

DREXEL 2030: Designing the Future



Dear Colleagues and Friends,

As we approach year two of implementation in 2023, I am pleased to share this inaugural annual report on implementation of the Drexel 2030 – Designing the Future strategic plan, outlining our progress from the past year. What you will read about represents the collective efforts and energy of more than 300 dedicated faculty and professional staff volunteers who are actively collaborating in a pan-University structure—on top of their existing responsibilities—to advance the mission and vision of this incredible institution. With the recent successful conclusion of The Future Is a Place We Make fundraising campaign; continued focus and commitment to improving diversity, equity, inclusion, and belonging; and strong fall 2022 enrollment; I am incredibly inspired and excited about the work underway and the opportunities that lie ahead for realizing our full potential as an R1 research institution committed to experiential learning and civic engagement.

I would like to thank our emeritus team members who contributed their time and efforts to implementation. I would also like to honor the legacy of Penny Hammrich. Penny was instrumental in our implementation efforts as one of the chairs of the Continuing Education & Lifelong Learning initiative team. She is greatly missed by our Drexel community.

As always, I invite anyone with ideas and questions to please share with us through our Drexel 2030 Feedback Form or the Drexel2030@drexel.edu email address.



With deepest gratitude,

Elisabeth Van Bockstaele
Chief Strategy Officer

HIGHLIGHTS FROM DREXEL 2030 EFFORTS

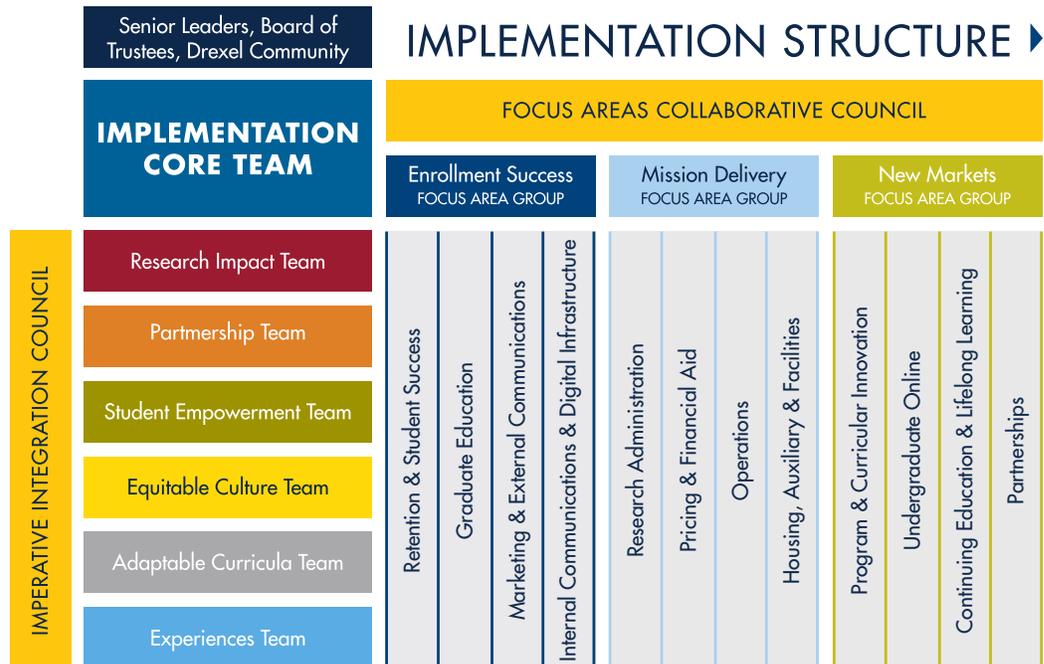
Implementation Structure

1. Formation of Drexel 2030 Implementation CORE team:

Consists of senior leaders, administrators, deans and faculty and professional staff members who are also serving as liaisons and sponsors to initiative and imperative teams.

2. Formation of 12 initiative and six imperative teams:

Consists of more than 300 volunteer faculty and professional staff members from across the University invested in their content areas and collaborating across units.



3. Engagement of three faculty fellows:

Drawing from the deep expertise of our faculty, volunteer fellows took on projects in the areas of design research and strategy to bolster the teams' work and ensure achievement of goals.

4. Launch of the Drexel 2030 Implementation Guide:

Designed to orient our community on each of the teams, members and goals.

Community Updates

1. Launch of The 2030 Report:

A tenet of Drexel 2030 implementation is a commitment to transparency and communication with various stakeholders at the University and beyond. The teams are working diligently and coming up with great ideas for Drexel's future. To showcase all these efforts, The Drexel 2030 Report is a Strategic Plan Implementation newsletter with updates from the CORE, initiative and imperative teams and announcements about opportunities for engagement, surveys, etc.

