



UNIVERSITY OF
**DETROIT
MERCY**

*Fourth-Year Report on the
University of Detroit Mercy
Strategic Plan: 2012-2017*

*Executive Summary
November 3, 2016*





Fourth-Year Report on the University of Detroit Mercy Strategic Plan: 2012-2017

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Dear Detroit Mercy Community and Friends:

I am pleased to send you the Executive Summary of the Fourth-Year Report on the *University of Detroit Mercy Strategic Plan: 2012-2017*. The report provides examples where University colleagues made substantial progress in academics, online education, faculty scholarship, the comprehensive campaign, student recruitment and retention, neighborhood improvement initiatives, community service, campus-wide cost-savings recommendations and facilities initiatives during the 2016 Fiscal Year. The Strategic Plan's five goals have been and continue to be our major focus: Drive Academic and Institutional Excellence; Increase Enrollment, Retention, and Graduation of Students; Heighten the Distinction of the University; Create a Culture that Fosters Effective Management and Strong Financial Health; and Amplify the University's Dynamic Community Engagement. If you would like more detailed information on the objectives of each goal go to www.udmercy.edu/governance/teams/strategic/documents.

The University achieved several noteworthy national rankings in 2015-2016. For the 15th consecutive year, Detroit Mercy was ranked in the top tier of universities in the Midwest Region in the 2016 edition of *U.S. News & World Report's* "Best Colleges." The magazine also named Detroit Mercy as one of the "Best Colleges for Veterans" in our region as well as an "A+ School for B Students." Our undergraduate engineering and business programs also made the list of "Top 100 undergraduate engineering schools" and "Top 10 in Management," respectively.

Our ranking in the "Best Colleges for Veterans" is the first time we were listed in that category. *U.S. News* describes this category as universities that provide military veterans and active-duty service members with benefits that help make pursuing a college education more affordable. We were ranked 21 out of 89 schools in the Midwest region. Accomplishments such as these are a compliment to you, faculty and staff, because of the excellent undergraduate and graduate education and experiences you provide to our students.

Thank you for your individual and collective efforts as we promote and advance the University's key strategic messages: **Great Academics, Great Jesuit and Mercy Values, Great American City and Great Outcomes.**

Sincerely,

A handwritten signature in cursive script that reads "Antoine M. Garibaldi".

Antoine M. Garibaldi, Ph.D.
President



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Goal I: Drive Academic and Institutional Excellence. As the University continues to enhance academic and institutional excellence, it will regularly evaluate learning, teaching, scholarship and assessment of academic outcomes. Leveraging technology with innovative techniques will ignite excellence while the University strengthens its culture of exceptional customer service, expands global awareness and perspectives, and celebrates and broadens inclusive excellence. *(Primary persons with lead responsibility for implementation: Provost and Vice President for Academic Affairs and Academic Leadership Team)*

- The Outcomes-Based Core Curriculum was approved by the McNichols Faculty Assembly, and supported by the Academic Leadership Team, President's Cabinet and finally approved by the Board of Trustees on June 25, 2016.
- Between July 1, 2015 and June 30, 2016, Detroit Mercy faculty and administrators applied for 35 grants from a variety of sources, federal and state government agencies, foundations, corporations, and professional organizations, for a total of \$10,820,430. Of this amount, approximately half (\$5,326,037) are still pending. Also during 2015-16, Detroit Mercy received \$3,212,195 in new grants from all sources for research and other initiatives, with \$1,685,196 of this amount resulting from applications submitted during 2014-15. The success rate for grant proposals from all sources during 2015-16 is approximately 25%.
- Detroit Mercy students and recent alumni had access to 1,785 employment opportunities, an increase of 804 or 45%, by 426 organizations which is an increase of 81 or 19% between August 1, 2015 and May 15 2016. Of those opportunities, 283 were categorized as Experiential Education (Co-op/paid Internships) a decrease of 11 (4%) over the same period in 2014-15. One-hundred and twenty-four unique organizations, an increase of 24 (20%), participated in the 2015-16 Fall and Spring Career fairs to recruit Detroit Mercy students for experiential learning, entry-level and graduate and professional school opportunities. Seventeen organizations volunteered with the Career Education Center to offer students advice on internships, interview techniques, career advice to maximize their job search and information sessions about their respective organizations.
- In October 2015, the University upgraded its e-mail services to a more complete communication solution using the Office 365 platform. The new environment provides opportunities for collaborative work on documents, via video conferencing and with electronic group working spaces. Additionally, all users have been granted a license to use the Office products on their personal computers.



