEnergy building. Wayne State continues to work with TechTown to identify opportunities to position the I2C building as a facility for university and industry collaboration and research focused on cyber physical systems including cyber security, connected and autonomous vehicles, and smart city technologies.

In this growing neighborhood, Wayne State students and faculty work alongside entrepreneurs at TechTown to refine new generations of businesses. TechTown not only contributes significantly to the university’s research capital but also strengthens and diversifies the region’s economy. The relationship with TechTown highlights one of Wayne State’s greatest strengths—its ability to partner with industry and government for the good of the populations the university serves.

III. Staffing and Enrollment

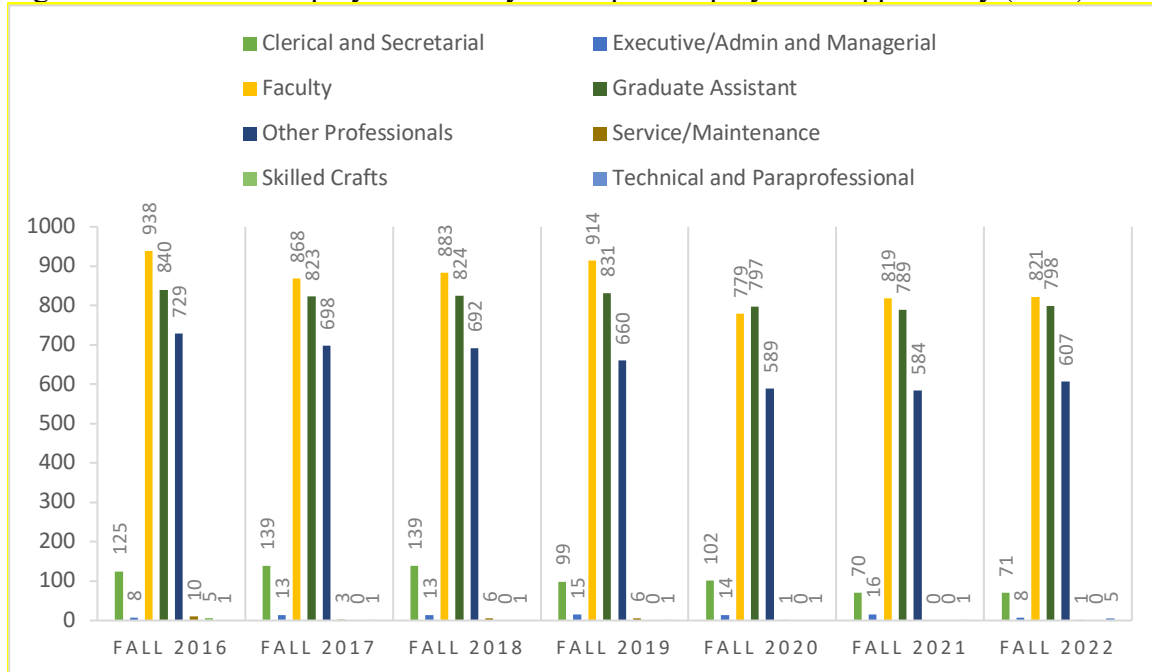
Staffing

Figure 2: Full Time Employee Count by HR Equal Employment Opportunity (EEO) Categories



Source: Office of Institutional Research and Data Analytics

Figure 3: Part Time Employee Count by HR Equal Employment Opportunity (EEO) Categories



Source: Office of Institutional Research and Data Analytics

Enrollment and Student Success

WSU is working to recruit and retain students at both the graduate and undergraduate level. Our 2023 entering class totaled 4,450 new undergraduate students, including 2,988 full-time first year students. This is a 16% increase in first-year students and a 9% increase in incoming transfer students compared to 2022. Total enrollment for undergraduates has increased by 0.9%. The incoming class of talented new students is not only large, it is also strikingly diverse. More than 20% of the incoming class self-identify as Black, over 10% as Middle Eastern/North African, and approximately 10% as Hispanic. University-wide, overall, the number of enrolled students who identify as Black increased more than 5% and the number of enrolled students who identify as Hispanic increased by more than 11% compared to the last academic year.

Total graduate enrollment is down 4.5%, however professional enrollment is up 0.36%. From 2022 to 2023, overall international enrollment increased by 4.2%. Wayne State University's overall Fall 2023 enrollment was down 0.36%, from 23,788 to 23,702 although total credit hours increased by 2.6%, likely due to the adoption of a flat rate tuition model for Fall 2023 described more below.

We remain dedicated to implementing new strategies to boost enrollment in both graduate and undergraduate programs. Our focus is on expanding into markets beyond southeastern Michigan, revamping our financial aid program, and enhancing our recruitment efforts for transfer and adult student populations. We are actively working on creating innovative programs to attract students at all academic levels.

In 2011, a substantial investment of nearly \$10 million was made in a comprehensive student retention initiative, which had a transformative impact on elevating the six-year graduation rate. This initiative strategically targeted five pivotal domains: 1) academic advising, 2) teaching and learning support, 3) first-year experiences, 4) diversity, equity, and inclusion, and 5) bolstering support for underprepared students. One notable achievement is the steady and remarkable increase in our six-year graduation rate, which has improved across all student demographics. Our new six-year graduation rate stands at 56.5%, reflecting a slight decrease from the previous year – due to impacts of the COVID-19 disruption – but a significant improvement from the 26% rate over a decade ago. Particularly noteworthy are the substantial gains among first-generation, low-income, and Latinx students whose graduation rates have all more than tripled since the start of the student retention initiative. Additionally, Black student graduation rates have increased nearly five-fold over that same period.

There are concurrent gains in other indicators of student success, including the average number of credits completed by undergraduate students during their first two semesters, which currently stands at 25 credits. Additionally, the first-to-second year retention is over 80% for the fourth consecutive year and average time to degree completion has dropped to 4.13 years – down nearly an entire year since 2011.

Looking ahead, with a continued focus on social and economic mobility, the university has launched new initiatives to bolster past efforts to improve student success. This includes launching the Warrior 360 Program, developing a more coordinated first-year experience, and increasing affordability.

Warrior 360 (W360) is a modern student success initiative that maximizes campus resources and partnerships to surround students with high-touch care and support. This work is heavily influenced by the idea that W360 is centrally positioned to liaise between students and service. Through professional success coaching and peer success partnerships, the expectation is that students will connect and actively engage with campus resources and academic programs in success-driven ways. W360 develops strategies in concert with the campus community that lead students to a cherished college experience, graduation and post-graduation success. Each student engaged in W360 is paired with a peer success partner and a success coach.

Additionally, the university is developing a coordinated and comprehensive first-year experience to ensure successful transition, create a sense of belonging, and provide support for any student in their first year. Through first-year courses, coordinated services, and robust programming such as First-Year Interest Groups (FIGs) and the First-Year Residential Experience (FYRE), the coordinated First-Year Experience will create the opportunity for student success, persistence to degree attainment, and career and community engagement beyond graduation.

To increase affordability and student momentum toward degree completion, the university launched the flat-rate tuition and Wayne State Guarantee initiatives in the fall of 2023. Flat-rate tuition initiative provides more cost transparency to students and families, and instead of paying per credit hour, full-time undergraduate students will pay one flat rate if they take 12-18 credit hours. The initiative is specifically designed to help students graduate faster and with less debt. Thus, there is a renewed emphasis on undergraduate students completing in four years with phase two of the initiative to include year-round and block scheduling.

Moreover, the university expanded its financial aid programs to include the Wayne State Guarantee, which provides free tuition to incoming Michigan students with family incomes of \$70,000 or less.

We remain dedicated to implementing new strategies to boost enrollment in both graduate and undergraduate programs. Our focus is on expanding into markets beyond southeastern Michigan, revamping our financial aid program, and enhancing our recruitment efforts for transfer and adult student populations. We are actively working on creating innovative programs to attract students at all academic levels.

