DEAR COLLEAGUES,

This past year, we launched our new strategic plan, Drexel 2030 — Designing the Future, our ambitious blueprint for transforming our University into both a more nimble, collaborative, and inclusive community and a global leader in research, innovation, experiential learning, and civic engagement.

Central to our vision is the innovative integration of education, scholarship, diverse partnerships, and our global community. We will achieve this integration by focusing on the core imperatives of innovative research, partnerships, student empowerment, equity culture, adaptable curricula, and high-quality, immersive learning experiences.

To implement the strategic plan, our Executive Planning Committee (EPC), led by our chief strategy officer, Elisabeth Van Bockstaele, PhD., assembled a diverse group of more than 300 University faculty, professional staff, and senior leaders into teams around our six core imperatives and a dozen key initiatives.

As we start to plan for further community engagement in 2022, this guide puts names and friendly faces to these teams while mapping each of the Strategic Plan's core imperatives and initiatives.

Going forward in this year of uncertainty, successful implementation of our strategic plan will depend on contributions of time, energy, and ideas from many more stakeholders throughout the University, and I hope you will participate. I want to thank the members of the EPC and everyone who is serving on the implementation teams.

I also want to thank Provost Paul Jensen and Executive Vice President Helen Bowman for their leadership and support.

Finally, there is one other enduring benefit of strategic planning: Colleagues from across the University not only will get to know one another, but also will form lasting professional relationships that invariably will lead to more innovation – and a more united community. I can't wait to see what comes next for Drexel.

John A. Fry
President
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John A. Fry

President
Drexel 2030

DESIGNING THE FUTURE

Culture of Equity
Innovative Research
Empowered Students
Powerful Partnerships
Enhanced Experience
Agile Curricula
WELCOME TO THE IMPLEMENTATION OF DREXEL UNIVERSITY’S STRATEGIC PLAN, DREXEL 2030: DESIGNING THE FUTURE.

Drexel is executing a strategic plan to effectively – and intentionally – address shifts in higher education and broader challenges facing society. These challenges were clearly magnified and expedited in 2020, based on our collective experiences with navigating COVID and nationwide calls for anti-racism movements.

To design our future together, our implementation approach is structured to foster cross-collaboration and integration, define targeted goals, and maintain agility and flexibility, as well as ensuring a broad representation of people from across Drexel.

Read on to meet the nearly 300 University faculty, staff and senior leaders involved in the Drexel 2030 implementation. The strategic plan implementation is an ever-evolving project, check back for updates to team accomplishments, goals and membership.
Click to view a video that details the structure that will guide the Drexel 2030 Strategic Plan Implementation.
### IMPLEMENTATION STRUCTURE

#### IMPLEMENTATION CORE TEAM
- Research Impact Team
- Partnership Team
- Student Empowerment Team
- Equitable Culture Team
- Adaptable Curricula Team
- Experiences Team

#### FOCUS AREAS COLLABORATIVE COUNCIL

<table>
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<th>Core Team</th>
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<td>FOCUS AREA GROUP</td>
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#### IMPERATIVE INTEGRATION COUNCIL
- Retention & Student Success
- Graduate Education
- Marketing & External Communications
- Internal Communications & Digital Infrastructure
- Research Administration
- Pricing & Financial Aid
- Operations
- Housing, Auxiliary & Facilities
- Program & Curricular Innovation
- Undergraduate Online
- Continuing Education & Lifelong Learning
- Partnerships
Members of Drexel University’s Executive Planning Committee (EPC) who developed the Strategic Plan continue their work through implementation by ensuring continuity and providing guidance and insights to the initiative teams through membership on the Focus Areas Collaborative Council, and to imperative teams through membership on the Imperative Integration Council.

