

REFLECTIONS ON 2012-2014

CHARTING A COURSE FOR 2015-2019

Transforming the Modern Urban University
DREXEL UNIVERSITY STRATEGIC PLAN





A good strategic plan is a living document. Since 2012, *Transforming the Modern Urban University: The Drexel University Strategic Plan* has provided us with focus and inspiration, opening a world of possibilities for Drexel, while ensuring we keep our eye on the ball. As we near the half-way point of the plan’s implementation, it is time to take stock and reflect and, most important, build on our momentum in the years ahead.

mission

Drexel University fulfills our founder’s vision of preparing each new generation of students for productive professional and civic lives while also focusing our collective expertise on solving society’s greatest problems. Drexel is an academically comprehensive and globally engaged urban research university, dedicated to advancing knowledge and society and to providing every student with a valuable, rigorous, experiential, technology-infused education, enriched by the nation’s premier co-operative education program.

vision

Drexel will be the Philadelphia region’s leading university excelling in high-quality experiential education, online learning, translational research, technology transfer and business incubation, and urban revitalization. Drexel will use and leverage all of its assets—outstanding faculty; highly motivated students; 130,000 alumni; a pragmatic and entrepreneurial culture; co-operative education; Drexel University Online; and our superior location at a major transportation hub—to create an accessible, relevant, and market-leading educational and research platform that benefits our diverse community of students, advances our scholarly work, and champions economic development in our region. Drexel will join the ranks of the most impactful and competitive universities in the United States at a time when the nation is clamoring for educational value, jobs, and new ideas for bolstering our economy.

shared values

Quality Ensure that an ongoing and pervasive quest for quality informs the decisions we make, the people we hire, the students we admit, the programs we offer, and the way we conduct ourselves.

Integrity Demonstrate integrity through rigorous adherence to ethical standards; respect for shared governance; support for work-life balance and equitable policies; impartiality and freedom from conflicts of interest; and trust based relationships with academic, corporate, government, and community partners.

Diversity Create and support a diverse university in all of its manifestations both because diversity has instrumental value—it makes Drexel’s students, faculty, and University community more competitive globally—and because diversity has inherent value—it fosters understanding, respect, and opportunity—thereby forging a better university for all.

Access Provide access to a Drexel education to as many high-potential students as possible through innovative academic support programs, generous scholarships, financial aid, and other financing methods, and support those high-potential students to facilitate academic success and graduation.

Stewardship Provide exceptional stewardship over the University’s financial and physical resources while growing these resources through enrollment, philanthropy, government support, an incentive-driven resource allocation process, and wise investment of our endowment.

Innovation and Entrepreneurship Continue to take informed, carefully-calculated and strategic risks to build upon our successes, start new ventures, and forge a different path forward. This legacy of innovation and entrepreneurship is the gift of our founder, Anthony J. Drexel, and it is a legacy that must be preserved, celebrated, and continuously renewed.

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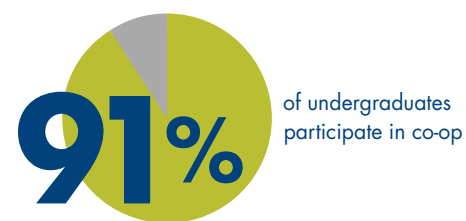
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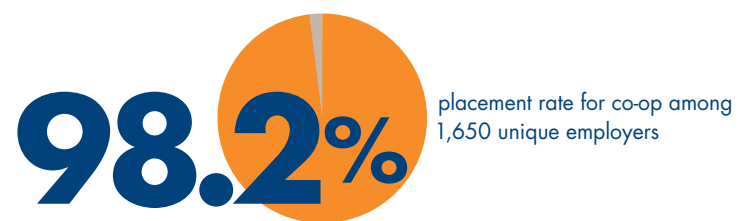
The strategic plan articulates key **transformational themes.**

Each theme focuses our attention on critical actions needed to support transformation.