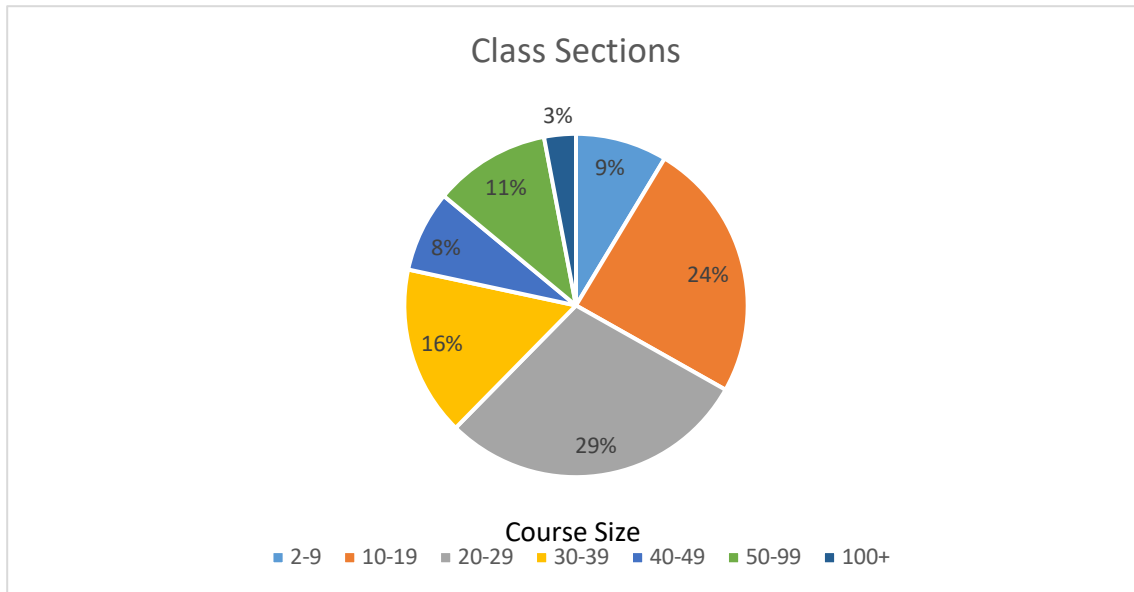
Student-to-Faculty Ratios

The published student to faculty ratio is based on 17,319 full-time equivalent students (full time plus 1/3 part time) and 1,112 full-time equivalent instructional faculty (full time plus 1/3 part time), excluding students and faculty in stand-alone graduate programs. The fall 2022 student to faculty ratio is 16 to 1, which is on par with the national average.

Current Class Size

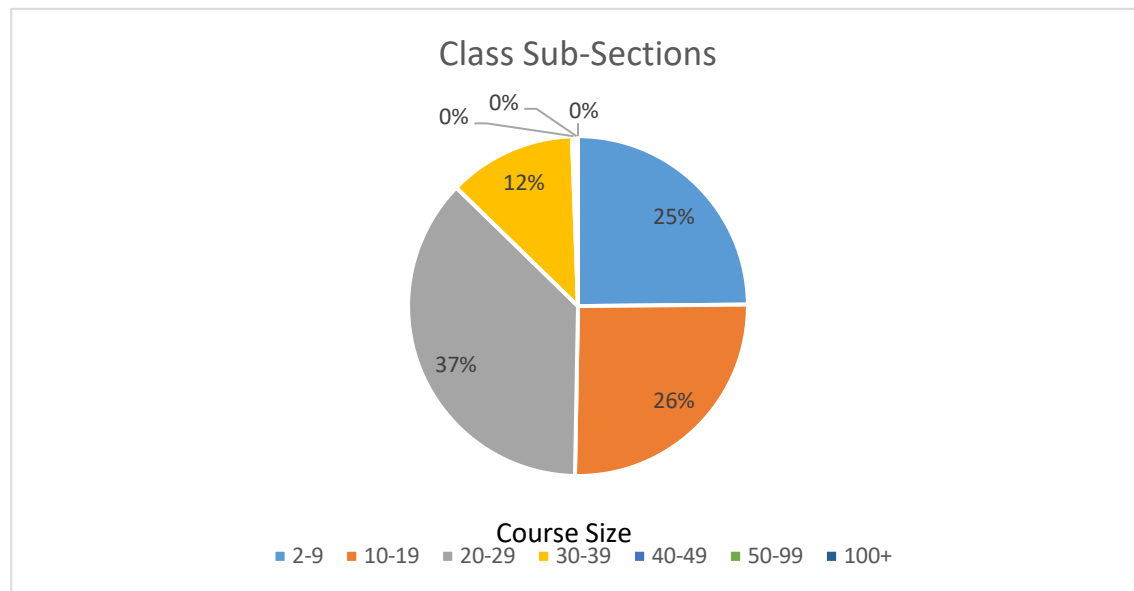
Class size varies depending on the program and class level. Of all undergraduate classes (excluding sub-sections), 33% have fewer than 20 students. Classes with 20 to 49 students make up 53%. Of the 2,038 class sections, 86% have fewer than 50 students. Additionally, of 354 class sub-sections, 100% have fewer than 40 students.

Figure 4: Number of Class Sections with Undergraduates Enrolled (Class Sections)



Source: Office of Institutional Research and Data Analytics

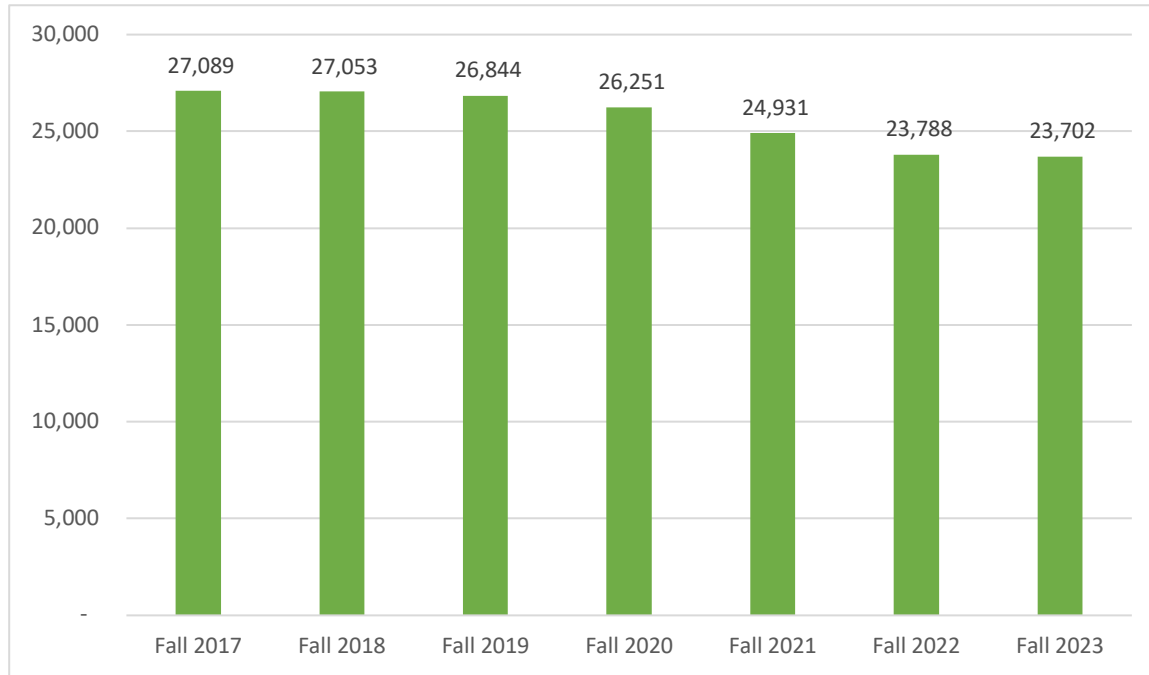
Figure 5: Number of Class Sections with Undergraduates Enrolled (Class Sub-Sections)



