

DREXEL 2030 STRATEGIC PLAN IMPLEMENTATION GUIDE





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.

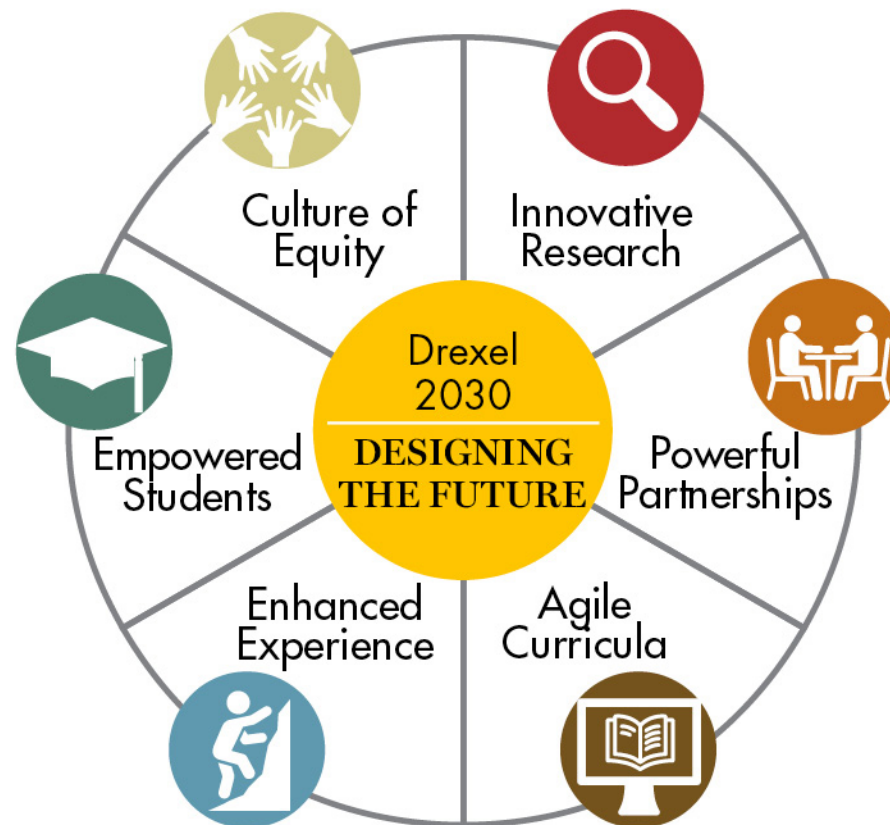
Going forward in this year of uncertainty, successful implementation of our strategic plan will depend on contributions of time, energy, and ideas from many more stakeholders throughout the University, and I hope you will participate. I want to thank the members of the EPC and everyone who is serving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



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.](#)

Senior Leaders, Board of
Trustees, Drexel Community

IMPLEMENTATION CORE TEAM

IMPLEMENTATION STRUCTURE

FOCUS AREAS COLLABORATIVE COUNCIL

Enrollment Success
FOCUS AREA GROUP

Mission Delivery
FOCUS AREA GROUP

New Markets
FOCUS AREA GROUP

IMPERATIVE INTEGRATION COUNCIL

Research Impact Team

Partnership Team

Student Empowerment Team

Equitable Culture Team

Adaptable Curricula Team

Experiences Team

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

Senior Leaders, Board of
Trustees, Drexel Community

IMPLEMENTATION CORE TEAM

Research Impact Team

Partnership Team

Student Empowerment Team

Equitable Culture Team

Adaptable Curricula Team

Experiences Team

IMPLEMENTATION STRUCTURE ►

FOCUS AREAS COLLABORATIVE COUNCIL

Enrollment Success
FOCUS AREA GROUP

Mission Delivery
FOCUS AREA GROUP

New Markets
FOCUS AREA GROUP

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
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IMPERATIVE INTEGRATION COUNCIL

COUNCILS

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



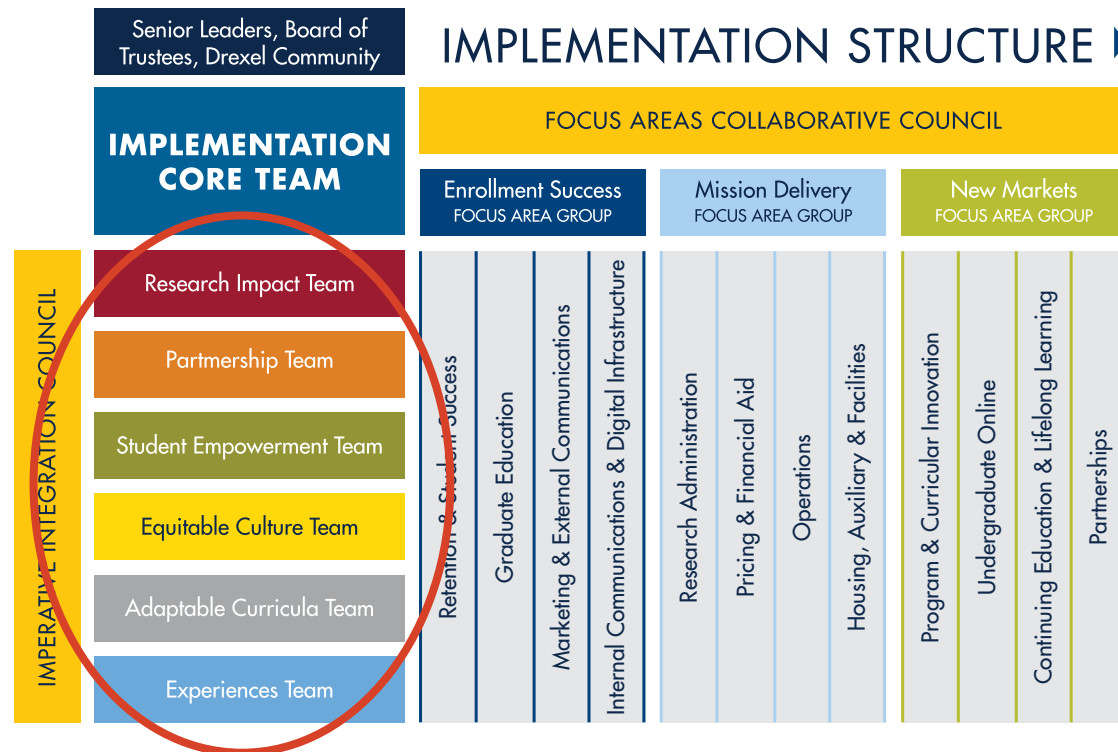
Aleister Saunders

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.