Over **200** students now in global co-ops in **49** countries

Launched **"Drexel Edge,"** an innovative co-op and career preparatory program to enable students to develop key skills



Of those accepting job offers before graduation, **46%** did so with a former co-op employer

Steinbright's Cooperative Education Program staff relocated to a new space, improving the **accessibility** to and level of student **support services**



- Eliminated the College of Medicine "firewall" → **ALIGNED** academics, research, personnel policies, information technology and contracts
- Merged with the Academy of Natural Sciences → **SPARKED** academic collaborations and a new academic department
- Established Drexel Central → **IMPROVED** student services
- Implemented significant cost-savings → **STRENGTHENED** financial stewardship and operating performance
- Hosted Town Halls, President-Faculty Coffee Hours, and President-Student Office Hours → **OPENED** lines of communication



- Created new online programs to expand market reach
- Collaborated across colleges and schools to improve online and hybrid education to align with market demand
- Differentiated Drexel's programs with robust course enhancement, simulations, mobile applications and multimedia-infused exercises



- Drove large-scale, sustainable innovation and technology transfer at the University and in the region, creating a connection via the ExCITE Center and the Innovation Center at 3401 Market between the private sector and Drexel's core competencies and talented faculty
- Established collaborative research clusters, focusing on health, cybersecurity and data management, and energy and the environment
- Developed mixed-use real estate to facilitate economic development by combining research initiatives with corporate sector

The plan identifies **strategic initiatives** to provide a blueprint for change.

2012-2014

Invest in
Academic Excellence

Intensify the
Student Experience

Enhance Global Impact

Create an
Innovation Nexus

Develop a Dynamic
Transportation Hub-Based
University District

Continue to
Grow Enrollment

Our refreshed
plan focuses our
**growth and
momentum**
on re-envisioned
initiatives.

2015-2019

Academic, Professional
and Clinical Excellence

Student Lifecycle
Management

Global Impact

Research and Innovation

Master Planning

ORIGINAL GOALS

Each major initiative comes to life on the strength of the **aspirational, yet achievable, goals** that support it.

INVEST IN ACADEMIC EXCELLENCE

- Infuse the **Drexel Student Learning Priorities** across all modes of instruction and all programs, creating a personalized educational experience that allows students to customize their course of study while maintaining Drexel’s commitment to preparing a diverse, productive, and global citizenry
- Focus on **experiential education** of all forms, ensuring close alignment between academics and the co-op experience, building a related branding and marketing campaign, and aligning programs with projected job growth
- Engage our faculty as **Drexel’s intellectual leaders** and provide the necessary resources to develop a cadre of talented, pioneering, collaborative, productive, and diverse scholars
- Direct financial investment to academic priorities and initiate a comprehensive academic **program alignment and review** process



INTENSIFY AND IMPROVE THE STUDENT EXPERIENCE

- Invest in current student body to **improve retention and academic success** through stronger advising and enhanced learning environments
- Re-imagine **residential life, athletics, and recreational activities**
- Provide better integrated administrative services and ensure that **health and safety of students** is paramount
- Create **well-designed campuses** with **modern classrooms** and **lab facilities, improved dining, residence halls, campus/student centers, outdoor gathering places, retail and restaurant options** to address Gen-Y interests and learning styles while fostering greater student engagement and school spirit



ENHANCE DREXEL’S GLOBAL IMPACT

- Transform Drexel into an **international hub of excellence**
- Grow **global experiential learning**
- Develop global platforms for innovation by building **research collaborations, technology-enriched international networks and centers, cross-cultural programming, and global/local civic engagement**
- Facilitate **faculty collaborations**



CREATE AN INNOVATION NEXUS FOR RESEARCH, TECHNOLOGY TRANSFER, AND ECONOMIC DEVELOPMENT

- Build foundation in **basic and translational research** by investing in current faculty, recruiting new faculty, increasing doctoral students, and providing support to create an **innovative research environment** with cross-college collaborations
- Promote **pioneering scholarly work**
- Create an **Office of Corporate Relations and Economic Development**
- Establish **Drexel Ventures**
- Advance **multi-disciplinary initiatives**