2. Launch of virtual roundtable series:

Invites faculty and professional staff members to hear progress updates from the initiative and imperative teams and engage in discussion about implementation efforts that will help shape the future of our University. Averaged 40-50 attendees per four sessions to date.

Undergraduate Online Initiative Team

Virtual Roundtable
June 7, 2022

3. Anti-Racism Task Force Podcast:

One of the key imperatives of the Drexel 2030 Strategic Plan is to establish a diverse, inclusive and antiracist learning community that provides equitable opportunities for excellence and achievement for all faculty, students, professional staff and partners. This Culture of Equity imperative will help forward the work of the Anti-Racism Task Force, established in 2020. In the first podcast episode, Kim Gholston, Ahaji Schreffler and Jason Schupbach share how the commitments from the Task Force are being integrated into Drexel's ongoing strategic planning process to create a stronger, more inclusive Drexel for the future.



4. Feedback Form Submissions:

CORE team communications liaisons worked with members of the CORE team and University leadership to address and respond to 24 questions and suggestions from the University community, including faculty, professional staff members and students.

5. Virtual Community Updates:

Updates from senior leadership on University-wide initiatives and strategic plan implementation updates from team chairs, development of a list of FAQs posted on the implementation website.

Initiative Team Work

1. Enrollment Integration Center:

Fully aligned Drexel's administrative enrollment management structure with a comprehensive and fully integrated marketing and communications operation that will both unify messaging and branding while enabling individualized recruitment across various populations of students. This integration, based on five key principles, brought together teams from Drexel University Online, Enrollment Management & Student Success and University Communications.

Five key principles:

- Enables unified messaging and branding of Drexel University to ensure that any interaction with the enrollment area of the university is consistent even as we individualize tactics for the various populations
- Enhances the applicant experience for all student populations and instructional modality
- Provides clarity to all Drexel personnel from both academic and administrative units on the structure, responsibility, and ownership of enrollment management related functions
- Supports a comprehensive strategy for undergraduate and graduate enrollment regardless of instructional modality. Adjustments to organizational design and/or practices must enable enrollment success across student populations.
- Stewards resources well – strategic cost efficiency should be considered at each juncture

A Partnership: By Audience – Applies Across Modalities – Designed to Support the Applicant Journey, Current Student Experience & Stronger Collaboration Among Central Units, Colleges/Schools & Administrative Stakeholders



2. PAsmart Grants:

Under the leadership of Kena Sears-Brown, one of the chairs of the Continuing Education & Lifelong Learning initiative team, Drexel University received 3 PAsmart Grant awards totaling \$400,000 for Registered Apprenticeships for Middle-Skill Professionals (RAMP): Medical Assistant, Cybersecurity and Salesforce. These represent a collaboration between UCP and Goodwin College with internal and external contributors and partners. This important work will create pathways to education and employment for adult learners.

3. Online Bachelor's Pilot:

Effort to grow three bachelor's programs through a pilot that adjusted price, speed to decision, speed to transfer credit evaluation and increased advertising. Resulted in an 83% increase in Fall 2022 new student headcount and a 59% increase in net tuition revenue over Fall 2021.

4. Partnerships:

Drexel University became a member of Amazon's Career Choice Network. Up to an annual maximum benefit, Amazon will pre-pay 100% of tuition for Blue Badge hourly employees to pursue bachelor's degrees.

5. U.S. News & World Report Rankings:

Coordinated across multiple colleges and units in order to improve the student experience and positively impact rankings. *U.S. News & World Report* released their annual "Best Online Programs" rankings on January 25, 2022. Drexel made some strong gains in several categories including online bachelor's, MBA, graduate business, and graduate education.

6. Program & Curricular Innovation:

Official reports generated including findings and recommendations from the following subcommittees: Infrastructure, Experiential Learning in the Classroom Environment, Encouraging Use of Evidence-Based Teaching, and Curricular Innovation in Graduate Education/ Post-Undergraduate Education.

Working Sessions

1. Weekly CORE Team Meetings:

Strategic discussion on implementation efforts, as well as a space to meet with initiative and imperative team chairs to hear progress and provide feedback.

2. Four Focus Area Collaborative Council Retreats:

Brought together the council, CORE team, sponsors and team chairs of the 12 initiative teams to work together within their focus areas to collaborate on goals which cut across each focus area.

3. Two Imperative Integration Council Retreats:

Brought together the council, CORE team, sponsors and chairs of the six imperative teams, to work together to identify goals, key performance indicators and metrics by which to measure against their goals. Resulted in the creation of a metrics dashboard working group.