Source: Office of Institutional Research and Data Analytics

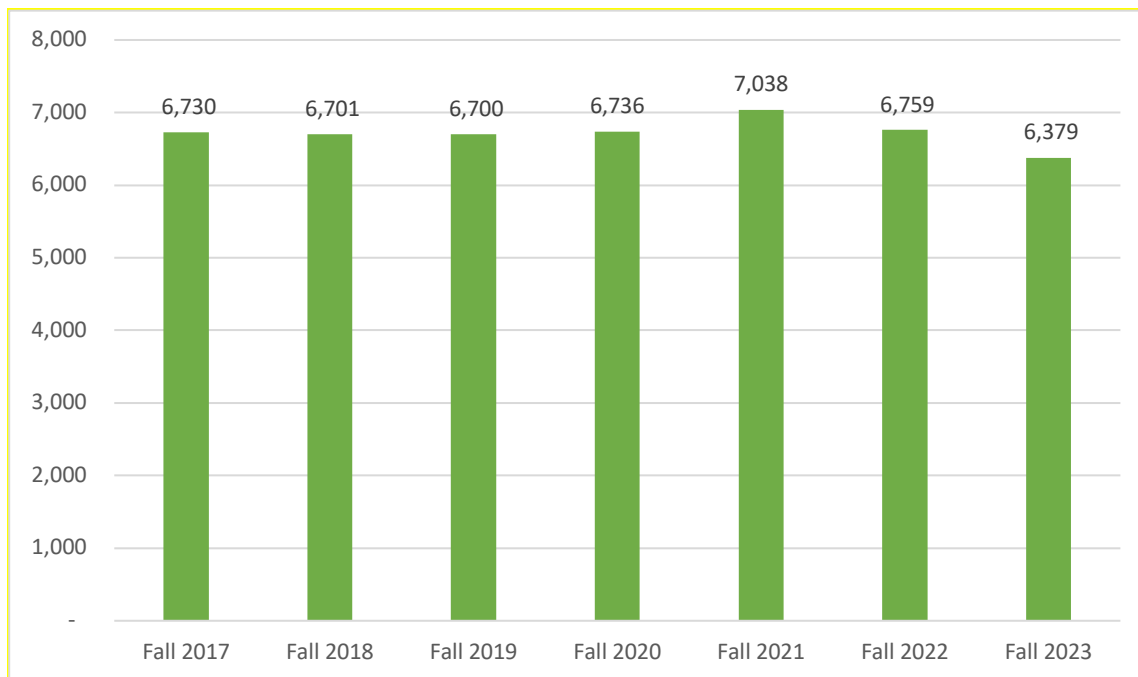
Enrollment and Graduation Patterns over the Past Six Years

Figure 6: Total Headcount Enrollment by Year



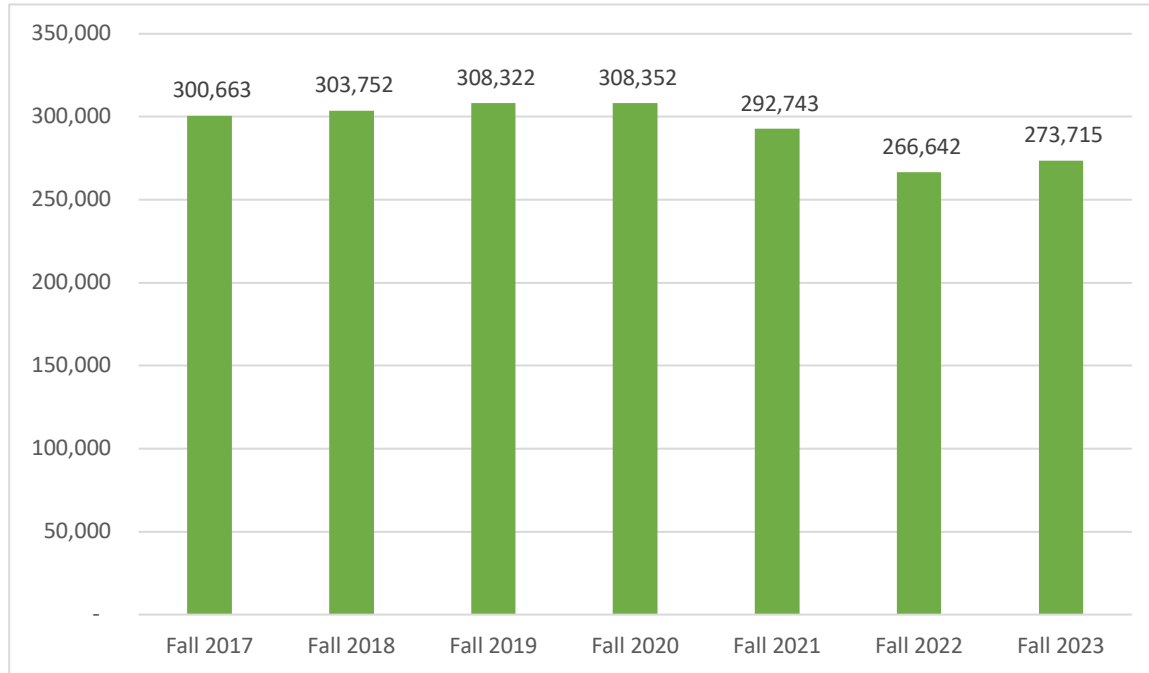
Source: Office of Institutional Research and Data Analytics

Figure 7: Number of Degrees and Certificates Awarded by Year



Source: Office of Institutional Research and Data Analytics

Figure 8: Credit Hours by Year (includes dual credit hours)



Source: Office of Institutional Research and Data Analytics

Extension Center Summary & Web Class Report

Figure 9: Extension Center Enrollment 2022-2023

	Section Count		Section Enrollment		AVG Section Enrollment	
	2022	2023	2022	2023	2022	2023
All Extension Centers TOTAL	72	60	1,091	1,105	15.2	18.4

Student Headcount & Credit Hours	Headcount		Credit Hours		Average Credit Hours	
	2022	2023	2022	2023	2022	2023
Undergraduate Totals	684	694	2,872	2,850	4.2	3.0
Graduate Totals	13	9	50	28	3.8	3.0
Professional Totals	0	0	0	0	0.0	0.0
TOTAL	697	703	2,922	2,878	4.2	4.1

Figure 10: Web Class 2022-2023 Comparison

Class Section	Section Count		Section Enrollment		AVG Section Enrollment	
	2022	2023	2022	2023	2022	2023
TOTAL	947	951	27,067	27,305	28.6	28.7

Student Headcount & Credit Hours	Headcount		Credit Hours		Average Credit Hours	
	2022	2023	2022	2023	2022	2023
Student Level						
Undergraduate	13,617	13,365	67,636	68,865	5.0	5.2
Graduate	2,938	2,922	13,181	13,107	4.5	4.5
Professional	102	141	417	342	4.1	2.4
TOTAL	16,619	16,428	81,065	82,314	4.9	5.0

Source: Office of Institutional Research and Data Analytics

Note: Figures 9 and 10 exclude graduate medical education students.

