

DREXEL UNIVERSITY

OGCR Strategic Plan

2013-2018

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Office of Government and Community Relations Strategic Plan 2013-2018

Introduction

The 2010 arrival of President John A. Fry at Drexel University began an era of ambition to be the most civically engaged university in the United States. It has also coincided with an era of physical and programmatic expansion, both of which have greatly increased the portfolio and scope of demand on the Office of Government and Community Relations.

During the first half of 2013 alone, Drexel has made tremendous strides as we begin to implement our recently completed strategic and master plans. Drexel has launched the Dornsife Center for University/Community Partnerships, cranes tower above the Chestnut Square and new LeBow developments, plans move forward for Lancaster Square, and a new office has been opened in Washington, D.C. All of these efforts have required the involvement of the Office of Government and Community Relations. In addition, this office has been asked to extend itself as the University increases its international presence and partnerships. A perfect example of this new role is evidenced in our being the only institution of higher education who participated in both of Governor Corbett's recent trade missions to Europe and South America.

In order to continue to be effective as advocates and relationship managers, OGCR will have to have a strategic and disciplined approach to maximizing its resources to be effective at the federal, state, and local levels, as well as in the community and emerging area of international affairs. We will continue to work tirelessly in an open and ethical manner in order to help the institution achieve its goals.

Mission Statement

The Office of Government and Community Relations serves Drexel University by administering and maintaining the University's relationships with City, State and Federal elected officials and government agencies, as well as with civic leaders and representatives from community based organizations. In pursuit of our mission, we endeavor to conduct ourselves in a highly visible and ethical manner.

Promote Drexel

The Office of Government and Community Relations (OGCR) serves as the primary point of contact for our federal, state and local elected officials.

OGCR keeps decision-makers informed about all of the academic and economic development initiatives underway at Drexel so that they can, in turn, establish policies which promote an environment more conducive to a thriving higher education community. Better higher education policy in the region should promote increased research activity and encourage increased economic development, both of which are crucial to Drexel and the future of the region.

The Greater Philadelphia region is a terrific place in which to live, learn, and work, in large part due to the impact of institutions of higher education. A primary task for the Office of Government & Community Relations will be to foster the environment necessary to ensure that this sector continues to thrive.

Public Support for Master and Strategic Plans

In our recently completed Master and Strategic Plans, Drexel University has established its growth areas over the next five years. In order to achieve the planned expansion of this magnitude, it is going to require the support of a multitude of external partners. This group will include public entities such as the City of Philadelphia and the Commonwealth of Pennsylvania, community partners, quasi-governmental agencies and the public sector.

The Office of Government and Community Relations will work closely with all of these external organizations to ensure that Drexel has the tools at its disposal to move forward with its plan. In order for any structure to be erected on our campus, certain community and zoning approvals must first be obtained in addition to the necessary financial resources. It is important to note that the City of Philadelphia has recently enacted new zoning rules and regulations designed to give the neighboring community greater influence on the design and scope of any new structure. This office will coordinate and spearhead these efforts on behalf of the University.

As for the financial resources needed to enact our Master and Strategic Plans, this office is committed to working with both public and private sources to attract funding to support our efforts. OGCR will work with the Office of the President and other internal entities to understand our needs in this area and then leverage our relationships to encourage external

entities to invest their resources in our efforts. These external entities will include governmental officials and key decision makers in both the corporate sector and with foundations.

Create Partnerships/ Business Development

As part of the University's external affairs team, the Office of Government and Community Relations often serves as the ambassador between the institution and our potential corporate or community partners. OGCR utilizes its myriad of networks and connectivity to promote Drexel achieving its institutional goals. These efforts range from growing Co-Op program opportunities, encouraging investment by external entities, to forging partnerships for joint research or economic development efforts. The OGCR team actively cultivates relationships with corporate leaders in Philadelphia and beyond. In addition, as the primary liaisons for the University to the broader community, OGCR staff will also continue to integrate into the community through service on area not-for-profit boards and committees.

