**Strategic “Pre-Planning”**

- **September 2018**
  - Thinking Forward Committee
  - Institutional Effectiveness Committee
  - Academic Resource Planning Committee
  - Retention Planning Committee

- **June 2019**
  - Recommended Formation of Executive Planning Committee (EPC)
  - Continued work by Sub-Committees
  - Facilitated Provost’s RCM Working Group
  - Incorporated as Initiative for Implementation

**Strategic Planning**

- **October 2019**
  - Executive Planning Committee (EPC)
  - EPC work on Strategic Plan (ongoing)

- **June 2020**
  - Anti-racism Task Force (ARTF)
  - Examined practices across the entire University, to more effectively support the Black community at Drexel and eradicate racism in policies and practices (ongoing deployment of outcomes)

- **October 2020**
  - Drexel Forward Initiative
  - Work from McKinsey to explore opportunities for increased revenue and reduced expenses (completed Dec. 2020)

- **December 2020**
  - Strategic Plan Approved
  - Strategic Plan approved by the Board of Trustees

**Plan Implementation**

- **January 2021**
  - CORE Team Formed & Develops Plans
  - 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.

- **April 2021**
  - Initiative Teams Formed
  - 3 initiative teams launched: Undergraduate Online, Continuing Education & Lifelong Learning, and Partnerships; Membership drafted for 5 additional teams: Pricing and Financial Aid, Housing/Facilities/Auxiliary, Program/Curricular Innovation, Retention & Student Success, and Graduate Education.

- **May 2021**
  - Inputs to Teams’ Charge & Goals
  - 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.

- **June 2021**
  - Community Town Hall
  - Strategic Plan Implementation Town Hall Kick-off; final membership drafted for remaining initiative teams: Marketing/External Communications, Internal Communications/Digital Infrastructure, Research Administration, and Operations.

**Next Steps**

- **Summer 2021**
  - Initiative Teams Kickoff Meetings
  - Focus Areas Collaborative Council Kickoff

- **Fall 2021**
  - Imperative Teams Formation
  - Initiative Teams Reporting