mission

Drexel University fulfills our founder’s vision of preparing each new generation of students for productive professional and civic lives while also focusing our collective expertise on solving society’s greatest problems. Drexel is an academically comprehensive and globally engaged urban research university, dedicated to advancing knowledge and society and to providing every student with a valuable, rigorous, experiential, technology-infused education, enriched by the nation’s premier co-operative education program.

vision

Drexel will be the Philadelphia region’s leading university excelling in high-quality experiential education, online learning, translational research, technology transfer and business incubation, and urban revitalization. Drexel will use and leverage all of its assets—outstanding faculty; highly motivated students; 130,000 alumni; a pragmatic and entrepreneurial culture; co-operative education; Drexel University Online; and our superior location at a major transportation hub—to create an accessible, relevant, and market-leading educational and research platform that benefits our diverse community of students, advances our scholarly work, and champions economic development in our region. Drexel will join the ranks of the most impactful and competitive universities in the United States at a time when the nation is clamoring for educational value, jobs, and new ideas for bolstering our economy.

shared values

Quality

Ensure that an ongoing and pervasive quest for quality informs the decisions we make, the people we hire, the students we admit, the programs we offer, and the way we conduct ourselves.

Integrity

Demonstrate integrity through rigorous adherence to ethical standards; respect for shared governance; support for work-life balance and equitable policies; impartiality and freedom from conflicts of interest; and trust based relationships with academic, corporate, government, and community partners.

Diversity

Create and support a diverse university in all of its manifestations both because diversity has instrumental value—it makes Drexel’s students, faculty, and University community more competitive globally—and because diversity has inherent value—it fosters understanding, respect, and opportunity—thereby forging a better university for all.

Access

Provide access to a Drexel education to as many high-potential students as possible through innovative academic support programs, generous scholarships, financial aid, and other financing methods, and support those high-potential students to facilitate academic success and graduation.

Stewardship

Provide exceptional stewardship over the University’s financial and physical resources while growing these resources through enrollment, philanthropy, government support, an incentive-driven resource allocation process, and wise investment of our endowment.

Innovation and Entrepreneurship

Continue to take informed, carefully-calculated and strategic risks to build upon our successes, start new ventures, and forge a different path forward. This legacy of innovation and entrepreneurship is the gift of our founder, Anthony J. Drexel, and it is a legacy that must be preserved, celebrated, and continuously renewed.

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The strategic plan articulates key transformational themes. Each theme focuses our attention on critical actions needed to support transformation.

**Co-operative Education**
- **91%** of undergraduates participate in co-op.
- **98.2%** placement rate for co-op among 1,650 unique employers.
- Over **200** students now in global co-ops in **49** countries.
- Launched "Drexel Edge," an innovative co-op and career preparatory program to enable students to develop key skills.

**Online and Hybrid Education**
- Created new online programs to expand market reach.
- Collaborated across colleges and schools to improve online and hybrid education to align with market demand.
- Differentiated Drexel's programs with robust course enhancement, simulations, mobile applications and multimedia-infused exercises.

**Innovation Neighborhood**
- Drove large-scale, sustainable innovation and technology transfer at the University and in the region, creating a connection via the ExCITE Center and the Innovation Center at 3401 Market between the private sector and Drexel's core competencies and talented faculty.
- Established collaborative research clusters, focusing on health, cybersecurity and data management, and energy and the environment.
- Developed mixed-use real estate to facilitate economic development by combining research initiatives with corporate sector.

Eliminated the College of Medicine "firewall"
- Merged with the Academy of Natural Sciences
- Established Drexel Central
- Implanted significant cost savings
- Hosted Town Halls, President Faculty Coffee Hours, and President Student Office Hours

**Augmented** academics, research, personnel policies, information technology and contracts
- Sparked academic collaborations and a new academic department
- Improved student services
- Strengthened financial stewardship and operating performance
- Opened lines of communication

**One University**
The plan identifies **strategic initiatives** to provide a blueprint for change.

**2012-2014**
- Invest in Academic Excellence
- Intensify the Student Experience
- Enhance Global Impact
- Create an Innovation Nexus
- Develop a Dynamic Transportation Hub-Based University District
- Continue to Grow Enrollment

**2015-2019**
- Academic, Professional and Clinical Excellence
- Student Lifecycle Management
- Global Impact
- Research and Innovation
- Master Planning

Our refreshed plan focuses our **growth and momentum** on re-envisioned initiatives.
Each major initiative comes to life on the strength of the aspirational, yet achievable, goals that support it.

