# Drexel 2030 Strategic Plan Initiative Team Guide

## Initiative Team:  Internal Communications & Digital Infrastructure

## Introduction

The Drexel 2030 Team Guide will serve as an introduction to the initiative team and provide information on the charge, goals, values and timeline for the group. Elements of this guide may change over time as work begins and teams identify additional elements for consideration, updates for environmental changes, etc.  Your work on this initiative team will have great impact on the future of Drexel University including students, faculty, staff, alumni and the community. Thank you for your time and contributions.

## Impact

Since its founding, Drexel's distinctive fusion of experiential learning, research, and scholarship has prepared students of all backgrounds to face the world's challenges with creativity and a spirit of innovation and entrepreneurship. In the coming decade, Drexel will build on this heritage of collaboration to respond both to profound shifts in higher education and to the broader challenges facing society, which include the fault lines around inequity, systemic racial injustice and economic uncertainty exposed by a global public health crisis. To ensure that the education—and student experiences—that we provide are as responsive, impactful, and inclusive as possible, this plan articulates strategies for more effectively and intentionally uniting our academic and scholarly enterprise to meet the needs of the rapidly changing work environment that our students will encounter, whether for the first time, or as lifelong learners.



### Build a Culture of Equity

**Ensure there is no racism or bias** in University policies, practices and culture and achieve equitable outcomes for all students, faculty, and professional staff.

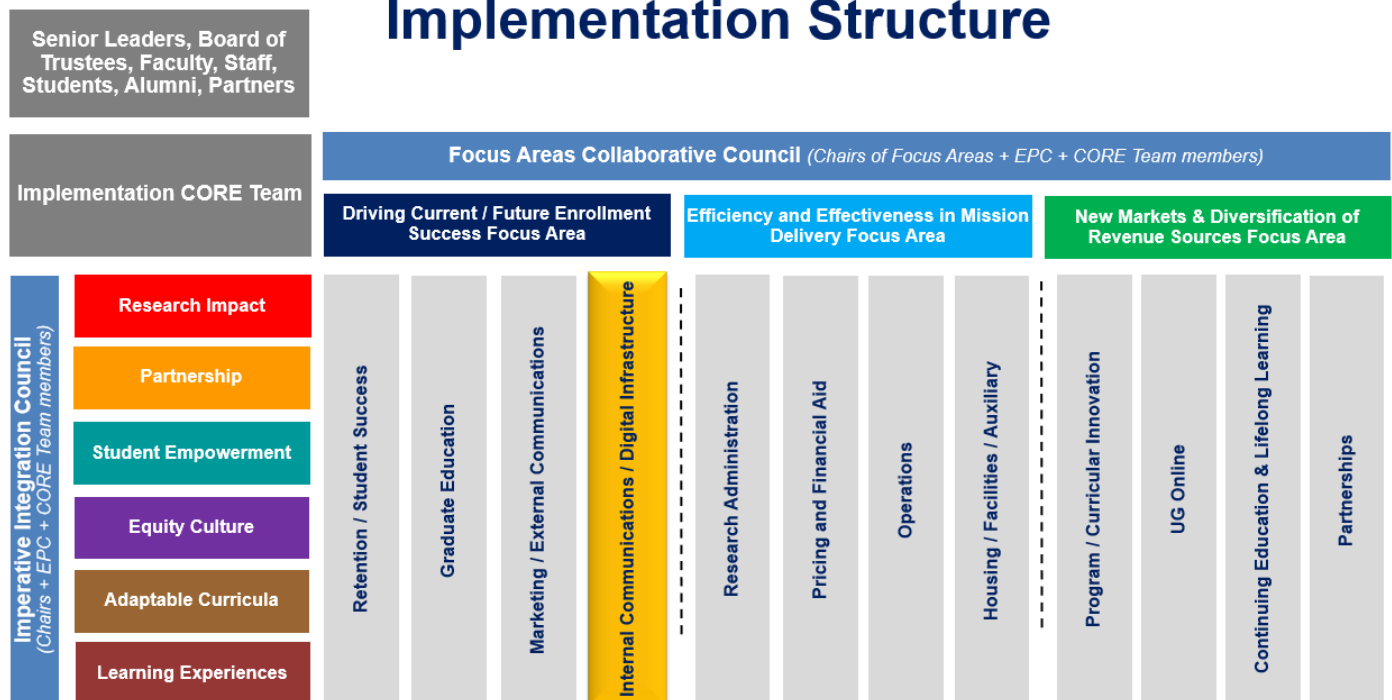### Establish & Maintain Fiscal & Operational Strength

**Change policies and systems using intentional and visible processes** that build understanding of the importance of inclusive practices.

**Define inefficiencies which exist in current operations and operational gaps** that would limit strategic success and develop plans to close these gaps and build operations infrastructure needed to ensure long-term success

**Drexel 2030: Designing the Future** is the University-wide implementation effort to execute the goals of Drexel's 10-year strategic plan. Comprised of 12 initiative teams, a wide group of faculty, staff, and senior administrators from across the institution will focus on efforts such as retention/student success, pricing and financial aid, program/curricular innovation, online and continuing education/lifelong learning.