IMPERATIVE TEAMS

Research Impact Team



Rodrigo Espana
College of Medicine



Kathie Jordan
College of Biomedical Engineering,
Science and Health Systems



Caroline Schauer
College of Engineering

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.

Partnership Team



Brian Keech
Government &
Community Relations



Lucy Kerman
Community Partnerships



Alex Poole
College of Computing
& Informatics



Josie Yaller
International Students
& Scholars Services

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.

IMPERATIVE TEAMS *(cont'd)*

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.

IMPERATIVE TEAMS *(cont'd)*

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

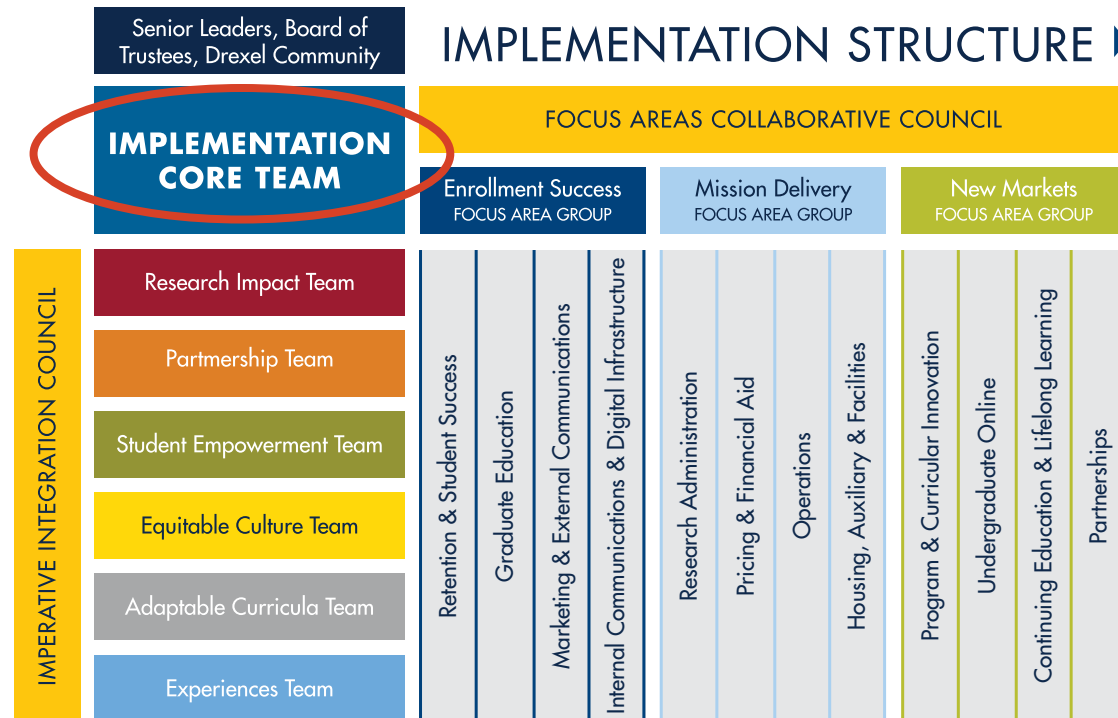
Steinbright Career
Development Center



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



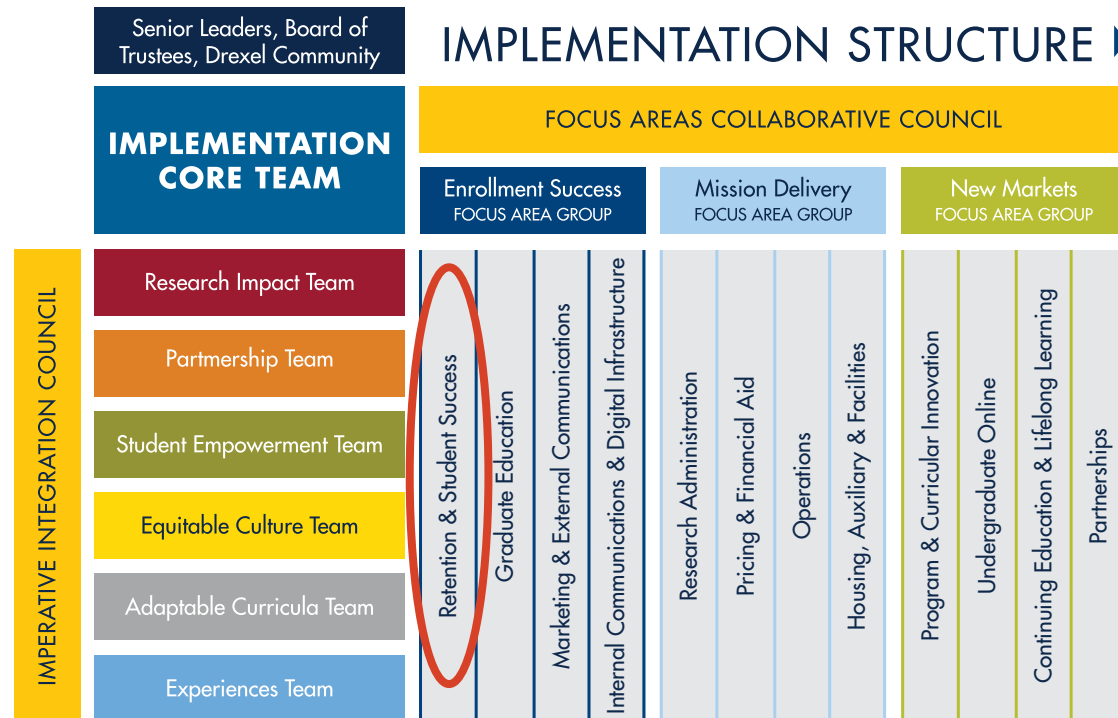
Sharon Walker

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



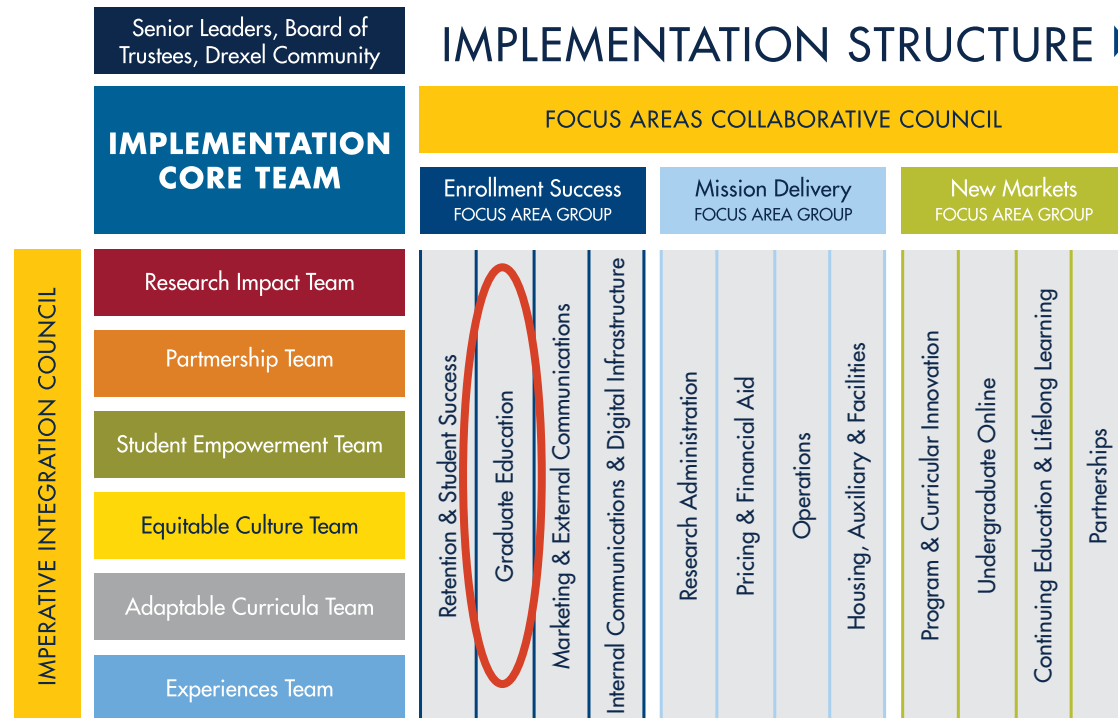
Devon Thomas

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



GRADUATE EDUCATION INITIATIVE TEAM *(cont'd)*



