



Transforming the Modern Urban University

DREXEL UNIVERSITY STRATEGIC PLAN 2012-2017



Transform

ONE UNIVERSITY



Within the past two decades, Drexel's remarkable journey has taken us into the ranks of leading research universities in the United States. We have found original ways to develop unusual breadth, scope, and mindshare. We have created three Philadelphia campuses; established the Center for Graduate Studies in Sacramento; forged new model partnerships with the Academy of Natural Sciences and regional colleges; acquired a College of Medicine, a College of Nursing and Health Professions, and a School of Public Health; founded the Earle Mack School of Law; and continued the dramatic expansion of Drexel e-Learning. Today, Drexel has all of the makings to define the great, modern, urban university of the future. Now we must ensure that we are always more than the sum of our parts. As One University, we will guide each student's path so that his or her potential may be realized at Drexel. As One University, we will empower our faculty members to continue to develop fields of excellence and hubs of innovation. As One University, our professional staff will work together across units to create effective, efficient means to support education and scholarly work. Together, we will think and act across boundaries to transform our campuses, our neighborhood, and our world through the power of unfettered intellect.

Cover: Atrium of the Papadakis Integrated Sciences Building

Transform

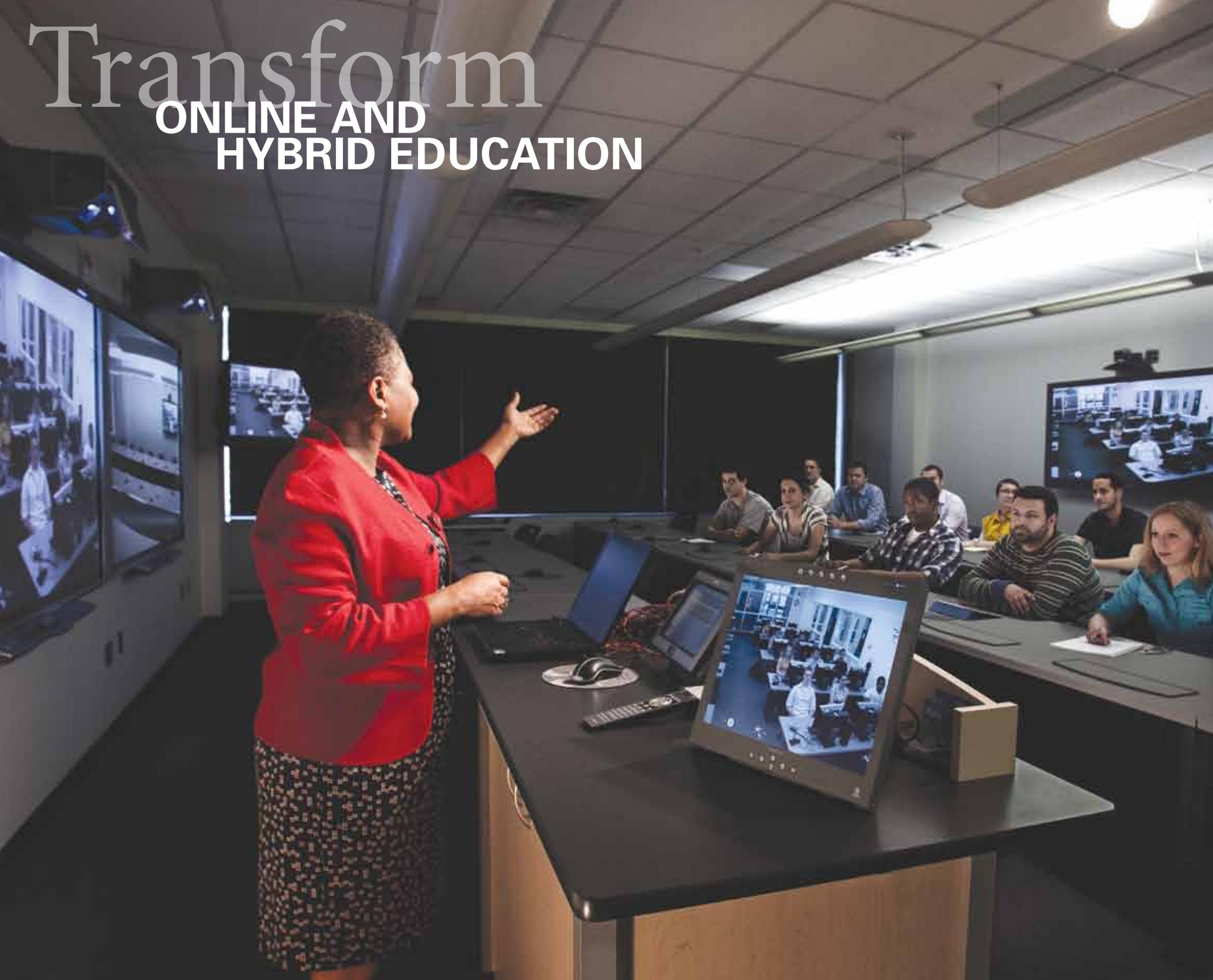
CO-OPERATIVE EDUCATION



Students and their families, government and business leaders, and the American public are hungry for a new model of higher education that is results-oriented. As an undisputed leader in co-operative education, Drexel is uniquely poised to break away from the pack and create this new model. By aggressively expanding co-operative offerings regionally, nationally, and globally to include mentored research; nonprofit, government, and creative work; and opportunities for field and clinical experiences; and by infusing our academic priorities into the co-op experience, we will enable every Drexel graduate to be optimally prepared for a desirable job or a competitive graduate program that leads to a meaningful career. We will move from the nation's leading co-operative education provider to the world's preeminent co-operative education provider, working with our partners to imagine new, creative, and innovative co-op models to serve our students and society for the next century. In the process, we will become the partner of choice across all sectors as faculty and students help address significant global problems through translational research, technology transfer, and creative work.

Transform

ONLINE AND HYBRID EDUCATION



With its strong background in technology, Drexel began offering degrees online as an option for students in 1996. In recognition of our success in setting the bar for online education, Drexel was one of two recipients of the 2010 Sloan Consortium Award for Excellence in Institution-Wide Online Education. As we constantly assess the ways in which we educate students and the ways we can do it better, we now plan to dramatically reposition Drexel e-Learning in the marketplace. With renewed focus on program quality, student retention, and graduation, we will explore how the University and Drexel e-Learning can expand and scale high-quality online offerings, enabling Drexel to further its reach. At the same time, we will build the Drexel Network, including our several campuses and outstanding online offerings, to become the premier provider of hybrid academic programs (in-person and online) that will extend Drexel's market presence throughout the United States and globally.