Executive Planning Committee members serving in this capacity include:

**Focus Areas Collaborative Council**
- Jim Connell
  - School of Education
- Antonios Zavaliangos
  - College of Engineering
- Don McEachron
  - School of Biomedical Engineering, Science & Health Systems
- Dan Filler
  - Thomas R. Kline School of Law
- Erin McNamara Horvat
  - Office of the Provost

**Imperative Integration Council**
- Elizabeth Blankenhorn
  - College of Medicine
- Rena Cumby
  - Antoinette Westphal College of Media Arts & Design
- Laura Gitlin
  - College of Nursing & Health Professions
- Aleister Saunders
  - Office of the Provost
- Evelyn Thimba
  - Enrollment Management & Student Success
Drexel 2030 Implementation Teams are composed of chairs + one liaison from each initiative team. Imperative team liaisons are represented on the initiative team pages with a circle around their photo color-coded to represent one of the 6 imperatives above.
EXPAND DREXEL’S RESEARCH IMPACT: Generate new knowledge and impactful solutions by growing basic and applied research and fostering transdisciplinary collaborations both within the University and with external partners.

HARNESS THE POWER OF PARTNERSHIP: Integrate and align curricula, scholarship, community engagement and global partnerships in an internationally recognized problem-solving model for university/community collaborations.
Student Empowerment Team

- Carrie Hutnick
  Lindy Center for Civic Engagement

- Kristy Kelly
  School of Education

- Rogelio Miñana
  Global Engagement

- Franco Montalto
  College of Engineering

**EMPOWER STUDENTS TO BE PURPOSE DRIVEN, GLOBAL CITIZENS:** Graduate adaptable, culturally competent, empathic alumni capable of seizing opportunities for the betterment of themselves and their communities.

Equitable Culture Team

- Patience Ajoff Foster
  Human Resources

- Leon McCrea
  College of Medicine

- Jason Schupbach
  Antoinette Westphal College of Media Arts & Design

**FOSTER AND STRENGTHEN AN INCLUSIVE AND EQUITY DRIVEN CULTURE:** Establish a diverse, inclusive and antiracist learning community that provides equitable opportunities for excellence and achievement for all faculty, students, staff, and partners.
Adaptable Curricula Team

Fran Cornelius  
College of Nursing & Health Professions

Kelly Joyce  
College of Arts & Sciences

Rajiv Nag  
LeBow College of Business

SET THE STANDARD FOR CUTTING EDGE, ADAPTABLE CURRICULA: Rapidly develop and deliver agile curricula to partners and individuals of diverse backgrounds and ages that are responsive to market demands and the needs of a global society.

Experiences Team

Lloyd Ackert  
College of Arts & Sciences

Ian Sladen  
Steinbright Career Development Center

Emily Zimmerman  
Thomas R. Kline School of Law

ENHANCE AND EXPAND HIGH QUALITY, IMMERSIVE LEARNING EXPERIENCES: Enable students to enhance and apply their education while developing professional skills and an appreciation for the diversity of human experience by providing engaging, immersive learning experiences.
**CORE TEAM CHARGE:**

The Implementation CORE Team ensures integration and consistency across initiatives, defines priority areas for initiative and imperative teams, ensures teams have data to make informed decisions and drives key strategic decisions by moving recommendations upward from teams to University leaders. The team purposefully draws from a wide cross-section of the Drexel community to ensure representation, a diverse range of expertise and multiple opportunities for collaboration.
IMPLEMENTATION CORE TEAM

Project Lead

Elisabeth Van Bockstaele
Chief Strategy Officer
Drexel University

Kevin Coleman
Professional Staff Liaison
Drexel University Online

Sujoy Das
Sponsor: Retention & Student Success
Provost Office

Nadine Ezzat
Sponsor: UG Online, Marketing & External Comm, Internal Comm & Digital Infrastructure
Drexel University Online

Jim Gardner
Communications Liaison
President's Office

Dan Giroux
Communications Liaison
Institutional Advancement

Anna Koulas
Sponsor: Partnerships, Continuing Education & Lifelong Learning
Drexel Solutions Institute

Don Liberati
Sponsor: Housing, Auxiliary & Facilities, Operations
Drexel Business Services