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



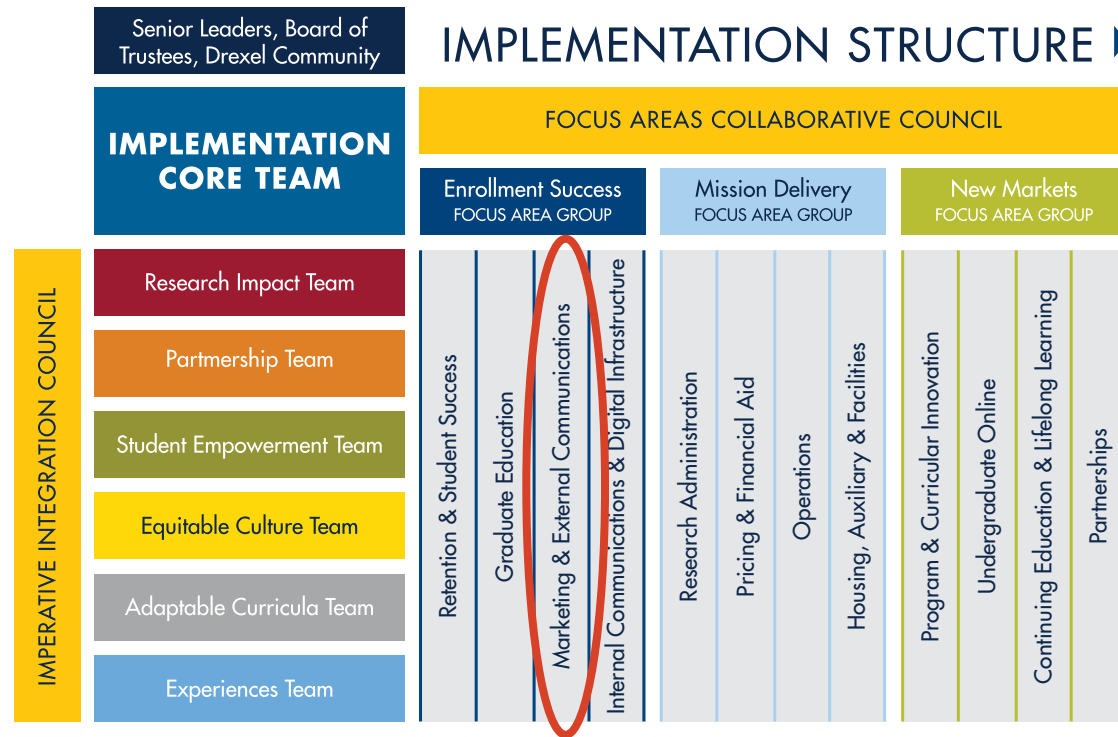
John Walsh

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



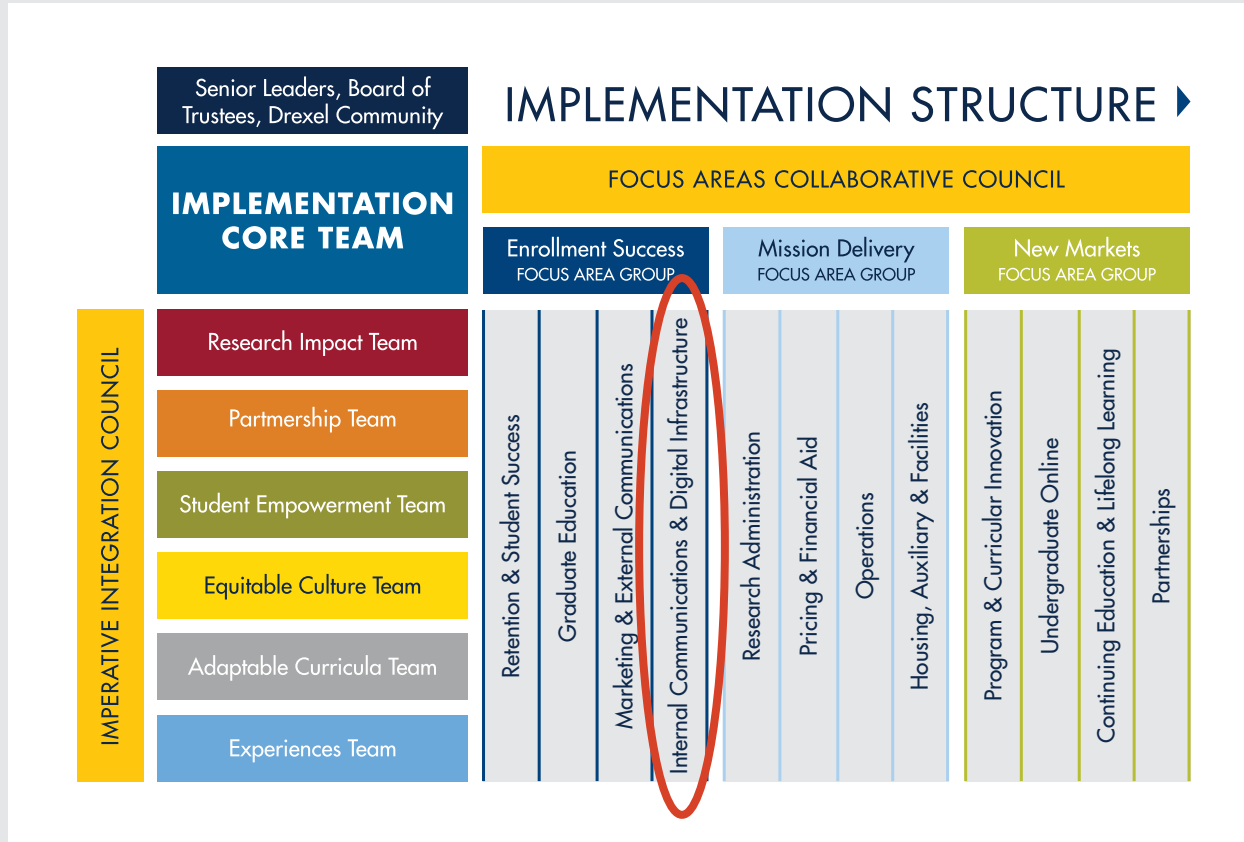
Mark Willie

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



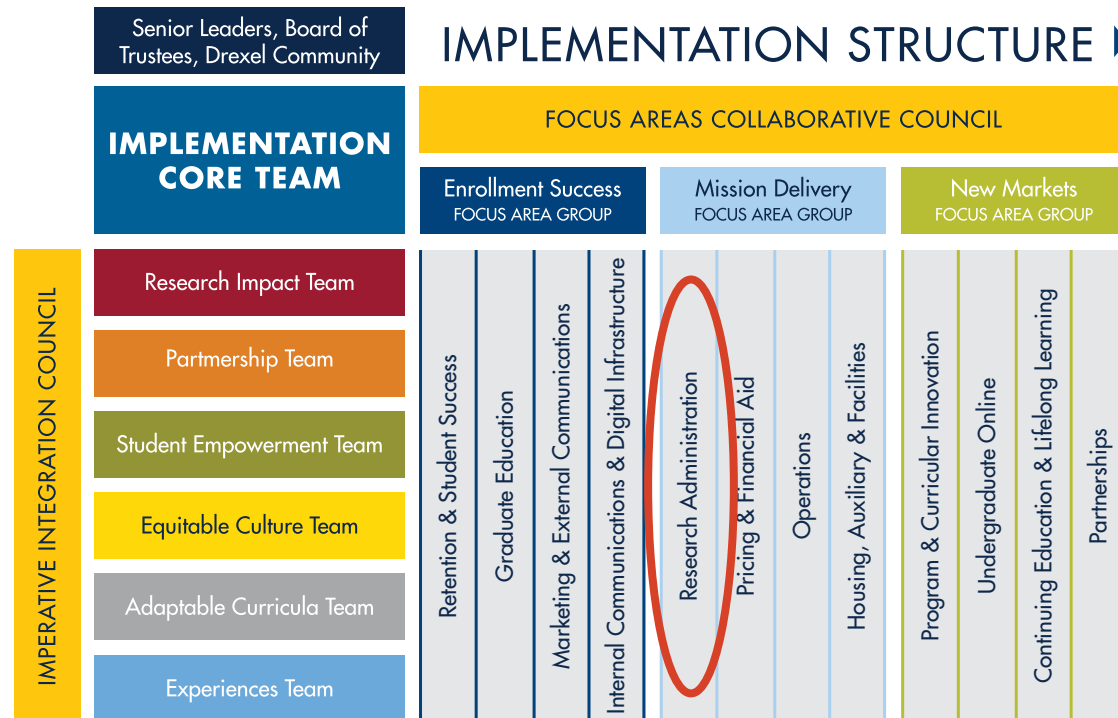
Sandra Strang

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



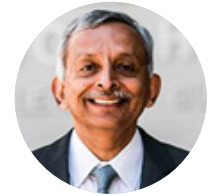
Janet Matthews
College of Medicine



Brenna McBride
Institutional Advancement



Chad Morris
College of Engineering



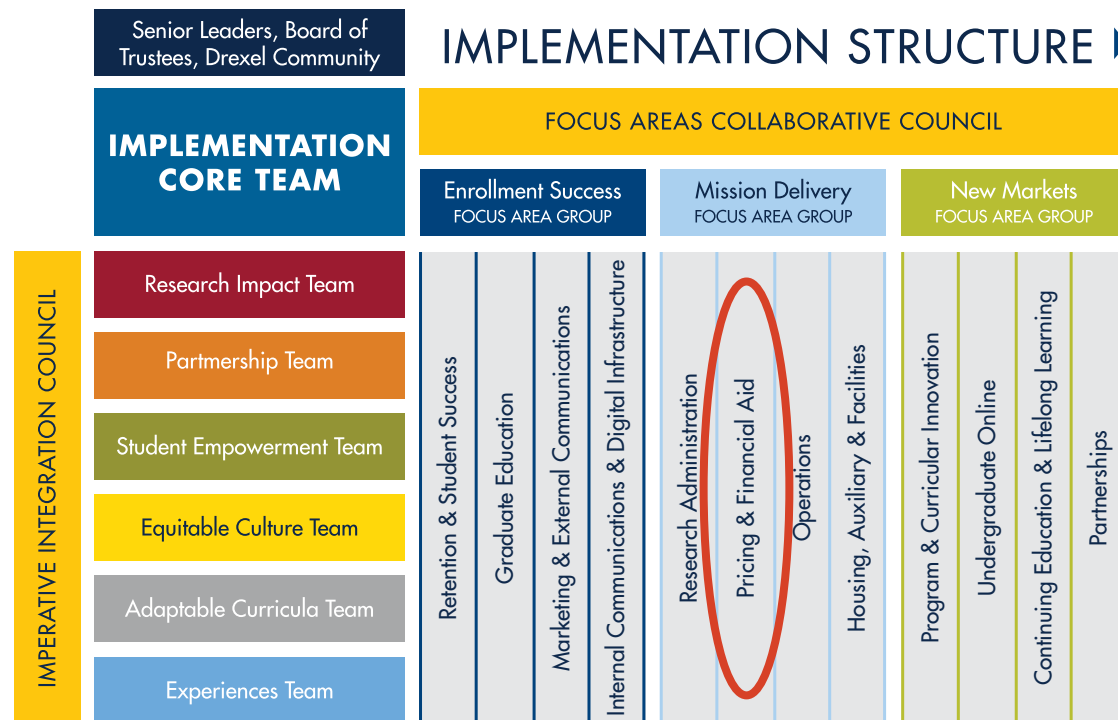
VK Narayanan
LeBow College
of Business



Roland Wall
Academy of Natural
Sciences



Andrew Zitcer
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

Team Chairs



Jodi Cataline

LeBow College
of Business



Tom Gutman

Enrollment Management
& Student Success



Brian Lorigan

Office of Finance



Jeff Asay

Drexel University Online



Colleen Boyle

College of Nursing &
Health Professions



James Connell

School of Education



Cindy Delone

Enrollment Management
& Student Success