Transform

INNOVATION NEIGHBORHOOD



Positioned to be the preeminent university located at a major national transportation hub, Drexel will become one of the country's most dynamic and inviting urban universities; an essential civic, intellectual, and business partner; and a welcoming physical gateway to Philadelphia. In a mixed-use setting that brings robust education and research institutions together with the commercial sector, Drexel will anchor a vibrant Innovation Neighborhood in University City. We will continue to work with citizens, businesses, entrepreneurs, and government leaders to become a centerpiece of innovation, technology, globalization, and economic development in our region. Our first step will be to create an attractive and exciting front door to Drexel's University City Campus at Philadelphia's 30th Street Station—one of the United States' most important train stations, connecting New York, Washington, and the entire East Coast.

From the President Opportunity and Vision



The achievements of the past are only as valuable as the vision they inspire in us for the future.

That's why when I was selected to lead Drexel at a time of remarkable momentum—unprecedented growth in comprehensiveness and reputation, leadership in experiential learning, growing research and civic enterprises dedicated to improving lives—my first priority was to convene the entire University community to discuss what comes next.

The result is “Transforming the Modern Urban University,” our new strategic plan.

In this inspiring moment, Drexel's responsibilities as an institution are perfectly matched by our culture and capabilities:

- We must prepare students for success in a world changing more rapidly than ever before...and we can build on a signature co-op program that connects them directly to the needs of the professional environment around the globe.
- We must put our intellectual capital in service of a society facing great challenges...and we can be proud of a research enterprise that specializes in translating discovery to real-world impact.
- Finally, we must join our neighbors in the quest for growth, community and a higher quality of life...and Drexel represents an economic and social engine with the potential to transform our neighborhood, city, and region.

Every Drexel constituency had a voice in the process that produced this document, from students to faculty and professional staff to alumni, trustees, and friends of the University. I am grateful to the hundreds of people who made tangible contributions to the effort. We should all feel a sense of ownership in this plan, and it's essential that we do: It will take every one of us, working and innovating together, to achieve the ambitious goals laid out here.

We've envisioned an exciting trajectory for Drexel University. Let us not settle for anything short of fully realizing that vision.

JOHN A. FRY

Our 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.

Our 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 e-Learning; 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.

Our 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.