INVEST IN ACADEMIC EXCELLENCE
- Infuse the Drexel Student Learning Priorities across all modes of instruction and all programs, creating a personalized educational experience that allows students to customize their course of study while maintaining Drexel’s commitment to preparing a diverse, productive, and global citizenry
- Focus on experiential education of all forms, ensuring close alignment between academics and the co-op experience, building a related branding and marketing campaign, and aligning programs with projected job growth
- Engage our faculty as Drexel’s intellectual leaders and provide the necessary resources to develop a cadre of talented, pioneering, collaborative, productive, and diverse scholars
- Direct financial investment to academic priorities and initiate a comprehensive academic program alignment and review process

INTENSIFY AND IMPROVE THE STUDENT EXPERIENCE
- Invest in current student body to improve retention and academic success through stronger advising and enhanced learning environments
- Re-imagine residential life, athletics, and recreational activities
- Provide better integrated administrative services and ensure that health and safety of students is paramount
- Create well-designed campuses with modern classrooms and lab facilities, improved dining, residence halls, campus/student centers, outdoor gathering places, retail and restaurant options to address Gen-Y interests and learning styles while fostering greater student engagement and school spirit

CREATE AN INNOVATION NEXUS FOR RESEARCH, TECHNOLOGY TRANSFER, AND ECONOMIC DEVELOPMENT
- Build foundation in basic and translational research by investing in current faculty, recruiting new faculty, increasing doctoral students, and providing support to create an innovative research environment with cross-college collaborations
- Promote pioneering scholarly work
- Create an Office of Corporate Relations and Economic Development
- Establish Drexel Ventures
- Advance multi-disciplinary initiatives

DEVELOP THE NATION’S MOST DYNAMIC TRANSPORTATION HUB-BASED UNIVERSITY DISTRICT
- Implement a six-phase Master Plan
- Initiate the redevelopment of the “Superblock”
- Begin creating an Innovation Neighborhood to create the physical articulation of our mission, vision and values
- Become the nation’s most civically engaged university

ENHANCE DREXEL’S GLOBAL IMPACT
- Transform Drexel into an international hub of excellence
- Grow global experiential learning
- Develop global platforms for innovation by building research collaborations, technology-enriched international networks and centers, cross-cultural programming, and global/local civic engagement
- Facilitate faculty collaborations

CONTINUE TO GROW DREXEL’S ENROLLMENT
- Grow enrollment commensurate with student demand and academic capacity, expanding enrollment beyond Mid-Atlantic region and recruiting more international students
- Develop Online Learning and the Drexel Network
- Support commitment to access and academic success
- Expand Drexel’s academic reputation and market footprint through affiliations with strategic partners, such as the Academy of Natural Sciences
Now, in 2015, we can take stock of our accomplishments, giving us an opportunity to re-double our attention on our existing goals, while identifying new goals to tackle next. We will also bring together the ambitious vision of Drexel’s Master Plan with the academic aspirations of our Strategic Plan.

INVEST IN ACADEMIC EXCELLENCE
- Mapped Drexel Student Learning Priorities to integrate priorities into programs and curriculum
- Initiated the Academic Program Alignment and Review (PAR) process to engage internal and external reviewers to assess all programs over a seven year cycle
- Implemented an initiative fostering diversity and inclusive excellence of faculty, students and professional staff
- Established and made steady progress toward a recruitment goal of hiring 100 new faculty over five years

88% of Drexel undergraduates completing their degrees in Spring 2014 felt well prepared for the next steps in their lives

89% of Drexel undergraduates completing their degrees in Spring 2014 felt satisfied with their undergraduate education

Source: 2014 Graduating Senior Exit Survey

DREXEL STUDENT LEARNING PRIORITIES

<table>
<thead>
<tr>
<th>Percentage of students reporting meaningful gains from Learning Priorities</th>
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<tbody>
<tr>
<td>Professional Practice</td>
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<tr>
<td>Information Literacy</td>
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<td>Communication</td>
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<td>Critical Thinking</td>
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<td>Build Your Future</td>
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<td>Personal and Career Development</td>
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<tr>
<td>Global Competence</td>
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Source: 2014 Graduating Senior Exit Survey