Brian Lorigan
Sponsor: Pricing & Financial Aid
Strategic Financial Services

Kevin Owens
Sponsor: Program & Curricular Innovation
Faculty Senate Liaison
College of Arts & Sciences

Melissa Richman
Sponsor: Graduate Education
Graduate College
IMPLEMENTATION CORE TEAM (cont’d)

Ahaji Schreffler  
DEI Liaison  
Office of Global Engagement

Sandra Strang  
Communications Liaison, Project Manager  
Graduate College

Jason Schupbach  
Deans’ Liaison  
Antoinette Westphal College of Media Arts & Design

David Unruh  
IA Liaison  
Institutional Advancement

Jennifer Walker  
Administrative Support  
Drexel University Online

Sharon Walker  
Deans’ Liaison  
College of Engineering

Jonathan Ziegert  
LeBow College of Business
RETENTION & STUDENT SUCCESS CHARGE:
Investigate and make recommendations to operationalize strategies for increasing undergraduate student persistence and retention to 93% and increasing graduate persistence and retention by 5%.
RETENTION & STUDENT SUCCESS
INITIATIVE TEAM

Team Chairs

Shivanthi Anandan
Undergraduate Education,
Provost Office,
College of Arts & Sciences

Mary Gallagher Gordon
College of Nursing
& Health Professions

Bernetta Millonde
Enrollment Management
& Student Success

Jei (Jay) Cai
LeBow College of Business

Vanessa Cohen
Disability Services Office

Bob Curran
Enrollment Management
& Student Success

Erin Durkin
Dornsife School of Public Health

Daniel Freeman
Institutional Advancement, LeBow College of Business

Julie Goodman
Antoinette Westphal
College of Media Arts & Design

Tom Gutman
Enrollment Management
& Student Success

Gina Kerwin
Institutional Advancement

Tsz Kwok
Graduate College

Aaron Laskey
Intercollegiate Advising
RETENTION & STUDENT SUCCESS
INITIATIVE TEAM (cont'd)

Kerri Lord
Enrollment Management & Student Success

Nina Mielcarz
Enrollment Management & Student Success

Marna Mozeff
Goodwin College of Professional Studies

Noelle Palladino
College of Engineering

Christie Ruggieri
Enrollment Management & Student Success

Anupma Singh
Office of Institutional Research

Rebecca Signore
CLASS, Student Life

Devon Thomas
College of Arts & Sciences

Katie Zamulinsky
Enrollment Management & Student Success
GRADUATE EDUCATION CHARGE:

Define the initiatives to ensure Graduate Education practices, programs and experiences evolve to meet the desired state of Graduate Education at Drexel University building off the imperatives of the strategic plan.
GRADUATE EDUCATION INITIATIVE TEAM

Team Chairs

Brian Daly
College of Arts & Sciences

Sarah Haley
LeBow College of Business

Monica Jost
Graduate School of Biomedical Sciences & Professional Studies

Ken Barbee
School of Biomedical Engineering, Science & Health Systems

Safia Dias
Graduate School of Biomedical Sciences & Professional Studies

Michelle Dolinski
College of Arts & Sciences

Monica Ilies
College of Arts & Sciences

Stephanie Johnson
Kline School of Law

Jillian Keating
College of Nursing & Health Professions

Tsz Kwok
Graduate College

Sherry Levin
College of Engineering

Julia May
College of Arts & Sciences
Jackie Murphy
College of Nursing & Health Professions

Angela Montgomery
Enrollment Management & Student Success

Jennifer Nasser
College of Nursing & Health Professions

Sean O’Donnell
College of Arts & Sciences

Tim Raynor
Office of the General Counsel

Michael Wagner
Antoinette Westphal College of Media Arts & Design

Chris Weyant
College of Engineering

John Walsh
College of Engineering

Anne Willkomm
Graduate College
MARKETING & EXTERNAL COMMUNICATIONS CHARGE:

Design a path forward, under the principles of the Strategic Plan, and a newly designed Marketing & Communications structure, to bolster and enhance meaningful global connections with students, families, alumni, and friends of the University. The team shall act as brand-focused professionals ensuring Drexel’s value proposition is evaluated, enhanced, and communicated at every touch point, while integrating short-and-long term student recruitment, retention and advancement initiatives and goals — supporting student success from inquiry through graduation and beyond. The effort will leverage every appropriate medium and channel to reach around the world and reflect the University’s shared values of diversity, equity, and inclusion. The team will collaborate with communication offices across Drexel to unify and fully align external communications under a singular voice and identity. The charge is to share Drexel’s story in such a way that it captures the imagination of our audiences and inspires them to become actively engaged with the University.
MARKETING & EXTERNAL COMMUNICATIONS
INITIATIVE TEAM

Team Chairs

Debbie Clower
Institutional Advancement

Larry Duke
LeBow College of Business

Craig Kampes
Enrollment Management & Student Success

Subir Sahu
Enrollment Management & Student Success

Jaclyn Alexandrescu
Drexel University Online

Larry Bender
Enrollment Management & Student Success

Yael Branscom
College of Engineering

Brian Crooks
Kline School of Law

Purnell Cropper
Kline School of Law

Melissa Cunningham
LeBow College of Business

Mandy Dollar
Drexel Solutions Institute

Grace Dollarton
Enrollment Management & Student Success

Michaela Draganska
LeBow College of Business

Anne Erickson
College of Arts & Sciences
MARKETING & EXTERNAL COMMUNICATIONS
INITIATIVE TEAM (cont’d)

Nadine Ezzat
Drexel University Online

Frank Ferrone
College of Arts & Sciences

Niki Gianakaris
University Communications

Janelle Gillis
Drexel University Online

Jackie Hopkins
Enrollment Management & Student Success

Michelle McHugh
Antoinette Westphal College of Media Arts & Design

Hannah Merschen
Communications and Marketing

Christie Ruggieri
Enrollment Management & Student Success

Emily Storz
University Communications

Casey Turner
College of Computing & Informatics
MARKETING & EXTERNAL COMMUNICATIONS
INITIATIVE TEAM (cont’d)

Sara Keiffer
Institutional Advancement

Tricia Kraus
Drexel University Online

Nigel Lum-Cox
University Communications

Kathryn Matuch
Information Technology

Barbara McAleese
College of Arts & Sciences

Will Wiebalck
Drexel University Online

Evan Williams
Enrollment Management & Student Success

Mark Willie
Antoinette Westphal College of Media Arts & Design

David Wood
Dornsife School of Public Health
INTERNAL COMMUNICATIONS & DIGITAL INFRASTRUCTURE CHARGE:

Effective internal communication supported by a robust digital infrastructure enables all members of the Drexel University community to have a shared understanding of the institution’s mission and strategic goals, as well as the strategies we will employ collectively to achieve them. Therefore, the work of the Internal Communications and Digital Infrastructure initiative team will be the thread that pulls together all aspects of the strategic plan. The team will strengthen the coordination and efficiency of Drexel University’s internal communication by understanding our audiences and their communication preferences, analyzing our channels and digital infrastructure, identifying current gaps, creating opportunities for feedback and vision-sharing, and ensuring that the messages and media we use to tell our story reflect the University’s shared values of diversity, equity and inclusion.
INTERNAL COMMUNICATIONS & DIGITAL INFRASTRUCTURE
INITIATIVE TEAM

Team Chairs

Irene Lin
Office of Finance

Ali Shokoufandeh
College of Computing & Informatics

Amy Weaver
Provost Office

Jessica Ausborn
Graduate School of Biomedical Sciences & Professional Studies

Charleen Baselice
Provost Office

Veronica Carey
College of Nursing & Health Professions

Suzanne Dreitlein
College of Medicine

Alissa Falcone
University Communications

Britt Faulstick
University Communications

Kylie Gray
Provost Office

Duke Halsey
Compliance, Privacy, Internal Audit

Anthony Hopkins
School of Education

Kelly Joyce
College of Arts & Sciences
INTERNAL COMMUNICATIONS & DIGITAL INFRASTRUCTURE
INITIATIVE TEAM (cont’d)