Strategic Initiatives

These Strategic Initiatives will guide our work over the life of the Strategic Plan:

1. Invest in Academic Excellence
2. Intensify and Improve the Student Experience
3. Enhance Drexel's Global Impact
4. Create an Innovation Nexus for Research, Technology Transfer, and Economic Development
5. Develop the Nation's Most Dynamic Transportation Hub-Based University District
6. Continue to Grow Drexel's Enrollment



1 Invest in Academic Excellence

Diverse students the world over who seek rigorous academic preparation grounded in experiential, co-op enhanced learning will recognize Drexel as the gold standard. Drexel University will:

- Infuse the Drexel Student Learning Priorities across all modes of instruction and all programs —on campus, online, hybrid, undergraduate, graduate, and professional. Create a personalized educational experience that allows students to customize their course of study, and track student outcomes to measure mastery and achievement, while maintaining our commitment to preparing a diverse, productive, and global citizenry with specialized knowledge and professional expertise grounded in a deep appreciation for the arts, humanities, and natural and social sciences.
- Focus on experiential education of all forms, including aggressive expansion of co-operative positions regionally, nationally, and globally to include mentored research; nonprofit, government, and creative work; and opportunities for field and clinical experiences. Ensure close alignment between academics and the co-op experience. Invest heavily in co-operative education and job placement programs, both domestically and internationally. Build a branding and marketing campaign that demonstrates to the public the immense impact of co-operative education and the success Drexel has in placing our students in desirable careers upon

Co-op students at McNeil Nutritionals, LLC.



graduation and in encouraging and supporting innovative entrepreneurs. Differentiate co-ops from internships, demonstrating how co-op is more meaningful and valuable. Align programs with projected job growth to ensure that graduates continue to be prepared to compete in areas with high workforce needs, such as engineering, health care, energy, sustainability, and other technology-intensive fields. And finally, prepare those students embarking upon careers as entrepreneurs with the skills and experience to succeed.

- 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 dedicated to fostering student learning, advancing knowledge, demonstrating excellence in their fields, developing innovative programs, and working entrepreneurially.
- Direct financial investment to academic priorities, targeting academic units with the highest potential for excellence, key areas of societal concern, and emerging fields in which Drexel can build a critical mass of talent. An innovative and current example is The Center for Visual Decision Informatics, an NSF-approved, corporate-funded national research center developed to address and to solve the problems of a world drowning in data and starving for knowledge. Through start-up money, resources, self-governance, and the possibility of building degree-granting programs, we plan to encourage faculty to form hubs that focus on multi-disciplinary work. Drexel also will initiate a comprehensive academic program review and alignment process that improves and strengthens existing programs, eliminates low-quality or outmoded programs, coordinates and consolidates dispersed programs, and resolves long-standing boundary issues among academic units, especially in the health sciences.



DREXEL STUDENT LEARNING PRIORITIES

CORE INTELLECTUAL AND PRACTICAL SKILL AREAS

- CREATIVE & CRITICAL THINKING
- COMMUNICATION
- INFORMATION LITERACY
- ETHICAL REASONING
- SELF-DIRECTED LEARNING
- TECHNOLOGY USE

EXPERIENTIAL AND APPLIED LEARNING AREAS

- GLOBAL COMPETENCE
- LEADERSHIP
- PROFESSIONAL PRACTICE
- RESEARCH, SCHOLARSHIP & CREATIVE EXPRESSION
- RESPONSIBLE CITIZENSHIP

The Student Learning Priorities were developed collaboratively by employers, Drexel faculty members, and administrators who set out to identify those qualities of mind that best support student success during their education at Drexel and as they move into careers or graduate education. The Learning Priorities provide a common language and focus for a continuous conversation on student learning across Drexel University.



2 Intensify and Improve the Student Experience

Drexel students will be among the most academically, socially, and civically engaged in the nation, participating in a wide range of intensive curricular and co-curricular offerings that capture their intellects, deepen their understanding of contemporary challenges, and drive a passion for learning by doing. Students will draw upon their Drexel education throughout their lives while enjoying a rich and memorable college experience that will, in turn, create a loyal and devoted alumni body. Drexel University will:

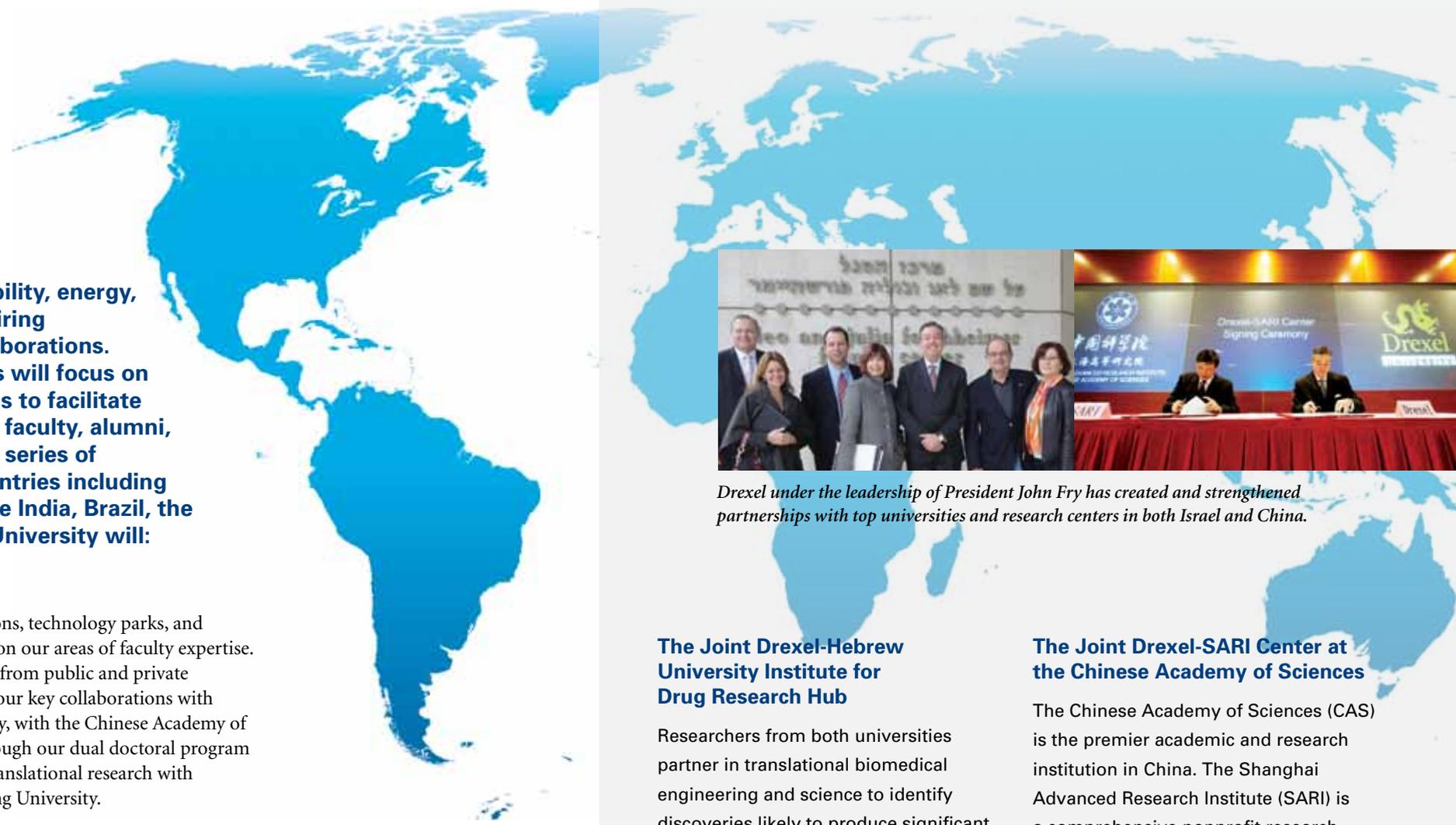
- Invest in the current student body to significantly improve retention and academic success through stronger advising and counseling as well as enhanced learning environments that personalize instruction to play to the strengths of our students. Better coordinate all entities that engage and support our students. Begin retention and academic success efforts at enrollment and focus on the entire Drexel student body, including those residing on or near our University City, Center City, and Queen Lane campuses, commuters, online students, and those studying at Drexel Network sites.
- Re-imagine residential life, athletic, and recreational activities as an extension of experiential learning beyond classrooms and across our campuses. Bring faculty together with students in residential settings. Integrate Drexel's broadly participatory athletic and recreation programs with an emphasis on fostering healthy lifestyles and encouraging robust team-based competition.
- Provide better integrated administrative services across all areas and campuses, with particular attention to financial aid, bursar and registrar services, and academic advising. Ensure that the health and safety of our students is paramount among our concerns, and that Drexel continuously improves the full array of services we offer through public safety, student health services, psychological and substance abuse counseling, victim support and intervention, and other resources that promote health and help students in times of need or distress.
- Create energetic, well-designed campuses with modern classrooms and laboratory facilities and welcoming, strategically distributed indoor and outdoor spaces for group and individual study. Offer ready access to authoritative information, research support, and academic advising through a variety of library learning environments. Significantly increase the quality and amount of on-campus student housing, create a comprehensive student activities and entertainment center, and continue to improve recreational facilities and green spaces.