IV. Facilities Assessment

Campus Housing Demand

Wayne State University’s 40-year partnership with Corvias, LLC, a novel implementation of a Public-Private Partnership (P3) began on December 1, 2017. The partnership incorporates the Housing Facilities Master Plan 2016-2026, with the following projects now complete:

- Fall 2017 opening of The Thompson, a 55-bed living/learning community for the College of Fine, Performing and Communication Arts.
- Fall 2018 opening of the 400-bed Phase I of the new Anthony Wayne Drive Apartments.
- Summer and Fall 2018 exterior renovation of Chatsworth Apartments.
- July 2019 opening of the 443-bed Phase II of the Anthony Wayne Drive Apartments.
- Summer 2019 demolition of the Helen L. DeRoy Apartments.
- Fall 2021 opening of the Chatsworth Suites after an interior “gut and rebuild” of the Chatsworth Apartments.
 - A related project, the expansion of the Towers Residential Suites cafeteria dining room to support more students living and dining on campus, was completed in October 2020.

Activities to address deferred maintenance in other existing housing facilities will continue annually. A major renovation of Keast Commons, the campus green space in the residential precinct of campus, is in planning to occur in 2024-26 period.

Post-pandemic demand for on-campus housing by university students has moderated, creating a drop in annual housing revenues. The university and its P3 partner are working together to assess current interest and opportunities to incentivize students to live on campus.

Functionality of Existing Structures, Deferred Maintenance and Facilities Condition

Wayne State University owns and operates 111 buildings and leases space in another 14. The university delivers its programs and conducts research from over 12.7 million gross square feet of space.

The bulk of the university's physical infrastructure was constructed prior to 1980, with the majority constructed in the post-WWII era of 1951-1975. Approximately 60% of campus buildings are over 50 years old, placing a significant risk of failure on the university's operations.

Recently, the university retained the services of Gordian, a nationally renowned company that works with institutional members to benchmark data, identify opportunities to optimize capital resources, and quantify campus sustainability performance. Gordian has collected and verified facilities data and is working with the University to continuously update existing facilities data and identify capital renewal needs. In analyzing 94 buildings, Gordian has identified an overall total need of \$731.6 million to address deferred maintenance, 33% of which is considered backlog need. Mechanical, electrical, and plumbing work makes up 54% of the University's total need.

Using the Gordian data, the University has developed a five-year capital plan that prioritizes reduction of deferred maintenance. This five-year capital plan is inclusive of mechanical, electrical, and plumbing (MEP) infrastructures, as well as building envelope and furniture fixtures and equipment (FF&E). Furthermore, we are addressing academic and student experience concerns as well as curb appeal and initiatives to align specifically with campus plan and strategic plan initiatives. **Appendix B** provides a summary, by building, of the facilities data validated by Gordian.

Utilities and Energy Management

The Department of Utilities and Energy Management is responsible for undertaking numerous gas, electricity and water saving initiatives. This is in addition to significant electrical utility service upgrade/conversion projects in many buildings. We now have three energy engineers and a consulting group of three persons actively engaged in various aspects of energy optimization. These groups are entirely funded by DTE because of our dedicated participation in the DTE Energy Challenge. We secured additional support by our demonstrated ongoing commitment to progressive energy management efforts. DTE funding is also being provided to support paid student interns to aid in ongoing efforts.

The Energy Challenge was an energy reduction study involving a five-building survey process. The goal achieved was to document energy saving opportunities and create a payback analysis book containing the various options. Wayne State Engineering graduate students were involved in the efforts along with a professor from the College of Engineering. This effort was combined with a class in energy management to provide field experience for the students. All participating students received scholarships for their participation. The three energy engineers are currently

involved in conducting a study of energy saving opportunities in an additional 12 buildings using the format from the original five buildings.

Sustainability Path

The Office of Campus Sustainability, established in 2011, works to advance the university's climate mitigation and adaptation strategies by lessening the institution's environmental impacts created by university operations and actions while engaging the entire campus community in sustainable learning, initiatives, and opportunities that lead to enhancing sustainability-related outcomes within the academic environment. This work is guided by a five-year sustainability plan for sustainability efforts in academics, research, operations, and campus life.

The sustainability plan also aligns with Wayne State University's Strategic Plan to help ensure organizational objectives are met within an environmental framework. The university recently finalized the third edition of the five-year sustainability plan that will guide the institution's environmental efforts from 2023-2028

Facilities and Land Use

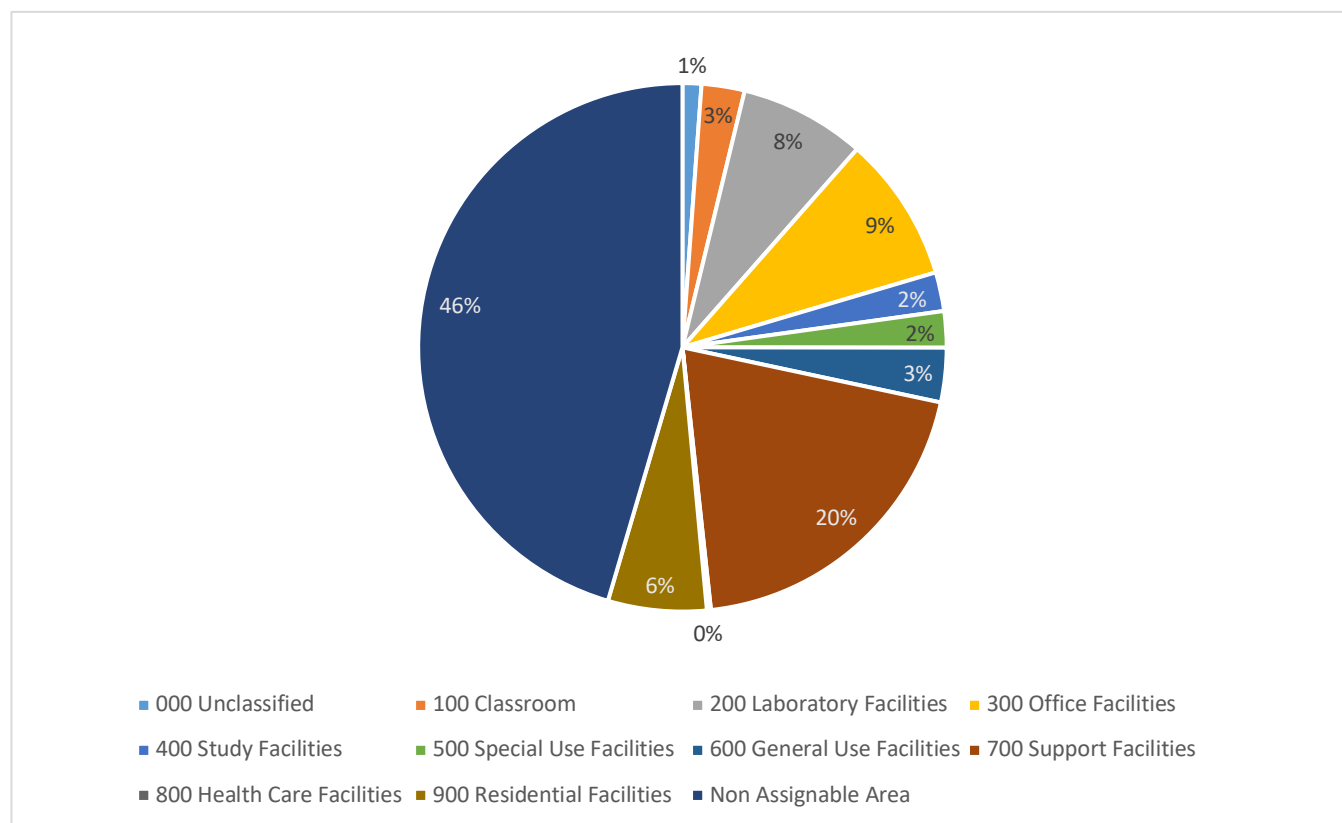
The overall distribution of academic and research space is expected to continue changing during the next several years. **Figure 11** shows a breakdown of utilization by space type. Currently, approximately 3% of the assignable square feet of space is dedicated to classroom facilities (FICM 100 – 385,708 SF) and 8% is dedicated to laboratory facilities (FICM 200 – 1,127,830 SF)¹. A further 2% is dedicated to study areas (FICM 400 – 348,520 SF).