DEVELOP THE NATION’S MOST DYNAMIC TRANSPORTATION HUB-BASED UNIVERSITY DISTRICT

- Implement a six-phase **Master Plan**
- Initiate the redevelopment of the “**Superblock**”
- Begin creating an **Innovation Neighborhood** to create the physical articulation of our mission, vision and values
- Become the **nation’s most civically engaged university**



CONTINUE TO GROW DREXEL’S ENROLLMENT

- Grow enrollment commensurate with student demand and academic capacity, expanding enrollment **beyond Mid-Atlantic region** and recruiting **more international students**
- Develop **Online Learning** and the **Drexel Network**
- Support **commitment to access** and academic success
- Expand Drexel’s **academic reputation** and **market footprint** through affiliations with strategic partners, such as the Academy of Natural Sciences

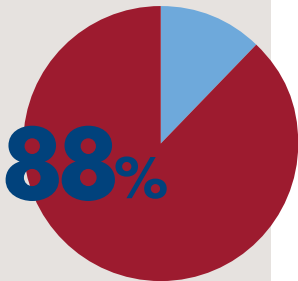
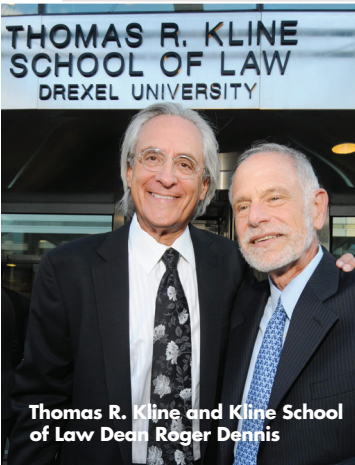


ACCOMPLISHMENTS

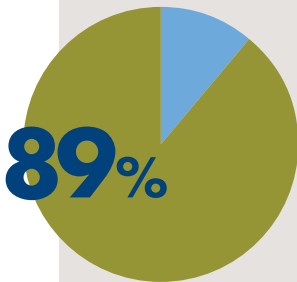
Now, in 2015, we can take stock of our accomplishments, giving us an opportunity to **re-double our attention** on our existing goals, while **identifying new goals** to tackle next. We will also bring together the ambitious vision of Drexel’s Master Plan with the academic aspirations of our Strategic Plan.

INVEST IN ACADEMIC EXCELLENCE

- Mapped **Drexel Student Learning Priorities** to integrate priorities into programs and curriculum
- Initiated the **Academic Program Alignment and Review (PAR)** process to engage internal and external reviewers to assess all programs over a seven year cycle
- Implemented an initiative fostering **diversity and inclusive excellence** of faculty, students and professional staff
- Established and made steady progress toward a **recruitment goal of hiring 100 new faculty over five years**



of Drexel undergraduates completing their degrees in Spring 2014 felt well prepared for the next steps in their lives



of Drexel undergraduates completing their degrees in Spring 2014 felt satisfied with their undergraduate education

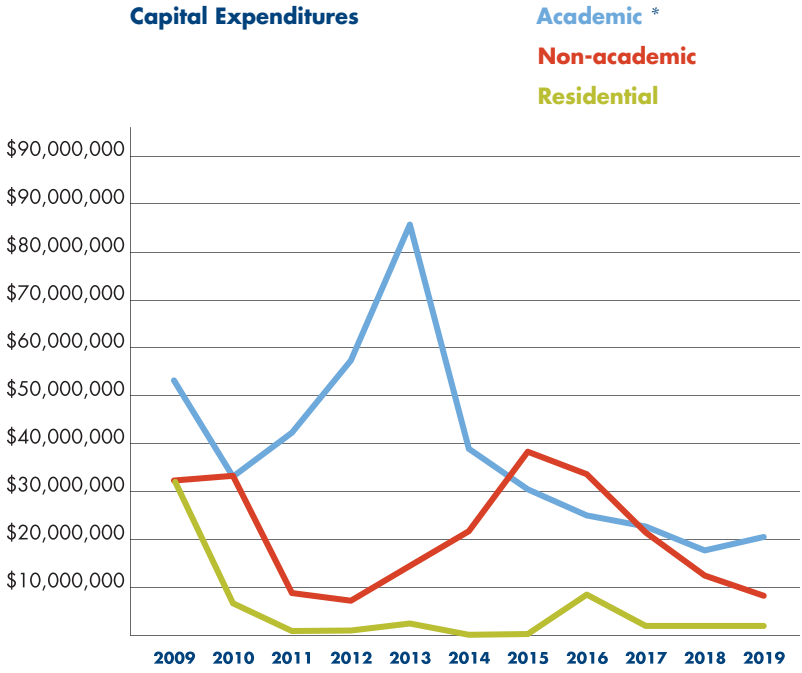
Source: 2014 Graduating Senior Exit Survey