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- To further improve communications, the University upgraded its telecommunication solution to a hosted VOIP solution that more conveniently allows students and faculty to interact. An enhanced phone-tree design and dynamic dial-by-name features help the users of this system more easily navigate to where they would like to go. The voicemail to e-mail option provides faculty the ability to process their voicemail through their e-mail account from wherever they may have e-mail access.
- A working group is drafting an application for Detroit Mercy to become a member of the State Authorization and Reciprocity Agreement (SARA), which is an agreement among member states, of which Michigan is now an approved state, establishes comparable national standards for interstate offering of postsecondary distance education courses and programs.
- The academic year 2015-2016 was the inaugural year of 1stGen@UDM, a group for first-generation college students and alumni. Ten 1stGen events were held on campus where students could share their experience and advice with each other; several of these events featured first-generation alumni speakers. Additional off-campus events were held at the Redford Theatre and Belle Isle. Sixty first-generation faculty, staff, and administrators agreed to be members of the 1stGen Network and many of them attended 1stGen@UDM events. Nineteen videos of first-generation faculty, staff, administrators, students and alumni were created and posted on <http://udmercy.edu/x/firstgen/>.
- To support student retention, a new Academic Advising Committee was formed to review data pertinent to improving academic advising and implement programs to support student success. During Summer 2016, the Transfer Team piloted a new process for seamless transition from admission to enrollment.
- A full-time position for Director of the Office of Student Disability Student Services was created.
- A Title IX Coordinator and Equity and Compliance Specialist began at the University in January 2016.
- In August 2015, the University received funding for a five-year Student Support Services (SSS) grant from the United States Department of Education. This was the University's first TRiO Programs grant, which will support students who have been identified as first-generation, low-income, and/or having a documented disability, with the intent to increase



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student persistence and degree completion. Staffing that is supported by the grant includes a full-time director, two success coaches and two graduate assistants.

- A Shared Student Success Coordinator position for the ReBUILDetroit Program was identified to provide support for the BUILD students.
- At the completion of the winter term, 18 of the University's 19 sports teams earned a cumulative team GPA of a 3.0 or above.
- Two hundred and five of the 290 student-athletes earned a GPA of 3.0 placing them on the Athletic Directors Honor Roll.
- Revised Detroit Mercy Guidelines for Internationally Based Education Experiences (IBEE) were finalized and approved. The guidelines are posted on the website at https://www.udmercy.edu/learn/studyabroad/files/Internationally_Based_Educational_Experiences.pdf.
- The Internationally Based Educational Experiences (IBEE) website was updated to include Detroit Mercy Internationally Based Education Experiences and AJCU Shared Programming for the 2015-16 academic year at www.udmercy.edu/learn/studyabroad/.
- Six Detroit Mercy faculty traveled to Brazil supported by a Fulbright Hays Group Project Abroad grant to gain multiple perspectives of the African experience in the context of Brazil and to identify the potential for future programming in Brazil.
- The University began traveling to Cuba as part of winter coursework in 2012. In 2015-16, the Master's in Community Development (MCD) program added the Cuba Internationally Based Educational Experiences (IBEE), creating a winter elective with a focus on Cuba. MCD plans to offer the Cuba program regularly, partnering with the College of Liberal Arts & Education to conduct a joint programming during future winter terms.
- Nine cultural events, including Hispanic Heritage, Latin Night, International Hours, International Night, Chinese New Year and others were scheduled during the year. A proposal is being developed for annual student presentations regarding their international experiences during International Education Week.