Increases in technology and distance learning, as well as changes to pedagogy in response to the coronavirus pandemic, will further redefine and shape future classroom space allocations and development. In addition, student desire for collaboration and study space will alter utilization and planning moving forward. Recent renovations of the STEM Innovation Learning Center and the M. Roy Wilson State Hall have exponentially increased available student study and collaboration areas by taking advantage of previously underutilized areas in corridors as well as building in reservable study and meeting rooms.

As the university begins an update to The Wayne Framework: 2030 Campus Plan, completed in 2019, areas of optimization will include classroom, research, and office utilization (the latter encompasses 9% of the assignable square feet (FICM 300 – 1,306,906 SF)).

¹ Per the NCES Manual, class laboratories and class laboratory service spaces are included in FICM 200 calculations.

Figure 11: Utilization by Space Type



Along with facility optimization opportunities, the campus planning process also considered land use. Of the approximately 223.3 acres of combined campus land coverage, 67.4% consists of impervious surfaces including buildings, surface parking, streets, driveways, and sidewalks. This not only poses a significant impact to stormwater retention and drainage, but it also reduces the availability to the university and community at large of high-quality civic space. As an urban campus, Wayne State University has an opportunity to be a leader in both sustainable water management practices and multi-functional and innovative public spaces. These themes will be further investigated as the university begins to implement the campus plan refresh.

Building and Classroom Utilization Rates

With the recent completion of the M. Roy Wilson State Hall renovation, the University is uniquely poised to identify opportunities for better instructional space utilization across campus. The Registrar and the Planning and Space Management department have begun a comprehensive analysis of instructional space in order to identify opportunities for renovation, repurposing, or demolishing other classroom structures.

Prior to the shift to primarily online and hybrid learning models due to the coronavirus pandemic, classroom use for scheduled instruction had an evening peak, but even at peak usage only approximately 60% of all classrooms were in use. The university’s overall classroom metric (the ratio of classroom demand to classroom supply assuming a minimum target of 40 hours of weekly room use for scheduled instruction) is 0.259, whereas the state systems that have officially adopted

this classroom metric typically target scores of 0.400 to 0.700. There is therefore significant capacity either to increase the number of sections delivered, or to decrease the available classroom space. Teaching laboratories show a somewhat soft utilization profile, except for core science courses in biology, chemistry, and physics. That said, upcoming analyses of instructional facilities will address both classroom and teaching laboratory spaces.

Research space use, as measured by sponsored expenditures, is currently dominated by the School of Medicine, although even for the School of Medicine utilization is not equally strong across all research-intensive buildings. Scott Hall is particularly under-utilized from a sponsored expenditures perspective.

Office space utilization is also soft. While the best available calculation of the vacancy rate is ~9.3% (i.e., reasonable), an investigation of office configurations suggests significant inequities and wasted space. The average size for private offices varies widely across colleges and administrative units, from approximately 85 square feet per person to almost 180 square feet per person, with 20 of the 36 units surveyed having an average above 120 square feet (typical targets are between 100 and 120 square feet). The available data for shared workspaces is even starker. Unit averages vary from ~25 square feet per person to ~175 square feet, with 12 of 31 units surveyed averaging above 85 square feet per person (targets go from 60 to 85 square feet).

As a result of the changes in work habits due to the coronavirus pandemic, the university anticipates significant shifts in office and administrative space utilization. The Planning and Space Management group within Facilities Planning and Management has begun a multi-year, comprehensive analysis of the current and future administrative space needs to better align utilization with the campus master plan strategy of consolidation.

The university has over 400,000 assignable square feet of library and study space which represents a significant percentage of its academic portfolio. Planning and Space Management is working with the library system to optimize library functions and space with student and faculty needs.

Since the completion of the Wayne Framework, Wayne State has experienced significant leadership turnover, a global health pandemic, and infrastructure failure resulting from global climate change. All these factors have influenced the implementation of the plan, leading the University to undertake a review the 2019 framework in order to provide an updated analysis of the current situation, and to propose a revised implementation based on existing factors such as strategic outlook and anticipated funding capacities.

Mandatory Facilities Standards

As a “Carnegie Research University, Very High Activity” institution, Wayne State University complies with required facilities standards.

- Animal research facilities are distributed throughout the main and medical campus buildings. Facility standards for laboratory research animals are rigorous and regulated by the national accrediting agency, the Assessment and Accrediting of Laboratory Animal Care.

- The university’s offices of Environmental Health and Safety and Health Physics and Radiation Control are responsible for the collection, short-term storage, and disposition of hazardous waste materials. These activities are regulated nationally by the Environmental Protection Agency, Nuclear Regulatory Commission, and locally by the State Department of Environmental Quality.
- Chemical and biological laboratories that contain fume hoods and store chemicals and/or reagents are spread throughout the main and medical campuses. These facilities are regulated by Occupational Safety and Health Administration standards (OSHA).
- Specialized facilities such as laser laboratories, large testing equipment and laboratories, and biohazard laboratories exist in the colleges of Liberal Arts and Sciences, Engineering, the Eugene Applebaum College of Pharmacy and Health Sciences, and the School of Medicine. These laboratories have special OSHA regulations and requirements and often need significant modification to the buildings and utility systems.
- The clinical behavioral science laboratories used for conducting research on human subjects are regulated by the National Institutes of Health. The university’s Institutional Review Board is responsible for implementing these regulations.

Bond Status

Wayne State University has five completed building projects with obligations to the State Building Authority.

<u>Project</u>	<u>Lease Commencement</u>	<u>Lease Expiration</u>
Pharmacy and Health Sciences	September 2002	2037
Welcome Center	December 2002	2037
Engineering Development Center	December 2009	2044
Integrative Biosciences Center	August 2015	2050
STEM Innovation Learning Center	November 2021	2056

V. Implementation Plan

Capital Planning and Priorities

Since the completion of the Wayne Framework in 2019, Wayne State has experienced significant leadership turnover, a global health pandemic, and catastrophic floods resulting from severe weather and local infrastructure failure. All these factors have influenced the implementation of the plan, leading the University to re-engage consultants to review the 2019 framework, provide an updated analysis of the current situation, and to propose a revised implementation based on existing factors such as strategic outlook and anticipated funding capacities.

This update will be conducted through a collaborative process that involves key stakeholders across the institution. The process will be guided by a steering committee comprising representatives from different stakeholder groups and will involve regular communication and feedback from all stakeholders. The final plan will be presented to the institution's leadership for approval and implementation. The plan will serve as a roadmap for the institution's growth and development over the next five to ten years, with periodic reviews and updates as needed.

In addition to specific consolidation and optimization projects, the university continues to develop and refine its capital planning processes. **Appendix A** represents the current and future capital planning efforts across campus. Projects include renovations, additions, new construction, major systems maintenance, and utilities. As a note, projects shown are those above a \$750,000 threshold to better align with State Capital Outlay guidelines.