4. Retention Retreat (July 2022):

Brought together faculty and professional staff members from across the University to discuss how to improve student retention through the lens of belonging, academic and student engagement, student life, communication, and in developing a structure for supporting students. Outcomes included recommendations for the formation of a retention council, development of a learning terrace and improvements to physical campus spaces, enhancing DrexelOne, campus signage and InfoNET system, and infusing retention and student success themes through the integration of immersive learning experiences and co-op.

5. Metrics Dashboard Committee (ongoing):

Assisting in the development of goals, key performance indicators and actions that drive toward strategic plan imperatives.



STRATEGIC PLANNING TIMELINE



STRATEGIC PLANNING

2018 - 2019	Oct 2019	Jan - May 2020	June - Oct 2020	Dec 2020
Pre-Planning Phase	Executive Planning Committee (EPC)	Gathering Feedback to Inform Strategic Plan Development	Strategic Plan Refinement	Strategic Plan Approved
<p>Committees included:</p> <ul style="list-style-type: none"> Academic Resource Planning Institutional Effectiveness Retention Thinking Forward 	<p>EPC formed; tasked to develop strategic plan</p>	<ul style="list-style-type: none"> Meetings with colleges/schools and key stakeholders Faculty/professional staff survey launched Initial announcement of University's mission, vision and goals Analysis of faculty/professional staff survey results 	<ul style="list-style-type: none"> Town hall on anti-racism and formation of the Anti-racism Task Force (ARTF) Adjustment of strategic plan to incorporate and reflect lessons learned from ongoing COVID-19 pandemic and ARTF efforts Drexel Forward Initiative: explore opportunities for increased revenue and improved efficiencies 	<ul style="list-style-type: none"> <i>Drexel 2030: Designing the Future Strategic Plan</i> approved by the Board of Trustees Chief Strategy Officer appointed



PLAN IMPLEMENTATION

Jan 2021	April 2021	May 2021	June - July 2021
CORE Team Formed & Develops Plans	Initiative Teams Formed	Inputs to Teams' Charge & Goals	Community Town Hall
<p>The CORE team, consisting of faculty, professional staff and administrators, developed to ensure integration and consistency across initiatives, define priority areas and imperative teams, ensure teams have data to make informed decisions and drive key strategic decisions by moving recommendations upward from teams to University leaders.</p>	<p>Formation of twelve Initiative Teams continues, three teams (UG Online, CELL and Partnership begin work), Enrollment Integration Center (EIC) implementation begins (McKinsey & Company Consulting).</p>	<p>Inputs from the work of the EPC, Drexel Forward, Anti-Racism Taskforce, Institutional Effectiveness committee, and other projects to develop the charge and goals of initiative teams.</p>	<p>Strategic Plan Implementation Town Hall Kick-off; team formation continues and work begins.</p>
Aug - Dec 2021	Jan - Feb 2022	March - May 2022	June - Aug 2022
Initiative Team Kickoff Meetings & Retreats	Launch of Communication Strategy	Community Engagement Events	Metrics Development
<ul style="list-style-type: none"> Focus Areas Collaborative Council Retreat #1 ARTF final recommendations published Focus Areas Collaborative Council Retreat #2 Imperative Integration Council Retreat #1 	<ul style="list-style-type: none"> Focus Areas Collaborative Council Retreat #3 Launch of internal implementation newsletter, The 2030 Report Podcast episode discussing Drexel's anti-racism efforts and strategic plan 	<ul style="list-style-type: none"> Continuing Education & Lifelong Learning Initiative Team Roundtable Launch of Provost's Office "Areas of Excellence and Opportunity (AEO)" initiative Retention & Student Success Initiative Team Roundtable Focus Areas Collaborative Council Retreat #4 Spring Virtual Community Update Program & Curricular Innovation Initiative Team Roundtable Imperative Integration Council Retreat #2 	<ul style="list-style-type: none"> Undergraduate Online Initiative Team Roundtable Metrics Dashboard meetings Drexel 2030 Retreat on Retention

HIGHLIGHTS FROM DREXEL 2030 TEAM

As told by initiative team chairs and project leads



Focus Area #1 Driving Current & Future Enrollment Success

INITIATIVE TEAM: RETENTION & STUDENT SUCCESS

Chairs: Mary Gallagher-Gordon, Bernetta Millonde
Emeritus Chair: Shivanthi Anandan



What has it been like to serve as a chair of your initiative team?

