# Drexel University
# Strategic Planning Retreat
# June 2-3, 2011



Drexel University

LIVE IT.™ Comprehensive, integrated academics enhanced by cooperative education, technology and research opportunities
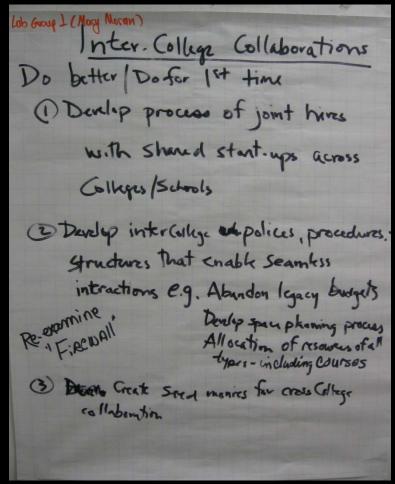
# Drexel Design Labs

**Design Labs** engage participants in design thinking by generating new and creative solutions to long-standing institutional challenges. The proposed solutions should be 1) desirable to us, 2) technically feasible, and 3) financially viable.

# Drexel Design Lab 1
## Inter-College Collaborations

- What should we do better, do differently, or do for the first time to ensure that all Drexel colleges and schools collaborate more effectively in research, education and service?



Lab Group 1 (Mary Moran)

Inter. College Collaborations

Do better / Do for 1st time

1. Develop process of joint hires with shared start-ups across Colleges / Schools

2. Develop inter College policies, procedures, structures that enable seamless interactions e.g. Abandon legacy budgets

Re-examine "Firewall"

Develop space planning process Allocation of resources of all types - including courses

3. Create Seed monies for cross College collaboration

# Drexel Design Lab 1
## Inter-College Collaborations

Improve –
- Communication
- Process of joint hires
- Inter-college policies and procedures
- Funding for inter-college collaboration/start-ups
- Awareness of the many successful collaborations

Remove –
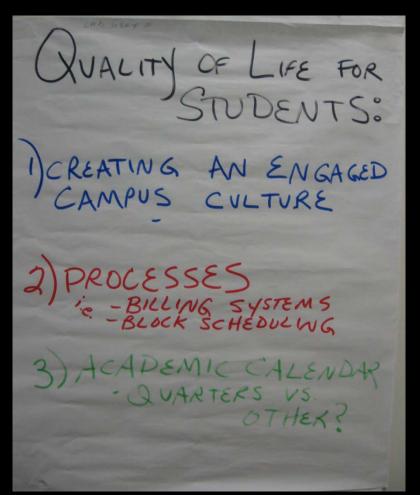- Legacy budget and firewall myths

Develop –
- Courses across colleges (COM/CNHP/SPH)

# Drexel Design Lab 2
## Quality of Life for Students

- What should we do better, do differently, or do for the first time to improve Drexel's performance pertaining to student retention? For example, how can we provide students with the highest quality experience in registration, advising, billing and financial aid?
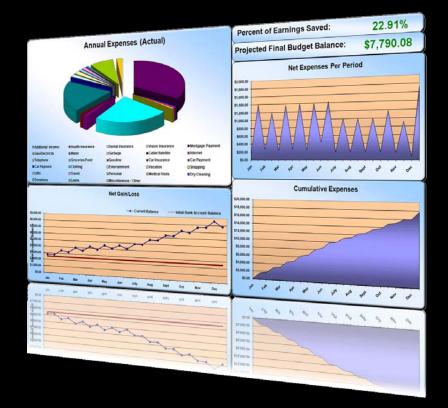
# Drexel Design Lab 2
## Quality of Life for Students

Create – Engagement, especially between faculty and students (survey supports this need), faculty workload should enable this

Examine - Procedures and processes - including financial aid, billing, and block scheduling - as problematic systems don't work for us or our students

Reassess - the academic calendar and the benefits/burdens of the quarter system

# Drexel Design Lab 3
## Resource Allocation

- How can we best empower decision makers with budgetary responsibility to allocate and manage resources? What are key attributes of an effective budgeting model for managed growth to advance our mission and goals at the university and school/college levels?

# Drexel Design Lab 3
## Resource Allocation

# Drexel Design Lab 3
## Resource Allocation

Improve - Transparency and embed budget in planning

Innovate - New model should foster innovation, entrepreneurial approach

Define - "Growth" to discern best model

Build – Strength of schools/colleges while advancing whole university

Repair - Current processes before new model implemented

Design -  Equitable, transparent revenue model

# Drexel Design Lab 3
## Resource Allocation

Benefits of the Revenue Center Model (RCM)

- Reveals how much things cost

- Holds non-revenue generating units accountable

- Various RCM models can be adapted to fit

Objections to Revenue Center Model (RCM)

- Some departments undervalued (arts)