INTENSIFY AND IMPROVE THE STUDENT EXPERIENCE
- Opened LeBow Hall and URBN Center, partially renovated Stratton Hall, renovated Nesbitt Hall, and updated numerous classrooms and laboratories
- Added 25,000 sq. ft. of retail space and 869 student beds at Chestnut Square in partnership with American Campus Communities
- Improved student financial aid, bursar and registration services by launching Drexel Central
- Improved student health services, implemented the recommendations of the Suicide Prevention Task Force and expanded initiatives related to Title IX and sexual violence
- Launched the “Van R Project” pilot to deepen freshman co-curricular engagement with faculty in the students’ residential setting
- Completed Perelman Plaza and added social seating in multiple campus areas
**ACCOMPLISHMENTS**

**CREATE AN INNOVATION NEXUS FOR RESEARCH, TECHNOLOGY TRANSFER, AND ECONOMIC DEVELOPMENT**

- Founded Close School of Entrepreneurship
- Launched Drexel Ventures
- Established Office of Corporate Relations and Economic Development
- Created ExCItE Center and Innovation Center 83401, anchored by DreamIt Ventures and Point.io
- Opened A.J. Drexel Autism Institute
- Successfully completed searches for new deans of the College of Medicine, College of Engineering, LeBow College of Business, School of Public Health, Pennoni Honors College, and School of Education
- Successfully launched new Graduate School of Biomedical Sciences and Professional Studies in the College of Medicine
- Launched Clinical and Translational Research Institute with successful first round of seed funding
- Developed a three-phase research facilities infrastructure project, which will commence this fall with Bossone Research Enterprise Center and 3101 Market Street

**DEVELOP THE NATION’S MOST DYNAMIC TRANSPORTATION HUB-BASED UNIVERSITY DISTRICT**

- Secured all available properties at the gateway to Drexel’s campus
- Launched 30th Street Station District Plan with Amtrak, SEPTA, Brandywine, and other planning partners
- Received proposals from potential Innovation Neighborhood master developers to create the new center of gravity for Philadelphia’s economic development
- Expanded civic engagement programs and partnerships among faculty, students, professional staff and the local community
- Opened Dornsife Center for Neighborhood Partnerships and expanded community outreach
- Acquired University City High School site and started demolition, abatement, and planning for future development
- President Barack Obama named West Philadelphia a “Promise Zone”

Master Plan met our critical 5-year milestones in the first 18 months. Examples include (clockwise from top): URBN Center, Chestnut Square, Stratton Hall, Dornsife Center, LeBow Hall, Bennett S. LeBow at the dedication of the new Gerri C. LeBow Hall.

**ENHANCE DREXEL’S GLOBAL IMPACT**

- Created six new international strategic collaborations, with two more in development
- Tripled the number of programs across the University that enhance and support cross-cultural education and engagement
- Exceeded goal of 25% increase in number and types of study abroad experiences, and increased by more than 300% programming offered through the Office of International Programs
- Increased number of students participating in Global Co-op experiences by 33%

**CONTINUE TO GROW DREXEL’S ENROLLMENT**

- Implemented Student Lifecycle Management with several major changes already in place
- Reorganized Drexel University Online with new leadership and repositioned it back on a growth trajectory, with fall 2014 student enrollment up 8%
- Developed a set of strategic filters, based on Drexel’s core values, to use when evaluating potential new business partnerships and opportunities
**Dream It. Do It. Drexel.** Campaign

$400M Cumulative Goal (Fiscal Years 2008-2014)

- **Pre-campaign average:** $36.9M
- **Achieved:** $455.1M
- **November 30, 2014**
- **Seven months early**

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**Drexel University Market Values**

$687 million in Fiscal Year 2014 with projections through Fiscal Year 2019

- **FY 2013:** $60.0M
- **FY 2014:** $60.2M
- **FY 2015:** $67.3M
- **FY 2016:** $70.0M
- **FY 2017:** $81.5M
- **FY 2018:** $67.0M
- **FY 2019:** $85.5M

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**Dream It. Do It. Drexel.**

$2.2 BILLION

Estimated Annual Economic Impact

from the Innovation Neighborhood, Drexel’s research-driven mixed-use development on 12 acres in the heart of Philadelphia
Our momentum on all of these initiatives has allowed us to imagine clear next steps as we move toward 2019 and beyond.