3 Enhance Drexel's Global Impact

Our greatest challenges today—such as urban sustainability, energy, water conservation, and public health—are global, requiring comprehensive solutions, novel research, and new collaborations. Drexel's ecosystem of global partnerships and programs will focus on carefully selected countries and international institutions to facilitate productive, mutually beneficial opportunities. Driven by faculty, alumni, and institutional connections, Drexel will partner with a series of distinguished universities and research institutes in countries including China, Israel, and Turkey, with long-term plans to include India, Brazil, the United Kingdom, and select countries in Africa. Drexel University will:

- Transform into an international hub of excellence by preparing citizens of the world who are conversant with the broad array of global opportunities and challenges. Develop courses that compare and contrast different cultures and foster cultural competencies. Offer intensive language study and encourage students to develop proficiency.
- Grow global experiential learning by building our exchange partnerships, dramatically increasing global co-operative education experiences, and expanding opportunities for international engagement.
- Develop global platforms for innovation in research and education, establishing partnerships, centers, and networks with selected universities, research institutions, technology parks, and industries, based on our areas of faculty expertise. Leverage support from public and private partners, such as our key collaborations with Hebrew University, with the Chinese Academy of Sciences, and through our dual doctoral program that focuses on translational research with Shanghai Jiao Tong University.
- Facilitate faculty collaborations in global knowledge creation and problem solving through a variety of initiatives, encouraging faculty to develop and cultivate international networks of colleagues to advance their research programs, and inviting preeminent international faculty to work on Drexel's campuses.



Drexel under the leadership of President John Fry has created and strengthened partnerships with top universities and research centers in both Israel and China.

The Joint Drexel-Hebrew University Institute for Drug Research Hub

Researchers from both universities partner in translational biomedical engineering and science to identify discoveries likely to produce significant innovations in health care and move these discoveries from bench to marketplace. Hebrew University's experience in translating laboratory findings to patents and products has helped characterize Israel as a "Start-up Nation."

The Joint Drexel-SARI Center at the Chinese Academy of Sciences

The Chinese Academy of Sciences (CAS) is the premier academic and research institution in China. The Shanghai Advanced Research Institute (SARI) is a comprehensive nonprofit research organization established by CAS and the Shanghai municipal government to coordinate a far-reaching, visionary group of strategies for technological innovation. The Drexel-SARI Center allows for research collaborations and educational partnerships with SARI and CAS, access to the latest technology and innovation in China, and a presence in Shanghai for co-op positions, symposia, and executive training for scientists and engineers managing and marketing their innovations.

I N T E R N A T I O N A L C O - O P



4 Create an Innovation Nexus for Research, Technology Transfer, and Economic Development

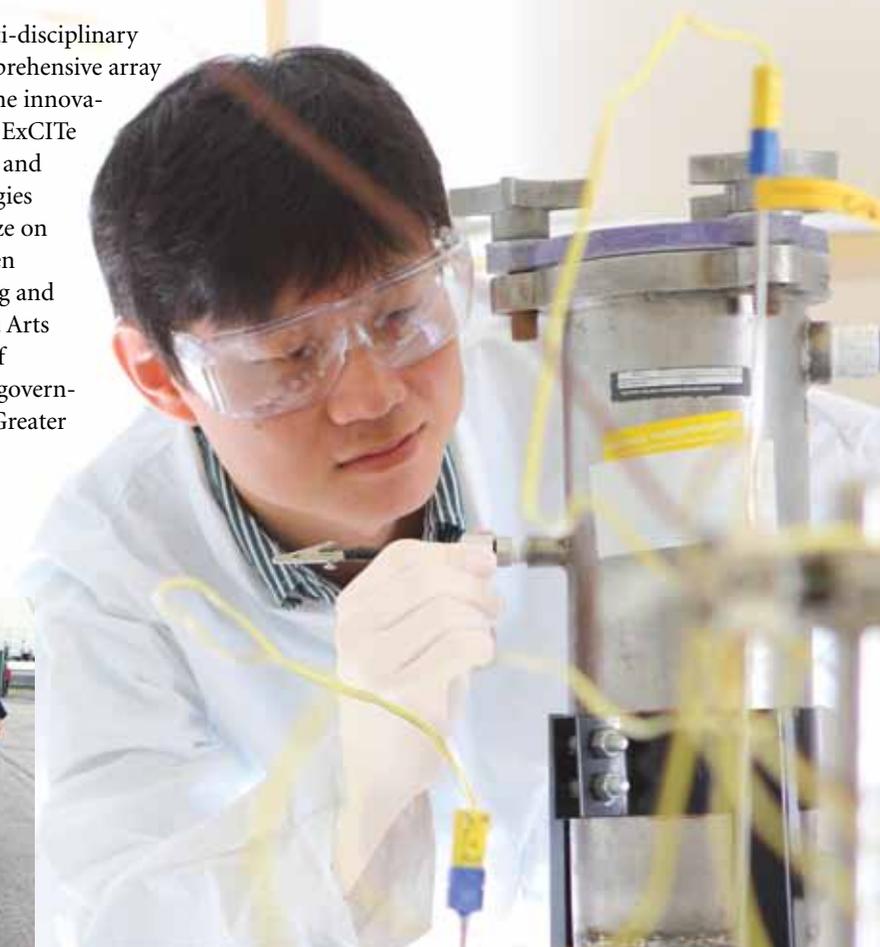
Drexel faculty and students will help address global problems through engagement in experiential education, pioneering research, and mentored creative and scholarly work that achieves real-world application and impact through technology commercialization and entrepreneurship. Drexel University will:

- Continue to build a strong foundation in basic and translational research by investing in current faculty members, recruiting new faculty members (individually and in clusters), increasing the number of doctoral students, and providing funding, robust support services, and adequate space to promote the most innovative and collaborative research environments. Drexel will also leverage our Coulter Foundation Endowment as a model for cross-campus translational research partnerships.
- Promote pioneering scholarly work that forges new approaches to significant long-standing problems, such as Drexel's work in autism that uses public health science to discover, develop, and implement population-focused strategies for preventing or reducing the morbidity and disability associated with autism.
- Create an Office of Corporate Partnerships that will significantly extend our existing external relationships developed by the Steinbright Career Development Center, the Office of Institutional Advancement, Drexel e-Learning, and the Office of Research. At present, there is no capability within Drexel to manage, in a holistic and strategic way, the relationships we have with leading corporations and to leverage their interests in the same vital opportunities as those of our other external partner organizations, including those in the nonprofit and public sectors. This new office will coordinate a multidisciplinary relationship with the very best of these organizations, and maximize the full potential of these relationships via co-op placements, customized online learning, philanthropy, and project funding for key Drexel initiatives.

- Establish Drexel Ventures, a new subsidiary of Drexel University, to provide support for faculty, students, alumni, and regional entrepreneurs seeking to start new companies and to foster economic growth and development in the Greater Philadelphia region. Drexel Ventures will be managed as an independent, wholly owned subsidiary of the University with an advisory board comprising experienced entrepreneurs, venture capitalists, private equity investors, and technical experts in key fields and professions. Drexel Ventures will provide funding and expertise to manage the invention disclosure process, determine patent and market viability, accelerate translational research, provide entrepreneurial co-ops, support and partner with area incubators and accelerators, provide seed funding to start-up organizations, expedite licensing for small businesses, and facilitate the ability of Drexel faculty to compete for and undertake contract proprietary research.

- Advance game-changing, multi-disciplinary initiatives, leveraging the comprehensive array of Drexel's academic assets. One innovative example of this strategy is ExCITE —Drexel's planned Expressive and Creative Interaction Technologies Center. ExCITE would capitalize on extensive collaboration between Drexel's College of Engineering and the Westphal College of Media Arts & Design with a broad array of educational, commercial, and governmental participants from the Greater

Philadelphia region. ExCITE would be a research center providing leadership at the convergence of technology and creative expression which could be located at Philadelphia's Navy Yard, perhaps on the Urban Outfitters campus. ExCITE would focus on developing new instruments and interfaces for content creation and human-centered interaction to foster innovation. ExCITE would seek to build out the intersection of technology and creative expression, broadening the traditional core of Science, Technology, Engineering and Math, or "STEM," to include the arts, thereby producing "STEAM." Drexel's ExCITE Center would be both a resource hub to transform the Greater Philadelphia region by bringing together the technology and cultural communities to catalyze the local digital creative economy, and a comprehensive partnership among leading academic, cultural, and civic institutions and industry to enhance education and workforce development.



5 Develop the Nation's Most Dynamic Transportation Hub-Based University District

Drexel will become one of the nation's most engaged, vibrant, and modern multi-site urban universities, with strong and mutually sustaining relationships among our three Philadelphia campuses, surrounding neighborhoods, major transportation hubs, and the Greater Philadelphia region. Drexel University will:

- Implement a six-phase, 30-year Campus Master Plan to unify isolated buildings into an integrated, thoughtfully planned metropolitan campus, surrounded by compact green spaces and interlaced with residential, recreational, and commercial amenities that together help create a thriving community. Begin a sustained program to improve, maintain, and, when necessary, replace existing buildings to ensure high-quality facilities and comparability among our University City, Center City, and Queen Lane campuses.
- Initiate the comprehensive redevelopment of the “superblock” bordered by 30th Street Station to the east, JFK Boulevard to the north, 32nd Street to the west, and Chestnut Street to the south, establishing a lively, mixed-use, multi-purpose district featuring academic, residential, retail, commercial, and technology-incubation uses, while setting new standards for design and environmental sustainability. This will also involve the cultivation of a

strong relationship with Amtrak and SEPTA to potentially extend the mixed-use campus district into the adjacent railroad yards that border JFK Boulevard to the north. This could result in the long-term development of more than 50 acres of underutilized property in the Penn Coach Yards section of the Amtrak property, creating a mixed-use district extending to Spring Garden Street and tying University City to the Art Museum district and the Academy of Natural Sciences of Drexel University located on the Benjamin Franklin Parkway.