Spanning across these initiatives, collaborative and imperative teams will connect these various efforts and infuse core imperatives such as a commitment to diversity, equity and inclusion into each of the initiatives. Each team will drive success 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. The work of the Internal Communications & Digital Infrastructure team will not only impact the driving current/future enrollment success focus area, but through its efforts will also inform the student empowerment, equity culture, and learning experiences imperatives.



# Implementation Structure

Senior Leaders, Board of Trustees, Faculty, Staff, Students, Alumni, Partners

Implementation CORE Team

**Focus Areas Collaborative Council** (*Chairs of Focus Areas + EPC + CORE Team members*)

| Driving Current / Future Enrollment Success Focus Area | Efficiency and Effectiveness in Mission Delivery Focus Area | New Markets & Diversification of Revenue Sources Focus Area |

**Imperative Integration Council** (*Chairs + EPC + CORE Team members*)

- Research Impact
- Partnership
- Student Empowerment
- Equity Culture
- Adaptable Curricula
- Learning Experiences

Retention / Student Success · Graduate Education · Marketing / External Communications · Internal Communications / Digital Infrastructure · Research Administration · Pricing and Financial Aid · Operations · Housing / Facilities / Auxiliary · Program / Curricular Innovation · UG Online · Continuing Education & Lifelong Learning · Partnerships
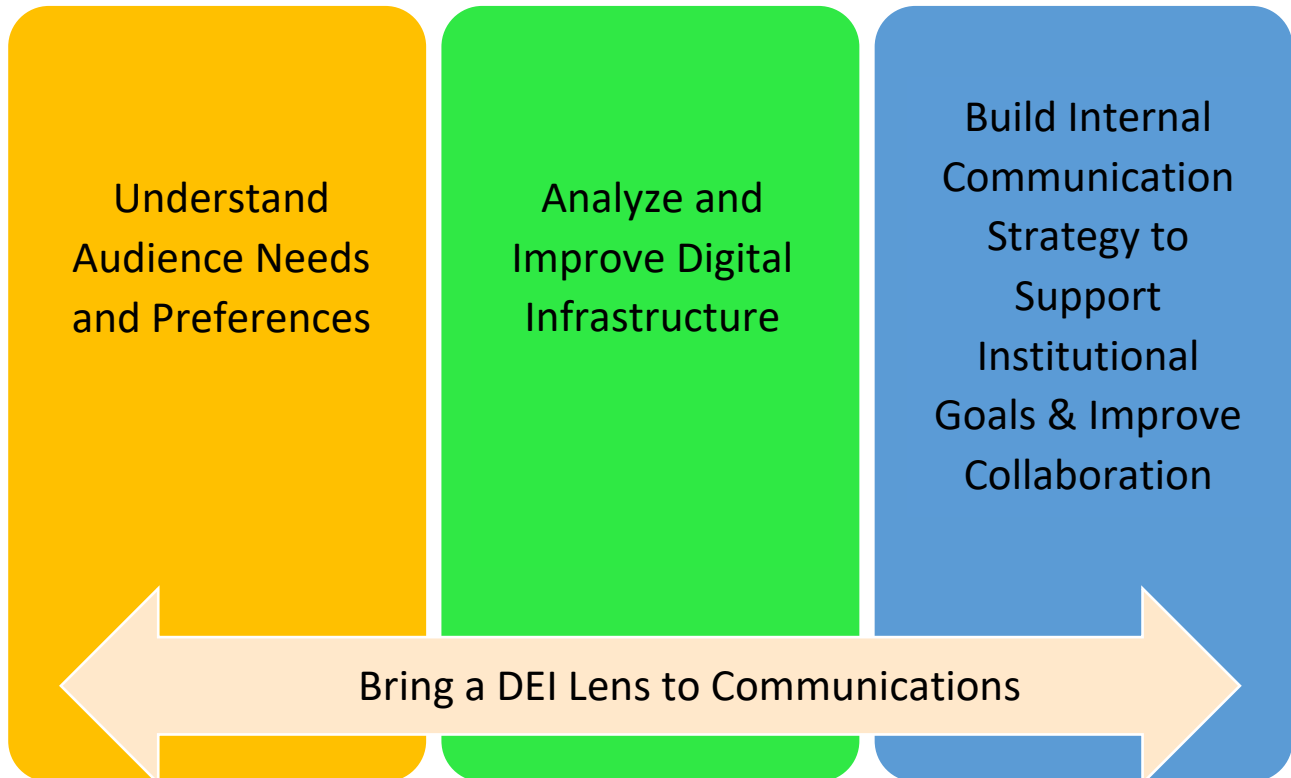
These wide-ranging implementation efforts will be regularly communicated with the Drexel community to engage all stakeholders for broad feedback to facilitate continuous development and improvement.