Keith Kalbach
Graduate School of Biomedical Sciences & Professional Studies

Christine McAuliffe
Institutional Advancement

Katie Meier
College of Engineering

Glenn Muschio
Antoinette Westphal College of Media Arts & Design

Nick Perez
Enrollment Management & Student Success

Julia Phillips
Enrollment Management & Student Success

Ros Remer
Provost Office

Al Riess
LeBow College of Business

Mike Shelmet
Information Technology

Sonja Sherwood
University Communications

Sandra Strang
Graduate College

Erica Zelinger
Honors College
RESEARCH ADMINISTRATION CHARGE:

Drive success in Research Administration through an implementation plan consisting of initiatives, milestones, and financial and non-financial targets that integrate with one another and to the broader strategic plan.
RESEARCH ADMINISTRATION
INITIATIVE TEAM

Team Chairs

Sandhya Kortagere
College of Medicine

Sarah Saxton
Dornsife School of Public Health

Maria Schultheis
College of Arts & Sciences

Hasan Ayaz
School of Biomedical Engineering, Science & Health Systems

Evelyn Balabis
Research Accounting Services

Jennifer Britton
University & Community Partnerships

Lauren Geary
Office of Research & Innovation

David Collins
University Procurement

Alex Ezeh
Dornsife School of Public Health

Peter Gaskill
College of Medicine

Darius Graziani
College of Arts & Sciences

Keyanah Jones
Human Resources

Shintaro Kaido
Office of Research Innovation
RESEARCH ADMINISTRATION
INITIATIVE TEAM (cont’d)

Girija Kaimal
College of Nursing & Health Professions

Jennifer Katz-Bounincontro
School of Education

Kristen Kepics
Academy of Natural Sciences

Elizabeth Kopen
College of Medicine

Nancy Raitano Lee
College of Arts & Sciences

Aylin Sagay
School of Biomedical Engineering, Science & Health Systems

Dario Salvucci
College of Computing & Informatics

Caroline Schauer
College of Engineering

Lindsay Shea
Autism Institute

Doug Stay
Office of Research Innovation
RESEARCH ADMINISTRATION
INITIATIVE TEAM (cont’d)

Gregory Montanaro
Government & Community Relations

Janet Matthews
College of Medicine

Brenna McBride
Institutional Advancement

Chad Morris
College of Engineering

VK Narayanan
LeBow College of Business

Roland Wall
Academy of Natural Sciences

Andrew Ziter
Antoinette Westphal College of Media Arts & Design
PRICING & FINANCIAL AID CHARGE:

• Review and evaluate pricing strategy to attract best fit students to apply to, and seriously consider, Drexel (UG and Grad; all modalities).

• Review and evaluate financial aid strategy to yield a freshman class that meets all financial and non-financial objectives and a graduate class that optimizes capacity.

• Improve awarding of fellowships and whether they can be combined to attract the best fit students.
  • Improve financial access for underrepresented groups.
  • Ensure PhD tuition/remission is optimized for an R1 institution.
PRICING & FINANCIAL AID
INITIATIVE TEAM (cont’d)

Marisol Rodriguez-Merganthal
CLASS, Student Life

Evelyn Thimba
Enrollment Management & Student Success

John Walsh
College of Engineering

Gina Waters
Close School of Entrepreneurship

Yenneeka West
College of Engineering

Anne Willkomm
Graduate College
Team Chairs

Linda Lee  
College of Engineering

Lindsay Norlen  
Program Management & Organizational Effectiveness

Vibhas Madan  
LeBow College of Business

Team member selection in process
HOUSING, AUXILIARY & FACILITIES CHARGE:

Improve summer housing utilization through expanded summer offerings or intern and conference housing; improve housing utilization during the core academic year (Fall, Winter, Spring); and support a greater sense of community through growing voluntary Dining Plan participation.
HOUSING, AUXILIARY & FACILITIES
INITIATIVE TEAM

Team Chairs

MacKenzie Luke
Enrollment Management & Student Success

Michael Ryan
College of Engineering, Graduate College

Nancy Trainer
Real Estate & Facilities

Danielle Boardley
Kline School of Law

Leah Cruz
Budget & Financial Planning Office

Tyler Groll
Housing & Residence Life

Thelicia Hill
Graduate School of Biomedical Sciences & Professional Studies

Kerri Kloorfain
Housing & Residence Life

Lisa Miller
Academy of Natural Sciences

Joe Russo
Drexel Business Services

Mladenka Tomasevic
International Students & Scholars Services

Judy Walterson
Office of the Executive Vice President, Treasurer and Chief Operating Officer
PROGRAM & CURRICULAR INNOVATION CHARGE:

The Program & Curricular Innovation Team will develop recommendations and a roadmap for implementation of strategies, supports and infrastructure needed to expand and enhance Drexel’s core educational activities. Ultimately, this work will consider how to create a culture of continuing program and curricular innovation on campus.
Additionally, the Program & Curricular Innovation Initiative team is comprised of 5 unique sub-committees detailed over the next few pages.
PROGRAM & CURRICULAR INNOVATION

INITIATIVE TEAM

SUB-COMMITTEE #1: INFRASTRUCTURE TO ALLOW FOR CURRICULAR INNOVATION

SUB-COMMITTEE CHARGE:
Focus on infrastructure issues that will allow the university to be nimble and flexible in the development and delivery of curricula, inclusive of cross-disciplinary/cross-college courses and programs.
PROGRAM & CURRICULAR INNOVATION
INITIATIVE TEAM

SUB-COMMITTEE #2: EXPERIENTIAL LEARNING IN THE CLASSROOM ENVIRONMENT

Mesha Hunte-Brown
College of Arts & Sciences
Sub-Committee Lead

Jaimie Dougherty
School of Biomedical Engineering, Science & Health Systems

Michael Glaser
Antoinette Westphal College of Media Arts & Design

Frank Lee
Antoinette Westphal College of Media Arts & Design

Christy Love
College of Arts & Sciences

Jaya Mohan
Provost Office

Kate Morse
College of Nursing & Health Professions

Chris Peters
College of Engineering

Mary Jean Tecce DeCarlo
School of Education

SUB-COMMITTEE CHARGE:
Focus on best practices and innovation in courses and support units that incorporate experiential learning, such as lab courses, CBL courses, studio courses, etc. All types of teaching environments (i.e., remote, F2F) will be considered.
SUB-COMMITTEE CHARGE:

Focus on how to scale evidence-based practices to promote student engagement and achievement. All types of teaching environments (i.e., remote, F2F) will be considered.
SUB-COMMITTEE #4: CURRICULAR INNOVATION IN GRADUATE EDUCATION/POST-UNDERGRADUATE EDUCATION

SUB-COMMITTEE CHARGE:
Focus on thinking about unique issues of graduate/post-undergraduate education, and best practices and innovation in those learning environments
SUB-COMMITTEE #5: NEEDS ASSESSMENT FOR CURRICULAR INNOVATION

SUB-COMMITTEE CHARGE:
Focus on issues of gathering data to understand needs of employers and current and future students, to allow for responsive curricular and program development.
UNDERGRADUATE ONLINE CHARGE:
Influence positive changes to increase net tuition revenue in existing online bachelor’s degrees; provide recommendations on the future of online bachelor’s degrees at Drexel; for both the degree completion market as well as a potential market for the traditional student.
UNDERGRADUATE ONLINE INITIATIVE TEAM (cont’d)