DREXEL STUDENT LEARNING PRIORITIES

| | |
|---|-------|
| PROFESSIONAL PRACTICE | 95.1% |
| INFORMATION LITERACY | 94.8% |
| COMMUNICATION | 94.2% |
| CREATIVE & CRITICAL THINKING | 93.9% |
| SELF-DIRECTED LEARNING | 93.9% |
| BUILD YOUR FUTURE | 93.6% |
| TECHNOLOGY USE | 92.7% |
| LEADERSHIP | 91.2% |
| ETHICAL REASONING | 88.6% |
| RESEARCH, SCHOLARSHIP & CREATIVE EXPRESSION | 87.4% |
| GLOBAL COMPETENCE | 85.9% |
| RESPONSIBLE CITIZENSHIP | 82.9% |

Source: 2014 Graduating Senior Exit Survey

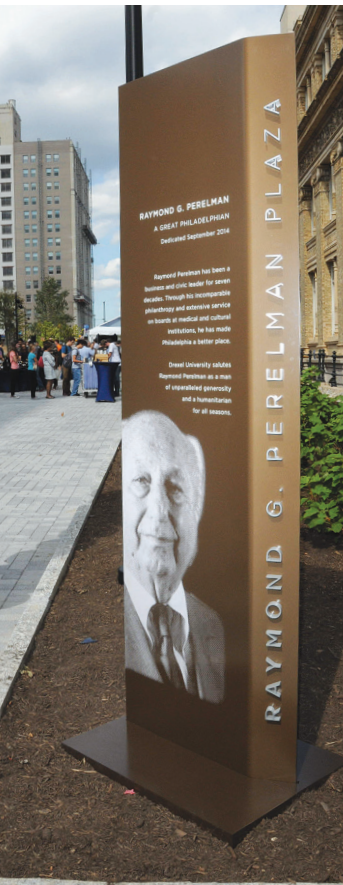
Capital Expenditures



*Academic refers to classroom spaces, laboratories, and academic department/faculty office spaces.

INTENSIFY AND IMPROVE THE STUDENT EXPERIENCE

- Opened **LeBow Hall** and **URBN Center**, partially renovated **Stratton Hall**, renovated **Nesbitt Hall**, and updated numerous **classrooms and laboratories**
- Added 25,000 sq. ft. of retail space and 869 student beds at **Chestnut Square** in partnership with American Campus Communities
- Improved student financial aid, bursar and registration services by launching **Drexel Central**
- Improved **student health services**, implemented the recommendations of the Suicide Prevention Task Force and expanded initiatives related to Title IX and sexual violence
- Launched the **“Van R Project”** pilot to deepen freshman co-curricular engagement with faculty in the students’ residential setting
- Completed **Perelman Plaza** and added social seating in multiple campus areas



ACCOMPLISHMENTS

ENHANCE DREXEL'S GLOBAL IMPACT

- Created **six new international strategic collaborations**, with two more in development
- Tripled the number of programs across the University that enhance and support **cross-cultural education and engagement**
- Exceeded goal of 25% increase in number and types of **study abroad experiences**, and increased by more than 300% programming offered through the **Office of International Programs**
- Increased number of students participating in **Global Co-op** experiences by 33%