International Affairs

The Office of Government and Community Relations has traditionally focused on building relationships with local, state, and federal government officials, agency staff and maintaining the relationship with local community. As Drexel has become a more global institution, OGCR has increasingly been tasked with facilitating international relationships as well. OGCR is a resource to assist the Office of Global Initiatives, Deans, faculty, and students who must navigate a complicated environment of international policies, politics, and interactions with the United States State Department, in order to facilitate studying abroad and research relationships. OGCR is also the principal liaison to the Commonwealth of Pennsylvania and City of Philadelphia as these governments cultivate trade missions and direct relationships with foreign governments and corporations to expand trade and economic cooperation. Key nations of interest have been Brazil, Chile, China, Israel, Turkey, and Austria. OGCR also cultivates relationships with the Consular Corps of Philadelphia, the World Trade Center of Greater Philadelphia, and the consular and diplomatic communities in both New York City and Washington, D.C.

Energy / Innovation

Perhaps no single issue will receive greater public scrutiny and have the greatest potential economic impact for this region than energy. Because of the amount of potential regulation and the economic and environmental impact surrounding this issue, it is crucial that the Office of Government and Community Relations works with our elected officials, regulators and business leaders alike to ensure that Drexel University and our Energy & Environment Institute becomes a prominent voice in any conversation on this matter.

Additionally, Drexel's Energy & Environment Institute will serve as one of the cornerstones to our Innovation Neighborhood. This Neighborhood will not only serve as the front door to Drexel's University City campus, but it will be the centerpiece of innovation, technology, globalization and economic development in our region. As we look to develop our Innovation Neighborhood, it will be important for the Office of Government and Community Relations to

work with our Office for Corporate Relations and Economic Development to attract potential partners, both public and private, who are willing to invest in the neighborhood. Additionally, we will work with our elected officials to explore additional opportunities in the neighborhood; including the potential development of the air rights over the Penn Coach Yards.

Improve Student Experience

The charge of any successful business is to provide the greatest experience for its customers. For Drexel University, our customers are our students who choose Drexel in search of a superlative, well rounded academic experience that will provide them with the tools to achieve success upon graduation. The Office of Government and Community Relations, although primarily an externals affairs office, will seek ways to enhance the experience of our students. These efforts will include bringing speakers and events to Drexel University that will be open to our student body.

Support Our Peers

Drexel University is a highly evolved, highly complex organization that continues to grow and thrive during these challenging times for institutions of higher education. In order for Drexel to continue to achieve its greatest potential success, however, it is incumbent that we all work together. The Office of Government and Community Relations works closely with nearly every office and department within the institution. As this university moves closer to achieving its “One University” concept and continues to break down the silos that perhaps had inhibited its growth in the past, the Office of Government and Community Relations will do all that it can to work collaboratively within these walls to make Drexel the best institution it can be. This effort will include serving on internal boards and committees which are established with the specific goal of making this institution a more efficient, more effective organization.

Additionally, with increased regulations and scrutiny that pertain to lobbying and governmental relations, it is crucial that this office continues its role as the chief ethics and compliance officer in government affairs and lobbying matters on behalf of the University. For this reason, we meet regularly with each school and unit in order to determine what their needs are from a governmental standpoint. We will continue to work with our peers to educate them about both the university code of conduct that pertains to these efforts as well as the stricter rules and regulations in Washington D.C., Harrisburg and locally.

Operate in an Open and Ethical Manner

Drexel’s Office of Government and Community Relations operates in a highly regulated, highly scrutinized environment. Therefore, it’s crucial that we continue to work in an open and ethical matter.

Drexel has an extremely positive reputation in Washington, D.C., throughout the Commonwealth, and within the City of Philadelphia. This office will continue to conduct its business in a way only to maintain and enhance that reputation, not detract from it.

Conclusion

Drexel University has invested a tremendous amount of time and resources in its effort to create a unified vision for the institution and create a more efficient organization that is well prepared to carry out that vision. Within the past year, we have established a campus Strategic Plan, a campus Master Plan and have embarked on a strategic review of our internal procedures and policies. The Office of Government and Community Relations has embraced these efforts and is fully committed to the pursuit of these goals in an ethical, responsible manner.