Vera Lee
School of Education

Dee McMahon
College of Arts & Sciences, OLC

Debra Ruben
Antoinette Westphal College of Media Arts & Design

Kevin Scales
College of Engineering

Thersa Sweet
Dornsife School of Public Health

Marek Swoboda
School of Biomedical Engineering, Science & Health Systems

Lamont Wilson
Goodwin College of Professional Studies
CONTINUING EDUCATION & LIFELONG LEARNING CHARGE:

Create a centralized infrastructure which will allow for innovative design, creation, and launch of new programs; find strategic ways by which the University could increase its badges and certificate programs to be more interdisciplinary and innovative to meet the needs of today’s workforce and strengthen the University’s regional, national, and global reputation; and utilize industry partnerships to develop professional learning opportunities that not only align with the organizations’ needs but are also innovative and lineup with the latest industry trends.
PARTNERSHIPS CHARGE:
Deepen and strengthen more strategic and interdisciplinary partner relations on behalf of Drexel University; strengthen the University’s regional engagement; expand opportunities to partner with industry, especially with regards to education and research; identify innovative solutions which mutually benefit the University (via growth in research and revenue streams), our faculty, students, and our industry partners.
PARTNERSHIPS
INITIATIVE TEAM

Team Chairs

Yi Deng
College of Computing & Informatics

William Friel
Drexel University Online

Gwynne Grasberger
Office of Research & Innovation

Lynne Hickle
Steinbright Career Center

Rose DiMaria-Ghalili
College of Nursing & Health Professions

Patrick Doran
Antoinette Westphal College of Media Arts & Design

Victoria Egan
Dornsife School of Public Health

Joanne Ferroni
University & Community Partnerships

Robert Grimme
Goodwin College of Professional Studies

Diana Jones
LeBow College of Business

Claire King
School of Biomedical Engineering Science & Health Systems

Greg Law
Steinbright Career Center

Casey Marsella
Institutional Advancement

Kate Meier
College of Engineering
PARTNERSHIPS
INITIATIVE TEAM (cont’d)

VK Narayanan
LeBow College of Business

Bency Oonnoonny
Drexel University Online

Damian Salas
Close School of Entrepreneurship

Lindsay Shea
Autism Institute

Jane Taylor
Academy of Natural Sciences

Glenn Williams
College of Nursing & Health Professions
DREXEL 2030 FACULTY FELLOWS
The following Drexel University faculty members have contributed their time and expertise on specific projects related to the Drexel 2030 Strategic Plan implementation.

- **Daniel Albert**
  *LeBow College of Business*
  Applying expertise in strategy and innovation to develop tracking and performance metrics for the Drexel 2030 initiative and imperative efforts.

- **Diana Nicholas**
  *Antoinette Westphal College of Media Arts & Design*
  Utilizing design research to develop a framework for strategic partnerships across Drexel to ensure communication, collaboration, efficiency and rapid response.

- **Josh Peskin**
  *Honors College*
  Strategist and builder with a track record of leading nonprofits through change to develop and grow - will assist in the development of tracking and performance metrics for the Drexel 2030 imperative teams.
EMERITUS TEAM MEMBERS
These individuals have previously served on a Drexel 2030 team. We thank them for their time, hard work, and service to the Drexel 2030 Strategic Plan implementation.

Dana Auguste
General Counsel’s Office
Retention & Student Success Initiative Team

Alonzo Flowers
School of Education
Graduate Education Initiative Team

Andrea Forte
College of Computing & Informatics
Graduate Education Initiative Team

Tasha Gardner
Center for Inclusive Education & Scholarship
Retention & Student Success Initiative Team

Anthony Klaumenzer
Business Services
Retention & Student Success Initiative Team

Joe Master
University Communications
Marketing & External Communications Initiative Team

Vince McNeil
Enrollment Management & Student Success
Marketing & External Communications Initiative Team

Alyssa Porambo
Drexel University Online
Internal Communications & Digital Infrastructure Initiative Team

Kate Sonstein
LeBow College of Business
Graduate Education Initiative Team

Kara Spiller
School of Biomedical Engineering, Science & Health Systems
Partnerships Initiative Team

Blanche Young
Graduate School of Biomedical Sciences & Professional Studies
Retention & Student Success Initiative Team
Anti-Racism Task Force (ARTF):
(June 2020) formed to look at our practices across the entire University, both how we can more effectively support the Black community at Drexel and how we can eradicate racism in our policies and practices.