CREATE AN INNOVATION NEXUS FOR RESEARCH, TECHNOLOGY TRANSFER, AND ECONOMIC DEVELOPMENT

- Founded **Close School of Entrepreneurship**
- Launched **Drexel Ventures**
- Established **Office of Corporate Relations and Economic Development**
- Created **ExCiTe Center** and **Innovation Center @3401**, anchored by DreamIt Ventures and Point.io
- Opened **A.J. Drexel Autism Institute**
- Successfully completed searches for **new deans** of the College of Medicine, College of Engineering, LeBow College of Business, School of Public Health, Pennoni Honors College, and School of Education
- Successfully launched new **Graduate School of Biomedical Sciences and Professional Studies** in the College of Medicine
- Launched **Clinical and Translational Research Institute** with successful first round of seed funding
- Developed a three-phase **research facilities infrastructure project**, which will commence this fall with Bossone Research Enterprise Center and 3101 Market Street



DEVELOP THE NATION'S MOST DYNAMIC TRANSPORTATION HUB-BASED UNIVERSITY DISTRICT

- Secured **all available properties at the gateway** to Drexel's campus
- Launched **30th Street Station District Plan** with Amtrak, SEPTA, Brandywine, and other planning partners
- Received proposals from potential **Innovation Neighborhood** master developers to create the new center of gravity for Philadelphia's economic development
- Expanded **civic engagement** programs and partnerships among faculty, students, professional staff and the local community
- Opened **Dornsife Center for Neighborhood Partnerships** and expanded community outreach
- Acquired **University City High School** site and started demolition, abatement, and planning for future development
- President Barack Obama named West Philadelphia a **"Promise Zone"**

Master Plan **met our critical 5-year milestones in the first 18 months.** Examples include (clockwise from top): URBN Center, Chestnut Square, Stratton Hall, Dornsife Center, LeBow Hall, Bennett S. LeBow at the dedication of the new Gerri C. LeBow Hall.



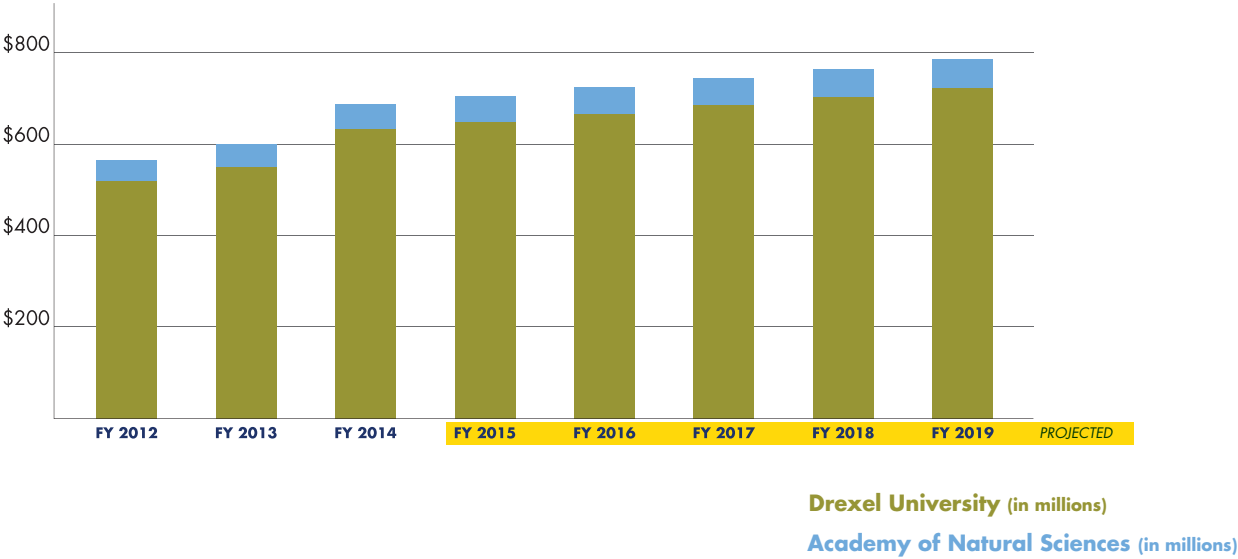
CONTINUE TO GROW DREXEL'S ENROLLMENT

- Implemented **Student Lifecycle Management** with several major changes already in place
- Reorganized **Drexel University Online** with new leadership and repositioned it back on a growth trajectory, with fall 2014 student enrollment up 8%
- Developed a set of strategic filters, based on Drexel's core values, to use when **evaluating potential new business partnerships and opportunities**