**Taken together, these implementation efforts will transform Drexel through executing the University's strategic plan and vision into a reality, thereby moving the University forward to 2030.**

## 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.

## Goals

Understand Audience Needs and Preferences

Analyze and Improve Digital Infrastructure

Build Internal Communication Strategy to Support Institutional Goals & Improve Collaboration

Bring a DEI Lens to Communications

# Questions for Consideration

**Understanding Audience Needs and Preferences**:
- Define the audiences we consider to be internal, including a detailed classification of those internal communities (e.g. administrators, union workers, adjuncts, admitted students, etc.).
- Survey audiences to understand their communication/information needs and current pain points.
- Create target audience master list that includes comm needs, opportunities, suggested content, channels.

**Analyzing and Improve Our Channels/Digital Infrastructure**:
- Inventory existing communications channels. Collect associated data demonstrating current engagement levels to assess effectiveness of current comm channels. Are new platforms needed that we are not using now?
- Determine current methods for communicating about University strategic priorities. Is there a way to use existing publications to communicate updates or is a new communication needed to fill gaps?
- Identify missing communication channels and platforms that will elevate our communications to become a dialogue vs top-down monologue (e.g. Discord).
- Identify platforms, rules, and mechanisms to provide feedback on internal communications. Can we mimic the same constructive dynamics of Faculty Senate for our communities using a regulated and private, internal platform?
- When analyzing existing and/or potential new channels, consider the need to ensure the security/privacy of the audience, the content and the platforms themselves.

**Build Internal Communication Strategy to Support Institutional Goals and Improve Collaboration:**
- What lessons did we learn during the pandemic that can be used to update/enhance our digital infrastructure and content delivery?
- Create a solution for coordinating University-wide internal communications across central units.
- Identify best practices for University-wide mailings, including quantity, communication/approval flow and messaging format.
- Identify best practices for sharing content and assets internally, as well as any technology that may be needed to support (e.g. image sharing).
- Improve transparency and communication between all levels of leadership. [Eg. Best practices in HR manager training; add "Share with" line to communications, so that individuals know who else should be informed (e.g. on communications with deans, "share with" could include the subset of their population who should be included).]

**Bringing a DEI Lens to Communications:**
- Examine issues of inclusion and diversity related to communications. What are best practices to ensure representation and accessibility? What does the University need to do to enhance DEI as it relates to internal communications?
- Respectful dialogue / debate is an important function of a University. How can our internal communications/infrastructure support and encourage this?

# Meet the Team

## Internal Communications & Digital Infrastructure

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# Values

Team values listed below are a critical component to the success of the Internal Communications & Digital Infrastructure initiative team.  All team members should strive to uphold and cultivate the values that will drive quality outputs.

Collaboration

Trust

Commitment/dedication

Problem-solving

Engagement/enthusiasm

Innovation

Equity & Inclusion

# Communication Expectations

One of the goals of the Drexel 2030 Strategic Plan implementation is transparent, multi-directional and frequent communication with University stakeholders. Each initiative team should assign an individual who will be responsible for notetaking and production of quarterly progress reports.  The progress reports will be made available to the Drexel community.  Templates will be provided to facilitate and ensure consistency.

Additionally, a feedback form will be available on all communications (emails, web, etc.) to allow for Drexel community members to ask questions or provide feedback on a specific initiative.  Questions or feedback related to the Internal Communications & Digital Infrastructure initiative team will be directed to the subcommittees, which should respond or follow-up in a timely manner. These questions and answers will populate a frequently asked questions (FAQs) section of the Drexel 2030 strategic plan website as appropriate.

# Timeline *(rough dates – subject to change)*

**October 2021** — Initiative team membership finalized & first co-chairs meeting

**November 2021** — First full committee meeting; development of goals, deliverables, priorities, timelines & meeting cadence

**Dec 2021** — Team progress report due

**Dec 2021** — Subcommittee meetings x2

**Jan 2022** — Team progress report due

**Jan 2022** — Full committee meeting Subcommittee meeting x1

**Feb 2022** — Team progress report due

**Feb 2022** — Subcommittee meetings x2

**Mar 2022** — Team progress report due

**March 2022** — Full committee meeting Subcommittee meeting x1

**April 2022** — Team progress report due

**April 2022** — Subcommittee meetings x2

**May 2022** — Team progress report due

**May 2022** — Full committee meeting Subcommittee meeting x1

**June 2022** — Team progress report due

**June 2022** — Subcommittee meetings x2

**July 2022** — Team progress report due

**July 2022** — Full committee meeting Subcommittee meeting x1

**August 2022** — Team progress report due

**August 2022** — Full committee meeting Subcommittee meeting x1

**Sept 2022** — Team progress report due

**Sept 2022** — Subcommittee meetings x2

**October 2022** — Year 1 Annual Report Due