APPENDICES

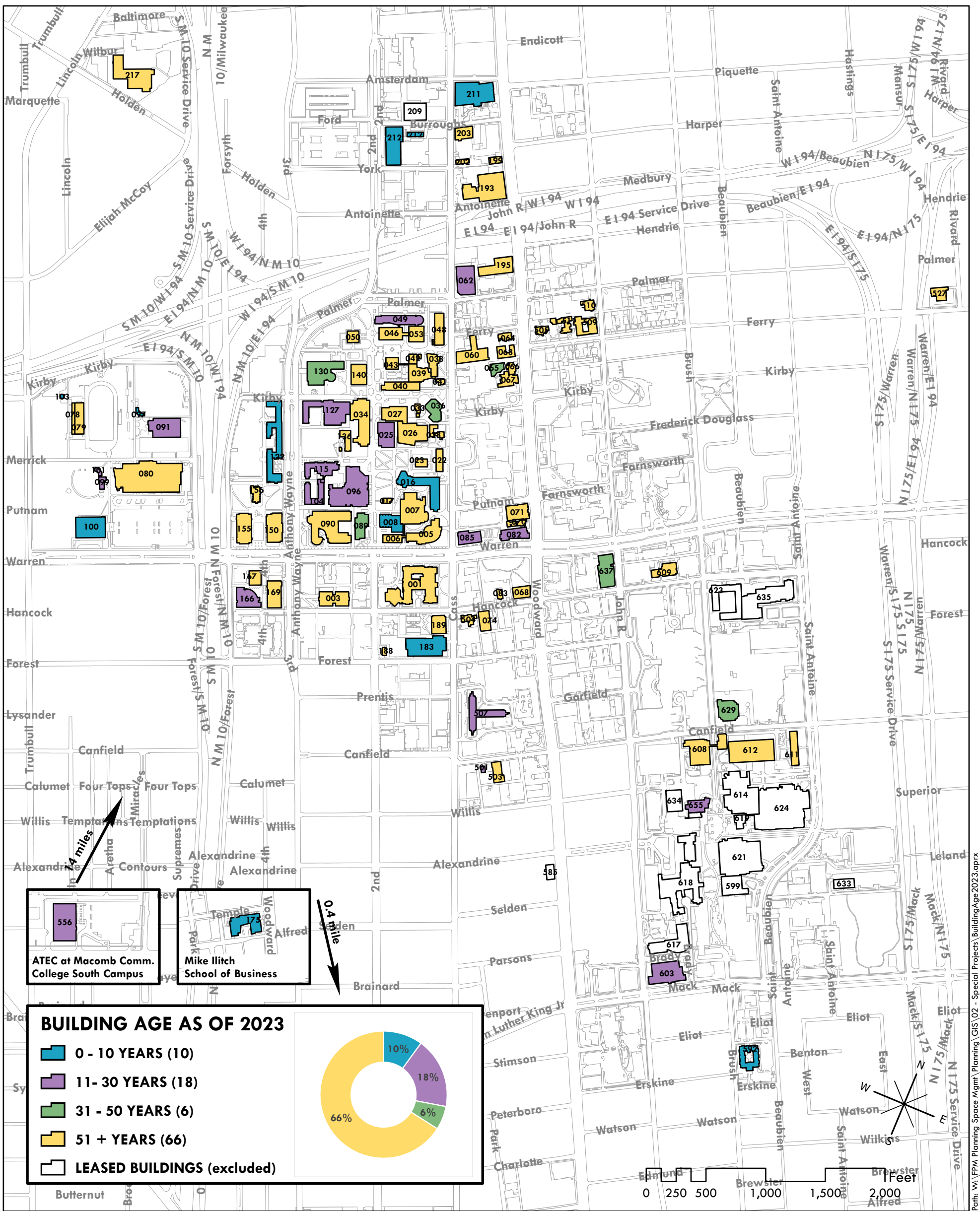
Appendix A

Five-Year Capital Renewal Plan

Project Name	Project Type	Project Year	Est Budget
5057 Woodward Elevators Upgrades and Modernization	Elevators	2024	\$1,625,000
110 E. Warren	Master/Strategic	2024	\$5,000,000
Deroy Auditorium Pond Restoration /Classroom Reno Phase 2	Master/Strategic	2024	\$2,500,000
Matthaei Cooling and Electrical Upgrade	MEP Capital Renewal	2024	\$6,450,000
Scott Hall Cooling HVAC Plant - Chillers, VAV's and DDC's	MEP Capital Renewal	2024	\$1,800,000
FAB BAS Upgrade & select equipment (RTU's)	MEP Capital Renewal	2024	\$1,600,000
Student Center - Modernize Chiller	MEP Capital Renewal	2024	\$1,500,000
5057 Woodward Domestic Water Distribution	MEP Capital Renewal	2024	\$1,450,000
UGL-Warrior 360 Academic Engagement Hub	Student Experience/Academ	2024	\$1,150,000
Applebaum MRI Installation	Student Experience/Academ	2024	\$2,000,000
Applebaum Repair / replace generator transfer gear	MEP Capital Renewal	2024	\$1,200,000
Applebaum Pharmacy Terminal Pkg Units	MEP Capital Renewal	2024	\$1,100,000
Science Hall Lighting and Branch Wiring	MEP Capital Renewal	2024	\$1,050,000
Old Main Cooling Plant (Chillers)	MEP Capital Renewal	2024	\$1,000,000
Biological Science MEP Controls	MEP Capital Renewal	2024	\$2,850,000
Art Building Elevator Modernization & Added Scope	Elevators	2024	\$2,050,000
PS#2 and PS#4 Concrete and Structural Repairs	Parking Structures	2024	\$4,879,000
UGL Exterior Masonry Repairs	Building Envelope & Roofs	2025	\$1,460,400
Cohn Building Exterior Windows	Building Envelope & Roofs	2025	\$1,281,000
Emma Lazaroff Schaver Elevator Addition	Elevators	2025	\$1,680,000
Grounds/Custodial Building Demolition	Master/Strategic	2025	\$1,400,000
General Lectures Demolition	Master/Strategic	2025	\$1,200,000
Parking Equipment	Parking Structures	2025	\$1,500,000
Cohn - Nursing Classroom Redesign and Renovation	Student Experience/Academ	2024	\$2,000,000
Parking Concrete and Structural Repairs	Parking Structures	2025	\$4,440,000
UGL Refresh and Repurpose	Student Experience/Academ	2025	\$7,450,000
Perdy-Kresge Refresh & Optimization	Student Experience/Academ	2025	\$4,500,000
Keast Commons Master Plan	Student Experience/Academ	2025	\$2,705,000
Campus Exterior Activation	Student Experience/Academ	2025	\$1,400,000
Old Main Exterior Masonry	Building Envelope & Roofs	2026	\$1,000,000
400 Mack Elevator in Existing Shaft (future cab 2)	Elevators	2026	\$1,100,000
Scott Hall Replace Absorber #2	MEP Capital Renewal	2026	\$1,000,000
Parking Equipment	Parking Structures	2026	\$1,500,000
PS#1, PS#2 and PS#8 Concrete and Structural Repairs	Parking Structures	2026	\$4,224,000
FAB/Student Center/Macabees/Engineering Roofs	Building Envelope & Roofs	2027	\$2,200,000
AAB Update to BAS controls	MEP Capital Renewal	2027	\$1,000,000
5057 Woodward HVAC Heat Pumps	MEP Capital Renewal	2027	\$1,700,000
Physics HVAC Distribution VAV / Exhaust	MEP Capital Renewal	2027	\$1,600,000
Parking Equipment	Parking Structures	2027	\$1,500,000
Parking Concrete and Structural Repairs	Parking Structures	2027	\$5,519,000
Manoogian Repurpose	Master/Strategic	2028	\$4,500,000
Parking Concrete and Structural Repairs	Parking Structures	2028	\$2,851,000

Wayne State University
 [2022] Facilities Assessment & Planning Summary by Building
 Created 10/24/23, 3:04 PM