ACCOMPLISHMENTS

Drexel University Market Values

\$687 million in Fiscal Year 2014 with projections through Fiscal Year 2019



75+

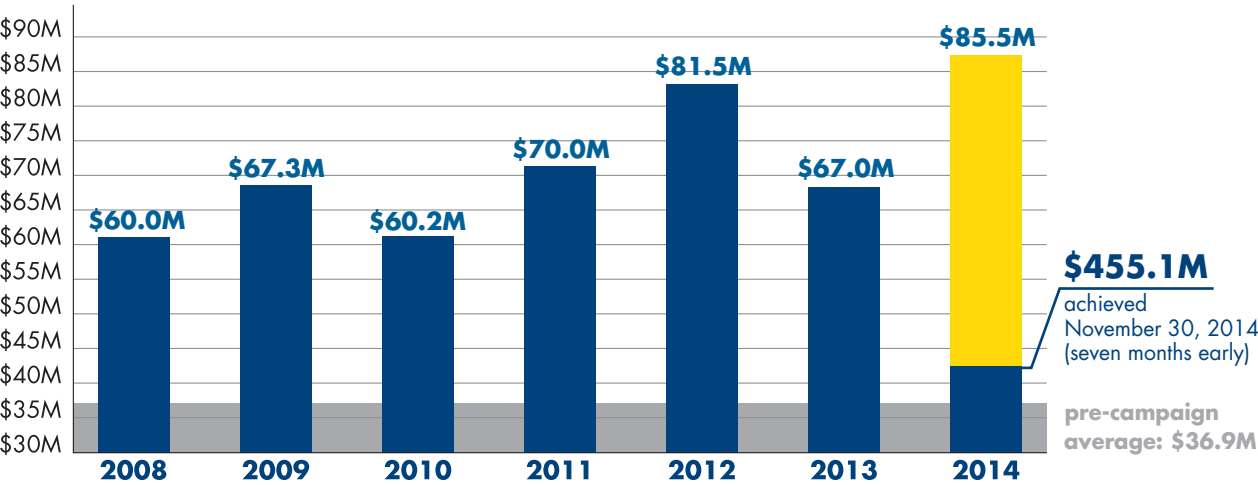
Grassroots Service Projects
begun or managed by students
and employees

100%

Of Freshmen
participating in the core civic
engagement component of
Drexel's curriculum



Dream It. Do It. Drexel. Campaign \$400M Cumulative Goal (Fiscal Years 2008-2014)



\$2.2 BILLION

Estimated Annual Economic Impact

from the Innovation Neighborhood, Drexel's research-driven mixed-use
development on 12 acres in the heart of Philadelphia



MOVING FORWARD

Our momentum on all of these initiatives has allowed us to imagine clear next steps as we move toward **2019 and beyond.**

ACADEMIC, PROFESSIONAL AND CLINICAL EXCELLENCE

- Foster **One University** by increasing interdisciplinarity, reducing unnecessary duplication, and ensuring comparability
- Re-envision **online and hybrid learning** and set the pace as an industry leader, with Drexel University Online reaching 9,000 students by 2020
- Implement **Responsibility Center Management (RCM)** to align decision-making with financial outcomes
- Explore **educational innovation** by applying Drexel Student Learning Priorities (DSLPS) and Program Alignment and Review (PAR) recommendations, by re-envisioning curricula for graduate and professional education and by examining innovative curricular sequencing
- Analyze the **Drexel Network** for educational impact and financial feasibility
- Plan expansion and reorganization of the **Office of Graduate Studies**
- Support **faculty and professional staff equity and diversity** in recruitment, retention, and advancement
- Nurture **career development for faculty and professional staff** by focusing on leadership, retention, team building and community workforce development
- Continue renewal and improvement of existing **academic, professional and clinical facilities**, such as the renovation of the Beneficial Savings Fund Society Building to house the Thomas R. Kline Institute of Trial Advocacy, the expanded Stephen and Sandra Sheller 11th Street Family Health Services Center and the phased renovations of Three Parkway Building, Stratton Hall, 3101 Market Street, Bossone Research Enterprise Center and Disque Hall
- Align **capital campaign goals** with academic needs