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- During 2015-16 academic year, the University hosted five visiting Scholars. The College of Business Administration hosted Dr. Daowen Ren from Guangdong Polytechnic Normal University in China. Pawel Grodzicki from Warsaw University of Technology in Poland joined the University as a Research Scholar in the School of Architecture in Fall 2015. Clotilde Marie Bremont from France spent the 2015-2016 academic year as a visiting professor in the School of Law. In Winter 2016, Yanqin Chen from Hubei University of Technology in Hubei China joined the University as a Research Scholar in the American Language and Cultural Programs. Mr. Feng Li from Beijing Novo BioTech Co. Ltd. in China joined the School of Dentistry in February 2016.
- A workgroup created an updated Policies and Procedures for Faculty and Administrator Position Searches with Guidelines for Recruiting and Hiring a Diverse Faculty and Administration document for implementation in the 2016-2017 academic year.

Goal II: Increase Enrollment, Retention, and Graduation of Students. The University will increase student enrollment, retention and graduation rates by developing additional excellent learning experiences and facilities on all campuses. Programs that meet the needs of diverse communities of learners will be established, sustained and marketed to attract and retain talented students. The hallmark of a distinctive Detroit Mercy student experience will include opportunities for personal, professional and leadership development. *(Primary persons with lead responsibility for implementation: Vice President for Enrollment Management and Student Affairs, Academic Leadership Team and Intercollegiate Athletics)*

- Phase II of a new prospective student customer relationship management (CRM) system, Slate, was implemented to support new enrollment efforts. Admission staff, deans, faculty and marketing staff continue to promote individual program strengths and find ways to syndicate the information to admission, advancement and Detroit Mercy web pages. An update of the University website is in process to support this action.
- Programs have been expanded to encourage more students to visit campus in both group and individual settings. Saturday visit days continued this year. The third annual Accepted Student Day was conducted; and at the beginning of the school year, 82% of attendees had confirmed for the Fall.
- The second cohort of STEM scholars were identified to enter into the NIH-sponsored ReBUILDetroit program in Fall 2016. Twenty-four new scholars, 21 freshmen and three transfer students began the summer program.



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- An assistant director for diversity recruitment was hired to expand outreach to the Detroit Public Schools as well as community-based organizations.
- In an effort to increase the student Veteran population on campus, the University is collaborating with representatives from Henry Ford College, Macomb Community College, and Schoolcraft College. The goal is to create feeder schools for the student Veteran population.
- Orientation was conducted for transfer students with a campus-based program in the summer of 2016. Transfer students were also included in Accepted Students Day.
- Applications for the Fall 2015 freshman class increased by 10% and the enrollment target of first-time students was met.
- Revision of the financial aid strategy for Fall 2015 resulted in additional new students. Approximately 50 additional freshmen were enrolled in Fall 2015 by targeting aid more carefully. For Fall 2016, enrollment goals are being planned using a similar strategy.
- Retention of the 2014 Fall first-time student cohort was 84.7%, 4.7 points higher than the average of 80% over the previous nine years. The fall-to-winter transition rate for Fall 2015 to Winter 2016 for first-time students was 92.8, 0.7 points higher than the ten-year average of 92.1.
- A new School of Architecture articulation agreement with Oakland Community College was finalized. The Office of the Registrar has updated over 125 Transfer Guides since May 2015.
- Contracts with three new international agents from India have been signed.
- The College of Engineering & Science renovated space to create the Innovative Space for Research and Exploration (iNSPIRE) Lab and is currently renovating the Center for Automotive Systems Engineering Education (CASEE) Lab.
- Construction of four new student study rooms on the McNichols Library main level is scheduled to be completed in the Fall. A 20,000 square foot addition to the College of Health Professions is ongoing. The lower level of the School of Architecture was renovated to make the space more usable and pleasant for students. The Ford Life Sciences



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building's main corridor and classroom renovation received upgrades. Windows were replaced in the Engineering building and Reno Hall. A handicap access ramp and an elevator were installed to the Student Center building on the McNichols Campus. The dental radiology department and dental dispensary were renovated at the School of Dentistry Campus.