Ellen Herlich

Institutional Advancement



Karin Kelly

Antoinette Westphal
College of Media Arts
& Design



Julia May

College of Arts & Sciences



Kathryn Matuch

Information Technology



Paul McGonigle

Graduate School of
Biomedical Sciences
& Professional Studies



Mauricio Reginato

College of Medicine



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

Senior Leaders, Board of Trustees, Drexel Community

IMPLEMENTATION CORE TEAM

IMPERATIVE INTEGRATION COUNCIL

Research Impact Team

Partnership Team

Student Empowerment Team

Equitable Culture Team

Adaptable Curricula Team

Experiences Team

IMPLEMENTATION STRUCTURE ▶

FOCUS AREAS COLLABORATIVE COUNCIL

Enrollment Success
FOCUS AREA GROUP

Mission Delivery
FOCUS AREA GROUP

New Markets
FOCUS AREA GROUP

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Pricing & Financial Aid

Operations

Housing, Auxiliary & Facilities

Program & Curricular Innovation

Undergraduate Online

Continuing Education & Lifelong Learning

Partnerships

OPERATIONS

INITIATIVE TEAM

Team Chairs



Linda Lee
College of Engineering

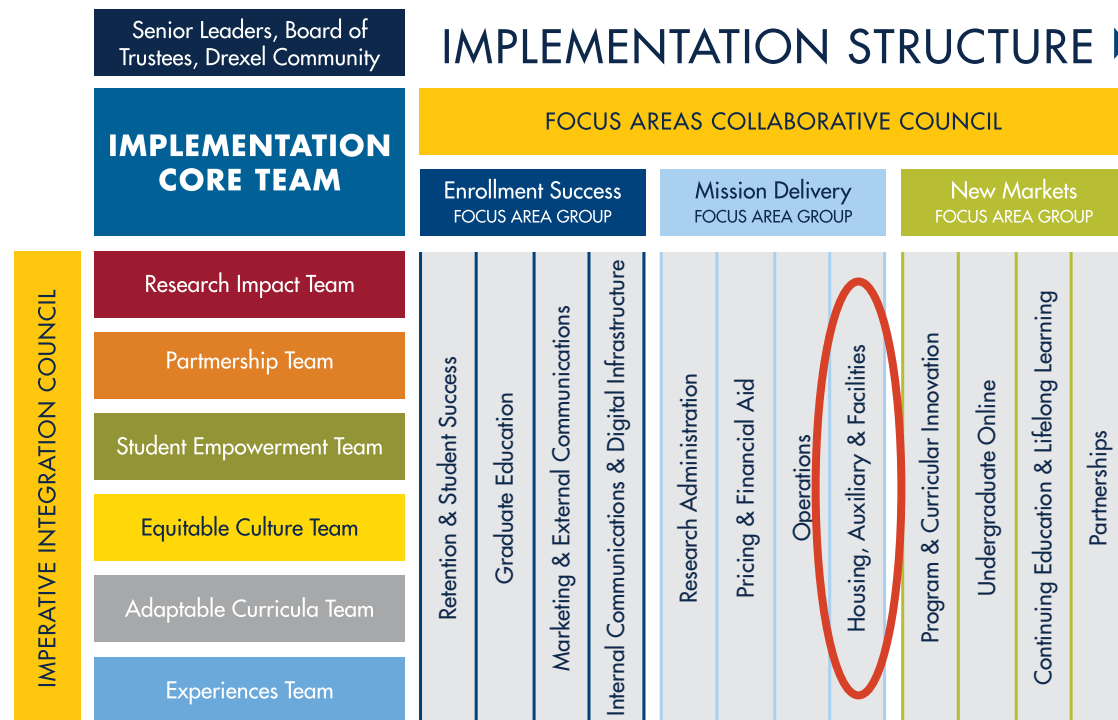


Lindsay Norlen
Program Management
& Organizational
Effectiveness



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



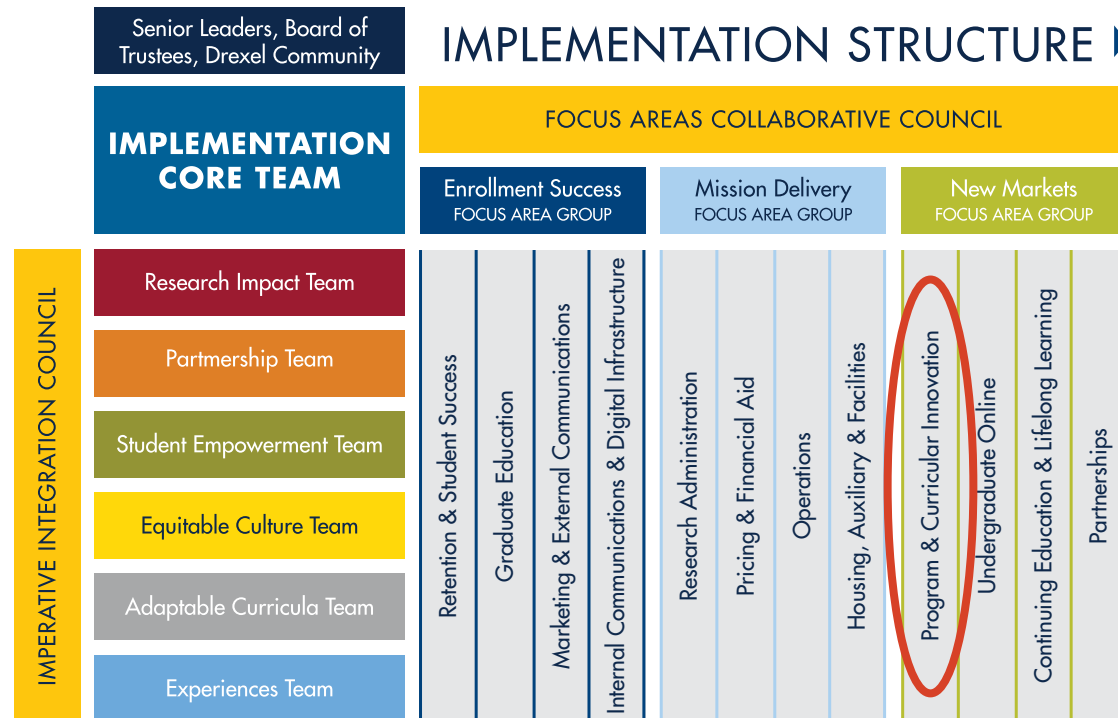
Joe Russo
Drexel Business Services



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.

PROGRAM & CURRICULAR INNOVATION INITIATIVE TEAM

Team Chairs



Michelle Spina
Intercollegiate Advising



Jennifer Stanford
College of Arts & Sciences



Steve Weber
College of Engineering

OVERSIGHT COMMITTEE

In addition to the team chairs above, the following members comprise the Program and Curricular Innovation Oversight Committee:



Adam Fontecchio
College of Engineering



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



Danuta Nitecki
Drexel University
Libraries



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



Jason Silverman
School of Education,
Sub-Committee Lead

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



Steve Weber

College of Engineering
Sub-Committee Lead



Patience Ajoff-Foster

Human Resources



Charleen Baselice

Provost Office



Jennifer Breaux

Dornsife School
of Public Health



Eric Brewe

College of Arts & Sciences



Fran Cornelius

College of Nursing &
Health Professions



Rena Cumby

Antoinette Westphal
College of Media Arts
& Design



Kimberly David-Chung

Drexel University Online



Kea Glenn

International Students
& Scholars Services



Jeff Popyack

College of Computing
& Informatics



Manny Sanchez

Provost Office



Michael Shelmet

Information Technology

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.

PROGRAM & CURRICULAR INNOVATION INITIATIVE TEAM

SUB-COMMITTEE #3: ENCOURAGING USE OF EVIDENCE-BASED TEACHING



Jennifer Stanford

College of Arts & Sciences
Sub-Committee Lead



Chris Finnin

LeBow College
of Business



Alonzo Flowers

School of Education



Johanna Inman

Teaching and Learning
Center



Dan King

College of Arts & Sciences



Wes Shumar

College of Arts & Sciences



Rebecca Signore

CLASS, Student Life



Scott Warnock

College of Arts & Sciences



Chris Weyant

College of Engineering

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.