"As chairs of the Retention and Student Success initiative team, our diverse backgrounds within the University allowed us to stretch, see through the lens of each other, brainstorm and hit the ground running. The passion each brought to the group related to our topics of retention, student success and academics was the glue that formed a cohesive team. It has been a wonderful year, with both rewarding and challenging elements. The team is comprised of some of the brightest members of the Drexel community. It is an honor to work with kindred spirits committed to student success and creating a sense of belonging for the students we serve."

Why is this work important?

"Retention and student success are core units within this University. We have an obligation to make certain that we are a place where students can thrive, have a sense of belonging, grow into their purpose and meet the goals that they have for themselves in order to persist to graduation and become positive contributors to our University and the community.

Our team split into two groups with one primarily looking from the lens of academics and the other from belonging. The lively, rich discussions that occur with the team members of the University community are critical to future success. People need to be able to be heard, valued and share their knowledge, specifically as it relates to retention and student success. The discussions cultivated the emergence of common threads from both teams, such as readiness for academic preparation, centralizing standardized systems, and early warning systems."

What's next for 2023?

"Our focus will be on maximizing operations and efficiencies for student health, mental health, and academics with an underlying goal of retention. In addition, a central coordinated effort on integrating University data for access across multiple disciplines is key to monitoring student success and retention."

Subir Sahu, senior vice president for student success, will be joining Bernetta and Mary as a co-chair of the Retention & Student Success initiative team. Subir's extensive experience with student life at Drexel will help further the work of this initiative team as they guide implementation of their ideas in year 2.



Focus Area #2 Efficiency & Effectiveness in Mission Delivery

INITIATIVE TEAM: HOUSING & AUXILIARY

Chairs: MacKenzie Luke, Michael Ryan, Nancy Trainor



What has it been like to serve as a chair of your initiative team?

"Serving as co-chair has been a great opportunity to better understand how important housing and auxiliary services are – not only to Drexel's bottom line but also to the University's mission and strategic goals. Our faculty and staff team includes people who deal with housing and auxiliaries on a daily basis, as well as those whose professional expertise is outside these areas. The mix has been a good one – we've managed to focus on some larger issues, while also witnessing how thoughtfully and diligently the staff charged with managing these efforts approach their work."

“Serving as a co-chair of the Housing and Auxiliary team has been enlightening. Getting a better understanding of the underlying mechanisms of the University housing and auxiliary protocols have been illuminating and being in a position to positively impact such is an honor. The most challenging aspect is time limitations.”

Why is this work important?

“Our team was charged with investigating additional revenue streams for the institution. In order to stay competitive during a time when high school graduates are on the decline, finding ways to be less tuition dependent is critical.”

How will the Drexel Community help in your efforts?

“The Drexel community will assist in determining effectiveness and practicality of our recommendations and hopefully highlight strategies that may have been overlooked. The hope is to get consensus on recommendations and be able to finalize measures for implementation.”



Focus Area #3 New Markets & Diversification of Revenue Sources

**INITIATIVE TEAM: PROGRAM
& CURRICULAR INNOVATION**

Chairs: Michelle Spina, Jennifer Stanford, Steve Weber



What has it been like to serve as a chair of your initiative team?

“Serving as the Co-Chairs of the Program & Curricular Innovation Team was one of the highlights of the 2021-2022 academic year, for all of us, primarily because of the shared commitment, creativity, and professionalism of the 49 members of our committee. Each of us had opportunities to work with and learn from individuals with whom we do not often have the opportunity to interact. We enjoyed hearing diverse perspectives on how the issues we were focused on affected instructors’ ability to teach effectively and students’ ability to learn.

The experience underscored just how much Drexel faculty, professional staff and administrators deeply care about improving Drexel. The passion, dedication, and inclusive collaboration of our team led to the generation of reports with recommendations and defined action items intended to address team charges focused on supporting and promoting program and curricular innovation. It was invigorating to work with a diverse community of colleagues who believe strongly in Drexel’s potential and have important ideas about how to improve teaching and learning at Drexel.”

Why is this work important?

“The thoughtful, inclusive, systematic, and deliberate allocation of resources in service of teaching and pedagogy is essential to provide faculty and students with an environment that fosters and facilitates learning. As was originally described by the Center for the Advancement of STEM Teaching and Learning Excellence (CASTLE) Faculty Fellows group in 2021, “to be successful as a university, we need to be responsive to the current and emerging needs of a diverse population of students so that we can best recruit, retain, and prepare a robust population of future graduates.” Investing in curricular innovation will enhance experiences we offer to promote the learning, retention, and graduation of a diverse population of future Drexel alumni.”

What’s next for 2023?

“The reports that the Program & Curricular Innovation Team has generated to date have outlined possible steps for implementation on various fronts, including infrastructure, data, professional development, incentivization, support and dissemination.