- The goal of 700 resident housing students for the Fall 2015 semester was met. There were 729 resident students for the Fall 2015 semester. Current projections indicate the University will meet the goal of 750 residents for Fall 2016.
- Residence Life enhanced the First-Year Experience program and created a new Sophomore-Year Experience program for residential students. Additionally, the weekend programming initiative and weekly shopping trips have been very well received by residents.
- Residence Life has implemented an exit survey for resident students as a way to gather data to assist in planning programming in the future.
- New programs and minors approved included:
 - Accelerated BA Financial Economics/MA Financial Economics;
 - Graduate Certificate in Business Fundamentals;
 - Minor in Cybersecurity;
 - Minor in Business Law; and
 - Minor in African American Studies.
- Academic Interest and Major Exploration (AIME), formerly known as Academic Exploration, was created and is now part of the Student Success Center. In AIME, students participate in a three credit hour course with a variety of exploration exercises that help them identify their strengths and interests as they research possible undergraduate majors assisted by one-on-one advising throughout the program. The course also helps students strengthen study skills utilizing the U.S. Department of Education Best Practice *Learning to Learn* program.
- The Emerging Leaders Program awarded 28 Leadership Pins and 21 Leadership Medallions (for a total of 103 Pins and 64 Medallions over the last four years.) In addition, the recently developed John Daniels Servant Leader of the Year Award was given to two outstanding Emerging Leaders.



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- Step Up: Be a Leader and Pay it Forward expanded partnerships with Loyola High School, University of Detroit Jesuit High School, Bishop Foley Catholic High School, Jalen Rose Leadership Academy, Hamtramck High School, and Shulze Elementary and Academy.
- The Office of Marketing and Public Affairs developed a Marketing Communications Plan for FY 2016 in conjunction with the Office of Enrollment Management.
- The Office of Marketing and Public Affairs utilized Merit Software to promote student achievements, creating more than 3,592 press releases that were sent to students' home town newspapers and Facebook sites resulting in over 4,236 views, a slight increase (3%) over last year's promotion.
- A Web Redevelopment project was initiated in October 2015 to revise the website with new design, navigation and updated content for both desktop and mobile devices. Content on current web pages is being updated or deleted; new content including marketing landing pages for academic programs is being created. Implementation of the new website is scheduled for Fall 2016.
- The Student Life Office, in collaboration with Student Government Association and Student Programming Board, implemented Detroit Mercy's first Street Fair with food trucks as a kick-off to Welcome Week in September 2015.
- *Enough is Enough* week held in April 2016 concluded with 50 men and others walking in heels or decorated shoes to raise awareness for sexual assault and domestic violence in the MoveMENT Step Up Walk.

Goal III: Heighten the Distinction of the University. The local, national and international reputation of the University, with its Catholic, Mercy, Jesuit and urban mission and identity, will be celebrated along with the accomplishments of University colleagues and alumni. Detroit Mercy's historic name, legacy and image are strong foundations for further heightening its distinction and increasing alumni loyalty, involvement and support. *(Primary persons with lead responsibility for implementation: Vice Presidents, Academic Leadership Team, Mission and Identity, Marketing and Public Affairs, Alumni Relations and Intercollegiate Athletics)*

- Detroit Mercy was accepted as a Common Application school beginning in August 2014. Twenty-four percent of applications originated from Common Application (CA) in 2015



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compared with 34% for Fall 2016. The yield for CA students rose about one percent in 2016.

- A Net Price Calculator (NPC) designed to help families navigate the financial aspects of attending Detroit Mercy was developed and implemented in August 2015. Two-hundred-seventy-nine students completed the NPC over the last year, 242 of whom were freshmen. Of the freshmen, 168 were admitted and 60 (37%) confirmed for Fall 2016.
- The 2016 Celebration of Scholarly Achievement highlighted 13 books, 17 book chapters, 97 journal articles, 21 conference proceedings, 1 electronic presentation, and 76 scholarly posters. New this year was the Celebration of Service, which highlighted 14 service and community engagement themed posters from colleges, schools and units from across the University.
- Mission and Identity has recruited a Detroit Mercy host team to prepare for the March 12-14, 2017 Conference for Mercy Higher Education (CMHE) Mercy Mission Accountability Self-Study and Peer Review.
- The fourteenth Trustee made the Half-Day Mission Retreat. Two university deans have joined Cohort 9 of the Ignatian Colleague Program.
- As of May 12, 2016, the “Work Day in a Hard Time” <http://blogs.udmercy.edu/mission-and-identity/> site has registered 18,647 visitors and 53,183 visits. Members come from 10 countries.
- The new scoreboard in Calihan Hall provided increased signage within Calihan Hall, established premier category for corporate partners, and headlined sponsors and in-game promotions.
- In FY 2015, the University’s media coverage increased by 10%, which included 4,980 placements in newspapers/magazines, 432 on radio and 562 on television.
- Approximately 397 alumni were highlighted or profiled in print and electronic media, a 12% increase from FY 2015.