PROGRAM & CURRICULAR INNOVATION INITIATIVE TEAM

SUB-COMMITTEE #4: CURRICULAR INNOVATION IN GRADUATE EDUCATION/ POST-UNDERGRADUATE EDUCATION



Jason Silverman
School of Education,
Sub-Committee Lead



Doug Baird
Graduate School of
Biomedical Sciences
and Professional Studies



Kapil Dandekar
College of Engineering



Richard Frankel
Kline School of Law



Monica Ilies
College of Arts & Sciences



Patick Loll
College of Medicine



William Mangold
Antoinette Westphal
College of Media Arts
& Design



**Marisol Rodriguez
Mergenthal**
CLASS, Student Life



Michael Ryan
Graduate College

SUB-COMMITTEE CHARGE:

Focus on thinking about unique issues of graduate/post-undergraduate education,
and best practices and innovation in those learning environments

PROGRAM & CURRICULAR INNOVATION INITIATIVE TEAM

SUB-COMMITTEE #5: NEEDS ASSESSMENT FOR CURRICULAR INNOVATION



Michelle Spina

Intercollegiate Advising
Sub-Committee Lead



Nicole Dalberto

Steinbright Career Center



John DiNardo

College of Arts & Sciences



Adam Fontecchio

College of Engineering



Don McEachron

School of Biomedical
Engineering, Science
& Health Systems



Dimitri Papadopoulos

College of Arts & Sciences

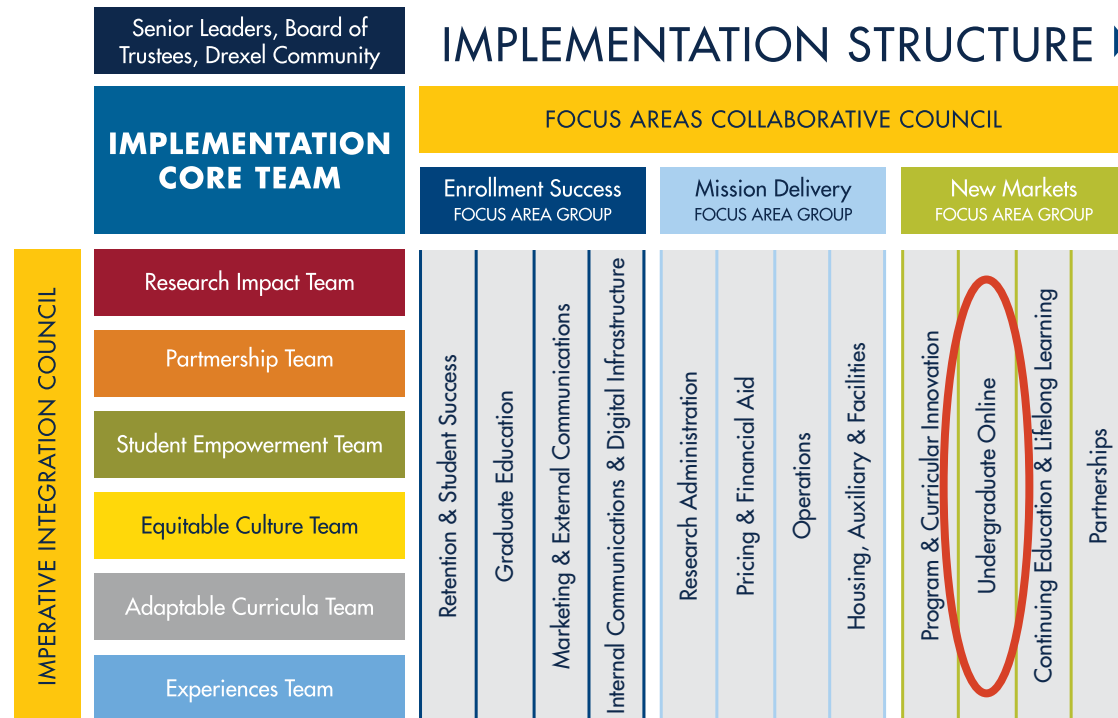


Jonathan Ziegert

LeBow College
of Business

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

Team Chairs



Donna DeCarolis
Close School of
Entrepreneurship



Michael Harrington
Drexel University Online



Youngmoo Kim
Drexel ExCITe Center



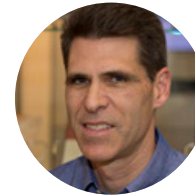
Shivanthi Anandan
Undergraduate Education,
Provost Office, College
of Arts & Sciences



Antonis Asprakis
Close School of
Entrepreneurship



Jen Breaux
Dornsife School
of Public Health



Chris Carroll
College of Computing
& Informatics



Nadine Ezzat
Drexel University Online



Chris Finnin
LeBow College
of Business



Beth Haas
Kline School of Law



Lynne Hickle
Steinbright Career Center



Michael Keaton
Undergraduate
Admissions



Dana Kemery
College of Nursing
& Health Professions



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 Scoles
College of Engineering