**ACADEMIC, PROFESSIONAL AND CLINICAL EXCELLENCE**
- Foster One University by increasing interdisciplinarity, reducing unnecessary duplication, and ensuring comparability
- Re-envision online and hybrid learning and set the pace as an industry leader, with Drexel University Online reaching 9,000 students by 2020
- Implement Responsibility Center Management (RCM) to align decision-making with financial outcomes
- Explore educational innovation by applying Drexel Student Learning Priorities (DSLPs) and Program Alignment and Review (PAR) recommendations, by re-envisioning curricula for graduate and professional education and by examining innovative curricular sequencing
- Analyze the Drexel Network for educational impact and financial feasibility
- Plan expansion and reorganization of the Office of Graduate Studies
- Support faculty and professional staff equity and diversity in recruitment, retention, and advancement
- Nurture career development for faculty and professional staff by focusing on leadership, retention, team building and community workforce development
- Continue renewal and improvement of existing academic, professional and clinical facilities, such as the renovation of the Beneficial Savings Fund Society Building to house the Thomas R. Kline Institute of Trial Advocacy, the expanded Stephen and Sandra Sheller 11th Street Family Health Services Center and the phased renovations of Three Parkway Building, Stratton Hall, 3101 Market Street, Bossone Research Enterprise Center and Disque Hall
- Continue to build excellence and national leadership in experiential and co-operative education

**STUDENT LIFECYCLE MANAGEMENT**
- Increase Drexel’s student population through retention by improving the student experience, creating a culture of student success and putting students in the best position to achieve
- Align recruitment, advising and student affairs to foster student success and satisfaction
- Recruit to retain as one critical factor in realizing a 6-year graduation rate of 80% for the class starting in fall 2015, with a first to second year retention rate of 90%
- Improve the student residential experience, for example through residential learning experiences and the University Housing Capital Renewal Plan
- Focus on access and affordability for potential students
- Align the university capital campaign with need-based financial aid
- Promote diversity and student engagement through intercultural activities and initiatives like the Raymond G. Perelman Center for Jewish Life and the Liberty Scholars Program
- Continue to build excellence and national leadership in experiential and co-operative education

**RESEARCH & INNOVATION**
- Improve Drexel’s national position in research
- Strengthen both the physical and organizational infrastructure for research, improving research support services across the university and affiliates
- Build University-wide capacity for use-inspired translational research, technology transfer and economic development
- Grow year-over-year in research expenditures and lay the groundwork for future aggressive growth, positioning Drexel to take its place in the top 100 American Universities in the Lombardi Report
- Identify and capitalize upon new avenues for funding
- Build the Drexel Ventures, expanding tech transfer and commercialization efforts
- Enhance opportunities for student and postdoc participation in research
- Continue implementation of the Research Laboratory Master Plan by renovating research facilities

**GLOBAL IMPACT**
- Expand and deepen global partnerships in key regions of the world with preeminent institutions that align with Drexel’s academic priorities
- Foster global representation in the Innovation Neighborhood
- Grow global experiential learning, especially in co-op
- Further develop global research platforms
- Expand and deepen international experiences for faculty and students across the university, including international fellowship and exchange programs, service opportunities, study abroad, and research
- Strengthen foreign language instruction and global opportunities for faculty and students to prepare them for international experiences and for citizenship in a global world

**MASTER PLANNING**
- Become most civically engaged university via neighborhood initiatives, such as those designed to create innovative health and educational partnerships and economic opportunities
- Support diversity and inclusion in our business practices, vendor relationships and in master planning
- Consider all Drexel campuses in master planning to promote unification as One University
- Ensure space planning is academically driven to create bold new teaching, research, professional, clinical and creative work spaces
- Establish a collaborative, consistent, transparent campus space allocation process
- Undertake a public realm plan to connect campus precincts to each other and to the city, improve community spaces and make our campus more attractive and people-friendly
- Build the Drexel / Amtrak gateway
- Complete The Summit student housing, dining and retail complex at Lancaster Avenue and 34th Street with over 1,300 beds and 20,000 square feet of retail in partnership with American Campus Communities
- Create mixed-use development at 32nd and Race streets featuring a 175-capacity childcare center, market-rate apartment housing, and attractive townhomes
- Construct, with developer Hospitality 3, The Study at University City, a 212-room boutique hotel at 33rd and Chestnut streets
We have achieved many of our original goals, enabling us to build collaboration, gauge our momentum, and set our future course.

There is much more to be done over the coming years—and there is every indication that our refreshed plan can define, inspire and guide us well through 2019.