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- The president was profiled this past year in the Michigan Chronicle, B.L.A.C. Detroit magazine, and The Detroitier in addition to being prominently featured in coverage of the Live6 Alliance launch in August 2015.
- Detroit Public Television's "MiWeek Roadshow" in May was broadcast live from the School of Architecture Exhibition Space and provided visibility to the University, the neighborhoods, Live6 Alliance and the Detroit Collaborative Design Center.
- Former Titan player Spencer Haywood's ceremony to formally retire his number "45" occurred on January 29, 2016 in Calihan Hall.
- The Forever a Titan event was created and held in the Titan Club Room in April as a networking event between former student-athletes and graduating senior student-athletes.
- Alumni Relations hosted a networking breakfast and panel discussion of younger alumni at the Detroit Golf Club. The University launched a series of receptions to meet alumni and brief them on Detroit Mercy. Receptions were held in Oakland County (MI), Grand Rapids (MI), Sarasota (FL), Naples (FL), Grosse Pointe (MI) and Boston (MA).
- The third annual *Spirit of UDM: Alumni Achievement Awards* was held on April 22, 2016 honoring seven accomplished alumni representing each of the colleges and schools. The event attracted the largest audience to date with 350 alumni attending.
- During FY 2016, Detroit Mercy's social media platform enhanced its engagement with alumni and other constituents resulting in 7,813 friends on Facebook, a 33% increase; 4,911 followers on Twitter for a 13% increase and 25,815 views on YouTube, a 17% increase and the addition of Instagram, which currently has 655 followers.
- Membership in the Alumni Online Community increased by 3%. The Alumni Association Facebook page increased its "likes" by 27% and its LinkedIn membership grew to 3,337.
- The Assistant to the President for Mission & Identity and the web master updated the language and hyper-links for the University Mission and Identity Website (<http://www.udmercy.edu/mission/>). This work will be integrated during 2016-17 into the revised search committee protocols for faculty and administrators. This work has been used for seven years to prepare finalist candidates for senior management positions and for four years to help prepare Trustees for their Mission and Identity orientation.



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- A Brand Study was initiated in October 2015 with a brand consultant and included a major research study related to brand perceptions of key constituents and analysis of the research, resulting in specific recommendations. The creative phase of the study was conducted and developed a new logo, brand line and recruitment materials. The Brand Rollout is scheduled for September 2016.

Goal IV: Create a Culture that Fosters Effective Management and Strong Financial Health.

Strong financial health will be achieved through a culture that ensures excellence and consistency in University policies, procedures, standards and processes. This culture, through advanced leadership and decision-making skills, will also include a comprehensive and annual assessment of administrative outcomes and management practice that is evidenced-based, data-driven and results-oriented. Additional and varied revenue sources will be developed; the level of giving from alumni and friends will be increased; and resources will be allocated and reallocated effectively. (Primary persons with lead responsibility for implementation: Vice Presidents, Academic Leadership Team, Business and Finance, Human Resources, Senior Counsel and McNichols Faculty Assembly)

- The Vice President for Business and Finance held four fiscal briefings immediately after Board of Trustees meetings to share financial and other operating information with the entire University community.
- Three major sub-groups have been established through the Ad Hoc Committee on Fiscal and Management Efficiency to evaluate the recommendations of the Ad Hoc Committee. A forum was held in the spring to update the University community concerning progress on the Ad Hoc Committee's recommendations.
- University Advancement and Athletics developed a new University-wide sponsorship program to attract new revenue. This effort will explore and promote opportunities across the University to maximize exposure for Detroit Mercy and partner corporations.
- The University has had numerous conversations with third parties regarding the use of property sites that would generate incremental revenue for the University.
- Dr. Don DiPaolo conducted a needs assessment with the department chairs across all three campuses. Subsequently, a focused leadership retreat curriculum was created and facilitated in September 2015. A follow-up retreat will be conducted in Fall 2016.