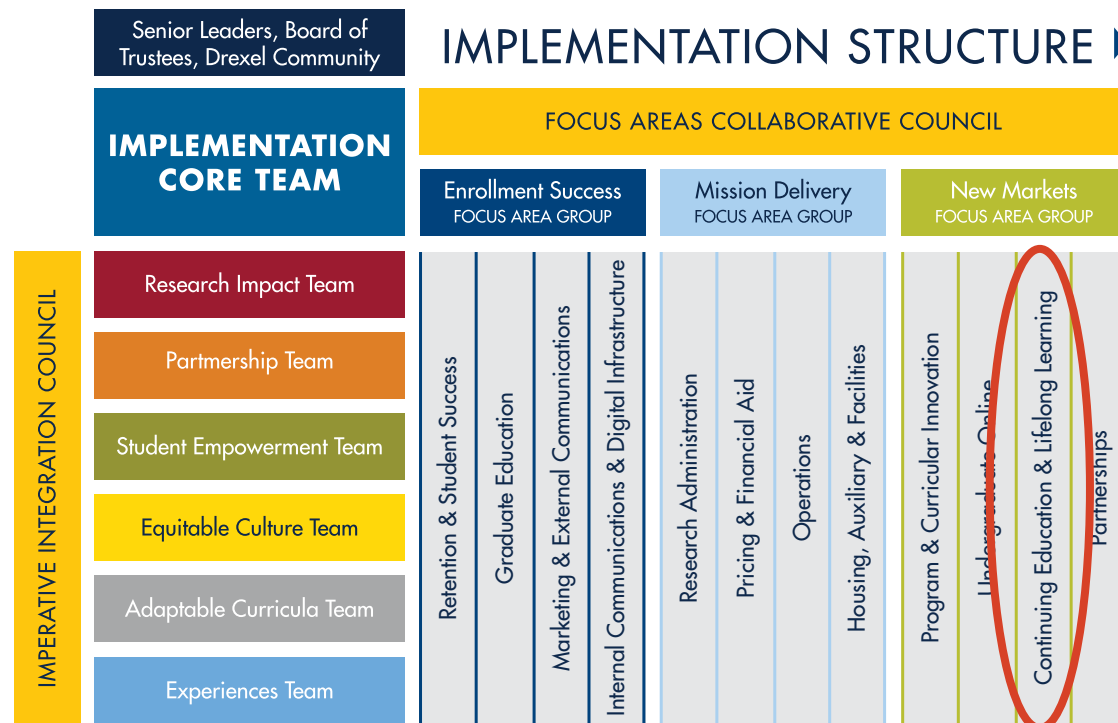
Thersa Sweet
Dornsife School
of Public Health



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.

CONTINUING EDUCATION & LIFELONG LEARNING INITIATIVE TEAM

Team Chairs



Penny Hammrich
School of Education



Kena Sears-Brown
Goodwin College of
Professional Studies



Linda Wilson
College of Nursing
& Health Professions



Fran Cornelius
College of Nursing
& Health Professions



Lauren D'Innocenzo
LeBow College of Business



Elizabeth Diaz
College of Nursing
& Health Professions



Aroutis Foster
School of Education



Timothy Gorichanaz
College of Computing
& Informatics



Richard Grandrino
College of Engineering



Patricia Gremmel
Goodwin College of
Professional Studies



Xavier Johnson
Human Resources



Goran Karapetrov
College of Arts & Sciences



Claire King
School of Biomedical
Engineering, Science
& Health Systems



CONTINUING EDUCATION & LIFELONG LEARNING

INITIATIVE TEAM *(cont'd)*



Bruce Levine
School of Education



William Lynch
School of Education



Diana Nicholas
Antoinette Westphal
College of Media Arts
& Design



Kris Risi
LeBow College
of Business



Jeannine Shantz
Close School of
Entrepreneurship



Wan Shih
School of Biomedical
Engineering, Science
& Health Systems



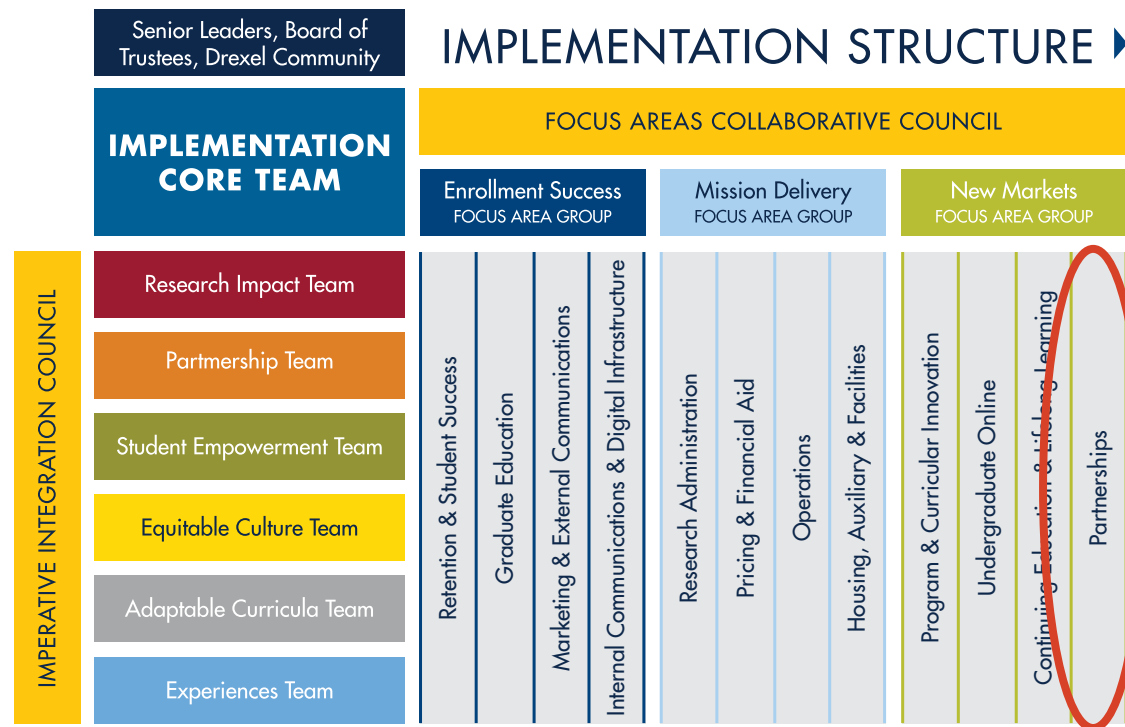
Nancy Spector
College of Medicine



Dominique Thomas
Academy of Natural
Sciences



Adam Zahn
Global Engagement



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 Grimmie

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 Oonnoony

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*



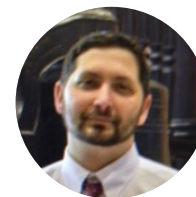
Andrea Forte

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*



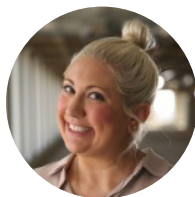
Joe Master

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*

GLOSSARY OF TERMS

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.

GLOSSARY OF TERMS

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.