Building Number	Building Name	GSF	Total	Backlog	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total Building \$/GSF
001	Old Main	436,295	\$40,734,003	\$1,893,028	\$87,531	\$485,190	\$1,619	\$0	\$7,257,882	\$9,329,937	\$6,067,670	\$2,667,030	\$12,908,126	\$35,989	\$93
003	Physics	108,760	\$8,547,761	\$5,655,480	\$0	\$2,272,767	\$0	\$0	\$14,670	\$18,922	\$583,923	\$0	\$0	\$2,000	\$79
005	Science Hall	137,403	\$13,620,890	\$5,972,279	\$10,813	\$0	\$178,407	\$0	\$2,825,973	\$2,366,459	\$0	\$0	\$2,266,959	\$0	\$99
006	Life Science	59,904	\$12,800,410	\$6,403,190	\$0	\$0	\$99,731	\$0	\$0	\$0	\$47,052	\$1,923,672	\$4,325,142	\$1,622	\$214
007	Chemistry	228,910	\$17,768,068	\$5,775,604	\$695,832	\$16,219	\$63,742	\$166,026	\$624,801	\$782,766	\$495,988	\$7,546,141	\$2,600,949	\$0	\$82
008	STEM	116,457	\$11,448,332	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1
016	State Hall	163,530	\$6,809,011	\$2,155,943	\$159,981	\$159,981	\$0	\$0	\$94,970	\$1,249,921	\$882,242	\$0	\$0	\$0	\$42
017	Linsell House	6,581	\$1,727,839	\$580,738	\$0	\$1,089	\$5,234	\$0	\$562,079	\$567,699	\$0	\$0	\$0	\$0	\$263
022	Prentiss	68,404	\$8,352,177	\$2,265,438	\$655,406	\$2,126,502	\$614,818	\$0	\$249,017	\$2,075,461	\$213,809	\$151,726	\$0	\$0	\$122
023	DeRoy Auditorium	13,962	\$4,532,353	\$462,652	\$0	\$0	\$1,202,506	\$59,469	\$146,769	\$117,001	\$243,956	\$0	\$2,300,000	\$0	\$325
025	Mort Harris Fitness Ctr	79,399	\$4,644,406	\$26,822	\$32,333	\$1,828,692	\$0	\$0	\$40,007	\$374,398	\$1,373,592	\$660,459	\$262,745	\$45,358	\$258
026	Purdy Library	162,770	\$19,924,007	\$7,547,758	\$3,149	\$0	\$0	\$2,241,830	\$1,710,381	\$2,539,241	\$13,321	\$0	\$5,520,000	\$348,326	\$122
027	Krege Library	68,272	\$6,539,064	\$4,349,134	\$0	\$257,609	\$0	\$91,907	\$50,000	\$318,341	\$5,302	\$192,584	\$1,215,602	\$108,586	\$96
028	Rands House	19,670	\$3,139,485	\$2,061,650	\$0	\$275,191	\$0	\$0	\$0	\$204,755	\$173,927	\$0	\$0	\$256,657	\$160
033	Jacob House	8,990	\$1,484,843	\$1,245,530	\$0	\$0	\$64,098	\$0	\$0	\$0	\$64,098	\$38,674	\$12,975	\$59,469	\$165
034	Student Center	220,387	\$13,235,649	\$4,490,840	\$1,013,767	\$1,520,123	\$0	\$0	\$1,031,521	\$1,892	\$2,953,503	\$928,133	\$1,295,870	\$0	\$60
036	Reuther Library	73,955	\$7,415,630	\$2,051,528	\$0	\$220,560	\$117,626	\$2,163	\$8,356	\$2,868,733	\$809,361	\$735,416	\$601,887	\$0	\$100
038	Schaver Music	36,088	\$463,899	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13
040	Art Building	56,358	\$172,305	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
041	Herman Strausburg Home	10,202	\$1,447,481	\$1,333,249	\$11,250	\$0	\$80,483	\$0	\$0	\$11,250	\$0	\$0	\$11,250	\$0	\$142
042	Alumni House	16,047	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
043	McGregor	28,847	\$5,075,486	\$2,376,042	\$0	\$331,791	\$431,526	\$0	\$0	\$1,181,732	\$0	\$0	\$612,021	\$142,375	\$176
045	Parking Structure 5	321,465	\$189,940	\$0	\$8,981	\$0	\$0	\$40,007	\$0	\$32,438	\$22,763	\$4,517	\$81,235	\$0	\$1
046	Law School	81,319	\$6,270,468	\$1,389,074	\$0	\$33,519	\$258,677	\$0	\$199,277	\$336,656	\$1,559,495	\$1,808,408	\$195,584	\$489,229	\$77
048	Cohn School of Nursing	89,669	\$10,847,903	\$5,928,850	\$0	\$471,696	\$0	\$0	\$1,009,821	\$11,884	\$1,346,342	\$2,022,363	\$45,064	\$11,884	\$121
049	Law Library Building	68,523	\$3,622,721	\$416,513	\$26,509	\$1,868,518	\$0	\$0	\$167,595	\$32,869	\$1,059,640	\$0	\$41,995	\$9,082	\$53
050	Shapiro Hall	41,181	\$5,486,425	\$0	\$70,704	\$819,370	\$0	\$0	\$0	\$1,253,570	\$588,229	\$39,095	\$0	\$5,458	\$133
051	Parking Structure 1	694,046	\$411,092	\$0	\$10,359	\$0	\$0	\$0	\$0	\$0	\$88,512	\$100,456	\$1,892	\$0	\$1
053	Law Classroom	17,689	\$1,871,992	\$1,622,842	\$0	\$222,424	\$0	\$0	\$0	\$0	\$0	\$26,726	\$0	\$0	\$106
056	Parking Structure 2	593,948	\$527,610	\$34,894	\$0	\$0	\$0	\$146,452	\$38,069	\$2,219	\$16,006	\$289,968	\$0	\$1	\$1
060	University Services	97,291	\$10,529,097	\$3,932,846	\$0	\$92,969	\$410,515	\$0	\$248,734	\$0	\$4,375,332	\$996,371	\$51,054	\$421,275	\$108
062	Academic Administration Building	134,678	\$6,540,952	\$1,003,671	\$189,298	\$820,939	\$0	\$0	\$1,179,143	\$930,162	\$905,332	\$0	\$1,512,406	\$0	\$49
063	School of Social Work	32,724	\$4,338,035	\$2,688,247	\$97,837	\$34,060	\$0	\$114,056	\$0	\$394,512	\$911,486	\$97,837	\$0	\$133	\$0
064	Beecher House	19,458	\$1,885,149	\$1,231,604	\$0	\$200,503	\$116,867	\$0	\$13,132	\$0	\$37,473	\$287,287	\$5,283	\$0	\$97
065	Mortuary Science	39,085	\$5,430,052	\$1,161,765	\$37,292	\$395,953	\$5,180	\$0	\$1,818,693	\$788,482	\$1,171,838	\$40,028	\$10,813	\$0	\$139
067	Lemuel Bowen House	22,177	\$2,554,142	\$2,234,832	\$0	\$0	\$0	\$0	\$1,704,700	\$111,322	\$0	\$0	\$1,132	\$0	\$1
067	067 - 5425 Woodward	48,009	\$6,510,204	\$1,630,100	\$0	\$3,244	\$152,707	\$2,163	\$260,621	\$1,121,604	\$1,992,684	\$0	\$0	\$1,356,081	\$136
068	Leonard N. Simons Building	54,454	\$5,615,788	\$3,621,444	\$0	\$36,227	\$1,088,257	\$0	\$131,049	\$0	\$292,672	\$446,140	\$0	\$0	\$103
070	5033 Woodward	17,763	\$2,275,710	\$1,797,217	\$0	\$262,474	\$0	\$0	\$0	\$84,265	\$0	\$0	\$0	\$0	\$128