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- The “Leaders Mentoring Leaders” training modules were developed and made available for use by executive board members of student organizations.
- Detroit Mercy graduate students mentored, created and provided fourteen leadership development workshops for the students in the ReBUILDetroit program during the summer 2016 term.
- The Campaign for University of Detroit Mercy surpassed the halfway point of its \$100 million goal. As of June 30, 2016, \$61,233,442 in cash pledges and new future expectancies have been raised, representing an increase over the prior year at this time. The campaign’s pre-public phase continues.
- Campaign priorities were reaffirmed and goals were set for the colleges, schools, Athletics and University-wide projects. The information will be incorporated into campaign proposals.
- A new Prospect Management System was developed to prioritize prospects from the 80,000+ alumni base and track their progress through the fund development process of qualification, cultivation, solicitation and stewardship.
- The campaign case statement and special project proposals were developed.
- Annual Giving staff developed a five-year plan with benchmarks to improve alumni giving and participation. This includes expanding existing programming and adding best practice strategies. Annual Giving initiated its first “text to give” fundraiser and employed social media strategies with selected projects. There are 18,000 subscribers to text messaging.
- The Major Gifts “moves management” system was refined to work in concert with the new Prospect Management System. The system allows the staff to develop detailed engagement plans for individual projects.
- New planned gifts, valued at \$9,014,390, were secured in FY 2016 compared with \$1,019,000 in FY 2015.



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Goal V: Amplify the University's Dynamic Community Engagement. Creating experiences to help all students assume leadership and service to others will expand and accentuate the University's community engagement. By promoting knowledge experts and centers of excellence, the University can lead in the revitalization of the surrounding community and be the University of choice for future human resource needs. *(Primary persons with lead responsibility for implementation: Academic Affairs, Institute for Leadership and Service, Enrollment Management and Student Affairs, Intercollegiate Athletics, Dean of Students and University Ministry)*

- A total of 1,448 students enrolled in Service Learning courses in 2015-16, a one percent increase from last year.
- Special outreach to Engineering & Science resulted in a 2016-17 Ford Community Corps Project, which will include at least five new Service Learning (SL) courses.
- Campus Kitchen engaged a fourth organization, Princeton Street Block Club, in the immediate neighborhood, while working with other partners nearby to support their food delivery mission. The other organizations include Lakeridge Village, Detroit Recovery and Bethune Elementary.
- During the winter term Residence Life coordinated three wellness camps for Detroit Public School students. This was the 4th Annual Wellness camp held. Approximately 6-8 students attended each camp session, and 8-10 Detroit Mercy students' facilitated lessons and activities for the students.
- Rx for Reading Detroit is a non-profit children's literacy initiative sponsored by University of Detroit Mercy. The program seeks to expand access to children's books and support families in reading with their children. Since 2014, over 1,500 children's books have been distributed monthly with the help of community partners, including low-income health, dental, and WIC clinics.
- University Ministry created a new name for all Ministry Student Leaders, Companions. The name will be unveiled during the Horizon first-year retreat and Celebrate Spirit 2016.
- The University continued its active engagement with and in the McNichols-Livernois neighborhoods with the inaugural press conference announcing the Live6 Alliance, an



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economic development organization financially supported by The Kresge Foundation, Detroit Mercy and other local entities.

- Detroit Mercy developed a major proposal in collaboration with the City of Detroit and Marygrove College that was submitted to the John S. and James L. Knight Foundation's "Reimagining the Civic Commons" competition.
- The University advocated for enhancements of Livernois Avenue from the Lodge Freeway to McNichols, which resulted in new street lights, poles, sidewalks, landscape, and the demolition of vacant and blighted housing.



UNIVERSITY OF
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Build A Boundless Future

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