- May pull people away from collaboration

- Takes several years to develop

# Drexel Design Lab 3
## Resource Allocation

Budget Plan should facilitate:

a. Planning (medium and long-range)

b. Collaboration

c. Innovation

d. Transparency

e. Entrepreneurship

f. Appreciation of vulnerability/flexibility

# Drexel Design Lab 3
## Resource Allocation

Budget Pre-Steps -

Evaluate - current state and processes with reference to Drexel's vision

Consider – a comprehensive model that aligns with Drexel's vision
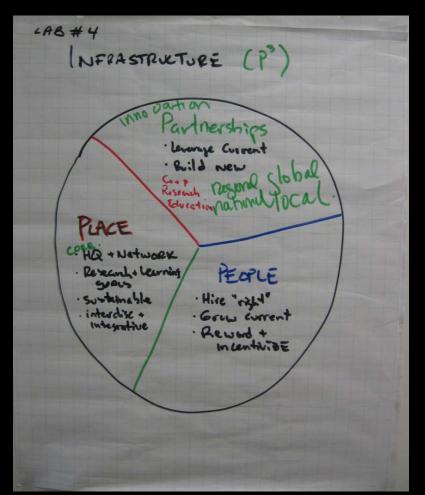
   -Capital –            - Tuition

     -Endowment        - Research $

\*  Timing is urgent

\*\* Integrate every college

# Drexel Design Lab 4
## Goals & Aspirations

- In light of our conversations this morning, imagine the year is 2018. Drexel is a research-intensive, global university, with co-op and experiential learning in all schools. What changes should we make to Drexel's infrastructure today to realize our vision?

# Drexel Design Lab 4
## Goals & Aspirations

P3 -

- Partnerships -  in research and education, leveraged locally and globally

- Places – HQ + Network, integrated, collaborative, sustainable

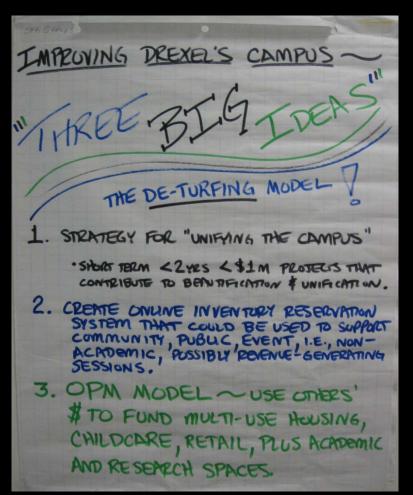- People – hire right, incentivize, and facilitate growth

(and policies to support it all)

# Drexel Design Lab 4
## Goals & Aspirations

**Integrate** - experiential learning, academics, undergrad research, service and traditional co-op

**Assess** - all projects with learning outcomes

**Develop** - interdisciplinary research, affiliations and partnerships with corporations, industry, Academy, and others

**Invest** - strategically in global including co-op, global research, study abroad, faculty abroad with protected time

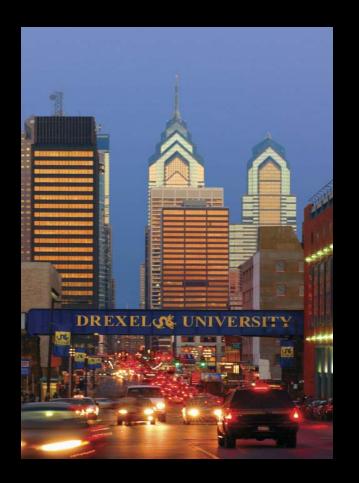# Drexel Design Lab 4
## Goals & Aspirations

Create – synergies between colleges/units and across region

Leverage – our activities in Philadelphia for maximal impact, engage local/regional/national/global partners and all colleges

Build – Connect campus building initiative to sustainability and carbon neutral goals

# Drexel Design Lab 5
## Campus Improvements

- How can we more effectively balance current urgent needs with our long-term master planning goals? How should we improve, beautify and expand the campus to advance our learning, living and working environments in the short, medium, and long term?

# Drexel Design Lab 5
## Campus Improvements

- Need more space
- Should unify and beautify campus
- Develop flex space for revenue-generating activities
- Increase and improve student housing, food options, public spaces
- Location of key units should be commensurate with their impact



DREXEL UNIVERSITY

# Drexel Design Lab 5
## Campus Improvements

Create - "Terraces" = small interventions of <$1 million that contribute to beautification and unification in the short term and beyond

Identify - Conduct space inventory and create policy for online reservation system to "De-Turf" academic, non-academic, public, and community spaces

Explore - OPM (Other People's Money) Model for large projects building on 3rd party partnerships, community development for housing, childcare, retail, program, academic, research, multi-use
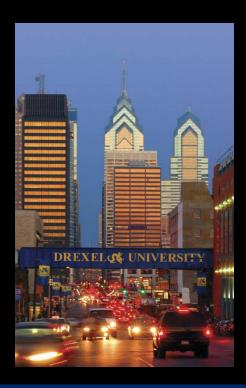
# Drexel Design Lab 5
## Campus Improvements

Consider - Need for more space, beautified space, flex space, prestigious space befitting a leading university

Examine - Students' needs for housing, accessibility, food services, transportation, unified campus with gateway

Prioritize – Short-term = 2 year; Medium-term = 3-10 years;Long-Term = 10+ years