Collaborative Council:
The Focus Areas Collaborative Council is composed of the chairs from each initiative team, along with members of the CORE team and Executive Planning Committee. This council allows for cross-functional collaboration, idea sharing and consistency both within each focus area and among all three focus areas.

Drexel Forward:
(October 2020) engagement with McKinsey consulting firm to explore opportunities for increased revenue and reduced expenses.

Drexel 2030 Imperative Team:
Six core tenets of the executive planning committee strategic plan comprise the Drexel 2030 imperatives, which are: research impact, partnership, student empowerment, equity culture, adaptable curricula and learning experiences. To ensure these tenets are infused into the strategic implementation efforts, a member from each initiative team will comprise each imperative team, led by three chairs.

Drexel 2030 Initiative Team:
Teams composed of Drexel University faculty, professional staff and administrators who have been nominated or self-identified, and will conduct work under each of the three strategic plan focus areas: driving current and future enrollment success, efficiency and effectiveness in mission delivery, and new marketing and diversification of revenue sources. There are a total of 12 initiative teams, including: Retention/Student Success, Graduate Education, Marketing & External Communications, Internal Communications and Digital Infrastructure, Research Administration, Pricing & Financial Aid, Operations, Housing and Facilities, Program and Curricular Innovation, Undergraduate Online, Continuing Education and Lifelong Learning, Partnerships.

Enrollment Integration Center (EIC):
(March 2021; 8-week engagement with McKinsey support) this project is comprised of two efforts:

- Enrollment-specific integration: Determine how Drexel should adjust its administrative enrollment management organizations and practices, realizable within the next 1-2 years, to enhance enrollment success, predictability, and experience across all student populations and instructional modality while enabling increased efficiency in current operations.

- Marketing/Communications integration: Determine how Drexel should adjust its marketing & communications organizations and practices, realizable within the next 1-2 years, to promote a unified Drexel brand and increase the effectiveness and efficiency of the recruitment and enrollment of all students.
Executive Planning Committee (EPC):
(October 2019) the goal of the Executive Planning Committee is to increase Drexel University’s capacity for collaborative leadership, deliberation, and debate on alignment of strategic priorities and resource allocation, with the twin functions of: (1) expressing the institutional vision and (2) ensuring progress of the vision.

Integration Council:
The Imperative Integration Council is composed of the chairs from each imperative team, along with members of the CORE team and Executive Planning Committee. This council will collaborate, share updates and ideas on the infusion of each of the six strategic plan imperatives into the work of the initiative teams.

Pre-Planning:
- Academic Resource Planning: this group was charged with (1) Developing analytic tools to evaluate (new and existing) academic program cost and demand, including, but not limited to, data on program-level revenues and expenses; and (2) Recommending processes and structures for utilizing these performance metrics to drive resource allocation (and re-allocation) to better align academic programs with market demand within an Responsibility-Centered Management (RCM) framework.
- Institutional Effectiveness: (Sept 2018) this group was charged with analyzing Drexel’s practices for efficient, productive, and quality services: organizational structure, level of performance/customer satisfaction, best practices, and technology infrastructure support.
- Retention: this group was charged with evaluating what it would take to: (1) improve our full-time, first-time undergraduate retention rate to 93%, the midpoint between the rate of our aspirational peers and our admissions peers; and (2) improve the retention rate for other cohorts – transfer, graduate, and online – by five percentage points.
- Thinking Forward: this group was charged with a range of related pre-planning efforts designed to position to begin the next strategic planning process, including: environmental scan, sharpening our topical focus, plan structure and process.