- Create an attractive and exciting front door to Drexel's University City Campus at 30th Street Station and use the redevelopment of the superblock to create the physical articulation of our mission, vision, and values. This Innovation Neighborhood will bring together education, research, and commercial entities such as pharmaceutical companies and technology-based organizations. International partners from China,

Israel, Turkey, and other countries will be invited to have a presence in this new neighborhood. The development would house interdisciplinary programs, innovation partnerships, industrial joint ventures, and incubators in the context of an attractive, densely-developed, mixed-use neighborhood of academic buildings as well as retail, residential, entertainment, and hotel properties. Drexel University would be positioned as the convergence center for the innovation generation in Greater Philadelphia.

- Fulfill our aspiration to become the nation's most civically engaged university by implementing all dimensions of our neighborhood initiatives plan. Our initiatives will provide much-needed retail and cultural amenities to the Drexel community as well as targeted development near all of our Philadelphia campuses. This plan promotes the creation of clean and safe neighborhoods; affordable and attractive housing with expanded

opportunities for home ownership; job training and placement opportunities for community residents; resources to improve health and wellness in the community; and a high-quality innovative K-12 ecosystem featuring many educational options. These initiatives will lead to new and innovative urban solutions, from an “extension center”—modeled in part on Drexel's thriving 11th Street Family Health Services located in North Philadelphia—where Drexel knowledge and problem solving will be made available to community residents, to an urban farm that will tie food access and nutrition education to job training and sustainability. Whether through a community-based law clinic, architectural and engineering solutions for housing development, dance and theater programs for neighborhood children, hands-on workshops on energy-efficient home repairs, or digital training for local teens, Drexel's culture and practices will set new standards for university engagement.



Potential development at 30th and Chestnut Streets



Continue to Grow Drexel's Enrollment

Drexel's recent success has been driven and enabled by our scale. The University's enrollment growth will be aligned with growth in our academic and residential infrastructure so that the quality of a Drexel education is enhanced. We will undertake a carefully calibrated expansion, motivated by our desire for greater impact across the nation and around the world, by the need for increased support of scholarly activity and research, and by a collective understanding of the significant role Drexel has in the economic development of the region. Renewed focus on student retention also will ensure that both new and continuing Drexel students have the resources and support to thrive and succeed. Drexel University will:

- Grow enrollment commensurate with student demand and academic capacity, initially by adding graduate and transfer students, and then, after a three-year period, gradually growing subsequent undergraduate freshman classes. By 2017, Drexel will increase enrollment from our current number of 23,500 to 30,470 students; by 2021, Drexel will increase to 34,000 students. Develop additional BS/MS options for undergraduates seeking accelerated degrees, providing more in-depth knowledge and added value for their financial investment. Give special attention to expanding Drexel's enrollment area beyond the Mid-Atlantic region, where the University enjoys strong brand recognition, to other regions of the country and around the globe, focusing initially on targeted recruitment of international students from China, India, South Korea, and Vietnam.
- Further develop Drexel e-Learning and the Drexel Network by capitalizing on the University's strong market position in online education and our experience in Sacramento and at Burlington County Community College in providing hybrid courses (in-person and online). Drexel e-Learning is developing its own strategic plan, and the Drexel Network Committee will build a parallel growth strategy.
- Support our historic commitment to access and academic success through merit-based and need-based scholarships to attract a diverse student

body of high-potential students by supporting programs such as National Merit Scholars and our own Liberty Scholars, early intervention programs such as Lindy Scholars, and consortia projects such as the Greater Philadelphia Region Louis Stokes Alliance for Minority Participation (Philadelphia AMP). Engage in significant fundraising for endowed scholarships—\$50 million is targeted in our ongoing comprehensive campaign—and raise even more significant funding for need-based scholarships in subsequent campaigns.

- Expand our academic reputation and market footprint through affiliations with strategic partners. The Academy of Natural Sciences of Drexel University is a prime example of the kind of affiliations and partnerships we seek with distinguished Philadelphia educational, cultural, historical, and health care organizations.