The committee has one remaining charge to pursue this year and hopes to begin implementing some or all of the recommendations put forth in the reports generated, to date. Moving forward with implementation will require decisions to be made on which recommendations to pursue, with associated charges and resources provided, as well as engagement of relevant administrative offices and staff needed to allow implementation.”

INITIATIVE TEAM: UNDERGRADUATE ONLINE

Chairs: Donna DeCarolis, Michael Harrington, Youngmoo Kim



What has it been like to serve as a chair of your initiative team?

“We feel very fortunate to be chosen as chairs of the undergraduate online initiative team and it truly has been a fantastic experience. Bringing together diverse perspectives across faculty and professional staff to address this transdisciplinary issue has been eye-opening to the opportunity that exists within the undergraduate online market. From the start, our work was rooted in market data and insights – and could not have come at a more pivotal moment with the global COVID-19 pandemic. This timing allowed us to collect data in real time as experiences and opinions regarding online learning were forming among students, faculty and staff. We continue to be impressed by the commitment and passion of our team members and subcommittees, with high levels of engagement among faculty and staff who have many obligations to Drexel University.”

Why is this work important?

“Technology has completely changed the higher education landscape, increasing the quality and value of online education. These forces were accelerated by the COVID-19 pandemic, making online education not only an accepted form of higher education, but integral to a flexible student experience. Historically, Drexel University has been a leader in online education, but faces the need to innovate to remain at the forefront of this rapidly changing modality. Undergraduate online programs are strategically critical given the approaching demographic cliff, requiring that Drexel be responsive to the adult learner. With the increase in lower-priced, adult-friendly

competition from large-scale universities, the importance of adjusting Drexel's infrastructure to support these unique populations is paramount. Finally, in alignment with Anthony J. Drexel's mission of 'education for all,' expansion of online learning provides access to populations who may not have otherwise had the opportunity to earn an advanced degree."

What's next for 2023?

"The success of the online bachelor's pilot programs in early FY2023 (+83% growth in new students in Fall 2022), resulted in a dedicated strategy to roll out pilot features across all online bachelor's programs. Our team will continue to explore hybrid bachelor's programs for traditional students, as indicated by primary research conducted by the traditional learner subcommittee. They will begin to assess course gaps between campus and online bachelor's programs to address the need for academic infrastructure for preparatory course development and expansion of traditional face-to-face programs (in partnership with program & curricular innovation initiative team). The degree completer subcommittee will finalize recommendations for prior learning assessment models, a critical feature in the adult learner market. Finally, the team will continue to explore co-op/work integrated learning models in the online program space. There is still much work to be done to propel Drexel forward in the undergraduate online market."



DREXEL 2030 COMMUNITY ENGAGEMENT

The Drexel 2030 CORE Team provided a variety of opportunities for information sharing, community involvement and engagement with the strategic plan





LOOKING AHEAD

As we look ahead to year two of implementation, we are excited about the continued engagement and enthusiasm of our colleagues across the University who are helping design Drexel's future together. As we have highlighted in this report, we are making progress. Results are imminent. We encourage you to stay connected and involved in this important work.

Year 2 goals include:

1. Continue to develop goals and identify key performance indicators and metrics to track our progress toward 2030
2. Launch a strategic funding proposal process for teams and prioritize areas for implementation which align with Drexel's mission and vision
3. Launch a landing page on the new Drexel.edu core site to boost visibility for the plan and the important work of our colleagues
4. Align Strategic Plan implementation with recommendations from the Provost's Areas of Excellence and Opportunity initiative and in the planning for institutional fundraising priorities

We invite anyone with ideas and questions to please share with us through our [Drexel 2030 Feedback Form](#) or email Drexel2030@drexel.edu.



Be on the lookout for upcoming virtual roundtable discussion opportunities and a community update to come in early 2023.

Virtual Roundtable Discussion with the Housing & Auxiliary Initiative Team
THURSDAY, OCTOBER 20, 2022 11 A.M.

Virtual Roundtable Discussion with the Partnerships Initiative Team
WINTER 2023 (TBD)

Drexel 2030 Community Update
TUESDAY, JANUARY 24, 2023, 11 A.M.



LEARN MORE & GET INVOLVED

Resources

[Drexel 2030 Strategic Plan Implementation Website](#)

[Drexel 2030 Implementation Guide](#)

Get Involved

Provide feedback to the Drexel 2030 team via the [online feedback form](#)

Interested in a specific area of the strategic plan? Join one of our twelve initiative teams! Send us an email at drexel2030@drexel.edu and we'll be in touch.