071	Maccabees Building	288,419	\$30,914,448	\$16,271,999	\$774,349	\$0	\$4,155,864	\$3,158,613	\$45,410	\$263,346	\$1,237,808	\$4,952,371	\$54,689	\$0	\$1
074	95 W. Hancock	23,528	\$2,807,951	\$2,144,941	\$0	\$32,438	\$0	\$282,992	\$160,950	\$165,678	\$18,711	\$2,241	\$0	\$119	\$0
078	Stadium Auxiliary Building	12,685	\$1,421,895	\$1,014,707	\$0	\$220,153	\$0	\$0	\$27,843	\$44,465	\$55,686	\$14,577	\$0	\$44,465	\$112
080	Wayne State Stadium	407,069	\$2,797,706	\$793,678	\$0	\$2,042,636	\$4,887	\$0	\$545,595	\$0	\$1,121,518	\$31,127	\$192,043	\$263,715	\$88
080	Matthae Physical Education Center	157,841	\$14,053,942	\$3,393,739	\$407,980	\$479,085	\$1,068,034	\$197,251	\$197,251	\$447,021	\$1,353,506	\$927,689	\$3,827,432	\$1,952,204	\$89
082	Welcome Center	66,936	\$7,279,085	\$262,001	\$0	\$559,124	\$497,329	\$0	\$1,099,394	\$0	\$515,572	\$649,975	\$3,695,690	\$0	\$109
083	60 W. Hancock	5,379	\$1,351,114	\$841,250	\$0	\$72,630	\$0	\$0	\$112,711	\$102,748	\$0	\$184,608	\$8,650	\$28,517	\$251
085	Wayne State Bookstore	29,447	\$2,055,643	\$82,468	\$0	\$27,031	\$87,749	\$0	\$0	\$400,007	\$87,749	\$86,206	\$1,179,666	\$464,767	\$0
089	Biological Sciences	133,514	\$11,385,168	\$377,536	\$918,718	\$45,413	\$1,178,925	\$1,105,618	\$0	\$1,399,491	\$2,626,422	\$3,733,044	\$0	\$85	\$0
090	Engineering	265,740	\$25,338,036	\$2,244,317	\$14,463	\$2,755,613	\$227,758	\$6,059,621	\$1,601,336	\$1,892	\$3,893,328	\$1,253,732	\$7,285,976	\$0	\$95
091	Duchene Multi-Purpose Indoor Facility	407,069	\$1,179,647	\$33,166	\$87,447	\$0	\$0	\$0	\$517,166	\$0	\$0	\$0	\$0	\$0	\$1
096	Adamany Undergraduate Library	310,965	\$17,681,597	\$2,964,929	\$0	\$1,610,359	\$0	\$263,827	\$11,954	\$4,043,612	\$787,225	\$447,612	\$6,892,635	\$659,445	\$57
097	Harwell Field	2,828	\$66,375	\$0	\$0	\$23,170	\$0	\$0	\$0	\$0	\$0	\$0	\$20,035	\$23,170	\$23
099	Women's Softball Locker Room	4,412	\$272,094	\$32,852	\$0	\$8,684	\$0	\$0	\$37,828	\$30,922	\$0	\$0	\$30,886	\$30,922	\$62
100	WSU Fieldhouse	96,463	\$816,706	\$0	\$1,705	\$0	\$0	\$0	\$451,751	\$0	\$361,546	\$0	\$1,705	\$0	\$8
101	Women's Softball Pressbox	503	\$176,117	\$81,275	\$0	\$36,776	\$0	\$0	\$0	\$26,776	\$4,514	\$0	\$0	\$26,776	\$350
104	Atchison Residential Hall	130,221	\$14,346,974	\$2,066,474	\$5,687,877	\$129,877	\$731,595	\$895,051	\$40,774	\$386,009	\$2,925,338	\$1,177,654	\$3,066,314	\$110	\$110
115	Ghafari Residential Hall	112,135	\$15,190,375	\$923,933	\$1,404,366	\$1,700,767	\$690,786	\$4,632,600	\$318,318	\$330,865	\$2,789,902	\$314,017	\$2,080,935	\$3,886	\$135
122	AWOH Residential Hall	407,069	\$6,670,868	\$2,067,868	\$189	\$0	\$0	\$0	\$4,887	\$42,511	\$415,159	\$4,185,159	\$263,715	\$0	\$1
127	Towers Residence Hall	309,061	\$26,433,460	\$2,604,432	\$134,760	\$2,352,821	\$647,024	\$472,462	\$29,393	\$5,352,499	\$7,060,330	\$11,616	\$7,399,459	\$368,665	\$86
130	Faculty Administration Building	158,065	\$8,082,081	\$231,158	\$0	\$852,397	\$631,580	\$0	\$3,173,680	\$1,906,612	\$1,220,743	\$65,911	\$0	\$0	\$51
136	Chatsworth Residential Hall	125,405	\$7,260,545	\$682,713	\$166,210	\$11,202	\$24,804	\$17,692	\$2,299,897	\$0	\$85,889	\$0	\$3,933,212	\$38,925	\$58
140	Education Building	106,076	\$11,229,605	\$6,327,501	\$0	\$603,268	\$0	\$0	\$427,019	\$1,618,006	\$2,216,981	\$15,187	\$21,645	\$106	\$106
150	General Lectures Hall	30,073	\$3,046,824	\$428,177	\$0	\$72,373	\$0	\$9,731	\$280,463	\$504,675	\$0	\$977,364	\$774,040	\$0	\$71
155	Manoogian Hall	189,150	\$13,537,477	\$6,596,473	\$267,111	\$9,152	\$0	\$1,866,648	\$1,242,190	\$0	\$4,837,058	\$193,711	\$121,134	\$0	\$102
156	St. Andrew's Hall	1,883	\$2,220,928	\$1,234,472	\$0	\$60,538	\$3,365	\$0	\$27,031	\$0	\$104,210	\$0	\$60,534	\$0	\$14
166	Manufacturing Engineering Building	46,145	\$4,644,341	\$0	\$648,228	\$252,163	\$120,408	\$45,121	\$66,778	\$569,654	\$66,345	\$1,784,527	\$1,091,117	\$0	\$101
167	Engineering Tech	24,893	\$3,615,372	\$2,166,117	\$0	\$1,050,793	\$0	\$225,583	\$5,406	\$131,973	\$22,447	\$13,053	\$0	\$0	\$145
169	Bioengineering	46,300	\$7,026,460	\$2,312,094	\$447,839	\$2,501,465	\$422,772	\$26,509	\$327,208	\$407,650	\$164,649	\$0	\$170,813	\$245,461	\$152
175	Mike Ilitch School of Business	133,475	\$1,167,321	\$0	\$17,691	\$0	\$0	\$0	\$0	\$25,644	\$994	\$847,190	\$994	\$275,801	\$9
188	Mackenzie House	6,923	\$645,221	\$461,009	\$0	\$34,529	\$0	\$34,529	\$73,006	\$0	\$0	\$0	\$42,147	\$0	\$93
189	Valade Jazz Center	46,313	\$3,507,213	\$938,828	\$347,629	\$205,661	\$36,402	\$3,886	\$0	\$1,841,942	\$0	\$0	\$0	\$132,865	\$76
192	Computing Services	85,829	\$6,815,101	\$6,815,101	\$889,095	\$0	\$0	\$0	\$349,909	\$0	\$830,050	\$0	\$790,909	\$0	\$113
195	Custodial / Grounds	35,123	\$4,579,289	\$3,014,372	\$0	\$103,773	\$170,010	\$0	\$4,787	\$0	\$1,205,758	\$71,940	\$8,650	\$0	\$130
199	5959 Woodward	6,045	\$605,181	\$34,833	\$0	\$25,185	\$0	\$0	\$0	\$0	\$32,681	\$8,650	\$0	\$0	\$100
202	6000 Cass	4,000	\$412,891	\$266,621	\$0	\$0	\$18,746	\$0	\$0	\$0	\$127,524	\$0	\$0	\$0	\$103
203	WSU Police Department	34,075	\$3,146												



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