STUDENT LIFECYCLE MANAGEMENT

- Increase Drexel's student population through retention by improving the student experience, creating a **culture of student success** and putting students in the best position to achieve
- Align **recruitment, advising and student affairs** to foster student success and satisfaction
- **Recruit to retain** as one critical factor in realizing a 6-year graduation rate of 80% for the class starting in fall 2015, with a first to second year retention rate of 90%
- Improve the **student residential experience**, for example through residential learning experiences and the University Housing Capital Renewal Plan
- Focus on **access and affordability** for potential students
- Align the university capital campaign with **need-based financial aid**
- Promote **diversity and student engagement through intercultural activities** and initiatives like the Raymond G. Perelman Center for Jewish Life and the Liberty Scholars Program
- Continue to build excellence and national leadership in **experiential and co-operative education**

RESEARCH & INNOVATION

- Improve Drexel's **national position in research**
- Strengthen both the **physical and organizational infrastructure for research**, improving research support services across the university and affiliates
- Build University-wide capacity for **use-inspired translational research, technology transfer and economic development**
- Grow year-over-year in research expenditures and lay the **groundwork for future aggressive growth**, positioning Drexel to take its place in the top 100 American Universities in the *Lombardi Report*
- Identify and capitalize upon **new avenues for funding**
- Build out **Drexel Ventures**, expanding tech transfer and commercialization efforts
- Enhance opportunities for student and post-doc **participation in research**
- Continue implementation of the **Research Laboratory Master Plan** by renovating research facilities

GLOBAL IMPACT

- Expand and deepen **global partnerships in key regions of the world** with preeminent institutions that align with Drexel's academic priorities
- Foster **global representation** in the Innovation Neighborhood
- Grow global **experiential learning**, especially in co-op
- Further develop **global research platforms**
- Expand and deepen **international experiences** for faculty and students across the university, including international fellowship and exchange programs, service opportunities, study abroad, and research
- Strengthen **foreign language instruction and global opportunities for faculty and students** to prepare them for international experiences and for citizenship in a global world

MASTER PLANNING

- Become most **civically engaged** university via neighborhood initiatives, such as those designed to create innovative health and educational partnerships and economic opportunities
- Support **diversity and inclusion** in our business practices, vendor relationships and in master planning
- Consider **all Drexel campuses** in master planning to promote unification as **One University**
- Ensure **space planning is academically driven** to create bold new teaching, research, professional, clinical and creative work spaces
- Establish a **collaborative, consistent, transparent campus space allocation process**
- Undertake a **public realm plan** to connect campus precincts to each other and to the city, improve community spaces and make our campus more attractive and people-friendly
- Build the **Drexel / Amtrak gateway**
- Complete **The Summit** student housing, dining and retail complex at Lancaster Avenue and 34th Street with over 1,300 beds and 20,000 square feet of retail in partnership with American Campus Communities
- Create **mixed-use development** at 32nd and Race streets featuring a 175-capacity **childcare center**, market-rate apartment housing, and attractive townhomes
- Construct, with developer Hospitality 3, **The Study at University City**, a 212-room boutique hotel at 33rd and Chestnut streets



We have achieved many of our original goals, enabling us to build collaboration, gauge our momentum, and set our future course.

There is much more to be done over the coming years—and there is every indication that our refreshed plan can define, inspire and guide us well through 2019.



Office of the President
Drexel University
3141 Chestnut Street
Philadelphia, Pennsylvania 19104
215.895.2100 / drexel.edu