From the President A Call to Action

Never before has Drexel brought so many students, faculty, professional staff, alumni, friends, parents, and community members to work together to imagine this University's path forward. Drexel is always at its best when we partner, collaborate, and team up—seeing the big landscape ahead, moving horizontally and not hierarchically. It is no wonder that the vision outlined here is truly transformational.

More than a plan, the vision we have set forth is a call to action. A call to every Drexel campus, every college, every school, every department, every professor, every student, every graduate, every professional staff member, and every one of our partners and neighbors—it is a call to the people of Drexel. One of the greatest assets of this University has always been its humanity. By answering this call with your intellect, your passion, your creativity, your ambition, your philanthropy, and your ingenuity, you will help define what the next great, modern, urban research university looks like, and how such a university—Drexel University—engages its people, neighbors, and partners to make a better world.



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DREXEL UNIVERSITY LEADERSHIP

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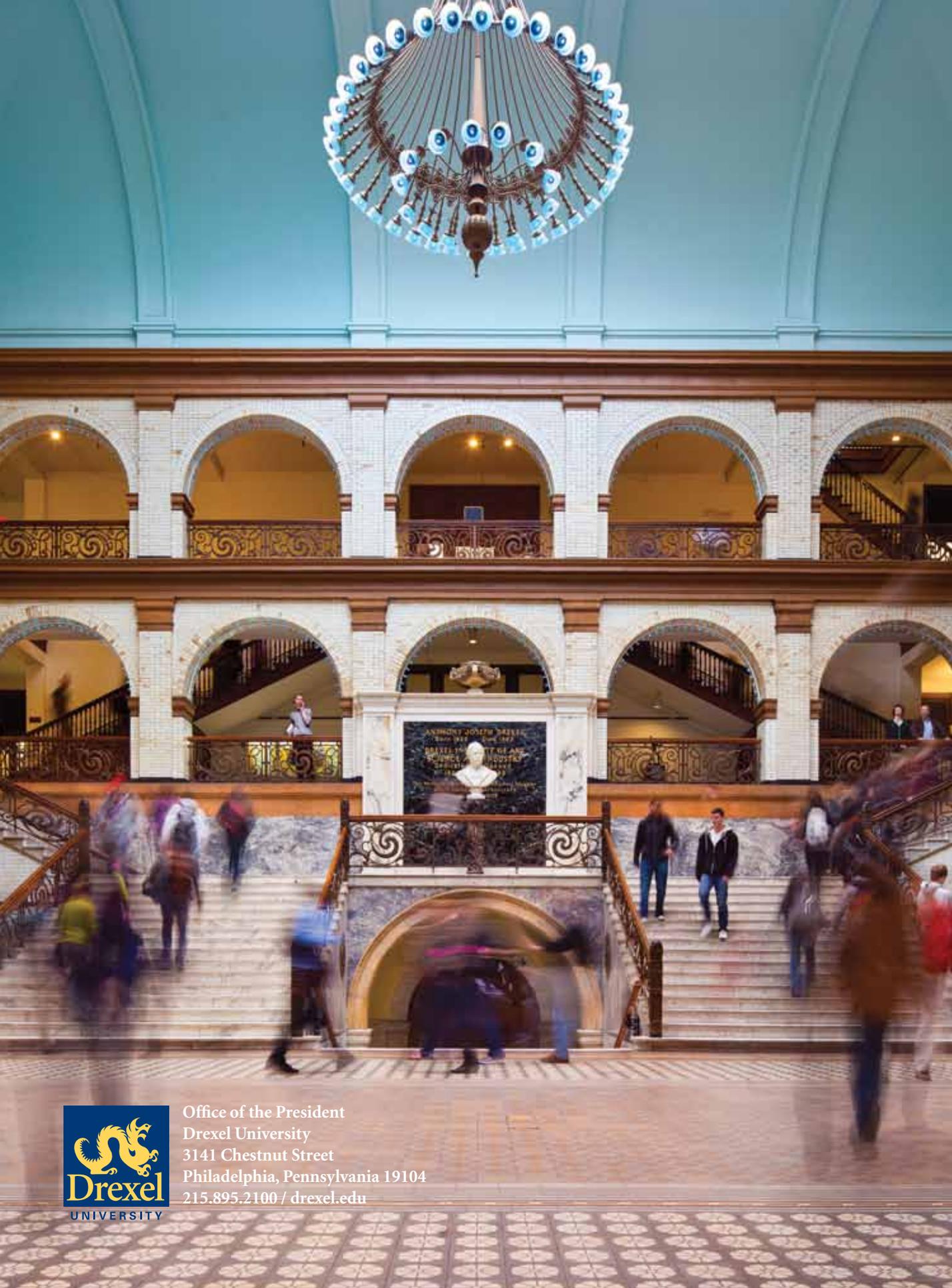
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